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CHIEF EXECUTIVE'S OFFICE  
CHIEF EXECUTIVE  
Fiona Marshall

26 September 2017

Dear Councillor

You are summoned to attend the meeting of the;

**OVERVIEW AND SCRUTINY COMMITTEE**

on **WEDNESDAY 4 OCTOBER 2017 at 7.30 pm.**

in the Council Chamber. Maldon District Council Offices, Princes Road, Maldon.

A copy of the agenda is attached.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Fiona Marshall', enclosed within a hand-drawn oval.

Chief Executive

COMMITTEE MEMBERSHIP

CHAIRMAN

Councillor M W Helm

VICE-CHAIRMAN

Councillor R P F Dewick

COUNCILLORS

Mrs P A Channer, CC  
P G L Elliott  
M S Heard  
N R Pudney  
S J Savage  
Mrs M E Thompson

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**AGENDA  
OVERVIEW AND SCRUTINY COMMITTEE**

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**WEDNESDAY 4 OCTOBER 2017**

1. **Chairman's notices (please see overleaf)**

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 5 - 10)

To confirm the Minutes of the meeting of the Overview and Scrutiny Committee held on 30 August 2017, (copy enclosed).

4. **Public Participation**

To receive the views of members of the public on items of business to be considered by the Committee (please see below):

1. A period of ten minutes will be set aside.
2. An individual may speak for no more than two minutes on a specific agenda item, the time slots to be allocated on a "first come first served" basis.
3. Participation may take the form of a statement, or alternatively a question to be addressed to the Chairman. There will be no discussion on questions put unless it is formally moved. In line with the current scheme applied to other Committees, the questions must:
  - not be defamatory, frivolous, vexatious or offensive;
  - not be the same or substantially the same as another question to the same meeting or anything so put in the last six months;
  - not involve the disclosure of confidential or exempt information.
4. Anyone wishing to speak must notify the Committee Clerk between 7.00pm and 7.20pm prior to the start of the meeting.

5. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, other Pecuniary Interests or Non-Pecuniary Interests relating to items of business on the agenda having regard to paragraphs 6-8 inclusive of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interests as soon as they become aware should the need arise throughout the meeting).

6. **2017 / 18 Programme of Work** (Pages 11 - 16)

To receive and note the report of the Director of Resources, (copy enclosed).

7. **Project Update - Procurement and Delivery of the 2016 / 17 Capital Programme**  
(Pages 17 - 20)

To receive and note the report of the Director of Resources, (copy enclosed).

8. **Any other items of scrutiny Members wish to consider**
9. **Any other items of business that the Chairman of the Committee decides are urgent**

### **NOTICES**

#### **Sound Recording of Meeting**

Please note that the Council will be recording any part of this meeting held in open session for subsequent publication on the Council's website. At the start of the meeting an announcement will be made about the sound recording. Members of the public attending the meeting with a view to speaking are deemed to be giving permission to be included in the recording.

#### **Fire**

In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

#### **Health and Safety**

Please be advised of the different levels of flooring within the Council Chamber. There are steps behind the main horseshoe as well as to the side of the room.

#### **Closed-Circuit Television (CCTV)**

This meeting is being monitored and recorded by CCTV.



**MINUTES of  
OVERVIEW AND SCRUTINY COMMITTEE  
30 AUGUST 2017**

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**PRESENT**

Chairman	Councillor M W Helm
Vice-Chairman	Councillor R P F Dewick
Councillors	Mrs P A Channer, CC, P G L Elliott, N R Pudney, S J Savage and Mrs M E Thompson
Substitute Member	Councillor Mrs N G F Shaughnessy

**347. CHAIRMAN'S NOTICES**

The Chairman drew attention to the list of notices published on the back of the agenda.

**348. APOLOGY FOR ABSENCE AND SUBSTITUTION NOTICE**

An apology for absence was received from Councillor M S Heard. In accordance with notice duly given Councillor Mrs N G F Shaughnessy was attending as a substitute for Councillor Heard.

**349. MINUTES OF THE LAST MEETING**

**RESOLVED**

- (i) that the Minutes of the meeting of the Committee held on 21 June 2017 be received.

**Minute No. 174 – Apologies for Absence**

Councillor P G L Elliott advised that he had tendered his apologies for this meeting but they were not recorded in the Minutes.

