

POLICY & FINANCE COMMITTEE

26 SEPTEMBER 2019

RESOURCING THE DELIVERY OF THE COMMUNITY PLAN 2019-2023

1.0 Purpose of Report

- 1.1 To inform the Committee of the progress in re-alignment of the financial resources to fund the delivery of the Council's Community Plan priorities.
- 1.2 To inform the Committee of the allocation of funding from the Change Management Reserve to fund one off expenditure to support the delivery of the objectives of the Community Plan.
- 1.3 To inform the Committee of the proposed changes to the base budget that will be presented to the Council's Committees as part of setting the 2020/21 general fund base budget, and seek support for these changes.

2.0 Background Information

- 2.1 The Community Plan was prepared after consultation with the residents of Newark & Sherwood District Council and was agreed by Council on 7 March 2019. The Plan sets out the key objectives for 2019-2023 and while some of the actions that underpin these objectives can be delivered through "business as usual", there are many, particularly relating to major projects, that require either re-focusing of resources, additional financial resourcing or a combination of the two.
- 2.2 The Council's senior leadership team have carried out a full review of the finances of the Council and in addition, as requested by Full Council, given consideration to the proposals of the Labour Group which were submitted as a budget amendment in March 2019 (Appendix 1). As a result, SLT have identified around £400,000 of the current base budget that can be re-allocated to support the delivery of the objectives in the Community Plan. In addition to base line changes to the budget, £480,000 has been identified as being required as one off expenditure to be funded from use of the Change Management reserve and the Cleaner, Safer, Greener (CSG) reserve.
- 2.3 The base budget amount of £400,000 has been identified by carrying out a review of the last 4 years actual net expenditure and comparing this with the net budgeted expenditure for each year. Through this process, 4 areas of consistent over budgeting of expenditure, or under budgeting of income, have been identified. These 4 areas are:
 - Rent allowances
 - Rent rebates
 - Industrial Estates
 - Environmental Health

There are also many other smaller variances that make up the total of £400,000. The Council has over the past 3 years had significant positive variances on its net expenditure and therefore senior management are confident in putting forward the proposal to re-allocate £400,000 during the 2020/21 budget setting process to meet the actions identified in the Community Plan.

3.0 **Proposals**

Senior Management, in consultation with the leadership of the council, have identified the following areas as priorities where additional resourcing in line with the Community Plan priorities will be required:

- Housing Health and Community Relations
- Waste, Trade Waste and Ground Maintenance
- Growth and Regeneration
- Corporate Capital Projects
- Land at Lowfield Lane
- Lorry Park Security
- Apprenticeships
- Information Technology
- Commercialisation and Major Projects

3.1 **Housing, Health and Community Relations**

3.1.1 In January 2019, as part of the corporate restructure, a new Business Unit, Housing Health and Community Relations was created to contribute towards achieving;

- a more integrated approach to protecting the public and the 'Cleaner, Safer, Greener' agenda;
- strengthen the focus on improving the lives of the most vulnerable residents in the District, particularly in relation to reducing health inequalities;
- play a lead role in developing more active and meaningful engagement with local communities

The following was immediately implemented in respect of the Community Relations Team:

- The post of Community Projects Manager was deleted and replaced with a new post of **Senior Health Improvement and Community Relations Officer**.
- The post of **Health Prevention Officer** was transferred to the new Housing, Health and Community Relations Business Unit
- The post of Access and Equalities Officer was deleted and replaced with a new post of **Community Relations Officer**.

3.1.2 The focus of the new Community Relations Officer post is to build links with, and between, the gypsy and traveller community and other communities in the most deprived areas of the District. The officer spends 90% of the time in the community, working directly with residents and partners. Therefore, this role has become a valuable asset and source of information for the Council; gathering local intelligence, developing community assets, delivering the councils aspirations to become a more engaging council and improving its reputation.

3.1.3 The Senior Leadership Team temporarily increased the establishment within the Community Relations Team by 0.5 FTE from April 2019 to March 2020, which was funded from the movement of funds between cost centres within the Business Unit. This enabled 1 x permanent FTE and 1 x temporary 0.5 FTE appointments to be made. These appointments were made in recognition that this is likely to be an area of growth, requiring additional capacity/resource in order to successfully deliver the Council's new Community Plan objectives.

