

Original Recommendations from Review and Executive's Response

| PERFORM Code | Recommendation | Desired Outcome | Target Date | Lead Officer | Resources | Service Response | Executive Response |
|---------------------|---|---|--------------------|---|---|--|---------------------------|
| GSc17-19 1.1 | That a feasibility study is considered in relation to the replication of The Tangent 'model' at other sites within the District, for both the generation of additional rental income and provision of additional support to the SME sector. | Additional provision for the SME sector within the District resulting in increased NNDR, employment and training opportunities. | March 2020 | Joint Head of Property & Commercial Services | Officer time. Potential to deliver via Transformation Plan 2018. | Timescales look achievable. The Council may have to purchase land, which is not a barrier but an added cost. | Recommendation Approved. |
| GSc17-19 1.2 | That a feasibility study is considered in relation to the development of a dedicated conference/civic function facility, for the generation of additional income (both rental and return on investment). | Additional income from rental income, civic events and return on investment. Improved community facilities | March 2020 | Joint Head of Property & Commercial Services | Officer time. Potential to deliver via Transformation Plan 2018. | We have two sites, The Arc and The Tangent. The suggestion would be to review these sites first. | Recommendation Approved. |
| GSc17-19 1.3 | That the Transformation Governance Group give due consideration to the schemes suggested by Leisure and others in relation to potential Leisure developments/ investments | Increased income generation; further; improvements to health and wellbeing offer | March 2020 | Joint Head of Partnerships & Transformation/ Leisure Operations Manager | Officer time. Potential to deliver via Transformation Plan 2018. | Officers acknowledge Members ideas for development and will take this on board when developing plans | Recommendation Approved. |

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| | at Pleasley Vale and the surrounding area, which have been put forward as an option for delivery in the revised Transformation Programme. | to residents and customers; increased tourism footfall and overnight stays. | | | | for submission to the Transformation Governance Group. | |
| GSc17-19 1.4 | That the feasibility of a permanent Business Improvement/Engagement post be considered to further secure the future growth of the PVOAC site, in line with other Business Improvement posts within Leisure Services. | Increased income generation to ensure site remains self-financing and further sustainability to the future of the site. | March 2020 | Joint Head of Partnerships & Transformation/ Leisure Operations Manager | Officer time Leisure staffing budget – could be self-financing from increased business generated. | Officers acknowledge Members ideas for development and will take this on board when developing plans for submission to the Transformation Governance Group, in conjunction with recommendation 1.3. | Recommendation Approved. |
| GSc17-19 1.5 | That the feasibility of a permanent post for Extreme Wheels covering business improvement and volunteering be considered, pending analysis of the | Maintaining increased income and engagement levels, further expanding the | March 2020 | Joint Head of Partnerships & Transformation/ Leisure Operations Manager | Officer time Requires mainstream staffing budget or extension of grant funding. | Current funding is secured to the start of Sept 2019. The process for securing continuation funding will start in | Recommendation Approved. |

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| | achievements via the temporary post. | profile of the service. | | | | June 2019 to ensure current programmes have a smooth transition in their current form. | |
| GSc17-19 1.6 | That a Corporate Marketing Strategy is produced to reflect a revised approach to marketing the commercial services of the Council. | Improved coordination to marketing of Council services, leading to increased income generation. | March 2020 | Communications, Marketing & Design Manager | Officer time | We do not have a Marketing Strategy currently, more a Media Pack that outlines what we have available in terms of placing adverts, sponsorship opportunities and hiring rooms. We also have an Advertising and Sponsorship Policy and both these documents need updating to reflect the new Transformation Programme. | Recommendation Approved. |
| GSc17-19 1.7 | That the feasibility of the initiative proposed with the Transformation Plan 2018 | Increased income generation, | March 2020 | Joint Head of Corporate Governance & | Officer time | Awaiting outcome of Services Review through | Recommendation Approved. |

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| | for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses. | improved coordination to marketing of Council services. | | Monitoring Officer/ Communications, Marketing & Design Manager | | Transformation Governance Group, before any work can commence on this. | |
| GSc17-19 1.8 | That Executive considers a more targeted approach is taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses. | Increased income generation, improved coordination to marketing of Council services. | March 2020 | Joint Head of Partnerships & Transformation/ Joint Head of Corporate Governance | Officer time, feasibility study/business case for post, staffing budget (explore self-financing options) | Members' comments have been taken on board. Given the current initiative in the Transformation Plan 2018 to complete a programme of service reviews, a preferred option would be to review existing resources in the first instance. This may result in a new post but may also lead to revised delivery from existing resources. | Recommendation Approved. |

