

POLICY AND RESOURCES COMMITTEE

Date: 12 February 2018

Venue: East Northamptonshire House, Cedar Drive, Thrapston

Time: 7.30pm

Present: Councillors: Richard Lewis (Chairman)
Glenvil Greenwood-Smith (Vice Chairman)
Steven North (Leader of the Council)

Tony Boto
David Brackenbury
Wendy Brackenbury
Roger Glithero JP
Helen Harrison

Dudley Hughes JP
David Jenney
Andy Mercer
Sarah Peacock

367. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Val Carter.

368. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 8 January 2018 were approved and signed by the Chairman.

369. URGENT BUSINESS AND VARIATION TO THE ORDER OF BUSINESS

The following item of business was added to the published agenda with the consent of the Chairman, in accordance with Section 100B(4)(b) of the Local Government Act 1972, as a decision was required before the next scheduled meeting of the Committee:-

- *Discretion to vary Leave Entitlement for New Starters.*

The Chairman announced that the item would be considered at the end of the open agenda for the meeting.

370. DECLARATIONS OF INTEREST

Cllr Peacock declared an 'other' interest with the potential for bias under item 6 of the agenda 'Taxi Fares Consultation Response', as her husband was a private hirer.

371. QUESTIONS UNDER COUNCIL PROCEDURE RULE 10.3

No questions were submitted under Procedure Rule 10.3.

372. MINUTES OF SUB-COMMITTEES AND WORKING PARTIES

a) Community Facilities Fund Working Party – 11 January 2018

RESOLVED:

- (i) That the minutes of the meeting of the Community Facilities Fund Working Party held on 11 January 2018 be received (see pages 389 to 391);
- (ii) That approval be given to CFF grant awards to the eligible projects requesting between £5,001 and £50,000, as set out in table 5.3 of the report, with individual conditions incorporated into the Grant Agreements; and
- (iii) That each facility supported be available for two hours per week to support our health and active lifestyles programme.

(Reason: To ensure effective and efficient use of the Communities Facilities Fund.)

b) Personnel Sub-Committee – 22 January 2018

The minutes of the meeting of the Personnel Sub-Committee held on 22 January 2018 were received (see pages 392 to 395).

c) Finance Sub-Committee – 31 January 2018

The minutes of the meeting of the Finance Sub-Committee held on 31 January 2018 were received (see pages 396 to 409).

[TO BE DEALT WITH UNDER ITEM 7(a) ON THE COUNCIL AGENDA]

RESOLVED TO RECOMMEND TO FULL COUNCIL:

That, subject to the determination of the level of Council Tax for the 2018/19 financial year, the Council approves the following as part of the budget setting process:

- Medium Term Financial Strategy (MTFS)
- Revenue Budget 2018/19
- Approved Capital Programme for 2018/19 (Development Pool items are subject to the review set out within the report)
- Minimum level of Reserves and Earmarked Reserves
- Treasury Management Strategy 2018/19
- Capital Strategy 2018/19 (as amended)
- Fees and Charges 2018/19

(Reason: To ensure that the council complies with its constitution in setting its Budget)

R.15 RESOLVED TO RECOMMEND TO FULL COUNCIL:

That, subject to the Head of Economic and Commercial Development being authorised to make any necessary wording changes to the Strategy following consultation with the Chairman of the Policy and Resources Committee, the Commercialisation Strategy attached at Appendix 1 be approved.

373. TAXI FARES CONSULTATION RESPONSE

[Cllr Peacock left the meeting for the duration of this item.]

The Environmental Protection Manager provided a report setting out the outcome of the recent taxi fares consultation which showed a preference for a change to the approach to the implementation of the fare increases from that recommended previously.

Councillors noted that a full environmental impact assessment had been undertaken as part of the report and that whilst the increase in taxi fares could affect those rurally isolated or those from low incomes that use taxis, it was felt the overall fare increase was reasonable and staging the increase unlikely to significantly mitigate the impact on this group in the longer term.

RESOLVED:

- (i) That the Equality Implications relating to the report be noted.

(Reason: To accord with legislation and the policy of the Council.)

- (ii) That the increase in the taxi fares in one stage be approved.

(Reason: To accord with legislation and the policy of the Council.)

[Cllr Peacock returned to the meeting]

374. DISCRETIONARY RATE RELIEF WORKING PARTY

The Benefits Manager presented a report proposing the establishment of a Discretionary Rate Relief Working Party.

Councillors noting that it was some time since they had last considered the discretionary element of tax relief considered it was now opportune and appropriate to do so.

The original motion was moved and seconded. An amendment to the draft terms of reference was then proposed and seconded, that section 4.2 be amended as follows:-

- 4.2 *The business of the meeting shall be set out in an agenda and notified to members of the Working Party five days in advance of the date of the meeting. At least 50% **two out of the three members** of the Working Party will need to be present for the meeting to be quorate.*

The amendment was put and carried, the substantive motion was then put and carried.

RESOLVED:

- (i) That a Discretionary Rate Relief Working Party be established with the Terms of Reference as noted in Appendix A of the report, subject to section 4.2 being amended as follows:-

*4.2 The business of the meeting shall be set out in an agenda and notified to members of the Working Party five days in advance of the date of the meeting. At least 50% **two out of the three members** of the Working Party will need to be present for the meeting to be quorate.*

- (ii) That Councillors Helen Harrison, David Jenney and Glenvil Greenwood-Smith be appointed to the Working Party.

(Reason – To ensure the Discretionary Rate Relief Policy is reviewed and the reliefs being applied are appropriate)

375. MEDIUM TERM FINANCIAL STRATEGY AND PLAN

The Finance Manager presented a report setting out the council's Medium Term Financial Strategy (MTFS) and Plan (MTFP) 2018/19 to 2021/22, outlining the Revenue Budget 2018/19, Capital Programme 2018/19 to 2027/28 and Treasury Management Strategy 2018/19.

It was reported that the MTFS had been formulated since the Budget 2017, which set out how the government would address the ongoing national financial position over the medium term. Whilst the government had taken some necessary steps to address a number of national changes, there was very little detail or support for local authorities in the announcements that could be incorporated into the financial forecast. This meant there continued to be a considerable level of uncertainty surrounding key sources of funding the council would receive during this spending review period.

The current assumption in the MTFS was for a zero increase for Council Tax. The Council Tax base had been set at 31,348 for 2018/19, with an estimated increase to the Council Tax base of 200 Band D equivalent properties per annum thereafter.

The Council had submitted an Efficiency Plan in October 2016 in order to take advantage of the four year settlement offer from government and to achieve some level of certainty in funding sources over the medium term. Significant progress in delivering the plan had been made and by June 2017 a surplus position had been able to be demonstrated.

