

Decisions taken by the Public Accounts Select Committee on Wednesday, 28 October 2015

Agenda Item No	Topic	Decision
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Part A – Items considered in public

A1	Minutes of the meeting held on 29 September 2015	That the minutes of the meeting held on the 29 September be agreed as an accurate record of proceedings and the Chair be authorised to sign them.
A2	Declarations of interest	There were no declarations of interest.
A3	Financial Forecast 2015/16	RESOLVED: That the report be noted.
A4	Management Report	RESOLVED That the report be noted.
A5	Mid-Year Treasury Management Review	RESOLVED That the report be noted.
A6	Income Generation Review - Final Report	RESOLVED: That a further update on the strategies being pursued by the Council on proposals for income generation from the private rental sector be reported back to the committee. That the following recommendations be agreed and the report and recommendations be referred to Mayor and Cabinet: 1. That the work undertaken by this committee to identify an income stream and potential partner through a wireless concession be endorsed and secured as soon as possible to

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		<p>ensure that the high level of potential income identified by this review is realised.</p> <ol style="list-style-type: none"> 2. That a commercialisation ethos be endorsed and embedded throughout the Council as a method of protecting services to residents whilst maintaining a public sector ethos. Generating income should be seen as a means of protecting services and reducing further cuts. The more self-funding a service can be, the greater the resilience it has to withstand further reductions in funding. 3. That a commercialisation specialist be appointed at senior officer level as soon as possible, to lead and develop the organisational changes needed to deliver this new commercial approach. 4. That the portfolio of one cabinet post be amended to include specific responsibility and accountability for commercialisation and income generation, and all cabinet posts' portfolios include considering income generation options. 5. That support for staff be embedded in any process or culture change within the Council. The Committee note that commercialisation can feel challenging and staff, managers and elected members need to be guided and supported through the process. 6. That all Heads of Service be engaged in the process of moving to an increasingly commercial culture and in identifying income streams. 7. That in addition to a "top down" approach to identifying commercial strategies and income streams, a "bottom up" approach be encouraged for front line staff to report areas where they feel fee levels are wrong and to identify new areas of potential income streams. A platform for staff to do this should be created with clear feedback provided.

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		<p>8. That the true costs of Council services be understood to ensure that when full cost recovery is sought, it is based on accurate cost figures.</p> <p>9. That any restructures within the Council ensure the right grade of staff for the work. It is costly to have the wrong grade of staff carrying out certain tasks and management structures should be studied closely with analysis based on role breakdowns and not just title and grade. This is to ensure that services can be profitable or cost neutral by making as efficient use of all skills as possible.</p> <p>10. That the Council's "Contributions" to non-statutory services be thoroughly analysed to help make difficult choices. Some services are routinely being subsidised at higher rates than others purely due to annual and historic price rises affecting costs differently across services. If there is subsidy from the Council it needs to be properly assessed and based on policy not applied randomly from historic price uplifts and ineffective cost analysis of inflationary increases.</p> <p>11. That examples of best practice from other local authorities be continued to be studied as routine to ensure that the Council is considering all potential options to help protect services.</p>
A7	Select Committee work programme	<p>RESOLVED</p> <p>That the report be noted and the work programme be agreed subject to the following amendment:</p> <p>That an update on the complaints review as listed in savings proposal I3, be scheduled for the meeting in March.</p>

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A8	Referrals to Mayor and Cabinet	RESOLVED: That the Income Generation Review report and recommendations be referred to Mayor and Cabinet.