



11 March 2026

SCRUTINY COMMITTEE – 19 MARCH 2026

A meeting of the Scrutiny Committee will be held at 6pm on Thursday 19 March 2026 in the Council Chamber at the Town Hall, Rugby.

Members of the public may view the meeting via the livestream on the Council's website.

Dan Green
Chief Executive

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes
To approve the minutes of the meetings held on 15 January and 21 January 2026.
2. Apologies
To receive apologies for absence from the meeting.
3. Declarations of Interest
To receive declarations of:
 - (a) non-pecuniary interests as defined by the Council's Code of Conduct for Councillors;
 - (b) pecuniary interests as defined by the Council's Code of Conduct for Councillors;
 - (c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Members are reminded that they should declare the existence and nature of their non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary interest, the Member must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

4. Update on Local Government Reorganisation and Community Governance Reorganisation (report to follow).
5. Town Centre Community Safety (report to follow).
6. Finance and Performance Update.
7. Customer Journey Task and Finish Group - Progress Report.
8. Overview and Scrutiny Work Programme.

Membership of the Committee:

Councillors Timms (Chair), Freeman, Hassell, Lawrence, New, Parker, Sayani, Srivastava and Thomas.

If you have any general queries with regard to this agenda please contact Linn Ashmore, Democratic Services Officer on 01788 533522 or email linn.ashmore@rugby.gov.uk. Any specific queries concerning reports should be directed to the listed contact officer.

AGENDA MANAGEMENT SHEET

Report Title:	Finance and Performance Update
Name of Committee:	Scrutiny Committee
Date of Meeting:	19 March 2026
Contact Officer:	Jon Illingworth, Chief Officer Finance and Performance, jon.illingworth@rugby.gov.uk
Summary:	This report provides a summary of the latest budget and performance monitoring information as well addressing specific items highlighted by the committee.
Financial Implications:	None as a direct result of this report
Risk Management/Health and Safety Implications:	None as a direct result of this report
Environmental Implications:	None as a direct result of this report
Legal Implications:	None as a direct result of this report
Equality and Diversity:	None as a direct result of this report

Scrutiny Committee - 19 March 2026

Finance and Performance Update

Public Report of the Chief Financial Officer

Summary

This report provides a summary of the latest budget and performance monitoring information as well addressing specific items highlighted by the committee.

1. EXECUTIVE SUMMARY

1.1. This report provides an overview of the Council's latest financial and performance position for 2025/26, along with responses to specific items requested by Scrutiny Committee.

1.2. Budget Monitoring

1.3. The Council continues to report financial performance for both the General Fund and the Housing Revenue Account (HRA) in line with statutory requirements.

1.4. Quarter 3 forecasts, reported to Cabinet in February, show updated pressures and savings across services. These reflect both operational challenges and the outcomes of management actions taken during the year.

1.5. Exception reporting to the Medium-Term Financial Strategy (MTFS) Group continues between quarters, providing ongoing oversight of key spending areas including staffing, major income and expenditure budgets, capital projects, reserves, and any emerging issues.

1.6. Major Variance Analysis

1.7. A new trial process for 2025/26 has introduced a structured variance analysis template to improve the consistency and quality of management information. Budget managers are required to outline the causes of variances and the actions in place to address them. Initial feedback indicates this approach is beneficial, with refinements planned before full implementation in 2026/27.

1.8. Performance Reporting

1.9. Performance at Quarter 3 was presented to Cabinet on 3 March. Of the indicators with Q3 data available, 57% achieved their targets (green), 14% narrowly missed (amber), and 3% were significantly off target (red). A further

23 measures were rated purple where no data was due or available. Enhanced reporting now highlights organisational achievements and challenges, while a parallel trial process for red-rated KPIs aims to strengthen accountability and action planning, though further refinement will be required for 2026/27.

1.10. Specific Scrutiny Requests

- Consultancy Spend: Forecast consultancy expenditure for 2025/26 is higher than in 2024/25, driven largely by Town Centre projects, planning-related specialist advice, LGR work, and other project-specific requirements. Much of the additional spend is funded through reserves, grants, or recovered through fees.
- Revenues & Benefits Waiting Times: Current wait times (8 weeks for Council Tax, 14 weeks for Benefits) reflect service integration and workflow redesign. Mitigations include stronger triage, digital automation of simple tasks, and permanent recruitment. While annual billing will temporarily increase pressure, long-term resilience is improving.
- Additional Budget for Housing Service: A supplementary revenue budget of £0.850m has been recommended for 2025/26 to address the unique financial pressures arising from the Property Repairs Service transformation and stock condition survey findings. This investment ensures compliance, safety and quality standards across the Council's housing stock.

1.11. Overall, both financial and performance management arrangements continue to strengthen, with new reporting processes improving transparency and operational oversight. The report provides Scrutiny Committee with assurance on current performance, ongoing mitigations, and areas requiring continued attention.

2. BUDGET MONITORING

- 2.1.** Local Authorities have a requirement to account separately for core operational services and the provision of dwellings. This is achieved by creating two reporting functions; the General Fund and the Housing Revenue Account.
- 2.2.** The General Fund is the main revenue account of the local authority, which includes day-to-day income and expenditure on the provision of services. Activities within the General Fund include waste and recycling, parks and recreation and regulatory services.
- 2.3.** The Housing Revenue Account contains all the expenditure and income relating to the direct provision of the Council's housing stock. Included in the Housing Revenue Account are elements such as rent, service charges, maintenance, repairs, and property management.
- 2.4.** Since the start of the 2025/26 financial year the monitoring has been reported separately but always on the same Cabinet agenda. The information is still

reported formally on a quarterly basis and the latest information was reported to Cabinet on 9 February.

[General Fund q3 report](#)
[HRA q3 report](#)

2.5. Within the reports, pressures and savings are referred to. A pressure is an instance whereby forecast costs have exceeded budget or forecast income has not met target - these are shown as a 'positive' value. A saving occurs where forecast expenditure is lower than budget or forecast income is higher than the target - these are displayed as a 'negative' value, using brackets.

2.6. The forecasts within these reports have been collected as at 31 December (Quarter three) and are the projected position for the year end 31 March (the full year position).

3. EXCEPTION REPORTING

3.1. Budget monitoring reporting does not just happen on a quarterly basis, between the formal reporting months an exception report is presented to the Medium-Term Financial Strategy Group. Although not a full forecast it will cover the main areas of spend -

- Staffing including agency costs
- Expenditure budgets over £0.250m
- Income budgets over £1.000m
- Capital
- Reserves
- Any exceptional items

3.2. After being reported to the MTFS group the report (including any amendments) is then shared with the Portfolio Holder for Finance performance legal and governance and Liberal Democrat Spokesperson and the Chair and Vice Chair of Scrutiny.

3.3. Attached in appendix A is the latest report as a guide.

4. MAJOR VARIANCE ANALYSIS

4.1. As a trial for 2025/26 a template that includes suite of ten questions has been established that the budget manager is required to complete. The aim is to obtain consistent and detailed management information on the actions being undertaken to deal with budget pressures. This information is then certified by the Chief Officer and it is required to be updated each reporting quarter (or sooner if there are significant changes) An example of one of these forms is attached in appendix B.