- 3.1.4 The two Community Relations Officers (1.5 FTE) have made a significant Impact and have helped deliver a number of positive outcomes to the Community.
- 3.1.5 Looking ahead, there remains a significant amount of work activity and initiatives, such as the development and implementation of a new Community Initiatives Fund and Community Lottery, to set up and deliver.
- 3.1.6 A gap has been identified in the structure of the team by the Business Manager, given the stretched capacity of the Senior Community Relations Officer in relation to day to day supervision, co-ordination of the community relations officers work activity, performance management and ability to support and enable resolutions to issues identified within vulnerable communities - whilst also working corporately across the Council and with partners to ensure engagement activity is well co-ordinated within target areas.
- 3.1.7 The proposal for Housing, Health and Community Relations is, therefore, to increase the establishment with an additional 1 x FTE Community Relations Officer to enable a locality/neighbourhood working model (with 1 x FTE working within the priority areas in Newark and 1 x FTE working within the priority areas within Sherwood) together with two new posts. It is proposed that the main emphasis of the two new posts will be:
- Senior Community Relations Officer/Co-ordinator - to provide day to day supervision and co-ordination of the community relations officers work activity; working with other business units, to administer grants and support the voluntary and community sector partners with bid writing whilst also adding resilience to the team in their locality working model to ensure there is a demonstrable impact in delivering the Council's corporate objectives.
 - Health Improvement Assistant/Apprentice - to support with the delivery of public health deliverables such as breast feeding friendly, Healthier Options Takeaway (HOT), wellbeing@work, monitoring delivery of the Community Alcohol Partnership (CAP) action plan, co-ordinating a programme for Health and wellbeing events, such as the drop-down days within schools, supporting with mental health initiatives such as, the proposed Youth Mental Health Peer Mentor project and administration of the schools N&S Mental Health Network.

Estimated costs for these proposal for the remainder of 2019/2020 are £20,200-£22,160 and £98,730-£107,760 for 2020/2021 onwards, as follows:

- 3.1.8 The increase in the base budget, at the top of the scale, is therefore £22,160 in 2019/20 and an additional £85,600 in 2020/21, taking the base budget increase from 2020/21 to £107,760.

3.2 **Waste, Street Cleansing & Grounds Maintenance**

- 3.2.1 To support the shift of emphasis towards the Cleaner, Safer, Greener agenda, Waste Consulting Limited (WCL) were contracted by the Council to conduct a diagnostic review of grounds maintenance and waste services, including trade waste and street cleansing. The review was undertaken between February and May 2019. The objectives of this review were;

- to identify opportunities for commercial development of the services,

- to assess the performance and efficiency of the services, and
- to identify opportunities to improve the services.

3.2.2 The review covered:

- Grounds Maintenance
- Waste (Including Trade Waste, Food Waste, Recycling and Kerbside Glass)
- Street Cleansing

3.2.3 The review was undertaken to help the Council understand how to deliver the vision for 'Environmental Services' over the next five years and to achieve commerciality where appropriate. The vision for the service is to;

- Improve resident satisfaction and show that "what matters to residents matters to us,"
- Deliver commercial services (trade, garden and grounds maintenance) and for trade waste to run at a modest or higher surplus and grounds maintenance to run as, at least, a cost neutral service so that the income created covers the cost of the service,
- improve the quality of the service in target areas focusing on;
 - Improving recycling rates with a focus on targeting poorly performing areas,
 - Clean streets with a focus on town centres, and
 - Increased enforcement (especially tackling fly tipping).

The objectives of this review therefore link to the corporate objective to "generate more income, improve value for money and increase residents' satisfaction with the Council" as well as supporting the objective to "improve the cleanliness and appearance of the local environment."

A full report of the findings will be presented to the Leisure & Environment Committee and therefore only those recommendations that have an immediate financial requirement are referred to in this report.