**RESOLVED**

- (ii) that subject to the above amendment, the Minutes of the meeting of the Committee held on 21 June 2017 be confirmed.

**350. PUBLIC PARTICIPATION**

There was none.

### 351. DISCLOSURE OF INTEREST

Councillor Mrs P A Channer disclosed a non-pecuniary interest as an Essex County Councillor and made specific reference to Agenda Item 8 – Section 106 Agreements. She also disclosed an interest as Chairman of the Planning and Licensing Committee and a member of the South Eastern Area Planning Committee who discuss enforcement cases.

### 352. 2017-18 PROGRAMME OF WORK

The Committee received the report of the Director of Resources confirming the Committee's Work Programme for 2017 / 18, attached as Appendix 1 to the report.

Members were provided with the following updates and commented on the scrutiny items detailed on the 2017 / 18 programme of work:

- **Provision of Healthcare Services** – It was noted that the Chief Executive had attended the recent Health Hub Partnership Board meeting and progress appeared to be slow. Mid Essex Health Trust had requested that the Health Hub offers full maternity services and an outline business case was expected in mid-October. The business case for the Heybridge Primary Care unit was due to be finalised in November with completion of the building within three years.

Councillor N R Pudney provided a brief update in relation to the Maldon Health Hub. Councillor Pudney made specific reference to the following updates / newsletters, advising he would circulate them to Members:

- West Essex Clinical Commissioning Group consultation;
- Gluten free prescribing service restriction policy;
- Scrutiny Committee proposals for future scrutiny of the Suffolk and North East Essex Sustainability and Transformation Plan and extension of the children and young people's emotional wellbeing and mental health contract;
- Broomfield / Southend / Basildon hospitals current situation;

Councillor Pudney referred to a meeting he attended with John Ryland and highlighted some concerns raised in relation to the conditions of GP surgeries with the growing population and new housing growth. Members were advised of a meeting Councillor Pudney and the Director of Resources were attending with the Clinical Commissioning Group the following week.

Councillor Mrs P A Channer declared that she sat on the Maldon Health Hub.

In response to a question regarding the rate of progress, the Director of Resources informed the Committee that this had been raised at a meeting with the Homes and Community Agency to identify if there was anything strategic that the Council could do to move the process forward.

- **Section 106 / Elections** – These topics were the subject of separate reports on this meeting's agenda.

- **Planning Enforcement** – Councillor M W Helm was due to meet with the Group Manager - Planning Services.

Councillor Mrs Channer provided Members with an update following a discussion at the recent Committee Chairmen’s meeting regarding the receipt of planning enforcement reports. At this point she reiterated her earlier declaration being a member of the South Eastern Area Planning Committee.

Councillor S J Savage declared a non-pecuniary interest as a Member of the Central Area Planning Committee and provided an update on how the Committee dealt with the quarterly planning enforcement reports.

- **Primary School education in the District** – A report on this topic would be brought to the next meeting of the Committee. It was noted that Councillor Mrs M E Thompson was the Member sponsor and not Councillor P G L Elliott.
- **Procurement and Delivery of the 2016 / 17 Capital Programme** – An update report was scheduled for the October meeting of the Committee.

In response to a question regarding the removal of Staff Sickness from the Work Programme, the Director of Resources advised that it was agreed Councillors Mrs Channer and N R Pudney would continue to receive staff sickness statistics. Following a comment regarding stress training, the Director of Resources advised she would speak to the Group Manager - People, Performance and Policy regarding organising a training session on this for Councillors Mrs Channer, Pudney and Mrs Thompson.

The Chairman suggested that the Committee could receive an update on Staff Sickness in six months’ time, to allow embedding of the new system. This was agreed. Councillor Mrs Channer requested that her vote against this be recorded as she felt staff sickness should have remained on the Work Programme to enable the Committee to monitor it.

#### **RESOLVED**

- (i) that the contents of the report be noted;
- (ii) that a report on Staff Sickness statistics be brought back to this Committee in six months’ time (February 2017).

### **353. REVIEW OF PERFORMANCE - QUARTER 1 2017 / 18**

The Committee considered the report of the Chief Executive which provided details of performance against targets set for 2017 / 18 (attached at Appendix 1 to the report) and to ensure that progress was being achieved towards overall corporate goals and objectives set out in the Corporate Plan 2015 – 19.

