

WOUGHTON COMMUNITY COUNCIL

FULL COUNCIL

Monday 11th November 2019

PURPOSE OF REPORT:

To update the council on the Awayday.

RECOMMENDATION:

1. That the council notes the report.
2. That the council agrees to a further Awayday in early 2020, including all officers and members.

MAIN ISSUES AND CONSIDERATIONS:

The Awayday was held on 6th September and included both members and officers (although limitations from both areas, due to notice and planning issues). There was a full day of discussions covering six (6) distinct areas:

- New councillor experience and how we might improve this
- Social Media use and impact – new policy presented to Operations on 4th November
- Committees, groups and council design – see paper within this meeting agenda
- Council and councillor engagement – how can we get better levels of feedback from residents.
- Service Planning – see paper and discussion within this agenda
- Budgets – see paper(s) and proposals within this agenda

Feedback was generally positive about the day, with some wide-ranging discussion and ideas exchanged, leading to some proposals for the wider council to discuss (mainly on the agenda for this meeting). The full notes from the day are attached.

The benefits of the whole team being together for a more focused session is clear – space to explore with fewer time constraints, open discussion about some of the bigger issues for the council in a more relaxed setting and officers and members working together to find solutions are all very positive. As such, it is recommended that this is repeated, with sufficient notice to all, to enable greater attendance and further discussions early in the new year.

FINANCIAL IMPLICATIONS:

There is a cost to renting an external venue (£35 per head) but this does bring additional benefits.

STAFFING IMPLICATIONS:

None perceived.

OTHER IMPLICATIONS:

None perceived.

BACKGROUND PAPERS:

Notes from Awayday (attached).

AUTHOR

Steve McNay – Council Manager

Notes from Away Day - 06.09.19

Session 1 – How has it been for new councillors?

There was a wide-ranging discussion around the reality of being a councillor, its impact on individuals and the need to look after yourself (and each other). Specifics mentioned included:

- More meetings and papers and emails than expected – can feel overwhelming
- Need for clarity around the councillor role in terms of what can / can't be done by both councillors and the council as a whole.
- Time commitment is significant – more than expected, even from those who already were involved within their communities.
- Lots of discussion around how councillors, especially new councillors, could be more effectively supported
 - o The roadshows around becoming a new councillor were really useful.
 - o An additional session immediately after the election (and before the AGM) would be helpful – cover what comes next (e.g. agendas, minutes, councillor role within this, etc.)
 - o 'Mentoring' of new councillors by those who are more experienced, alongside clear guidelines around who / where to go for support where necessary (e.g. use Committee and Members Officer, Council Manager, Leader / Chair of Council, external sources (such as BALC, etc.) and similar, to provide a comprehensive range of support mechanisms.
 - o Estate based support can work well, where there are multiple councillors (e.g. the Netherfield group has been good).
 - o A policy around 121 support and annual 'appraisal' (identifying development needs, training, aims for coming year, sources of support to help towards this, etc..) – informal and only for those that choose to take part.
- Proposed route something along the lines of:

Pre-election workshop(s)

Election happens

Newly elected councillor workshop

AGM / Annual Meeting of the Parish

Identified 'mentor' for new councillors + sources of support

Regular 1:1 meetings (if requested) and annual 'appraisal'

ACTION: COUNCIL MANAGER TO PUT A POLICY / PROCEDURE TOGETHER TO HELP ENSURE THIS IS IN PLACE FOR FUTURE

There was also discussion around making sure people know who councillors are, clarity around what they can / can't do, consideration of a 'package' to include branded fleece, mobile phone, etc. Consideration of potential conflict if both a councillor and part of a residents association and the need to manage expectations with regard to the public.

Session 2 – Social Media and its impact

A presentation was shown with discussions around the use of social media, potential pitfalls and the need for this to be focused upon within the council, as well as councillor individually. New policy to be presented to Operations in November and a reminder to ALL councillors around the need to be considered in the approach to social media, especially around use of councillor profiles to post content that could bring the council into disrepute (and possible legal ramifications).

ACTION – NEW SOCIAL MEDIA POLICY TO BE PRESENTED AT OPERATIONS IN NOVEMBER (Council Manager / RFO + Ops Manager)

Session 3 – Committees, groups and council ‘design’ – Is it right?

This session prompted a high level of discussion that ran over lunch. There was a clear view that the current set up (Full Council, P+R, Ops, Services plus Accounts Sub) left some clear gaps in oversight (e.g. where does Planning sit?) and that there was a need to look and see how things *could* be rearranged to ensure full and complete oversight and reduce the duplication that often comes when things go from committee to committee....

Proposals for further discussion included:

- A Finance Committee with a wider ranging remit than the current Accounts Sub, to include all aspects of finance (budget setting, audit preparation, monthly oversight, cheque signing, budget delegation, budget review (management accounts), financial forward planning (3 and 5 year) and income generation.
- Policy and Resources to be incorporated into Finance and Operations, with elements equally going to other committees and Full Council.
- Full Council to sit monthly, rather than 2 monthly, to provide a more speedy and efficient way of resolving and addressing issues. This would also enable ratification of issues around planning (and other things) in a timely manner.
- Operations to take most of the policy work (except for those that directly relate to other committees OR are whole council issues (e.g. Standing orders). To cover all HR and employment, buildings (fabric and improvements), Communications, IT, training (whole organisation, including both officers and members).
- Services (and Community?) – remit much as is now, covering the delivery and development of the services we provide, including buildings where services are the issue.
- A new committee that covers Planning and Regeneration. This will need to be a flexible committee, meeting where there is a need for a planning response, alongside the ongoing regeneration focus.

Other issues raised included the need to ensure councillors come to meetings prepared (i.e. have read the papers), clarity within Terms of Reference defining delegated powers and expectations, annual review of committee structure.

No decision was made with regard to where the grants process should sit.

ACTION – SENIOR OFFICERS TO CREATE A DISCUSSION PAPER FOR FURTHER EXPLORATION, PRIOR TO A FORMAL PROPOSAL COMING TO FULL COUNCIL IN JANUARY.

Session 4 – Councillor Engagement

This session aimed to look at how we, as a council, but specifically around councillors, can help ensure that we get relevant and sufficient levels of feedback from local residents. Whilst focusing on the twice annual ‘big’ consultations (i.e. budget and priorities), it also included discussion around getting service specific feedback

Agreement that:

- Online is great, but should be part of a suite of approaches that we use
- Clear and accessible language should be used – not percentages, but actual figures that relate to people’s lives (e.g. a pint of milk, not a Costa Coffee).
- Clear expectations – if you pay X, we will provide Y
- Incentives for completion – e.g. all responses go into a draw and the winner gets tickets to the panto for the family
- Use of the trailer with a planned programme. Use food to gain greater engagement. Pick the best spot (e.g. outside the shop, next to a school, etc..)
- Use Grant Funded trips to promote completion of feedback.
- Use of focus groups to help define the questions for the wider population – narrow down the scope of questions rather than simply a free for all.
- Agreed questions and agreed ways of engagement – menu of options.
- Engagement and questions posed throughout the year, rather than simply the short window for responses as done previously.

ACTION – COUNCIL MANAGER AND OFFICERS TO DEVELOP UPON EXISTING ENGAGEMENT PLAN, MAKE FORMAL PROPOSAL TO COUNCIL AND ENACT. TO INCLUDE AGREED QUESTIONS, PROGRAMME OF EVENTS AND ROTA OPTIONS FOR INVOLVEMENT.

Session 5 – Service Planning

Looked at the current situation with a proposed focus on consolidation and completion of outstanding issues, alongside some proposed additional elements. Ideas that were mentioned over the course of the day included:

- Celebrating diversity / reducing hate crime
- Difficult conversations training for councillors
- Expansion of Youth service to address some ASB issues
- Branded goods for councillors (e.g. fleece)
- Review of mobile phones to include potential for some / all councillors to be issued one.
- Gazette article on 'A day in the Life' of a councillor.
- Better relationships and outcome of partnerships with MKC (e.g. flytipping)
- Enforcement of issues in non MKC properties and a more equal approach to addressing issues.
- CCTV use across the parish – onto consultation
- Conker competition to reduce leaf litter and provide inter estate competition
- Woughton in Bloom / general 'prettifying' of estates
- Expansion of Apple Day to become an Autumn Celebration – pumpkin carving, conkers, etc..

There was also a presentation of the issues that remain outstanding from the previous years service plan (i.e. 2018/19) and a paper that will be going to Full Council regarding the situation with this years plan and achievements towards it.

ACTION – OFFICERS TO CONTINUE THE WORK TOWARDS CREATION OF A SERVICE PLAN FOR 2020/21, IN CONJUNCTION WITH MEMBERS AND COMMITTEES, WITH THE AIM OF COMPLETION PRIOR TO BUDGET BEING CONSULTATION.