3.3 Grounds Maintenance

The review found that staff delivering ground maintenance services perform well and have good working practices. However, the review identified a number of health and safety improvements which form part of action plan that has been developed and **£12-15k** is required to complete the actions in this plan

- 3.3.1 The review carried out by WCL on the waste (including trade waste, food waste, recycling and kerbside glass) makes some recommendations for improvement but none of the recommendations have immediate resource implications for 2019/20 or 2020/21.
- 3.3.2 Following the review by WCL, the proposal is it to have a two-part implementation plan. The first part being to bring the services to a required baseline to get best performance and establish a foundation for commercial growth (August 2019 to March 2020). This will involve a cross service restructure to deliver a joined up model for the delivery of high quality Environmental Services. The second part being planning for, and delivering, commercial growth and development of the services (April 2020 onwards).
- 3.3.3 WCL will be further required to support the transitioning services and help deliver the restructure. In part one of the review 1.5 waste rounds will be removed. 1 domestic round

and half a trade waste round will be removed creating a saving of £134,300 to be reinvested into the cleansing service. This additional capacity will be key within waste as cover to prevent waste 'borrowing' cleansing staff for cover.

The main deliverables for phase one of the implementation project are;

- Grounds Maintenance
 - Deliver the Health & Safety action plan
 - Introduce a management system (for trees, inspections and work scheduling)
 - Set-up 0-based budgeting, review recharges and make a commercial pricing matrix
 - Separate grounds and parks services
 - Plan for and implement the creation of a multi-skilled 'action support team'
- Street Cleansing
 - Change shift patterns to allow weekend evening cover in Newark Town Centre
 - Zoning across the district
 - Embed multi-agency enforcement to tackle criminal commercial fly-tipping
- Waste
 - Deliver the proposed restructure and develop the service
 - Review and redesign the waste, recycling and trade rounds
 - Staff Performance- Support staff to operate nearer optimum
 - Commence consultation to change garden waste collection to seasonal hours
 - For trade waste change to 0-based budgeting and charge by weight
 - Better scheduling of the workshop capacity and formalise succession planning

3.3.4 The proposed restructure to be delivered in phase one of the project will involve role movements, the removal of 5 roles (with the reshaping of 3 roles) and the creation of 9 new roles.

To deliver this restructure, therefore, a revenue increase of £156,600 will be required. This will be partly funded by the savings of £134,300 (as per paragraph 3.3.3 above) with the remaining requirement of £22,300 to be built into the 2020/21 budget.

In addition, it should be noted that WCL estimate that the commercial team will be self-funding after two years, generating around £141,700 of income per annum from trade waste, garden waste and grounds maintenance. This team will also explore additional commercial activities to increase income generation. Therefore, by 2022/23, it is estimated that 68% of the additional revenue costs will be offset by new income.

3.3.5 Part Two: Commercial Development and Business Planning (April 2021 onwards)

The aim of the second half of the project is to plan for, and deliver, the commercial growth and development of the services. This project will be delivered in house over 1 to 2 years and external support may be required but the nature of this support cannot yet be determined. As one of the primary directives of this project is income generation this project can be considered commercial. The main deliverables for phase two of the project are;

- Grounds Maintenance and Cleansing
 - Staff Development/ Review of T&Cs (if not completed in phase one)
 - Development of a 5 year Business Plan considering fleet procurement
- Waste
 - Prepare for the National Waste Strategy
 - Deliver a trade waste Business Plan and Marketing Plan
 - Outline an Environmental Services Commercial Business Plan to be taken forward within the new structure

3.3.6 Delivery of Phase 1 and Phase 2 of the Strategy

3.3.7 The Council will need on-going support from WCL to deliver phase 1 and phase 2 of the Plan. WCL have quoted **£99,718** for support of around 170 days.

3.3.8 The support required for Grounds Maintenance is 'doing' with WCL working with the staff to deliver some of the recommendations of the review to get ground maintenance to the 'baseline' from which it can develop. The support will be in these key areas;

- Creating a specification for the system required for site information/ works
- Support staff to understand what the system needs to hold
- Support to design systems and processes for; scheduling, inspections and checks
- Advice for the reviewing of Ts & Cs, annualised hours and transition to shifts.
- Support succession planning
- Zero Budget project to cost the service ready for operations in April 2020
- Reschedule and resource operations, produce work schedules for April 2020
- Develop a costing matrix for pricing work
- Creation of multi-skilled team

3.3.9 The additional budgetary requirement is therefore a one off budget of **£100,000** for the continued involvement of WCL in supporting the implementation of the review action plan, and £12,000 to **£15,000** for the delivery of the Grounds Maintenance Health and Safety Action Plan. The restructure costs of **£156,600** will be partly funded from the £134,300 savings set out in paragraph 3.3.5 above with the remaining cost of **£22,300** built into the base budget for 2020/21. The potential additional income of £141,700 (3.35 above) will not be budgeted for until such time as it is certain to be received.