Members’ discussed the report in detail focussing on those activities behind schedule or at risk. In response to a number of questions the following information was provided:

- Identifying and implement Strengthening Communities Strategy Projects – It was noted that the Strengthening Communities Member Task and Finish Working Group would be meeting in October. Endorsement of the

Strengthening Communities Strategy would be sought at this time. Officers were engaged in developing projects under this strategy.

- Level of reported crime – Members were advised that the Council was working with the Police to look at crime figures. The Community Safety Partnership would be producing a plan to address local need which was due to be considered by the Responsible Authorities Group in October.

The Police were arranging a workshop with representatives from the rural community in September and the Director of Customers and Community advised that he would circulate the details to Members once they were confirmed.

Concern was raised regarding gangs and drug problems within the district. The Director of Customers and Community reported on a recent meeting he had attended regarding drugs and the work being done to address these concerns. It was noted that Essex County Council was working with other Services including the Youth Offenders department in respect of gangs.

- Work with partners to seek funding / bring forward flood relief projects for identified surface and coastal flooding risk areas in the District – In respect of the North Heybridge Flood Relief Scheme the Council was seeking Environment Agency funding which would add to the viability of the project.
- Adopt the Maldon District Design Guide – The Planning Policy Manager advised that a report on the public consultation was due to be considered by the Planning and Licensing Committee at its next meeting.
- Percentage of total number of decisions on applications made during the assessment period overturned at appeal – Members were reminded that the Local Development Plan (LDP) had now been approved by the Secretary of State and it was anticipated that this should seek to address appeals overturned because of the Council's lack of an up to date Local Plan.

Concern was raised by Members regarding the inconsistency of Planning Inspectorate decisions and reference was made to specific applications.

- Total number of long term empty homes in the District – The Director of Resources reported that the total number for the Maldon District was low in relation to other areas.

The Director of Customers and Community agreed to feedback to Members regarding what was being done to reduce the number of empty properties.

- Implement the ICT Strategy projects for 17 / 18 (b) Upgrade the email system) – Members were informed that Thurrock Council had recently carried out an review of the Council's email system and identified two options available to the Council. In response to questions the Director of Resources outlined the different options and the advantages / disadvantages of both.

The Director of Resources reported that the IT Manager Role had been successfully recruited into.

In response to a question regarding the Council's document retention policy, Members were informed of the new General Data Protection Regulations coming into force on 25 May 2018 and a new document retention policy was

currently being received in line with this new regulation. Disaster recovery, data recovery and backup were also being looked at.

**RESOLVED** that the report on performance for quarter one 2017 / 18 be noted.

### **354. SECTION 106 AGREEMENTS**

The Committee considered the report of the Chief Executive providing an update on the arrangements for the collection of Section 106 contributions, trigger points and how money is billed; what sums have been received and how they are held; and what the decision making process is for the allocation of funds. It was noted that this report was an update to the report considered by the Committee at its meeting on 8 February 2017.

At its last meeting this Committee had agreed to include in its Work Programme for 2017 / 18 confirmation of arrangement the collection of Section 106 (S106) (and Section 52) contributions and the decision making process for allocation.

The report provided detailed background information regarding S106 agreements, including the:

- arrangements for the collection of S106 contributions;
- decision making process for allocation;
- Corporate Officer Working Group.

A comment was raised regarding Tesco Stores Ltd, Maldon and the Planning Policy Manager advised that discussions were taking place with Tesco regarding the importance of the bus service continuing.

In response to a question the Planning Policy Manager advised that the Council did not have a Community Infrastructure Levy (CIL) at this moment as evidence had to be renewed, given the delay in the approval of the LDP, and now that the LDP had been approved, that work would take place leading and a public examination undertaken.

It was noted that the Committee would receive an update on Section 106 Agreements on a six monthly basis.

**RESOLVED** that the contents of the report be noted.

### **355. ELECTIONS UPDATE**

The Committee received the report of the Director of Resources providing an update documenting the effectiveness of the Council's ability to deliver both the Essex County Council Election on 4 May 2017 and the Parliamentary Election on 8 June 2017.

The report provided detailed information regarding each of the elections, including:

- project planning;
- registration;
- polling stations and ballot box preparation;

- processing of postal votes;
- the count.

A debrief was held after each election and the conclusions detailed within the report. It was noted that there had been a number of learning and development points which had been recorded in the Action Plan (attached as Appendix 1 to the report) and implementation of the plan would continue to help improve service delivery.

