



Subject:	Quarterly Performance Report (Q3 – October to December 2016)
Officer:	Gavin Handford / Bill Pallett
To:	Overview and Scrutiny Committee, 16 March 2017.
Purpose:	To consider the key service performance for the third quarter of the year 2016-17.

Introduction

This report provides the headline issues on major variances in relation to the Council's overall performance for Quarter 3.

The detailed information showing all performance is available for Members to review at the eMembers room.

The headline performance information is set out in the following Annexes:

Key Performance Indicators	Annex 1
Revenue Budget Monitoring	Annex 2
Capital Budget Monitoring	Annex 3
Risk Management – New Strategic Risk for 2016/17	Annex 4
Risk Management – New Strategic Risks for 2017/18	Annex 5
Internal audit	Annex 6
LGA Action Plan	Annex 7

Recommendation

The Committee is requested to review the performance update, consider any advance questions received in relation to strategic issues and make any observations to the Executive.

In addition, the Committee is requested to consider the newly emerging Strategic Risks for 2017-18 and make any observations to the Executive.

Annex 1

KEY PERFORMANCE INDICATORS

Headline Information

Eleven of the twelve Key Performance Indicators (KPIs) that were reported on in this quarter were either on target or within agreed tolerance for Q3. KPI 4 is a contextual indicator and therefore has no target set.

eMembers room information

A copy of the full schedule can be found in the eMembers room.

Annex 2

REVENUE BUDGET MONITORING

Headline Revenue Budget Information, December 2016-17

Management Budget	£16,251,300	
Forecast Year End Outturn	£15,484,600	
Projected Underspend/Over-recovery	-£766,700	(or -4.7% of the budget)

Table 1: Major Revenue Variances (£000)



Major Variances

Leisure: Later than expected start to Community Centre contract caused an overspend and unbudgeted expenditure in relation to WW1 Events.

Local Taxation: Lower than anticipated court recovery income as payments levels are higher than anticipated.

Car Parking: Additional income resulting from previously under-estimated season ticket sales, and higher volumes of pay and display receipts in September.

Refuse and Recycling: Strengthening of recycling market due to weakened Sterling. Income from recycled materials is increasing against budget.

eMembers Room Information

Further information has been provided in the eMembers' room to support the Committee's consideration of the monitoring report as follows:

- Reconciliation of Original Budget to Management Budget for 2016-17
- Budget Monitoring Summary
- Analysis of Key Variances
- Impact on Reserves

