



Rural Capital of Food

Agenda

Meeting name	Policy, Finance and Administration Committee
Date	Wednesday, 29 November 2017
Start time	6.30 pm
Venue	Parkside, Station Approach, Burton Street, Melton Mowbray LE13 1GH
Other information	This meeting is open to the public

Members of the Policy, Finance and Administration Committee are invited to attend the above meeting to consider the following items of business.

Edd de Coverly
Chief Executive

Membership

Councillors	J. Orson (Chair) R. de Burle M. Glancy E. Hutchison B. Rhodes	L. Higgins (Vice-Chair) P. Cumbers E. Holmes A. Pearson J. Wyatt
Substitutes	P. Chandler T. Greenow	M. Graham

Quorum: 4 Councillors

Meeting enquiries	Kirsty Whelbourne
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Agenda despatched	Tuesday, 21 November 2017

No.	Item	Page No.
1.	APOLOGIES FOR ABSENCE	
2.	MINUTES To confirm the minutes of the meeting held on the 26 th September 2017.	1 - 16
3.	DECLARATIONS OF INTEREST Members to declare any interest as appropriate in respect of items to be considered at this meeting.	17 - 18
4.	RECOMMENDATIONS FROM OTHER COMMITTEES There are no recommendations from other committees.	
5.	UPDATE ON DECISIONS The Chief Executive to submit an update on decisions from previous meetings of the Committee.	19 - 20
6.	ME AND MY LEARNING - END OF YEAR REPORT The Head of Communities and Neighbourhoods to submit a report to seek Members comments and approval of the Me and My Learning End of Year report for 2016/17.	21 - 64
7.	DISCIPLINARY AND DISMISSAL PROCEDURES FOR STATUTORY OFFICERS The Solicitor to the Council to submit an update on the position with regards to the recently adopted Disciplinary Policy with respect to the Council's statutory officers and the consequential amendments required to the Council's substitute policy.	65 - 72
8.	ITEMS FOR APPROVAL UNDER FINANCIAL PROCEDURE RULES The Corporate Director to submit a report to provide requests for approval of this Committee under Financial Procedure Rules and to provide information on amounts approved under delegated powers and to report the impact of these on the Council's reserves and balances.	73 - 88
9.	REVENUE ESTIMATES 2018/19 & MEDIUM TERM FINANCIAL STRATEGY The Corporate Director to submit a report to provide Members with the latest position regarding the estimates for 2017/18 and 2018/19 and the Medium Term Financial Strategy (MTFS).	89 - 106

10.	<p>CAPITAL PROGRAMME MONITORING TO 31 OCTOBER 2017 AND CAPITAL PROGRAMME 2017-2022</p> <p>The Corporate Director to submit a report to update the Committee on the progress of schemes within the Capital Programme to 31 October 2017. And to determine the Committee's Capital Programme for 2017-22 based on a review of spending in the current year's programme and schemes included in the programme for later years.</p>	107 - 116
11.	<p>URGENT BUSINESS</p> <p>To consider any other items that the Chair considers urgent.</p>	
	<p>EXCLUSION OF THE PUBLIC RECOMMENDED that the Public be excluded during consideration of the following item of business in accordance with Part 1 of Schedule 12A of the Local Government Act 1972 (Access to Information: Exempt Information) under Paragraphs 1 and 2 (Items 12 and 13)</p>	
12.	<p>MINUTES OF THE POLICY, FINANCE AND ADMINISTRATION SUB COMMITTEE</p> <p>To note the minutes of the Policy, Finance and Administration Sub Committee held on 25 July 2017.</p>	117 - 120
13.	<p>PAYROLL SERVICE</p> <p>The Corporate Director to submit a report to update the committee on the provision of the payroll services.</p>	121 - 146

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Rural Capital of Food

Minutes

Meeting name	Policy, Finance and Administration Committee
Date	Tuesday, 26 September 2017
Start time	6.30 pm
Venue	Parkside, Station Approach, Burton Street, Melton Mowbray LE13 1GH

Present:

Chair Councillor J. Orson (Chair)

Councillors

L. Higgins (Vice-Chair)	R. de Burle
P. Cumbers	A. Pearson
B. Rhodes	J. Wyatt
P. Chandler	M. Graham

Observers

Officers

- Chief Executive
- Deputy Chief Executive
- Corporate Director
- Solicitor to the Council (VW)
- Business Manager
- Administrative Assistant (KW)

Minute No.	Minute
P21	<p>Apologies For Absence Apologies were received from Councillors Glancy, Holmes and Hutchison.</p>
P22	<p>Minutes The minutes of the meeting held on 11 July 2017 were confirmed and authorised to be signed by the Chair.</p> <p>It was stated that a report for the Subscription to the Lightbulb project will be presented at the meeting of the Full Council on the 11 October 2017.</p> <p>A Member questioned why 7 King Street is currently boarded up. It was said that new tenants may be refurbishing the property and questions should be directed to the property services team.</p>
P23	<p>Minutes of the Policy, Finance and Administration Sub Committee The minutes of the sub-committee meeting held on 25 July 2017 were not authorised to be signed by the chair and will be reconsidered at the next meeting.</p>
P24	<p>Declarations of Interest Councillor Rhodes declared a personal interest in any items relating to Leicestershire County Council due to his position as a County Councillor, a further pecuniary interest was declared in item 8 Budget Framework 2018/19 around recommendation 2.8 due to his role within the County Council.</p> <p>Councillors Orson and Pearson declared a personal interest in any items relating to Leicestershire County Council due to their positions as County Councillors.</p> <p>Councillor Chandler questioned if she had a personal interest in item 13- recommendations from other committees. It was clarified that because of the nature of the report there would be no bias.</p> <p>The Chief Executive, Monitoring Officer and Section 151 Officer declared an interest in item 6 and left the room for the item.</p>
P25	<p>Update On Decisions The update on decisions were noted.</p> <p>The Chief Executive reminded Members that following the presentation in August, the draft response was currently being circulated for comments. Subject to those it will be submitted at the end of September.</p> <p><i>(The Chief Executive, Section 151 Officer and Monitoring Officer here left the meeting.)</i></p>

Disciplinary and Dismissal Procedures for Statutory Officers

The Solicitor to the Council submitted a report to consider a revised disciplinary procedure for the Head of Paid Service, Chief Finance Officer and the Monitoring Officer as required under the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.

The Solicitor of the Council presented the report and explained that she has no officer interest in this item as she is not a statutory officer at Melton Borough Council. It was explained that this was a further report following the Council decision in July 2015 and the completion of the review of Chief Executive terms and conditions carried out by the JNC. A new Chief Executive Handbook has been issued which provides a model procedure and guidance to follow when dealing with complaints against a Chief Executive (Head of paid Service).

The revised procedure requires the authority to put in place an Investigating and Disciplinary Committee (IDC) to consider allegations and it was clarified that Policy, Finance and Administration Committee could incorporate the Terms of Reference recommended. The IDC is politically balanced and no Members on the IDC can also be members of the Appeals Committee as it will consider appeals against certain decisions of the IDC. If appropriate the IDC can appoint an independent investigator to investigate a complaint and the IDC will then consider the report and make certain recommendations. If the recommendation is for dismissal then an independent panel made up of at least two independent persons will need to meet to consider the recommendation before it is presented to Full Council. It is recommended that the current Appeals Panel amend their terms of reference to include this procedure.

A Member asked that if a recommendation for dismissal was to be discussed at Full Council would it be held in an open or exempt session. The Solicitor to the Council explained that it would be recommended to be held in exempt session due to the nature of the report but the decision falls with Full Council.

A Member questioned when the training would be required for the appeals committee and it was suggested that when a Member is elected onto the committee then they should participate in a form of overview training but more in depth or refresher training be given when the committee is called. A Member asked that a report be brought back to the next meeting when the training had been considered.

The Solicitor of the Council explained that the IDC Terms of Reference included the ability to suspend the Chief Executive. It was suggested that paragraph 4 of Appendix C should be amended to include the Section 151 (Chief Finance Officer) and the Monitoring Officer. It was also clarified that the IDC Terms of Reference be applied to the Policy, Finance and Administration Committee.

A Member asked that recommendation 2.4 includes "standing Appeals Committee" to allow for substitutes. The Solicitor of the Council agreed that more work is required to be completed before presentation to Full Council. A Member highlighted

to the Solicitor of the Council that a change to the substitute policy had been requested.

It was clarified to a Member that the independent investigators are appointed on a rota system from a list maintained by the JNC.

All recommendations were moved by Councillor Rhodes and Councillor Orson seconded.

All Members were unanimously in favour.

RESOLVED that:

- 1) the revised disciplinary procedure which applies to the position of Chief Executive as set out in Appendix A and B which includes the current guidance issued from time to time by the Joint National Committees be adopted.
- 2) the disciplinary procedure referred to in 2.1 is used as the reference guide in circumstances where disciplinary action against the Chief Finance Officer or Monitoring Officer be contemplated.
- 3) recommendation be made to Full Council that the Policy, Finance and Administration Committee be appointed as an Investigating and Disciplinary Committee which is politically balanced with no less than 5 Members which is set out in appendix C. Appendix C to be amended to include the Section 151(Chief Finance Officer) and the Monitoring Officer.
- 4) the terms of reference of the Standing Appeals Committee are amended as set out in Appendix D and the Solicitor to the Council to bring back a report to the next meeting setting out how the provisions relating substitutes apply in this context prior to referral to Council for consideration.

(The Chief Executive, Section 151 Officer and Monitoring Officer here re-entered the meeting.)

P27

A Corporate Review of Charges 2018/19

The Corporate Director submitted a report to provide information on the various fees and charges that are made by this committee and to recommend changes to these charges to operate from 1st April 2018.

The Corporate Director explained that these levels of charges will feed into the budget setting process and the report highlights the various charges that are proposed to above or below inflation.

All recommendations were moved by Councillor Orson and Councillor Pearson seconded.

All Members were unanimously in favour.

RESOLVED that the committee determined the level of charges for 2018-19 for each of the services to operate from 1st April 2018.

P28

Budget Framework 2018/19

The Corporate Director submitted a report to consider a number of key items which will feed into the Council's Medium-Term Financial Strategy (MTFS) and the 2018/19 budget and corporate planning preparation process.

The Corporate Director explained that 2018/19 will be the third year of the four year funding settlement which was guaranteed with the submission of the efficiency statement. It was said that there is still much uncertainty surrounding the Local Government finance with a fair funding review underway and changes to the New Homes Bonus still on the agenda. It was explained that the Autumn statement is due on 22 November 2017 which may bring further information.

It was said that the budget process and MTFS review is being started and it would be timely to revisit efficiency plans as done with other assumptions as part of this process. It may become necessary to utilise reserves over the life of the MTFS in order to balance the budget whilst longer term savings are identified and delivered as the Council pursues its growth and commercialisation agenda.

It was also explained that a technical consultation is out at present which has proposals to limit council tax to the higher 2% or £5. The council tax was raised by £5 last year and this is included in the forward projections in the MTFS.

The Corporate Director further explained that based on previous experience and inflation forecasts it is proposed that no inflation be provided for non pay costs even by way of a contingency but that 1% be included in the estimates for pay and pay related costs and 2.5% for fees and charges. It was said that the other key issue considered as part of the report is the review of working balances. The risk model attached at appendix B has been updated and confirms that the current level of £640k for the general fund working balance is reasonable. No changes are proposed for the special expenses and HRA working balances.

A handout was distributed amongst Members which proposed a new budget timetable. The Chair explained that this was produced following discussion at the Conservative Chairs meeting and is a way of streamlining the budget setting process as there is an overlap in the current process. A Member expressed his dissatisfaction of taking this process and giving it to an informal body which potentially diminishes the role of the Policy, Finance and Administration Committee and queried whether this was a step towards a cabinet structure. It was noted that the Conservative Chairs meeting cannot make decisions and the purpose of utilising this meeting was to enable ideas to be developed before they were brought forward to the committee for discussion and decision making.

A Member explained that the Council already utilised member away days for this purpose.

The Chief Executive explained that the proposal was seeking to create a clear process and ensure member involvement in the development of ideas and options at the earliest possible stage. It was agreed that the timetable would be amended by replacing the conservative chairs meeting both at the end of November and in early January 2018 with Policy, Finance and Administration Committee.

A Member questioned if there is an incentive that we could give in relation to business rates retention and the Corporate Director explained that she does not have the detail but there is flexibility in the scheme, however a policy would be required. A Member was concerned at the impact of business rates increases on local businesses. The Corporate Director explained to a Member that local businesses have been hit by the re-evaluation. The government had provided some relief which is being distributed but we are retaining some funding to use as a hardship fund should this be required. The Government have changed the appeal to make it more difficult and the situation is being monitored and the figures can be made available.

A Member was concerned about the level of the working balances and the increase of emergencies across the world. The Corporate Director explained that there is a risk assessment which looks at the kinds of costs involved and those in the working balance are emergencies not covered by insurance which are averaged over a period of time.

Another Member questioned the impact of universal credit and the Corporate Director explained that the main impact would be rents on the HRA account, it was explained that this is recognised in the corporate risk register and figures have been sought for this and it is being monitored.

All recommendations 2.1 to 2.7 were moved by Councillor Orson and Councillor Graham seconded.

The motion was carried by a majority vote. One Member abstained from voting.

RESOLVED that:

1) The proposed corporate planning and budget framework timetable for 2017/18, in respect of the 2018/19 financial year, set out at and amended in the circulated document, be approved.

2) No inflation be provided for in the 2018/19 budget at service budget level, other than fees and charges which has been provided for at the rate of 2.5%, unless adjusted for known prices by budget holders and 1% for pay.

3) Council retains its objective of setting a balanced budget for over the life of the Medium Term Financial Strategy.

4) The level of working balance for General Expenses, taking into account the revised calculations set out in Appendix B, is maintained at £640k.

5) The existing target levels of working balance be retained for special expenses (Melton Mowbray) at £50,000 and the Housing Reserve Account (HRA) at £750,000.

6) The Management Team continue to determine the relative priority of schemes for Members to consider and allocate funding based on the information set out in the project mandates.

7) The key dates for the budget process be noted.

(Councillor Rhodes here left the meeting whilst recommendation 2.8 was considered.)

The Corporate Director explained that the previous government had intended to implement 100% business rates retention in 2019/20 or 2021/22 however that policy is now under review. An invitation has been issued to authorities to bid to be a business rates retention pilot in 2018/19. It was explained that there is a tight deadline on this with submissions required by 27 October 2017, it was also explained that this is not risk free but to mitigate the risks some gains given from the pool would be held back and not passed to the LLEP. The Corporate Director explained that this is a good offer that should be explored.

The Corporate Director also explained to a Member that there are £8-10k in consultancy costs plus officer time but that the county council as the lead authority for the pool had indicated they would pick this up but if not it would be split across all partners. It was said that if we were a pilot this year then between £18-19m would have been retained within Leicestershire with no detriment. There are concerns that if we do not move in now then more could be lost.

Recommendation 2.8 was moved by Councillor Orson and Councillor Wyatt seconded.

All Members were unanimously in favour.

RESOLVED that:

8) Delegated authority be given to the Corporate Director in consultation with the committee chair to become a 100% business rate pilot as part of the Leicestershire business rates pool should it be in the best interests of the Council.

(Councillor Rhodes here re-entered the meeting.)

P29	<p>Budget Monitoring April - June 2017</p> <p>The Corporate Director submitted a report to provide information on actual expenditure and income incurred on this Committee's services compared to the latest approved budget for the period 1st April 2017 to 30th June 2017.</p> <p>The Corporate Director explained that the budgets which are high risk are subject to more scrutiny on a monthly basis and the position on these budgets to the end of July are attached at Appendix B. The overall predicted position at the year-end on the end of July key services monitoring is an overall underspend of £46k. The key variances for this committees services are set out in paragraph 3.8 of the report.</p> <p>A Member questioned the loss due to the Council having to reduced rents which had reduced social security costs to the Government. The Corporate Director explained that the figure is estimated to be around £35m over the life of the business plan which is money that could have been spent improving homes.</p> <p>A Member explained that a review is required to be carried out around the long term effect of not improving homes and that when the backlog of repairs will peak. A Member said that if the Council is clever then the planned maintenance programme will look expensive in the short term but will save money long term. It was stated that it is 3 years until the rent can be increased.</p> <p>All recommendations were moved by Councillor Orson and Councillor Higgins seconded.</p> <p>All Members were unanimously in favour.</p> <p>RESOLVED that the financial position on each of this Committee's services to 30th June 2017 be noted along with the year end forecast.</p>
P30	<p>Items for Approval Under Financial Procedure Rules</p> <p>The Corporate Director submitted a report to submit requests for approval of this Committee under Financial Procedure Rules and to provide information on amounts approved under delegated powers and to report the impact of these on the Council's reserves and balances.</p> <p>The Corporate Director explained that recommendation 2.6 had been removed from the recommendations due to the decision made at Governance Committee. It was explained that non-perishable items would be trialled for a period of 6 months and the cost of this would be negligible.</p> <p>A Member asked if the Cattle Market project manager had an alternative, cheaper contractor. The Corporate Director explained that the alternative contractor was sought and Gillstream Markets contributed to the work. Recommendation 2.5 is an adjustment on the budget due to the additional funding from Gillstream Markets.</p> <p>With regard to the request for additional funding for the public conveniences a</p>

Member explained that he is worried when supplementary estimates are asked to be approved as this means that the Council is spending more than the budget.

The Chair explained that it was his understanding that there are two toilets planned to be erected but if there was just one toilet then there would be savings. A Member disagreed with this and explained that the extra £50k is required because costs kept changing and explained that costs for the drawings were high. It was agreed that having one set of toilets would make savings, but this would be very emotive and to gain the purple flag award two toilets would be essential. It was stated that savings would be made in the future. It was identified that the value of Park Lane toilets would be approximately £30k and the majority of the savings would come from staffing costs.

Members agreed that the supplementary estimates were required however Members would like the best value and for Officers to shop around. The Corporate Director explained that Officers had gone out to the market when tendering for the toilets and had assistance from consultants, however the bidders were discouraged because of the location. It was argued that the location that was agreed was the best position for the toilets as the bus stops were not lost for the tourists, there is better lighting and also better security.

A Member questioned if the pub could be put to use as they had indicated previously that the public are able to use their facilities but it was said that it is a busy road to cross and older people may not feel comfortable going to a pub.

Another Member explained that Melton Borough Council is part of the BID, however so is Town Estate so it was asked if Town Estate could contribute as they would be using the facilities.

Another Member stated they were not keen on having the toilets.

All recommendations were moved by Councillor Cumbers and Councillor Graham seconded.

The motions were carried with a majority vote. Two Members abstained from voting on recommendation 2.5.

RESOLVED that:

- 1) the virements approved under delegated powers (para. 3.1.1 refers) be noted.
- 2) the budget reductions approved under delegated powers (para. 4.1 refers) be noted.
- 3) the Cattle Market Phase 1 capital programme be increased by up to an additional £15k as recommended by the Rural, Economic and Environmental Affairs Committee and outlined in paragraph 6.1.

