

Public Document Pack

Date of meeting Thursday, 19th March, 2020
Time 7.00 pm
Venue Keele Cemetery Meeting Room - Keele Road, ST5 5AB
Contact Denise French 742211



**NEWCASTLE
UNDER LYME**
BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Finance, Assets & Performance Scrutiny Committee

AGENDA

PART 1 – OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTES OF LAST MEETING** (Pages 3 - 6)
To consider the minutes of the meeting of the Committee held on 16th January 2020.
- 4 UPDATE FROM CABINET**
- 5 FINANCIAL AND PERFORMANCE REVIEW REPORT - THIRD QUARTER (OCTOBER - DECEMBER) 2019 - 20** (Pages 7 - 28)
To consider the report of Executive Management Team submitted to Cabinet on 12th February 2020
- 6 OUTSOURCING OF THE PAYROLL SERVICE** (Pages 29 - 32)
- 7 WORK PROGRAMME** (Pages 33 - 36)
- 8 PUBLIC QUESTION TIME**
Any member of the public wishing to submit a question must serve two clear days' notice, in writing, of any such question to the Borough Council
- 9 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972
- 10 DATE OF NEXT MEETING - 25 JUNE 2020**

Members: Councillors M. Holland (Chair), B. Proctor (Vice-Chair), G. Burnett, A. Fear,

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T. Kearon, M. Stubbs, P Waring, K. Robinson, A. Rout, G. Hutton and
S. Pickup

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

SUBSTITUTE MEMBER SCHEME (Appendix 9, Section 4 of Constitution)

The Constitution provides for the appointment of Substitute members to attend Committees.
The named Substitutes for this meeting are listed below:-

Substitute Members:	J. Cooper	E. Shenton
	J Tagg	D. Jones
	K. Owen	A. Parker
	B. Panter	

If you are unable to attend this meeting and wish to appoint a Substitute to attend in your place you need go:

- Identify a Substitute member from the list above who is able to attend on your behalf
- Notify the Chairman of the Committee (at least 24 hours before the meeting is due to take place) NB Only 2 Substitutes per political group are allowed for each meeting and your Chairman will advise you on whether that number has been reached

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

NOTE: THERE ARE NO FIRE DRILLS PLANNED FOR THIS EVENING SO IF THE FIRE ALARM DOES SOUND, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

FINANCE, ASSETS & PERFORMANCE SCRUTINY COMMITTEE

Thursday, 16th January, 2020
Time of Commencement: 7.00 pm

Present: Councillor Helena Maxfield (Chair)

Councillors:	G. Burnett	P Waring	S. Pickup
	A. Fear	K. Robinson	K. Owen
	M. Stubbs	G. Hutton	

Officers:	Jayne Briscoe	Democratic Services Officer
	Roger Tait	Head of Operations
	Daniel Dickinson	Head of Legal /Monitoring Officer
	Craig Turner	Finance Manager

Also in attendance:		Portfolio Holder for Leisure Culture and Heritage
	Councillor S Sweeney	Portfolio Holder for Finance and Efficiency

1. **APOLOGIES**

Apologies were received from Councillor Proctor (represented by Councillor Owen) and Councillor Rout.

2. **MINUTES OF THE PREVIOUS MEETING - 16 DECEMBER 2019**

Resolved: That the minutes of the meeting held on 16 December 2019 be approved as a correct record subject to the inclusion of Councillor Mrs G Burnett in the list of Members present.

3. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

4. **REVENUE/CAPITAL BUDGET AND COUNCIL TAX**

The Committee considered the report of the Executive Director (Resources and Support Services) on Revenue and Capital Budgets and Strategies 2020/21.

The purpose of the report was to review progress on the completion of revenue and capital budgets for 2020/21 to 2024/25. The report also included drafts of the Flexible Use of Capital Receipts Strategy (updated for 2020/21), the Capital Strategy for 2020/30, the Treasury Management Strategy for 2020/21 and the Investment Strategy for 2020/21. The reports gave an opportunity for the Scrutiny Committee to consider and make any recommendations prior to submission to Full Council for final approval.

The Portfolio Holder for Finance and Efficiency, Councillor Stephen Sweeney, commended the work undertaken by the officers in the Finance Department.

In discussing the report, Members raised the following issues or queries:

- Was there a risk arising from the restructure of the Revenues and Benefits/Customer Services team and would there be increased pressure on front line staff? In response, Members were advised that the changes would mean a bigger pool of staff from which to draw upon; there would be training provided and some regrading of posts to reflect changed roles. Members suggested the service should be monitored to ensure a consistently good service was provided to residents.
- Congratulations were offered on the Empty Homes Strategy although there were some concerns around the ability to continue to offer that level of service.
- Members felt that Local Government should be allowed greater responsibility for raising its own funds; the Council was delivering all statutory services along with additional services. If there was greater freedom to raise funding there would be more accountability at Local Government level.
- Members asked about the Waste Service and staff being taken off their roles on Streetscene to carry out recycling and waste disposal duties. Members were advised that this was a temporary measure and staff would be returned to street cleansing roles in due course.

Agreed: that the report be noted with thanks and congratulations to the officers involved.

5. SCALE OF FEES AND CHARGES

Councillor Sweeney, Portfolio Holder for Finance and Efficiency, presented the list of proposed fees and charges for introduction from 1 April 2020. The proposals followed the Council's Charging Policy which had been approved on 10 September 2014.

Agreed: that the report be noted.

6. WORK PROGRAMME

The Chief Executive submitted the Work Programme 2019/20.

Agreed: that the report be noted.

7. PUBLIC QUESTION TIME

There were no members of the public present at the meeting.

8. URGENT BUSINESS

There were no items of urgent business.

9. DATE OF NEXT MEETING - THURSDAY 19 MARCH 2020

19 March 2020.

10. DISCLOSURE OF EXEMPT INFORMATION

Agreed: That the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 in Part 1 of Schedule 12A of the Local Government Act 1972.

11. **SCALE OF FEES AND CHARGES - CONFIDENTIAL APPENDIX**

The Committee considered the confidential report on the scale of fees and charges for 2020/21.

Agreed: that the report be noted.

Chair

Meeting concluded at 7.45 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO CABINET

12 February 2020

Report Title: Financial and Performance Review report – Third quarter (Oct-Dec) 2019-20.
Submitted by: Executive Management Team

Portfolios: Corporate & Service Improvement, People & Partnerships, Finance & Efficiency

Ward(s) affected: All

Purpose of the Report

To provide Cabinet with the Financial and Performance Review report – third quarter 2019-20.

Recommendation

That Members note the contents of the attached report and continue to monitor and challenge the Council's performance alongside its financial performance for the same period.