Session 6 – Budgets

This session looked at the quarterly management accounts and spend to date, with explanations of where there are significant variations (this will also be covered in Full Council, where a paper has been submitted). Going through the budget, the following suggestions were made regarding the budget planning process that will be starting soon:

- Grants – remain the same
- Carnival budget to be expanded to 'events' and increased to £10k
- Cllr Ward Initiatives – stay the same, but review of usage policy
- Cllr Allowances – need an annual review, but stay as is for the current year (although needs to go to a vote). Suggestion that Broadband allowances be included in the overall allowance OR that there is a window for claiming this allowance. Links to a need to review the 'package' as noted above, with consideration specifically around mobile phone / phone usage.
- Branding to be added to an overall 'Communications' budget, to include website, gazette, etc.. and be increased to reflect additional spend in this area (e.g. councillor fleeces). Suggestion that the budget be set at £15k.
- IT, broadband, Cllr broadband and phones into one budget heading, given that they come from the same supplier (or will do in future years).
- Services – retain where possible, but cost Service Plan to the service plan agreed.
- Need for additional elements to effectively plan for spending from previous year to go into future years budget (e.g. kitchen in CHMP was costed last year, but paid this year, meaning potential for over budget).
- Also a need for some 'contingency' – money within the annual budget that covers those elements that we haven't been able to anticipate (e.g. maternity leave, etc..) which also has negative impact on the overall outcome within the budgets. This should be realistic and have clear guidance for spending – NOT a slush fund, but to ensure that elements that are NOT costed within the budget can still be managed effectively. It

will also be as limited as possible, with clearer and more detailed planning to reduce these issues in coming years.

ACTION – RFO / COUNCIL MANAGER TO CONTINUE TO DEVELOP BUDGET PROPOSALS FOR 2020/21, IN CONJUNCTION WITH COUNCILLORS AND COMMITTEES, FOR CONSULTATION WITHIN DECEMBER GAZETTE AND FINALISED AT FULL COUNCIL ON 13TH JANUARY.

The day was attended by about half the councillors and three members of staff. There were a number of late cancellations, due to illness and the short-term notice for the day may have impacted on attendance; for future events, we will book in advance and ensure as many as possible can attend (we are aware that some officers would have been present, but for prior commitments).

The venue, despite some complaints from attendees, was suitable – the catering was good, the space sufficient and parking, whilst chargeable, was cheaper than many surrounding areas (and payable in one lump sum, rather than a need for change). Despite no pens or notepads, it worked quite well.

It is suggested that a further whole organisation away day is booked for early 2020.

Steve McNay
Council Manager

WOUGHTON COMMUNITY COUNCIL

FULL COUNCIL

Monday 11th November 2020

PURPOSE OF REPORT:

To propose changes to the committee structure for the council year 2020/2021.

RECOMMENDATION:

1. That the Council notes the report.
2. That the Council agrees to the creation of a 'Planning and Regeneration' committee, to meet flexibly in line with council needs.
3. That Services Committee becomes 'Services and Community', with a community engagement and development remit included.
4. That Policy and Resources becomes 'Finance and Resources', with a remit to include all aspects of financial planning and policy.
5. That Full Council moves to a monthly meeting cycle.
6. That these changes take place from the first meeting after May, with a review in January 2021.

MAIN ISSUES AND CONSIDERATIONS:

Following discussion at the Awayday that took place earlier this year, it was requested that the Council Manager take the content of discussions and prepare a proposal for Council regarding the current and future committee structure within the council. This is in response to some 'horizon scanning' around planning and regeneration, a need to review impact and effectiveness of current structure, too many times where discussions and agreement is postponed / delegated to another committee (reducing effectiveness and efficiency) and to ensure that all aspects of the council responsibilities are suitably managed within the committee and council structure.

Discussions at the awayday focused on key areas:

- Does Policy and Resource cover what is needed and provide sufficient oversight on finances and policy? Is there too much overlap with Operations and Full Council?
- With more regular planning applications and the issues around Regeneration, is there a need for a distinct committee to address these issues more effectively?
- Is a two-monthly schedule for Full Council enough, or would it be more effective to hold this monthly (excepting August) to ensure all decisions are made with full council support and provide a more timely response to the larger issues?
- Should 'Services' remit include all aspects of service delivery, including community centres (currently mostly with Operations) where service delivery is under discussion?

As a result of these discussions and questions, the proposal is as follows:

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- Full Council to sit monthly (second Monday of the month) to ensure oversight on all aspects of the council.
- A new committee named 'Finance and Resources' that covers everything financial, except where Full Council is necessary by law or policy (e.g. precept, budget agreement, auditor signoff). This committee will lead on budgetary issues, compliance, financial oversight, income generation, forward financial planning, etc. and will be the committee that 'signs off' monthly returns. This will replace Policy and Resources Committee.
- Services Committee is expanded to 'Services and Community', to include community development and engagement issues, alongside all aspects of service delivery
- Operations to take most policy issues (HR, H+S, etc.) except where directly attributable to Services or a need for Full Council ratification
- A new 'Planning and Regeneration' committee to be created, with a two monthly cycle but with the ability to meet more quickly where planning issues arise.

FINANCIAL IMPLICATIONS:

None.

STAFFING IMPLICATIONS:

Limited – full council monthly will mean some additional officer time, but this will be mitigated by a reduction in some other areas.

OTHER IMPLICATIONS:

The new structure will enable a more responsive and transparent way of governing, with better oversight and more regular meetings of the full council. The planning issues are increasingly pressing and need a more formal response route, which this also addresses. Whilst we can continue with the current structure, trying something new and evaluating the benefits / challenges will enable us to more fully understand the needs of the council as a whole.

BACKGROUND PAPERS:

None.

AUTHOR

Steve McNay – Council Manager

WOUGHTON COMMUNITY COUNCIL

FULL COUNCIL

Monday 11th November 2019

PURPOSE OF REPORT:

To ratify updated policies.

RECOMMENDATION:

1. That the council notes the report and attached policy documents.
2. That the new policies are agreed and ratified by Council, for immediate implementation.

MAIN ISSUES AND CONSIDERATIONS:

The following policies have not been reviewed since 2017 and are now due for a refresh:

- a) Code of Conduct
- b) Publication Scheme
- c) Complaints and Compliments
- d) Member / Officer Relations
- e) Broadcasting and use of Social Media at Meetings

These policies remain basically sound, but some changes have been suggested (please see attached policy documents). These changes include issues of best practice updates (e.g. clarity of use of social media at meetings and updated legislation), clearer processes for feedback (within compliments, complaints, etc..) and updated versions of agreed documents laid out by governing bodies (publication scheme). The council manager has received no feedback from members regarding any of the above policies, so recommends ratification as they are.

For some of these policies, there is no change needed and nothing to change, but a review is necessary to ensure we are compliant and meeting best practice. Some, however, may benefit from some refresh and as such, feedback from members is welcome.

FINANCIAL IMPLICATIONS:

None, other than member / officer time.

STAFFING IMPLICATIONS:

None, other than officer time.

OTHER IMPLICATIONS:

None noted.

BACKGROUND PAPERS:

Attached policy documents.

AUTHOR:

Steve McNay – Council Manager



Agenda Item: FC 100/19

PROTOCOL ON MEMBER-OFFICER RELATIONS

This protocol is to guide Members and Officers of the Council in their relations with one another. It seeks to establish the roles and responsibilities of Members and Officers to avoid confusion and misunderstanding. Both Officers and Members need to understand the pressures both sides are under. Most problems between Members and Officers arise not from disagreements about policy but from a failure to understand the pressures that each other face when trying to make and implement policy.

The Government proposed the following ten principles of conduct:

SELFLESSNESS

1. Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

HONESTY AND INTEGRITY

2. Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

OBJECTIVITY

3. Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for awards or benefits.

ACCOUNTABILITY

4. Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

OPENNESS

5. Members should be as open as possible about their actions and those of their authority and should be prepared to give reasons for those actions.

PERSONAL JUDGEMENT

6. Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

RESPECT FOR OTHERS

7. Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees.

DUTY TO UPHOLD THE LAW

8. Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

STEWARDSHIP

9. Members should do whatever they are able to do, to ensure that their authorities use their resources prudently and in accordance with the law.

LEADERSHIP

10. Members should always promote and support these principles by leadership, and by example, and should always act in a way that secures or preserves public confidence.

1. *The Role of Members*

- 1.1 Members are elected democratically. Members set the core values of the organisation, agree a policy framework, set the corporate goals and promote the Council in all its work. Members are also the key channels of democratic accountability, ensuring that Officers uphold the values of the organisation and deliver those policies that have been determined by democratic means. Members are the channel for the voices of the people in their wards.
- 1.2 The Council can delegate authority to committees of Members (and co-opted members in some circumstances) and to Officers. So when Members meet as the committee they can take decisions and act on behalf of the Council, within that body's terms of reference and delegated powers.
- 1.3 Members will also be involved in a variety of less formal meetings, correspondence and discussions with other Members, Officers and people outside the Council, to help the Council develop policies and deliver services.
- 1.4 As a Member attending a meeting of Council, or a committee, or in less formal settings, Members may have different roles:
 - (a) the policy making role - deciding the broad direction of Council policy;
 - (b) the scrutiny role - holding committees and officers to account for their decisions and actions; and
 - (c) the ward member role - representing the interests of individual residents or residents' groups within their ward, in the overall public interest.
- 1.5 The officers of the Council will support all Members to enable them to perform these roles effectively in the interests of the Council and the public. They will provide support, information and advice to Members to help them in these roles in accordance with these protocols.

2. Support Services for Members

- 2.1 The Council will from time to time arrange training programmes for Members. These might involve induction for new members, presentations and discussions on particular topics, and training in specialist areas of the Council's work, such as planning. Training may be for all members of the Council or targeted at members of particular committees.