4.2. At the end of the financial year a full assessment of the process will take place with a full roll out expected in 2026/27. It is of the view of the Chief Financial Officer that the process is positive, but there will be some minor improvements for the new year.

5. PERFORMANCE REPORTING

5.1. There are 85 KPI's listed on the Council's 2025/26 performance dashboard. Similarly to the budget monitoring it is reported quarterly to Cabinet. Unlike the budget monitoring there are no exception reports and so the information is not analysed between quarters.

5.2. The performance management at 31 December (quarter three) was presented to Cabinet on the 3 March. Due to the committee timetable and the system reporting requirements to collect the information, the information could not be presented to Cabinet any earlier.

5.3. Of those indicators where performance data was submitted for quarter three, fifty (57%) were green (target met / exceeded), twelve (14%) were amber (target narrowly missed) and two (3%) were red (target significantly missed).

5.4. If the KPI is an annual target or there is no information available at the time of publication of the quarterly update, the rating is purple. This allows the measures to be considered throughout the year and does not prevent the analysis of the other KPIs to take place.

5.5. As the dashboard is dynamic, changes can be reflected and reviewed at any point in the month, and it does not need to be restricted by quarter end. At the cut off for 31 December, twenty-three KPIs were rated as purple. The breakdown of these is included in the main report for Cabinet.

5.6. In an enhancement to the previous reports, the quarter 3 covering report includes a summary of the performance across the organisation, bringing to attention some of the great things that the Council delivers as well as the challenges.

5.7. Using a similar approach to budget monitoring, in order to obtain consistent and detailed management information on the actions to deal with red rated KPIs a suite of seven questions that the budget manager is required to complete. This information is then certified by the Chief Officer and then can be used to track the mitigation and its success. An example of one of these forms is attached in appendix C.

5.8. At the end of the financial year a full assessment of the process will take place with a full roll out expected in 2026/27. It is of the view of the Chief Financial Officer that the process has not worked as well as the variance analysis and a rethink will be required for the 2026/27.

6. SPECIFIC SCRUTINY REQUESTS – CONSULTANCY

6.1. Consultants are normally procured to do specialist pieces of work or where the Council does not have the necessary professional skills in house. For example specialist consultants were procured to produce evidence bases for the Local Plan. Recognition of the need for specialist advice on key council projects is reflected in the establishment of the Town Centre Reserve. Not all spend on consultants are a cost to the Council, on planning applications, through the use of Planning Performance Agreements, the Council is able to procure independent advice on matters such a development viability, retail impact and highways whose costs are met by the application.

6.2. A comparison of spend on consultants between 2024/25 and 2025/26 (forecast) is shown below.

	2024/25 (£000s)	2025/26 (forecast) (£000s)
General Fund	627	1,810
HRA	119	95
Total	746	1,905

6.3. The comparison shows that the predicted spend on consultancy for 2025/26 is higher than the actual spend for 2024/25. The main areas where we can see an increase are for Town Centre projects, Planning applications, options appraisals and service delivery options within Works Services Unit and consultancy work following the public enquiry to ensure that policies are in place and Transport Services are fully compliant. The majority of the additional spend estimated for 2025/26 when comparing against the previous year is funded through reserves, grant income and recovered through income from fees and charges.

7. SPECIFIC SCRUTINY REQUESTS – REVENUES AND BENEFITS WAITING TIMES

7.1. While current waiting times sit at 8 weeks for Council Tax and 14 weeks for Benefits, these figures only tell part of the story. Since the merger of the two services last year, we are fundamentally redesigning our workflows to create a more resilient, joined-up team. This integration has already yielded significant wins, including bringing complex subsidy control compliance back in-house for the first time in six years—saving on expensive agency fees—and launching a new, fully-funded apprenticeship to build our own long-term talent pipeline.

7.2. To mitigate the current backlogs, we are intensifying our triage process to increase capacity for residents at risk of immediate hardship or eviction. We are also accelerating our digital transition by moving high-volume, simple

tasks like Direct Debit setups and changes of address to automated web forms. This shift is designed to reduce "status chasing" and free up our specialist officers to focus on the more complex, high-touch cases. While the upcoming annual billing cycle will create a temporary spike in wait times, the permanent recruitment currently underway, combined with these digital efficiencies, ensures we are building a service that is both sustainable and responsive.

8. SPECIFIC SCRUTINY REQUESTS – ADDITIONAL BUDGET FOR HOUSING SERVICE

- 8.1.** On 6 January the Chief officer Communities and homes presented a report in relation to Assets and Property Repairs Service - Transformation journey and resulting budgetary impact. It also sets out the resulting investment made in addressing issues identified through the stock condition survey work to ensure the safety and quality of homes, to meet the health and wellbeing needs of tenants.
- 8.2.** The report reflected on the first 12 months of the Property Repairs Service transferring from Operations & Traded Services to Communities & Homes. It sets out the transformation journey and the achievements to date and the positive outcomes for tenants. The report also sets out the financial impacts which have arisen due to tackling issues identified through the comprehensive stock condition survey works, and in ensuring the Council's homes are safe, and of an appropriate quality, whilst also adhering to regulatory standards. This has resulted in a recommendation for an additional supplementary revenue budget of £0.850M for 2025/26 to avoid the potential for an overspend in what is essentially a unique year.
- 8.3.** The report can be found here [PRs transformation](#)

Name of Meeting: Scrutiny Committee

Date of Meeting: 19 March 2026

Subject Matter: Finance and performance reporting

Originating Department: Finance and Performance

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Report Title: Exceptions Reporting as at 31 January (Period 10)

Date: 02.03.2026

Reporting to: Medium Term Financial Strategy Group

Prior Consultation: Budget holders and Chief Officers

Contact Officer: Gemma Lister and Faiyaz Latif (Lead Accountants)

Recommendations:

1. To note the details of the report.

Reasons for recommendations:

- To provide MTFS group an update on the Council's financial position for the General Fund and the HRA with information known as at 31 January 2026. This is a month after the quarter 3 data was production. The key main areas are: Salaries and Agency spend, Income over £1.000m and Expenditure above £0.250m, Capital and Reserves.

Exceptions Reporting as at 31 January (Period 10)

1. Background

- 1.1.** The purpose of this note is to provide an update on the financial position following the Budget Monitoring Quarter 3 update for the General Fund and HRA, approved by Council on 18 February 2026.
- 1.2.** The Financial Regulations set out the roles and responsibilities of LT when it comes to financial management - [2024.04.01 RBC Financial Regulations](#) . It would be desirable if CO's refamiliarised themselves with this document.
- 1.3.** Please note that this report will be forwarded to the Portfolio holder, Liberal Democrat spokesperson and Chair and Vice Chair of Scrutiny following the meeting on the 2 March.

2. Period 10 Update - Staffing

- 2.1.** The Council's Period 10 position shows a significant underspend on staffing costs, driven primarily by vacancies and delayed recruitment, alongside a substantial spend on agency staffing, which continues to offset these savings.

- 2.2.** Appendix 1 provides details on the movement since Quarter 3 for all Portfolios.