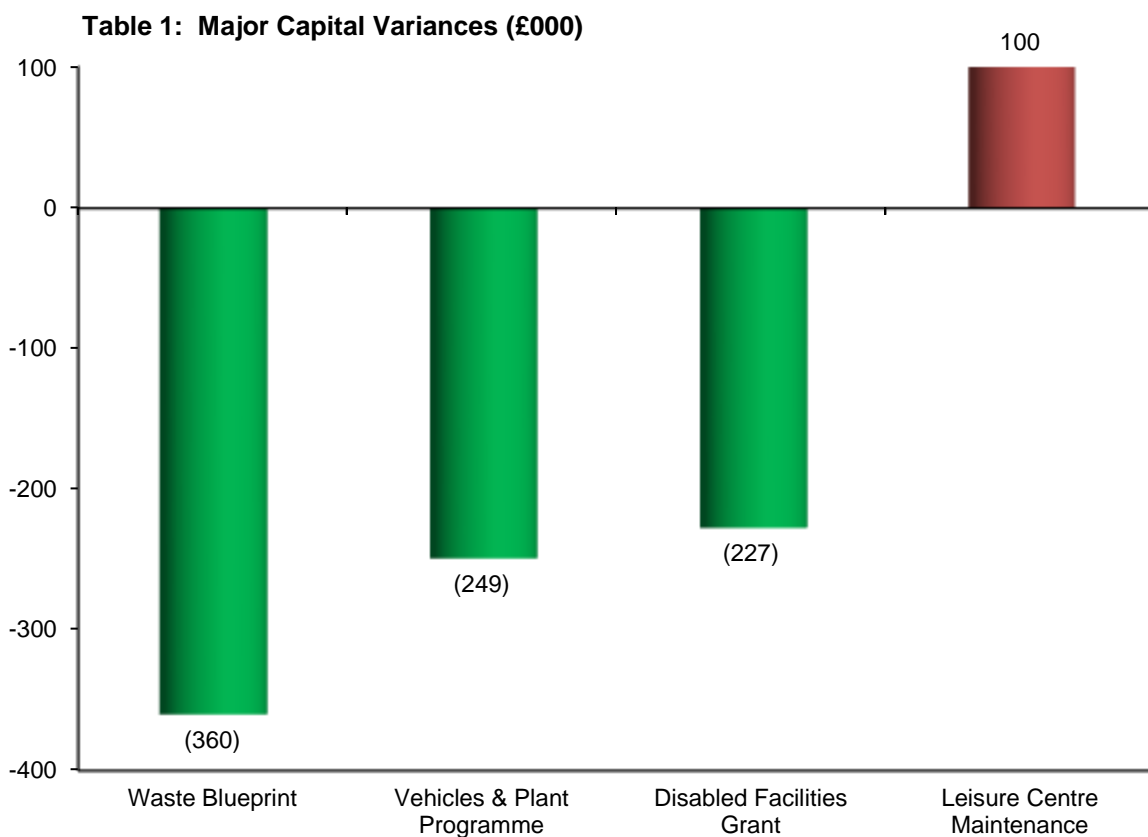
Annex 3

CAPITAL BUDGET MONITORING

Capital Budget

Headline Capital Budget Information, Quarter 3 2016/17

Current Budget:	£ 21,856,300
Forecast Expenditure:	£ 20,846,600
Projected Underspend:	£ 1,009,600 (or -4.6% of budget)



Major Variances

Waste Blueprint: Underspend is attributable to the steady pace of introduction of recycling services to flats. This pace is likely to continue for this financial year. This budget will be re-profiled to provide kerbside recycling to flats in the future.

Vehicles & Plant Programme: Procurement has slowed in advance of major fleet procurement likely to commence in 2018/19. This will include the phased replacement of the household collection fleet, currently seventeen vehicles. This budget will be re-

profiled to reflect the revised timescales.

Disabled Facilities Grant: The forecast expenditure associated with disabled facilities grants is comparable to prior year expenditure. The budget was increased to reflect additional (one-off) grant funding received. The underspend of this grant will be carried forward for use in future years.

Leisure Centre Maintenance: This overspend is due to unbudgeted roof repair works.

eMembers Room Information

Further information has been provided in the eMembers' room to support the Committee's consideration of the monitoring report as follows:

- Reconciliation of Capital Programme to Approved Budget
- Budget Monitoring Summary

Annex 4

RISK MANAGEMENT

New strategic risk for 2016-17

The report highlights an operational risk that is now identified as a strategic risk in Q3.

All risks are actively monitored by the Management Team to ensure that the appropriate controls are in place.

Risk Description 2017-18
<p>Ageing RBBC Fleet</p> <p>Our fleet vehicles have reached the second half of their service life, and will require replacement. Our future fleet replacement is dependent on the waste streams to be collected. As a result of Surrey Waste Partnership's futures paper, we do not have sufficient clarity to plan for future fleet procurement.</p> <p>An increase in maintenance costs of our existing fleet is therefore likely.</p>

Annex 5

RISK MANAGEMENT

New strategic risks for 2017-18

The table below details the strategic risks that have been identified by Management Team for 2017-18.

Risk Description 2017-18
<p>Financial sustainability and commercial service development</p> <p>The Council no longer receives any Revenue Support Grant, and the reforms to business rates will likely result in a significant reduction, or complete removal, of this funding to Reigate & Banstead by 2020.</p> <p>The Council, therefore, needs to fund services from other income streams. This will increasingly require the Council to identify and take advantage of commercial opportunities, where services can deliver new income streams.</p> <p>This will involve new areas of work which will require new skills and expertise, as well as a reasonable level of risk taking.</p> <p>If we do not generate new income streams in this way, it could lead to reductions in services and standards or service delivery failure.</p>
<p>Housing & Welfare</p> <p>An increasing number of residents are being affected by a combination of welfare reforms and increasing housing costs. This increases the risk of residents becoming homeless, leading to their health and wellbeing being affected, which would subsequently increase the cost pressures on the Council.</p> <p>A lack of affordable accommodation increases the Councils reliance on expensive bed and breakfast, although following the purchase of temporary emergency accommodation we are expecting this to stabilise</p> <p>The increasing reliance on local charities and voluntary sector support may also impact on their sustainability</p>
<p>Gatwick airport</p> <p>The Government has announced that its preferred option for additional runway capacity in the south east is that it should be provided at London Heathrow. Consultation on a National Policy Statement (NPS) for the new runway is expected in 2017/18, following which a final decision will be made by Government and the airport operator will be able to submit a planning application.</p> <p>Given the controversy associated with a proposal of this scale, until national policy is formalised and planning permission granted, there will continue to be uncertainty about</p>