Reasons

The Financial and Performance Management monitoring reports provide information on a quarterly basis regarding the performance of individual council services and progress with delivery against our priorities, alongside related financial information on the organisation.

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the third quarter 2019-20 by presenting performance data and progress summary set within a financial context.
- 1.2 This report provides broad financial information (Appendix A) and also details performance (Appendix B) for the third quarter of 2019/20.
- 1.3 A summary of the overall performance picture is presented in section 4 of this report and members will note that performance is generally progressing well.

2. 2019-20 Revenue and Capital Budget Position

- 2.1 The Council approved a General Fund Revenue Budget of £13,050,020 on 20 February 2019. Further financial information is provided in Appendix A.

3. Development of the Financial and Performance Report

- 3.1 The performance section –Appendix B was reviewed and updated for 2019-2020 and the indicators continue to reflect the priorities in the Council Plan.
- 3.2 In addition to eleven new indicators, the report includes a progress summary for each priority, detailing the progress with the delivery of planned activities.
- 3.3 Additional performance information is provided, not only to ensure the monitoring of the corporate activities of the council, but also to inform Members, businesses and residents of performance in their local economy.

- 3.4 The format and content of the report will continue to be reviewed and developed in order to reflect the progress of the planned aims of the Council Plan 2018-2022, with a final report in 2019-20 providing a detailed report including more annual results of our achievements and outturns.

4 Performance

- 4.1 The latest performance information for quarter three has been analysed and all indicators monitored for this period are listed in the table found in Appendix B.
- 4.2 Any indicators failing to meet the set targets include a comment explaining why the indicator has not performed well, and what steps are being taken to ensure improvement in the future.
- 4.3 The layout for Appendix B has undergone further development for 2019-2020.
- 4.4 For this report a total of 23 indicators were monitored, and the proportion of indicators which have met their target (where set) or are within tolerance levels during this period stands at 83%.
- 4.5 There are 4 indicators off target this quarter, and officers consider that the performance against these indicators does not give rise to serious cause for concern at present (see commentary provided at Appendix B). The management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate.

Further quarterly updates will be provided for Members in future reports.

- 4.6 Positive performance can be seen in a range of services and members will note that some services are affected by both seasonal and external factors. It should also be noted for consideration that some indicators have stretched targets set and local targets that are higher than the national ones.
- 4.7 Progress on delivery of planned activities is summarised for each priority and no concerns are highlighted.

5. Legal and Statutory Implications

- 5.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

6. Equality Impact Assessment

- 6.1 There are no differential equality issues arising directly from this monitoring report.

7. Financial and Resource Implications

- 7.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to the Budget Support Fund and will be available in future years for use as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from the Budget Support Fund.

8. Major Risks

- 8.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case

of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The situation will be monitored through the normal budget monitoring procedures.

8.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.

8.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

9. **Sustainability and Climate Change Implications**

9.1 N/A

10. **Key Decision Information**

10.1 Included on the Forward Plan

11. **Earlier Cabinet/Committee Resolutions**

11.1 N/A

12. **List of Appendices**

12.1 Financial information (Appendix A), and Performance (Appendix B).

13. **Background Papers**

13.1 Working papers held by officers responsible for calculating indicators.

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Financial Position Quarter Three 2019/20

1. General Fund Revenue Budget

- 1.1 The Council approved a General Fund Revenue Budget of £13,050,020 on 20 February 2019. The actual position compared to this budget is continuously monitored by managers, EMT and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.

2. Capital Programme

- 2.1 A Capital Programme totalling £5,606,298 was approved for 2019/20. Of this total £3,606,298 relates to the total cost of new schemes for 2019/20 together with £1,000,000 for schemes funded by external sources (Disabled Facilities Grants), £1,000,000 contingency. In addition £1,326,573 was brought forward from the 2018/19 Capital Programme, resulting in a total Capital Programme of £6,947,871 for 2019/20.

3. Revenue Budget Position

- 3.1 At this point in the financial year, we would have expected to have spent £14,634,540; we have actually spent £15,119,287. Therefore, as at the end of the third quarter, the general fund budget shows an adverse variance of £484,747.

- 3.2 The main reasons for the overall adverse variance to date are:

- a. Jubilee 2 is operating at a net overspend. This is predominately in relation to high levels of staff sickness which are required to be covered for and a shortfall in income received by the centre.
- b. Income from car parking is below the budgeted amount, this is due to a drop in off street parking.
- c. Income from planning application fees is below the budgeted amount, this is due to the number of major planning applications received to date– this may fluctuate during the final quarter of the financial year.
- d. The provision of temporary cover for Senior Management posts.

- 3.3 An action plan to address the adverse variance incurred to date has been devised and will continue to be implemented over the next three months. It is forecast that the actions identified will reduce the adverse variance to a balanced year end outturn. These actions include:

- a. Use of additional forecast windfall from the Staffordshire and Stoke-on-Trent Business Rates Pilot.
- b. Savings from restructures within the Resources and Support Services Directorate.
- c. Appeals relating to the Rateable Value of disused or demolished Council Assets.

- d. The implementation of an action plan to reduce the Jubilee 2 operating deficit.
- e. Grants have been received for a number of areas including Brexit and Air Quality to which significant staff time spent in these areas can be allocated.
- f. A review of expenditure currently allocated to the Repairs and Renewals fund is being undertaken to identify items that can be capitalised.
- g. It should be noted that the Waste and Recycling service is forecast to outturn a balanced year end position.

4. Capital Programme Position

- 4.1 The Capital Programme approved by Council in February 2019 has been updated to take account of amounts brought forward from 2018/19 where planned expenditure did not occur. This has been added to the budget for 2019/20 (apart from cases where costs have been reduced or expenditure will no longer be incurred). The revised budget for capital projects in 2019/20 totals £6,947,871.
- 4.2 The Capital Funding required for the 2019/20 programme includes £3,508,298 of capital receipts. These receipts are still expected however it is anticipated that there will be a delay in one of the asset sales which amounts to around £1,000,000. This is due to the Property Team re-advertising the site and achieving a greater value than originally expected. In addition 'Right to Buy' sales have slowed down this year and it is expected that the target will not be reached for 2019/20 and continues to be monitored.
- 4.3 £1,847,500 of the revised budget was expected to be spent by 31 December; the actual amount spent was £1,927,610 resulting in an adverse variance at the end of the third quarter of £80,110 This overspend relates to mainly to two projects, which are the defects work on Castle House and some essential repair works on Knutton Lane Bridge. Funding of this shortfall will partly be covered by slippage of in year projects and it is assumed that £49,000 will be recovered from Kier which covers the consequential loss of use of the multi-function rooms in Castle House.