3. Members' Access to Information and to Council Documents

- 3.1 Woughton Community Council seeks to maintain open local government. This means information will be provided to members of the public and Members of the Council unless it falls within a list of items which are exempt or confidential or for other proper reasons. Also, Councillors have rights of access to committee papers and other information. If Members can establish that in order to carry out their duties as Councillor they need information to which they are not automatically entitled to have access then officers may provide access.
- 3.2 Members are not entitled to confidential information which is not directly relevant to their role as a Councillor. Members should not request confidential information in order to use it for a purpose not legitimate for their role as a Councillor, because they are in a position of trust. A Member's motive for requesting confidential information is relevant and Members should be prepared to disclose the reason for their request. Members must not abuse this trust by disclosing information that is confidential or exempt from disclosure to the public.
- 3.4 Confidential information should not be disclosed to any third party unless:
- (a) the Member is legally compelled to do so, for example there is a legal duty to make disclosure in the public interest; and
 - (b) the disclosure is at the request, or with the consent, of the party that provided the information.
- 3.5 Members who believe that the disclosure of confidential information is necessary for the effective performance of their duties as members should seek advice from the Committee and Member Services Manager. Improper disclosure of confidential information can put the Council at legal and financial risk.
- 3.6 Members should not ask for information on a matter on which they would have to declare an interest.
- 3.7 If a Member is refused access to documents which he/she feels he/she should have the right to see, the dispute will be determined by the Council Manager.

4. The Role of Officers

- 4.1 Officers also have a variety of roles:
- (a) They must advise Members to help them to take decisions in full Council and committees.

- (b) The Council has given delegated powers to some Officers so that they can act on behalf of the Council in many areas determined by the policies and decisions of the Council.
 - (c) The Council is a small organisation, and all officers have a role to play within the organisation itself.
- 4.2 The organisational role of Officers has two important dimensions. Some Officers have professional skills relevant to a particular organisational task. Others have a primarily managerial responsibility. Many have elements of both in their job.
- 4.3 Professional Officers reasonably expect to have the opportunity to give 'honest advice' and to have their professional integrity respected (e.g. not be required to make recommendations they cannot professionally support) and the chance to "explain" what appears to be a performance failure or inconsistency. Their task is facilitated by clear guidance and policy.
- 4.4 In addition, Members and Officers must understand there is a clear and acceptable division of responsibilities regarding policy and implementation. It is the duty of officers to manage the implementation of policy.
- 4.5 **Officers serve the Council through the meetings of Council and committees. They work to the instructions of the Council Manager - not individual Members of the Council, whatever office the Member might hold.**
- 4.6 Officers should always know that they must:
- a) pursue every known lawful policy of the Council;
 - (b) implement the decisions of Council, and committees;
 - (c) inform Members immediately of any decision that cannot be fully implemented;
 - (d) be helpful and respectful to Members;
 - (e) behave in a professional manner;
 - (f) serve all Members;
 - (g) maintain confidentiality;
 - (h) deal with Member enquiries efficiently;
 - (i) strive continually to comply with the Council's performance management and scrutiny processes; and
 - (j) support Members in their role as ward Councillors.

5. *The Council as Employer*

- 5.1 Officers are employed by the Council and both they and the Council are governed by their contracts of employment and the Council's personnel procedures.
- 5.2 In making employment decisions, the key principles to follow are:
- (a) Members should not gain financially or personally, nor should their family or friends.
 - (b) Members have a duty to declare any private interest, and to protect the public interest.
 - (c) Members should therefore have no involvement in employment or recruitment cases in which they have a personal interest of this kind.
 - (d) In making public appointments or recommending people for rewards or benefits Members must make choices on merit, using objective criteria.
 - (e) Members should be open about, and are accountable for, the decisions they make in the role of employer. However, some employment matters should be dealt with in confidence.
- 5.3 Members should remember that, although the Council has an open access to information policy, there is no automatic right to information about:
- (a) any individual applicant to become an employee, or
 - (b) any individual who is an employee (this includes details of grade and pay, and any disciplinary, grievance or other employment issue that involves a particular employee), or
 - (c) consultations or negotiations over any labour relations matter.
- 5.4 When acting as employer, Members are bound by the complete framework of national and European employment law and may be personally liable for decisions which discriminate on the basis of race, gender or disability. The Council is an equal opportunity employer and Members should be guided by this principle in all their relationships with staff.
- 5.5 In addition under the Officer Employment Procedure Rules:
- (a) Members must not solicit a job with the Council for any person (but may give them a written reference).
 - (b) Canvassing support for a candidate for a job with the Council disqualifies the candidate from that job.
- 5.6 Political activities and affiliations may not be taken into account in recruitment.

- 5.7 In other circumstances, however, Members must not become embroiled in the management of the Council (for example, all other disciplinary, capability or grievance processes are Officer-only affairs). They must not engage in activities which might undermine the management line of command or adherence to Council personnel procedures or try to influence the recruitment process.

6. *Monitoring the Performance of Officers*

- 6.1 Members should set the parameters for Council work and then let officers get on with running things as much as possible, whilst guaranteeing that strong scrutiny and performance management systems are in place.
- 6.2 Members have a right to criticise reports or the actions taken by Officers, but they should always:
- (a) avoid personal attacks on officers; and
 - (b) ensure that criticism is constructive and well founded.
- 6.3 Complaints about Officers or Council services should be made to the Council Manager. Members have a duty to raise any issues that they have reason to think might involve fraud or corruption of any sort.
- 6.4 Members should avoid undermining respect for Officers at public meetings. This would be damaging both to effective working relationships and to the public image of the Council. In general Officers are unable to "answer back" or defend themselves against criticism in a public forum.

7. *Meetings*

- 7.1 Both Members and officers should take proper account of pressures each is under when arranging meetings particularly at short notice.
- 7.2 Members cannot expect Officers to attend meetings arranged by them without prior consultation.

8. *Personal Relationships*

- 8.1 Good working relationships between Officers and Members are at the heart of good local government.
- 8.2 Mutual respect between Councillors and Officers is essential to good local government. Close personal familiarity between individual councillors and officers can damage this relationship and prove embarrassing to other Councillors and Officers.
- 8.3 There is potential for improper behaviour if the normal professional relationship becomes either too cosy on the one hand, or too combative on the other.

Excessive Familiarity

- 8.4 Members and Officers will often work closely together and develop good relationships. This can be beneficial, but there are limits and risks for all concerned in this area and it is not enough to avoid actual impropriety. Members and Officers should **at all times** avoid any situation which can give rise to suspicion and any appearance of improper conduct. This includes excessive socialising between employees and individual councillors.
- 8.5 Members must declare to the Chair of Council and to the Council Manager any relationship with an Officer which might be seen as influencing their work as a Member. Officers, too, have a duty to declare any such relationship to the Council Manager.
- 8.6 Members must not participate in decisions in a meeting of Council and any Council committee which directly affects an employee to whom they are:
- (a) the partner;
 - (b) otherwise closely related such as parent, grandparent, child, stepchild, adopted child, brother, sister, uncle, aunt, nephew or niece; or
 - (c) in any other relationship which would jeopardise the work of the Council or make their attendance improper under the Council's Code of Conduct.

This is a simplification of the requirements under the law and Members should refer to other more detailed guidance.

Combativeness and Pressure

- 8.7 It is important that any dealings between Members and Officers both written and oral should observe reasonable standards of courtesy and that neither party should seek to take unfair advantage of their position.
- 8.8 Members must remember that Officers cannot respond to personal criticism in the same way that Members can and should make their comments accordingly. Members need to be especially careful about contact with less senior staff and must avoid deliberately or unwittingly intimidating staff. Members and Officers should be aware that problems often arise in informal situations, where Members and Officers are sometimes prone to lose their inhibitions. This should not prevent reasonable constructive criticism of the work of Officers by Members, *but this should be through the line management structures, with Council Manager being the link between members and officers.*
- 8.9 Members should not bring undue influence to bear on an Officer to take any action which is against procedure or policy such as:
- (a) a breach of personnel procedures;

- (b) conflict with the Procedural Rules contained in the Council's Standing Orders.

8.10 Members must declare any special relationships with constituents when dealing with Council Officers. Although Members are elected to present the interests of their constituents, they should not seek special treatment for any individual.

10. Relations between Officers and Chairs

10.1 It is especially important that there should be a close working relationship between the Chairs and Vice Chairs of committees, and Officers. However, such relationships should never be allowed to become so close, or appear to be so close, as to bring into question the Officers' ability to deal impartially with other Members.

10.2 Whilst the Chair will routinely be consulted as part of the process of drawing up the agenda for a forthcoming meeting it must be recognised that Officers will always be fully responsible for the contents of any report submitted in his/her name. Members must not seek to influence an officer to limit or modify recommendations put forward or withhold information which she/he should properly report.

11. Whistleblowing

11.1 The Council's commitment to the highest standards of openness and accountability mean that both Officers and Members have a duty to:

- (a) raise with the Council Manager any irregularities and matters which they feel have been dealt with improperly; and
- (b) provide them with any evidence or relevant information they have.

11.2 In particular, Members have a duty to raise any issues they have reason to think might involve fraud or corruption of any sort.