	<p>4) the financing for the Cattle Market Wash Down Area is adjusted to take into account the contributions from Gillstream Markets as recommended by the Rural, Economic and Environmental Affairs Committee and outlined in paragraph 6.2.</p> <p>5) a supplementary estimate of £50,000 to be funded from capital receipts for the Public Conveniences project to construct two new facilities as recommended by the Community and Social Affairs Committee and outlined in paragraph 6.3 be approved.</p>
P31	<p>Capital Programme Monitoring to 31 August 2017</p> <p>The Corporate Director submitted a report to update the Committee on the progress of schemes within the Capital Programme to 31 August 2017.</p> <p>The Corporate Director explained that the details for individual schemes are set out in appendix A. It was said that there is a forecast underspend due to one project no longer proceeding in the current format and the programme will be refined and updated at the next meeting of the committee when the capital programme is reviewed and updated in preparation for next years annual budget process.</p> <p>All recommendations were moved by Councillor Orson and Councillor Higgins seconded.</p> <p>All Members were unanimously in favour.</p> <p><u>RESOLVED</u> that the progress made on each capital scheme be noted and that the capital programme be amended as part of the budget setting process as outlined in sections 5.2.</p>
P32	<p>Urgent Business</p> <p>There was no urgent business.</p> <p><u>EXCLUSION OF THE PUBLIC</u></p> <p><u>RESOLVED</u> that the Public be excluded during the consideration of the following item(s) of business in accordance with Part 1 of Schedule 12A of the Local Government Act 1972 (Access to Information: Exempt Information) under Paragraph 3.</p>
P33	<p>Recommendations From Other Committees</p> <p><u>Community and Social Affairs Committee: 13 September 2017: Minute C29. - Public Conveniences- Replacement Proposals</u></p> <p><u>RESOLVED</u> that all recommendations within the report be approved.</p>

P34	<p>Commercialism Pilot The Deputy Chief Executive to submit a report to inform Members of the progress of the Commercialism Pilot.</p> <p><u>RESOLVED</u> that all recommendations within the report be approved.</p>
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The meeting closed at: 8.40 pm

Chair

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Advice on Members' Interests

COUNCIL MEETINGS - COMMITTEE MINUTES : DECLARATION OF INTERESTS

Interests need not be declared at Full Council in relation to Committee Minutes which do not become the subject of debate at Full Council (i.e. Minutes referred to solely on a page by page basis when working through the Minutes of each Committee.)

An interest must be declared at Full Council as soon as it becomes apparent that a relevant Committee Minute is to be debated – this applies even if an interest has been declared at Committee and is recorded in the Minutes of that Committee.

PERSONAL AND NON-PECUNIARY INTERESTS

If the issue being discussed affects you, your family or a close associate more than other people in the area, you have a personal and non-pecuniary interest. You also have a personal interest if the issue relates to an interest you must register under paragraph 9 of the Members' Code of Conduct.

You must state that you have a personal and non-pecuniary interest and the nature of your interest. You may stay, take part and vote in the meeting.

PERSONAL AND PECUNIARY INTERESTS

If a member of the public, who knows all the relevant facts, would view your personal interest in the issue being discussed to be so great that it is likely to prejudice your judgement of the public interest and it affects your or the other person or bodies' financial position or relates to any approval, consent, licence, permission or registration then **you must state that you have a pecuniary interest, the nature of the interest and you must leave the room***. You must not seek improperly to influence a decision on that matter unless you have previously obtained a dispensation from the Authority's Governance Committee.

DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

If you are present at any meeting of the Council and you have a disclosable pecuniary interest in any matter to be considered or being considered at the meeting, if the interest is not already registered, you must disclose the interest to the meeting. You must not participate in the discussion or the vote and you must leave the room.

You may not attend a meeting or stay in the room as either an Observer Councillor or *Ward Councillor or as a member of the public if you have a pecuniary or disclosable pecuniary interest*.

BIAS

If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest (bias) then you should not take part in the decision-making process; you should leave the room. **You should state that your position in this matter prohibits you from taking part.** You may request permission of the Chair to address the meeting prior to leaving the room. The Chair will need to assess whether you have a useful contribution to make or whether complying with this request would prejudice the proceedings. A personal, pecuniary or disclosable pecuniary interest will take precedence over bias.

In each case above, you should make your declaration at the beginning of the meeting or as soon as you are aware of the issue being discussed.*

*There are some exceptions – please refer to paragraphs 13(2) and 13(3) of the Code of Conduct

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Agenda Item 5

POLICY, FINANCE AND ADMINISTRATION COMMITTEE

29 NOVEMBER 2017

UPDATE ON DECISIONS

Item No.	Agenda Item or Minute Number	Decision	PFA Date Originates	Lead Officer	Update
P.16	<u>2017/18 Exempt Report - Critical/Severe Threat Level Management In Melton Borough Council</u>	RESOLVED that: 2) System of standby payments for those Officers on rota be developed when the number of weeks at 'critical' or 'threat' level needs require cover for in excess of three weeks. 3) Review in General arrangements to meet Council responsibilities as required due to national circumstances.	11.07.17	ED	This is being considered and a report will be submitted to a later meeting of this committee.
P18.	<u>2017/18 Exempt Report- Urgent Business- Delegated Payroll Service</u>	RESOLVED that: 2) Officers to report back to this committee and the Council to request formal approval to enter into any delegated service associated with the delivery of payroll services on behalf of Melton Borough Council.	11.07.17	DG	Report to be presented at this meeting.
P26.	<u>2017/18 Disciplinary and Dismissal Procedures for Statutory Officers</u>	RESOLVED that: 4) the terms of reference of the Standing Appeals Committee are amended as set out in Appendix D and the Solicitor to the Council to bring back a report to the next meeting setting out how the provisions relating substitutes apply in this context prior to referral to Council for consideration.	26.09.17	VW	Report to be presented at this meeting.
P34.	<u>2017/18 Exempt Report – Commercialism Pilot</u>	RESOLVED that: 4) a further report is brought back in the new year to determine the next steps as appropriate.	26.09.17	KA	Report to be presented at the meeting of this Committee in January 2018.

Key to Officers

MT	Management Team
ED	Chief Executive
KA	Deputy Chief Executive
DG	Corporate Director
HR	Head of Communities & Neighbourhoods
JW	Head of Regulatory Services
VW	Solicitor to the Council

POLICY, FINANCE & ADMINISTRATION COMMITTEE

29TH NOVEMBER 2017

REPORT OF HEAD OF COMMUNITIES & NEIGHBOURHOODS

ME & MY LEARNING SERVICE – END OF YEAR REPORT

1.0 PURPOSE OF REPORT

- 1.1 To seek member's comments and approval of the Me and My Learning End of Year report for 2016/17.

2.0 RECOMMENDATIONS

- 2.1 **That Members comment on and approve the Me and My Learning End of Year Report attached as Appendix A.**

3.0 KEY ISSUES

- 3.1 The Me & My Learning initiative has been in operation since April 2014 with full operational services implemented since June 2014. Funding was secured from the European Social Fund (ESF) for the financial year 2014/15
- 3.2 The aim of the service is to create social, financial and digital independence for residents who live in the Borough of Melton. We are currently focusing on those who are unemployed, in receipt of Universal Credit (UC), Job Seekers Allowance (JSA), Employment Support Allowance (ESA) and Income Support (IS). We will however take referrals from any agency or person who needs support of working age. Those of pension age who do not wish to work but need support will also be supported.
- 3.3 Over the last 3½ years, the Me and My Learning service has gone through significant changes in the way it is structured, financed and developed to adjust to changing demands.

The wider picture of reducing budgets and welfare reforms (e.g. the introduction of Universal Credit, the lowering of the benefit cap, the freeze on benefit uprating) makes the work of MML increasingly important as we equip the citizens of Melton to be more independent, resilient and able to withstand these changes.

The way in which it has risen to its challenges and adapted to the changes is a testament to the foundations that were put in place from the onset around the ethos and approach towards integrated service delivery. It has also established a reputation which has seen us successfully secure external European Social Fund (ESF) Skills Funding Agency (SFA) contracts to deliver Information Advice and Guidance (IAG) services as part of the supply chain for larger contracts.

This year's End of Year report has been internally developed following on from Year 1 and Year 2 reports commissioned from De Montfort University. The content

includes the service journey, key achievements, outcomes, case studies and the tools used to enable effective service delivery and demonstrate value for money. There are still significant developments to be made on this journey of transforming support services delivery to realise long term benefits for Melton Borough Council and its residents but we firmly believe we are heading in the right direction.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The Me & My Learning core offer proposal and associated bids helps Melton Borough Council achieve its corporate objective of supporting vulnerable people and improving outcomes for residents of our community. Me & My Learning also contributes heavily to engaging residents in digital services which is a key driver of the Council's Transformation Programme. As residents become more independent and digitally aware over the next few years this will contribute towards lower demand coming into the Council, which in turn will help the Council to deal with future financial challenges

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 The overall cost of the MML programme for the 2016-17 year was £381k. This was offset by income of £77k and a recharge from the HRA £50k leaving a net cost to the General Fund of £255k. The Council has received grant funding for delivering the service in previous years but each year there has been an overall net cost to the council of £232k in 2014-15 and £103k in 2015-16.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 There are no direct legal implications from the recommendation in this report

7.0 COMMUNITY SAFETY

7.1 Me & My Learning contributes to community safety outcomes in a number of ways by helping to reduce anti-social behaviour, reduce re-offending and works with young people aged 16-25 at risk of entering the criminal justice system


8.0 EQUALITIES

8.1 An Equality Impact Assessment already exists for the service and is published on the Council's website.

9.0 RISKS

9.1

Very High A					Risk No.	Description
High B					1	Outcomes do not meet payment by results agreements
Significant C						
Low D						
Very Low E			1			
Almost Impossible F						
	IV Neg- ligible	III Marg- inal	II Critical	I Catast- rophic		


Impact

10.0 CLIMATE CHANGE

10.1 As part of the financial assessments undertaken with clients a focus is put upon reducing energy costs and encouraging residents to use less energy were possible. This is also aimed at leading to a reduced carbon footprint from our residents

11.0 CONSULTATION

11.1 The report has been considered by the Council's Senior management Team.

12.0 WARDS AFFECTED

12.1 All Wards may be affected.

Contact Officer: Aysha Rahman/H Rai
Date: 18th October 2017

Appendices : Appendix A- MML End of |Year report

Background Papers:

Reference : X : Committees\CSA\2017\18\HR\AT\MMLt

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Me and My Learning End of Year Report 2016-17



Me and My Learning End of Year Report 2016-17

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Executive Summary

Me and My Learning (MML) has brought about a significant change to the way in which Melton Borough Council (MBC) provides services.

MML has seen us move away from simply dealing reactively with the issues that people come to the Council with (e.g. rent arrears). The approach now sees us addressing the underlying issues a person may be facing and so helping them to become more independent. This means that people then make fewer calls on MBC services, are better able to maximise and manage their income and, for example, reduce and avoid rent or council tax arrears.

The wider picture of reducing budgets and welfare reforms (e.g. the introduction of Universal Credit, the lowering of the benefit cap, the freeze on benefit uprating) makes the work of MML increasingly important as we equip the citizens of Melton to be more independent, resilient and able to withstand these changes..

2016-17 is the third year of Me and My Learning (MML). This year has seen some significant changes to the way in which MML is structured and financed. However, despite a background of reduced resources MML has continued to develop. It has established a reputation such that we have been able to secure external contracts to deliver services as part of the supply chain for larger contractors.

During the year 643 people were referred to MML and we have seen 430 actively engaged with the services that are provided. This engagement has ranged from intensive one-to-one support from a mentor to working directly with a partner organisation or accessing the digital suite on a self-serve basis.

During the year 72 people moved into employment, where they continued to benefit from the in-work support MML is able to offer. This helps to ensure that the transition to work is both successful and can be sustained.

In previous years (2014-15 and 2015-16) MML had been able to take advantage of substantial external funding (European Social Fund and Transformation Challenge funding). However, this was no longer available for 2016-17. In order to maintain the MML approach the decision was taken to support the core mentor and management roles of MML from mainstream MBC funding. This enabled us to maintain our triage service which identifies people's needs and ensures that they get the right level of support. Further re-organisations have seen a move towards Senior Customer Liaison Officers within Customer Services taking on the management of

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those who need a lower level of support and focusing on maintaining tenancies. We will continue to develop this to ensure that we have a seamless service that is fully integrated. However, we have also had to wind down our funding of a number of external services.

The change has also seen us working more creatively with our partners to ensure that services are available for the people of Melton and that maximum value is achieved for any monies that are being spent in Melton.

As we move into 2017-18 the need for the unique approach and blend of services that MML offers continues to exist. Other agencies, for example Jobcentre Plus, aren't able to provide the sustained level of support that MML is able to offer. Nor do they provide the breadth and depth of support that many people need if they are to successfully address the multiple barriers they face and move into employment.

MML continues to develop, evolve and support the people of Melton to become digitally, financially and socially independent.

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Background

In 2012 MBC was chosen as a Universal Credit pilot site and worked closely with DWP focusing particularly on working age benefit claimants.

At the same time MBC, with support from DWP locally, ran a small scale employment and support project which worked intensively with a small number of people to support them into employment.

As a result of the Universal Credit pilot work, in late 2013 MBC was given the opportunity to bid for European Social Fund (ESF) funding. This provided the opportunity to bring together all of the learning to date into a single comprehensive programme. A successful ESF bid enabled MBC to establish the MML programme from April 2014.

The 2014-15 year allowed MBC to establish the MML approach and 2015-16 provided the opportunity to continue to develop this.

In February 2014 there were 1800 recipients of the main out of work benefits in Melton. In November 2016 (the most recent complete figures) this had reduced to 1460.

MML represents an ethos or an approach, rather than a prescriptive process. Its aim is to help people to become:

- **Digitally Independent** - having the confidence and skills to engage digitally, for example accessing services on-line, keeping in touch with friends, and searching for jobs on-line;
- **Financially independent** - the ability to manage money including understanding financial products, avoiding high cost credit and managing debts, improving and maximising overall disposable income, being better prepared for welfare reform changes and the ability to withstand financial shocks;
- **Socially independent** - improved self-confidence and reliability leading to greater resilience, improved relationships and greater community cohesion with more people prepared to engage and “put something back”.

Wherever possible MML moves people into employment and provides in-work support to ensure that this is sustained. In addition we are exploring ways to help people raise their ambitions and move into higher paid employment. This is particularly important as people move to Universal credit and with that MBCs reducing role in the payment of benefits.

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Inextricably linked to this is MBCs role as a housing provider. People who are in work and/or more able to manage their income are less likely to fall into arrears.

At the heart of the MML approach is the needs assessment. Working with the individual we identify the barriers to independent living that they face and we agree and co-ordinate a programme of action to address those barriers.

MML mentors work with individuals on a 1:1 basis to help them progress through their agreed programme with support continuing, as appropriate, after people move into work to ensure that employment is sustained.

A key element of the MML approach is the involvement of a wide range of partners (see Appendix 1 for details) to help address the barriers people face. We work with, and co-ordinate, partners to ensure that issues are addressed in an holistic and joined-up way. Doing this ensures a much greater chance of success.

Through our closer working with partners and the co-located approach at both Phoenix House and Parkside our aim is to be able to both influence and co-ordinate the money that is spent in Melton. This will ensure that overlaps are avoided, that programmes do not “compete” with one another and that we see the maximum return for every pound spent in Melton – whatever the source.

Since its start in April 2014 MML has continually evolved and developed to meet the needs of the people of Melton.

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Key achievements

Year 1 (2014-15): European Social Fund (ESF) support was confirmed in January 2014. There followed an intensive period of activity that ensured that MML was able to start in April and become fully operational by June. This in itself represented a huge achievement.

ESF funding enabled MML to test approaches and ways of working. This allowed us to adapt and mould MML to meet the needs of the people of Melton. Key to this early success was the ability, from the outset, to bring on-board partners and the commissioning of services to meet gaps that were identified in the early days.

Year 2 (2015-16): A successful bid for Transformation Challenge funding enabled us to continue to develop the MML approach. This included successfully working with Blaby District Council to test the replicability and scalability of the approach. This work demonstrated that the approach could be adopted in an area very different to Melton, thus confirming its effectiveness.

We also used the funding to plan for the future by, for example, creating a digital suite that has allowed us much greater flexibility without the continued need to rely on a commissioned service. This has been a key enabler in helping people achieve digital independence.

Year 3 (2016-17): The key achievement for this year has been the transformation of MML from an externally funded programme to an integral part of Melton Borough Council's operations. The loss of external funding presented a number of challenges resulting in the loss of some previously commissioned services. However, careful planning and a continuation of the flexible approach that underpins MML has seen the service consolidate its position and continue to provide impressive results.

The important role that MML has in helping people to better manage their income and live more independently is directly relevant to MBC as a housing landlord. To reflect the importance of this work Housing Revenue Account (HRA) provided some funding for MML.

The year has also seen MML successfully bid to deliver a number of commissioned services (see p8 for more details).

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Me and My Learning Costs

Year 1 (2014-15)

The overall cost of the MML programme for the 2014-15 year was £781,576.00. This was made up of £386,377.00 received from the European Social Fund and £395,199.00 from MBC. However, some of the funding input by MBC represented support “in-kind” and money that would have been spent even if MML had not gone ahead. This support in-kind and money that would have been spent anyway totalled £162,950.00 leaving a net cost to MBC of £232,249.00.

Year 2 (2015-16)

The overall cost of the MML programme for the 2015-16 year was £666,425.00. This was made up of £400,000.00 from the Transformation Challenge Fund and £266,425.00 from MBC. As before the MBC input included money that would have been spent had MML not gone ahead, leaving a net cost to MBC of £103,475.00.

Year 3 (2016-17)

The overall cost of the MML programme for the 2016-17 year was £381,434.00. This was offset by income and recharges totalling £126,646.00 leaving a net cost to MBC of £254,788.00.

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Supply chain contracts

The 2016-17 year has seen an established MML programme being recognised for the quality of its service delivery as we have successfully bid to deliver external contracts within the Melton area.

This started with a bid, led by MML, in partnership with a local provider (Access All Areas) to deliver the Talent Match programme for the Prince's Trust in the Melton area. The programme focuses on supporting young people (16-25) who are not in employment, education or training (NEET) and that are often hidden from DWP to move into employment or training. Whilst this is only a small contract that runs to December 2018 it provided an external confirmation of the value of our track record and our ability to deliver results.

We next bid to become part of the supply chain established by Working Links as they bid for a European Social Fund contract to deliver employment support for those aged 25+ facing specific barriers. The Working Links bid was successful and MML has joined their supply chain and now delivers the service in the Melton area. This programme runs to late 2018, with a possibility of extension.

More recently we were approached by Business2Business to form part of their supply chain as they bid for a Skills Funding Agency contract supporting young people into work. Their bid was successful and MML now delivers this service for the Melton area.

Each of these contracts is operated on a payment by results basis. We passionately believe that adopting the MML ethos and "doing the right thing" for people means that formal targets will "take care of themselves". Our progress to date with each of these contracts has proven that this can be done and that payment by results need not drive perverse behaviours. These contracts allow MML to lead by example and begin to influence national providers delivering major contracts.

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Me and My Learning data 2016-17

In 2015-16 MML adopted the E-CINS case management system. During that year we worked closely with Empowering Communities (the social enterprise behind the E-CINS system) to tailor the system for MML.

2016-17 was therefore the first full year of MML using the E-CINS case management system. This has inevitably been a learning experience and whilst the system has proven to be hugely beneficial for the day to day management of MML cases, the compilation of this report has highlighted a number of issues with data extraction. These are being addressed. This does mean that in some instances we do not have full data available. However, the following pages represent a detailed picture of the MML programme during 2016-17.

The 2016-17 year has seen MML continue to build on the successes of the previous two years. Once again MML has seen a significant number of people move into, and remain in, work and has helped many more to become increasingly independent.