5. Borough Growth Fund

As part of the 2019/20 budget a 'Borough Growth' fund of £304,000 has been established, which will be used to enable investment in the Council's priorities via initiatives that are forecast to generate on-going revenue savings through reducing the costs of service delivery or through the generation of additional income. It is intended that the 'Borough Growth' fund will be invested in further as part of the 2020/21 budget setting process. Progress on the utilisation of the 'Borough Growth' fund is as follows:

Project	Description	Funding Requirement (£)		
		2019/20	2020/21	2021/22
A town centre for all - Car Parking Strategy	39 upgraded parking machines are required at £6,000 each. The capital programme allows for the replacement of 6 machines during 2019/20, it is proposed that 5 are also funded via the Borough Growth fund for each of the following 3 years. Work around income and potential changes to pricing structures is currently ongoing.	30,000	30,000	30,000
A town centre for all - CCTV	Contribution towards upgrading and the supply and installation of cameras in the Town Centres.	30,000		
A town centre for all - Town Centre Officer	Proportion of salary and on costs for 6 months net of restructure saving re. Economic Regeneration will be a further commitment from the fund in 2020/21. Post has been appointed to.	12,500	25,000	25,000
A town centre for all - Markets	Cabinet agreed to progress a programme of market improvement arising from the National Association of British Market Authorities review of the market, elements of this programme may be funded from the Borough Growth Fund including relocation of the staffs to reduce the market size/enhance trading locations (£5,000), purchase of gazebos for hire (£2,500) and the provision of electricity to the stalls (£10-15,000)	20,000		
Total Requirement		92,500	55,000	55,000
Funding Available		104,000	75,000	75,000
Council transformation - Digital Delivery Apprentices	3 Apprentice posts agreed for 2 year period at a cost of £52,000 per annum split 1/3's between ICT, Human Resources and Borough Growth Fund. Assumed 6 months for 2019/20 with further commitment from the fund in 2020/21 and 2021/22 (final 6 months)	8,667	17,333	8,667

Council transformation - JADU	Potential costs re. completion of forms and interface that will communicate with CIVICA APP (Environmental Health software)	15,000		
Council transformation - Environmental Health Integration				
Council transformation - Digital Business Manager	Salary and on costs for 6 months following restructure of Resources and Support Services, will be a further commitment from the fund on an ongoing basis. Post has been appointed to.	30,000	60,000	60,000
Council transformation - Project Management Resources	Work currently being undertaken on potential project management resources - it has not yet been finalised.	45,000		
Total Requirement		98,667	77,333	68,667
Funding Available		100,000	100,000	100,000
Building for the future - Commercial investment advisors	Tender for advisors produced by Property Section, estimate of £50,000 per annum plus potential commission on advice. Expression of interest received.	50,000	50,000	50,000
Total Requirement		50,000	50,000	50,000
Funding Available		100,000	75,000	75,000

How did we do in Quarter 3 2019 - 20



PLANNING APPLICATIONS
(NON-MAJOR)
DETERMINED
95.2%



LEISURE USERS
139,241



MUSEUM VISITORS
10,498

NUMBER OF CONTACTS FACE TO FACE
4,274



TELEPHONE
21,027



DIGITAL ON-LINE TRANSACTIONS
14,453



INVOICES PAID ON TIME
93.39%

UNIQUE WEBSITE USERS
104,714



HOUSEHOLD COLLECTIONS
739,200

GARDEN WASTE
132,000

RECYCLING AND FOOD REFUSE
369,600

Priority 1: Local Services that Work for Local People

Progress Summary

Overall, our performance with a combination of monitoring and target driven indicators for this priority is positive in this quarter but work is underway to impact on the result. Seven new indicators which were added in Qtr 1 to track progress with our outcomes for the priority, continue to be monitored.

A summary of progress with planned activities for Priority One from the Council Plan 2018-2022 are as follows:-

- **Increase Access to Information;**

- **Website**

There has been a significant increase this quarter in the number of people engaging with the Council via its website with 104,714 unique users in this quarter compared to 93,982 the previous quarter. Half of all these engagements are via people using their mobile phone rather than a laptop, PC or tablet.

- **Press and media**

The Council dealt with 139 media enquiries and analysis shows that 78 per cent of these engagements resulted in either very positive or positive coverage for the authority. There are 26,098 people following Council social media accounts – 9,194 on Twitter and 16,904 on Facebook. On the Council's main Twitter account there are 8,478 followers, there were 192 tweets in the last quarter, 5,499 profile visits and 118 new followers recruited.

For the corporate Facebook account there are 4,642 followers, we reached 23,400 people with messages in the last quarter, 1,400 responded to our posts and peak daily reach was 11,678.

- **Budget consultation**

A total of 366 residents took part in a digital budget consultation exercise and the excellent feedback has been fed into preparation of the 2020/21 budget.

- **Improve Customer Satisfaction;**

- **Secure "Customer Service Excellence"**

Restructuring activities within Customer and Digital Services towards the end of 2019 have delayed progress towards achieving the Customer Service Excellence standard. However, a report regarding this has been completed ready for submission to EMT in January 2020. It is now anticipated that assessment will be carried out in the new financial year and accreditation will be achieved by June 2020.

- **Develop customer & citizen surveys**

The Customer and Digital Services Team are currently working on ways to collect citizen feedback more effectively. Approaches being looked at include automatically asking customers to provide feedback at the end of any web transaction, end-of-call feedback mechanism for telephone contact and feedback kiosks for face-to-face customers. The team are also looking at how we can improve our in-field data collection facilities through better use of mobile technology, in line with the Council's Digital Strategy.

- **Digital Delivery**

The Council's Digital Strategy was formally agreed by Cabinet in December 2019 and the Digital Team are currently concentrating on developing a 1st phase work plan and detailed business case. The work plan is being prioritised to focus on services that are heavily used by customers or support the Council's commercial ambitions. However, the Digital Team will not only be concentrating on improving basic digital services, but on fundamental service re-design; to take advantage of everything that digital can offer. The team will also focus on digital inclusion and has already started to engage with partner organisations to encourage a joined up approach.

Progress Summary continued

- **Complete migration from Lagan to JADU Customer Relationship Management System**

In September 2019 the Council successfully migrated all of its Customer Support forms away from the Lagan CRM platform and completed the transition to the replacement JADU system. The Digital Team are currently looking at how these services can be developed and improved now that the initial deadline driven migration has been completed. The Lagan system was successfully decommissioned by the Staffordshire Connects partnership and data protection was the key factor in how this was done.

Current improvements scheduled for launch in early 2020 include improved forms for Licensing and Environmental Services alongside the integration of the Revenues and Benefits portal application. The latter is a significant development, as this was previously a separate service which will now become part of our general customer portal – removing the need for multiple authentication details. The service will also introduce an e-billing option for the first time, potentially making significant savings for the authority with regards to postage costs.