11.3 The provisions of this code are in addition to the right of any Member or employee to raise an issue of concern with an appropriate body outside the Council. For example, s/he may choose to raise a criminal matter directly with the police.

11.4 Officers can raise concerns with the Council Manager or, if they prefer the Chair or Vice Chair of Council or with the Monitoring Officer at Milton Keynes Council.

12. Underpinning Ethos and Agreement

12.1 *Officers must, at all times, understand and accept that the members are the elected representatives of the parish and as such, are the component parts of the corporate body that serves the parish. They should be treated with respect and supported to undertake their role as fully as possible, understanding that they, as the corporate body, are*

responsible for the council as a whole and for making decisions regarding the functions, policies and operations of the council.

- 12.2 *Members must understand that officers are employed to fulfil an agreed role and that they cannot and should not be expected to be 'managed' by councillors. The Council Manager, as Proper Officer, manages ALL staff employed by the council and issues relating to employees should be addressed with the Council Manager, prior to any interactions with junior officers. This includes issues such as booking time with officers in advance, complying with rules around access to the offices (to comply with Data Protection and Health and Safety policies) and accepting that officers will not always be available.*
- 12.3 *All parties should accept that we are one team, working to better the parish for residents. Whilst differences between individual officers and members and differences between the two groups as a whole are acknowledged, working together, collaboratively and to shared aims, objectives and ethos is essential.*

Adopted at a meeting of Full Council held on 11th November 2019

WOUGHTON COMMUNITY COUNCIL

FULL COUNCIL

Monday 11th November 2019

PURPOSE OF REPORT:

To provide information about budget proposals for 2020/2021 financial year, for Budget Consultation with residents.

RECOMMENDATION:

1. That the Council notes the budget proposal and agrees a recommendation of a precept:
 - o 5% increase
 - o 7.5% increase
 - o 10% increase
2. That the Council agrees to the budget consultation to be included in The Gazette in December.
3. That the Council agrees to hold two (2) consultation events on 18th December and 7th January, alongside online, postal and face to face discussions.
4. That ALL Councillors agree to promote and encourage feedback from residents.
5. That the consultation is used to agree the final budget proposal to be ratified by Council on January 13th, 2020.

MAIN ISSUES AND CONSIDERATIONS:

The early budget considerations have taken place with Council Manager, RFO and senior managers, in consultation with members and committees, creating a first draft of the budget (attached). Whilst some elements remain unconfirmed, headlines are:

- LCTRS consultation suggests that we will retain a similar level of grant as in 2019/20
- Landscape grant remains static, with no uplift
- Income from other sources (community centre rental, additional income from provision of services, etc.) is expected to be met this year and increased in 2020/21
- That staffing remains the most significant expenditure, with an 11% increase planned for 2020/21 – this includes incremental rises, additional pension commitments and the additional staffing agreed by council / committees over the past year (including apprentice for Landscape / Environment, Community Café Coordinator, additional youth worker / Play Rangers).
- That efficiencies will be made across all areas of spending to reduce the overall operating costs where possible. This includes reductions in energy costs, more efficient IT costs (reduced next year by approx. £5k on this year's budget, despite increase in capacity and capability) and a more accurate reflection of budget realities.

The process undertaken to reach the budget this year has been more robust than previously, with a full evaluation of all expenditure and planning for the year. Whilst unexpected spend will occur, the budget proposed reflects a more accurate evaluation than in previous years. This process has included the provision of operational plans from all areas, costed and forming the basis of service budgets for the coming year. Additionally, the Service Plan proposal has been costed and covered

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within the budget – in previous years, an allocation has been made prior to service planning taking place.

As opposed to previous years, where possible, a 'contingency' has been included. This includes a 10% 'safety net' for IT provision, £10,000 within the services budget for 'emerging priorities' and an allowance within staffing to reflect the ever-changing way the council works.

As noted, there are some 'unknowns' currently including:

- the necessary budget for 'professional services' – this currently includes £3,600 annually for HR support, which we aim to reduce through a different procurement method
- The real cost of insurance – this has increased year on year, and we have been advised that with some of the new services, this is possible again. The RFO will be working with a range of insurance providers and brokers to find the best deal possible, which may reduce this (savings, if any, are likely to be negligible)
- We have increased budgets for both 'events' (previously only carnival) and for uniforms / branded goods, as these are considered priority areas for the council – this means an additional £10k allocated to these areas.
- There have also been higher than expected cost increases for dog bins, communications (the Gazette in particular) and 'day-to-day' costs (e.g. community centre and HQ running costs) that reflect the reality of spending, rather than simply a percentage increase. As always, work will continue to try and reduce these as we go through procurement and tendering for all aspects of our expenditure.

In terms of income, there are challenging but realistic targets for centre rental and additional income generation. These have been increased by £15k and £20k respectively, providing an additional £35k of income over the fiscal year.

Other aspects, excepting the precept, remain relatively static.

Precept proposals

The most challenging aspect this consultation and the budget more broadly is consideration of the precept. There has previously been a decision by council that the precept will rise by between 5 – 10% each year until 2022, but this provides a significant range to work within. The figures for percentage rises are:

| | |
|---------------------------|----------|
| Current precept (2019/20) | £513,807 |
| 5% increase | £539,497 |
| 6% increase | £544,635 |
| 7% increase | £549,733 |
| 8% increase | £554,911 |
| 9% increase | £560,050 |
| 10% increase | £565,188 |

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In terms of increases for residents, this breaks down to:

| Percentage Increase | Band A | Band B | Band C | Band D |
|---------------------|--------|--------|--------|--------|
| 5% (annual) | 7.17 | 8.37 | 9.56 | 10.76 |
| 5% (monthly) | 0.60 | 0.70 | 0.80 | 0.90 |
| 5% (weekly) | 0.14 | 0.16 | 0.18 | 0.21 |
| 6% (annual) | 8.60 | 10.04 | 11.47 | 12.91 |
| 6% (monthly) | 0.72 | 0.84 | 0.96 | 1.08 |
| 6% (weekly) | 0.17 | 0.19 | 0.22 | 0.25 |
| 7% (annual) | 10.04 | 11.71 | 13.38 | 15.06 |
| 7% (monthly) | 0.84 | 0.98 | 1.12 | 1.25 |
| 7% (weekly) | 0.19 | 0.23 | 0.26 | 0.29 |
| 8% (annual) | 11.47 | 13.39 | 15.30 | 17.21 |
| 8% (monthly) | 0.96 | 1.12 | 1.27 | 1.43 |
| 8% (weekly) | 0.22 | 0.26 | 0.29 | 0.33 |
| 9% (annual) | 12.91 | 15.06 | 17.21 | 19.36 |
| 9% (monthly) | 1.08 | 1.25 | 1.43 | 1.61 |
| 9% (weekly) | 0.25 | 0.29 | 0.33 | 0.37 |
| 10% (annual) | 14.34 | 16.73 | 19.12 | 21.51 |
| 10% (monthly) | 1.20 | 1.39 | 1.59 | 1.79 |
| 10% (weekly) | 0.28 | 0.32 | 0.37 | 0.41 |

The budget sheet attached provides a budget based upon a 7.5% increase (a precept total of £552,342, based upon the 'mid-range' of agreed increase). This is a realistic figure which, whilst leaving us with a 'deficit' budget (i.e. a budget that has us spending more than we bring in) is within a reasonable distance. The shortfall is likely to be met by costs savings but could equally become a 'surplus' budget with agreement to transfer from reserves or with a larger increase in precept.

There are also some challenges with creating a budget at this point in the year – we are only halfway through the current year and are, as yet, unclear about the likely outturn at year end. It is clear that the savings we made last year were predominantly due to spending that didn't happen, but that WILL happen during this financial year and as such, we are likely to be over budget at the end of the 2019/20 financial year. This includes spending on items such as the CHMP kitchen, community centres improvements and maintenance, increased resource for Landscaping and Environment ('estate improvements') and outstanding issues from historic issues (pensions, HMRC, grant payback, etc..).

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Regarding new initiatives (i.e. Service Plan items), the proposal this year is that we minimise any new expenditure and focus on delivering the outstanding elements from previous years. There are only two proposed new initiatives; CCTV provision and the MK Storehouse proposal. These are to be considered and a decision made by council. *The recommendation from the RFO is that we hold off on any new spending until such time as the future is clearer.*

FINANCIAL IMPLICATIONS:

We need to balance the needs of the council and the focus on continuing to deliver and develop services with the impact on local people. Whilst the increases are relatively small, they are going to be felt, especially by those on lower incomes. However, even with the largest proposed increase (10%) on the largest houses (Band D), the increase is less than £2 per month. A 10% increase would provide a 'balanced budget', leaving any efficiencies / cost savings to build more of a buffer for any future cuts that will, undoubtedly, come.

Whilst we currently have a suitable level of reserves, these will not last long in the event that we lose the LCTRS grant, continue to expand without sufficient income or in the event of any large, unplanned expenditure. As such, it would be prudent to reduce spending and increase income over the coming years.

STAFFING IMPLICATIONS:

This budget is based upon some uncertainties, with the budget reflecting the most costly choices – our Community Development Worker is currently part time, but this is costed as full time (as this was the original proposal), it includes keeping our apprentice after she has finished her course, assumes all new employees will access the pension scheme and includes a Café Coordinator (yet to be appointed and currently 'on hold' until the new Comm Services Manager is in place).