In response to a number of questions and comments the Director of Resources provided the Committee with additional information regarding the two elections and processes. It was noted that there had been a problem with residents receiving postal votes and the time taken for first class delivery. Members were informed that Royal Mail were holding a specific investigation into what had happened with the Council's delivery and the results of this would be fed back to Members.

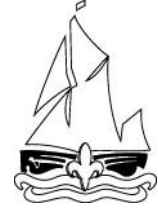
**RESOLVED** that the contents of the report and Action Plan be noted.

**356. ANY OTHER ITEMS OF SCRUTINY MEMBERS WISH TO CONSIDER**

There were none.

There being no further items of business the Chairman closed the meeting at 9.04 pm.

M W HELM  
CHAIRMAN



## **REPORT of DIRECTOR OF RESOURCES**

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to  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**4 OCTOBER 2017**

### **2017 / 18 PROGRAMME OF WORK**

#### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this paper is to provide an update on the work programme of this Committee for 2017 / 18.

#### **2. RECOMMENDATION**

That the contents of this report be noted.

#### **3. SUMMARY OF KEY ISSUES**

This report is for Members' information only.

- 3.1 The Committee considered and agreed a programme of work for 2017 / 18 at its meeting on 22 June 2017 and **APPENDIX 1** provides an update on each of the various agreed scrutiny topics.

#### **4. CONCLUSION**

- 4.1 The work programme for 2017/18 is progressing in line with expectation.

#### **5. IMPACT ON CORPORATE GOALS**

- 5.1 The work of the Overview and Scrutiny Committee supports the Corporate Goal of: "Delivering good quality, cost effective and valued services".

#### **6. IMPLICATIONS**

- (i) **Impact on Customers** – Scrutiny work may aid in improvements to service to the public by the Council and external authorities.
- (ii) **Impact on Equalities** – None identified.

- (iii) **Impact on Risk** – Recommendations arising from scrutiny could assist in mitigating corporate risks.
- (iv) **Impact on Resources (financial)** – Officer time in preparing the reports and supporting information.
- (v) **Impact on Resources (human)** – None identified.
- (vi) **Impact on the Environment** – None identified.

Background papers: None.

Enquiries to: Emma Foy, Director of Resources (Tel: 01621 876762).