- **Deliver new Recycling and Waste Service:**

Procurement exercises are now complete for wheelie bins, recycling bags, vehicles for dry recycling and food waste, and material reprocessing MRF. Work is completed on route modelling and the new recycling collection service rounds are now developed and being fine-tuned. Five day working will continue, and collection days will largely stay the same, which will therefore have minimum impact on residents. Work on draft communications for residents is nearly finalised. Draft budgets for the new service are now complete. During the next quarter the fine tuning of the route modelling will be complete, and plans for a pilot round to commence in advance of the main service change will be completed and ready to roll out.

- **Ensure Workforce has the right skills, at the right time, in the right place:**

- **Deliver workforce plan**

In this quarter all executive / senior management posts have been recruited, with the exception of the Executive Director – Resources & Support Services (s151). Candidates have either commenced in December 2019 or the beginning of January 2020. The interim Executive Director – Resources & Support Services (s151) will continue until this post has been filled and the post is currently being advertised with a closing date of 27th January 2020 with the selection process taking place in February 2020.

- **Develop organisational culture**

It is expected that an organisational development plan will be instigated following the recruitment of all vacant senior management roles. This will then enable the Chief Executive to work with his senior management team to outline the Council's expectations which will underpin the culture. In the meantime, the HR team are continuing to work with all departments to outline what is expected of them as managers and employees (the psychological contract) and providing positive challenge as and when required. HR are continuing to work with all managers to coach and mentor them through all the HR policies to embed good practice and develop their skills in managing staff successfully to enable a positive working culture.

- **Review, update and implement HR Policies**

Ongoing discussions with the Trade Unions on Organisation Change and Redeployment have continued to take place. The Appeals for Attendance Management Stage 1 & 2 have been revised within the guidance document to ensure that this is an Officer (not Member) panel. This process has been agreed with the Trade Unions including Regional Representatives. Continuing to see year on year improvement with absence figures even though it is above target, but it remains an area of focus.

Progress Summary continued


- **Improve Employee relations**








Regular and ongoing discussions with the Trade Unions around policies, processes and ways of working have been achieved between the Council and its recognised Trade Unions and HR will continue in the next quarter to work positively with the Trade Unions on all employee related matters, including involvement in the current executive recruitment process.






The HR team have been dealing with a high volume of employee cases to support managers through disciplinary, attendance and capability processes. Many cases have had union involvement and these have been dealt with by both parties in a professional, fair and transparent way of working.

- **HR Shared Service Centre**

The Shared Service for Payroll went live on 1st November 2019. Both November and December 2019 payrolls were completed on time with minimal disruption to staff. A new self-service portal has been implemented as part of this new ways of working and all managers have been trained on this new system and have started to use this with effect from November 2019 to input expenses, overtime, change of contracts etc. A £25,000 saving will be delivered for 2020-21.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 3 2018-19	Result Qtr 2 2019-20	Result Qtr 3 2019-20	Target Qtr 3 2019-20	How have we performed?	Status
1.1	Environmental Health	Cllr. Trevor Johnson	Percentage of food premises that have a zero or one national food hygiene rating	Low	1.25 % (13 out of 1107 published premises)	1.14% (13 out of 1,136 published premises)	0.97% (11 out of 1135 published premises)	5%	The figure remains well within target this quarter.	
1.2 New	Environmental Health	Cllr. Trevor Johnson	Percentage of category A and B food business inspections completed on time	High	100%	100%	100%	-	This work stream is high priority and fully completed.	-
1.3 New	Environmental Health	Cllr. Stephen Sweeney	No. Accidents/Incidents reported (RIDDOR)	Low	1	1	1	-	There was one incident which was slip, trip, fall and no further action required. There is no target set as it would be inappropriate to set a target in this respect.	-

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 3 2018-19	Result Qtr 2 2019-20	Result Qtr 3 2019-20	Target Qtr 3 2019-20	How have we performed?	Status
1.4a	Recycling & Fleet	Cllr. Trevor Johnson	Household collections from the kerbside (%):- • Dry Recycling	High	19.3%	17.70%	21.63%	20%	Dry Recycling and food collection performance improved in quarter 3, targeted communications have been undertaken, particularly during December. Quarter 2 figures slightly amended following Waste Data Flow validation, and are slightly better than previously reported.	
1.4b			• Food	High	5.26%	5.31%	5.93%	5%		
1.4c			• Amount of residual Waste per household	Low	109.94 kg's	104.50 kg's	102.36 kg's	107.5kgs (per household) cumulative		
1.4d New	Operations	Cllr. Trevor Johnson	Number of missed kerbside collections:- Total (per 100,000 collections)	Low	-	67	55	80 (per 100,000 collections)	In this quarter there were a total of 1,240,800 collections of residual, garden waste, recycling and food. There were missed collections of Residual - 214, Garden Waste – 132 and Recycling -333.	
1.5	Operations	Cllr. Trevor Johnson	Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter, detritus, graffiti and fly-posting)	High	94.5% 96.67% 100% 100%	97.04% 96.86% 100% 100%	92.03% 91.4% 99.5% 100%	91% 91% 97% 99%	The results for the second survey undertaken for 2019-20 are detailed here, all are on or exceeding the target, with a further survey in Qtr.4.	
1.6	Customer & ICT	Cllr. Simon Tagg	Percentage of requests resolved at first point of contact	High	98%	99%	98%	97%	An excellent result, exceeding the target set for Qtr. 3.	
1.7	Customer & ICT	Cllr. Simon Tagg	% Unmet demand (number of calls not answered as a % of total call handling volume)	Low	7.48%	6.79%	5.80%	10%	The result continues to improve on the previous two quarters.	
1.8 New	Digital Delivery	Cllr. Simon Tagg	Total number of digital on-line transactions (Jadu).	High	-	6,080	14,453	-	The result has increased this quarter due to the launch of Garden Waste subscriptions 2020 in November. The indicators for Digital Delivery are currently under review.	-

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 3 2018-19	Result Qtr 2 2019-20	Result Qtr 3 2019-20	Target Qtr 3 2019-20	How have we performed?	Status
1.9 New	Communication	Cllr. Simon Tagg	Total number of unique users to the website	High	-	93,982	104,714	79,500	There has been a significant increase this quarter in the number of people engaging with the Council via its website. Half of all these engagements are via people using their mobile phone rather than a laptop, PC or tablet.	
1.10	Revenues & Benefits	Cllr. Stephen Sweeney	Time taken to process Housing/Council Tax Benefit new claims and change events	Low	5.86 days	4.91 days	5.00 days	10 days	The result exceeds the target set and above those achieved last year	
1.11	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of Council Tax collected	High	77.7%	52.9%	77.4%	76.08%	The results are above the targets set and equal to or above those achieved last year	
1.12	Revenues & Benefits	Cllr. Stephen Sweeney	Percentage of National non-domestic rates collected	High	82.9%	58.6%	83.7%	78.66%		
1.13	Human Resources	Cllr. Simon Tagg	Average number of days per employee lost to sickness	Low	7.34days	4.9 days	6.98 days	6 days Qtr.3 (8 days annual)	Reduction in absence rates for comparable period 2018/19. There is the expectation that over the winter months, absence will increase and therefore rise is not unexpected. Work is ongoing to ensure consistency of application of attendance management policy.	
1.14 New	Human Resources	Cllr. Simon Tagg	Staff turnover	Low	-	8.80%	8.58%	10%	Turnover remains within target.	
1.15 New	Human Resources	Cllr. Simon Tagg	Staff vacancy rates	Low	-	11.15%	11%	-	Vacancy rate continues to improve.	-