3.4 Growth & Regeneration

Multiple projects critical to the delivery of the Community Plan have continued to develop over the course of the last 6 months. A number have now reached a stage where additional one-off resource and/or support is required. This includes specific external professional support to deliver York Drive Estate Regeneration scheme with cost estimated at **£50,000**, an extension of the term for the project management resource for 18 months for the Buttermarket at an estimated cost of **£37,000**, the creation (including escalated delivery) of an Environment Strategy (linked to Climate Change discussions, as will be reported via the Committee system) with estimated cost of **£40,000**, and developing and implementing the Sherwood Forest Corner Masterplan (linked to the Sherwood DMP) at an estimated cost of **£40,000**.

3.4.1 The total one-off funding requirement is **£167,000**

3.4.2 As Members will be aware the adoption of the Community Plan in March 2019 was preceded, in February 2019, by the appointment of the Director for Growth & Regeneration. Since that time the Director has been recruiting to key posts within the Directorate (notable Business Managers for the Town Centre's and Planning Development), alongside reviewing the resources and overall structure required to deliver on the very clear Community Plan objectives. It is considered that the Directorate requires adjustment in some areas. Consequently, in addition to the one off funding requirements, there will be a need to increase the base budget within the Directorate as follows:

i. Planning Development Business Unit.

It is proposed to create new planning enforcement resource within the Planning Development Business Unit. This will offer an ability to be more proactive in this service area, including with respect to monitoring of planning conditions. Support for an enhanced enforcement resource has been advanced by the Planning Committee and Councilors Commission and will aid the delivery and credibility of the service and Community Plan.

ii. Infrastructure and Economic Development

The Community Plan has a keys objectives around facilitating growth, improving social mobility, and enhancing town centres. Such objectives sit alongside recent aspirations and announcements, via the Future Towns funding, to focus on economic development, skills, culture, digitalisation and transport. Proposals to resource the Directorate to meet this challenge are to be progressed by the Director, with any changes being subject to formal approval via the budget setting process.