Headline outcomes for 2016-17

- 430 people engaged with MML - either working 1:1 with a mentor, working directly with a partner organisation or accessing services on a self-serve basis.
- 72 people moved into employment
- 66 people gained qualifications.

Comparison with previous years

	2014-15 results	2015-16 results	2016-17 results	Total
Referrals to MML	533	669	643	1845
Engaged with MML	362	605	430	1397
Moved into work	53	56	72	181
Qualifications gained	40	300	66	406

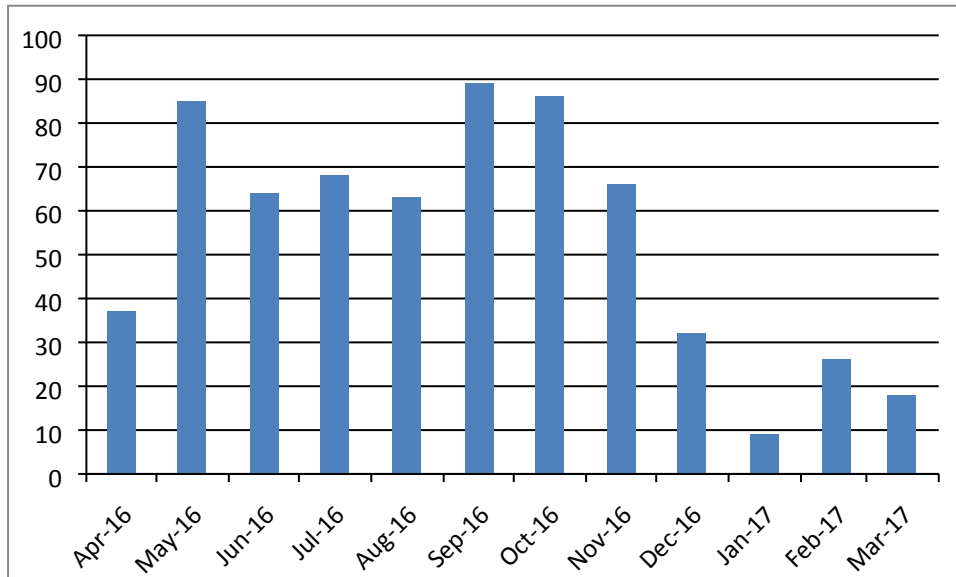
The reduction in qualifications gained during 2016-17 has primarily been because of the loss of services commissioned by MML and the loss of some externally funded services. However, we have sought to address these gaps during the year and 2017-18 will see two new partners joining the MML umbrella to deliver IT and functional skills courses.

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Referrals to MML

During the 2016-17 year a total of 643 people were referred to MML. Figure 1 below gives a breakdown of those referrals by month of receipt.

Figure 1: Referrals by month of receipt



The reduction in referrals from December 2016 reflects the start of referrals to our contracted provision which saw people who would previously have been counted on the MML system being captured on the systems we are required to use for the specific contracts.

Engagement with MML

Of the 643 people referred to MML a total of 430 people actively engaged with the MML services either by receiving intensive 1:1 support from a mentor, by directly accessing services from one of our partners or by self-serving e.g. by accessing the digital suite.

During the 2016-17 year 298 people received 1:1 support from a mentor. The extent of the support they received varied from a single meeting through to a series of regular meetings spread over a period of time.

A snapshot taken between 14 June 2016 and 21 September 2016 (14 weeks) shows that a total of 122 people accessed services on a self-serve basis. Of those 122

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people, 66 accessed digital support via the MML digital suite. The number of times these 66 people accessed the digital suite varied from 26 people accessing it once to one person accessing it 47 times. The average number of times a person accessed the digital suite was 4.3.

Details of those engaging with partner organisations are gathered periodically. We have records from April 2016 to 31 January 2017. These show that 332 individuals accessed services from partner organisations. Figure 2 below provides more details (NB. Some people accessed more than one service hence the overall total of 385).

Figure 2: People accessing partner services

Organisation	Purpose	Number of people accessing this service
CAN	Drug and alcohol support	31
Melton Learning Hub	Employability Skills	8
QD	Sector Based Work Academy	5
Remploy	Digital Skills	16
Leicestershire Adult Learning	Functional skills	10
Learn Direct	Employment skills & Functional qualifications	24
Lets Talk Wellbeing	Mental health support	44
Melton and District Money Advice Centre	Money/debt advice	41
Magpie craft	Confidence support	8
Now Unlimited	Mindfulness	7
The Project Polska Organisation	Polish/English course	14
Papworth Trust	Employment skills	24
Prince's Trust	Employment and functional skills	16
Prospects	Employment skills and careers advice	117
Qdos	Maths and English	20
TOTAL		385

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Distance travelled

A key part of understanding the impact and outcomes of the MML approach is to be able to measure the progress a person makes in their journey to independence (the “distance travelled”). In order to do this we developed an “independence Index” which measures an individual’s progress over 6 areas:

- Digital Independence
- Financial independence
- Meaningful activity (either progress into employment, progress within employment or greater independence)
- Health
- Housing
- Family.

See appendix 4 for more details.

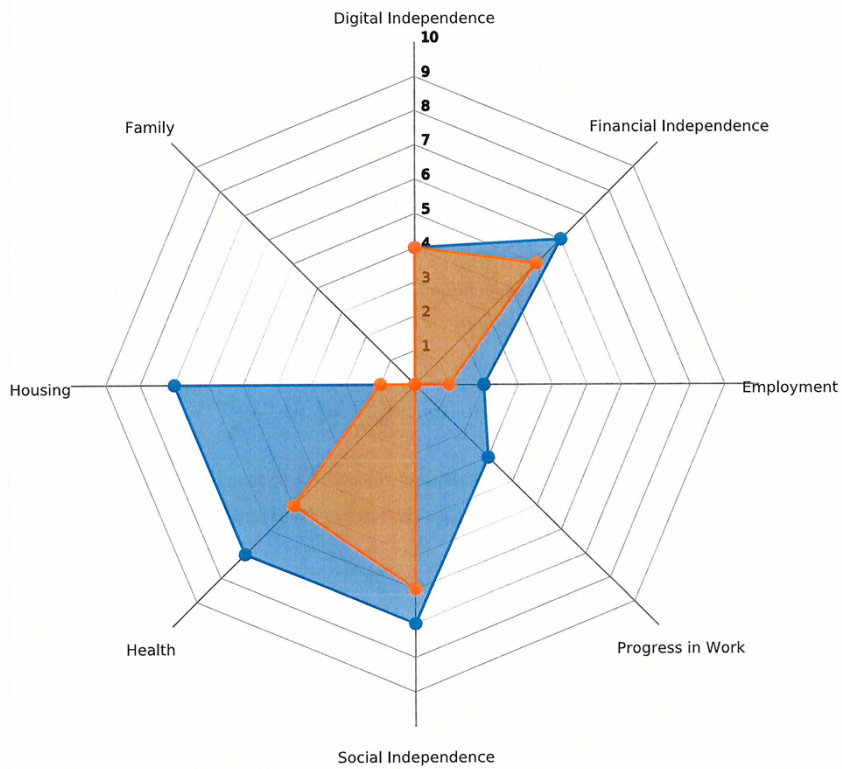
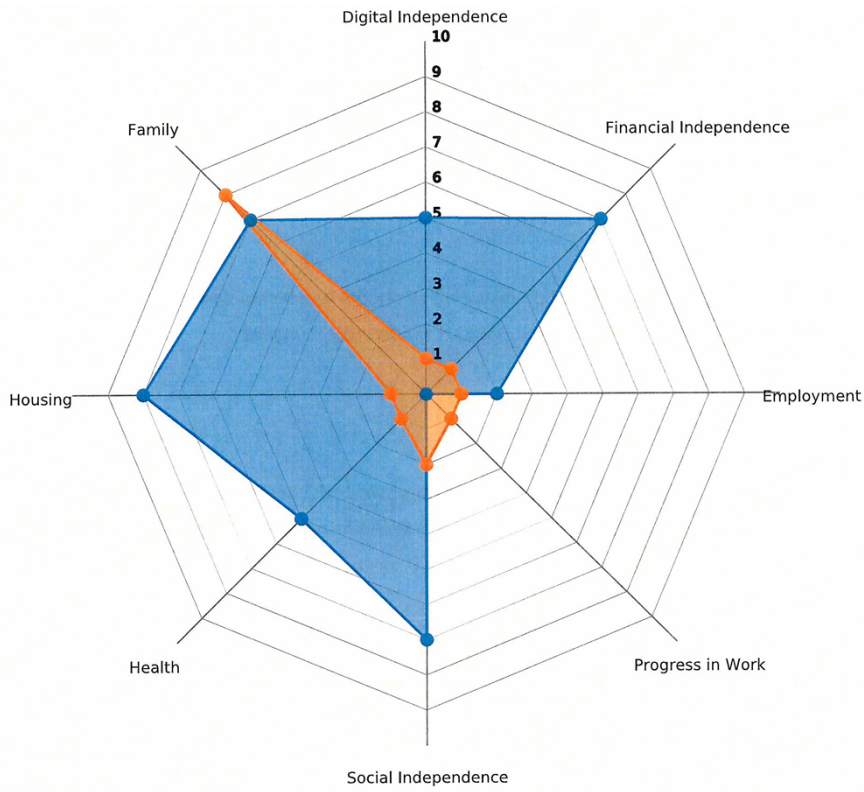
Working with a mentor each person makes an assessment of their independence at the point of their needs assessment. This is then repeated at intervals to measure their progress.

We have used the 2016-17 year to develop and refine this measure and have recently managed to incorporate this into our case management system, although we are working with our suppliers in order to be able to download aggregate data. Consequently we are only able to provide single examples at this stage.

The outcomes are shown as a webchart. The orange points and area represents the initial assessment and the blue points and area represents the subsequent assessment and shows the progress the individual has made.

The following page contains two webcharts showing the progress made by two MML participants.

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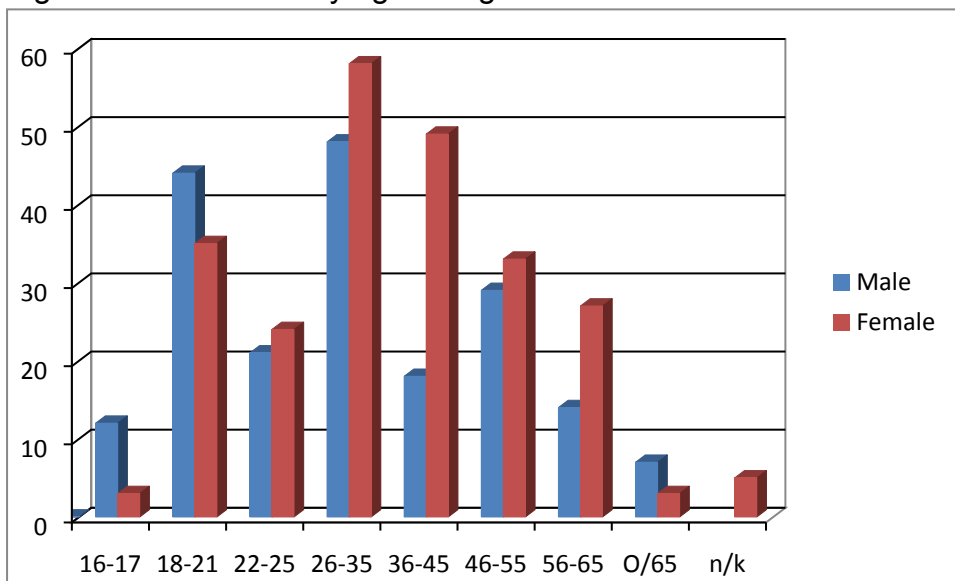
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The following data provides a more in-depth look at the 430 people who engaged with MML during the 2016-17 year. However, it should be noted that it was not appropriate to collect detailed information from those that were only accessing MML services on a self-serve basis. Consequently some of the following analysis does not sum to 430.

Age and Gender of those engaging with MML

Figure 3 below provides a breakdown by age and gender of the 430 people who engaged with MML during 2016-17. 55.1% of those who engaged were female and 44.9% male. The highest proportion of people (25%) were in the 26-35 years age range. 18% were in the 18-21 years group and 15.5% and 15% in the 36-45 and 46-55 years groups respectively.

Figure 3: Breakdown by age and gender.



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Marital status

Of those who declared their marital status (188 people) the largest proportion (38.5%) were single. Figure 4 (below) provides more details.

Figure 4: Marital status

	Female	Male	Total
Divorced/dissolved	5	5	10
Living with partner	20	10	30
Married/civil partner	9	12	21
Separated	7	4	11
Single	63	48	111
Widowed/partner	3	2	5
Total	107	81	188

Number of children

28% of those who engaged with MML in 2016-17 did not have children. The largest proportion (59%) had one child and 6.5% had 3 or more children. Figure 5 (below) provides more details.

Figure 5: Number of children

	0	1	2	3	4	5	6	6+
Female	54	137	23	14	6	1	1	1
Male	66	117	5	1	2	1	0	1
Total	120	254	28	15	8	2	1	2

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Ethnicity

Of the 430 people who engaged with MML we have ethnicity details for 334 (77.7%). Of those we have details for 90.4% describe themselves as White – British. Figure 6 (below) provides more details.

Figure 6: Ethnicity

Ethnicity	Number
Asian/Asian British – Indian	2
Asian/Asian British – Pakistani	1
Mixed – other mixed heritage	2
Mixed – White and Black Caribbean	2
White – British	302
White – Irish	1
White – other	24
Total	334

Benefit receipt

232 people who engaged with MML were in receipt of one or more benefits at the point of their engagement. Figure 7 (below) provides details of the benefits people were receiving. Please note that this table does not sum to 232 as a number of people were in receipt of more than one benefit.

Figure 7: Benefit receipt

Benefit	Number in receipt
Council Tax Support	55
Employment Support Allowance	47
Income Support	37
Jobseekers Allowance	52
Universal Credit	16
Working Tax Credit	3
Other	43

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Employment Status

We have details of the employment status of 335 people at the point at which they engaged with MML. Although it would be possible for people to be in more than one group only one group, the most appropriate in the view of the person conducting the triage, is selected. Of those 335 people 18% were in some form of employment and 61% were unemployed. Figures 8 and 9 (below) provide more details.

Figure 8: Working

Employment Status	Level	Number
Employed	Full time	13
	Part time	22
	Casual	2
	On low income	6
	Low skills	2
Self-employed	Full time	10
	Part time	5
Total		60

Figure 9: Not working

Status	Number
Unemployed	204
Retired	12
Student	4
Long-term sick	17
Temporary sick	9
Looking after the family home	20
Training	1
Volunteering	1
Other	7
Total	275

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Tenure status

We have details of the tenure status of 226 people at the point at which they engaged with MML. Of those we have details for only 7.5% were owner-occupiers and 2.6% were homeless. Of the remainder 74.7% were tenants. Of those who were tenants (169 people) 51.5% were Melton Borough Council tenants. Figure 10 (below) provides more details.

Figure 10: Tenure status

Tenure	Number	%
Homelessness	6	2.6
Hostel/temporary	14	6.2
Living with family	17	7.5
Melton Borough Council tenant	87	38.5
Other	3	1.3
Owner occupier	17	7.5
Private rent	52	23.0
Social/Housing Assoc	30	13.3
Total	226	100%

Rent arrears

Of the 87 Melton Borough Council tenants 30 (34%) declared rent arrears.

Of the 52 private tenants 16 (31%) declared rent arrears

Of the 30 social/HA tenants (37%) 11 declared rent arrears

A person's rent and Council Tax arrears position is checked at the time of their triage. For those that have arrears this is then checked at regular intervals as we work with the person to stabilise their financial position and in due course reduce the arrears.

Priority Debt

Of the 430 people who engaged with MML 60 people declared a priority debt. The total priority debts were £169,504.03. The average debt was £2,973.75 (within a range of £60.00 to £28,000.00).

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Issues Identified at assessment point:

The majority of issues identified at the point of assessment related to employment and jobsearch skills (138 and 149 respectively) closely followed by training (136) and qualifications (90). Figure 11 (below) provides more details.

Figure 11: Issues identified at the point of assessment

Issue	Number of people identifying the issue
Training	136
Qualifications	90
Rural transport	28
Jobsearch skills	149
Digital skills	47
Mental Health	6
Substance misuse	28
Financial Independence	46
Learning and Qualifications	89
Digital independence	47
Employment skills	138
Health	1
Housing advice	64
Volunteering	8
Domestic abuse	2

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Cost Benefit Analysis

We see every day the improvements we make to people's lives and the benefits that MML delivers. In an effort to quantify this in a tangible way we have carried out a Cost Benefit Analysis at the end of each year. To do this we have used the New Economy model. This is a recognised model and one that is used by Government Departments.

We have modelled the 2016-17 year as a single cohort with the benefits modelled over a five year period. We have adopted conservative assumptions and restricted the benefits to those that are most significant.

Adopting this approach produced a financial return of £3.61 for every pound spent and an economic benefit of £9.47 for every pound spent.

Financial benefits represent savings to the public sector that are due to MML (e.g. reduced health service, police or education costs)

Economic benefits are the measure of the overall value to society and include the financial benefits along with net growth in the local economy and gains to society such as improvements to health, reductions in drug and alcohol dependency, reductions in domestic violence and Anti-social behaviour.

We know that participants in the MML programme benefit from significant improvements in their confidence and self-esteem. These benefits stretch beyond the individuals themselves and impact on their families and a wider circle. These sort of benefits can be attributed a financial value as part of the Cost Benefit Analysis. There are a number of ways in which this type of benefit can be included. However, to avoid the risk of double counting we have only included benefits associated with increased confidence and self-esteem. Doing this produces a return of £14.24 for every pound spent (Economic +)

These figures compare favourably with those from 2014-15 and 2015-16. See figure 12 below.

Figure 12: Cost Benefit Analysis – comparison

	Financial	Economic	Economic +
2014-15	£2.18	£4.87	£10.02
2015-16	£1.82	£5.27	£12.78
2016-17	£3.61	£9.47	£14.24

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The increased performance is primarily attributable to the higher proportion of those we engaged with that were moved into employment – 16.7% in 2016-17 compared with 9.3% in 2015-16.

Whilst the Cost Benefit Analysis provides an overall picture it can be hard to understand what this means at a more individual level. To help illustrate this we have developed a number of costed case studies. Whilst the figures used are estimates (closely based on the individuals' circumstances) they do provide a good indication of the savings attributable to the actions of MML. An example is set out below with further examples contained in Appendix 3.

Case study – Ms B.

Ms B is a single mother with two children aged 9 and 16 years. She had been unemployed for over a year when she came to MML in April 2016. Ms B had financial and money management issues and had rent arrears of over £800 and Council Tax arrears of around £300. Working 1:1 with a mentor Ms B began to address these issues. In the course of working with Ms B the mentor secured a Discretionary Housing Payment and a contribution for the British Gas energy fund. Help was also found to secure replacements for her non-working oven and microwave. Ms B also attended a Melton and District Money Advice Centre money management course and a Learn Direct computer course.

In February 2017 Ms B began work as a part-time carer. Since starting work she is on her way to clearing her rent and council tax arrears and now makes regular payments. Although she continues to work part-time she has recently been promoted to Team Leader. MML initially provided Ms B with in work support to ensure that she managed her money to meet her commitments. MML continues to be available to Ms B if she needs support.