Priority 2: Growing our People and Places

Progress Summary

For this section, we had the introduction of four new indicators for planning in the last quarter which measure the speed and quality of decisions. A summary of progress with planned activities for Priority 2 from the Council Plan 2018-2022 are as follows:-

- **Refresh of Economic Development Strategy**
The new Strategy was adopted by Cabinet in September and now reflects our Council Plan priorities and those of the Growth Deal with the County Council.

- **Deliver Joint Local Plan**
The Draft Local Plan continues to be developed in preparation for consultation in 2020, although there was a short delay to the programmed consultation aiming for Feb/March to March/April 2020 to account for the need to extend the plan period from 2033 to 2037. Agency staff were recruited by NUL to support the team whilst the permanent structure to the policy team is being adjusted. Further resources have helped to finalise evidence and policies, but has also highlighted the need to refresh evidence central to the strategy.

- **Progress University Growth Corridor**
The University Growth Corridor (UGC) Programme meetings have taken place, including workshops with Silverdale and Keele Parish Councils.

- **Deliver appropriate housing to those in need:**
 - **Retender Housing Advice service –**
Newcastle housing advice (NHA) service delivers the Council’s homelessness, housing advice and housing register services in the Borough. The Council has made the decision to bring the service back in-house by 1st April 2021, over the forthcoming year the Council will be working with the current contractor Midland heart to transfer the service effectively.

 - **Joint allocation policy and procurement of a Choice Based Lettings system**
Officers have continued to work with Aspire Housing to draft a new Joint Allocation Policy. This joint policy will allow customers of the Borough to access social housing owned and managed by Aspire Housing and other Private Registered Providers to whom the Council has partnerships within the Borough. The Council and Aspire Housing will procure a joint Choice Based Letting (CBL) system that will deliver the platform for the administration function of the housing register. This will allow our customers to make one application for social housing, a greatly improved approach compared to our current systems requiring 2 applications. Consultation on the draft policy will be undertaken next quarter.

 - **One Public Estate**
The Borough Council have received a sum of £50,000 from ‘One Public Estate’, (a body set up to encourage public agencies to work together to make better use of their property assets), to cover the cost of undertaking the masterplanning of Knutton Village. This will involve preparing proposals for the use or development of a number of cleared sites around the centre of Knutton in the ownership of the Borough and County Councils and Aspire Housing with the objective of bringing forward new housing development in the area and to assess the potential for investing in the improvement and consolidation of community facilities. Aspire Housing is also contributing to the resources of the Study with a view to it reviewing its role as a provider of affordable housing in the area, including that of housing for the elderly. Officers have been working with White Young Green to seek views of our partners and as part of the commission it is expected that an exhibition and further local consultation will be undertaken to assist in arriving at recommendations for action.

Progress Summary continued

- **Consideration of a property investment model**

Consideration is being given to the Borough Council taking a more active role in developing its sites (i.e. by way of forming a property development company or similar) either on its own or in a partnership arrangement. In Qtr. 3, the Commercial Strategy 2019-24 was approved by Cabinet and the commercial investment advisors appointed to review and advise in respect of the Council's commercial portfolio.






- **Masterplan of land at:- Chatterley Close area by Bradwell crematorium; off Liverpool Road, Keele Golf Course and Birchenwood**

This quarter has seen the development of specifications for the masterplan of land in the Chatterley Close area, Bradwell, with tenders submitted in Qtr. 4 to ensure a qualified and experienced consultant can undertake the work. Keele masterplan was approved in principle last year and is subject to consideration as part of the development of the Joint Local Plan. Following the Phase 1 environmental impact assessment for Birchenwood, a preliminary ground investigation survey will be commissioned in the next quarter.

- **Planning Consent – Sidmouth Ave**

In Qtr. 3, planning consent was granted for;

- (i) Demolition of the post 1950's building extensions, making good external walls on the existing (i.e. remaining) building;
- (ii) Change of use of the existing building to residential;
- (iii) Three substantial 4-5 bedroomed detached houses, each having integral garages – being on the area of cleared land arising from the demolition referred to at point (i) above.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 3 2018-19	Result Qtr 2 2019-20	Result Qtr 3 2019-20	Target Qtr 3 2019-20	How have we performed?	Status
2.1	Property	Cllr. Paul Northcott	Percentage of investment portfolio vacant (NBC owned)	Low	8.9%	8.3%	7.6%	12%	This indicator remains well within target.	
2.2	Planning & Development	Cllr. Paul Northcott	Speed of major development applications (P151a)	High	-	74.6%	76.8%	60%	These indicators remain well within target and are improving or being maintained at an acceptable level.	
2.3			Quality of major development applications (P152a)	Low	-	1.5%	1.3%	10%		
2.4			Speed of non-major development applications (P153)	High	-	82.9%	84.9%	70%		
2.5			Quality of non-major development applications (P154)	Low	-	1%	1%	10%		

Priority 3: A Healthy, Active & Safe Borough

Progress Summary

Progress Summary

Overall the performance for this priority advises the progress within this area, and considering the impact of a problem with the J2 facility at the moment, there are many users with leisure and cultural activities.

A summary of progress with planned activities for Priority 3 from the Council Plan 2018-2022 are as follows:-

- **Secure J2 Remedial works**

The health suite closed in May 2019 and has been stripped out to confirm the source of the water leak. Customer consultation has been completed and views fed into the redesign of the health suite. Discussions have been held with the building contractor and a settlement reached. A scheme of works has now been finalised.

- **Secure J2 commercialisation**

A contract has been awarded to Alliance Leisure for marketing support to drive up membership sales and improve retention. This contract started in September 2019. Additional advertising income will also be generated at Jubilee2 through an agreement with Strategi Solutions Ltd, who have begun marketing the advertising screens.

- **Kidsgrove Sports Centre**

Designs for remodelling the sports centre have been completed by a Leek based architectural practice and the costs of such works are to be developed by Willmott Dixon with a view to securing a tender price for the works to be commenced in Summer 2020. At the same time solicitors are working on the transfer of the sports centre to the Council in readiness for the redevelopment works.