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| GSc17-19 1.9 | That Budget Scrutiny Committee give due consideration to future revisions to the Treasury Management Strategy (as required by the Budget & Policy Framework) and ensure that the new Corporate Investment Strategy is sufficient to allow the Authority to generate the required return on investments. | That the Strategies adopted by the Authority remain fit for purpose and compliant. | May 2019 onwards | Head of Finance & Resources/ Scrutiny & Elections Officer | Officer/ Member time | Agreed. The Strategies will be considered by the Committee on an annual basis unless changes are required more frequently. | Recommendation Approved. |
| GSc17-19 1.10 | That the Transformation Governance Group considers the initiative within the Transformation Plan 2018, to develop the overnight stay offer within the District, as a priority for further feasibility/development planning. | Increased capacity for overnight stays, increased tourism footfall, potential income generation if progressed as an investment opportunity. | March 2020 | Joint Head of Property & Commercial Services | Officer time. Potential to deliver via Transformation Plan 2018. | Identification of an end user/operator should be the first stage in the process. Without an operator the overnight stay offer will be difficult to deliver. This may be something that can be considered as part of Leisure's facility at Pleasley Vale. | Recommendation Approved. |

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| GSc17-19 1.11 | That the Transformation Governance Group considers the initiatives from Housing & Community Safety and Others in relation to Private Rents and residential property within the Transformation Plan 2018, as a matter of priority for feasibility and implementation. | Increased income generation, improved quality of private rented sector. | March 2020 | Joint Head of Housing & Community Safety | Officer time. Potential to deliver via Transformation Plan 2018. | The aim is to develop sites that are considered unsuitable for open market sale, ensuring development of underused land and an increase in properties for the private rented sector. This would require the creation of a wholly owned company. This could also incorporate purchase of individual properties via auction to add to the private rented stock created via the company. | Recommendation Approved. |

RESPONSE TO SCRUTINY COMMITTEE ON IMPLEMENTATION FOLLOWING SCRUTINY REVIEW

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|--|---------------------------------|----------------------------------|---|---|-----------------|---|
| Title of Review: | Review of Income Generation | | | | | |
| Timescale of Review: | September 2017 – January 2019. | Post-Monitoring Period: | 12 months commencing March 2019. Interim report due September 2019. | | | |
| Date agreed by Scrutiny: | February 2019. | Date agreed by Executive: | March 2019. | | | |
| Total No. of Recommendations and Sub Recommendations | Achieved | 1 | On track | 3 | Extended | 0 |
| | Achieved (Behind target) | 0 | Overdue | 0 | Alert | 0 |
| | Not Started | 6 | | | | |
| <u>Key Achievements:</u> | | | | | | |
| <ul style="list-style-type: none"> • • | | | | | | |
| <u>Reasons for non-implementation of Recommendations:</u> | | | | | | |

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| GSc17-19 1.1 | That a feasibility study is considered in relation to the replication of The Tangent 'model' at other sites within the District, for both the generation of additional rental income and provision of additional support to the SME sector. | Joint Head of Property & Commercial Services | March 2020 | | On track | | Officer time. Potential to deliver via Transformation Plan 2018. | Officers are working on pulling together a document which looks at the business case for providing a light industrial unit facility, similar to Phase 2 of The Tangent which will look at build costs, land value, rental income, operating costs and demand. |
| GSc17-19 1.2 | That a feasibility study is considered in relation to the development of a dedicated conference/civic function facility, for the generation of additional income (both rental and return on investment). | Joint Head of Property & Commercial Services | March 2020 | | On track | | Officer time. Potential to deliver via Transformation Plan 2018. | Based on the experience within the department of running 2 Business Centres with conference facilities, we are starting to pull together information on demand and income along with researching what facilities are already |

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| | | | | | | | | available in the District. |
| GSc17-19 1.3 | That the Transformation Governance Group give due consideration to the schemes suggested by Leisure and others in relation to potential Leisure developments/ investments at Pleasley Vale and the surrounding area, which have been put forward as an option for delivery in the revised Transformation Programme. | Joint Head of Partnerships & Transformation/ Leisure Operations Manager | March 2020 | | On track | | Officer time. Potential to deliver via Transformation Plan 2018. | The Transformation Governance Group considers all Transformation Project suggestions. A project brief has been developed, in coordination with DCC, for Executive's consideration, to fund consultancy work to develop a business case to support investment in expanding the mix and appeal of Pleasley Vale Outdoor Activity Centre. |
| GSc17-19 1.4 | That the feasibility of a permanent Business Improvement/Engagement post be considered to further secure the future growth of the PVOAC site, in line with | Joint Head of Partnerships & Transformation/ Leisure Operations Manager | March 2020 | | Not Started | | Officer time Leisure staffing budget – could be self-financing from | This is awaiting the outcome of GSc17-19 1.3. |