As part of this Plan a notable example of the Council's adoption of a "More Commercial Approach" had been the acquisition of a retail site in Rushden, which now generated a significant additional source of income to the council annually.

However a number of additional pressures had come forward in formulating the MTFS for 2018/19 and, whilst a number of changes had improved the projected funding surplus for 2018/19 and 2019/20, a deficit was currently projected for 2020/21.

Since the report had been published it was noted that some amendments would be necessary to the report prior to its submission to Council which include the following:-

- Additional planning activity;
- A small increase to the rural services grant;

- Confirmation of housing benefits grant;
- Removal from the capital programme of two projects which had been unsuccessful in attracting external funding.

It was also noted that a Capital Strategy for 2018/19 would be brought to a future meeting of the Committee which would allow consideration of borrowing for capital investment alongside more commercial and third party type investments.

Members noted that the council continued to have one of the lowest district council tax levels in the country. For 2017/18 the council had ranked 21st lowest compared to its 300 district authority peers.

The Chairman thanked the Finance Sub-Committee and officers for all their work in developing the MTFS.

[TO BE DEALT WITH UNDER ITEM 7(a) ON THE COUNCIL AGENDA]
RESOLVED TO RECOMMEND TO FULL COUNCIL:

That Full Council invites the Leader of the Council to propose the approval of the following as part of the budget setting process:

- Medium Term Financial Strategy (MTFS)
- Revenue Budget 2018/19
- Approved Capital Programme for 2018/19 (Development Pool items are subject to the review set out within the report)
- Minimum level of Reserves and Earmarked Reserves
- Treasury Management Strategy 2018/19
- Capital Strategy 2018/19
- Fees and Charges 2018/19

(Reason: To ensure that in due course the council complies with its constitution in setting its budget)

376. REPORT BY CHIEF FINANCE OFFICER ON ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF RESERVES

The Finance Manager presented a report advising on the robustness of the estimates in the budget and the adequacy of the proposed financial reserves before recommending to Council the Medium Term Financial Strategy, the Revenue Budget for 2018/19, Capital Programme 2018/28, Reserves levels and Treasury Management Strategy 2018/19.

The Finance Manager reported that based on the assumptions made in its Budget 2018/19 and MTFS 2018-23 for income and expenditure the Chief Finance Officer was satisfied the Council could set a balanced budget for 2018/19. The Council's financial position was sustainable for the next two years, but beyond this there was uncertainty, as outlined in the draft MTFS.

But by ensuring the council made the right decisions in 2018/19 to ensure financial stability over the medium to long term and provided it carefully considered and acted upon the analysis in the report, with officers robustly managing the implementation of the Revenue and Capital budgets, the Chief Finance Officer was happy to provide a positive opinion on the robustness of budget estimates and level of reserves.

RESOLVED:

- (i) To note the S151 Officer's opinion as set out in Section 8 of the report in preparation for recommending the approval of the Council's Medium Term Financial Strategy 2018/23, the Revenue Budget for 2018/19, Capital Strategy, Capital Programme 2018/28 and Treasury Management Strategy 2018/19.

(Reason: To ensure the Council complies with statute in setting its Budget.)

- (ii) To recognise the work undertaken over the last five years to ensure we have a balanced budget and are in a good financial position to face the medium term uncertainties.

(Reason: To ensure the Council has a stable and sustainable Medium Term Financial Strategy and Plan)

- (iii) That the Finance Manager be thanked for all her hard work in producing all of the budget documentation in readiness for the 2018/19 MTFS.

377. REQUEST TO TRANSFER ICT FUNDING FROM THE DEVELOPMENT POOL TO THE APPROVED CAPITAL PROGRAMME 2017/18.

The Finance Manager presented a report requesting authorisation to transfer a number of ICT projects from the Development Pool to the Approved Capital Programme 2017/18.

Councillors noted that of the projects, £10k was being requested from the Development Pool previously earmarked for the initial telephony budget that had not gone ahead. As such it was requested that it now be used to support product delivery of the Telephony, iDox and Payment Systems. This would address project delays that had occurred outside of the project's control, due to internal staff resource issues.

RESOLVED: That approval be given to:

- (i) the transfer of £26,958 for the cost of the ICT programme from the Development Pool to the Approved Capital Programme; and
- (ii) the transfer of £10,000 from the Development Pool to the Approved Capital Programme for the Telephony, iDox and Payment System projects.

(Reason: To ensure the resilience and robustness of our IT systems and to comply with the formal approval process for the Approved Capital Programme)

378. DRAFT CALENDAR OF MEETINGS FOR THE 2018/19 MUNICIPAL YEAR

The Democratic Services Manager presented a report setting out a draft calendar of council and committee meetings for the 2018/19 Municipal Year.

R.16 RESOLVED TO RECOMMEND TO FULL COUNCIL:

That approval be given to the Draft Calendar of Meetings for the 2018/19 municipal year, attached as appendix 2.

379. URGENT ITEM – DISCRETION TO VARY LEAVE ENTITLEMENT FOR NEW STARTERS

The Executive Director presented a report seeking delegated authority for the Chief Executive to vary the leave entitlement of new starters from that in the Staff benefits Policy, in a similar way to the variation of starting salary within scale, in order that the council could take into account existing terms and conditions for the best candidate from the recruitment process.

Members noted that an initial equality impact assessment had been carried out and all equality and diversity implications were neutral.

The original motion was moved and seconded. An amendment was then moved and seconded that the following words be added to the motion:

‘That the additional paragraph contained in section 2.3 of the report be added to the Staff Benefits Policy temporarily to allow for more detailed consideration at the next meeting of the Personnel Subcommittee.’

The amendment was put and not carried, four voting in favour and six against. The original motion was put and carried, eight voting in favour and three against.

RESOLVED: That:

- (i) the equality and diversity implications contained in section 4 and Appendix A of the report be noted;
- (ii) That an additional paragraph be added to the Staff Benefits Policy as follows:

6.4 Where a potential new starter enjoys a higher level of annual leave in their current position than that allowed for in 6.3, the Chief Executive may approve a starting level of annual leave (including the Christmas Leave days) up to that current position level (or the maximum allowed by the council, which ever is the lower) in order to secure the appointment of the best candidate(s) from the recruitment process.

(Reason: To provide flexibility to enable the Council to recruit the best available candidate from the recruitment process.)

380. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That the public and press be excluded from the meeting during consideration of the following item of business as it was likely that exempt information, as defined under paragraph 3 of Schedule 12A of the Local Government Act 1972, may be disclosed.

381. WASTE AND CLEANSING CONTRACT PROCUREMENT UPDATE – CONTRACT AWARD

The Head of Environmental Services presented a report providing an update on the work of the Waste Project Board. It sought approval to award the contract to the company identified as a result of the evaluation process which had offered the most economically advantageous

tender for the provision of waste and recycling collections and street cleansing services from 2018 - 2025.