Risk Description 2017-18
<p>future plans for, and impacts on, Gatwick Airport. It is also noted that the current legal agreement not to build a second runway at Gatwick expires in 2019.</p> <p>In the meantime, Gatwick Airport is developing its own proposals for expansion under a one-runway scenario. As a major local business and employer, and given its proximity to the borough and the scale of passenger movements, it will be important to influence these proposals.</p>
<p>Development Management Plan</p> <p>Following the Regulation 18 consultation in 2016/17, in 2017/18 the draft Development Management Plan will be prepared, and further consultation (Regulation 19) undertaken prior to submission to the Secretary of State for Examination.</p> <p>The process for the allocation of specific sites for development will be politically sensitive and could result in negative publicity, impacting on the Council's reputation.</p> <p>Formal allocation of development sites through an adopted Local Plan will help the Council manage where and how development goes ahead, and will minimise the risk of speculative (particularly greenfield) planning applications.</p> <p>It is important that the draft DMP complies with the national planning policies: at the Examination a planning inspector will need to be satisfied that the plan is sound (evidence based, deliverable and consistent with national policy). If the draft DMP is found to be not sound, the adoption of the plan will be delayed until issues are rectified.</p>
<p>Property Development</p> <p>In order to support the Council's financial sustainability, we will need to invest further in property to generate revenue income. The Council will need a well-defined and resourced Asset Management Plan to support this activity, with a programme of investments, developments and acquisitions. This may be carried out by the Council, the property company, or as part of joint working arrangements within and outside the Borough.</p> <p>Expanding our activities in this area increases our exposure to the property market fluctuations and the normal development risks. These risks may be exacerbated by Brexit, as markets react to the triggering of Article 50.</p> <p>Failure to invest in property will result in the Council not delivering the required savings and income to deliver services and to fulfil our corporate objectives.</p>
<p>Cyber security</p> <p>Computer Viruses including new Trojans such as Ransomware are being released onto the Internet at an ever increasing rate. More sophisticated approaches and new variants suggest that on occasions it is possible that viruses will get through corporate defences and could be activated by unsuspecting ICT consumers. The effects of activating a virus are varied but at their worse the results can be destructive, service affecting or can leave the organisation with data protection issues.</p>

Risk Description 2017-18
<p>The UK's exit from the European Union</p> <p>The 'leave' result of the referendum on the United Kingdom's continued membership of the European Union has created a significant degree of uncertainty for the economy and the governance of the country.</p> <p>The results of this uncertainty are multifaceted and interlinked, but may include a generally weakened economy, a weakened currency, reduced consumer confidence and delays in investment decisions. The Government and the Bank of England are likely to adjust fiscal and monetary policies in response which could, in turn, have further impacts on markets and the economy. This could result in changes in the rate of inflation, interest rates, property prices and devolution deals.</p>
<p>Partner decisions</p> <p>Funding pressures are impacting the whole public sector, not just RBBC. Decisions by other public service providers in our area may impact on our residents, businesses, and directly on RBBC itself. For example, we receive recycling credits from SCC worth circa £1m. SCC are the social care provider, and reductions in funding may impact on the service and support that is provided to our communities, and RBBC may need to increase services or support as a result.</p>
<p>Homelessness Reduction Bill</p> <p>The Homelessness Reduction Bill, currently at the committee stage in Parliament, will place an obligation on local authorities to provide a written personal housing plan to anyone that approaches the authority within 56 days of potential homelessness. Local authorities have a duty to keep the plan updated, and if homelessness is not avoided, have a further 56 day duty to continue working on the plan with the applicant; in many cases this will involve providing housing during the period.</p> <p>As a result, we expect a marked increase in casework, which has resource implications. As well as this, we also expect an increase in the number of households that we have a statutory obligation to accommodate.</p>

Operational Risks

New operational risks for 2017/18 will be identified and managed by the Management Team.