2.3. General Fund (GF)

	Budget	Forecast	Forecast Variance	Funded through reserves or grant income	Revised Forecast Variance	Quarter 3 Forecast Variance	Movement since Quarter 3
	£000s	£000s	£000s			£000s	£000
Staffing costs	20,788	19,226	(1,562)	(73)	(1,635)	(1,466)	(97)
Agency	458	2,667	2,209	(144)	2,065	1,993	215
Total	21,246	21,892	647	(217)	430	527	119

- 2.4.** Vacancies across Finance, Legal, Regulation, Communities and Operations continue to generate salary underspends, but most are being backfilled with agency resource for business continuity—resulting in a net pressure on the GF.

2.5. Significant changes since Quarter 3

- **Finance & Performance:** Total variance of £0.946m, which is a movement of £0.004m since Quarter 3. Further details of the movement since quarter 3 can be found in Appendix 1.
- **Legal & Governance:** Total variance of £0.167m, which is a movement of £0.145m since Quarter 3. There is no significant movement to report on the staffing forecast. The agency forecast has increased by £0.145m due to miscodes being reported on

another cost centre which were identified during period 10, £0.057m and the extension of agency workers to the end of the financial year following the decision to not recruit to 4 vacant posts within the Democratic Services team is net £0.030m.

- Operations and Traded Services:** Total variance of £0.109m, which is a movement of (£0.011m) since Quarter 3. The staffing forecast has reduced by (£0.039m) due to some delays in start dates for newly appointed staff, the Bulky Waste operatives being used for other services with their overtime payments not being allocated to the service they were deployed to and finally, Green Waste have two vacant posts which have now been filled by Trade Waste operatives who have been redeployed following route optimisation. The redeployed staff will remain in their current roles until the new financial year, so the forecast - previously expected to be filled before - has now been removed. The agency forecast has increased by £0.050m due to an increase of temporary staff in the Grounds Maintenance team following an extension of their contracts so seasonal work could continue to take place following the warmer weather conditions. Within the Refuse service, a finance admin role remains vacant after an unsuccessful recruitment campaign resulting in the extension of the agency worker.
- Regulation and Safety:** Total variance of (£0.110m), which is a movement of (£0.024m) since Quarter 3. The staffing forecast has reduced by (£0.034m) due to unsuccessful recruitment on a number of roles within the Portfolio. This has resulted in forecasts being removed to assume they will not be filled by the end of the financial year. The agency forecast has increased by £0.010m reflecting the unsuccessful recruitment to permanent roles, extending agency until the end of the financial year.
- Digital and Communications:** Total variance of (£0.170m), which is a movement of (£0.011m) since Quarter 3. The staffing forecast has reduced by (£0.011m) due to a delay in the Food Waste Engagement Officer starting within the Communications team.

2.6. Housing Revenue Account (HRA)

	Budget	Forecast	Forecast Variance	Quarter 3 Forecast Variance	Movement since Quarter 3
	£000s	£000s	£000s	£000s	£000s
Staffing costs	4,196	3,404	(792)	(739)	(53)
Agency	200	545	345	248	97
Total	4,396	3,949	(447)	(491)	44

- 2.7. Underspends stem from structural establishment issues (e.g., overstated budgets in Sheltered Housing and the Control Centre) and long-standing Housing Management and Repairs vacancies. These are offset by high levels of agency cover in critical areas such as the Control Centre and Repairs.

2.8. Significant Changes since Quarter 3

- **HRA Control Centre:** Total variance of (£0.019m), which is a movement of (£0.053m) since Quarter 3. The staffing forecast has reduced by (£0.026m) due to ongoing Operator vacancies, which are now expected to continue to year-end. The agency forecast has increased by £0.082m due the increase in Control Operators as a result of recruitment challenges and additional permanent leavers, with agency staff now assumed to remain in place until year end.
- **Housing Management:** Total variance of (£0.185m), which is a movement of (£0.031m) since Quarter 3. This relates to prolonged vacancies (1 Tenancy Support Assistant and 2 Housing Officers), with recruitment now planned for the new financial year.
- **Sheltered Housing:** Total variance of £0.167m, which is a movement of £0.014m. This reflects two agency staff having been recruited during December and January to cover vacant Independent Living Coordinator posts.

2.9. The following provides a brief overview of the key drivers affecting staffing costs across the General Fund and the HRA:

- **Persistent vacancies** due to recruitment challenges, delayed start dates, and posts held pending service reviews.
- **Agency dependency increasing**, especially for technical, professional, and operational roles.
- **Service continuity requirements** (e.g., finance, legal casework, waste operations, safety & resilience) driving extended agency usage.
- **Seasonal and sickness pressures** particularly affecting Waste, Grounds Maintenance, and Homelessness services.
- **Prolonged vacancies and revised recruitment timelines within the HRA**, particularly in Sheltered Housing and the Control Centre, are driving the staffing underspend, with agency cover only partially offsetting vacancy savings.

3. Income budgets over £1m

3.1. Appendix 2 details the movement since Quarter 3 for any income budgets above £1.000m.

3.2. General Fund

3.3. Total variance at period 10 is an underspend of (£0.231m) which is a movement of (£0.017m) since Quarter 3.

3.4. Actuals up to period 10 remain high with a total of 84% of total income received across the four highest income budgets within the General Fund.

3.5. Housing Revenue Account

3.6. Total variance at period 10 is (£0.020m) which is a movement of £0 since Quarter 3.

3.7. Actuals up to period 10 are of a similar percentage to the General Fund, with 82% of the total income across the two biggest income budgets within the HRA.

4. Expenditure above £0.250m

4.1. Appendix 2 details the movement since Quarter 3 for any expenditure budgets over £0.250m.

4.2. General Fund

4.3. Total variance at period 10 is £1.404m which is a movement of £0.062m since Quarter 3. The movement relates to the Refuse service, £0.060m and is as a result of procurement delays in completing the new contract meaning higher costs are still being incurred for the removal of waste to Sherbourne. Following slightly higher costs for the Quarter 3 invoices relating to the removal of waste this has resulted in a movement of £0.020m however, this can be offset by a reduction to fuel for Trade Waste vehicles following route optimisation and the current trend of fuel spend.

4.4. Housing Revenue Account

4.5. Total variance at period 10 of (£0.335m) which is a movement of (£0.029m) since Quarter 3. This small variance is mostly related to the Smoke Alarm Replacement Programme where additional smoke alarms are being fitted due to recent compliance changes.

5. Reserves

5.1. Appendix 3 will provide a detailed explanation of the reserve balances and changes since Quarter 3 reporting.

5.2. General Fund Service Reserves

5.3. Total balance as at 31 March 2026 estimated to be (£0.678m). This is a movement from Quarter 3 of £0.037m. Reasons for the movement are:

- Acquisition Reserve – Additional drawdown for the purchase of artwork during 2025/26, £0.006m.
- Family weight project reserve – Drawdown for potential redundancy costs following closure of the service, £0.047m.