If we take the 'cheapest' options (e.g. remains part time, ends after course completes and no coordinator taken on), then savings of £30,000 are possible. *The RFO recommends this course of action, with reductions in staffing made wherever possible.*

OTHER IMPLICATIONS:

In terms of ensuring that we get sufficient and realistic feedback from the public around increases, it is essential that ALL officers and members promote the consultation and we aim to increase levels of feedback from previous years – last year, we received a total of 32 responses, from a population of 14,500 and an electorate of 8,500+.

BACKGROUND PAPERS:

Budget proposal 2020/2021 v1.

AUTHOR

Steve McNay – Council Manager

Samone Winsborough – RFO / Operations Manager

Management Accounts 19-20

| EXPENDITURE | APR | MAY | JUNE | JULY | AUG | SEPT | TOTALS | PERCENTAGE | REMARKS | NOTES |
|--|-------------------|-------------------|------------------|-------------------|------------------|------------------|-------------------|---------------|---------------------------------------|--|
| Admin | 2,800.00 | 37.00 | 27.00 | 1,520.00 | 1,520.00 | 17.00 | 3,874.00 | 64.30% | 900.00 | |
| Professional Services | 2,400.00 | 181.00 | 871.00 | 2,123.00 | 1,248.00 | 181.00 | 4,533.00 | 100.00% | 2,373.00 | Some large costs to cover - vehicles |
| Adult Fees | 4,000.00 | - | 480.00 | - | - | - | 4,480.00 | 58.75% | 1,000.00 | Early fees? |
| Capital Loan Repayment | 26,818.00 | - | - | - | - | - | 26,818.00 | 58.80% | 15,400.00 | Fixed |
| Central | 4,000.00 | 1,111.00 | 21.00 | 478.00 | 3,370.00 | 915.00 | 6,425.00 | 143.35% | 1,952.00 | Contamination for 2020 |
| City of Linderoth Fund | 3,000.00 | 488.00 | 400.00 | 475.00 | 475.00 | - | 2,441.00 | 21.05% | 800.00 | Fixed |
| Day & Linderoth Club | 7,000.00 | 191.00 | 20.00 | 407.00 | 69.00 | 801.00 | 1,488.00 | 48.76% | 1,007.00 | Needs review and replacement built in |
| Days & Linderoth | 2,000.00 | 137.00 | 870.00 | 1,024.00 | 69.00 | 644.00 | 4,495.00 | 44.95% | 7,241.00 | Fixed |
| Commuter and Transportation Fee | 18,000.00 | - | - | - | - | - | 18,000.00 | 71.41% | 1,000.00 | Fixed |
| Grant Aid - For Associations | 7,400.00 | - | - | - | - | - | 7,400.00 | 98.97% | 79.00 | AMC 10% |
| Insurance Jan Term | 31,000.00 | 4,149.00 | 5,170.00 | 1,452.00 | 3,207.00 | 5,711.00 | 25,819.00 | 76.05% | 8,201.00 | Try and reduce - get 10% in |
| Marketing (Hawthorn) | 15,000.00 | - | - | 103.00 | - | 100.00 | 8,983.00 | 59.21% | 8,103.00 | Fixed |
| Member (Insurance and Expenses) | 7,540.00 | - | - | 520.00 | - | - | 2,444.00 | 32.29% | 1,491.00 | Probably why |
| Members 17 | 19,000.00 | 118.00 | 5,488.00 | 2,887.00 | 1,504.00 | 941.00 | 12,898.00 | 30.82% | 6,003.00 | Review and add into IT general events |
| Newspapers, Utilities and Communications | 9,000.00 | - | - | - | - | - | 9,000.00 | 25.52% | 2,653.00 | Review and consider transfer |
| IQ - Building Club | 9,000.00 | - | - | - | - | - | 9,000.00 | 217.87% | 18,803.00 | MAJORIVE (11) |
| Utilities | 3,000.00 | 218.00 | 655.00 | 1,098.00 | 679.00 | 868.00 | 10,378.00 | 18,803.00 | Units with low - remaining, low, etc. | |
| Banking | 307.00 | - | - | 97.00 | 178.00 | - | 275.00 | 55.40% | 228.00 | Increases - support |
| Telecommunications and Broadband | 118.00 | 763.00 | 155.00 | 152.00 | 153.00 | 752.00 | 5,095.00 | 8.40% | 11,665.00 | Should this be 15.87? |
| Stationery and Postage | 2,000.00 | 232.00 | 68.00 | 10.00 | 193.00 | 276.00 | 407.00 | 68.75% | 825.00 | What is 19.6? |
| IT | 2,000.00 | 20,468.00 | 1,449.00 | 455.00 | 1,495.00 | 122.00 | 2,000.00 | 207.80% | 2,271.00 | Review and find accordingly - need to add new hardware |
| Departmental Costs Total | 126,492.00 | 31,872.00 | 38,114.00 | 18,732.00 | 9,187.00 | 42,308.00 | 190,333.00 | 78.48% | 46,213.00 | |
| Facilities and Mgt | 18,000.00 | 18,319.00 | 16,320.00 | 18,991.00 | 18,303.14 | 18,303.14 | 98,540.28 | 45.02% | 18,000.00 | |
| RM Staffing | 94,007.00 | 8,517.00 | 8,490.00 | 8,490.00 | 8,490.00 | 8,490.00 | 49,676.00 | 35.47% | 61,143.00 | |
| Youth Staffing | 16,950.00 | 4,326.00 | 5,819.00 | 5,556.00 | 5,242.00 | 5,242.00 | 33,517.00 | 8.00% | 50,993.00 | |
| Admin Staffing | 48,714.00 | - | - | - | - | - | - | 8.00% | 46,714.00 | |
| Development Staffing | 64,257.00 | 5,356.00 | 5,344.00 | 5,312.00 | 5,295.00 | 4,325.00 | 80,587.00 | 47.40% | 32,043.00 | |
| Landscaping Staffing | 546,468.00 | 11,775.00 | 11,471.00 | 12,811.00 | 11,861.00 | 10,256.00 | 66,131.00 | 42.34% | 76,084.00 | |
| Members Staffing | 71,416.00 | - | - | - | - | - | - | 9.30% | 21,476.00 | |
| Member Fees Staffing | 54,809.00 | 3,622.00 | 3,862.00 | 3,809.00 | 4,420.00 | 4,028.00 | 24,871.00 | 43.22% | 26,837.00 | |
| Staffing Total | 182,426.00 | 32,139.00 | 64,964.00 | 52,183.00 | 57,423.00 | 48,884.14 | 302,134.23 | 53.46% | 283,680.97 | Whole thing to be reviewed |
| Landscaping - Building fees | 4,000.00 | 480.00 | 480.00 | 2,411.00 | 1,344.10 | 480.00 | 3,795.10 | 188.21% | 179.00 | |
| Landscaping - Services Budget | 25,000.00 | 303.00 | 303.00 | 3,293.00 | 799.00 | 164.00 | 8,314.00 | 25.84% | 18,684.00 | |
| Youth - Building Costs | 4,200.00 | 396.00 | 324.00 | 197.00 | 355.00 | 573.00 | 2,817.00 | 68.00% | 1,194.00 | |
| Youth - Services Budget | 5,000.00 | 2,890.00 | 212.00 | 183.00 | 537.00 | 1,806.00 | 2,445.00 | 152.00% | 2,445.00 | |
| Admin - Services Budget | 2,000.00 | - | - | - | - | - | - | 0.00% | 1,600.00 | |
| Development - Services Budget | 3,000.00 | - | - | - | - | - | - | 30.40% | 896.00 | |
| Community Development - Services Budget | 2,000.00 | - | - | 187.00 | 91.00 | 868.00 | 1,146.00 | 20.00% | 3,400.00 | |
| Service Plan Delivery | 60,000.00 | 2,461.00 | 408.00 | 17,016.00 | 2,434.00 | 2,703.00 | 11,185.00 | 51.84% | 28,895.00 | |
| Members Delivery Total | 103,000.00 | 7,130.00 | 1,708.00 | 19,230.00 | 9,189.00 | 6,317.00 | 63,679.00 | 52.31% | 48,121.00 | |
| Training, Development and Customers | 16,000.00 | - | 478.00 | 2,182.00 | 820.00 | 32.00 | 4,112.00 | 27.68% | 10,848.00 | |
| EXPENDITURE TOTAL | 896,897.00 | 93,181.00 | 56,128.00 | 104,936.00 | 60,854.00 | 73,202.88 | 101,915.14 | 56.89% | 186,608.97 | |
| INCOME | 5,000.00 | - | 246.00 | 7.00 | - | 150.00 | 434.00 | 8.69% | 4,164.00 | |
| Bank and Investment Interest | 253,419.00 | - | - | - | - | 35,718.00 | 193,447.00 | 100.00% | 1,000.00 | |
| AMC L105 Grant | 50,890.00 | 8,879.00 | 5,463.00 | 8,954.00 | 2,851.00 | 5,034.00 | 41,471.00 | 80.86% | 8,549.00 | |
| Gifts of Existing Plans | 186,500.00 | - | - | - | - | - | 186,500.00 | 50.86% | 75,000.00 | |
| Landscaping Grants | 513,806.54 | - | - | 38,725.19 | - | - | 71,494.08 | 20.89% | 100,899.1 | 0.94 |
| Additional Income/Guarantee | 30,000.00 | 160.00 | 1,318.20 | 299.00 | 284.00 | 1,143.00 | 2,574.20 | 12.11% | 26,464.00 | |
| Income Total | 899,125.54 | 9,039.00 | 7,623.00 | 43,275.00 | 2,606.00 | 3,405.00 | 788,175.00 | 87.84% | 112,950.94 | |
| SURPLUS / DEFICIT | 2,218.94 | 200,217.00 | 41,695.00 | 91,316.93 | 27,278.30 | 35,253.00 | 97,967.88 | | | |

WOUGHTON COMMUNITY COUNCIL

FULL COUNCIL

Monday 11th November 2019

PURPOSE OF REPORT:

To report on 2019/2020 Budget.