Annex 6

INTERNAL AUDIT

Background

The annual Audit Plan is agreed by the Overview and Scrutiny Committee.

SCORING

RED	Taking account of the issues identified, the Authority cannot take assurance that the controls upon which the organization relies to manage this risk are suitably designed, consistently applied or effective.
AMBER/ RED	Action needs to be taken to ensure this risk is managed. Taking account of the issues identified, whilst the Authority can take some assurance that the controls upon which the organization relies to manage this risk are suitably designed, consistently applied and effective, action needs to be taken to ensure this risk is managed
AMBER/ GREEN	Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organization relies to manage this risk are suitably designed, consistently applied and effective. However we have identified issues that, if not addressed, increase the likelihood of the risk organization.
GREEN	Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organization relies to manage this risk are suitably designed, consistently applied and effective.

Headline Information

Name of Audit	score
Agresso System Review	GREEN
Planning Applications	GREEN
Pest Control	GREEN
Driver & Vehicle Licensing	AMBER RED
Car Park Income	GREEN
Treasury Management	GREEN
S106 and CIL	GREEN
Cyber Security	AMBER GREEN

Recommendations with a high priority

1 (Cyber Security)

Management action

Cyber Security

Regular testing of incident plans has not been carried out by the Council increasing the risk that the plans are not fit for purpose and do not contain the required information to assist in recovering the organisation.

Management will now ensure that all incident management plans include regular testing schedules to ensure that they are robust and workable (rolling implementation to finish in March 2017).

eMembers room information

Copies of the individual audit reports.

Annex 7

LGA ACTION PLAN PROGRESS

The Local Government Association (LGA) Action Plan was adopted by the Council in January 2016 to address the recommendations identified as part of the Corporate Peer Challenge.

It was agreed that progress against the action plan would be monitored as part of the existing Quarterly Performance reporting process.