Councillors noted that the report and its accompanying recommendations did not propose to make any significant changes to the specification of the waste and recycling collection and cleansing service. As such an equality impact assessment further to the initial assessment undertaken at the time of the service implementation had not been considered necessary.

RESOLVED: That:

- (i) the initial equalities impact assessment be noted;
- (ii) the award of the waste and cleansing contract to bidder B be approved;

(Reason: The preferred option proposed aligns most closely with the Council's Corporate Outcomes and is considered the most cost-effective)

- (iii) delegation be given to the Finance Sub-Committee to consider the options for the financing of the fleet and to recommend the preferred option to Policy and Resources Committee.

(Reason: To ensure the procurement of the fleet is concluded with due fiscal consideration)

- (iv) That all members and officers involved in the Waste Project Board over the last 18 months be thanked for their contributions and hard work.

Chairman



Community Facilities Fund Working Party

Minutes of meeting held on
Thursday 11 January 2018 at 10am in the Members Room

Present:

Councillors:	Councillor Steven North (Chair)	Cllr SN
	Councillor Annabel de Capell Brooke	Cllr ADCB
	Councillor Wendy Brackenbury	Cllr WB
Officers:	Julia Smith, Head of Customer & Community Services	JS
	Mike Greenway, Community Partnerships Manager	MG
	Lucy Hawes, Community Development Officer	LH
Minutes:	Charlie Christmas, Democratic Services and Corporate Support Officer	CC

ACTION

1. **Apologies**

- 1.1. Apologies were received from Councillors Roger Glithero and Richard Lewis and from Michelle Drewery, Finance Manager.

2. **Declarations of interest**

- 2.1 It was noted that all of the Members of the Working Party would be aware of many of the organisations who had applied for funding, via their links with Town/Parish Councils.

3. **Financial position – NHB reserve**

- 3.1. Members were reminded that the Finance Manager had advised at the previous meeting of the Working Party that there was sufficient funding available in the New Homes Bonus reserve, stream 2 to support all of the projects invited to submit second stage applications

4. **Consideration of applications to Round 5 Full Application Stage Noting the position of projects from previous rounds.**

Promotion of the CFF

Report of the Community Partnerships Manager

- 4.1. Members considered a report detailing the second stage applications that had been received. MG advised Members that the application for £3,500 from Higham Ferrers Town Council for a Heritage Signs project had been approved by Policy and Resources Committee and a Grant Agreement had been signed. Committee also approved a further 11 applicants for stage two applications, seeking between £5,001 and £50,000. MG advised that two of the applications had withdrawn from the process: Warmington Church & Great Addington Parish Council.
- 4.2. LH had liaised with groups whose applications were approved in rounds 1, 2 & 3. This was to ensure the projects were on target to deliver. An update was given on how some of the projects were progressing, and a tour to visit Round 4 successful application sites would take place in May 2018.

- 4.3. Grant awardees from Round 4 that still had not drawn down their funding in full and to date had not asked for extensions were: Heritage Chapel, Rushden and Collyweston Playing Fields Association. Officers had written to them advising that their grant periods would terminate on 31st March 2018. LH had also emailed the Collyweston Playing Fields Association to pursue this but had yet to receive a response.

The Working Party agreed that officers would write to these two organisations, giving them formal notice that Policy and Resources Committee would be asked to consider withdrawing their funding unless clear reasons were provided as to why the funding had not yet been drawn down.

- 4.4. The meeting noted the criteria used to consider the applications. This had been approved by Policy and Resources Committee.
- 4.5. The Working Party agreed to recommend that a condition be applied to each of the grants awarded, for the community facility to be made available two hours per week to support our healthy and active lifestyles programme.
- 4.6. The Working Party considered the applications **seeking between £5,001 and £50K, with a score of 20 and over** and agreed to make the following recommendations to Policy and Resources Committee:-

App no.	Applicant	Project details	Amount requested £	Recommendation (with conditions)
5	Windmill School	Redevelopment of outdoor areas	£42,828	Award grant of £39,833.40
8	Irthlingborough Town Council	Adult gym	£39,430	Award grant of £39,430
9	St Peters Parish Church	Safer pathways and heat conservation	£13,184	Award grant of £13,184 based on the pathway construction elements of the project.
10	Barnwell Parish Council	Play equipment	£32,100	Award grant of £32,100
11	Kings Cliffe Active	Pavilion extension	£50,000	Award grant of £50,000
17	Manor School	Hockey, netball and multi-sport astro-turf pitch	£50,000	Award grant of £50,000
19	Higham Ferrers Town Council	Play equipment	£8,000	Award grant of £8,000, subject to like-for-like location of equipment
20	Woodford Sports Club	Playing field improvement project	£46,336	Award grant of £46,336
22	Thrapston Town Council	Play equipment	£36,767	Award grant of £36,767

5. Confirmation of all recommendations to Policy and Resources Committee 12th February 2018

5.1 The Working Party Resolved to Recommend to Policy and Resources Committee:-

1. That the CFF grant awards to the eligible projects requesting between £5,001 and £50K, as set out in table 5.3 above, be approved, with individual conditions incorporated into the Grant Agreements
2. Each facility supported be available for two hours per week to support our healthy and active lifestyles programme.

6. Date of next meeting

- 6.1. The next meeting of the Working Party would take place in late April, the date and time to be confirmed in due course.
- 6.2. The Working Party noted the hard work put in by LH and thanked her for her efforts.

JS/MG/LH/CC 11.01.18



Personnel Sub-Committee

Minutes of a Meeting held on Monday 22 January 2018 at 10.30am, East Northamptonshire House, Thrapston

Present: Councillors: Roger Glithero (Chairman)
Wendy Brackenbury
Steven North
Sarah Peacock

Officers: David Oliver Chief Executive
Glenn Hammons Chief Finance Officer
Mike Deacon Head of Environmental Services
Aime Armstrong Human Resources Manager
Jenny Walker Environmental Protection Manager

1.0 APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from David Oliver (Chief Executive)..

2.0 MINUTES

2.1 The minutes of the meeting of the Personnel Sub-Committee held on 4 December 2017 were approved and signed by the Chairman.

3.0 DECLARATIONS OF INTEREST

3.1 The following declarations of interest were made:

Officer/Member	Item	Nature of Interest	Other Interest
Cllr Sarah Peacock.	Licensing Enforcement Officer.	Spouse of the holder of a licence issued by the Council.	Yes (remained in the meeting).
Aime Armstrong (HR Manager)	Shared Service Proposal	Potentially affected by the shared service arrangement to be explored.	Yes (remained in the meeting).