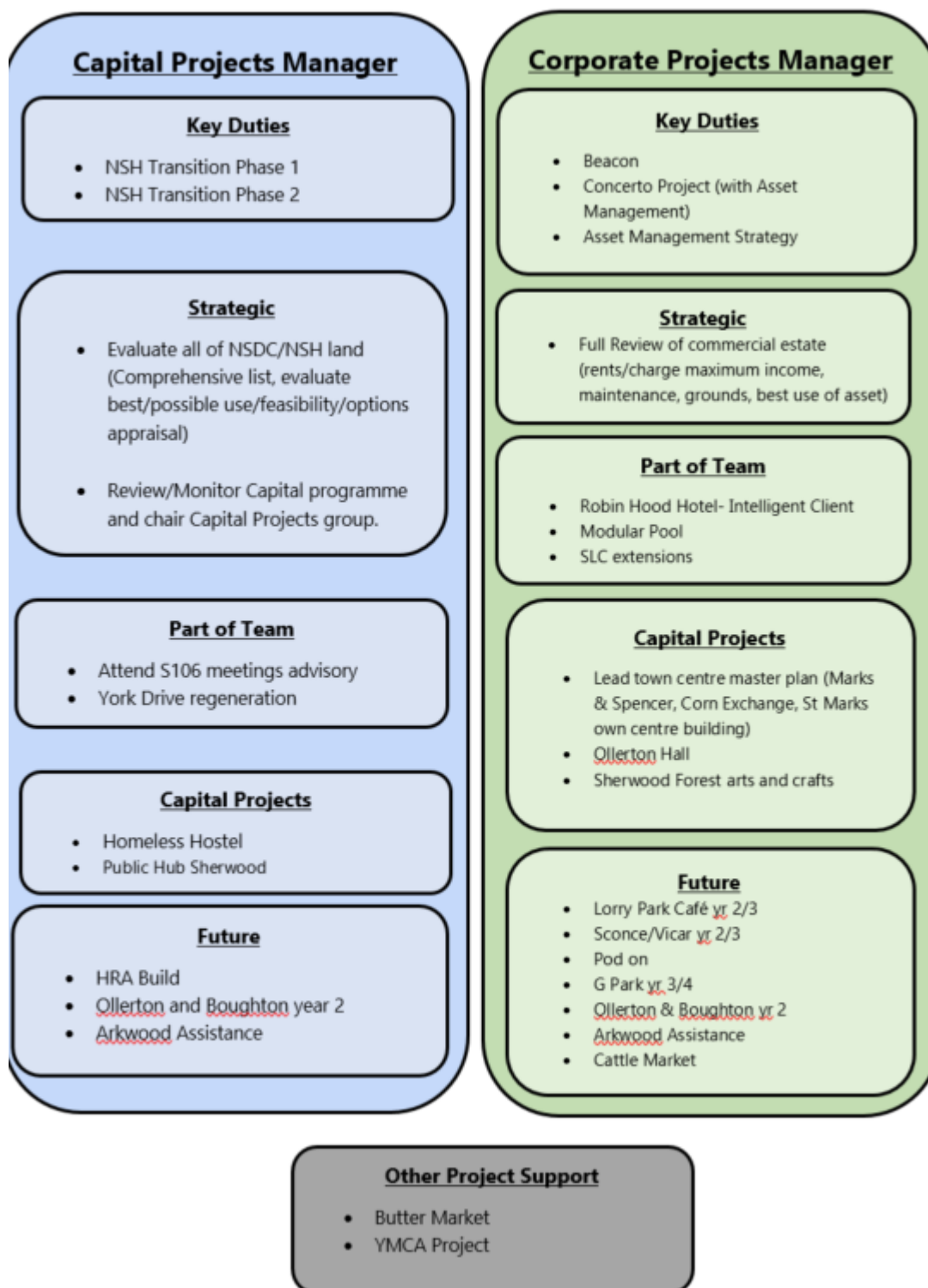
iii. Regeneration Project Support

The Directorate has very clear objectives around sustaining and enhancing town centers, identifying barriers to residents in areas of highest deprivation, and escalating the delivery of new homes. It is proposed to create a new FTE project support role to work across the Planning Policy and Town Centres team.

3.4.3 It is estimated that these four proposals will require an increase in the baseline budgets for this Directorate, from 2020/21 of **around £64,000**.

3.5 Corporate Capital Projects

The Council has a number of major capital projects that require management, coordination and project support. Senior officers of the Council have reviewed the existing capacity and expertise to deliver all of these projects and have taken the opportunity presented by the changes in the housing management structure to make two key appointments. If these appointments were not made then the Council would have to procure these services externally at significantly higher costs. The respective role responsibilities of the two posts are set out below:



The establishment of the Council will increase temporarily, for the remainder of this year by 2 FTE posts. The revenue implications are to increase the in-year budget for the current financial year by **£66,000**. This will be funded from the Change Management Reserve.

The on-going cost of these posts of around **£140,000** will be reported to Policy and Finance as part of the budget and medium term financial planning process for 2020/21.

3.6 Land at Lowfield Lane, Balderton

3.6.1 The Council, in 2016 purchased 13 acres of land at Lowfield Lane, Balderton. This land is a Strategic Residential Development Site on the edge of Balderton. The majority of the land is allocated for residential development within the Local Development Framework (LDF) (Policy NUA/Ho/10 Newark Urban Area - Housing Site 10)

3.6.2 The Council, at the same time, purchased an additional 3.19 acres of land adjacent to the main site which is currently not within the LDF (as the owner did not apply). This is also considered suitable for development.

3.6.3 These parcels of land were purchased as it was considered a unique opportunity for the Council to acquire a significant strategic development site and the land when packaged up represented good value for the District Council. However, the Council, thus far has not considered options for the best utilisation of this site.