RECOMMENDATION:

That the Committee notes the report.

MAIN ISSUES AND CONSIDERATIONS:

See attached copy of Management accounts, as at Quarter 2 (end of September 2019).

Our Current expenditure for Organisational costs is presenting at 26.92% over budget. This relates to circa £40,000 overspend in this area, budget lines of concern are the following at quarter 2, we should be 50% through our anticipated spend unless annual invoices or lump sums have been paid:

Professional Services – currently 190.54% Overspend of £3,372.96 (140.54%)

We incurred legal fees on behalf of the Grant of lease for the Landscape depot and that of Men in sheds. The agreement to cover these costs were made, prior to current RFO and Council Manager commencing employment. The total expenditure for these invoices totals £3,934.00.

This accounts for our overspend in this area.

Carnival – currently 143.38% However Carnival spend should be finalised by Quarter 2 and therefore 100% spend is expected. Overspend of £43.38% based on 100% spend as at Quarter 2 (£1,952.10)

Total spend on Carnival this year equated to £8,360.48 the agreement was to match fund between Woughton Community Council and Campbell Park Parish Council. CPPC have sent the RFO their reconciliation for the Festival totalling £1,990.42. An invoice has been sent in November requesting payment for the remaining £2,189.82.

£175.10 has been input for Apple Day and Beach Party (inclusive in our overspend) Once we have recuperated monies owed from CPPC this should leave us with an underspend of £237.72 and therefore no longer overspent.

Insurance (Including Vans) – Currently at 98.97% - 100% spend to be expected, Annual invoices paid.

No further projected spend for this Financial Year on insurances, we had some additions for temporary vehicles and our landscape apprentice which we had to

pay additional premiums for throughout the year. No further expected spend on this budget line.

Meeting Places (Costs) – Currently 74.05% Overspend of £8,417.50 (24.05%)

This has been discussed before, and the need for more suitable arrangement concerning our utilities is needed urgently i.e. Hive, smart heating. Eaglestone leaves us responsible for the floodlights for the courtside pitch. (The RFO is investigating whether there are any changes we can make to the times the floodlights are on, without affecting community need.)

Repairs and Maintenance (with the additional of outsourced servicing BCS Hygiene and window cleaning) on the meeting places this year has totalled so far;

- Coffee Hall Meeting Place: £594.20
- Tinkers Bridge Meeting Place: £2,546.42
- Eaglestone Meeting Place: £1,592.27
- Netherfield Meeting Place: £1,866.34

This equates to £6,619.23 of our £8,417.50 overspend. However, this still leaves us £1,798.27 overspent up to date.

This is a priority line, and cost savings must be set in place for FY 2020/21.

HQ Building Costs – Currently 126.53% Overspend of £7,653 (76.53%)

This has also become an emerging priority for budgeting next year, whilst it was assumed that all additional spend had been expressed in all remaining budget lines, the HQ building costs needs to be further broken down. As this also includes things such as equipment rentals and hires, procurement of equipment (which does not fit into any other budgetary line), outsourced cleaning and Petty cash usage to date.

This line should only be utilised for Building costs such as; Business rates, service charges and utilities.

Vehicles – Currently 287.81% Overspend of £21,402.90 (237.81%)

Procurement of a tractor had been previously agreed earlier this year, this was procured for circa £19K. Which accounts for most of our overspend in this area, we should be able to finish the year on target minus this outlay, as long as fuel costs stay as predicted and we need to attempt to minimalise any repairs or maintenance work on our vehicles for the rest of this FY.

Stationery and Amenities – Currently 68.75% Overspend of £375 (18.75%)

The RFO is recommending we put a freeze on any stationery procurement unless critical. Cost savings can be made, by utilising cheaper options than the online providers we currently use. We should be able to balance this come Year End with monthly monitoring in place.

I.T – Currently 109% - Annual invoice has been paid and therefore 100% spend is expected. Currently only overspent by £2,048.22 (9%)

This is due to procured hardware and Printer rental costs additional to our IT Migration, however Telecoms and Broadband (which will be amalgamated next Financial Year) is extremely underspent at 8.9% giving us 91.1% (£11,165.21) currently not spent. Should we finish the year at 20% on this budget line, we should relieve around £9,800 from our I.T. It should also be noted IT Migration included Councillor I.T and therefore Members I.T remains at 0% spend (£2000) totalling circa £11,800 potential savings.

However, some of this will be used to commence a new telecoms support contract as our current agreement with our previous provider has terminated from November 2019.

Staffing Costs, PAYE and Pension Contributions

We are currently 51.84% for Quarter 2, the additional 1.84% will be from recruitment costs incurred, we are currently underspent for Youth (currently at 35.43% (however our Youth team currently works on an ad-hoc additional hours basis in order to backfill resigned hours) and therefore could balance before end of Financial Year. All other departments are on track between 43-47%. PAYE, NIC's and Pensions are all up to date and therefore we are on target and should balance on our staffing costs by the end of the Financial Year.

Service Delivery

Landscape

Building costs – 108.31% £399 overspend for the year.

Services costs - 25.34% £6,166 underspent @ Quarter 2

Due to severe underspend in the Services costs it is unlikely the overspend in Building costs will cause an issue.

This budget line will be reassessed for Financial Year 2020/21, to see if we can cost save in this area.

Youth

Building costs – 68.86% £792 overspend as @ Quarter 2

Services costs – 152.90% £5,145 overspend as @ Quarter 2

No issues of concern to report, some building costs and services spend is coded to the insurance payback and Grantscape Grant for the Community Gym procurement and works. Therefore, whilst this looks at an overspend this is not a true reflection as some spend will be coded from the insurance pay back, which was accounted for as an Accrual last Financial year and a grant was received for the Community Gym spend (circa £13,000 which was an accrual last year) and a further £1,800 received in October 2019. This will cover the deficit showing as at Quarter 2.

Community – 20% spent (30%, £600 underspent as at Quarter 2)

Environment – 30.4% Spent (19.6%, £196 underspent as at Quarter 2)

Advice (WAS) – 0% Spent (50%, £500 underspent as at Quarter 2)

The above noted budget headings are all underspent and therefore we project to finish the year balanced or slightly surplus in these areas.

Service Plan delivery

Service Plan delivery is looking to be circa target at 51.84% (1.84% overspend as at Quarter 2) we are midway through the financial year and should finish balanced on this projection. No cause for concerns, this will continue to be monitored monthly.

To Summarise our Service Delivery lines total 52.31% for Quarter 2 and is largely on track we will be able to balance the 2.31% current overspend through careful monitoring and budget reporting. No cause for concern to report.

Training Development and Conferences – Currently 27.68% (£3,348 underspent as at Quarter 2)

We are currently underspent on this budget line and therefore no causes for concern to report.

The RFO would recommend that budget lines which are severely underspent on may be used to compensate for some potential areas of overspend and therefore spending and procurement should still be monitored heavily in these areas.

FINANCIAL IMPLICATIONS:

Deficits

Not including, Insurances, I.T, Stationery and Amenities or Festival whereby variances have been explained/expected to be recouped through other means. We are at deficit of **£40,845.46** by the end of Quarter 2.

£19,000 of this is due to the procurement of a tractor for the Landscaping team.

£3,934 is due to legal fees which were unaccounted for, **£7653** is due to unexpected costs to HQ, which will be budgeted and broken down for next financial year (the current budget heading is being utilised for 'Misc costs')

£8,417.50 is due to repairs and maintenances overspend on our Meeting Places in order to keep them fit for purpose.

This leaves a remainder of **£1,840.96** which could be balanced by end of Financial Year.

Surplus' (non-fixed budget headings)

Events and Hospitality (32.55%) - **£349** surplus as at Quarter 2.

Community and Environments fund (44.99%) - **£701** surplus as at Quarter 2.

Members I.T (0%) - **£1000** surplus as at Quarter 2.

External Communications (30.82%) - £1380 surplus as at Quarter 2.
Telecommunications and Broadband (8.9%) - £5037 surplus as at Quarter 2.
Landscape Services (25.34%) - £6166 surplus as at Quarter 2.
WAS Services (0%) – £500 surplus as at Quarter 2.
Environment Services (30.4%) - £196 surplus as at Quarter 2.
Community Development (20%) - £600 surplus as at Quarter 2.
Training Development and Conferences (27.68%) - £3348 surplus as at Quarter 2.