Please see progress for Quarter 3 2017/18 attached at Annex A

LGA Action Plan - Annex A

Suggested actions / considerations	RBBC Response	Activities Resulting	Owner	Timescale	Revised Timescale	Progress up to 31 December 2016
Recommendation 1: Articulate your innovative approach to financial sustainability at a corporate level						
Produce a corporate document providing a narrative description of the Council's future operating model to achieve a sustainable future (what, how, why), providing a link between the MTFP and 5-Year Plan. This should articulate: - how we will grow the business - how we will get capital returns - what a commercial approach to services means and what will change - what the principles for investment and disinvestment are	We recognise the need to provide a clear and strong narrative to deliver our priorities and financial sustainability.	Identify best practice examples from other Councils (e.g. Wychavon DC) and clarify audience and purpose.	Gavin Handford	Complete best practice review by January. Produce RBBC version by March if required	Mar-17	The Corporate Business Plan will be updated to reflect the revised financial position following adoption of the 2017/18 budget. (March 2017)
Recommendation 2: Allocate funding to priorities						
Health & wellbeing						
Consider how the Council will continue to fund health, wellbeing and ageing well - either through dedicated reserves, or by creating headroom in the revenue budget	Health, wellbeing and ageing well are priorities within the Council's 5 Year Plan. Activities will be funded through base revenue and Corporate Plan Delivery Funds. This will be reviewed regularly as part of service & financial planning	Review funding for 5 Year Plan priorities around health, wellbeing and ageing well through annual service & financial planning Explore partner funding streams to support 5 Year Plan wherever possible	Tom Kealey	Initial scope by Feb 2016	Ongoing	The Health & Wellbeing company (Pathway) has made considerable progress since its incorporation in August. A significant number of business leads have been generated and direct sales to individuals look very promising at this time. The company is expected to hit its end of year income target.
Prioritise Health & Wellbeing activities where we can make the most impact, working more with partners to demonstrate measurable outcomes and impact of activities	We recognise the need to demonstrate outcomes, including impact on residents, and prioritise resources where they are most effective.	Work with partners to review and strengthen offer and how these are contributing to the 5 Year Plan (e.g., Furnistore, Staywell, GLL, Taxi vouchers) and the level of Return on Investment.	Tom Kealey	Jun 16 - ongoing	Jun 16 - ongoing	This is currently under review due to the East Surrey Clinical Commission Group being placed under special measures by NHS England. Funding has been withdrawn for financial year 2017-18. However they have indicated funding could be reinstated for financial year 2018-19 and beyond.
Continue to undertake a leadership and coordination role and provide a universal offer, particularly around lifestyle choices. Strengthen our role as enabler, broker and marketer of independent networks as opposed to delivering ourselves	We will continue our work in this area.	Continue our work in this area, including the Health Partnership Group Use our influence to better identify the requirements of the 3rd sector, in order to understand how we can assist in enabling them to achieve their desired results.	Tom Kealey	Ongoing - provide quarterly updates	Ongoing - provide quarterly updates	Health Partnership meetings continues to have excellent attendance, with all major partners involved including CCGs, Adult Social Care, Raven and Public Health. The group has formalised an action plan targeting Mental Health 0-19, ageing well and Dementia support and Obesity and a placed based target of Redhill West.
Continue to raise awareness of the impact of many council services on health & wellbeing e.g. planning and housing – healthy environment and homes	Agreed	Review and deliver communications and engagement plan in support of 5 year plan health priority	Tom Kealey	Develop campaign by April 2016, and then provide quarterly updates	Ongoing - provide quarterly updates	<ul style="list-style-type: none"> • We are scoping a financial wellbeing campaign – designed to improve some residents management of their money in the light of Universal Credit changes. The ultimate aim is to assist them in avoiding homelessness if they fail to manage their money correctly and are evicted for rent arrears. • Content plan for next Borough News (resident publication) agreed with Leader – Staying Well & Staying Active feature strongly. • Ongoing social media support for the Surrey-wide and national Stay Well This Winter campaign. • Reigate & Banstead has highest participation numbers in the Get Active 50+ programme. Ongoing comms support provided to promote each new round of activities.
Consider how to market the health & wellbeing offer and highlight community assets given change to website	We work well with our partners to promote our health and wellbeing offer (e.g. Ageing Well week publicity, which included very successful customer insight marketing)	Continue existing activities	Tom Kealey	N/A	N/A	Staywell promoting ageing well activities and looking to introduce 'Fit as a Fiddle' across all the centres. Staywell also looking to support local Dementia services following reduced funding from the Alzheimer's society.
Financial planning						
Continue to be aware of existing and emerging risks e.g. The Harlequin, and consider reducing the revenue subsidy	Agreed. Maintenance of assets, links to the asset management plan e.g. leisure centres, day centres etc. We review this regularly as part of service and financial planning.	Continue to manage reduction of revenue subsidy and other budget mechanisms e.g. sink funds, capital budget. Continue to review through service and financial planning and adjust funding as necessary	Tom Kealey / Bill Pallett	Service & financial planning review by July 2016	Service & financial planning review by July 2016	We remain on track to deliver the savings target of £30k. The Head of Service aspiration remains for the Harlequin to be self funded by 2020.
Economic Development						
Consider managed workspace for micro businesses	Ongoing. Council already working on Economic Development Framework.	Proposal/update to be provided to Management Team.	Luci Mould / Simon Bland	01-Jun-16	Tbc	There has been no update on libraries as yet. The initial growth bid was unsuccessful. Another bid has been submitted with a commercial partner for a single site within the borough. The outcome of the bid is expected mid February.
Recommendation 3: Deliver the DMP and a parallel marketing strategy						