4.0 QUESTIONS UNDER PROCEDURE RULE 10.3

4.1 There were no questions submitted under Procedure Rule 10.3.

5.0 WORKFORCE STATISTICS

5.1 The Sub-Committee reviewed data concerning staff sickness, turnover and the number of staff employed, particularly the impact of long-term absences on the overall sickness levels.

RESOLVED:

That the report be noted.

EXCLUSION OF PUBLIC AND PRESS

RESOLVED:

That the public and press be excluded from the meeting during consideration of the following item of business because exempt information, as defined under paragraphs 2, 3 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, may be disclosed.

6.0 EMPTY PROPERTY OFFICER

6.1 The Environmental Protection Manager reported that at the meeting of the Sub-Committee held in November 2017, approval had been given for the Empty Property Officer post to be made permanent. In addition, the Sub-Committee had requested that consideration be given to increasing the number of hours the post was contracted to work.

6.2 Following discussions with the post-holder, it was proposed to increase the contracted hours to 18.5 per week. The funding for the additional hours could not be met from the existing budgets and would need to be built into the base budget for 2018-19. Should the additional hours be commenced during the current financial year, additional funding could be provided from any underspend in the 2017-18 Environmental Services budget.

RESOLVED: That

- i) the change in contracted hours for the Empty Property Officer post to 18.5 per week be approved, to commence from 1 February 2018.

(Reason: To accord with previous decisions)

- ii) the additional hours be funded from the Council's general fund and built into the base budget for 2018-19 and met for the remainder of 2017-18 from Council underspend.

(Reason: To ensure the post can be adequately funded).

7.0 LICENSING ENFORCEMENT OFFICER

- 7.1 The Environmental Protection Manager presented a report seeking a regrading of the Licensing Enforcement Officer post following job evaluation, and consideration of the adequacy of resources deployed on licensing enforcement.
- 7.2 Currently, the licensing enforcement service was largely reactive, with very limited capacity to carry out proactive inspections of licensed premises. Time was also spent on multi-agency enforcement work with the Gambling Commission, Police, Trading Standards and Immigration Service. In order to significantly improve resilience for licensing, a range of options had been considered and it had been concluded that an additional full-time post was required to achieve the desired licensing enforcement service.

RESOLVED: That

- i) the change in grade for the Licensing Enforcement Officer Post from grade 5 to grade 6 be approved, effective from the panel held on 4 December 2017.

(Reason - Consistency with existing posts)

- ii) the creation of an additional full-time post to assist in Licensing Enforcement activities be approved.

(Reason - The Council (or customers) will receive the maximum benefit from the option proposed through increased resilience)

- iii) the funding for the grade change for 2018-19 be built into the base budget and the funding from December 2017 to March 2018 be met from Environmental Services salary savings.

(Reason: To ensure the post can be adequately funded).

8.0 SHARED SERVICE PROPOSAL

- 8.1 The Chief Finance Officer reported that the Council had recently received an enquiry from Corby Borough Council, which currently hosted the shared Finance and Payroll services with ENC, as to whether the Council would be interested in exploring the options for a shared HR service. Corby BC had been informed that this was an issue ENC would wish to explore and the Sub-Committee was requested to authorise officers to proceed with a review of the options, including consultation with staff.

RESOLVED: That

- i) the assessment of options for a shared Human Resources service with Corby Borough Council, including consultation with staff on those options, be authorised.
- ii) it be noted that a report will be submitted to a subsequent meeting setting out the options and recommending which one to adopt.

(Reason: To ensure that council services are provided in the most cost-effective manner).

9.0 STAFFING PROPOSAL

9.1 The Chief Finance Officer presented a report setting out the options available to fill the vacancy created by the recent departure of the Head of Resources and Organisational Development and seeking the Sub-Committee's approval for the option to be pursued.

RESOLVED: That

- i) the recruitment of a full-time, permanent replacement for the Head of Resources and Organisational Development be approved.
- ii) Finance be merged with current ROD services; the job title be changed to Head of Resources; it be made a requirement for the role that a professional finance qualification be held and the post holder become the Council's deputy Section 151 Officer.
- iii) the post be advertised externally, noting the need to only incur prudent recruitment costs necessary to attract external candidates.
- iv) the Chief Finance Officer be authorised to make whatever changes are necessary to the Job Description and Person Specification and to lead the recruitment process.

(Reason - To ensure the Council has sufficient leadership and management resources to enable its support services to be delivered and developed effectively).

Chairman



Finance Sub-Committee

Minutes of a meeting held on Wednesday 31 January 2018 at 10.00am, East Northamptonshire House, Thrapston

Present: Councillors: Steven North (Chairman)
David Brackenbury
Roger Glithero JP
Glenvil Greenwood-Smith
David Jenney
Richard Lewis

Officers: David Oliver (Chief Executive)
Mike Deacon (Head of Environmental Services)
Greg Macdonald (Head of Economic and Commercial Development)
Michelle Drewery (Finance Manager)

1.0 APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Glenn Hammons, Chief Finance Officer.

2.0 MINUTES

2.1 The minutes of the meeting of the Finance Sub-Committee held on 4 December 2017 were approved and signed by the Chairman.

3.0 DECLARATIONS OF INTEREST

3.1 No interests were declared.

4.0 QUESTIONS UNDER PROCEDURE RULE 10.3

4.1 There were no questions submitted under Procedure Rule 10.3.

5.0 MEDIUM TERM FINANCIAL STRATEGY AND PLAN

5.1 The Finance Manager presented a report setting out the Council's Medium Term Financial Strategy (MTFS) and Plan (MTPF) 2018/19 to 2021/22; outlining the Revenue Budget 2018/19, the Capital Programme 2018/19 to 2027/28 and the Treasury Management Strategy 2018/19 and refreshing the Medium Term Financial Strategy 2017/18 to 2020/21 approved by Council in March 2017.

- 5.2 During 2017/18, a review of the capital programme had been carried out between Members and Heads of Service, where a number of recommendations for amendment to the programme had been approved. Due to declining capital resources and significant changes to the programme, a further review of the programme would be carried out with Members of the Sub-Committee and Corporate Management Team to ensure that there was sufficient justification for all items to be included in the Capital Programme in the future. The outcome of the review would be reported back to the Sub-Committee with recommendations for any changes required.
- 5.3 The implications of a national 2% pay offer, additional funds provided for New Homes Bonus and the collection fund surplus had been incorporated into the report.
- 5.4 It was noted that, since the report had been written, further changes had emerged which would be reflected in an updated report to be submitted the Policy and Resources Committee. Section 6 of the Capital Strategy would also be revised to reflect that priorities for Capital Investment would be in accordance with the approved Corporate Plan.