Commentary:

Input from MML initially stabilised Ms B's financial position and following her move into work this has seen her arrears clearing and her finances on a much firmer footing. Although Ms B continues to receive some Universal Credit this will reduce as her earning increase.

Ms B was a regular caller to MBC during 2014/15 and 2015/16 (44 contacts in 2014/15, 38 contacts in 2015/16) but this reduced following referral to MML (8 contacts in 2016/17)

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Time-Line	April 2015 to March 2016	April 2016 to January 2017 (Approx 40 wks)	February 2017 to August 2017	August 2017 onwards
Situation / Life Event	Lone parent with two dependent children living in a LA House.	Referred to Me and My Learning.	Starts part-time work. Average 18hrs	Progress in work – has accepted Team Leader role. Regular extra hours
Source of Income	Income consists of: JSA, TC, CHB, HB, CTS		Universal Credit (UC) & Earnings	UC & Earnings Benefits will reduce as income rises over time
Benefit amounts. Arrears Earnings and / or other info	Approx £337 per week. (£17,525 p/a)	Approx £337 per week. (£17,525 p/a) Rent arrears of £847.63 along with Council Tax arrears of approx. £300	UC Approx £268 p/wk (£13,935 p/a) Earnings Approx £135 p/wk (£7020 p/a) Arrears are reducing with a regular payment plan	Assuming 1-2 extra hrs p/wk + a small rise in pay rate due to promotion would see benefit income reduced to: Approx £257 p/wk (£13,364 p/a) Regular rent and Council Tax payments maintained.
MML input. Details and costs		MML input primarily 1:1 meetings with a mentor. Meetings every fortnight = 20 sessions at £50/session = £1000	In-work support to ensure transition to employment is sustained. 1:1 coaching with Mentor. 5.5 sessions at £50/session = £275	Occasional support provided as and when needed. Negligible costs

Before the intervention of MML, Ms B was receiving around £17,500 per year in benefits. To date the MML intervention has cost £1,275 - the vast majority of this within the 2016-17 year. This intervention has seen a reduction in benefit payments to around £13,500 per year (a saving of £4,000). This is likely to increase in time.

In addition there are savings for MBC – reduced contacts, regular rent and Council Tax payments and reduced arrears.

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Next steps

As we move into 2017-18 and look to the future the need for MML continues to be present. Although we are currently seeing low levels of unemployment, there continues to be a need to help young people move into employment and help older people enter or return to the labour market.

We are also seeing more people that are in work beginning to struggle. It is increasingly important that we raise aspirations and skills and equip people to move from a continual round of low-paid, low-skill work. A move to higher skilled better quality jobs clearly links to the Council's aspirations for growth and prosperity as set out in the Local Plan

The impacts of welfare reform (the move to Universal Credit, freezing benefit rates, the lowering of the benefit cap) continue to have an impact. This becomes increasingly important to MBC as a housing landlord. MML will work to better understand the residents of Melton and identify at an earlier stage when an intervention is appropriate, for example when rent or Council Tax arrears begin to accrue. This will require more and better collaborative working across the Council (including developing further the role of Customer Liaison Officers within Customer Services) and with partners. A better understanding of Melton residents and those that access services will allow us to better track and measure progress and the effectiveness of our interventions.

MML plays a significant role in helping people to become more independent and consequently making fewer calls on MBC services.

As budgets continue to tighten it is imperative that any monies that are spent in Melton are spent in a co-ordinated and considered way. This helps us to avoid overlaps and identify gaps and makes sure that we get the maximum value for every pound spent. To help to do this we will work to influence commissioning bodies to better understand the role and value of the MML approach.

This also reinforces the need to make sure that programmes and strategies are effectively linked to ensure maximum value. MML will therefore be looking to contribute to the Melton Local Plan, the Economic Growth Plan and the Economic Development Strategy amongst others.

We increasingly see the relevance of the approach advocated by the Inclusive Growth Commission – “enabling as many people as possible to contribute to and benefit from growth”. The principles of inclusive growth include:

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- Creating a shared, binding mission Nationally driven, locally designed and implemented. Involving business, civil society and citizens
- Measuring the human experience of growth not just its rate Get beneath headline averages to understand the distribution of growth, socially and geographically
- Seeing growth as a social system, not just a machine Analyse how different policies and economic forces interact with each other, including through public deliberation
- Being an agile investor at scale Ensure sufficient, strategic, integrated finance to leverage value of social and economic investment
- Entrepreneurial whole-place leadership Mobilising the full force of local resources to build on existing assets and opportunities for change.

MML will continue to blaze a trail and set the pace for delivering people focused integrated services that address all the issues people are facing. This will ensure that the citizens of Melton are digitally, financially and socially independent and able to live independently making less calls on public services.

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Appendix 1

Me and My Learning - a brief history

Me and My Learning represents the latest, and perhaps most significant, development in Melton Borough Council's (MBC) on-going transformation. This began around 10 years ago with a move away from silo, discipline based, services to a much more person centred approach.

In 2012 MBC was chosen as a Universal Credit pilot site and worked closely with DWP.

At the same time MBC, with support from DWP locally, ran a small scale employment and support project which worked intensively with a small number of people to support them into employment.

As a result of the Universal Credit pilot work, in late 2013 MBC was given the opportunity to bid for European Social Fund (ESF) funding. This provided the opportunity to bring together all of the learning to date into a single comprehensive programme. A successful ESF bid enabled MBC to establish the Me and My Learning programme from April 2014.

The 2014-15 year allowed MBC to establish the Me and My Learning approach and 2015-16 provided the opportunity to continue to develop this.

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Appendix 2


Me and My Learning partners

The following provides a snapshot (as at July 2017) of the partners currently working within the MML “umbrella”. Not all of these partners provide their services from Phoenix House and the picture fluctuates as funding streams change etc.


Provider	What they offer	Days	Contact
Access All Areas	Access All Areas delivers: “Talent Match” is an intense mentor support program for unemployed young people age 18-25. A holistic guidance service, with coaching and training, Talent Match Melton is part of a national program supported by The Prince’s Trust and Big Lottery. Eligibility is NEET for 12+ months.	2/3 days per week, dependant on requirements.	Mark Frisby mfrisby@melton.gov.uk Tel: 07572 413737 or 01664 502361
Aspiro	Aspiro is a not for profit social enterprise, providing end to end employment support for adults who are disadvantaged in accessing work or learning opportunities, since early 2011. We provide advice and support for users of specialist (secondary care) mental health care services jointly with Leicestershire Partnership NHS Trust.	Thursday’s fortnightly – 13:00pm – 16:00pm	Kathy Hammond on 07714 754 588 or email Kathy.hammond@aspiro.org.uk
Business2Business (NEET support)	ESF funded NEETS programme for 16-24 years. 1-1 mentor support to address wider issues to employment / education. Courses include, employability, personal development, confidence and motivation and support in to volunteering with in work support throughout placement. Eligibility, 16-24years NEET , no timeframe on length of unemployment	Monday – Fridays, 9am – 4.30pm	Me & My Learning 01664 502342 Meandmylearning@melton.gov.uk
Charnwood Training	Charnwood Training Group Charnwood Training, part of the Rotherham North Notts College Group (RNN) is an exceptional	Monday, Tuesday, Thursday and Fridays –	Jan Box janbox13@hotmail.com

Provider	What they offer	Days	Contact
	education and training institution with a track record of delivery across the United Kingdom. In Melton Mowbray Charnwood Training will be delivering Functional Skills English & Mathematics.	09:30 to 15:30	
CAB – Citizens Advice Bureau	CAB LeicesterShire CAB offers practical, up-to-date information and advice on a wide range of topics including debt, benefits, housing, legal, discrimination, employment, immigration and consumer.	Phoenix House Money Advice appointments every Wednesday 09:30 & 12:45 Money Counts course every month 10:00 – 1pm Drop in sessions at Melton Borough Council every: Mon 9.30am – 3.00pm Tues 10.00am – 12.00pm Wed 9.30am – 3.00pm	Sarah Walker sarah.walker@leicscab.org.uk Lynn Davies lynn.davies@leicscab.org.uk
Clockwise	Clockwise is a not-for-profit community bank, providing a broad range of affordable, sustainable and ethical financial services for its members. This includes savings, current accounts, Jam Jar budget accounts and loans.	Every Tuesday Drop in from 9:30am-1:30pm	Joe Green joe.green@clockwise.coop 0116 242 3900
Enterprise Hub/Work club	Enterprise Hubs/Work clubs offer the following: <ul style="list-style-type: none"> ✓ Friendly atmosphere ✓ 1:1 Business support ✓ Business Opportunity Profiles ✓ Market Analysis ✓ Information on business plans ✓ Local business information ✓ Networking opportunities 	Melton Library Tuesday 13:30 – 15:30 Enterprise Hub/Work clubs are available in six library locations	John Chinn John.chinn@leics.gov.uk Russell Payne Russell.payne@leics.gov.uk By Phone Coalville Library 0116 3053565 Hinckley Library 0116 3052500

Provider	What they offer	Days	Contact
	<ul style="list-style-type: none"> ✓ Support with CVs and cover letters ✓ Course and training information ✓ Support with job applications ✓ Volunteering opportunities ✓ And much more..... .. 	<p>across the county. Please get in contact for further details</p>	
<p>Grantham College</p>	<p>Level 1 in Customer Service & Level 1 in Retail Knowledge provided as a distance learning qualification. Customers can be in or out of employment and must be 19+ years old. Other eligibility as follows:</p> <p><u>Employed</u> If you have full level 2 qualifications (5 GCSE grade A – C or the equivalent), you will be entitled to funding for <u>one</u> of the courses.</p> <p>If you do <u>not</u> have full level 2 qualifications, you will be entitled to funding for <u>both</u> courses.</p> <p><u>Unemployed seeking work, with proof of benefits</u></p> <p>If you do <u>not</u> have full level 3 qualifications, and you can produce proof of benefits, you will be entitled to funding for <u>both</u> courses.</p> <p>You will be asked to produce proof that you are in receipt of any of the following benefits: Bereavement Allowance; Child Benefit; Child Tax Credit; Council Tax Reduction; DLA/PIP; ESA; Housing Benefit; Income Support; IIDB; JSA; WWP; Working Tax Credit.</p>	<p>As and when required – courses are distance learning.</p>	<p>Margaret Ghorbani mghorbani@grantham.ac.uk 07714740341</p>
<p>Home Start</p>	<p>Home-Start helps families with young children deal with whatever life throws at them. We support parents as they learn to cope, improve their confidence and build better lives for their children.</p>	<p>Mon to Fri As and when required</p>	<p>Jo Elks jo@homestart-mr.co.uk or info@homestart-mr.co.uk Tel: 01664 561247</p>

Provider	What they offer	Days	Contact
Leicestershire Adult Learning Service	LALS offer help with upgrading ICT skills, English and Maths skills and also help with C.V writing.	Courses are delivered from Melton Library and Phoenix House	Jenny Curtin Jenny.curtin@leics.gov.uk Tel: 0116 3050574
Leicestershire County Council	English lessons for the Polish Community living in Melton Mowbray. (ESOL)	Tuesdays 17:30 – 19:30	Barbara Czyznikowska b.czyznikowska@gmail.com
Let's Talk Wellbeing	The Let's Talk- Wellbeing Service provides psychological assessment and treatment for mild to moderate common mental health problems, such as Anxiety, low mood/depression, stress, OCD, trauma and Phobia's. Our aim is to support people to stay in and/or return to work and improve the management of long term conditions.	Wed – 9-5pm Thurs 9-4pm Fri 9-5pm	Jane Giles Jane.Giles@nottshc.nhs.uk Tele: 01509 610968 Mob: 07817125267
Leicestershire County Council - Local Area Co-ordinators	 <p>Local Area Co-ordinators help with:</p> <ul style="list-style-type: none"> *Individuals: thinking about how to make life better and looking at what you have to offer *Connecting with others: linking people together and being part of a community *Information: finding out about what's happening in your area and getting the right help from services *Taking action: making positive changes 	Ad Hoc and depending on appointments.	Shanti Patman melton@lacsleicestershire.org.uk 07535 657107 Mary Sawu asfordby@lacsleicestershire.org.uk 07787 596 898
Melton Learning Hub	Melton Learning Hub work with challenging young people aged up to the age of 25yrs living in the Melton Borough to improve their life chances and help them to lead productive lives, contributing to their local community. This includes young people who have special educational needs, behaviour problems, family	Every Thursday morning until 12.30pm	Dave Cowell david.cowell@meltonlearninghub.org.uk Tel: 01664 564967

Provider	What they offer	Days	Contact
	<p>problems, a lack of confidence and self – esteem or those who find themselves not in employment, education or training. Courses on offer include mechanics, construction, beauty therapy, animal care, fishing, exercise, cookery, child care and more. We also have many additional services that help to raise self – esteem, confidence and improve the quality of life for each individual.</p>		
<p>Melton & District Money Advice Centre</p>	<p>Melton & District Money Advice Centre aim to provide a free, confidential and impartial advice service for the people of Melton Mowbray and District concerning money and debt problems. This includes – Debt management plans, Insolvency Solutions, Budgeting advice, Relevant social groups and activities, Relevant focus groups for changing local and national policy.</p>	<p>Days to be confirmed – please use the contact details for more information.</p>	<p>Amanda Stevenson amanda.madmac@gmail.com Tel: 07775942046</p>
<p>Pension Wise</p>	<p>You can find out what you can do with your pension pot, how to shop around and what to look out for with taxes and fees. We explain how to avoid pension scams and the importance of taking your time to make sure your money lasts as long as you do.</p> <p>Pension Wise can help if:</p> <ul style="list-style-type: none"> •you’re aged 50 or over, and •have a defined contribution pension. These are not final salary or career average pensions. 	<p>Monday appointments, as and when required – Appointments are made nationally and allocated to area.</p>	<p>Michael Doy michael.doy@leicsab.org.uk</p>
<p>Prince’s Trust</p>	<p>The Prince’s Trust Team Programme is a full time 12 week personal development programme. This programme is free to anyone aged 16-25 and unemployed. Each team is usually made up of between 12-15 young</p>	<p>Full Time 12 week course due to commence January 2017. Based @</p>	<p>Mat Jesson mjesson@warwickshire.ac.uk</p>

Provider	What they offer	Days	Contact
	people with different skills and backgrounds, allowing participants to mix with new people and make new friends. The programme includes team-building residential, projects in the local community, team challenges and support with applying for further education or employment.	Phoenix House	
Prospects	Prospects is at Phoenix House every Thursday afternoon to offer information, advice and guidance on careers for 16+yrs.	2 to 3 days per week depending on appointments.	Clive Newman Clive.Newman@Prospects.co.uk
Richmond Fellowship	Richmond Fellowship. Making Recovery Reality. Offering support through group sessions. Giving people support with Mental Health problems; helping them to achieve maximum independence and wellbeing. Helping people to regain control over their lives; and to develop new meaning and purpose.	Wednesday 2pm – 4pm Every week @ Phoenix House	Rebecca leicestershire.lifelinks@richmondfellowship.org.uk 07500123774 01162626337
The Royal British Legion	The Royal British Legion  - The Legion was founded by veterans after the First World War. A century on from the start of that conflict, we're still helping today's Service men and women, veterans, and their families in almost every aspect of daily life. We also champion Remembrance, safeguarding the memory of those who have given their lives for our freedom through Remembrance education and events. We help members of the Royal Navy, British Army, Royal Air Force, veterans and their families all year round. We also campaign to improve their lives, organise the Poppy Appeal and remember the fallen.	Ad Hoc and depending on appointments	Susan Grogan sgrogan@britishlegion.org.uk 07776 166606 Legion Contact Centre: 0808 802 8080 www.britishlegion.org.uk
Sustainable Land Trust	Sustainable Land Trust's mission is to provide land based training and experience of the countryside to	Ad Hoc when requested within	Kate Hiseman khiseman@sltrust.org.uk

Provider	What they offer	Days	Contact
	<p>vulnerable and/or hard to reach groups. Provide meaningful, green, community based job opportunities for our trainees. To undertake environmentally, considered land management projects to improve wider ecosystem health and local habitats and through our actions generate a sustainable enterprise which utilises arising by-products - The profits from which can be reinvested to help perpetuate the project.</p>	<p>Phoenix House</p>	<p>Alex Gray agray@sltrust.org.uk</p>
<p>UAVA - LWA</p>	<p>UAVA & LWA deliver:</p> <p>IDVA Crisis Intervention & ISVA Intervention Providing specialist Independent Domestic Violence Advisor Services. Our IDVA team offers short term, intensive support and advocacy which focuses on risk and managing risks. Priority is given to ensuring the safety of victims and their children, presenting victims views at Multi Agency Risk Assessment Conferences (MARAC) and Specialist Domestic Violence Courts (SDVC).</p> <p>Outreach</p> <p>Once the immediate risks and threat of abuse is addressed the Engagement and Recovery team will provide emotional, practical, therapeutic support and counselling options alongside group work interventions to ensure victims continue to feel safe and secure, make informed choices and take back control.</p>	<p>As and when appointments are booked in or group sessions are taking place.</p>	<p>Sheena Goodey sheena@lwa.org.uk</p>
<p>Working Links</p>	<p>ESF funded employment contract for 25+ years. 1-1 mentor and</p>	<p>Monday – Friday, 9am – 4.30pm</p>	<p>Me and My Learning 01664 502342 meandmylearning@melton.gov</p>

Provider	What they offer	Days	Contact
	employment support & access to wider support services of MML. In work support offered once in employment and continues for 6-months following job start.		uk
The Venue	Social Youth Hub. The Venue is a unique facility that provides activities, entertainment and a safe space for young people in Melton Mowbray.	Thursday, Friday & Saturday evenings - 8- 12 years olds & 13-17 year olds	Liam Weeks (Contact details to be confirmed) Melton Learning Hub Tel: 01664 564967

Case Study: Miss H

Miss H is a lone parent with one young child. She was referred to MML in June 2016 by her child's nursery for support with her mental health following the loss of a child. As well as dealing with the loss of a child Miss H was also facing financial difficulties caused in-part by her ex-partner not paying child maintenance and issues with her (private) landlord.

Miss H worked 1:1 with a mentor and was referred to a number of MML partners, including Let's Talk Wellbeing, Children's Centre, Citizens' Advice Bureau, Melton and District Money Advice Centre and Homestart.

In August 2016 Miss H was faced with eviction as she was unable to pay a large utilities bill which was on top of her rent. The MML mentor was able to secure support via a Discretionary Housing Payment and from charities to remove the threat of eviction. However, Miss H's private rental situation remains far from ideal and through the Choice Based Lettings scheme she continues to apply for a Council property.

Since receiving support from MML Miss H has stabilised her financial position and has payment plans in place to repay her debts. She is managing her mental health and her confidence has improved significantly both of these things having had a positive impact on her relationship with her daughter.

Miss H has begun volunteering at the Children's Centre and has decided that she would like to work with children. To support this aim she has completed a level 2 qualification in understanding child development and now plans to work towards an NVQ.

Although Miss H has not yet found work, her daughter will soon be starting school which will help in her search. In the past year has made significant progress with her money management, with her mental health and confidence, with her relationship with her daughter and has seen her move towards employment.

Commentary

Had Miss H not been referred to MML it is quite likely that her financial position would have worsened. It is also likely that this would have led to her eviction and

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homelessness. Either or both of these scenarios would have had an adverse impact on her mental health and consequentially with her relationship with her daughter. A worst case scenario would have seen Miss H homeless, possibly having her daughter taken into care and in due course needing intensive mental health interventions. Thanks to MML, Miss H has now got her finances under control, has stabilised her housing situation has a good relationship with her daughter and is on the road to employment and independence.