3.6.4 With the establishment of Arkwood Limited, it is now considered an appropriate time to consider the options for utilisation of this whole site of 13.3 acres. In order to carry out an options appraisal, the Council will necessarily need to engage with professional advisers as follows:

3.6.5 Site appraisal surveys/3rd party assessments:

The Council will need to appoint an architect to undertake a master planning exercise and produce an outline scheme(s) for consideration taking into account all sites, the planning policy requirements and affordable provision etc.

To support the above a range of surveys/3rd party advice will be necessary to ascertain any site restrictions/exceptions that would either prohibit development and/or require the design to take account of as part of any onward progression.

3.6.6 The surveys/advice required would include;

1. Topographical survey of the site.
2. Full services searches including Local Authority, Drainage and Water, Energy & Infrastructure, Environment and Flood, Planning, Coal and Brine, Utilities and Highways.
3. Gypsum Report.
4. Land Registry Search.
5. Ecological Survey
6. Biological Records
7. Flood Risk and Drainage Assessment
8. Transport Assessment and Travel Plan
9. PAS 128 Utility Survey Category Type B (QL B1)
10. Phase II Exploratory Investigation Works, to include:
 - o A service avoidance scan of proposed exploratory hole locations.
 - o A programme of trial pits and window sampling boreholes across the site to investigate the ground conditions.
 - o Installation of ground gas and groundwater monitoring wells.
 - o A suitable programme of ground gas and groundwater level monitoring.

- o Environmental and geotechnical soil testing.
- o Production of a factual and interpretive Phase II Exploratory Investigation report providing discussion of potential contamination issues and remediation works, details of geotechnical issues and requirement for any further works.

The Ground Investigation Report is to include the following:

- o DCP TRL testing to measure in situ CBR.
- o Engineering assessment to include CBR and bearing capacities.
- o Infiltration testing and analysis - to BRE 365.
- o Waste classification sampling and analysis.
- o Testing for contaminants

3.6.7 Due to the complexity and scale of the multiple sites and possibility of more detailed surveys being required to assess the capacity of the local transport and services infrastructure it is difficult to place a specific cost at this time. It is, however, estimated that a minimum initial figure of **£100,000** be allocated from the Change Management Reserve to develop the masterplan for the site and progress initial surveys/gathering of information.

3.7 Lorry Park Security

3.7.1 Newark Lorry Park is a profitable enterprise for the Council. The Lorry Park was recently extended and there are now 167 spaces and, with parking support, could accommodate 190 Lorries.

3.7.2 The Lorry Park has been a target recently of high value thefts and has been listed as a 'hot spot' for criminal activity. This is detrimental to the Lorry Park's reputation and has impacted on usage and income. SNAP Account (National payment account for HGV vehicles) contacted the Council and advised that they would not permit their account holders to use Newark Lorry Park if we did not improve the security.

3.7.3 Currently security is provided by the Council's in-house staff from 14:45 to 22.45 Monday-Friday and by external security company from 23:00 to 7:00 Saturday and Sunday night times at a cost of £73,714.35 per annum.

3.7.4 Additional security is needed to:

- i. improve safety on site and reduce risk of crime,
- ii. To support efficient parking. On its busiest nights (Monday-Thursday) the Lorry Park can fit >190 vehicles with efficient parking (this will increase ticket income),
- iii. To ensure health and safety as the on-site presence will monitor Lorries with dangerous loads (this will be particularly important following the opening of the fuel bunker in Aug),
- iv. To enable Park Mark Safer Parking Accreditation to be awarded, improving confidence and credibility of Newark Lorry Park and making Newark Lorry park the first in Europe with this status.
- v. To mitigate the risk of the parking services manager being called out to deal with an issue/ query out-of-hours (thus significantly reducing overtime spending), and
- vi. To improve the quality of the site as the onsite staff will be able to maintain the site, including washroom facilities, answer queries and direct users to services.