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| | other Business Improvement posts within Leisure Services. | | | | | | increased business generated. | |
| GSc17-19 1.5 | That the feasibility of a permanent post for Extreme Wheels covering business improvement and volunteering be considered, pending analysis of the achievements via the temporary post. | Joint Head of Partnerships & Transformation/ Leisure Operations Manager | March 2020 | | On track | | Officer time Requires mainstream staffing budget or extension of grant funding. | Not yet commenced. A Leisure Service review is currently underway through the Transformation Programme which will consider the suggestion amongst other things. |
| GSc17-19 1.6 | That a Corporate Marketing Strategy is produced to reflect a revised approach to marketing the commercial services of the Council. | Communications, Marketing & Design Manager | March 2020 | | On track | | Officer time | The Transformation Group is currently collating information on 'selling services' across the Council to provide a more holistic approach where we can offer a package of services rather than ad-hoc ones. Once this has been completed a marketing pack can be designed to |

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| | | | | | | | | <p>advertise our services and give to potential clients.</p> <p>This recommendation is subject to the completion of GSc17-19 1.7 in the first instance as this will determine services which can be marketed and the need/scope of a more detailed Strategy.</p> |
| GSc17-19 1.7 | That the feasibility of the initiative proposed with the Transformation Plan 2018 for a 'Services Pack', being taken forward as a priority – to include Parishes/VCS organisations; residents and businesses. | Joint Head of Corporate Governance & Monitoring Officer/ Communications, Marketing & Design Manager | March 2020 | | On track | | Officer time | This project has commenced and is currently liaising with all departments who suggested 'selling services' as part of the Transformation Programme to better understand the service 'offer'. |
| GSc17-19 1.8 | That Executive considers a more targeted approach is | Joint Head of Partnerships & | March 2020 | | Not Started | | Officer time, feasibility | Not commenced yet, awaiting |

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| | taken to the marketing of our services, with the creation of an additional resource – a Commercial/Marketing Officer, with a specific remit for co-ordinating income generation via services to residents/businesses. | Transformation/ Joint Head of Corporate Governance | | | | | study/business case for post, staffing budget (explore self-financing options) | outcome of GSc17-19 1.6 and 1.7 and the Communications Team review. |
| GSc17-19 1.9 | That Budget Scrutiny Committee give due consideration to future revisions to the Treasury Management Strategy (as required by the Budget & Policy Framework) and ensure that the new Corporate Investment Strategy is sufficient to allow the Authority to generate the required return on investments. | Head of Finance & Resources/ Scrutiny & Elections Officer | May 2019 onwards | May 2019 | Achieved | | Officer/ Member time | At the Budget Scrutiny Committee in January 2019, Members considered the revised Treasury Management Strategy 2019/20-2022/23, a refreshed Corporate Investment Strategy 2019/20-2022/23 which enabled the authority to meet new requirements of the Statutory Guidance on Local Government Investments (3 rd Edition) (Statutory |

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| | | | | | | | | Investment Guidance) issued by the Ministry for Housing, Communities and Local Government. These documents will be received annually prior to the approval of the revised budgets. In addition, a new Commercial Property Investment Strategy was also considered which clarifies our specific approach in this area. |
| GSc17-19 1.10 | That the Transformation Governance Group considers the initiative within the Transformation Plan 2018, to develop the overnight stay offer within the District, as a priority for further feasibility/development planning. | Joint Head of Property & Commercial Services | March 2020 | | On track | | Officer time. Potential to deliver via Transformation Plan 2018. | This is part of the Transformation Programme and needs to be jointly looked at with Leisure as there is a desire for them to deliver an overnight |

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| | | | | | | | | stay offer within the District. |
| GSc17-19 1.11 | That the Transformation Governance Group considers the initiatives from Housing & Community Safety and Others in relation to Private Rents and residential property within the Transformation Plan 2018, as a matter of priority for feasibility and implementation. | Joint Head of Housing & Community Safety/ Joint Strategic Director – Place | March 2020 | | Not started | | Officer time. Potential to deliver via Transformation Plan 2018. | A Commercial Property Investment Strategy has been developed to consider investment to increase income in relation to purchase and sale of land and property. The current focus is on continued development of B@Home and the Joint Venture Company. Sites have been identified for Phase 2 of B@Home and also Phase 2 of the Joint Venture Business Plan. |