Cost Benefit Analysis

Miss H has had approximately 40 1:1 sessions with a mentor or partner organisation as well as attending group sessions. The cost of the support Miss H has received so far from MML and partners amounts to around £2500.00.

The MML intervention prevented Miss H from being evicted. Research shows that the immediate cost to Government of an eviction is around £6,680.00.

Miss H's mental health has improved significantly. Reducing mental health interventions saves £4671.00 per individual per year.

We have prevented the worst case scenario - Miss H's daughter being taken into care – from happening. The costs of taking a child into care are around £51,080.00.

Case Study: Mr W

Mr W is a 55 year old widower. He had been unemployed for 16 years because of his role as full time carer for his wife. His wife died in July 2016 and Mr W continued to receive Employment and Support Allowance until December 2016 when he was found fit for work and made a claim for Universal credit. At this point Mr W came to MML. At this point he lacked confidence and had had limited social interactions due to his caring role. Through a series of 1:1 sessions with a mentor and a session with Prospects to develop his CV Mr W gained in confidence. He also accessed the digital suite and improved his digital skills.

Mr W moved into part-time work in April 2017. MML has provided a small amount of in-work support to ensure that Mr W made a successful transition to work.

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Commentary

After a lengthy spell out of the labour market Mr W lacked confidence and social skills. Working with MML has seen his confidence build and him move into work. He really enjoys being back in employment.

Cost Benefit Analysis

Time-Line	16yrs to September 2016	Sept 2016 to December 2016 13wks	Dec 2016 to March 2017 13wks	April 2017 to present
Situation / Life Event	U/E carer for Partner. Partner died July 2016. Carers allowance and ESA LA Tenant Rent £93.25	Claimed ESA after Partner died DHP for Bedroom Tax Housing Benefit CTS Engaged with MML	Claimed UC as deemed fit for work.	P/T employment 20hrs from 05.04.17 Hrs Wage - £7.50 p/hr (Living wage assumption)
Source of Income	Carers allowance Income Support HB & CTS	ESA HB & CTS	UC DHP for bedroom tax	Earnings UC CTS
Benefit amounts.	£217 p/wk approx. (£11,284 p/a)	£169 p/wk approx. (£8,788 p/a)	£169 p/wk approx. (£8,788 p/a)	£62 p/wk (UC & CTS) £3224 p/a
Arrears	This is only for Mr W and does not include Partner benefits			
Earnings and / or other info				£150 p/wk (earnings) £7,800 p/a
MML input. Details and costs		MML input 1:1 meetings 13 sessions at £50/session = £650 Prospects CV support 1 session £50		In-work support provided to ensure transition to employment is sustained. Mostly self-serve with occasional input after being shown how to navigate UC in Digital suite 2 Sessions at £50/session = £100

A MML input of £800.00 has produced a benefit saving of £5,564 per annum.

Me and My Learning Independence Index – self assessment

Name.....

1st assessment (date).....

Review in..... weeks

2nd assessment (date).....

<p>Digital Independence</p> <p>I am confident using a computer e.g. emailing, paying bills, on-line shopping. I have access to a computer.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Financial Independence</p> <p>I have enough money to live on. I can manage my money well. I know how to avoid high-cost credit.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Meaningful Activity</p> <p>Employment</p> <p>I am trying hard to get a job. I have a suitable stable job. I have suitable skills and qualifications. I am volunteering.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Progress in Work</p> <p>I have the skills to progress at work. I am able to progress at work. I know what I need to do to progress at work.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Social Independence</p> <p>I am able to manage my day-to-day life without support. I am volunteering.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Health</p> <p>I am in good physical health. My mental health is good. I don't have any problems with drugs or alcohol.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Housing</p> <p>I have a good home that is suitable for my needs which I am able to maintain. I feel safe and secure where I live.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Family</p> <p>I have strong and stable relationships. My children are doing well.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Independence</p> <p>I can't use a computer or smartphone. I have nowhere to access a computer.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Meaningful Activity</p> <p>Work</p> <p>I have no skills or work experience. I am not working.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Independence</p> <p>I don't have enough money to live on. I can't manage the money I get. I use/have used money lenders, payday loans etc.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Meaningful Activity</p> <p>Work</p> <p>I don't have the skills to progress at work. I don't know how to progress at work. I can't work more hours. I don't know what is expected at work.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Independence</p> <p>I can't manage my life. I need support to manage day-to-day.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1	<p>Health</p> <p>My physical health is poor. My mental health is poor. 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I find it difficult to manage my children.</p>	<table border="1"> <tr><td>10</td><td>10</td></tr> <tr><td>9</td><td>9</td></tr> <tr><td>8</td><td>8</td></tr> <tr><td>7</td><td>7</td></tr> <tr><td>6</td><td>6</td></tr> <tr><td>5</td><td>5</td></tr> <tr><td>4</td><td>4</td></tr> <tr><td>3</td><td>3</td></tr> <tr><td>2</td><td>2</td></tr> <tr><td>1</td><td>1</td></tr> </table>	10	10	9	9	8	8	7	7	6	6	5	5	4	4	3	3	2	2	1	1
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POLICY, FINANCE AND ADMINISTRATION COMMITTEE

29th NOVEMBER 2017

REPORT OF THE SOLICITOR TO THE COUNCIL

STATUTORY OFFICERS DISCIPLINARY PROCEDURE- UPDATE

1.0 PURPOSE OF REPORT

- 1.1 To update the Committee on the position with regards to the recently adopted Disciplinary Policy with respect to the council's statutory officers and the consequential amendments required to the Council's substitute policy.

2.0 RECOMMENDATIONS

- 2.1 That the Governance Committee consider recommending to Council that its substitute policy be amended to reflect the restriction on a member of Policy, Finance and Administration Committee from being a substitute on the Appeals Committee and vice versa as set out in paragraph 3.4, and that there is a requirement for members of the Policy, Finance and Administration Committee undergo appropriate training prior to sitting as the IDC.

3.0 KEY ISSUES

- 3.1 At its meeting on 26 September 2017 the Committee approved a revised disciplinary procedure for the Council's statutory officers (Head of Paid Service, Chief Financial Officer (S151) and Monitoring Officer). The new procedure requires the establishment of an Investigating and Disciplinary Committee and an Appeals Committee. It was recommended to Full Council that the Policy, Finance and Administration Committee's terms of reference be amended to incorporate the function of the IDC and that the terms of reference of the existing Appeals Panel be expanded to include dealing with appeals against disciplinary action short of dismissal, lodged by a statutory officer. This was approved by Council on 11 October 2017.
- 3.2 The revised procedure is based upon the model disciplinary procedure and guidance issued by the Joint National Councils. In accordance with the rules of natural justice, the procedure is clear that a member who sits on the IDC and considers the complaint at the initial stage cannot also be a member of the Appeals Committee who may consider an appeal against a decision of the IDC. At the meeting on 26 September 2017 members requested a further report detailing any consequential impacts this may have on the Council's substitute policy.
- 3.3 The Council's substitute policy is set out at paragraph 25 of Part 4 of the Constitution. An extract of the policy has been attached as Appendix A for ease of reference.
- €The substitute policy is clear that before a member can sit on the Appeals Panel the member and any substitute member must have received the appropriate training. It is also recommended that members of this committee should also receive appropriate training prior to exercising its function as the Investigating and Disciplinary Committee.
- 3.4 In addition to the specific training requirement for members on both the IDC and

Appeals Committee it is suggested that the substitute policy be amended to reflect the position that a member of the Policy, Finance and Administration Committee cannot be a substitute on the Appeals Committee and vice versa. Whilst it is noted that the restrictions on substitutes would only strictly apply in circumstances when the Appeals Committee was considering appeals by the statutory officers, as the nominated substitutes re appointed at Annual Council and notice has to be given for any changes, the most effective approach would be to appoint a substitute that would not be limited in the matters they could consider.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The Council has adopted revised disciplinary procedures for statutory officers in line with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 and has amended its standing orders accordingly.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 The Council needs to ensure that its employment procedures are legally sound to protect both officers and the authority. The Council could be vulnerable to employment claims if its procedures are not legally compliant .There are additional training requirement for members and external training may need to be procured.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 The Council has adopted revised disciplinary procedures as required following the implementation of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 (2015 Regulations) and the conclusion of the national negotiations relating to the JNC terms and conditions of employment.

7.0 COMMUNITY SAFETY

7.1 None as far as this report is concerned.

8.0 EQUALITIES

8.1 An Equalities Impact Assessment will need to be undertaken and is being explored

9.0 RISKS

9.1

L I K E L I H O O D	A	Very High				
	B	High				
	C	Significant				
	D	Low				
	E	Very Low		1		
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4
		IMPACT				

Risk No	Risk Description
1	Procedures are not legally sound and officers and the authority are not protected leaving the Council vulnerable to employment claims

10.0 CLIMATE CHANGE

10.1 None as far as this report is concerned

11.0 CONSULTATION

11.1 None as far as this report is concerned.

12.0 WARDS AFFECTED

12.1 All

Contact Officer Verina Wenham
Date: 20.11.17

Appendices : Appendix A: Substitute Policy

Background Papers:

Reference : X : Committees\

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APPENDIX A

25. SUBSTITUTE POLICY

25.1 This policy and procedure is to enable the appointment of Substitute Members at Committee and Sub Committee meetings, where a Committee or Sub Committee Member cannot attend. The aims of the policy are :-

- To allow a significant and comprehensive attendance by fully trained Members at all Committee and Sub Committee meetings
- To help ensure quoracy
- To support transparency and accountability in Committees and Sub Committees and thereby encourage positive public perception in the decision making process
- To be fair, acknowledge political balance where this is required and preserve a form of appointment by the Council

The Council will appoint a list of substitutes at the same time as appointing the Members of each Committee and Sub Committee at the Annual Meeting of the Council.

A Substitute Member replaces a Committee or Sub Committee Member at a meeting. On politically balanced Committees and Sub Committees, a Substitute Member cannot be appointed where the group has no representation.

Political groups may appoint named substitutes to each Committee and Sub Committee. On politically balanced Committees and Sub Committees where a group has seat allocation, each group may appoint substitute representation. The following substitute allocation for 10/11 Member Committees provides the opportunity for political balance to be maintained and offers smaller groups substitute representation :-

- 4 Substitutes - Group membership being 22 and over
- 3 Substitutes - Group membership being between 14 and 21
- 2 Substitutes - Group membership being between 4 and 13
- 1 Substitute - Group membership being 3 and under

For the Licensing and Regulatory Committee where political balance is not required, the substitute appointments will be by consensus of the political groups and the total number of substitutes for the Committee will be no more than the allocation listed above per group.

In the case of smaller Committees, the allocation of substitutes is expected to be fair and proportionate where possible and on politically balanced Committees this may mean there is 1 substitute per group. However where

there is a parent Committee to a Sub Committee, the same substitutes that are appointed to the Committee, may also apply to the Sub Committee and unless otherwise specified, this is the default position.

Changes to nominated substitutes of politically balanced Committees and Sub Committees may be made by the relevant Group Leader by giving 6 working days written notice to the Chief Executive.

Changes to substitutes of Committees and Sub Committees that are not politically balanced must be by consensus of the Group Leaders and by giving 6 working days written notice to the Chief Executive.

For Appeals, Planning, Licensing and Regulatory and Governance Sub Committees, Members must be trained before they take part as a Substitute and ongoing records are maintained for this purpose.

It must be noted that the Committee or Sub Committee Member takes precedence and should the Committee or Sub Committee Member arrive before the start of the meeting having previously appointed a Substitute Member, and should the Committee or Sub Committee Member wish to take part in the meeting, the Substitute Member may only remain as an observer.

Where there are site visits held before a Committee or Sub Committee, it is expected that the same Member will attend the site visit as well as the Committee or Sub Committee meeting. Therefore if a Substitute Member is appointed to attend a Committee or Sub Committee, it is expected that the Substitute Member will also attend the site visit. However if the Committee Member appoints a Substitute after the site visit, the fact that the Substitute has not attended the site visit does not exclude a Substitute from taking part in the Committee or Sub Committee meeting.

Nominated Substitute Members will receive Committee and Sub Committee documentation relating to the Committee or Sub Committee they are appointed to.

For clarity: The substitution applies for the whole of the meeting eg. if that meeting is adjourned then the Substitute should attend the reconvened meeting.

Substitution Procedure

1. To be a Substitute at a Committee or Sub Committee, a Member must have been appointed by the Council or by their Group Leader with the relevant notice given to the Chief Executive.
2. As the following Committees and Sub Committees have specific training requirements, the Substitute Member must have received the appropriate training to enable them to substitute at these Committees or Sub Committees, and Members appointed to any new Committees or

Sub Committees with training requirements will also need to meet this requirement :-

- Appeals
- Planning
- Licensing and Regulatory
- Governance Sub Committees 1 and 2

If a Member is unsure whether they have received the appropriate training, these records are kept by the Senior Democracy Officer and they should check with her to confirm if required.

3. The Group Leader, Substitute Member, the Committee or Sub Committee Member may give notice of a substitution for a forthcoming a Committee or Sub Committee.
4. Notice may be by signed note/form (available in the Members' Room), or by email or telephone and be clear as to :-
 - the name and date of the Committee or Sub Committee
 - the name of the Substitute Member
 - the name of the Committee Member being substituted for
5. Notice to substitute must be given to a relevant officer listed below, prior to the programmed commencement of the meeting, this time being indicated on the meeting agenda :-
 - Chief Executive
 - Deputy Chief Executive
 - Corporate Director
 - Lead Head of Service for that Committee or Sub Committee
 - Committee Administrator for that Committee or Sub Committee
6. The relevant officer who has received the message of substitution, will inform the Lead Head of Service for the Committee or Sub Committee/Committee Administrator so that they can ensure that the Substitute Member is appropriately trained, the Chair is advised of the substitution, arrangements are adjusted accordingly (eg. seating, nameplates) and the substitution is formally recorded in the minutes.
7. Where there are site visits held before a Committee or Sub Committee, it is expected that the same Member will attend the site visit as well as the Committee or Sub Committee meeting. Therefore if a Substitute Member is appointed to attend a Committee or Sub Committee, it is expected that the Substitute Member will also attend the site visit. However if the Committee Member appoints a Substitute after the site visit, the fact that the Substitute has not attended the site visit does not exclude a Substitute from taking part in the Committee or Sub Committee meeting.

8. Before taking part in the meeting, the Substitute Member must sign the Attendance Register and add the Committee Member's initials who they are substituting for next to their name, indicate their role as a substitute in the 'Substitute Column', as well as add their name to the Committee Member's signature box. This method of signing will ensure a cross reference between the Committee Member and the Substitute Member. An example is shown at Appendix A.
9. Substitute Members will have all the powers and duties of the Committee or Sub Committee Member, but will not be able to exercise any special powers or duties exercisable by the person they are substituting for.
10. If the Committee or Sub Committee Member whose place has been substituted by a Substitute Member subsequently attends the relevant meeting after its start, the Committee Member may only do so as an observer.
11. No Substitute Member may attend a meeting in place of a Committee or Sub Committee Member if that Committee or Sub Committee Member has already attended the meeting, unless that attendance is of observer status. This may also apply if notice has been given of a Substitute Member attendance and the Committee or Sub Committee Member subsequently attends the meeting.
12. The attendance of the Substitute Member will be recorded in the attendees section of the Committee or Sub Committee meeting minutes and will also show which Member they are substituting for – see example layout at Appendix B.

An apology for absence for the Committee or Sub Committee Member substituted for will be announced at the meeting and recorded in the minutes in the usual way.

POLICY, FINANCE & ADMINISTRATION COMMITTEE

29 NOVEMBER 2017

REPORT OF CORPORATE DIRECTOR

ITEMS FOR APPROVAL UNDER FINANCIAL PROCEDURE RULES

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to submit requests for approval of this Committee under Financial Procedure Rules and to provide information on amounts approved under delegated powers and to report the impact of these on the Council's reserves and balances.

2.0 RECOMMENDATIONS

It is recommended that:-

- 2.1 the virements approved under delegated powers (para. 3.1.1 refers) be noted;
- 2.2 the supplementary estimates approved under delegated powers to be funded from budget reductions (para 4.1 refers) be noted;
- 2.3 members note that a request from the Community and Social Affairs Committee for £10k towards an ecological study at the country park is to be funded from existing resources but if officers are unable to, a formal request will come back to this committee at a future date for approval (para 4.2 refers)
- 2.4 the budget reductions approved under delegated powers (para. 5.1 refers) be noted; and
- 2.5 the business case for Environmental Maintenance equipment discussed in para 6.1 be approved to be funded by £81,000 from the Repairs and Renewals Fund as approved at MEEA (para 6.1 refers).

3.0 VIREMENTS

3.1 Delegated Authority

- 3.1.1 Since the last meeting the Corporate Director has approved eleven requests for virement within the same service totalling £199,150 and three requests for virement between services totalling £15,330. More details of those requests in excess of £10,000 can be found in Appendix A.

4.0 SUPPLEMENTARY ESTIMATES

4.1 Delegated Authority

4.1.1 The following items have been approved under delegated authority in 2017-18 and funded from budget reduction money:

Budget Head	Reason	Amount £
<u>Policy, Finance & Admin C'tee</u>		
Communications	Costs arising from the MIKE intranet project	5,000
<u>Community and Social Affairs C'tee</u>		
Community Services Grants	St Marys Parish Church project	9,000
Total		14,000

4.2 At the meeting of the Community and Social Affairs committee on the on the 16th November 2017 an agenda item relating to access to the County Park was discussed which was looking for members to agree in principle to allow access subject to further consultation and an ecological study. If agreed, this would have enabled a s106 for £10k to be put in place in order for the developer to fund the study but members felt uncomfortable with agreeing that any access could be granted in principle until the study and consultation had been undertaken. Therefore the initial recommendation was rejected and an alternative resolution agreed asking officers to fund the study from within existing resources or to request to this committee that the required funding is allocated from the Corporate Priorities Reserve. Officers will look to initially fund this from within existing resources but if they are unable to we may need to come back to this committee at a future date to formally request the funding.

5.0 BUDGET REDUCTIONS

5.1 The following items have been identified as surplus money in 2017-18 and have been approved as budget reductions under delegated authority. These savings are still included in the base budget providing flexibility moving forward.

Budget Head	Reason	Amount £
<u>Policy, Finance & Admin C'tee</u>		
Corporate Services	Welland Market towns budget redistributed	4,380
Corporate & Democratic Core	Combined Authority budget not required in 2017-18	5,120
Phoenix House	Reduction to NNDR budget to reflect tenant now paying NNDR directly	12,000
Total		21,500

6.0 CAPITAL PROGRAMME

- 6.1 The under mentioned schemes (business cases attached as Appendix B) are submitted for approval

Committee	Scheme	← Funding →		
		Amount	Year	Source
Melton Economic & Environmental Affairs	Environmental Maintenance Vehicles	£81,000	2018-19	Renewals & Repairs Fund

At a meeting of the Melton, Economic and Environmental Affairs Committee on 1 November 2017 the business case for Environmental Maintenance equipment was approved and that a request be made to this committee for the required funding of £81k, being £15k being moved from 2017-18 into 2018-19 and added to the existing £64k budget, as well as an additional £2k. Further detailed information on this capital scheme can be found in the business case attached as Appendix B. At MEEA a query was raised regarding whether this equipment should be charged to Special Expenses rather than the General Fund. As the Environmental Maintenance service is recharged appropriately through the internal recharges, which includes an allowance for the Renewals and Repairs fund contributions, this would not be appropriate as Special Expenses do pay their share of the replacement costs via this mechanism.