5.4. General Fund Corporate Reserves

5.5. Total balance as at 31 March 2026 estimated to be (£26.468m). This is a movement from Quarter 3 of £0.087m. Reasons for the movement are:

- Town Centre Strategy Reserve – the P10 exceptions reporting reflects the current balance of the reserve as per the Town Centre dashboard that is updated on a regular basis to show approved spend, (£0.354m).
- Section agreements Reserve – an increase to the drawdown following revised commitments for spend to be funded by S106, £0.113m.
- Community Infrastructure Levy Receipts in Advance – additional income received of (£0.046m) since Quarter 3 reporting.
- Non-conditional Revenue Grants – a movement of £0.200m since quarter 3 with the majority relating to Food Waste grant, Local plans fund and Green belt fund.

5.6. HRA Reserves

5.7. Total balance as at 31 March 2026 estimated to be (£44.050m). Changes to the reported balance at quarter 3 are:

- HRA balances – movement of (£0.074m) due to revised capital forecasts as at period 10.
- HRA Major Repairs Reserve – movement of £0.450m due to a drawdown to fund Tanser Court boilers and repairs to the roof.

6. Capital

6.1. Appendix 4 will provide a detailed explanation of the capital schemes and changes since Quarter 3 reporting.

6.2. General Fund

6.3. The General Fund capital schemes are projecting a total variance at period 10 of (£0.216m). This is a movement of (£0.463m) since Quarter 3 and the main reasons are:

- Leisure and Wellbeing – A movement of (£0.538m) since quarter 3 is being reported due to a number of schemes within the Parks and Open Spaces service as a result of issues with procurement and delays in contracts being awarded. These schemes are being requested to be reprofiled into 2026/27.
- Regulation and Safety – A movement of £0.080m due to a final invoice being received during period 10 from the contractor for completion of Phase 1.

6.4. As at period 10, only 35% of the forecast, £3.736m has been spent. With commitments included, this percentage goes up to 59%. With only 2 months left of the financial year, this does put pressure on the cashflow if more than half of the projected spend (£3.736m - £1.301m) has not been invoiced as at the end of January (period 10).

6.5. Housing Revenue Account

6.6. The HRA capital schemes are projecting a total variance at period 10 of (£3.660m). This is a movement of £0.002m since Quarter 3. There are no significant variances to explain.

7. Significant updates since Quarter 3 reporting

7.1. Although the exceptions reporting covers 5 main areas, there have been some other significant changes which will have an impact on the reported position at Quarter 3.

7.2. General Fund

- **Leisure and Wellbeing – Benn Hall** – There is an increase of £0.040m due to security costs. Whilst the day security has been stopped there is now regular security in the evenings to ensure the safety of staff following concerns that have been raised.
- **Finance and Performance – Revenues and Benefits Team** – Additional income of (£0.213m) for Revenue Grants due to receiving £0.191m from the Department of Working Pensions and also £0.019m for the Discretionary Housing Payment. These grants have not been budgeted for in the past and have been added to the 2026/27 budget. Court Fee income has seen an increase of (£0.100m) since quarter 3 based on the current number of court orders raised as well as the price increasing from £100 to £120.
- **Operations and Traded Services – Highways/Street Scene** – Due to the closure of the service, there will be redundancy payments of £0.055m to be paid for 2 members of staff within the service.
- **Corporate Items – Net cost of borrowing** – The latest net cost of borrowing forecast is predicting a net forecast variance on interest received and interest payable of (£1.184m) which is a movement of (£0.401m) since quarter 3. The reason for this is due to the current interest rates remaining more favourable than what was set at the time of budget setting for 2025/26.
- **Corporate Items – Corporate Strategy Delivery Fund** – The period 10 position forecasts a variance of (£0.600m). This represents a further movement of (£0.300m) since quarter 3, reflecting that no additional proposals have been submitted to utilise this budget during 2025/26.

7.3. Housing Revenue Account

- None to report

8. Impact of period 10 exceptions reporting

8.1. The impact of the above variances to the Revenue General Fund and HRA budget is reflected in the table below:

	General Fund £000	HRA £000
Quarter 3 Outturn variance	(271)	685
Staffing and Agency changes	119	44
Income changes	(17)	0
Expenditure changes	62	(29)
Other significant changes	(959)	0
Revised Outturn Position	(1,066)	700

9. Discussion Points

9.1. What is going to happen to the underspend?

9.2. What can we do to prevent this overspend increasing further by the end of the year?

General Fund Payroll - High Level 2025/26 Year End Outturn Forecast

Portfolio	REVISED BUDGET 25/26	Expenditure as at Period 10	Commitments as at Period 10	Spend plus commitments as at Period 10	2025/26 Forecast (as at Period 10)	Forecast Variance (as at Period 10)	Funded by income (grant or reserve)?	Revised Forecast Variance (as at Period 10)	Forecast variance as a percentage of budget	Previous Forecast Variance (Q3)	Movement between Q3 and Period 10	Narrative to explain the movement between Q3 and Period 10
	£	£			£	£	£	£	%	£	£	
Leisure & Wellbeing	1,903,350	1,667,164	0	1,667,164	1,946,000	42,650	0	42,650	2%	58,090	(15,440)	Reduction in hours due to early retirement now included in forecast alongside further forecast underspend on casual staffing and permanent staffing in the On Track service
Regulation & Safety	2,085,810	1,604,218	0	1,604,218	1,926,308	(159,502)	0	(159,502)	-8%	(125,280)	(34,222)	A number of roles within services are now not likely to be recruited to following unsuccessful recruitment therefore will be vacant for the rest of the financial year and have been reflected in the forecasts
Finance & Performance	1,509,024	701,711	0	701,711	1,559,512	50,488	0	50,488	3%	56,488	(6,000)	<p>Financial Services Reason for the movement of (£0.017m) is due to the following posts no longer being recruited to by the end of the financial year: - Procurement officer: following unsuccessful recruitment campaign during January and the option to outsource procurement is being explored, (£0.006m) movement. - Finance business partner (0.8 FTE): advert is not actively out therefore will not be recruited to until 2026/27, (£0.007m) movement. 1 FTE Finance Business Partner was forecasted to be filled by February however this should now be in March causing (£0.004m) movement.</p> <p>Corporate Assurance: Movement of £0.015m due to the following vacant posts now not being recruited to by February as previously forecasted at Quarter 3. 1 x FTE 1 Change Officer 1 x FTE 1 Corporate Assurance Manager 1 x FTE 1 Transformation Lead & Lead Auditor</p> <p>Revenues and Benefits Team: Movement of £0.027m due to the following: - 1X FTE1 Revenues and Benefits Manager has been awarded accelerated increment from SCP41 to SCP42 - 1 x vacant Benefits Officer no longer forecasted to be recruited to by the end of the financial year.</p>
Legal & Governance	1,185,340	738,880	0	738,880	934,179	(251,161)	0	(251,161)	-21%	(251,430)	269	<p>1X FTE 1 Legal & Governance Manager post is now filled from 26.01.2026. 4 vacant posts will now not be filled in financial year 2025/26</p>
Digital & Communication	1,920,301	1,425,757	0	1,425,757	1,735,634	(184,667)	0	(184,667)	-10%	(173,461)	(11,206)	Food Waste Engagement Officer was recruited later than expected and Comms Apprentice position still vacant.
Communities & Homes	2,433,687	1,944,293	0	1,944,293	2,274,495	(159,192)	0	(159,192)	-7%	(146,566)	(12,627)	Movement due to vacant Outreach officer
Operations & Traded Services	5,951,918	4,678,282	0	4,678,282	5,710,699	(241,219)	0	(241,219)	-4%	(202,641)	(38,578)	<p>Grounds Maintenance movement of (£0.016m), All posts were previously filled, now have 2 posts vacant and currently being recruited to. Previous vacant posts were not recruited to when expected at Q3.</p> <p>Refuse Service movement of (£0.020m) savings, 1 x driver and 1 loader post are currently vacant with the driver position just being offered. Interview day will be held in March for new Food waste operatives and the vacant loader post will be advertised at the same time. Delays in start dates have also contributed to variance since Q3.</p> <p>Bulk Waste £0.010m operatives currently being used for other services when required, overtime charges is not currently allocated correctly.</p> <p>Garden Waste service (£0.013m) had 2 post become vacant that have now been filled by Trade operatives that were not required after route optimisation. Operatives will be moved for 2026.27 budgets, operatives are still currently covering some trade customers as letters were delayed being sent out to cancelled or changed accounts.</p>
Growth & Investment	2,081,820	1,386,218	0	1,386,218	1,801,285	(280,535)	0	(280,535)	-13%	(271,357)	(9,178)	1 x Business Growth and Inward Investment Officer now been filled and start date 02 February, 2026. The transfer of 2 posts from Digital and Communications is also causing a variance due to 1 x Senior Spatial Officer having been vacant all year.
Executive Director's Office	1,716,910	1,115,085	0	1,115,085	1,337,347	(379,563)	(72,818)	(452,381)	-22%	(409,904)	30,341	Extension of Transformation Programme Manager to the end of the financial year.
TOTAL	20,788,160	15,261,609	0	15,261,609	19,225,458	(1,562,702)	(72,818)	(1,635,520)	-8%	(1,466,061)	(96,641)	