The proposal is to appoint an external security company to provide security cover from 16.00 to 8.00 every day. This will mean that there will be a security presence on site 16 hours a day Monday to Sunday 360 days a year (the Lorry Park closes on selected Bank Holidays such as Christmas Day and Boxing Day). The hours covered will be 4pm each afternoon until 8am the following morning which covers the peak time of use. Monday to Friday during normal office hours the parking services manager will be available to deal with any issues. The presence on site will;

- Patrol the sight and check the fences, CCTV and lighting,
- Investigate and record any incidents/ criminal damage for referral as appropriate,
- Undertake minor maintenance e.g. right a fallen bin, assist with recycling, litter pick
- Check and monitor as appropriate user parking and toilets/ facilities etc.,
- Assistance at payment machine if required,
- Health and safety on site including checking hazardous loads,
- As well as being the first point of contact for any issues.

3.7.5 It is proposed external security company be contracted to provide the service. This is preferable to extending the in-house delivery as it;

- Provides a professional security service providing confidence and credibility,
- Means a contractor presence will be assured (no gaps due to sickness/ leave),
- Allows savings on recruitment costs, training costs, 0-hour cover etc.,

There is also the potential for synergies with pre-existing security contracts at Castle House

The estimated cost for this additional cover for 2020/21 is £69,517. There will, however be a saving from the current budget of £27,179 That will be off set against the additional cost.

Current allocated provision Budget Saving	(£27,179.00)
Security (16hrs daily Monday to Sunday)	£69,517.00
Parking Services Manager Overtime*	£1,260.00
Total	£43,598.00

3.7.6 **In addition, there is a need to take measures to enforce** 'parking and no waiting' restrictions as soon as possible in Fernwood where up to 20 lorries are being parked on the road side. Drivers will be directed to the council owned Newark Lorry Park. A one-off cost of **£2,000** has been estimated for putting these measures in place. This one-off expenditure will be funded from the Cleaner, Safer, Greener Reserve.

3.8 Apprenticeship

3.8.1 In order to inform future considerations around how the Council might use apprentices to assist with succession planning, a review of age profiles and turnover for each service area has been undertaken. Consideration has also been given to the level of overtime paid within respective Business Units.

3.8.2 There are currently **18** people undertaking apprenticeships in the Council. **6** of these are members of staff employed in substantive posts where officers have taken the opportunity to use the Apprenticeship Levy to fund their training or where apprentices successfully applied for permanent roles (ICT - 2/HR – 1/R&B – 2/PP – 1).The remaining **12** are employed on apprenticeship contracts.

- 3.8.3 Some of the Business Units will be considering apprentices as part of their overall business unit structures, however the business units that will not be undertaking restructures will need to fund these posts corporately. Two such areas identified are Revenues and Benefits and Housing, Health and Community Relations.

The budgetary implications of the additional salary costs of either funding being built into the business units' budgets is as follows:

Business Unit	Number of Apprentices Recommended	Level	Estimated Salary cost per apprentice (total)	Estimated length of apprenticeship	Average yearly salary cost per apprentice (total after Levy)
Revenues and Benefits	2	4	£18,406 (£36,812)	18 months	£12,271 (£24,542)
Housing, Health and Community Relations	1	3	£18,406	18 months	£12,271
	3		£55,218		£36,813

3.9. Information Technology

- 3.9.1 It is expected that our Microsoft License costs for the Council will increase this year and definitely next year with the move to office365.
- 3.9.2 Microsoft will be inflating prices for on premise licensing of exchange, therefore forcing organisation to migrate to Microsoft Cloud licensing.
- 3.9.3 This requires a one off increase in budget this year to **£7,056.00** with a further increase in 2020/21 which will be built into the budget for 2020/21.

3.10 Commercialisation and Major Projects

- 3.10.1 The proposal for the Commercialisation and Major Projects Business Unit do not have financial implications until the year 2021/22, however, for completion, the proposal is as follows;
- 3.10.2 As part of the wider corporate restructure a fixed term contract post was created within Commercialisation and Major Projects Business Unit. This was for 2 years and is from Feb 2019 to Feb 2021. The post holder has taken this as a secondment opportunity and with the substantive post being within the Organisational Development business unit. The substantive post in the Organisational Development Team has, however, been filled with a fixed term contract for the same period
- 3.10.3 The aspirations of the organisation to be more commercial mean that the workload of the business unit is varied and busy.