Total surplus of: £19,277 this can be offset against the deficit of £40,845.46 to leave a total deficit as at Quarter 2, of £21,568.46. Should we wish to transfer £19,000 from reserves for the procurement of the Landscape vehicle – this only leaves us in a deficit of £2,568.46 at the end of Quarter 2 2019/20.

Income

Hire of Meeting places – 82.86% (32.86% surplus as at Quarter 2) £16,431
over target for income.

Additional Income – 12.11% (37.89% deficit as at Quarter 2) £11,366 deficit to make up.

Any surplus for Hire of Meeting places at the end of financial year, rolls into additional income. Looking at the current stance of our Meeting Place hire, it can be estimated as at Quarter 2, we are £5065 surplus for these two budget headings combined.

Landscape – 50% (Received Quarterly, we have received payment for Quarter 1 and 2)

LCTS – 100% (x 2 half yearly payments received)

Precept – 100% (x2 half yearly payments received)

No concerns to report.

STAFFING IMPLICATIONS:

None Perceived

OTHER IMPLICATIONS:

Potential financial historical liabilities are still being investigated.

BACKGROUND PAPERS:

None.

AUTHOR

Samone Winsborough

RFO

WOUGHTON COMMUNITY COUNCIL

FULL COUNCIL

Monday 11th November 2019

PURPOSE OF REPORT:

To provide the Council with an update on Service Planning and decide on service plan for 2020/2021.

RECOMMENDATION:

1. That the council notes the report.
2. That the council agrees, in principle, to restricting new initiatives and focusing on delivery of outstanding items.
3. That a final Service Plan is provided to Full Council in January 2020 for formal agreement.

MAIN ISSUES AND CONSIDERATIONS:

As discussed within previous council and committee meetings, the service plans from 2018/19 and 2019/20 have outstanding issues that have yet to be achieved. These include some smaller items (such as becoming a 'Quality Council') through to larger items, such as a Youth Council or the Community Gardens.

The budget discussions that have been taking place suggest that restricting new expenditure is a sensible way to manage the coming year and this, in combination with the need to focus on achieving the outstanding issues has led to the current proposal.

Attached is a document that details the currently outstanding issues from last year and this years plans. It is recommended that these, alongside some small, focused new initiatives, form the basis of the plan for 2020/21. This will enable a full year of focus on these issues and provide a clear route to achieve both quality and expansion of existing projects.

With regard to this years plan, the 'big ticket' items have mainly been achieved:

- The trailer is bought and is currently being serviced and improved.
- The gym is in place, under budget and has brought some additional benefits (e.g. replacement of lighting throughout No 95)
- Resident Skills development programme has started (halfway through) and is proving popular, with a waiting list for key sessions.
- Landscaping Development has been agreed previously, with costs mainly within this financial year
- Ascot Railings has been removed, as unable to action due to MKC policies
- Hub Improvements have mostly been completed, with some further spending planned around sound / vision, but limited in cost
- Community Engagement programme, previously costed with external providers, is being offered 'in house' utilising officer resource.

Agenda Item: FC 103/19

The outstanding issues are some short term and some longer-term costs:

- Community Café has been created, but there will be an ongoing financial commitment for food, equipment and similar.
- Community Gardens are currently awaiting transfer of land, so may or may not fall within this financial year. Whichever year it falls within, the expectation is that most spending will come from grant application(s).
- Estate improvements has received significant investment this year. This would, in normal accounting, be costed over a number of years but this is unable to happen within our financial rules, so big hit this year. There is an option to continue with the apprentice after the course is complete, with associated costs.
- Equipment library has had some spend, but it is increasingly clear that additional space is needed – this is costed within the budget for next year, but may squeeze into 2019/20

There are also some costs from previous years expectations:

- Youth Council – engaging Roz Macarenas (MKC Youth Council Manager) to help develop this project is costed within the budget for 2020/21, but could start prior to this.
- Quality Council application has a cost (unclear) but small and manageable.

In terms of the proposals for the coming year, there are three (3) that have been suggested so far, with some financial implications associated with these:

- CCTV – engaging an external company to deliver fixed and mobile cameras across the parish. We are still awaiting clarity with regard to whether this will result in better outcomes with MKC retaining the prosecution routes. The cost for this proposal is £15k plus VAT for a full year or £8k for six months
- MK Storehouse, to provide a greater range of support to local people at the Church in Netherfield. They have requested a significant sum (£30k+), but are currently revisiting this following discussion about reach, numbers and the reality of funding available. We could fund something towards this, but as recommended by the RFO, could also wait until finances are clearer.
- Climate emergency and environmental focus. This is already very much part of thinking and is unlikely to have any significant financial impact at the current time. However, there is some \$106 money within MKC that could be drawn down for elements of this, including a proposal to 'green roof' some bus stops, replace lights with LED's, implement HIVE heating controls and similar.

The recommendation from the Council Manager is that we retain the outstanding issues and limit any new initiatives during the 2020/21 financial year, whilst allowing a small budget for any 'emerging priorities' – please see the proposal service plan attached.

FINANCIAL IMPLICATIONS:

To deliver the plan as it stands has been costed at just short of £40,000. This includes an amount for the community gardens, youth council, community café, tool library storage alongside CCTV and a contribution towards the MK Storehouse project.

Agenda Item: FC 103/19

It should be noted that the RFO recommendation is that the CCTV and Storehouse projects be shelved until such time as clarity regarding the budget is agreed. They could be part of the Service Plan but noted as 'if budgets allow'.

STAFFING IMPLICATIONS:

None noted. All elements fit within the existing staffing structure.

OTHER IMPLICATIONS:

The service plan links closely with the budget, so clarity around what the council is going to deliver is necessary to ensure a robust and accurate budget. Having some 'contingency' (via the 'emerging priorities' heading) will allow for some flexibility over the year, within a costed and realistic budget.

BACKGROUND PAPERS:

Service Plan 2020/21 Version 1.

AUTHOR

Steve McNay – Council Manager



Woughton Community Council Service Plan 2020/21

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|---|--|---|---|--|---|
| 1 | Woughton 'On The Road' – provision of a mobile space for the parish | To provide a vehicle (bus / trailer / similar) to enable WCC to provide a visible and useable presence in areas that are not served by a suitable community building, providing services and engagement. | <ul style="list-style-type: none"> a) Trailer in for servicing and refurbishment b) Wrapping to be undertaken c) Engagement plan in place d) Trailer used across the parish and for rental to other agencies | £5,000 remaining in budget for the works needed | <ul style="list-style-type: none"> Council Manager Chair of Services | <ul style="list-style-type: none"> Services Project |
| 2 | Community Growing and Gardens – Coffee Hall Allotment Site | To develop the identified allotment site to provide a range of growing options, community groups and parish needs (storage and plant nursery) in a sustainable way | <ul style="list-style-type: none"> a) Awaiting confirmation from MKC with regard to land transfer. b) Once in place, grant application to be made to Big Lottery. | Suggested £10,000 budget for initial stages work if appropriate and to include any elements that would require additional funding | <ul style="list-style-type: none"> Landscape Manager / Environment Officer (North) Chair of Services | <ul style="list-style-type: none"> Services Project |
| 3 | Community Engagement | To undertake quality market research, focusing on provision of representative evaluation across all areas of our parish | <ul style="list-style-type: none"> a) To be delivered within existing staffing model b) Questionnaire and routes to engagement to be agreed c) All members and officers to have access to 'survey' for completion d) Aim for 800 responses over the course of 2020/21 | Within existing budgets, including either Survey Monkey or Office 365 model | <ul style="list-style-type: none"> Council Manager / Community Development Officer Chair of Operations | <ul style="list-style-type: none"> Operations Project |



Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|---|--|---|---|---|--|
| 4 | Play Park programme and Open Space assessment | Following considerable feedback from residents, a planned and focused approach to open space and play park provision across the parish. | <p>a) Full evaluation and report into current Open Space and play park provision across the parish</p> <p>b) Liaison with MKC with regard to their proposals for play parks over coming years, to get clarity about any investment / management from MKC side</p> <p>c) Costed proposals for provision of a range of play areas (small, medium, large), based on agreed equipment and installation</p> <p>d) Costed plan for maintenance of any open space that may be devolved</p> <p>e) Discussions with MKC Planning with regard to potential space for park on Leadenhall</p> <p>f) Creation of 5 year plan for development of open spaces and play parks parish wide, with investment, funding bids, MKC contribution and resident association buy in.</p> | No immediate cost, but likely to lead to significant investment in the longer term | <p>Council Manager</p> <p>Chair of Policy and Resources</p> | <p>Policy and Resources</p> <p>Report and proposal</p> |
| 5 | Community Led Housing Plan | To explore potential for developing and delivering some community led housing initiatives within the parish, providing alternative housing options for local people. | <p>a) Assess spaces on non-regeneration areas for potential sites that could be utilised, including continued liaison with MK College about possible space upon their relocation.</p> <p>b) Work with local residents to assess whether there is a local drive for this type of housing option and, if so, to</p> | Officer time and then additional resource if and when a consultant is appointed. £5,000 is a ballpark figure, but there may be some | <p>Council Manager</p> <p>Chair of Policy and Resources</p> | <p>Policy and Resource</p> <p>Proposal and Report</p> |

Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|-------------------------------|---|--|---|--|--------------------------------|
| | | | <p>create a steering group to take plans forward.</p> <p>c) Desktop research into similar schemes that could inform any work undertaken.</p> <p>d) Dependent on outcome of above, consideration of appointment of specialist consultant to explore and research more fully, creating a detailed plan for action(s).</p> <p>e) Build in to any proposal a range of supportive measures for local people, including training and apprenticeships, ongoing management, re-investment of rental / sales income for further schemes, local focus on provision (Woughton residents priority)</p> | funding available from external sources | | |
| 6 | Increase of equipment library | To increase and improve the range of options offered through the tool library, including better publicity, wider range of borrowing options and potential for income generation | <p>a) Request to MKC for use of land to rear of Hub for additional storage capacity</p> <p>b) Once in place, container and non-permanent fixings to be placed (cost of £4k)</p> <p>c) Building to be 'greened' with planting, green roof, etc..</p> | Set aside £5,000 maximum | <p>Environment Officers</p> <p>Chair of Services</p> | <p>Project</p> <p>Services</p> |



Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|-----------------------------|--|---|--|---|--|
| 7 | Woughton Business Forum | To develop a forum for local businesses to promote Woughton as a place to work, bring collaborative approaches and build stronger relationships between companies and the council. | <ul style="list-style-type: none"> a) Make contact with local businesses, including delivery of The Gazette to business premises, to begin relationship building b) Explore the appetite for a local business forum, through surveys, discussions and focus groups c) If demand is there, develop a programme of events over the year, to include focus on feedback from participants d) Review regularly, ensure participant feedback and respond accordingly. | <p>Officer time / venue hire only in the first instance.</p> <p>Potential for additional monies needs for hospitality and events in the future</p> | <p>Council Manager / Community Development Officer</p> <p>Chair of Operations</p> | <p>Project</p> <p>Operations</p> |
| 8 | Resident Skills Development | To provide a range of opportunities for residents and local groups to develop new skills | <ul style="list-style-type: none"> a) Continue to deliver a range of courses, within existing budgets, working with partners where appropriate. | £1000 | <p>Community Services Manager</p> <p>Chair of Services</p> | <p>Project delivery</p> <p>Services</p> |
| 9 | Long term planning | To develop a range of policy documents and an overarching agreement looking to the future of | <ul style="list-style-type: none"> a) Consider the specific issues that need significant and longer term work (e.g. traffic and parking / transport generally, refresh of the Neighbourhood Plan, Regen) | Officer and member time | Council Manager | <p>Policy and Report</p> <p>Policy and Resources</p> |



Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|--------------------------------------|---|---|----------------------|---|--|
| | | Woughton and long term aspirations. | <ul style="list-style-type: none"> b) Consider the issues that we may want included within any long term strategy (e.g. council development, income, environment, housing) c) Delegate specific areas to specific councillors / officers to compile evidence, views and plans d) Create the 'Woughton 2030' plan, detailing the direction of travel for the council, setting priorities and aspirations for the coming decade. | | Senior Leadership Team | |
| 10 | Waste, recycling and the environment | To engage local communities, develop a robust plan and action regular and consistent approaches to maintaining and improving the parish | <ul style="list-style-type: none"> a) Deliver a more robust approach to community engagement events, providing a WCC led approach. b) Hold at least one event on each estate during the course of 2020/21 c) Where possible, create sustainable groups to maintain and increase estate improvements on an ongoing basis. | Officer time. | Community Services Manager Chair of Services | Assessment, report, project delivery Services |
| 11 | Training and development | To ensure that officers and members are provided with regular, suitable opportunities for development, in line with | <ul style="list-style-type: none"> a) Assess current needs, based upon appraisals and 1:1 sessions b) Look at the future needs of WCC and prioritise areas for development | £15,000 budget | Operations Manager | Delivery Operations |

Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|-----------------------------|--|--|---|--|--|
| | | organisational needs and identified areas of development, to build capacity and quality. | <ul style="list-style-type: none"> c) Identify suitable providers to offer sessions and opportunities d) Build expectation into JD's, to promote access and involvement e) Develop annual programme of training and development opportunities f) Include 'soft' outcomes, alongside accredited and qualification based options. g) Include annual 'awaydays' for councillors, for officers and for the whole team. | | Chair of Operations | |
| 12 | Community Development Focus | To implement a programme of Community Development, incorporating a range of approaches and activities to promote increased community ownership and involvement | <ul style="list-style-type: none"> a) Working with new Community Development and Events officer to develop a programme of events focusing on community involvement and engagement (by Mar 19) b) To include elements discussed within Service Planning process, such as: Community Street parties, Woughton In Bloom, Good Neighbour Project. c) Work with other service leads to develop approaches that include community involvement in existing services (e.g. environment champions on each estate, landscape volunteers | No additional costs, other than those associated with regular events. | Community Development Officer / Community Services Manager | Project development and delivery Services |
| | | | | | Chair of Services | |



Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|-------------|---|--|--|--|---|
| | | | <p>to support planting, mentors for mental health provision, etc.)</p> <p>d) To support development of RA's, new organisations and provide ongoing support to those already delivering</p> <p>e) Specific focus needed with regard to developing better links with schools, local companies, faith groups, etc. in line with other elements of this service plan.</p> <p>f) Develop and support an 'estate champions' programme, supporting those who are already active and developing new people to take a positive role within their communities.</p> <p>g) To include an annual training and development programme covering a range of suitable elements (e.g. committee skills, event planning, understanding finance, etc)</p> | | | |
| 13 | Events | To build upon the successful events that have been held and develop additional elements and opportunities | <p>a) Festival to be delivered in agreement with council wishes (partnership or otherwise)</p> <p>b) Build upon Apple day to provide a larger scale event</p> | To be confirmed and agreed within existing and planned budgets | Community Development and Events Officer / Community | Project delivery, events delivery, procedure and policy development |



Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|---|--|---|---|--|--|
| | | to increase engagement and meet local need | <p>c) Consider future events, such as mobile cinema, etc. and plan / budget / get grants for delivery</p> <p>d) Look at wider reach events, such as food based community events, with BAMER communities, to promote community development</p> | | Services Manager | Services |
| 14 | Partnerships. Collaborations and 'clustering' | Continue to develop closer relationships with neighbouring councils, suitable 'clusters' of similar councils (locally, regionally and nationally), to include development of shared services, potential trading, shared information and training opportunities and to bring added value to councils services, governance and delivery. | <p>To build upon the work already started with CPPC, but to also include approaches around specific areas (e.g. youth work, landscaping) for other areas (work already in place with youth provision in Kents Hill and 'ad hoc' landscaping in other areas).</p> <p>Consideration of an 'Urban Parishes' forum within the NALC group</p> <p>Discussions within MKC forum around closer collaborations and creation of proposals to go to councils around any possible joint initiative (e.g. provision of street sweeper already agreed).</p> | No budget at this point. Officer time only. | Council Manager Leader of the Council | Ongoing work Policy and Resources |
| | To gain accreditation as a Silver Quality Council through | To achieve Silver Status | Foundation Status by end 2019/20, with Silver / Gold achieved during 2020/21 | Fees are £80 for Foundation level, | Council Manager Chair of | ACCREDITATION |

Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|---|---|--|---|--|--------------------------------|
| 15 | the Sector Led Accreditation scheme (Gold the following year) | | | £100 for silver and £200 for gold. | Operations Committee | |
| 16 | Improvements to website | To deliver a better online presence, with a responsive and inclusive website that showcases all that we do. | <ul style="list-style-type: none"> a) Evaluation has taken place, with clear plan for action b) Work with MKC / similar, to engage work experience person to lead of creation and delivery of expected goals. c) All officers to contribute written information for inclusion | No budget outside that which already exists. | Council Manager Chair of Operations | Project |
| 17 | To establish a Youth Council for the Woughton area | To give our younger community a bigger say in local matters | <ul style="list-style-type: none"> a) Steering Group in early 2020, for implementation over the course of the council year. Agreement that Roz will be involved. Plan to be created for 2020 start. | Budget agreed within budget planning for consultants fee and additional costs – approx. £1600 | Services Manager | 34. Youth Council |
| 18 | CCTV Improvements | To try and reduce impact of ASB, fly tipping, litter, dog waste and crime | <ul style="list-style-type: none"> a) Quote received for a 'full service' option from CCTV provider b) Discussions with MKC regarding value of any investment in this area – will it improve things | £8k for 6 months / £15k for 12 months. | Council Manager | |



Woughton Community Council Service

| Item No | Description | Objective | Milestones and Dates | Approximate costings | Lead Officer/Member | Type and Committee responsible |
|---------|---------------|---|---|---|---|--------------------------------|
| 19 | MK Storehouse | To provide a local base for MK Storehouse, rather than people travelling to Stacey Bushes | <ul style="list-style-type: none"> c) Agreement at Council that this should / shouldn't be part of our service plan d) If in agreement, decide either 6 or 12 months pilot a) Proposal made to WCC from Grand Union church b) Consideration of benefits and request for full information relating to parish access c) Cost evaluation and decision with regard to whether this is something we feel should be funded | Request received for £30k. Unlikely to be funded to this level. | <p>Services Chair</p> <p>Council Manager</p> <p>Chair of Services</p> | |

This is the first draft of this document.