7.0 POLICY AND CORPORATE IMPLICATIONS

- 7.1 Policy and corporate implications are considered for each new budget proposal as part of the Council's priority assessment process. The results of this are reported to members as part of the budget setting process.

8.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 8.1 The current level of balances and reserves are shown in Appendix B. There are no other financial and resource implications arising from this report.

9.0 LEGAL IMPLICATIONS/POWERS

- 9.1 Any legal implications arising from these movements in funds will have been addressed during the approval process.

10.0 COMMUNITY SAFETY

- 10.1 Individual budgets could have links to community safety issues. These are covered in any associated reports and financial forms that refer to these budgets as they progress through the decision making process. As community safety is a corporate priority this is considered as part of the priority assessment and budget setting process when considering individual budget proposals.

11.0 EQUALITIES

11.1 The equality issues of each specific budget are considered as they progress through the approval process.

12.0 RISKS

12.1 There will be risks associated with all budgets and these should be considered as part of the consideration of these individual budget proposals through the decision making process.

13.0 CLIMATE CHANGE

13.1 Individual budget heads could have climate change issues but these are considered individually as they progress through the approval process.

14.0 CONSULTATION

14.1 Any proposed adjustments to budgets are made in consultation with budget holders and the Management Team where appropriate.

15.0 WARDS AFFECTED

15.1 All wards are affected.

Contact Officer C Burgess, Senior Management Accountant

Date: 9th November 2017

Appendices : Appendix A: Virements in Excess of £10k
Appendix B: Business Case Environmental Maintenance Vehicles
Appendix C: Statement of Revenue and Capital Reserves

Background Papers: Committee Papers
Budget Reduction/Virements/Supplementary Estimate Forms

Reference : X: C'tee, Council & Sub-C'tees/PFA/2017-18/29-11-17/DG-Items for Approval

SUMMARY OF VIREMENTS

Virements within the same Service

Service			
From	To	Description	Amount £
Community Safety-Family Intervention Project/ Third Party Income	Community Safety- Basic Pay/ National Insurance/WAN costs/Community Safety Partnership Initiatives/ Supporting Leicestershire Families	To amend budgets to reflect PCC funding confirmed to cover 0.5FTE CCTV Co-ordinator post and other associated expenditure and family intervention income and expenditure no longer expected	£24,690
Waterfield Leisure Centre- Basic Pay/ Pension/ Contribution from funds	Waterfield Leisure Centre- Electricity/ Contract Work/ Cash Collection Charges	Budgets updated to reflect revised workings for sinking fund from condition survey, and electricity bill not reserved from 2016-17 offset by savings from vacant post	£35,870
Communications- Training Course Fees	Communications- Subscriptions	To separately identify the budget required for the Learning Pool subscription	£10,200
HRA Repairs and Maintenance- Planned Maintenance	HRA General Management Professional Fees	Audit requirement for change in HRA valuations to be based on a Beacon approach and completion of HRA valuations to be funded by planned maintenance underspend	£47,500
Strategic Sports- Basic Pay, National Insurance, Pension, Active Together expenditure, Other Charges for Services	Strategic Sports- All Mileage Allowances/ Commissioning Grant/Other Items	To set up budgets for sports funding	£15,610
Customer Services- Basic Pay/Postages/Public Consultation/Translation Services/Stationery/Uniforms and Communications- Basic Pay	Customer Services- Pension/ Transformation Savings/ Service Charges	Savings from vacant posts and other savings vired to transformation savings.	£35,720
NNDR Collection- New Burdens Grant	NNDR Collection- Professional Fees	To set up income and expenditure budgets for business rate relief new burdens funding	£12,000
			£181,590

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Part B – Business Case, Project Background / technical issues

B 1 - General

An EMT vehicle and front line mower renewal and replacement programme was agreed by MEEA committee on 12/8/14. This programme allowed for capital set aside monies to be used to create a replacement fund for the purchase of the services front line ride on mowers and crew carrying vehicles. This business case is seeking the release of set-aside funds, to carry forward this years allocation and to utilise a further portion of set aside monies no longer required

B 2 –Service / Service / Function

The Environmental Maintenance Team maintains all the councils open space and relevant land ,carry out maintenance to grass, trees shrubs hedges borders beds maintains the sports pitches, the annual Town flower displays in tubs and baskets and provides a small building works provision dealing with bins signs benches barriers paths fencing . It fully participates with sandbags and winter gritting , many Town Centre events , a number of cemetery specific services and links up and provides occasional manpower for other council sections including improvements within priority areas .It also assists with land drainage problems keeping trash screens clear and associated bank sides well maintained

Crew Carrying Vehicles:

Two of the current frontline operative carrying vehicle are nearly six years old and are approaching the end of their optimum efficient and economic operational life. This business case seeks approval to replace them with monies set aside in line with the previously agreed renewal and replacement programme. That programme and a policy that supported it looked to bring about consistency with the vehicle fleet and this proposal to replace the older crew vehicles (currently Mercedes Sprinters) with two Ford Transits, will achieve this by establishing all four front line crew carrying vehicles as Ford Transits.

Front line Ride on Mower:

The ride on mower replacement request is to replace one of the main cutting machines used by the councils Environmental Maintenance Team – a triple cylinder hydraulic powered ‘Ransomes Parkway 2250 plus’. The current machine in use has exceeded its expected longevity and has now reached the end of its optimal working life as a front line high usage tool . This machine is particularly efficient and effective in regards to cutting a number of the councils large open spaces

B 3 – Strategic fit**Crew Carrying Vehicles:**

- *The Councils Environmental Maintenance Team are key to ensuring a high standard of all round ground maintenance is provided to all the council responsible open spaces, green sites, external areas to a number of council owned properties, and in particular the Boroughs PNA's In addition the team provide both manpower and horticultural expertise to support Town centre events , Melton in Bloom, the cemetery service , sports pitch preparation and maintenance Tree maintenance , hedge maintenance , trash screen and watercourse bank side maintenance , drainage works , a wide range of street scene activities, play area maintenance / inspections .*
- *This work helps raise pride and ownership in local areas, discourages antisocial behaviour and crime and demonstrates a caring council focussed on those most in need of support and ensures clean and green environments.*
- *This business case is seeking members support to replace 2 failing and increasingly costly to keep in service frontline vehicles, purchased almost 6 years ago.*
- *The service will have efficient well presented frontline vehicles that will greatly reduce the ever increasing maintenance requirements of the older vehicles and have been selected as suitable replacements which fit the needs and demands required by the service*
- *The 2 new Ford vehicles being sought have proven to be reliable and cost effective and are a frequent choice for many ground maintenance organisations.*

Front line Ride on Mower:

- *The mower to be purchased will benefit the service well being designed to work on and keep grass short and to a high finish ,this particular model has proven to provide a high output in terms of the large areas it can cover with minimal residual cuttings*
- *The machine has the highest output of the councils mower fleet due to its triple cylinders with the flexibility to cut with 1,2 or 3 cylinder cutting sections.*
- *The current machine in service has passed its optimum life but has proven to be a key front line machine which most suitably compliments other types of ride on mowers which together are able to tackle grass cutting under most environmental conditions This renewal will allow for the good standards achieved annually to be retained*
- *The expectation is that standards will be maintained and as a result complaints will remain at a very low level as is the case currently*

B 4 - Options appraisal**Crew Carrying Vehicles:****Methods of acquisition**

- *Lease options although ideal for some organizations do incur significant annual charges, millage limitations, and all include strict return condition penalties.
Vehicles we have previously acquired under lease arrangements have invariably ended up at the end of the lease term costing considerably in excess of the purchase price and have incurred considerable return condition surrender charges. The vehicles consumables tires brakes etc. are not covered under commercial lease agreements.*
- *Hire Option, the need to replace vehicles which are in service daily all year long, makes the annual cost of the hire option excessively and un realistically high. This option is best suited to short term requirements, intermittent and limited use requirements and contingency / unplanned requirements and not long term.*
- *Used vehicles .Commercial used vehicles are available at times in a range of conditions and age but many are sold as seen, and nearly all have either no or at best minimal warranties. The specific requirements of the vehicles required cannot be guaranteed and resale value is highly likely to be very low and the rate of depreciation for set aside monies purposes are extremely difficult to estimate accurately.*
- *Purchase outright – This appears to be the best option to replace the remaining 2 frontline vehicles. Advantages of outright purchase include – 3 year unlimited millage warranty, a significant dealer purchase price discount the acquisition of vehicles to the exact specification and requirements of the service essentially like for like replacement vehicles to the existing fleet .*
- *The council commitment to the service and the councils reputation are both enhanced with appropriate quality vehicles*

Front line Ride on Mower:

- *Hire – this is not the optimum method for sustainable resource acquisition for a grounds maintenance service , Machines are very difficult to obtain during the cutting season and are invariably a compromise in terms of being Efficient , Economic and Effective (the 3 EEE's) . Lease of these vehicles is not the optimum method of obtaining the machine needs for this service, machines deteriorate quickly with high levels of use, return condition penalties are extremely onerous and generally for a long term provision leases are not cost effective. Purchase outright is on balance the closest method of adhering to the 3EEE's*
- *The continues good standards all round of the EMT service are benefiting the residents who are increasingly taking ownership and demonstrating increased pride in line with the general environmental improvements being consistently provided*
- *The service has built up good working relationships with a number of suppliers and dealers and is aware of the latest developments prices and offers*
- *The service already uses the local specialists known to provide the best value , it will ensure a purchase from one of these suppliers that is the best in value achievable at the time of purchase*

B 5 - Achievability**Crew Carrying Vehicles:**

There has been lengthy consideration to ensure the vehicles identified are the most suitable, effective and economically advantageous for Melton's EMT fleet. The Ford Transits proposed to be purchased are to be obtained through Ford Direct and our local commercial Ford dealership Sandiccliffe in Leicester. Vehicles obtained through Ford Direct (essentially ordered from the factory) have a lengthy lead time which allows for modifications and customisations as required with the expected delivery date to be met with a high level of certainty

Front line Ride on Mower:

There are a number of relevant suppliers and stocks in the market place and therefore no achievability issues are expected

B 6 - Legal Issues (if applicable)**Crew Carrying Vehicles:**

The vehicles have been selected as ones that replace like for like and which strike a balance between(by virtue of their type and nature):the legal restrictions on Drivers (age of driver / groups of vehicles able to be driven) legal restrictions on the vehicles load bearing capacity ,(the weight of the vehicle and what it leaves as carrying capacity) its legal towing limitations regarding both weight and the age of driver.

Front line Ride on Mower

There are few legal issues, the services frontline machines are all road capable and legal, The new purchase will greatly assist achieving the ground maintenance standards expected

B 7 Specification***Crew Carrying Vehicles:***

2 x Ford Transit Single Chassis Cab One Way Tipper 350 L2 H1 2.0L 130ps RWD SRW Diesel 6 speed manual (A984)- plus extras - beacons , lock boxes, side step , rear floor lining.

Front line Ride on Mower:

1x Ransomes Parkway 2250 plus

This mower to be purchased through this business case is of a type that has proven to be a key component of the service mower fleet. It potentially has the highest output of all the front line machines. Its triple cylinder configuration gives a high quality finish as well as offering a large precise cut, mostly limited by the land form it is working on, this machine is ideal for the large open grass areas that are maintained to the highest standards, its high output allows it to cover vast areas, cutting to very short length with the generation of minimal cuttings. This type of machine is ideal and performs its best on well-maintained dry grass sites.

B 8 - Financial Implications

This business case proposal requests carrying £15k of capital monies already set aside and allocated for mower purchases in 17/18 forward to 18/19. The capital programme for 18/19 already has £64k set aside for replacing two EMT crew carrying vehicles and a caretakers van (for which accounts for £11.5k of the £64K) The proposal is to use the £15k carry forward plus the £11,500 still within the in the 18/19 capital programme no longer needed for the caretakers van as that van was purchased outside of the capital programme in 2016/17 (being below the £10k threshold for capital purchases), Together with the remaining £52k within the programme for the replacement crew EMT vehicles giving a total capital sum of monies available for 18/19 of £79k.

This business case is for the purchase of the 2 replacement EMT crew carrying vehicles are expected to cost in the region of £24k each (total £48k) and the proposed new front line mower a 'Ransomes Parkway triple' in the region of £33k giving a potential total of capital funds requested in 18/19 of £81k which is £2k more than the currently available funds.

Note that the capital expenditure will all be funded through the EMT vehicles R&R fund.

	£	Comment
Initial Costs	24,000	2 x Ford Transit -Single Chassis Cab One Way Tipper 350 L2 H1 2.0L 130ps RWD SRW Diesel 6 speed manual (A984)- plus extras - beacons , tail lift, lock boxes, side step , floor lining.
	24,000	
	33,300	1x Ransomes Parkway 2250 plus Parkway Triple Mower with lighting kit and beacon
External Funding	NIL	
Net Cost		
Ongoing Savings	NIL	
Phasing	No	

B 9 – Project Scoring Matrix***Crew Carrying Vehicles:***

<u>Criteria</u>	<u>1 Point</u>	<u>2 Points</u>	<u>3 Points</u>
Cost £ (budget, time and human resource)		£10k - £50K	
Timescale	< 6 months		
Impact if project failed on the organisation		Moderate	
Melton's Track Record	Done Successfully Many Times Before		
Stakeholder Interest (internal and external)	Minimal		
Project Complexity	Straight-forward		
Projects scoring <u>8</u> points - Formal methodology <u>not</u> necessary			

Front line Ride on Mower

<u>Criteria</u>	<u>1 Point</u>	<u>2 Points</u>	<u>3 Points</u>
Cost £ (budget, time and human resource)			>£50K
Timescale	< 6 months		
Impact if project failed on the organisation		Moderate	
Melton's Track Record	Done Successfully Many Times Before		
Stakeholder Interest (internal and external)		Moderate	
Project Complexity	Straight-forward		

Projects scoring 10 points - Formal methodology **not** necessary



STATEMENT OF REVENUE AND CAPITAL RESERVES

APPENDIX C

	GENERAL RESERVES				WORKING BALANCES				HOUSING REVENUE ACCOUNT			CAPITAL RECEIPTS				GRAND TOTAL
	Corporate Priorities Reserve	Spending Pressure Reserve	General Reserve Special Expenses	Total	General Expenses	Special Expenses	Housing Revenue Account	Total	Development & Regeneration Reserve	Major Repairs Reserve (Usable)	Total	HRA	Leisure Vision	Other	Total	
	£	£	£	£	£	£	£	£	£	£	£	Usable Capital Receipts £	Usable Capital Receipts	Usable Capital Receipts £	£	
1 April 2017 Balance	2,004,099	153,374	244,621	2,402,094	640,000	50,000	1,186,019	1,876,019	5,230,757	2,069,404	7,300,161	2,386,069	805,378	2,269,540	5,460,987	17,039,261
2017-18 INCOME																
Contributions from Revenue Accounts	0	0	21,854	21,854	0	0	0	0	855,320	433,670	1,288,990	0	0	18,040	18,040	1,328,884
Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	447,512	0	0	447,512	447,512
Transfers	0	138,000	0	138,000	0	0	0	0	0	0	0	0	0	0	0	138,000
Total Income	0	138,000	21,854	159,854	0	0	0	0	855,320	433,670	1,288,990	447,512	0	18,040	465,552	1,914,396
EXPENDITURE																
Contributions to:																
Revenue Accounts	543,670	79,864	11,900	635,434	0	0	59,910	59,910	0	0	0	0	0	0	0	695,344
Capital Works	0	0	0	0	0	0	0	0	5,181,000	2,503,074	7,684,074	166,926	35,000	1,492,000	1,693,926	9,378,000
Capital Works Future Years	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Set-Aside	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	138,000	0	0	138,000	0	0	0	0	0	0	0	0	0	0	0	138,000
Pooled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditure	681,670	79,864	11,900	773,434	0	0	59,910	59,910	5,181,000	2,503,074	7,684,074	166,926	35,000	1,492,000	1,693,926	10,211,344
31 March 2018 Balance	1,322,429	211,510	254,575	1,788,514	640,000	50,000	1,126,109	1,816,109	905,077	0	905,077	2,666,655	770,378	795,580	4,232,613	8,742,313

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POLICY, FINANCE AND ADMINISTRATION COMMITTEE

29 NOVEMBER 2017

REPORT OF CORPORATE DIRECTOR

REVENUE ESTIMATES 2018/19 AND MEDIUM TERM FINANCIAL STRATEGY

1.0 PURPOSE OF REPORT

- 1.1 To report on the latest position regarding the estimates for 2017/18 and 2018/19 and the Medium Term Financial Strategy (MTFS) following the Conservative Chairs Group meeting held on 13th November 2017.

2.0 RECOMMENDATIONS

- 2.1 That Members note the estimated year end position for 2017/18 as set out in section 3.2.
- 2.2 That Members note the position with regard to the 2018/19 estimates and the forward projections for 2019/20 to 2021/22 at this stage in the process and the issues yet to be resolved as set out in section 3.3.
- 2.3 That should the Business Rate pilot bid not be accepted by the Government delegated authority is given to the Corporate Director in consultation with the Chief Executive and the Chair to withdraw from the Leicestershire pool for business rates should the modelling demonstrate there is no longer a financial benefit to the Council and update the legal agreement with any required changes that arise.

3.0 KEY ISSUES

3.1 Background

- 3.1.1 The Management Team scrutinised all budget submissions prior to submission for member scrutiny through The Conservative Chairs Group who met on 13th November 2017 to consider the draft estimates and to provide guidance on a number of areas for both General and Special Expenses.
- 3.1.2 The emphasis of these meetings was to achieve a balanced budget over the life of the Medium Term Financial Plan as a key principle agreed by this committee at its meeting on the 26th September as part of the Budget Framework. As well as this they were also held to scrutinise all service growth and savings put forward, including their fit with Council priorities and to ensure only those that fit such criteria move forward through the budget process. In addition, the Members present considered the ongoing issues experienced in balancing the budget and the particular pressures and risks faced as a result of the financial implications in relation to the ongoing significant cuts in central government grants that both this council and our partners are experiencing. These were discussed with a view to considering how best the Council could manage these impacts and plan for the future and by doing so minimise the likelihood of cuts in services being necessary.

3.2 Estimated Year End Position 2017/18

3.2.1 The position for the current financial year, 2017/18 is estimated to be as set out in the following table:

	Original Estimate 2017/18 £'000	Estimated Year End Position 2017/18 £'000
General Expenses		
Net Cost of Services	5,846	6,387
Non Specific Service Items	(697)	(791)
Funding	(5,149)	(5,751)
Surplus (-) / deficit for year	0	155
Special Expenses (MM)		
Net Cost of Services	622	627
Non Specific Service Costs	(134)	(134)
Less c/wds approved	0	(12)
Total Special Expenses (MM)	488	481
Special Expenses (Sproxtton)	5	5
Special Expenses (Frisby)	6	6

3.2.2 The estimated year end position for General Expenses shows a surplus for the year of £155k. This takes into account approved contributions from the Corporate Priorities Reserve relating to non-recurring expenditure as included in the original budget, supplementary estimates, and approved carry forwards from 2016/17 as set out below.