The business unit is small and currently only has 2 substantive posts:

- The Business Manager Commercialisation and Major Projects and
- One Projects Officer (NC)

In addition to the 2 permanent posts above, there are:

- One Project Officer on FTC, 2 year secondment (subject of this proposal)
- One Graduate Apprentice on a 2 year programme
- 0.5 FTE of the Organisational Trainee

The organisational trainee will move on later in the year and will hopefully be placed elsewhere within the organisation in a suitable permanent post.

The Graduate Apprentice, similarly will be with the unit for 2 years and then hopefully be placed within the organisation in a suitable permanent post.

3.10.4 With this in mind, given the current and likely future workload it is proposed that the Project Officer post which is a fixed term contract be converted into a permanent post on the establishment from March 2021.

3.10.5 There is a budget in place to the end of the 2 year secondment (Feb 2021). Therefore additional revenue will only be required from Feb 2021. The full year cost for 2021/22, including on-costs will be £42,697.

3.10.6 It is anticipated that savings, efficiencies and additional income generated by the business unit moving forward will more than cover the cost of the post.

4.0 Equalities Implications

4.1 There are no direct equalities implications.

5.0 Community Plan- Alignment to Objectives

5.1 The proposals provide the financial resources to deliver the objectives of the Community Plan.

6.0 Financial/Budgetary Implications

6.1 The financial implications are summarised in the table below:

Business Unit/ Service	One-Off Revenue From C.S.G Reserve	One-Off Revenue From Change Mgt	2019/20 part year revenue	2020/21 full year revenue
		£	£	£
Housing, Health and Community Relations			22,160	85,600
Waste, Street Cleansing & Grounds Maintenance	15,000	100,000		22,300
Growth and Regeneration		167,000		64,041
Corporate Capital Projects			66,000	74,000
Land at Lowfield Lane		100,000		

Lorry Park	2,000			43,598
Apprentices				36,813
ICT Licences		7,056		
Commercialisation and Major Projects. Implications from 2021/22(per report)				
TOTALS	£17,000	£374,056	£88,160	£326,352

- 6.2 The one off expenditure of £17,000 will be funded from the Cleaner, Safer, Greener (CSG) Reserve. £374,056 will be funded from the Change Management Reserve. The balance on the reserves after these transfers will be £48,000 on C.S.G Reserve and £5,852,064 for the Change Management Reserve.
- 6.3 The additional budget requirement of £88,160 will be funded from the Change Management Reserve for 2019/20 (figures included within the balances above) and will be built into the base budget for 2020/21 as set out in paragraph 2.3 of this report.
- 6.4 The additional budget requirement of £326,352 will be provided as part of setting the 2020/21 budget, from the historical areas of over budgeting of expenditure/under budgeting of income as set out in paragraph 2.3 of this report.
- 6.5 The proposals can, therefore, be funded from the identified £400,000 in the base budget of the Council as per paragraph 2.2 and 2.3 of this report and the one-off use of reserves, up to £480,000, as set out in paragraph 2.2 of this report.

7.0 Comments of Director - Resources

- 7.1 The review of budgets and re-allocation of funding to meet corporate priorities is an essential and necessary part of sound financial planning.

8.0 RECOMMENDATIONS that:

- (a) the Committee support the work done to re-allocate the Councils general fund revenue budgets to fund the corporate objectives set out in the Community Plan;**
- (b) the transfer of £374,056 from the Change Management Reserve and £17,000 from the Cleaner, Safer, Greener (CSG) reserve be noted;**
- (c) the in-year change to the revenue budget of £88,160 funded from the Change Management Reserve for 2019/20 be approved and be presented to the relevant Committees of the Council as part of the budget proposals for 2020/21; and**
- (d) the proposed changes, totalling £326,352, to the budgets for 2020/21 that will be presented to the relevant Committees of the Council as part of the budget proposals for 2020/21 be noted.**

Reason for the Recommendations

To allocate financial resources that will underpin the delivery of the Community Plan objectives.

Background Papers

Nil.

For further information please contact Sanjiv Kohli on 01636 655303.

Sanjiv Kohli

Deputy Chief Executive, Director - Resources & Section 151 Officer