LGA Action Plan - Annex A

Suggested actions / considerations	RBBC Response	Activities Resulting	Owner	Timescale	Revised Timescale	Progress up to 31 December 2016
Continue focus on delivering the Development Management Plan (DMP): - deliver affordable housing - deliver employment sites	Agreed	Continue to develop our DMP in accordance with our adopted Local Development Scheme	Luci Mould	Consultation summer 2016 and spring 2017 Adoption Feb 2018	Consultation summer 2016 and spring 2017 Adoption Feb 2018	Consultation is now complete. Responses are being analysed and further technical work undertaken.
Support the development and delivery of a DMP with a strong marketing plan, underlining the importance of effective planning for growth and the difficult decisions that come with this need.	ROSIE communication plan already exists. Market research being commissioned.	Potentially better articulate the message from business	Luci Mould	Summer 2016	Summer 2016	1,200 responses received during the consultation, which are now being analysed (as above).
Keep Gatwick at the top of our Agenda - the Council's position on Gatwick expansion is critical	We agree that the future of Gatwick airport is a key issue for our local economy and local planning. However, we do not believe our position is critical to the Government's decision regarding airport expansion.	Continue to monitor and engage in discussions regarding future airport provision	Luci Mould	Ongoing - provide quarterly updates	Ongoing - provide quarterly updates	The Government's preferred option has been announced (Heathrow). There will be continued liaison with Gatwick as a local key business and employer.
Recommendation 4: Create a sustainable approach to recurring pressure on homelessness						
Continue to improve the relationship with Raven Housing Trust (RHT) as a strategic partner, developing stronger trust and appreciation of each other's independence, in order to address current and future pressures: - impact of welfare reforms - improving health and employment - reducing homelessness	We recognise the challenges facing the Council in relation to welfare reform and homelessness, and the need to work with partners to create a sustainable approach. We are making significant service and financial changes to respond to this.	Establish an internal cross-organisational think tank to understand process and interventions necessary to help prevent homelessness. Continue to liaise with Raven HT as appropriate. Work with other partners - other neighbours with housing stock and other RPs. Continue to review through service and financial planning and adjust funding as necessary.	Bill Pallett / Mari Roberts-Wood	01/04/2016 (Housing Review)	Ongoing	On the 1/12/16 a new Strategic Partnership Agreement was agreed at Executive with Raven HT. This will enable our two organisations to work more closely to address homelessness within our communities but wider issues such as health, employment, debt as well as mitigate the impact of welfare reform. We have acquired a property for temporary accommodation, which should help reduce B&B expenditure.
Recommendation 5: Continue the strong future workforce planning						
Promote value of flexible working, including among Members and championed by the Executive	We recognise that in order to continue being a high performing Council we will need to enable more flexible working utilising best practice from the public and private sector.	Develop and deliver business change activities, including greater flexible and agile working. Provide regular updates on the benefits of this approach.	Gavin Handford / Fiona Cullen	01-Jul-16	Ongoing	This action is complete. Home working policy is now in place and remote access solution for staff is being rolled-out as required.
Appraise staff performance through a streamlined process based on behaviours and what they deliver as opposed to visibility in office (whilst using mobile technology to maintain virtual presence) which requires a shift in culture and expectations	Agreed. Work is already underway to amend the staff appraisal approach	Amend staff appraisal process to focus on performance and behaviours Review working hours and clocking arrangements to encourage flexibility among staff	Chris Smith	01-Apr-16	Q4-2016-17	The scope of the culture change project has widened, and will be presented to the Organisational Development Group in February. The project will encourage and engage staff to be more flexible in their work.
Extend high quality accommodation across all Council sites	Agreed. Executive approved funding to support accommodation changes at Earlswood Depot	Complete Earlswood Depot accommodation review	Frank Etheridge	Work commences August 16, for completion December 16	Work commences August 16, for completion December 16	This action is complete; the depot accommodation project was completed in December 2016.
Keep abreast of succession planning in key business areas (including Development Management & Property)	Agreed. Succession planning is formally and consciously considered for both Management Team and key risk roles.	Review succession planning approach as part of wider talent management review (incorporating 9 box grid assessments)	Chris Smith / Steve Bevan	01-Apr-16	Ongoing	Discussions with Team Managers continue. The 5D development programme has been successfully launched to develop future leaders, and development opportunities will be discussed with teams over the next few months to promote a broader range of opportunities.
Invest in talent management, organisational culture and purpose	Talent Management is a key priority for the Council	Continue/review formal programmes and how to support everyone's Personal Development plans. Continue to promote our development plans in recruitment.	Chris Smith / Steve Bevan	1 April 16	Q4-2016-17	The 5D group programme has launched. Individual opportunities will be identified and actioned in 2017.
Work with private sector partners or neighbouring colleagues to address skills gap, giving particular consideration to key skills sets around commercialisation	Agreed. We need to determine what we mean by commercialisation.	Scope what we mean by commercialisation, Share learning of our commercial activities, learning and partners knowledge. Consider formal training.	Gavin Handford	01-Jun-16	Mar-17	A commercial skills training course has been developed and will be offered to staff across the organisation from February. An internal communications plan is being finalised, and will launch in February.
Recommendation 6: Internal and external challenge will ensure you remain a leading council						