- **Secure funds for Museum Extension**

Plans for improving the resilience of the museum by creating separate gallery and education spaces and expanding the retail and craft sales area have now been granted planning permission. Grant applications have now been submitted to the National Lottery Heritage Fund, Chlore Foundation and Red Industries. The project also received financial support of the Civic Society and Friends of the Museum. Tender documentation has been prepared for the capital work and is to be priced through the SCAPE procurement framework contractor.

- **Open Space Strategy**

Heart of England in Bloom results were announced in Qtr 2. The council secured its 18th Consecutive Gold Award in the competition. The Council was awarded 6 Green Flag Awards for: Brampton Park, Lyme Valley Parkway, Bathpool Park, Queens Gardens, Bradwell Crematorium and Keele Cemetery.

- **Streetscene Fleet procurement**

The procurement process for the purchase of 5 new tractors, a mini digger and trailer, and a tractor mounted chipper are pending. A Mobile Elevated Work Platform (MEWP) to assist the tree team in carrying out the tree work programme, has been purchased and is now in use.

- **Feasibility study for Crematorium extension**

An officer working group has been established to progress the feasibility study and this work will link into the masterplanning for the Chatterley Close area which is being commissioned at present.

- **Affordable Funeral Scheme**

A project team is in place and meeting regularly to progress this project. There is a delay due to capacity issues so the timeline is being reviewed. Recruitment is complete for vacancies in the Bereavement Services team so the project will progress with expressions of interest from potential delivery partners and drafting of contract documentation.

- **Deliver Capital Programme projects**

Previously reported projects have been completed or are in progress relating to play area refurbishments, traveller encroachment deterrent measures at identified sites, repairs to railings/gates/fences at a number of parks and open spaces.

Progress Summary continued

- **Protect our communities by delivering priority community safety, food safety & licensing projects:**

- **Taxi Licensing Policy**

In the first quarter members of the Licensing and Public Protection Committee approved the content of the taxi policy. The policy document is a wide scale reform of the current policy, to ensure that the Council has a policy that is fit for purpose in respect of the legislative framework and administration of the service. Members of the Licensing and Public Protection Committee have approved the policy and agreed that the policy has been implemented on 1st November 2019 with the exception of equality training and completion of a new knowledge test which will be implemented in January 2020.

- **Commission new CCTV Service**

A review of the existing CCTV provision in Newcastle Town Centre has now been completed and agreement has been reached with the Business Improvement District (BID) regarding financial contributions to support the development of the project. A report was approved by Cabinet and officers are working with Stoke-on-Trent City Council who will manage the new service following installation of new equipment. The new service will be fully operational by 1st April 2020.

- **Town Centre ASB enforcement**

A range of Partnership activity continues to be co-ordinated, including; the CCTV review and recommissioning; working closely with partners to identify individuals in need of support, working with the rough sleepers team to ensure that appropriate support is provided, utilising the Council's civil enforcement powers such as Community Protection Notice Warnings (CPNWs), CPNs and Injunctions, introduction of PSPOs for the Town Centre and Queen Elizabeth Park, working with the Police to encourage use of Section 34/35 powers (criminal powers), and developing a range of community safety projects to improve the aesthetics of the town centre and contribute to improving perceptions of safety. The council has recently appointed a Rough Sleeper Co-ordinator to assist in galvanising partnership activity with some of our vulnerable residents.




- **Air Quality Local Development Plan**

Work is continuing with Stoke-on-Trent City Council and Staffordshire County Council to create the Air Quality Local Development Plan to bring about improvements in Nitrogen Dioxide (NO₂) levels. The legal directions require plans to be drawn that will deliver compliance with the EU air quality limit values, in "the shortest possible time". If this cannot be achieved through the delivery of a business case which sets out a viable preferred option, the government will require the Local Authority to impose a charging "Clean Air Zone" (CAZ), which would require drivers of older vehicles, which don't meet modern emissions standards, to pay a charge when they are driven within defined areas that form the CAZ. Specialist consultants have been appointed. This work has involved extensive transport and air quality modelling, a review of the national data which identified the potential problem and the development of a project plan to progress the work to a full business case (FBC) submission to Government.

The Initial Evidence Submission (IES) has been completed and approved by Government and work has commenced on appraising and modelling the potential measures. This quarter has also seen progress with development of draft sections of the business cases, in particular the strategic, commercial and management cases.

Since the original contracts were awarded, extensions for further works in respect of modelling, communications and project management support have been approved by Cabinet and commissioned. A further grant has been received.

The project plan is regularly updated and reviewed to reflect the reality of the work required to deliver an Outline Business Case (OBC) and FBC across the three Councils.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 3 2018-19	Result Qtr 2 2019-20	Result Qtr 3 2019-20	Target Qtr 3 2019-20	How have we performed?	Status
3.1a	Community Safety	Cllr. Jill Waring	Anti-Social Behaviour (ASB) cases:- -New cases received during the quarter						There are currently 6 cases discussed at the ASB, Youth Violence and Gangs Case conference.	-
				Low	72	95	59	-		-
3.1b			-Current open cases at the end of the quarter	Low	1 (31/12/18)	17	7	-		-
3.1c	Community Safety	Cllr. Jill Waring	-Cases closed in the quarter	High	73	106	64	-		-
3.2 New	Community Safety	Cllr. Jill Waring	Number of referrals made regarding vulnerability by participating organisations at the Daily Hub	High	73	32	33	-	A total number of 32 referrals were made from Daily Hub meetings that have taken place over the period 1st June 2019 – 30th September 2019.	-
3.3	Culture & Arts	Cllr. Mark Holland	Number of people visiting the museum	High	9,634 Qtr 3 (54,862 cumulative)	21,847 Qtr 2 (38,622 cumulative)	10,498 Qtr 3 (48,701 cumulative)	10,000 Qtr 3 (48,000 cumulative)	Visitors are above the target for Qtr 3 and for the year to date.	
3.4	Leisure	Cllr. Mark Holland	Number of people accessing leisure and recreational facilities	High	144,597 Qtr 3 (463,120 cumulative)	146,029 Qtr 2 (287,608 cumulative)	139,241 Qtr 3 (426,849 cumulative)	150,000 Qtr 3 (450,000 cumulative)	The aqua sauna remains a key issue on leavers' questionnaires, with another issue being the building repairs. However officers continue to actively promote leisure activities to increase memberships.	
Page 25 25	Leisure	Cllr. Mark Holland	Net growth in J2 Membership (Quarterly)	High	2.38% (2,992 members)	-2.35% (2955 members)	-3.45% (2853 members)	4.5% Qtr3 (3,201 members) 6.31% Annual	The annual target is 3250 members and is being impacted on as detailed above.	