RESOLVED: That

- i) the report be noted.
- ii) Councillors Steven North, Richard Lewis and David Brackenbury be appointed to review the Capital Programme and Development Pool with the Corporate Management Team.
- iii) Subject to the necessary amendments being made, the report be referred to the Policy and Resources Committee for consideration at its meeting on 12 February 2018.

(Reason: To ensure that the Sub-Committee is aware of the forecast financial position; so that in due course the council complies with its constitution in setting its budget)

RESOLVED TO RECOMMEND TO THE POLICY AND RESOURCES COMMITTEE:

That the Committee recommends that Full Council invites the Leader of the Council to propose the approval of the following as part of the budget setting process:

- Medium Term Financial Strategy (MTFS)
- Revenue Budget 2018/19
- Approved Capital Programme for 2018/19 (Development Pool items are subject to the review as set out within the report)
- Minimum level of Reserves and Earmarked Reserves
- Treasury Management Strategy 2018/19
- Capital Strategy 2018/19 (as amended)
- Fees and Charges 2018/19

(Reason: To ensure that in due course the council complies with its constitution in setting its budget)

RESOLVED TO RECOMMEND TO FULL COUNCIL:

That, subject to the determination of the level of Council Tax for the 2018/19 financial year, the Council approves the following as part of the budget setting process:

- Medium Term Financial Strategy (MTFS)
- Revenue Budget 2018/19
- Approved Capital Programme for 2018/19 (Development Pool items are subject to the review set out within the report)
- Minimum level of Reserves and Earmarked Reserves
- Treasury Management Strategy 2018/19
- Capital Strategy 2018/19 (as amended)
- Fees and Charges 2018/19

(Reason: To ensure that the council complies with its constitution in setting its Budget)

6.0 ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF RESERVES

6.1 The Finance Manager presented a report prepared by the Council's Section 151 Officer in accordance with Section 25(1) of the Local Government Act 2003. The Act required the Chief Financial Officer (Section 151 Officer under the Local Government Act 1972) to report to the Council when setting its Council Tax on the robustness of the estimates in the budget and the adequacy of the proposed financial reserves. Section 25(2) of the 2003 Act required the Council to have regard to this report in approving the budget and Council Tax.

RESOLVED: That

- i) the Finance Sub-Committee, Policy and Resources Committee and Council note the S151 Officer's opinion set out in Section 8 of the report and the content of the report be carefully considered prior to recommending the approval of the Council's Medium Term Financial Strategy 2018/23, the Revenue Budget for 2018/19, Capital Strategy, Capital Programme 2018/28 and Treasury Management Strategy 2018/19.

(Reason: To ensure the Council complies with statute in setting its Budget.)

- ii) the Finance Sub-Committee, Policy and Resources Committee and Council recognise the work undertaken over the last five years to ensure the Council has a balanced budget and is in a good financial position to face the medium term uncertainties.

(Reason: To ensure the Council has a stable and sustainable Medium Term Financial Strategy and Plan)

7.0 BUDGET MONITORING TO 31 DECEMBER 2017

7.1 The Finance Manager presented a report providing an overview on the forecast revenue position against the approved budgets for the period ended 31 December 2017, highlighting any significant under or overspending and identifying the impact on the year end position. The estimated outturn for services for the year was an underspend of approximately £24,000.

7.2 In the previous report to the Sub-Committee for the period to 31 October 2017, an estimated underspend of £119,000 had been reported. The changes were mainly due to a lower estimate in planning fee income as well as reflecting reduced salary savings in ICT, some of which had been used to offset additional short term costs required to support the ongoing transformation project, together with timing delays in realising the

full savings in the current financial year.

- 7.3 The Sub-Committee considered that the proposed provisions for planning services activity required greater input from Members and the proposals should be reviewed prior to consideration by the Policy and Resources Committee.

RESOLVED: That

- i) the latest revenue, capital and reserves positions for 2017/18 be noted.

(Reason: This is for information/monitoring purposes)

- ii) the collection and write off performance for sundry debtors, local taxation and benefit overpayments, set out in Appendix 3 to the report, be noted.

(Reason: This is for information / monitoring purposes)

- iii) the contribution from reserves of £40,000 to the Women's Tour 2018 be approved, to come from Delivering the Corporate Plan Reserve and Projects and Other Investment Reserve at £20,000 each as set out in paragraph 2.30 and 2.31 of the report.

(Reason: To follow the formal process for approval of use of earmarked reserves)

- iv) subject to a review by the Head of Planning Services, the Leader and Deputy Leader of the Council and the Chairmen of the Policy & Resources and Planning Policy Committees, the contribution from the Delivering the Corporate Plan Reserve of up to £65,000 for Planning Service activities during 2017/18 be approved and the MTFs be amended to include an additional sum of up to £170,000 in 2018/19 before being referred to the Policy and Resources Committee on 12 February 2018 (as set out in paragraphs 2.32-2.34 of the report).

- v) the review above be concluded before the meeting of the Policy and Resources Committee to be held on 12 February 2018.

- vi) a verbal update on the outcome of the review be provided to the Policy and Resources Committee at its meeting on 12 February 2018 and the final MTFs be revised to include the outcome of the review for submission to Council on 26 February 2018.

(Reason: To follow the formal process for approval of use of earmarked reserves)

8.0 TREASURY MANAGEMENT REPORT TO 31 DECEMBER 2017

- 8.1 The Finance Manager presented a report outlining the Treasury Management position for the period ended 31 December 2017.

RESOLVED:

That the Treasury Management performance for the period to 31 December 2017 in financial year 2017/18 be noted.

(Reason: In accordance with CIPFA guidance and best practice in Treasury Management)

9.0 THANKS TO OFFICERS

- 9.1 The Sub-Committee thanked the authors of the financial reports submitted to the meeting for their work and for the clarity of the information presented.

10.0 COMMERCIALISATION STRATEGY DRAFT

- 10.1 The Head of Commercial and Economic Development presented the above strategy document which would support delivery of the Corporate Plan and the Medium Term Financial Strategy within the context of embedding a culture of being an enterprising Council. The Strategy would help to generate the income needed to deliver the Council's Corporate Plan and associated outcomes and would for the most part, focus on income generation but would also influence activity covered by other Council policy.
- 10.2 It was considered that Section 1.2 of the draft strategy (Drivers for Commercialisation) should refer to a *forecast* funding gap and a wider remit for commercial activity.

RESOLVED TO RECOMMEND TO FULL COUNCIL:

That subject to the Head of Economic and Commercial Development being authorised to make any necessary wording changes to the Strategy following consultation with the Chairman of the Policy and Resources Committee, the Commercialisation Strategy attached at Appendix 1 be approved.