General Fund Agency - High Level 2025/26 Year End Outturn Forecast

Portfolio	REVISED BUDGET 25/26	Expenditure YTD (Period 10)	Commitments to Period 10	Spend plus commitments Period 10	2025/26 Forecast (as at Period 10)	Forecast Variance (as at Period 10)	Funded by income (grant or reserve)?	Revised Forecast Variance (as at Period 10)	Forecast variance as a percentage of budget	Previous Forecast Variance (Q3)	Movement between Q3 and Period 10	Narrative to explain the movement between Q3 and Period 10
	£	£	£	£	£	£	£	£	%	£	£	
Regulation & Safety	47,920	62,628	0	62,628	97,080	49,160	0	49,160	103%	39,160	10,000	Movement relates to unsuccessful recruitment meaning it likely that there will be additional spend on agency in order to mitigate service failure
Finance & Performance	84,000	639,898	47,017,886	47,657,784	979,855	895,855	0	895,855	1066%	885,553	10,302	An increase to the agency forecast for the Revenues and Benefits to reflect all current agency workers to be here until the end of the year. £0.014m. A small increase to the agency forecast for Corporate assurance for 1 x Risk management and Insurance officer, £0.004m. This has been offset by a reduction to the agency spend for Financial Services due to the HRA business partner leaving during February. (£0.008m).
Legal & Governance	0	280,332	0	280,332	418,336	418,336	0	418,336	0%	273,551	144,785	Projected forecast for current agency staff- locum Solicitor - forecast as per actual. Projected forecast for 1x Senior Legal Officer . 1X FTE 1 Legal & Governance Manager post is now filled from 26.01.2026. 3 Vacant posts will now remain vacant for the rest of 2025/26 and agency is being used to cover the following posts: 1X FTE 0.46 Assistant Legal Officer 1X FTE 0.72 Legal Officer 2 X FTE 0.81 Senior Legal Officer
Digital & Communication	15,000	1,480	0	1,480	15,000	0	0	0	0%	0	0	Agency spending in new cost centre, budget added since Q3
Communities & Homes	0	205,365	0	205,365	240,905	240,905	(83,779)	157,126	0%	240,905	(0)	Additional resource of £0.084m funded by grants not included in P6 forecast. Full agency spend has been factored into the P10 forecast a long with full amount of expected grant income to reflect true picture of the service resource utilised.
Operations & Traded Services	311,250	527,473	26,649	554,122	613,417	302,167	0	302,167	97%	252,022	50,145	The movement on agency spend since Q3 reflects changes to agency spending in Grounds Maintenance to cover seasonal work required for extended seasonal period due to warmer conditions. Additional expense in Depot agency is to cover the movement of costs currently in Waste & Recycling for the Finance admin post. No contra saving showing in Waste & Recycling as additional agency required to cover positions that can not be filled whilst continuing HR investigations are conducted.
Growth & Investment	0	114,958	0	114,958	217,697	217,697	0	217,697	0%	217,697	0	
Executive Director's Office	0	80,653	12,554	93,207	84,367	84,367	(60,000)	24,367	0%	84,367	(0)	
TOTAL	458,170	1,912,787	47,057,089	48,969,876	2,666,657	2,208,487	(143,779)	2,064,708	482%	1,993,255	215,232	Agency overspend is a result of / offset by vacant establishment posts
General Fund 'Staffing Costs' (Establishment & Agency) Total	21,246,330	17,174,396	47,057,089	64,231,485	21,892,115	645,785	(216,597)	429,188	0	527,195	118,590	High Level General Fund Staffing (Establishment & Agency) Year End Outturn Forecast position

0

HRA Salaries - High Level 2025/26 Year End Outturn Forecast

HRA Area	Budget 25/26	Expenditure YTD (Period 10)	Commitments to P10	Spend plus commitments P10	2025/26 Forecast (as at Period 10)	HIGH-LEVEL VARIANCE (forecast vs budget)	Funded by income (grant or reserve)?	Revised Forecast Variance (as at Period 7)	Forecast variance as a percentage of budget	Previous Forecast Variance (Q3)	Movement between Q3 and Period 10	Narrative to explain the movement between Q3 and Period 10
	£	£	£	£	£	£	£	£	£	£	£	
Sheltered Housing	551,760	312,469	0	312,469	347,073	(204,687)	0	(204,687)	-37.1%	(206,431)	1,744	
Control Centre	562,860	236,832	0	236,832	277,624	(285,236)	0	(285,236)	-50.7%	(259,342)	(25,894)	P10 forecast assumes additional 2 Operator vacancies to Year End
Housing Management	936,960	652,388	0	652,388	752,446	(184,514)	0	(184,514)	-19.7%	(153,261)	(31,253)	Change due to vacant Income Officer and 2x Housing Officer expected to be fill during Q4 but now estimated to be vacant
Unplanned Maintenance & Repair	1,784,520	1,383,760	0	1,383,760	1,664,806	(119,714)	0	(119,714)	-6.7%	(119,714)	0	
Repairs & Maintenance - Void Works	360,100	316,932	0	316,932	362,222	2,122	0	2,122	0.6%	0	2,122	
TOTAL	4,196,200	2,902,380	0	2,902,380	3,404,171	(792,029)	0	(792,029)	-18.9%	(738,748)	(53,281)	Significant number of vacancies & erroneous establishment budgets