Priority 4: A Town Centre for All

Progress Summary

For this quarter, the results demonstrate a varying level of activity and further comments are detailed in this report.

A summary of progress with planned activities for this priority from the Council Plan 2018-2022 are as follows:-

- **Prepare a Town Centre Strategy**

The Council has been successful in progressing to the next stage of the Future High Street Fund and has been invited to take part in the Town Deal. As part of the Future High Streets Fund the Council has commissioned Stantec to assist in the development of the first stage Business Case in line with MHCLG requirements for the submission date of 30th April 2020.

Officers have started to pull together partners for the establishment of the Town Deal Board for its first meeting in January 2020.

- **Market**

The Service Improvement Plan for the market was presented at the June Cabinet and also for consideration at the Economic Development & Enterprise Scrutiny meeting where it was approved with recommendations noted and for delivery in 12 months. A new Town Centre Officer has been appointed and progress is being made in delivering on the improvement plan, this has included moving some of the stalls to the southern side of the Guildhall where there is greater footfall and the stalls can be used in conjunction with the farmers market, plans have been made to focus on specialist markets such as the successful Continental Market, the Antiques Forum has also trialed trading on a Saturday morning on the lower end of the market this will recommence in April 2020.

- **Business Support**

Work continues in signposting business queries to the Growth Hub and maintenance of Business support pages on website. The 2019 Business Boast competition has been completed with over 20 businesses taking part in 4 prize categories.

- **Parking Policy**

A review and strategy has been produced, this was considered by the Environment, Economy and Place Scrutiny Committee in September. Cabinet endorsed the Strategy in October and following further consultation with the Business Improvement district and the Town Centre Board the strategy has been adopted.

- **Property diversification**


The Council has produced a specification for a commercial review of our stock which has been out to procurement; next quarter specialist consultants will be working to complete the review and give recommendations on future options appraisals for our commercial stock in the town centre.

- **Establish Town Centre Communications Group**

The New Vic Theatre has now joined the core group which consists of the Borough Council, Business Improvement District, HitMix Radio, Newcastle College and Newcastle-based information platform BaBaBaboon. The group continues to meet on a regular basis and the goal is to share and jointly promote positive messages and information about Newcastle town centre.

- **Develop a Kildgrove Town Centre Investment Plan**

Following the announcement of the Town Deal partners are coming together to form a new Board. A readiness checklist has been submitted to MHCLG outlining the town's preparedness to develop new plans. In the next quarter the Board will be seeking to ensure that appropriate consultants are commissioned to meet the requirements of the Town Deal in line with further guidance as received from MHCLG.

Ref	Service Area	Portfolio Holder	Indicator	Good is	Result Qtr 3 2018-19	Result Qtr 2 2019-20	Result Qtr 3 2019-20	Target Qtr 3 2019-20	How have we performed?	Status
4.1 New	Regeneration & Economic Development	Cllr. Stephen Sweeney	Car parking usage:- Number of tickets purchased	High	125,568	119,779	114,813	-	The figure is less than the last quarter result.	-
4.2 New	Regeneration & Economic Development	Cllr. Simon Tagg	Footfall	High	889,573	822,302	826,648	-	The footfall figure has increased this quarter.	-
4.3	Regeneration & Economic Development	Cllr. Stephen Sweeney	Average stall occupancy rate for markets	High	48%	42%	43%	60%	Recruitment of a Town Centre Officer to drive the market improvement plan and the introduction of a Saturday Antique Market are factors that will improve the stall vacancy rate going forward. In addition to the regular market offer the "Festive Feast" continental market ran from 6-10 November. Visiting markets are not included in this indicator result.	

N/A Performance information not available at this time or due to be provided at a later date



Performance is not on target but direction of travel is positive



Performance is not on target where targets have been set



Performance is on or above target

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

EXECUTIVE MANAGEMENT TEAM'S REPORT TO

Finance Assets and Performance Scrutiny Committee
19 March 2020

Report Title: Outsourcing of the Payroll Service

Submitted by: Interim Executive Director of Resources and Support Services

Portfolios: Corporate Service Improvement Partnerships and Performance

Ward(s) affected: All

Purpose of the Report

To update the Committee on the outsourcing of the Council's payroll service to Stoke on Trent City Council.

Recommendation

That the report be noted.

Reasons

The Council has a duty to secure best value in the use of resources. The outsourcing arrangement will improve the resilience and value for money offered by the payroll service and facilitate enhanced employee and manager self-service.

1. **Background**

- 1.1 The Council's payroll service was outsourced to Stoke on Trent City Council (SOTCC) in November 2019. Prior to this, the service was delivered in house by a single officer. This single point of failure represented a serious operational risk due to the lack of resilience in the event of unexpected absence or exceptional demand. In addition, there was no mechanism for checking the accuracy of payroll data and use of systems and processes was inconsistent. Following an internal audit in 2018/19, the service was determined to be "less than adequately controlled".
- 1.2 The council appointed an interim Payroll Manger to provide oversight of the service from January 2019 and in April 2019 it was agreed to outsource the service to SOTCC. Outsourcing took place on 1st November 2019.
- 1.3 SOTCC operate payroll services through use of a web based application (MyView) to which all members of staff have access. Through this system, individuals can access details of their own pay and timesheets, amend personal details and request annual leave. Managers can access team level information as well as authorise leave, timesheet information, mileage and expenses and staff changes.
- 1.4 The system also has functionality to produce employee reports such as sickness absence figures, monitoring information and pay data, however not all of these capabilities are at present being used, in part due to the co-running of the Mitrefinch system which most staff are using to request and authorise annual leave, sickness and flexitime.
- 1.5 Payroll cut off is the 5th- 6th of each month, after which an initial payroll run is sent to HR Administrators who check the submission and respond with any required amendments. A final

version of the payroll run is then submitted by the 13th-14th of the month with pay date a constant 20th of the month.

1.6 Monthly contract meetings are held between the contract holder (Head of People and Organisational Development) and SOTCC to highlight concerns and ensure compliance with contractual obligations.

1.7 All managers have received training in use of the MyView system and the HR team have provided additional support as required during the transition to the new arrangements.

2. **Issues**

2.1 The first four payroll runs from November to February were successfully completed with only a small number of issues arising, all of which were resolved swiftly with no impact on any individual's pay.

2.2 Sickness, annual leave and flexitime reporting have not yet been fully migrated to the new system with some services using Mitrefinch, some using spreadsheets and some already starting to use MyView. Use of the Mitrefinch is currently under review and the Council has committed to ensuring all absence is recorded in MyView from 1st April. It is likely that Mitrefinch will be retained for clocking in and clocking out and recording flexitime only. A communications and roll out plan is in development.