## Overview and Scrutiny Committee

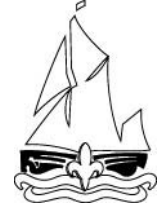
## 2017 / 18 Programme of Work

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
<b>Provision of Healthcare Services (including the Maldon Health Hub and the recruitment and retention of GPs)</b>	Councillor S J Savage  Councillor Mrs M E Thompson	Chief Executive	<p>The Committee has requested to receive updates on the progress of the Maldon Health Hub and, if necessary, meet with the agencies concerned to ensure that the project is progressing in a timely manner.</p> <p>The Clinical Commissioning Group (CCG) reported at the last meeting of the Project Board that it is continuing to review a new way of supporting patients to be discharged from hospital earlier, so they can receive the care they need closer to home. Their aim is to help more people back to independence and offer them better health outcomes. The new approach has been badged Homefirst or D2A (Discharge to Assess).</p> <p>The CCG is planning a full public consultation on this in the Autumn. Should Home First be implemented and prove successful it may change the need for the “community beds” in their current form, including at St Peter’s. For this reason, the final funding application and consultation for the Maldon health hub cannot go ahead until after public views on Home First have been heard, the model introduced and potential impact on current care understood. This will result in at least two months slippage in the project plan. In the meantime, two plans for where services will go within the health hub are being developed in parallel – one model including a traditional “community bed” ward, and another where the hub might not need to make provision for beds in the current sense.</p>
	Councillor N R Pudney  Councillor Mrs M E Thompson	Chief Executive	<p>The original purpose of the scrutiny was to meet with a representative from the National Health Service (NHS) England to allow for the service to account for the practice of agreeing developer contributions to mitigate the pressures on local medical centres, where such medical centres are at capacity and where the operators of such medical centres object to planning applications within their catchment areas on the grounds of incapacity. However Members raised at the June 2016 meeting, that GP surgeries had advised they were unable to take on more patients despite such contributions being made.</p> <p><u>Heybridge Surgery</u> The CCG’s Project Manager has advised that the project initiation document required to kick off the approval process for this development has been submitted to NHS England and they are awaiting confirmation on when this will be approved. Once approved this will release funding which will enable the project to go forward to Full Business Case evaluation stage.</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
			<p><u>Maldon Surgery</u> This development is to be located within the new Health Hub, so is contingent upon progress of this project.</p> <p><u>Dengie Surgeries</u> No further update on progress of expansion of GPs surgeries in this area was given at the last Programme Board meeting, other than the CCG are awaiting for a Project Initiation Document for development of new facilities to be developed by CCG and practices. The CCG's Head of Primary Care and Estates agreed to follow this up and provide an update to the next Board meeting.</p> <p><u>GP Recruitment</u> There is recognised deficit in GP recruitment nationally and across the mid Essex CCG. This is exacerbated by the age profile of existing GPs.</p> <p>Mid Essex CCG are working with GPs to address the shortfall in a number of ways and will be invited to the December meeting to provide an update on progress of this work.</p>
Section 106	Councillor Mrs M E Thompson	Chief Executive	<p>The Committee asked for confirmation of:</p> <ul style="list-style-type: none"> <li>• Arrangements for collection of Section 106 contributions</li> <li>• trigger points, billing etc.</li> <li>• Sums received and held</li> <li>• Decision making process for allocation</li> </ul> <p>In August 2017, the Committee considered the report of the Chief Executive providing an update on the arrangements for the collection of Section 106 contributions, trigger points and how money is billed; what sums have been received and how they are held; and what the decision making process is for the allocation of funds.</p> <p>The Committee were advised that the Council did not have a Community Infrastructure Levy (CIL) at this moment as evidence had to be renewed, given the delay in the approval of the Local Development Plan (LDP), and now that the LDP had been approved, that work will take place and a public examination undertaken.</p> <p>It was noted that the Committee would receive an update on Section 106 Agreements on a six monthly basis – next report due in February 2018.</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
<b>Elections</b>	Councillor Mrs M E Thompson	Chief Executive	<p>After the 2015 Elections, the Council reviewed all processes and procedures and an improvement plan was presented to the O&amp;S in February 2016. It was agreed by the Committee that a further report on elections would be brought to the Committee in 2016 / 17, but this was deferred until after the County and General elections.</p> <p>In August 2017, the Committee received the report of the Director of Resources providing an update documenting the effectiveness of the Council's ability to deliver both the Essex County Council Election on 4 May 2017 and the Parliamentary Election on 8 June 2017.</p> <p>The report provided detailed information regarding each of the elections, including:</p> <ul style="list-style-type: none"> <li>• project planning;</li> <li>• registration;</li> <li>• polling stations and ballot box preparation;</li> <li>• processing of postal votes;</li> <li>• the count.</li> </ul> <p>A debrief was held after each election and the conclusions detailed within the report. It was noted that there had been a number of learning and development points which had been recorded in the Action Plan and implementation of the plan would continue to help improve service delivery.</p> <p>It was noted that there had been a problems with residents receiving postal votes and the time taken for first class delivery. Members were informed that Royal Mail was holding a specific investigation into what had happened with the Council's delivery and the results of this would be fed back to Members.</p> <p>This scrutiny topic is now complete.</p>
<b>Planning Enforcement</b>	Councillor M W Helm with assistance from Councillor R P F Dewick	Chief Executive	<p>The scope of the review for planning enforcement is broken down into three parts, namely:</p> <ul style="list-style-type: none"> <li>• Statutory responsibilities and Maldon District Council's Policy;</li> <li>• Discharge and management of planning enforcement;</li> <li>• Suggested changes to the management of planning enforcement.</li> </ul> <p>It is understood that the Committee would like officers to carry out further work on this topic and the scope will be discussed as part of this agenda item.</p>

Scrutiny topic	Member Sponsor	Lead Officer	Scope of Scrutiny
<b>Primary school education in the District</b>	Councillor Mrs M E Thompson	Director of Customers and Community	<p>To understand the standards of education being provided in the Maldon District at primary level. The Committee was presented with a report at its meeting in January 2017 and received a presentation from education providers including Essex County Council and. The Committee agreed at this meeting that the scrutiny should be re-visited at a future date.</p> <p>Following a meeting with the scrutiny sponsor, Councillor Mrs Thompson, it has been decided to defer the item until January 2018. The decision was made following advice that Revd. Elbourne (Chelmsford Diocese) was unavailable for the October Meeting. The delay will enable both the County Council and the Church to update Members on educational performance in the Maldon District during 2017.</p>
<b>Procurement and Delivery of the 2016 / 17 Capital Programme</b>	Councillor Helm	Director of Resources	<p>The Chairman proposed a new item of scrutiny be added to the work programme to incorporate all capital projects to review whether they were being delivered on time and on budget along with any issues regarding procurement.</p> <p>See report on the agenda (October meeting) Final report to come to December 2017 meeting.</p>