	£
Approved Revenue Carry Forwards from 2016/17	278,380
Supplementary Estimates 2017/18 - Corporate Priorities Reserve	40,000
Budgeted contribution from / (to) Corporate Priorities reserve	225,290
Total contribution from the Corporate Priorities reserve	<u>543,670</u>

3.2.3 The variances between the in year approvals and the estimated year end position primarily relate to:

- Salary savings achieved from the Senior management review as well as the Communities and Neighbourhoods restructure. Savings have also been achieved within the communication team
- Additional income generated from treasury management investments
- Contingency allowance not required for pension auto-enrolment
- Loss of car parking, cattle market and building control income over that originally estimated
- Loss of income from Leicestershire Partnership Trust as they vacated their occupation at Parkside during the year when the budget was based on them remaining at a reduced level for 2017/18.
- Additional fees required to support the new waste contract procurement process primarily due to additional tenderers over that expected.

- Overspend within the Wheels to Work scheme due to the unsuccessful bid for funding to operate the Northampton scheme meaning the third party income budgeted for will not be received.
- Write off for a number of bad debts within the homelessness service

3.2.4 For Special Expenses (Melton Mowbray) there is an underspend of circa £7k forecast which is mainly due to the savings within open spaces as there has been a reduction in play area maintenance following capital investment in recent years. This has been partly offset by a shortfall expected in income from the children's centres due to a decline in the usage plus additional expenditure at the centres in relation to maintenance, service agreements and internet charges.

3.2.5 With regard to the parish special expenses the estimated year end position is for lower deficit balances than originally estimated as a result of the in-year surplus brought forward from 2016/17 over that estimated.

3.2.6 The estimated year end position is only an indication of the likely position at the year end and budget holders can only spend at this level if they seek approval through virements and supplementary estimates. Whilst the estimated year end position for General Expenses is showing an underspend there is still some pressure on increased costs in some areas which are estimated to be covered by the savings elsewhere.

3.3 Proposed Budget 2018/19

3.3.1 Following discussion and review to the proposed budgets at both the Conservative Chairs Group and Management Team meetings, the latest position on the General Fund and Special Expenses is summarised in the table below. At this stage in the process there are always a number of uncertainties with some budgets remaining unclear:

Latest Proposed Budget 2018/19

	General Expenses	Special Expenses (MM)
	£000	£000
Latest Proposed Budget 2018/19	5,002	484
Retained Business Rates	(1,149)	0
Revenue Support Grant (RSG)	(47)	(5)
Council Tax Income	(3,052)	(504)
New Homes Bonus	(239)	0
Collection Fund Deficit	0	0
Corporate Priorities Reserve	0	0
Special Expenses Reserve	0	25
Budget Shortfall/Surplus (-)	515	0

3.3.2 The above figures show a budget deficit at the present time on general expenses which reflects the difficult and challenging economic environment the council is operating within and the significant cuts being applied to grants from central government. Officers have assessed a number of recommended savings options which could help reduce the budget deficit outlined about which are outlined in Appendix A totalling £145k in 2018/19. There are also some recommended growth proposals which have come forward and are recommended for inclusion totalling £78.5k which are summarised in Appendix B. Should all of these proposals be supported and agreed this would have a positive net contribution towards the MTFs in 2018/19 of £66.5k which would result in the updated budget position in the table below. Appendix A also contains a recommended savings proposal relating to

the recharge of parish election costs which if approved would impact on later budgets. This is being proposed now in order for parishes to make the necessary arrangements to budget for this cost should it be approved. The charge is based on a proportionate share of direct costs for delivering an election such as polling station operation and set up plus the direct costs of the count including the returning officer payment. There are no general overheads or additional fees for support staff charged. Members may be interested to note we are the only authority across Leicestershire that don't recharge Parishes.

Updated Budget 2018/19

	General Expenses
	£000
Initial Budget Shortfall	515
Net Saving Contribution	(66)
Budget Shortfall/Surplus (-)	449
Spending pressure Reserve	212
Corporate Priorities Reserve	237
C/fwd Corporate Priorities Reserve balance	1,085

- 3.3.3 As outlined in the table above after taking into account the net additional savings of £66k the updated budget shortfall is £449k which in order to balance the budget for 2018/19 it is proposed to fund this from a combination of the Spending Pressure Reserve as the first call then the balance from the Corporate Priorities Reserve. Members may recall the Spending Pressure Reserve was created as a fund to help balance the budget going forward whilst steps are taken to generate the necessary efficiencies required for a longer term sustainable solution. The Council has been working on a Budget Management Strategy which is aimed at addressing the budget deficit in a sustainable way going forward.
- 3.3.4 The Corporate Director will continue to work with Management Team to review the budget estimates in order to identify further savings or potential budget reductions which could contribute to reducing the deficit further in 2018/19 and also meet the future financial challenges the Council faces. There are still a number of key estimates that are awaiting further information and these could increase or reduce the estimated deficit further. The final list of prioritised budget growth and reductions will be presented to members for consideration at the Strategic Planning Away Day in January 2018.
- 3.3.5 There are also two savings proposals in Appendix A which are not recommended for approval. The first relates to the payment of professional contributions for staff which members did not approve when setting the 2018/19 budget but requested that this be brought forward again for consideration. This proposal is not recommended at this time as it is not considered appropriate to be reducing staff terms and conditions at a time when the Workforce Strategy is being reviewed and the Council is focussing on staff retention and recruitment. The second proposal relates to the cost of the Debt Recovery post which is currently funded by the Leicestershire County Council in recognition of the impact on District Council of local council tax support schemes. This funding is being withdrawn across the county. It is considered that as this passes the burden to this council of recovery members should be aware of the change and asked to consider, however the post has had a considerable impact in reducing council tax arrears and as such it is strongly recommended that this post is not withdrawn and the Council now covers the cost.

- 3.3.6 With regard to Special Expenses (Melton Mowbray) there is a balanced budget for 2018/19 which is based on a contribution to the special expense reserve of £25k in order to maintain the working balance at its target level of £50k. This is in line with the previous decision to provide funds to support non-recurring revenue and capital expenditure. The estimated balance on the Special Expense reserve for 2018/19 taking into account the £25k contribution is expected to be £260k. There is one growth item proposed which is outlined in Appendix C totalling £50k regarding priority neighbourhoods. This is currently being refined as the surplus / contribution to reserves on the account for 2018/19 would be insufficient to fund this without drawing on reserves. Funding options can then be discussed with members. No savings proposals have been made. The current estimated level of the reserve is at a very healthy level to support investment going forward.
- 3.3.7 On the 14th September DCLG published a technical consultation paper on the 2018-19 local government finance settlement which covers a number of aspects including:
- Outlining the third year of the multi-year settlement offer for those councils that accepted the offer, and arrangements for those that did not
 - Outlining the a number of potential methods to consult on for distributing New Homes Bonus funding following implementation of reforms announced at the time of the 2017-18 provisional settlement and a proposal for further incentives to support the delivery of housing growth. At this time it isn't clear which new method for redistributing NHB the Government prefers but is likely to impact on the amount of grant the Council receives. Officers will continue to monitor this situation closely once further details are known.
 - Outlining the Government's proposals for the council tax referendum principles for 2018/19 and that for shire district councils we would be allowed increases of less than 2% or up to and including £5, whichever is higher.
 - Confirmed the approach being taken for adjusting business rates tariff and top-ups to cancel out, as far as is practicable, the impact of the 2017 business rates revaluation on local authorities' income.

The consultation closed on the 26th October 2017 and officers submitted a response for Melton to ensure our views were known.

- 3.3.8 The following assumptions have been made with regard to the estimates set out above:
- Formula Funding used to calculate retained business rates and RSG is in line with the final settlement for 2016/17 which set out a 4 year settlement as part of the deal for submitting an efficiency plan. This includes no allowance for any further transition funding.
 - Council tax will be increased by £5 on the average Band D in line with the MTFs as currently assumed with parish special expenses being set at a level to balance the budget, special expenses at 0% with the balance being allocated to General Expenses.
 - RSG allocated to special expenses and parish councils to compensate for the impact of localised council tax support on the tax base is reduced in line with the estimated reduction in RSG for the council as previously agreed.
 - Pay increases have been budgeted for at a 1% increase for the 4 years from 2016/17 in line with the chancellor's announcement as part of Budget 2015 on public sector pay and whilst some areas of the public sector have seen the pay cap lifted there has been no announcement for local government.
 - In light of the inflation forecasts remaining low for 2017/18 and low use of the contingency in the past, no contingency budget is proposed for 2018/19 as agreed by this committee at its meeting on 26 September 2017 as part of the budget framework.

- No change has been made to the business rate baseline in 2021/22 as the formula isn't known but an allowance has been made for successful appeals.
- No changes have been made which may arise from the Fair Funding Review
- Waste costs have been based on 6 months of the new contract based on best estimates at this point of the procurement process and no allowance has been made for green waste income.
- No change to the Local Council Tax Support Scheme or any indirect impact of welfare reform
- New public conveniences are constructed and open to timescale
- Revenue provisions for asset repairs are accurate as minimal capital provision has been made.

3.3.9 A review is being undertaken of the funding formula and the Fair Funding Review remains difficult to assess in terms of its impact on the future funding for local authorities. There are a number of areas to be considered each of which are moveable parts such as demography, focus on adult social care and children services. The next technical consultation paper is due to be published shortly which should contain more detail about the potential approach. It is expected there will be shift in funding towards areas with population growth, especially where there has been above average growth in the over-65 population. There is also likely to be a shift from districts to counties to reflect the increased importance of funding for social care. For the first time, the review will also have to take into account changes in retained business rate growth which for many districts, the loss of above-baseline funding will be the biggest change in their funding and this will need to be taken into account in any damping. Work on the Fair Funding Review is not very well advanced and there is a lot of development work required if a 2020/21 implementation is to be achieved. Shifts in funding are certain but it is envisaged this will not be that radical and damping will cap the largest changes. In terms of support for rural district councils such as Melton SPARSE are actively involved in the review and will be representing our interests

3.3.10 We are expecting further details to be announced on the financial assumptions and uncertainties outlined above in the Autumn Statement which is due to be announced on the 22nd November 2017. A verbal update will be provided at the meeting of any key issues arising from the statement.

3.3.11 The estimates are still being checked and refined and this will result in a number of changes in service costs as the Council progresses through the process. The key areas to note are in addition to those set out in the above paragraphs:

- The balance on the collection fund will not be determined until January 2017 following the calculation of the council tax base, which is also an estimate at this stage, and is therefore based on estimates.
- Business Rates estimates have yet to be calculated and as set out above no allowance has been made for the proposed potential changes to the 100% retention of business rates income locally.
- Support cost recharges to the HRA and between funds are based on current year's estimates and will be subject to change although an allowance has been made for anticipated transfer between funds.
- Any impacts arising from the Autumn Statement on the 22nd November including potential changes to the New Homes Bonus calculations and the subsequent finance settlement anticipated in December.
- Outcomes and implications of the waste procurement process including potential prudential borrowing and variation orders.

- Assumptions have been made relating to externally funded services where the continuation of funding remains uncertain at the present time. As such any reductions in funding from partners could result in a reduction in the estimated surplus or see the need to incur non-recurring expenditure in order to facilitate any withdrawal from current externally funded services or whilst alternative sources of funding are explored. One key area this applies to is the provision of the Wheels to Work Scheme which relies heavily on external funding.

3.3.12 Figures will continue to be refined until the Full Council meeting in February 2018 when the budget and Council Tax are formally set.

Forward Projections and Budget Management Strategy

The Medium Term Financial Strategy is again being developed as part of the budget this year. As with the budget for 2018/19 the figures are still being refined as the process progresses and more information is received. As outlined above there is a budget shortfall for 2018/19 which continues over the medium term without any management intervention with following deficits identified each year (These ongoing deficits if not addressed would not be able to be fully funded by the councils corporate priorities reserve):

- 2019/20 – £434k
- 2020/21 – £569k
- 2021/22 – £379k

3.3.13 In order to address these budget deficits the Council has developed a Budget Management Strategy which sets out a number of savings and income generation projects under four key themes. The table below outlines against each theme the anticipated savings the strategy is aiming to deliver over the medium term. The strategy is at an early stage and a number of projects still need to be refined and the business case developed in order to provide the necessary estimated savings to inform the MTFs.

Budget Management Strategy	2019/20 £000	2020/21 £000	2021/22 £000
Commercialism	10	0	0
Service Reviews and efficiencies	40	72	0
Asset Maximisation and rationalisation	58	28	0
Procurement	230	0	0
Total	338	100	0

3.3.14 The figures outlined in the Budget Management Strategy had been reviewed and scrutinised by the Senior Management Team in order to ensure only realistic amounts that can be achieved and delivered are included. Officers are keen to ensure members are confident the savings projects can be delivered in order to support the proposal of balancing the 2018/19 budget from reserves. Taking into account the figures outline in the Budget Management Strategy along with the net savings figures for 2018/19 which will flow through in the following years, the updated projections over the medium term are outlined in the table below:

Financial Year	2019/20 £000	2020/21 £000	2021/22 £000
Current (Surplus)/deficit	434	569	379
Net savings proposals	(66)	(66)	(66)
Budget Management Strategy (cumulative)	(338)	(438)	(438)
Forecast (surplus)/deficit	30	65	(125)

3.3.15 The key factors impacting on these forward projections are:

- Income projections
- Anticipated service changes including loss of dry recycling credits
- New waste management contract
- Formula Funding projections
- Assumptions relating to the Retained Business Rate scheme and potential changes to the system as a whole
- Changes to employer NI and pension contributions including auto-enrolment and future triennial reviews
- Delivery of the Budget Management Strategy
- Inflation assumptions and actual cost increases
- Council tax levels including house growth figures
- Potential further changes to the New Homes Bonus calculations
- Welfare Reform and Universal Credit
- Changes to the living wage levels and associated increases in salary costs
- Utilisation of Council Assets
- Further changes to occupancy at Parkside
- Leisure Vision procurement
- Elections and Electoral Registration
- Local plan costs and associated implications such as housing and infrastructure

3.3.16 The figures show that despite large reductions anticipated in Formula Funding and potential changes to the Business Rate system the Council has developed plans through the Budget Management Strategy to meet the future financial challenges. Whilst there is a deficit predicted for 2018/19 over the medium term if the Budget Management Strategy is delivered the previously predicted shortfall in funding can be addressed and a surplus is estimated based on the expected position for 2021/22 moving forward. It should be noted the large majority of budget reductions relate to the new waste contract including the green waste proposals which has the potential to address a significant part of the budget gap along with the other proposals. These estimates will become clearer as the procurement progresses. However, with the fundamental changes to the Local Government finance system and proposals around Retained Business Rate this medium term position is subject to change. This would support the Council using reserves to balance any remaining deficit on the 2018/19 budget as a short term measure whilst the Budget Management Strategy is delivered.

3.3.17 The expected position has been subject to sensitivity analysis which could result in large fluctuations of which the key reasons for such large variations are as follows:

- Variations in the need for inflationary increases due to economic uncertainty including any pay increases
- Triannual review of pension fund and employer contributions.
- Waste services with the loss of dry recycling credits alongside the procurement of a new waste management contract and the impact of these costs due to variation orders, prudential borrowing and the success of the green waste service delivered in house.
- Impact of the changes to the living wage levels and associated increased in salary costs
- The extent to which the budget management strategy is delivered
- Income levels from planning application fees and NHB.

- 3.3.18 The Council is currently a member of a business rates pool consisting of all Leicestershire districts, Leicestershire County Council, Leicester City Council and Leicester, Leicestershire and Rutland Combined Fire Authority. In summary the pooling agreement allows for increases in business rates that would otherwise have been paid over to central government in the form of a levy to be retained within the pool area. Surpluses up to an agreed level will be retained within the pool as a contingency sum to cover safety net payments and monies retained above this level will be available to support priority economic projects within the whole Leicestershire/Leicester area and distributed by the LLEP. The financial position of the pool is monitored on a quarterly basis across the area however the final position will not be known until after the end of the financial year. The estimated levy the pool would retain is based on Formula Funding for each authority as well as forward projections of business rates income. As such it is difficult to finalise these estimates for each financial year until the provisional settlement is received in approximately December each year. As such authorities are given 28 days following the release of the provisional finance settlements to withdraw from a pool should they wish to do so.
- 3.3.19 To date the business rate pool has been beneficial to all and on that basis following the governments invitation for authorities to apply to be part of the business rate pilots Leicester and Leicestershire have submitted a bid. The delegation agreed by this committee at its meeting in September 2017 as part of the Budget Framework report for the Corporate Director to support the pilot bid in consultation with the Chair of this committee has been exercised. The bid will preserve the integrity of the pooling arrangements during the pilot year and if the bid is unsuccessful, all partners have expressed a wish to remain in the existing business rates pool. The financial benefit to the county is an estimate of approximately £19m in addition to the monies that would be retained by the pool. The first principle of the pool is for the 100% rates income to put all partners in the position they would have been in under the 50% scheme, in order to maintain the integrity of the current medium term financial plans. It is proposed that £7m of the potential business rate income is used to progress key schemes including design and investment for infrastructure such as the building of new roads as well as well-developed schemes for major housing and development sites. In terms of cities and town centres it is planned to invest £6m in schemes across the region.
- 3.3.20 To help ensure financial sustainability of all organisations it is proposed that £5m is allocated to address some of the short term pressures on a spend to save basis to enable services to invest to achieve longer term savings. The balance of funding will be split 30%/70% between the City and County and within the County it will be allocated by tier splits based on the relative size of budget which would be based on a 30%/70% split between districts and County in favour of the County. The government has recently confirmed there will be a no detriment clause included for any pilots which will help manage any income risks. The pilot bid also provides an opportunity to further deepen the positive work undertaken across the Leicestershire Treasurers group on areas such as investigating a joint business rate relief scheme to attract new investment in the sub-region and further developing fraud prevention work.
- 3.3.21 As outlined above if the pilot bid was to be unsuccessful partners have expressed a wish to remain in the pool but as explained in para 3.3.18 authorities would still need to assess the financial impact of remaining in the pool in light of any settlement announcements. Any member of the pool withdrawing would cause the pool as a whole to cease. As such it is recommended that delegated authority be given to the Corporate Director in consultation with the Chief Executive and Chair for this committee to withdraw from the pool should the finance settlement indicate that continued pooling would not be in the best interests of this Council.
- 3.3.22 However, based on the current expected position of the pool it is not anticipated that any changes will be required. The final position of the pool for 2016/17 (including previous years) was a surplus balance of circa £5m of which it was agreed to make a contribution

to the LLEP of £2m in accordance with the pooling arrangements and a further £1m is being ring-fenced to support the pilot if successful. The position for 2017/18 looks equally as positive with another in year surplus is predicted in the region of £6m.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The process followed with regard to the setting of the Council's budget is in line with the Service and Financial Planning timetable.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 With the future uncertainty and risks facing local authorities due to both the funding cuts and also the changes to the funding regime relating to business rates and other core grants it is essential the council looks to how this can be managed in a planned way. The development of efficiency plans is a key element in how Melton is looking to address the funding gap and it is essential for the long term health of the authority these are delivered. This is evident with the latest position for 2018/19 estimating a deficit but in later years a surplus is estimated based on the delivery of the Budget Management Strategy.