2.3 Development work is continuing to ensure that HR and managers have access to a full suite of reports, correct start dates for all staff are populated in MyView and leaver information is removed from the system at the date of leaving.

2.4 The contract is being closely monitored moving forward and a log of issues maintained with HR to ensure that any problems are addressed and resolved in a timely fashion. The contract will be reviewed in April following the issue of P60s.

2.5 SOTCC are conducting their own audit of the service. This will provide NULBC and the external auditors with assurance that the service is fit for purpose, key controls are operating effectively and legislative and best practice requirements are being met.

3. **Options Considered**

3.1 The option of retaining the payroll service in-house was considered. However, this would have entailed additional ongoing costs and exposed the Council to unacceptable operational risk. There would also have been costs associated with upgrading the Council's payroll system and user interface which have been avoided by migrating to the MyView system hosted by SOTCC.

4. **Legal and Statutory Implications**

There are no direct legal implications arising. There are a number of indirect implications arising if a payroll process is not managed properly, but the introduction and proper use of the MyView system addresses those concerns.

5. **Equality Impact Assessment**

5.1 There are no equality impact issues arising from the outsourcing of the payroll service.

6. **Financial and Resource Implications**

6.1 The initial set up cost for the outsourcing arrangement was £2,000. The ongoing revenue cost is £25,000 and there will be a net annual saving of £26,000 per annum on staffing and software maintenance costs. These savings have been reflected in the 2020/21 revenue budget.

7. **Major Risks**

7.1 The main risks are that payroll processes will not be operated effectively resulting in staff not being paid correctly or on time and failure to adhere to relevant legislative and best practice requirements including accounting properly for income tax, national insurance and other deductions. These risks can be mitigated by having effective controls and oversight arrangements in place. The planned audit of the service will provide assurance that this is the case.

8. **Sustainability and Climate Change Implications**

8.1 There are none.

9. **Key Decision Information**

9.1 This report is provided for information purposes only.

10. **Earlier Cabinet/Committee Resolutions**

10.1 None

11. **List of Appendices**

11.1 None

12. **Background Papers**

12.1 None

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FINANCE, ASSETS AND PERFORMANCE SCRUTINY COMMITTEE

Work Programme 2019/20

Chair: Councillor Mark Holland

Vice-Chair: Councillor Bert Proctor

Members: Burnett, Fear, Hutton, Kearon, Pickup, Robinson, Rout, Stubbs and P. Waring

Portfolio Holders covering the Committee's remit:

Councillor S Tagg, Leader – Corporate and Service Improvement, People and Partnerships

Councillor Stephen Sweeney - Deputy Leader – Finance and Efficiency

The following services fall within the remit of this Scrutiny Committee:

Corporate Strategy	Revenue and Capital Budgets
Council Structure and Democracy	Surplus Assets
External Partnerships (including Newcastle Partnership, Staffs. Strategic Partnership, Stoke on Trent and Staffordshire LEP, Town Centre BID and Constellation Partnership)	Financial Monitoring
District Deal	Internal Audit
Economic Development Strategy	Procurement
Human Resources and Payroll	Treasury Management
Keele Deal	Revenues and Benefits
LAPs	Increasing Revenue Generation
Localism	Performance Management and Risk Champion

Classification: NULBC **UNCLASSIFIED**

Customer and ICT Services	Licensing (incl Taxis)
Communications and Website	Financial Inclusion (incl Living wage)
Guildhall	Health and Safety Champion
Sports and Leisure Provision for Kidsgrove	Car Parks
Ryecroft and Civic Hub projects	

The core Work Programme is determined at the beginning of the municipal year. Issues can be added throughout the year with the Chair's approval or where a new priority area comes to the Committee's attention.

For more information on the Committee or its Work Programme please contact Denise French on 01782 742211 or at denise.french@newcastle-staffs.gov.uk

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
Thursday 19 September 2019	Q1 Finance and Performance		
	Work Programme		
	Revenues and Benefits – Universal Credit	Impact on benefit claimants and organisational impact on NULBC.	
	Digital Strategy	Pre-Cabinet scrutiny of Outline Business Case	
	ICT Strategy and Development Programme	Review of ICT strategy and development programme including plans to migrate to Windows 10/Office 365.	
Monday 16 December 2019	Revenue and Capital Budgets	Pre-cabinet Scrutiny of draft savings proposals and capital programme	Alignment to Council Plan
	MTFS	Pre-cabinet Scrutiny	Alignment to Council Plan
	Commercial Strategy	Review Governance and Risk Management	Assurance that risks are being appropriately managed. Compliance to MTFS.

Classification: NULBC **UNCLASSIFIED**

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
	Revenues, Benefits and Customer Services	Update on restructure proposals	Assurance that resourcing levels will be sufficient to ensure achievement of agreed performance targets
	Quarter 2 Performance Report	Review performance indicators.	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
Thursday 16 January 2020	Revenue/Capital Budget and Council Tax	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Capital Strategy	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Investment Strategy	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Scale of Fees and Charges	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
	Treasury Management	Pre-Cabinet Scrutiny	Alignment to Council Plan and MTFS.
Thursday 19 March 2020	Asset Transfer/Community Management	Review examples (e.g. Guildhall) and determine preferred model based on learning points. Consider other potential assets for transfer (e.g. Community Centres, Kidsgrove Sports Centre).	Adequate community capacity and capability. Financial sustainability.
	Kidsgrove Sports Centre	Review progress on asset repair/transfer and CIC operating model.	Financial sustainability. Community demands. Councillor Burnett to be asked to undertake some research into this topic initially and report back to the committee.
	Ethical Debt Collection	Review progress of pilot schemes in	Assurance that use of

Classification: NULBC **UNCLASSIFIED**

DATE OF MEETING	ITEM	BACKGROUND/OBJECTIVES	OUTCOME
		Hammersmith & Fulham and Bristol, and draft NULBC Code of Collection Practice.	collection agent is appropriate and proportionate, and impact on vulnerable residents is minimised.
	Outsourcing of Payroll Services	Review of progress.	Assurance that new arrangements have delivered an improved service and cost savings.
	Quarter 3 Performance Reports	Review Performance Indicators	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
Thursday 25 June 2020	LAPS	Review of impact on local services.	Focus on key local issues. Resource solutions.
	Procurements	Review commissioning and procurement process including whole life costs of projects/contracts and robustness of contract management procedures.	Best value.
	Quarter 4 Performance Reports	Review Performance Indicators.	Assurance that indicators accurately reflect progress with Council Plan. Alignment to MTFS and Budget.
	Procurement	Review commissioning and procurement process including whole life costs of projects/contracts and robustness of contract management procedures.	Councillor Hutton to report back on his investigative findings.

Feb 20

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