## **REPORT of DIRECTOR OF RESOURCES**

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to  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**4 OCTOBER 2017**

### **PROJECT UPDATE – PROCUREMENT AND DELIVERY OF THE 2016 / 17 CAPITAL PROGRAMME**

#### **1. PURPOSE OF THE REPORT**

- 1.1 To update Members on the Overview and Scrutiny Committee project reviewing the procurement and delivery of the 2016 / 17 Capital Programme. This report contains three key interim findings with recommendations to be implemented immediately in advance of the 2018 / 19 budget setting process.

#### **2. RECOMMENDATION**

That the contents of this report be noted.

#### **3. SUMMARY OF KEY ISSUES**

- 3.1 This report is for Members' information only.
- 3.2 This purpose of this project has two key themes; the first element is to review the overall delivery of the 2016 / 17 capital programme to fully understand why the capital programme underspend by approximately £900,000 when these schemes were approved on the basis it was essential that they were delivered in 2016 / 17. The second element is a review of the procurement and delivery of Project 180 (also known as St Cedd's and car park). Project 180 overspend in total will require approximately £60,000 of expenditure in addition to what was originally budgeted.
- 3.3 **Size of Capital Programme 2016 / 17**
- 3.3.1 The 2016 / 17 Capital Programme approved by the Council on 4 February 2016 consisted of schemes to the value of £889,000. All of these schemes were deemed to be essential due to service failure implications or were included in the capital programme as they offered the potential to generate additional revenue streams for the Council. In itself the level of this capital programme should have been deliverable considering the resources available.
- 3.3.2 However, due to underperformance of the 2015 / 16 capital programme additional schemes to the value of an additional £1.3m were added to the scheme. This then created a capital programme of approximately £2.2m which included in excess of 30 different schemes, the large majority sitting with the Customer and Communities

directorate. Looking back, it is clear to see that the resource in place within this directorate was never sufficient to deliver this level of capital expenditure.

### 3.4 **Monitoring and Review**

3.4.1 Review of the 2016 / 17 reports represented to the Finance and Corporate Services Committee demonstrated that Capital Expenditure was reported to the members on 26 September 2016 and 29 November 2016 but was not reported after this date and there is no evidence that the Capital Programme was reviewed by Members after this date. At the end of November, a number of projects had not yet been started and therefore it could be concluded that these would not be delivered by year end.

3.4.2 Quarterly reviews should take place with lead officers for each project, where schemes are not deliverable by the end of the year they should be removed from the capital programme and re-bid for in the following year. The Council has foregone investment income due to cash flows being held for schemes that would not be delivered in 2016 / 17.

### 3.5 **Estimations and Professional Fees**

3.5.1 Where a project involves construction a professional estimator should be used at the time of the requesting the budget to ensure that the level of expenditure approved in the budget process is sufficient to deliver the project. In addition a contingency should be employed as agreed by the professional estimator.

3.5.2 This did not take place on the St Cedd's car park project and very early in the procurement process it was identified that sufficient budget had not been allowed for in the business case when officers estimated the level of budget required.

## 4. **CONCLUSION**

4.1 Officers continue to complete the detailed review of this project with the final report coming to Overview and Scrutiny Committee in December 2017.

## 5. **IMPACT ON CORPORATE GOALS**

5.1 This report links to the corporate goal of 'delivering good quality, cost effective and valued services'.

## 6. **IMPLICATIONS**

(i) **Impact on Customers** – None.

(ii) **Impact on Equalities** – None

(iii) **Impact on Risk** – None

(iv) **Impact on Resources (financial)** – Accurate allocation of capital funding enables maximum investment income to be obtained.

- (v) **Impact on Resources (human)** – Within existing resources.
- (vi) **Impact on the Environment** –None

Background Papers: None.

Enquiries to: Emma Foy, Director of Resources (Tel: 01621 875762).

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