LGA Action Plan - Annex A

Suggested actions / considerations	RBBC Response	Activities Resulting	Owner	Timescale	Revised Timescale	Progress up to 31 December 2016
Continue to identify opportunities for internal and external challenge	Agreed. We will continue to seek out and share best practice using internal and external challenge to support this	Arrange further external challenge opportunities (e.g. organisational raids) Arrange follow up visit by LGA Peer Review team Develop political challenge through Member development Continue to undertake staff surveys, internal audit and scrutiny activities to provide internal challenge	Gavin Handford	Ongoing, with quarterly updates Follow up visit Sept 2016	Ongoing, with quarterly updates Follow up visit Sept 2016	Visits to other Councils continue as well as attending a variety of events to hear about best practice within local government and the wider sector especially in relation to commercial ideas and opportunities.
Play a key role in the Surrey debate on devolution, using your position at heart of Gatwick Diamond (a key sub-regional economic growth point) to play a lead role in shaping a possible devolution bid.	We are actively engaged with the devolution discussions across 3SC	Continue to engage in devolution discussions, with regular reports to Executive	John Jory	01-Apr-16	Ongoing	The Government has delayed any new devolution deals whilst it reviews the outcomes of previously agreed deals. This, combined with upcoming County Council elections, has resulted in a delay in 3SC activity until at least May.
Recommendation 7: Tell people your story						
Communicate the purpose and usability of the new Website more widely and signpost to other sites such as twitter, Facebook and streetlife for communities discussing local issues	Work is already underway to develop a channel shift strategy and promoting the new website capabilities. The Council actively engages with community discussions on a range of social media sites.	Continue to communicate and engage with residents through social media, as well as other channels. Finalise and deliver channel shift strategy	Fiona Cullen	Strategy developed by April 16, followed by quarterly updates	Dec-16	This action is complete. Channel Shift Strategy presented to MT in November and is now underway.
Tell people your story	We welcome the positive feedback from the LGA Peer Challenge and the encouragement to do more to promote the excellent work of the Council.	Develop submissions for sector awards in order to raise the Councils profile and reputation Continue to provide regular updates to all Councillors to enable them to promote the Councils achievements in their local communities Work with the LGA to support local government conferences and events, promoting the achievements at Reigate & Banstead	Gavin Handford	Ongoing, with quarterly updates	Ongoing, with quarterly updates	We have been shortlisted for the LGC Entrepreneurial Council of the Year, the results of which will be known in March. We have prepared a number of articles relating to our commercial activities for the national trade journals. Borough News will be sent to all households in March. We are meeting with the LGA in February to consider further opportunities to promote RBBC.
Recommendations following September 2016 review						
Make clearer to staff how to access further phases of the talent development programme	The Council has developed the 5D development programmes which includes both a group and individual programme.		Chris Smith / Steve Bevan	Ongoing - provide quarterly updates	Ongoing - provide quarterly updates	The Knowledge has been updated to inform staff of development opportunities. The Talent Development Manager will be meeting with team leaders and teams throughout the year.
Reflect on the governance arrangements for the new companies and ensure that the Council is comfortable that the arrangements will allow the companies to be sufficiently agile to operate effectively in the commercial sector.	The emerging model combines flexibility of commercial types and stewardship of the council.	Monitor arrangements and review as necessary.	Michael Graham	Ongoing	Ongoing	Arrangements being developed and/or monitored.
Consider how to support earlier engagement of non-Executive councillors (in policy development and decision making)	Assistance to be provided to portfolio holders, so that they can better support councillors.	Briefing notes on upcoming key business will be provided to all councillors. Regular workshops will be held to update Members on the key matters relating to service and financial planning, with an opportunity for questions and discussion.	Gavin Handford	Sep-17	Sep-17	Briefing notes are being produced. The first workshop has been scheduled for 13 February.
Review the member development offer to ensure that it makes the most of councillors' existing skills and supports members in their multi-faceted role as community leaders	Work with the Portfolio Holder to identify Member training and development needs and produce a programme of activities	Member Development Programme	Gavin Handford	May-17	May-17	CLr Brunt, as the lead portfolio holder, is engaging with all Councillors to identify training and development requirements. This will inform the programme of activities.