HRA Agency - High Level 2025/26 Year End Outturn Forecast

HRA Area	Budget 25/26	Expenditure YTD (Period 10)	Commitments to P10	Spend plus commitments P10	2025/26 Forecast (as at Period 10)	HIGH-LEVEL VARIANCE (forecast vs budget)	Funded by income (grant or reserve)?	Revised Forecast Variance (as at Period 10)	Forecast variance as a percentage of budget	Previous Forecast Variance (Q3)	Movement between Q3 and Period 10	Narrative to explain the movement between Q3 and Period 10
	£	£			£	£	£	£	%	£	£	
Sheltered Housing	0	17,917	0	17,917	37,062	37,062		37,062		22,887	14,175	Two agency staff recruited in Dec and Jan to cover vacant ILC positions.
Control Centre	0	162,338	0	162,338	266,003	266,003		266,003		183,650	82,353	Forecast assumes agency staff to be in place until Year-End. 7x Control Operators covering permanent positions.
Housing Management	200,000	154,837	114	154,951	164,000	(36,000)		(36,000)	-18.0%	(36,000)	0	
Unplanned Maintenance & Repair	0	73,746	34,116	107,862	77,608	77,608		77,608		77,608	0	
TOTAL	200,000	408,838	34,230	443,068	544,673	344,673	0	344,673	172.3%	248,145	96,528	Agency forecast overspend due to establishment vacancies
Housing Revenue Account 'Staffing Costs' (Establishment & Agency) Total	4,396,200	3,311,219	34,230	3,345,449	3,948,844	(447,356)	0	(447,356)	-10.2%	(490,603)	43,247	High Level HRA Staffing (Establishment & Agency) Year End Outturn Forecast position of £480k represents a 11% underspend

Exceptions reporting- January P10 Update - General Fund

Income budgets over £1m

GF

Service	Income Type	Budget £000	Actuals to date (up to P10) £000	Income achieved at P10 %	Frequency of invoicing	Q3 Outturn forecast £000	Outturn Forecast at P10	P10 variance	Movement from Q3 to P10	Reason for Variance	Narrative for movement between Q3 to P10
Garden Waste	Garden Waste subscriptions	(1,146)	(1,202)	105%	Upfront usually all invoiced on 1st April	(1,208)	(1,211)	65	3	Forecast is actuals received to date plus projected subscriptions up to end Feb	Additional subscriptions added and BI report updated since Q3
Trade Waste	Trade Waste subscriptions	(1,347)	(1,001)	74%	Regular customers are all invoiced on 1st April. New contracts will be invoiced as and when they come onboard during the year.	(1,072)	(1,052)	(295)	(20)	Further route optimisation still ongoing. Reduced income due to loss of customers after pricing adjustment, which was difficult to forecast at budget setting. This is partly offset within the service against reduction in disposal costs.	Further route optimisation has been completed. Clients out of Borough and ones that are not cost effective have been cancelled. Rounds reduced to 2 from start of March. Budget setting for 26.27 will show a reduction to operatives to reflect reduction in service
Crematorium	Cremation Income and Memorial Packages	(1,237)	(862)	0%	Ad-Hoc	(1,237)	(1,237)	0	0	Projected to be on budget	Manager expects to be on target with busier months upcoming
Planning	Planning Applications	(1,557)	(1,402)	90%	Ad-Hoc	(1,556)	(1,556)	(1)	0	No movement since Q3. Projected to be on budget	Manager expects to be on target by the end of the financial year
Total		(5,287)	(4,466)	84%		(5,072)	(5,056)	(231)	(17)		

Expenditure Budgets over £250k

Service	Expenditure Type	Budget £000	Actuals to date (up to P10) £000	Expenditure at P7 %	Frequency of invoicing	Q3 Outturn forecast £000	Outturn Forecast at P10	P10 variance	Movement from Q3 to P10	Reason for Variance	Narrative for movement between Q3 to P10
Housing Benefits Payments	Rent Allowances	6,865	5,119	75%		6,505	6,505	361	0	Based on current run rate	N/A
Housing Benefits Payments	Rent Rebates	6,296	2,598	41%		5,328	5,328	967	0	Based on current run rate	N/A
Domestic Waste Collection	External Contractor	263	307	117%		280	340	(77)	60	Now forecasting a projected overspend due to additional costs being charged by Bulk Freight. Still waiting for new contract with Tom White to be signed, long procurement procedures have delayed contract being awarded.	Delays in completing new contract means service is still having to pay higher charges for waste removal to Sherbourne.
Domestic Waste Collection	Tippling Charges - Non-WCC	1,069	1,201	112%		1,245	1,245	(176)	0	Expected £0.0176m overspend is due to an increase in Sherbourne gate fees which was advised after budget setting. Sherbourne have agreed to provide an update in November for any increase to the 2026/27 charges. Additional tonnage charge at mop-up quarterly invoice has also added to costs. Current monthly fee payable in advance is £0.099m, an additional £0.057m has been added for forecasted mop-up tonnage fees.	
IT Software	Software Maintenance	1,047	1,003	96%	Usually 1 annual invoice for each piece of software. Invoice dates will be dependent on when the software is due for renewal.	1,166	1,166	(119)	0	Microsoft costs higher than anticipated in budget. Also additional costs for TM/TF systems, awaiting confirmation on budget approval	
Parks	Internal Contractor	872	0	0%	This expenditure is all internal and no journals have been processed yet	872	872	(0)	0	This is an internal recharge for SLA's so will not be a variance vs Budget	
Trade Waste	Removal of Waste	587	240	41%	Quarterly	450	470	117	20	Projected saving based on reduced rounds and charges for first 2 quarters.	Slight increase in forecast based off third quarter charges currently being approved by WCC
Cast - HRA Property	Homelessness HRA Temp Accom	479	230	48%		257	257	222	0	Based on current run rate	
Corporate Prop Utilities	Electricity	398	255	64%	Monthly - issues with billing with a lot of invoices paid during period 6.	398	398	0	0	Projected to be on budget	
Corporate Prop R&M	R&M	370	315	85%		370	370	0	0	Projected to be on budget	
Members Expenses	Basic Allowance	343	284	83%	Monthly through payroll.	343	343	0	0	Projected to be on budget	
Cast - Private Sector Leasing	Private Sector Leasing	313	212	68%		277	277	36	0	Based on current run rate	
Town Centre CCTV	CCTV	294	317	108%		313	320	(26)	7	Contractual inflation not added at budget setting, will be rectified as part of the 2026/27 budget setting process - Work taking place around SLA agreement with Rugby First	
Domestic Waste Collection	Vehicle Fuel	250	124	50%		175	150	100	(25)	Forecasting savings based on year to date costs. Savings due to new and more economical fleet vehicles, also route optimisation currently taking place that should see a reduction in fuel costs.	Further reduction based on route optimising and year to date spending
Total		19,446	12,206	63%		17,980	18,042	1,404	62		