(Reason: To drive forward the delivery of the Commercialisation Strategy)

11.0 EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That the public and press be excluded from the meeting during consideration of the following item of business because exempt information, as defined under paragraph 3 of Schedule 12A of the Local Government Act 1972, may be disclosed.

12.0 WOMEN'S TOUR OF BRITAIN 2018 STEERING GROUP - TERMS OF REFERENCE

- 12.1 The Head of Environmental Services presented a report seeking approval for the terms of reference for a joint Steering Group to oversee the delivery of the 150km Stage 2 of the Women's Tour of Britain cycle event.

RESOLVED: That

- i) the terms of reference for the Women's Tour of Britain 2018 Steering Group attached to the report be approved.
- ii) Councillors Steven North and Richard Lewis be appointed to represent ENC on the Steering Group.

- iii) a budget of up to £40,000 to cover the ENC contribution to the costs of staging the event be approved.

(Reason: To ensure ENC has clear governance arrangements in place to oversee local preparations for the event)

Chairman



East
Northamptonshire
Council

Enterprising
East Northants

Commercialisation Strategy



Enterprising East Northants Council
January 2018 | Working Draft V3

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Document Version Control

Author (Post holder title)	Greg Macdonald
Type of document	Strategy / policy/ action plan / procedure / guidelines / protocol / * delete as appropriate
Version Number	V0.3
Document File Name	Policy – Commercialism Strategy v 10.1.18 for FSC
Issue date	10 January 2018
Approval date and by who (CMT / committee)	CMT TBC
Document held by (name/section)	Greg Macdonald Economic and Commercial Development
For internal publication only or external also?	TBC Internal only / internal and external * delete as appropriate
Document stored on Council website or Eunice?	TBC * delete as appropriate
Next review date	Annual review as part of budget setting process

Change History

Issue	Date	Comments
V0.1	21 December 2017	Circulated to CMT and members working group for comment
V0.2	11 January 2018	For consideration at Finance Sub Committee on 31 January

NB: Draft versions 0.1 - final published versions 1.0

Consultees

Internal	External
CMT	
Middle Managers	

Distribution List

Internal	External
All members	
CMT	
Middle Managers	

Links to other documents

Document	Link
Corporate Plan	
Medium Term Financial Strategy	
Economic Development, Tourism and Regeneration Strategy	
Asset Management Plan	In development
Organisational Development Plan	In development

Additional Comments to note

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3.1 Governance and management arrangements	7
3.2 Processes and procedures to support delivery	7

Appendices:

Appendix A – Action Plan to 2021

1. Introduction - Commercialisation in Context

1.1 Purpose and Scope - This document sets out the Council's policy position with regards to commercialisation and how it will support the delivery of the Council's Corporate Plan and associated outcomes and as a result enable the Council's vision of sustaining a thriving district to be achieved. The policy will, for the most part, focus on income generation but will also influence (and make reference to) activity that is (or will be) covered by other Council policy regarding:

- Medium Term Financial Strategy
- Treasury Strategy
- Efficiency Plan
- Business Transformation
- Asset Management
- Organisational Development
- Land use planning
- Economic Development
- Destination Management

1.2 Drivers for commercialisation – The main drivers for the commercialisation policy are firstly to ensure that the effects of any potential funding shortfalls in the Medium Term Financial Strategy are minimised and secondly to endeavour to improve the overall service provision of the council. Funding shortfalls primarily arise due to changes in Government policies, the costs associated with a growing population and upward cost pressures on existing service provision. Taking a commercial approach to running the Council should also improve other aspects of how the Council does business.

- Business and entrepreneurial skills of staff that will improve overall productivity
- Business and entrepreneurial awareness of members that will improve decision making
- Understanding and working relationships with partners across all sectors
- Innovation with new models of delivery to improve service provision

1.3 Best practice – The development of this policy has involved reviewing best practice from across all sectors. This will be continued through to delivery to ensure a culture of continuous improvement underpins the Council's approach to commercialisation.

2. Policy

2.1 Outcome – By 2021 the Council will be financially self sufficient from central Government funding and all income will be locally determined. The Council will be well placed to take advantage of a range of commercial opportunities that will secure long term financial sustainability, whilst providing opportunities to extend service provision, drive new projects and reduce local tax burdens on residents and businesses in line with the Corporate Plan

2.2 Status – The current position relating to the above is characterised by:

- Significant savings have been made through delivery of an efficiency plan
- Major investment into town centre site to generate income and secure interest in strategic site as basis for driving redevelopment and reconfiguration of the town centre
- Asset management strategy that in recent years has focused on disposal of land assets to developers which have generated capital receipts
- A treasury strategy that is focused on low risk investments
- Several shared service activities enjoying a mixture of success
- A dedicated but, in some service areas, overstretched workforce put under increased pressure from a combination of higher customer expectation, a lower level of resources and a reduction in standards of living.
- No formal training or provision regarding commercialisation
- Work environment does not reflect current best practice in office design and does not make the best use of the space available.

2.3 Policy - To move the Council from its current position described in section 2.2 towards to desired outcome presented in section 2.1 the following policy will be pursued:

- The council will introduce commercialisation into how it operates through 4 work streams:
- Investing in property and land
- Rationalising and developing its assets
- Introducing commercial disciplines into working practices
- Exploring other forms of investment

All commercialisation activity will be subject to the following 5 Golden Rules:

1. Service quality is improved or at least maintained which should include the consideration of the social value of services and the safeguarding of core activity.
2. Clear returns on investment that can be assessed and compared against a range of other forms of investment to ensure a favourable return is secured to reflect the level of risk taken.
3. Due diligence is undertaken to understand all known implications for the Council as part of the decision making process and **ensure that** governance arrangements for delivery are fit for purpose
4. Diversity of investment in the size, form, duration and location should ensure a spread of risk and provide the basis for exploring a range of opportunities
5. Regular review of investment and asset portfolio to ensure it remains fit for purpose

Appendix 1 details the action plan up until March 2021 to take forward the work streams presented in the policy. This action plan presents the headline actions, leads and timeframes under four work streams. The detail of the headline actions will be worked up through a combination of the Council's project management process, briefing notes and reports to committee.

3 Next Steps

3.1 Governance and management arrangements – All decisions relating to the implementation of this strategy will be taken via the formal committee process and, where required, member working parties will be established to consider the action plan in more detail:

- Policy and Resources Committee – Oversight of Policy development and review
- Finance Sub Committee – Oversight of decision making on project proposals
- Member working groups – Oversight of review of specific policy aspects – e.g. Asset Review
- Corporate Management Team – Oversight of project development
- Business Charter Group – Oversight of project conception
- Other groups will be established as required

3.2 Processes and procedures to support delivery – The delivery of the strategy will be overseen by the Head of Economic and Commercial development with support from a range of internal and external resources. This will include, for example, involving the Northamptonshire Growth Hub to support the development of business ideas.

