

ANNUAL GOVERNANCE STATEMENT (16/17) –ACTION PLAN

	Issue	Person Responsible/ Status (RAG code)	Comments/Update
1	<p>Careful consideration of the impact of the spending review and subsequent funding decisions by central Government and the impact this will have on the Council's finances into the future</p> <p>Need to find significant savings in order to balance budget by 2019/20.</p>	DG	<p>Significant cuts in funding have already been received both from central government but also from partners notably the LCC, with more to follow. RSG is reducing significantly over the period to 2019/20 then is phased out completely with the business rates retained then reduced to allow the on-going central government cuts to continue. A review is on-going regarding a move to 100% local retention of business rates. This will ensure new burdens and a redistribution mechanism. The bottom line impact on the council is not known. With the approval of the cattle market and leisure vision projects capital receipts are now estimated to be almost fully utilised. The council needs to identify future potential revenue savings as well as potential asset sales to mitigate this position. The position will continue to be monitored and reported to members and reflected in the MTFS and budget estimates as these are developed. An efficiency plan has been approved which indicates the gap in the revenue budget can be achieved over the life of the MTFS however this will need careful monitoring and allocation of resources to ensure targets are met. The capital shortfall has yet to be addressed.</p>

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2	<p>Waste Management Services</p> <p>This is a key area of focus prior to the new contract</p>	JW	<p>The existing contract has been extended to October 2018. Investigations are on-going to establish whether efficiencies can be secured by means of a Council procurement. This procurement has commenced using competitive dialogue to identify a method of service delivery which is lower cost. Meantime negotiations are on-going with both the Waste Disposal Authority and the current contractor to identify whether new arrangements for collection and disposal will deliver significant efficiencies. Discussions are also underway with another Council on potential joint working opportunities.</p>
3	<p>Leisure Vision Project</p> <p>This a new project involving a large acquisition and complex finance and legal matters.</p>	HR	<p>The Leisure Vision project is a high profile complex project, aspiring to bring needed indoor and outdoor sport and leisure activities.</p> <p>The project has an approved draft Business case which is being developed into a procurement document through which procurement has commended based on 3 different scenarios, with a clear expectation that the project proceeds at no extra cost to the Council.</p> <p>The SSQ phase of the process has taken forward 3 bidders to detail solution stage. Dialogue sessions will ensure the Council's objectives and goals are understood and solutions presented meet those. Internal project team consists of External Legal from Freeths and Central services Manager.</p>

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4	Debt Generation and collection Scrutiny required and area of focus planned.	HR	<p>A full report to PFA in July will present debt and income collection performance for 2016/17 against historic trends and also identify initiatives to mitigate a reduction of income collection and also Debt recovery process.</p> <p>This will include actions to mitigate the impact of Universal Credit.</p>
5	Delivery of transformation, difficult interplay of channel and behaviour shift and various projects/IT resource needs/culture. Newly designed systems eg. Integrated Housing Management system based on insight and increasing approach to collaborative working in partnership.	KA with support of whole Management Team and T3	<p>Over the last five years there has been a lot of good work carried out within the Transformation Programme. However, there is still much work to do and the next phases still needs everybody focussed and working together. We are seeking to reduce the volume of transactions that we have to deal with and the time taken by our staff to deal with each transaction. In order to achieve this we need to redesign our key business processes, take out waste and automate the processes using workflow and technology available to us. It will be critical that this works well across the full end-to-end process, across all different parts of the Council. We need to develop the culture that supports this approach. This needs leadership and understanding at all levels to ensure that the staff who are challenging existing ways of doing things are supported in driving through the improvements that are needed to achieve the key outcomes of financial savings alongside better customer experiences. There has been significant changes in personnel over the last 12 months and this presents a number of additional challenges.</p>
6	Cattle Market project		<p>The Cattle Market project is a complex partially externally funded project currently on site. The project has reached a successful conclusion of the current phase, with a soft launch having taken place.</p>

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7	Local Plan : timetable and delivery	JW	<p>The Local plan is a critical piece of work for both the future of the Borough and, because of the financial dependencies the Government is associating with its timetable for delivery. In addition the Council is currently exposed to speculative development due to not having a 5 year land supply.</p> <p>The Council has received the HEDNA and produced its Housing Requirement and refreshed its evidence base relating to viability. This, and other work required to update the evidence base, has resulted in a pause in the timetable for submission, which has now been reworked for consideration by Members through to formal decision making in July 2017 on the next steps.</p>