Exceptions reporting- January P10 Update - HRA

Income budgets over £1m

HRA

Service	Cost Centre	Income Type	Budget £000	Actuals to date (up to P10) £000	Income achieved at P10 %	Frequency of invoicing	Q3 Outturn forecast £000	Outturn Forecast at P10 £000	P10 variance	Movement from Q3 to P10	Reason for Variance	Narrative for movement between Q3 to P10
Income	INC00	Rents	(19,229)	(15,827)	82%		(19,132)	(19,132)	(97)	0	Based on current run rate	
Income	INC00	Interest Receivable	(1,063)	0	0%		(1,063)	(1,063)	0	0	Projected to be on budget	
Total			(20)	(16)	82%		(20)	(20)	(0)	0		

Expenditure Budgets over £250k

Service	Cost Centre	Revenue Type	Budget £000	Actuals to date (up to P10) £000	Actuals at P10 %	Frequency of invoicing	Q3 Outturn forecast £000	Outturn Forecast at P10 £000	P10 variance	Movement from Q3 to P10	Reason for Variance	Narrative for movement between Q3 to P10
Capital Financing	COC00	Interest Repayments	1,104	0	0%		1,104	1,104	0	0	Projected to be on budget	
Maintenance of Open Spaces	MOS00	Internal Contractor	273		0%		273	273	0	0	Projected to be on budget	
Housing Planned Maintenance	UMR30	Gas Heating Systems	450	360	80%		478	467	(17)	11	3 x monthly maintenance costs allocated (£100k). Audits for the remaining year will be £2538.00. Monthly adhoc spend is £2265.00. Potential overspend of £17k (£22,500 spent on Tanser Court rental)	Change due to ad-hoc jobs to Year-end being less than estimated in P9
Housing Planned Maintenance	UMR30	Smoke Alarm Replacement	280	481	172%		558	598	(318)	(40)	Potential £318k overspend expected if all work is accessed and completed. 495 jobs issued to date. Average cost per property is £390.00 Will target non-compliant two- storey properties ahead of upgrading single-storey properties. The programme has been brought forward on Chief Officers instructions.	Increase due to additional smoke alarms being fitted due to recent compliance changes.
Total			2,107	841	252%		2,413	2,442	(335)	(29)		

2025-26 Reserves Balances as at January (Period 10)

Name	1 April 2025	Movement to date	Budgeted Movement	Other Projected Movement	31 March 2026	Notes
	£	£	£	£	£	
Service Reserves						
Family Weight Project Reserve	(63,392)		26,140	21,180	(16,072)	Issues around TUPE may mean that we need to pay redundancy costs out of the reserve working with Legal
Welfare Support Reserve	(350,143)				(350,143)	
Acquisition Reserve (AG/M)	(27,390)		(5,730)	12,000	(21,120)	Drawn down to fund purchase of artwork
Environmental Crimes Reserve	(20,961)			13,390	(7,571)	Plan to spend some of balance on CCTV cameras in 2025/26
Hackney Carriages Reserve	(19,726)			(6,850)	(26,576)	Based on working paper figures provided by licensing
Crematorium Replacement Reserve	(85,756)		(23,000)		(108,756)	
Crematorium Cameo Reserve	(38,530)		(2,000)		(40,530)	
HMO License Reserve	(79,447)			(18,600)	(98,047)	Based on working paper figures provided by REG00
WCAVA Grants Reserve	(15,000)		5,000		(10,000)	
Service Reserves Total	(700,344)	0	410	21,120	(678,814)	
Corporate Reserves						
Section Agreements	(1,838,865)	181,175	142,270	(107,978)	(1,623,399)	
Community Infrastructure Levy (CIL) Receipts in Advance	(33,112)			(46,306)	(79,418)	
Transformation Fund	(1,477,761)		145,000	239,000	(1,093,761)	
Non-Conditional Revenue Grants	(545,694)		160,390	158,342	(226,962)	Balance includes £215k re Food Waste, £228k Local Plans Fund and £70k Green Belt Fund received in 24/25
Business Rates Equalisation Reserve	(20,733,727)		1,948,000	700,000	(18,085,727)	
Budget Stability Reserve	(2,410,207)		92,270	361,730	(1,956,207)	
Town Centre Strategy Reserve	(4,602,703)		124,060	1,805,940	(2,672,703)	Updated as per Town Centre Reserve Dashboard based on approved items
Climate Emergency Reserve	(896,450)		25,200	140,800	(730,450)	
Corporate Reserves Total	(32,538,520)	181,175	2,637,190	3,251,528	(26,468,627)	
GF Total	(33,238,864)	181,175	2,637,600	3,272,648	(27,147,442)	
Housing Revenue Account Balances	(4,085,221)				(4,085,221)	
HRA Balances (Capital)	(17,621,069)		(1,210,059)		(18,831,128)	Capita Proect spend of £528k as per P10 forecast / £3.1m forecasted revenue contribution to capital drawdown / £524k LCF03 (Wave 3) funding / £850k drawdown request to cover PRS revenue overspend
HRA Major Repairs Reserve	(6,126,592)		(460,000)	450,000	(6,136,592)	£3,409,341m forecasted capital works spend as of P10 / £450K Drawdown to fund Tanser Court boilers and repairs to the roof
Sheltered Housing Rent Reserve	(456,105)			(49,000)	(505,105)	
HRA - Climate Change Reserve	(1,512,378)		39,380	1,087,995	(385,003)	Social Housing Fund Wave 2
HRA - Transformation Reserve	(226,643)		71,136	(50,000)	(205,507)	Additional £300k granted to from HRA Capital Reserve. Expected revenue spend of £250k to be funded form HRA transformation reserve
Right to buy Capital Receipts	(12,022,592)	(5,287,850)		3,409,341	(13,901,101)	
HRA Total	(42,050,601)	(5,287,850)	(1,559,543)	4,848,336	(44,049,658)	
Overall Total	(75,289,465)	(5,106,675)	1,078,057	8,120,984	(71,197,099)	