Internally, it is proposed that a virtual commercial team is set up to oversee the day to day management of the delivery of this strategy. It is suggested that this includes:

- Head of Economic and Commercial Development (HECD)
- Section 151 Officer
- Finance Manager
- Business Transformation Manager (BTM)
- Property Management Contractor (current being procured)
- Specialist Legal advice as required

Other officers will be involved on an ad hoc basis depending of the focus of the work being undertaken. The team will report through to CMT to ensure all services areas have an oversight and input into the delivery of the action plan.

Appendix A – Action Plan to 2021

Work Stream	Headline Actions	Lead	Timeframe
WS1 - Investing in property and land	1. Procure property expertise to support delivery	HECD	Spring 2018
	2. Explore investment funds to enable commercial, residential and mix use acquisitions	CFO	Jan 2018 to Spring 2019
	3. Explore Property Company to hold residential and mixed use investments	CFO	Jan to Autumn 2018
	4. Agree annual Property Acquisition Plan on form, duration and location of property investment	HECD	Spring 2019 (Then annually thereafter)
WS 2 - Rationalising and developing its assets	5. Review current Asset Management Strategy	HECD	Through 2018
	6. Drive delivery of council development sites	HECD	Jan 2018 – Spring 2021
	7. Deliver the Enterprise Centre project	HECD	Aug 2017 – Spring 2020
	8. Review use of Council offices	BTM	Nov 2017 – Spring 2019
WS 3 - Introducing commercial disciplines into working practices	9. Establish ENC Business Hub proposal	HECD	Summer 2018
	10. Review current working practices	BTM	Through 2018
	11. Align Council services behind the local economy through its Business Charter	HECD	July 2017 to Mar 2021
	12. Support services areas to embed commercial disciplines into service planning	HECD	Summer 2018 (Then annually thereafter)
WS 4 - Exploring other forms of investment	13. Explore scope for equity type investments	HECD	Through 2018
	14. Explore scope for sponsorship	BTM	Through 2018

Note – This work programme will be reviewed annually and updated as required.

Draft Calendar of Meetings 2018/19

AY 2018			JUNE 2018			JULY 2018			AUGUST 2018			SEPTEMBER 2018			OCTOBER 2018			NOVEMBER 2018			DECEMBER 2018		
1	TU		1	FR		1	SU		1	WE		1	SA		1	MO	LICENSING PANEL 10AM (IF REQUIRED)	1	TH		1	SA	
2	WE		2	SA		2	MO	LICENSING PANEL 10AM (IF REQUIRED)	2	TH		2	SU		2	TU		2	FR		2	SU	
3	TH		3	SU		3	TU		3	FR		3	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM	3	WE	LICENSING 7.30PM	3	SA		3	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM
4	FR	PLANNING SITE VISITS 9.30AM	4	MO	LICENSING PANEL 10AM (IF REQUIRED) PLANNING POLICY 7.30PM	4	WE	WELFARE REFORM SUB 10AM	4	SA		4	TU		4	TH		4	SU		4	TU	
5	SA		5	TU		5	TH	PLANNING SITE VISITS 9.30AM	5	SU		5	WE	SCRUTINY 7.30PM	5	FR	PLANNING SITE VISITS 9.30AM	5	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM	5	WE	SCRUTINY 7.30PM
6	SU		6	WE	SCRUTINY 7.30PM	6	FR		6	MO	LICENSING PANEL 10AM (IF REQUIRED)	6	TH		6	SA		6	TU		6	TH	
7	MO	BANK HOLIDAY - OFFICE CLOSED	7	TH		7	SA		7	TU		7	FR	PLANNING SITE VISITS 9.30AM	7	SU		7	WE		7	FR	PLANNING SITE VISITS 9.30AM
8	TU		8	FR	PLANNING SITE VISITS 9.30AM	8	SU		8	TH		8	SA		8	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM	8	TH		8	SA	
9	WE	PLANNING MANAGEMENT 7PM	9	SA		9	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM	9	FR	PLANNING SITE VISITS 9.30AM	9	SU		9	TU		9	FR	PLANNING SITE VISITS 9.30AM	9	SU	
10	TH		10	SU		10	TU		10	SA		10	MO	LICENSING PANEL 10AM (IF REQUIRED) FINANCE SUB 7PM	10	WE	PLANNING MANAGEMENT 7PM	10	SA		10	MO	LICENSING PANEL 10AM (IF REQUIRED)
11	FR		11	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM	11	WE	PLANNING MANAGEMENT 7PM	11	SU		11	TU		11	TH		11	SU		11	TU	
12	SA		12	TU		12	TH		12	MO	LICENSING PANEL 10AM (IF REQUIRED)	12	WE	PLANNING MANAGEMENT 7PM	12	FR		12	MO	LICENSING PANEL 10AM (IF REQUIRED)	12	WE	PLANNING MANAGEMENT 7PM
13	SU		13	WE	PLANNING MANAGEMENT 7PM	13	FR		13	TH		13	TH		13	SA		13	TU		13	TH	WELFARE REFORM SUB 10AM
14	MO	LICENSING PANEL 10AM (IF REQUIRED) PERSONNEL SUB 10.30AM	14	TH		14	SA		14	FR		14	FR		14	SU		14	WE	PLANNING MANAGEMENT 7PM	14	FR	
15	TU		15	FR		15	SU		15	WE	PLANNING MANAGEMENT 7PM	15	SA		15	MO	LICENSING PANEL 10AM (IF REQUIRED) COUNCIL 7.30PM	15	TH		15	SA	
16	WE	ANNUAL COUNCIL 7.30PM	16	SA		16	MO	LICENSING PANEL 10AM (IF REQUIRED) COUNCIL 7.30PM	16	TH		16	FR		16	TU		16	FR		16	SU	
17	TH		17	SU		17	TU		17	FR		17	SU		17	WE		17	SA		17	MO	LICENSING PANEL 10AM (IF REQUIRED) FINANCE SUB 7PM
18	FR		18	MO	LICENSING PANEL 10AM (IF REQUIRED)	18	WE	JOINT STANDARDS COMPLAINTS 7.30PM	18	SA		18	MO	LICENSING PANEL 10AM (IF REQUIRED) PERSONNEL SUB 10.30AM PLANNING POLICY 7.30PM	18	TH	WELFARE REFORM SUB 10AM	18	SU		18	TU	
19	SA		19	TU		19	TH		19	SU		19	FR		19	FR		19	MO	LICENSING PANEL 10AM (IF REQUIRED) PLANNING POLICY 7.30PM	19	WE	
20	SU		20	WE	GOVERNANCE & AUDIT 7.30PM	20	FR		20	TH		20	TH		20	SA		20	TU		20	TH	
21	MO	LICENSING PANEL 10AM (IF REQUIRED)	21	TH		21	SA		21	FR		21	FR		21	SU		21	WE	JOINT STANDARDS COMPLAINTS 7.30PM	21	FR	
22	TU		22	FR		22	SU		22	SA		22	SA		22	MO	LICENSING PANEL 10AM (IF REQUIRED) PERSONNEL SUB 10.30AM	22	TH		22	SA	
23	WE		23	SA		23	MO	LICENSING PANEL 10AM (IF REQUIRED) PERSONNEL SUB 10.30AM FINANCE SUB (Following Personnel Sub)	23	FR		23	SU		23	TU		23	FR		23	SU	
24	TH		24	SU		24	TU		24	SA		24	MO	LICENSING PANEL 10AM (IF REQUIRED)	24	WE		24	SA		24	MO	OFFICES CLOSED
25	FR		25	MO	LICENSING PANEL 10AM (IF REQUIRED) FINANCE SUB 7PM	25	WE	GOVERNANCE & AUDIT 7.30PM	25	TH		25	FR		25	TH		25	SU		25	TU	BANK HOLIDAY - OFFICES CLOSED
26	SA		26	TU		26	TH		26	SU		26	SA		26	FR		26	SA		26	WE	BANK HOLIDAY - OFFICES CLOSED
27	SU		27	WE	LICENSING 7.30PM	27	FR		27	TH		27	TH		27	SA		27	TH		27	TH	OFFICES CLOSED
28	MO	BANK HOLIDAY - OFFICE CLOSED	28	TH		28	SA		28	FR		28	FR		28	SU		28	FR		28	FR	OFFICES CLOSED
29	TU		29	FR		29	SU		29	SA		29	SA		29	MO	LICENSING PANEL 10AM (IF REQUIRED) FINANCE SUB 7PM	29	TH		29	SA	
30	WE		30	SA		30	MO	LICENSING PANEL 10AM (IF REQUIRED)	30	TH		30	SU		30	TU		30	FR		30	SU	
31	TH		31			31	TU		31	FR		31	FR		31	WE		31	MO	OFFICES CLOSED	31	MO	OFFICES CLOSED