5.2 The Council does hold a good level of revenue reserves which if required as with 2018/19 could be used to balance the budget in any financial year whilst plans are put in place to reduce expenditure. A Spending Pressure Reserve has been established which has an expected balance of £212k at the end of 2017/18 with the aim of it being utilised to help balance the budget whilst steps are taken to generate the necessary efficiencies required for a longer term sustainable solution. However whilst these balances are healthy the size of the potential future funding cuts and the risks associated with some of the grants and partnership funding received would mean that these balances could quickly be depleted emphasising the importance of the Budget Management Strategy. The level of capital resources by way of capital receipts is also much depleted with limited scope for realising future receipts from asset sales. As such the Corporate Priorities Reserve is likely to have to be utilised to fund capital expenditure in the future unless capital expenditure supports the use of prudential borrowing.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 There are no other legal implications other than those set out above.

7.0 COMMUNITY SAFETY

7.1 Community Safety is a key priority of the Council and the budget proposals need to take account of the requirements to support that strategy.

8.0 EQUALITIES

8.1 There are no direct links to Equalities, though some elements of the budget proposals will relate to Equalities issues. Any savings proposals will need to have equality impact assessments completed as appropriate by the service lead.

9.0 RISKS

9.1 There is always the risk that an item of income or expenditure is not adequately reflected in the budget for any financial year. The process followed as set out in the Service and Financial Planning timetable is aimed at mitigating this risk. However, the Council has a working balance which is annually reviewed and calculated on a risk based approach. This working balance is there to provide for any variations in actuals against budget that

could not have been anticipated at this stage. The detailed calculations were presented to this committee as part of the budget framework report approved in September 2017. In addition, the Council has a process for enabling budgets to be moved from one area to another to help ensure the overall position is not affected. The assumptions set out in paragraph 3.3.8 provide an indication where assumptions have been made at this stage and where there is less clarity surrounding the financial implications.

9.2 Risks are more fully assessed when the budget is presented to Full Council based on the position at that time.

9.3 The Council has a corporate risk relating to the availability of government funding and the impact on the Council's finances. An action plan is in place to support this risk as reported to the Governance Committee.

10.0 CLIMATE CHANGE

10.1 Climate change and our response to this could impact on a number of budgets and this should be considered as part of the service planning process.

11.0 CONSULTATION

11.1 The Service and Financial Planning timetable sets out the Council's approach to consultation and its links to the budget setting process. In addition, all Heads of Service and Members are involved in the process at various stages. Consultation with Business Ratepayers will be held via the website following advertisement.

11.3 Union representatives will be invited to the Strategic Planning Away Day in January 2018 when budget proposals are discussed in more detail.

12.0 WARDS AFFECTED

12.1 All wards will be affected.

Contact Officer: Dawn Garton, Corporate Director
David Scott, Corporate Services Manager

Date: 13 November 2017

Appendices: Appendix A – Growth Proposals General Expenses
Appendix B – Savings Proposals General Expenses
Appendix C – Growth Proposals Special Expenses

Background Papers: Medium Term Financial Strategy working papers
Budget Book 2017/18
Budget Working Papers

Reference: X: C'tees, Council & Sub-C'tees/PFA/2017-29-11-17/DG-Revenue budget 2018/19 and medium term financial

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2018/2019 ESTIMATE PROPOSED SERVICE SAVINGS OPTIONS - GENERAL EXPENSES

SAVINGS OPTIONS RECOMMENDED

Ref No	C'tee	Service	Budget Holder	Reduced Service		Details	Equalities Impact Assessment Completed Y/N
				On-going £	Non Recurring £		
D1	CSA	Homelessness	Janette White	£20,000	£0	Reduction in B&B costs in line with anticipated 2017-18 year end position	N
D2	REEA	Development Control	Jim Worley	£50,000	£0	Additional planning fee income anticipated	N
D3	PFA	Interest Receivable	Claire Burgess	£35,000	£0	Higher level of balances and interest rate achieved held	N
D4	REEA	Car Parks and Bus Station	Chris Damri	£30,000	£0	Additional parking fee income and Arla lease to be renewed	N
D6	REEA	Building Control	John Brammall	£10,000	£0	Additional income arising from building control notices	N
D7	PFA	Elections	Sally Renwick	£0	£0	All costs for running whole elections (4 yearly) and any by elections following vacancies within Parishes are currently funded by MBC. The proposal is to fully recharge this cost to the relevant Parish Council, both for full elections and any by elections arising. Note: 2019/20 the saving will be £15k, then back to £5k 2020/21 onwards.	N
REDUCED SERVICE TOTALS				£145,000	£0		

2018/2019 ESTIMATE PROPOSED SERVICE SAVINGS OPTIONS - GENERAL EXPENSES

SAVINGS OPTIONS AVAILABLE; NOT RECOMMENDED

Ref No	C'tee	Service	Budget Holder	Reduced Service		Details	Equalities Impact Assessment Completed Y/N
				On-going £	Non Recurring £		
D2	All	Various Budgets	Various	£12,600	£0	Remove provision for employee professional subscriptions	N
D3	REEA	Economic Development	Harry Rai	£16,800	£0	Debt Recovery Officer post, part funded by contributions from LCC, Police and Fire. Funding to be withdrawn by LCC from 01.04.18, it is assumed Police and Fire will follow	N
REDUCED SERVICE TOTALS				<u>£29,400</u>	<u>£0</u>		

**2018/2019 ESTIMATE
OPTIONS FOR BUDGET GROWTH - GENERAL EXPENSES**

Ref No	C'tee	Service	Budget Holder	Growth in Service		Included in 2018-19 Corporate Plan	Project Mandate Required (Y/N)	EIA Completed (Y/N)	Details
				On-going £	Non Recurring £				
GE1	CSA	Leisure Vision	Harry Rai	£60,000	£0	Y	N	Y	The procurement for the Melton Sports & Leisure Village will run into 2018/19 and a projected budget is presented, until the final procurement has been finalised. An increase to the budget is therefore required to sustain the management and maintenance until the procurement phase.
GE2	PFA	Communications	Sarah-Jane O'Connor	£3,500	£0	N	N	N	On going cost of having a test website.
GE3	PFA	Communications	Sarah-Jane O'Connor	£15,000	£0	N	N	N	A range of initiatives to support the workforce strategy

GROWTH TOTALS

£78,500 £0

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**2018/2019 ESTIMATE
OPTIONS FOR BUDGET GROWTH - SPECIAL EXPENSES**

Ref No	C'tee	Service	Budget Holder	Growth in Service		Included in 2018-19 Corporate Plan	Project Mandate Required (Y/N)	EIA Completed (Y/N)	Details
				On-going £	Non Recurring £				
SE1	TAC	Neighbourhood Management	Harry Rai / Keith Aubrey	£50,000	£0	N	N	N	To build capacity and resource to tackle issues in priority neighbourhoods.
GROWTH TOTALS				<u>£50,000</u>	<u>£0</u>				

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POLICY, FINANCE AND ADMINISTRATION COMMITTEE

29 NOVEMBER 2017

REPORT OF CORPORATE DIRECTOR

CAPITAL PROGRAMME MONITORING TO 31 OCTOBER 2017 AND CAPITAL PROGRAMME 2017-2022

1.0 PURPOSE OF THE REPORT

- 1.1 To update the Committee on the progress of schemes within the Capital Programme to 31 October 2017.
- 1.2 To determine the Committee's Capital Programme for 2017-22 based on a review of spending in the current year's programme and schemes included in the programme for later years.

2.0 RECOMMENDATIONS

- 2.1 **Members note the progress made on the capital schemes as attached at Appendix A;**
- 2.2 **The revised Capital Programme for 2017-22, attached as Appendix B, is approved; and**
- 2.3 **The project mandate in relation to the Northgate Server, attached at Appendix C, is approved.**

3.0 KEY ISSUES

3.1 Capital Programme Monitoring

- 3.1.1 Under the Capital Programme Project Appraisal System, monitoring of actual capital expenditure against authorised expenditure is undertaken on a regular basis and reported to the Management Team in its capacity as the Council's Programme Board. Appendix A gives details of the spending against budget for all schemes within this Committee up to 31 October which is the latest available information at the agenda date.
- 3.1.2 The overall position for all capital schemes falling within this Committee is as set out below.

Capital Schemes	Allocated Funding 2017/18 Budget	Authorised Funding 2017/18 (Business Case Approved)	Actual Expenditure to 31 Oct 2017	Year End Forecast	Year End Variance (-) Underspend
	£'000	£'000	£'000	£'000	£'000
General Expenses	144	69	17	69	-75

The forecast is generally in line with the budget with schemes progressing although much expenditure has yet to be incurred. There are two exceptions to this as follows:

- Transformation Welfare Reform – as reported at the last round of Committees, Programme Board at its April meeting agreed that the Transformation Welfare Reform project is not to be continued in its current form and the budget has therefore been removed from the programme. As the project was funded from capital receipts, £25k will be added back to this balance; and
- Telephony Upgrade - the decision on the upgrade has been delayed to ensure that any new software will link with the new Customer Relationship Management (CRM) system which is currently being scoped out takes into consideration new cloud based technology and considers any option for joint procurement with other authorities in the delegation. The budget has therefore been moved into 2018/19.

3.2 Capital Programme 2017-2022

The Capital Programme 2017-22 for this Committee is attached at Appendix B. The Programme gives the total cost of each scheme, the spending profile, the amounts authorised to be spent and the stage each scheme has reached within the Capital Programme Project Appraisal System.

3.3 Changes to the Programme

- 3.3.1 The changes proposed to the Capital Programme for the current and future years are set out within Appendix B.
- 3.3.2 In addition to the changes highlighted above in section 3.1.2, members will note the recommendation to approve the project mandate for the Northgate server, attached at Appendix C, for inclusion within the 2018/19 and 2020/21 programme.
- 3.3.3 The above changes result in £68k of schemes being included in the capital programme for 2018-19 being the previously funded telephony upgrade and the new Northgate server which can also be funded from the ICT renewal and repair fund.
- 3.3.4 The council is also currently reviewing the future requirements for its finance system to ensure it remains fit for purpose which may require some investment in the future. If any investment is needed a project mandate and business case will be brought forward for consideration at the appropriate time.

4.0 POLICY AND CORPORATE IMPLICATIONS

- 4.1 Policy and corporate implications in relation to the current capital programme were addressed in setting the current year's budget. Any policy and corporate implications for the proposed capital programme should be covered in any associated reports and forms linked to these schemes as they progress through the decision making process.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 5.1 The financial and resource implications for the proposed capital programme have been addressed within section 3.
- 5.2 The financial implications for each current scheme are as set out in Appendix A.

6.0 LEGAL IMPLICATIONS

- 6.1 Legal implications/powers were addressed in setting the current year's programme. For the proposed capital programme individual schemes could have links to legal issues. These should be covered in any associated reports and forms linked to these schemes as they progress through the decision making process.

7.0 COMMUNITY SAFETY

- 7.1 Individual schemes could have links to community safety issues. These should be covered in any associated reports and forms linked to those schemes as they progress through the decision making process.

8.0 EQUALITIES

8.1 Individual schemes could have links to equalities issues. These should be covered in any associated reports and forms linked to those schemes as they progress through the decision making process.

9.0 RISKS

9.1 There will be risks associated with each of the individual projects and these should be considered as the schemes progress through the decision making process. There is also the risk that the Council is unable to fund all of the schemes in the Capital Programme and therefore public expectations may not be met.

10.0 CLIMATE CHANGE

10.1 Individual schemes could have links to climate change issues. These should be covered in any associated reports and forms linked to those schemes as they progress through the decision making process.

11.0 CONSULTATION

11.1 Consultation takes place between project managers and the Financial Accountant to determine the information to be included in Appendices A and B. In addition, the capital programmes reports are submitted to the Council's Programme Board. The extent to which consultation has been undertaken on individual schemes is set out in the associated project mandates.

12.0 WARDS AFFECTED

12.1 To varying degrees all wards are affected by capital schemes within this Committee

Contact Officer: Natasha Allsopp
Date: 02 November 2017
Appendices: Appendix A – Capital Monitoring Report – Oct 2017
Appendix B – Capital Programme 2017-2022
Appendix C – Northgate Server Project Mandate
Background Papers: Oracle Financial Reports
Budget Holder Comments on Performance
Reference: X:\Cttee, Council & Sub Cttees\PFA\2017-18\29 Nov 2017\ DG-Capital Prog.
Monitoring- Apr 17 to Oct 17 and Capital Programme 2017-22.

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CAPITAL PROGRAMME 2017/18 PROGRESS REPORT - OCTOBER 2017

APPENDIX A

	Grant Funded	Business Case Approved	Budget for Year	Actual April 17 to October 17	Forecast	Variance (-) = Underspend	Project Manager	Comments
	Y/N	Y/N	£000	£000	£000	£000		
General Expenses								
New Council Offices	N	Y	39	0	39	0	CD	A low cost solution to the fire doors in the civic suite is still being investigated. The outcome of this will be reviewed at the next monitoring session however there is a chance that the monies set aside for this solution will not be required. A solution for the canopy at the rear entrance is also being investigated.
Enterprise Document Management (EDM)	N	Y	20	17	20	0	JW	The cost of the EDM software was spread over 5 years at £17k per year of which 2017/18 is year 5 and has recently been paid. There are also £3k of costs relating to system improvements to adapt the software into working condition for its intended use and/or for installation of an upgrade expected later in 2017/18.
Transformation - Welfare Reform	N	N	25	0	0	-25	SJOC	At its April meeting, Programme Board agreed that the project is not to be continued in its current form. It was agreed that the budget be returned as part of the 2018/19 budget setting process. Should works be required in the future, a new mandate and business case will be produced.
Telephony Upgrade	N	N	50	0	0	-50	SJOC	The decision on the upgrade has been delayed to ensure that any new software will link with the new Customer Relationship Management (CRM) system which is currently being scoped out, takes into consideration new cloud based technology and considers any option for joint procurement with other authorities in the delegation. The budget has therefore been moved into 2018/19 as part of the budget setting process.
Committee System	N	Y	10	0	10	0	SE	The system went live on 3rd October. The first payment of £8.5k will be made with the remaining £2k, being a retention payment, due two months after the go-live date

TOTAL - GENERAL EXPENSES

144	17	69	-75
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Key to Initials:

CD = Chris Damri

JW = Jim Worley

SJOC = Sarah-Jane O'Connor

SE = Sarah Evans

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Serv	Cost	Sub	Proj Ref	Scheme	Project Manager	<--- Latest Approval --->		<-----2017/2018----->			<-----2018/2019----->			2019/20	2020/21	2021/22	Total Scheme Cost		
						Committee	Date	For Projects Only - Previous Years Actual Cost	Total Estimate (Mandate)	Allocated Funds (Budget)	Authorised Spending (Bus Case)	Total Estimate (Mandate)	Allocated Funds (Budget)	Authorised Spending (Bus Case)	Total Estimate (Mandate)	Total Estimate (Mandate)		Total Estimate (Mandate)	
								£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
				GENERAL EXPENSES															
				<i>Transformational Change Projects</i>															
900	9000	754	5265	Enterprise Document Management (EDM)	JW	PFA	10-Jul-13	151	20	20	20	0	0	0	0	0	0	171	
900	9000	754	5267	Transformation - Welfare Reform	SJOC	PFA	10-Jul-13	N/A	0	0	0	0	0	0	0	0	0	0	
				<i>Other Schemes</i>															
900	9000	755	0412	New Council Offices	CD	PFA	10-Apr-13	6,584	39	39	39	0	0	0	0	0	0	6,623	
900	9000	755	0463	Improvements to Footbridge off Asfordby Road	CD	PFA	02-Dec-14	N/A	0	0	0	0	0	0	59	0	0	59	
900	9000	754	0474	Telephony Upgrade	NO	PFA	01-Dec-15	N/A	0	0	0	50	50	0	0	0	0	50	
900	9000	754	0475	Committee System	SE	PFA	12-Jul-16	5	10	10	10	0	0	0	0	0	0	15	
900	9000	753		Northgate Server	MD			N/A	0	0	0	18	0	0	0	16	0	34	
				GENERAL EXPENSES TOTAL					6,740	69	69	69	68	50	0	59	16	0	6,952
				COMMITTEE TOTAL					6,740	69	69	69	68	50	0	59	16	0	6,952

Key to Project Managers

Change
Addition

- CD = Chris Damri
- SJOC = Sarah-Jane O'Connor
- JW = Jim Worley
- NO = Nicola Oliver
- SE = Sarah Evans
- MD = Mike Dungey

Summary of Changes

Transformation Welfare Reform
Telephony Upgrade

Removed from the programme following Programme Board decision
Moved from 2017/18 to 2018/19 due to links with the CRM improvements.

Additions

Northgate Server

Project Mandate attached for approval.

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“Project Mandate”

Agenda item number:

Date of issue:

Meeting: Management Team

Date: 31/10/2017

Report by: Mike Dungey

Job title: Head of ICT

Status: draft

1 Purpose of report

Allocation of R and R funds for the initial phase upgrade of the Northgate server infrastructure.

2 Recommendations

Approve the allocation of R & R funds for the upgrade of the Northgate infrastructure to ensure a supported environment.

R&R fund currently has an allocation of £34k for a replacement server in 2020-21 – the recommendation is to approve the allocation of £18k in 2018-19 and the an additional £16k in 2020-21.

3 Background

The Northgate product version currently is 6.16.
The next major version 6.17 is due out Dec/Jan and will be for annual billing/year end.

Northgate version 6.18 is currently marked as '?' against Solaris 10 in the latest Northgate roadmap. There is no release date for v6.18 yet, but typically it would be Aug/Sep 2018 (usually 2 major product versions a year).

Work is required to ensure that the infrastructure is in place to support the v6.18. This would be to upgrade Solaris 10 or migrate to a windows version.

Premier support for Solaris 10 from Oracle ends Jan 2018. Extended support ends Jan 2021

4 Legal, financial and IT implications (please identify any system admin responsibilities)

An essential upgrade to the application database for Northgate Revs and Bens - to support the version 6.17 final release (solaris 10 environment) (then 6.18) – and prepare to migrate MBC operating system or migrate to windows o/s by 2020_21

5 Initial Assessment of risk

Failure to invest increases risk of unsupported versions and associated risks. Without the upgrade, regulatory and statutory services including reporting to bodies may not be possible.

6 Equalities and diversity and staffing implications

None



POLICY, FINANCE AND ADMINISTRATION SUB-COMMITTEE

PARKSIDE, STATION APPROACH, BURTON STREET, MELTON MOWBRAY

25 JULY 2017

Present:-

Councillors J.T. Orson (Chair), M.C.R. Graham MBE, L. Higgins,
E. Holmes, J. Illingworth, P.M. Posnett

Chief Executive, Committee Support Officer (KW)

External Consultant – Sam Maher. Director, HR & Councillor Development of East
Midlands Councils

PS5. APOLOGIES FOR ABSENCE

Apologies were received from Councillor T. Greenow.

PS6. MINUTES

The minutes of the meeting held on 15 May 2017 and 25 May 2017 were confirmed and authorised to be signed by the chair.

PS7. DECLARATIONS OF INTEREST

There were no declarations of interest.

PS8. URGENT BUSINESS

There was no urgent business

EXCLUSION OF THE PUBLIC

RESOLVED that the Public be excluded during the consideration of the following item(s) of business in accordance with Part 1 of Schedule 12A of the Local Government Act 1972 (Access to Information: Exempt Information) under Paragraphs 1 and 2.

PS9. SENIOR MANAGEMENT RESTRUCTURE

The Chief Executive submitted a report for Members to consider a further matter.

RESOLVED that the Recommendation within the report, be approved, as amended following discussion.

The meeting which commenced at 4.00p.m, closed at 4.20p.m.

Chair

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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