Draft Calendar of Meetings 2018/19

JANUARY 2019		
1	TU	BANK HOLIDAY OFFICES CLOSED
2	WE	
3	TH	
4	FR	PLANNING SITE VISITS 9.30AM
5	SA	
6	SU	
7	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM
8	TU	
9	WE	PLANNING MANAGEMENT 7PM
10	TH	
11	FR	
12	SA	
13	SU	
14	MO	LICENSING PANEL 10AM (IF REQUIRED) PERSONNEL SUB 10.30AM
15	TU	
16	WE	
17	TH	
18	FR	
19	SA	
20	SU	
21	MO	LICENSING PANEL 10AM (IF REQUIRED) PLANNING POLICY 7.30PM
22	TU	
23	WE	
24	TH	
25	FR	
26	SA	
27	SU	
28	MO	LICENSING PANEL 10AM (IF REQUIRED) COUNCIL 7.30PM
29	TU	
30	WE	GOVERNANCE & AUDIT 7.30PM
31	TH	

FEBRUARY 2019		
1	FR	
2	SA	
3	SU	
4	MO	LICENSING PANEL 10AM (IF REQUIRED)

		FINANCE SUB 7PM
5	TU	
6	WE	LICENSING 7.30PM
7	TH	
8	FR	PLANNING SITE VISITS 9.30AM
9	SA	
10	SU	
11	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM
12	TU	
13	WE	PLANNING MANAGEMENT 7PM
14	TH	
15	FR	
16	SA	
17	SU	
18	MO	LICENSING PANEL 10AM (IF REQUIRED)
19	TU	
20	WE	
21	TH	
22	FR	
23	SA	
24	SU	
25	MO	LICENSING PANEL 10AM (IF REQUIRED) BUDGET COUNCIL 7.30PM
26	TU	
27	WE	
28	TH	

MARCH 2019		
1	FR	
2	SA	
3	SU	
4	MO	LICENSING PANEL 10AM (IF REQUIRED) PERSONNEL SUB 10.30AM
5	TU	
6	WE	SCRUTINY 7.30PM
7	TH	
8	FR	PLANNING SITE VISITS 9.30AM
9	SA	
10	SU	
11	MO	LICENSING PANEL 10AM

		(IF REQUIRED)
		PLANNING POLICY 7.30PM
12	TU	
13	WE	PLANNING MANAGEMENT 7PM
14	TH	
15	FR	
16	SA	
17	SU	
18	MO	LICENSING PANEL 10AM (IF REQUIRED) FINANCE SUB 7PM
19	TU	
20	WE	JOINT STANDARDS COMPLAINTS 7.30PM
21	TH	
22	FR	
23	SA	
24	SU	
25	MO	LICENSING PANEL 10AM (IF REQUIRED) POLICY & RESOURCES 7.30PM
26	TU	
27	WE	GOVERNANCE & AUDIT 7.30PM
28	TH	
29	FR	
30	SA	
31	SU	

APRIL 2019		
1	MO	
2	TU	
3	WE	
4	TH	
5	FR	PLANNING SITE VISITS 9.30AM
6	SA	
7	SU	
8	MO	LICENSING PANEL 10AM (IF REQUIRED)
9	TU	
10	WE	PLANNING MANAGEMENT 7PM
11	TH	
12	FR	
13	SA	
14	SU	
15	MO	LICENSING PANEL 10AM (IF REQUIRED)

16	TU	
17	WE	
18	TH	
19	FR	GOOD FRIDAY OFFICES CLOSED
20	SA	
21	SU	
22	MO	EASTER MONDAY OFFICES CLOSED
23	TU	
24	WE	
25	TH	
26	FR	
27	SA	
28	SU	
29	MO	LICENSING PANEL 10AM (IF REQUIRED)
30	TU	

MAY 2019		
1	WE	
2	TH	DISTRICT ELECTIONS
3	FR	ELECTIONS COUNT
4	SA	
5	SU	
6	MO	BANK HOLIDAY OFFICES CLOSED
7	TU	
8	WE	
9	TH	
10	FR	
11	SA	
12	SU	
13	MO	
14	TU	
15	WE	ANNUAL COUNCIL 7.30PM
16	TH	
17	FR	
18	SA	
19	SU	
20	MO	

21	TU	
22	WE	
23	TH	
24	FR	
25	SA	
26	SU	
27	MO	BANK HOLIDAY OFFICES CLOSED
28	TU	
29	WE	PERSONNEL SUB 10.30AM
30	TH	
31	FR	