Capital monitoring update January review (P10) - General Fund

PORTFOLIO	Scheme	Revised Budget	Expenditure £000	Commitments to date £000	Expenditure plus commitments to P10 £000	Outturn Forecast at Q3 £000	Outturn Forecast at P10 £000	Pending Reprofitting Requests £000	Outturn Variance at Q3 £000	Outturn Variance at P10 £000	Outturn Movement from Q3 to P10	Reason for variance	Narrative for movement from Q3 to P10
Finance, Performance, Legal & Governance	Income Management System	30	0	0	0	30	30	0	0	0	0	No Change	
	Invoice Scanning Software	30	0	29	29	30	30	0	0	0		No change; works are expected to be complete by 31.03.2026	
	Financial Management System Upgrade	77	14	52	67	77	77	0	0	0	0	No change; works are expected to be complete by 31.03.2026	
		137	0	0	96	137	137	0	0	0	0		
Communities and Homes, Regulation and Safety	Corporate Property Enhancements	0	3	0	3	0	0	0	0	0	0	Miscoded expenditure to be recoded.	
	Housing Aquisitionn Fund	0	3	0	3	0	0	0	0	0	0	Miscoded expenditure to be recoded.	
	Great Central Walk Bridge	31	(93)	17	(76)	31	31	0	0	0	0	Budget expected to be fully spent at this time.	
	Disabled Facilities Grant	890	0	0	0	890	890	122	(122)	(122)	0	Budget expected to be fully spent at this time.	
	Rainsbrook Cemetery preparation	302	155	86	241	85	165	(137)	(80)	0	80	Budget expected to be fully spent however some of this will be in 2026/27 due to seasonal constraints	The increase in forecast from Q3 to P10 relates to an invoice from the contractor for completion of phase 1 sandslits
	Memorial Safety	80	5	0	5	80	80	0	0	0	0		
		1,303	73	103	176	1,086	1,166	(15)	(202)	(122)	80		
Growth and Investment, Digital and Communications	ICT Renewal Programme	114	51	0	51	90	90	0	(24)	(24)	0	Budget expected to be fully spent at this time. An efficiency report is currently being compiled and may offer savings once investigated.	
	ICT refresh programme - Infrastructure	90	21	0	21	80	80	0	(10)	(10)	0	Small underspend now forecast but required on AV refresh equipment. All 3 costs centres will be requested to be combined at budget setting.	
	ICT refresh programme - AV equipment	18	20	0	20	28	28	0	10	10	0	Small overspend now forecast, will contra underspend on Infrastructure.	
	Digitalisation and Development Programme	45	19	(14)	5	45	45	0	0	0	0	Budget expected to be fully spent at this time.	
	Direct Debit Digitalisation	0	(28)	0	(28)	0	0	0	0	0	0		
	Artificial Intelligence Projects	80	0	0	0	0	0	(80)	0	0	0	This scheme forms part of the new Data Automation Insights team. As only one post has been recruited to date, with a start date of 2 March, a reprofiling of the budget is requested to allow time for the remaining vacancies to be filled and for the team to progress the planned capital activity.	
		347	83	(14)	69			(80)	(24)	(24)	0		
Operations and Traded Services	Street Furniture	42	2	5	8	15	10	0	(27)	(32)	(5)	£32k Saving expected at this time due to service being wound down	No manager and service will cease operating in February
	Purchase of Waste Bins	88	67	0	67	88	88	0	0	0	0	Budget expected to be fully utilised for the year	
	Food Waste Caddies & Bins	419	302	0	302	419	419	0	0	0	0	Budget expected to be fully utilised for the year	
	WSU Depot Yard Re-Configuration	718	221	493	714	718	543	(175)	(0)	(0)	0	Budget expected to be fully utilised though some work will move into 26/27	Some of the works will now be done in April 2026/27, expected to be circa £175k, so this value will be requested to carry forward at year end
	Purchase of Vehicles	842	461	130	591	842	842	0	0	0	0	Budget expected to be fully utilised for the year as the vehicles that were ordered last financial year are still committed. All vehicles now received, 1 invoice still outstanding	
	Food Waste Vehicles	1,265	0	16	16	0	0	(1,265)	0	0	0	Vehicles not expected until after start of new financial year. All budget to be reprofiled into 2026.27	
		3,374	1,053	645	1,698	2,082	1,902	(1,440)	(27)	(32)	(5)		
Partnerships and Wellbeing	Open Spaces Refurbishment - Safety Improvements	168	76	13	89	168	168	0	0	0	0	Budget expected to be fully spent at this time.	
	Open Spaces Refurb. Apple Grove/Sorrell Drive	0	(1)	0	(1)	0	0	0	0	0	0		
	Caldecott Tennis Court	0	6	0	6	0	0	0	0	0	0		
	Park Connector Network	70	0	0	0	70	0	(70)	70	0	(70)	Issues with procurement has resulted in a backlog of works and officer time will mean the project will be slipped into next financial year	
	New Bilton Recreation Ground Refurbishment	140	(7)	0	(7)	140	0	(140)	140	0	(140)	Issues with procurement has resulted in a backlog of works and officer time will mean the project will be slipped into next financial year	
	Open Spaces Refurbishment - Charwelton Drive	142	(4)	37	33	142	0	(142)	142	0	(142)	Issues with procurement has resulted in a backlog of works and officer time will mean the project will be slipped into next financial year	
	Alwyn Road Changing Rooms	324	9	9	18	11	13	(311)	(2)	0	2	Officers continuing to work with community sports club and National Governing Body regarding the project and ensuring robust governance in place for future lease arrangements; budget reprofiling to 26/27 to be requested	Officers continuing to work with community sports club and National Governing Body regarding the project and ensuring robust governance in place for future lease arrangements; budget reprofiling to 26/27 to be requested
	Alwyn Road Sports Pitches refurbishment	71	0	0	0	0	0	(71)	0	0	0	This is being done in line with the above scheme	
	Open spaces refurbishment - Bawnmore rd play area	150	2	0	2	150	0	(150)	150	0	(150)	Issues with procurement has resulted in a backlog of works and officer time will mean the project will be slipped into next financial year	
	Betony Road Play Area	90	0	0	0	90	90	0	0	0	0	Budget expected to be fully spent at this time.	
Cawston Green Gym	44	0	0	0	44	44	0	0	0	0	Budget expected to be fully spent at this time.		
Centenary Park Allotments Newbold	176	0	0	0	176	176	0	0	0	0	Budget expected to be fully spent at this time.		
Brindley Road/Lennon Close Play Areas and Hillmorton Recreation Ground	78	10	3	13	78	40	0	0	(38)	(38)	Capital spend was incorrectly coded to revenue last financial year but drawn down from the section 106, meaning there is only £40k left in the section 106 pot		
		1,453	92	61	153	1,069	531	(884)	500	(38)	(538)		
General Fund Total		6,614	1,301	795	2,191	4,374	3,736	(2,419)	247	(216)	(463)		

Capital monitoring update January review (P10) - General Fund															
Scheme	Original Budget £000	In year Budget	Permanent Budget Virement	Revised Budget	Expenditure £000	Commitments to date £000	Expenditure plus commitments to P10 £000	Outturn Forecast at Q3 £000	Outturn Forecast at P10 £000	Pending Reprofitting Requests £000	Outturn Variance at Q3 £000	Outturn Variance at P10 £000	Outturn Movement from Q3 to P10	Reason for variance	Narrative for movement from Q3 to P10
Bell House Redevelopment	0	0		0	(0)	0	(0)	0			0	0	0		
Biart Place - Capital	5,567	0		5,567	6,509	9	6,518	6,855	6,855	1,088	200	200	0	£160k Compensation Events for events outside the main contract. Circa 2% pressure across whole scheme. Reprofitting required from 26/27	No change
24 Deepmore Road - Fire remedials	0	0		0	1	0	1	0			0	0	0		
Garage Management Plan (HRA)	0	275		275	5	33	38	150	65	(210)	85	0	(85)	Garage scheme is in its early stages following Council approval in September 2025; it is anticipated some of this budget will move into 26/27 to continue the works.	The reduction in forecasted spend for 25/26 has occurred due to the minimal spend to date in disposal of contents within garages, which has proved difficult to procure. The 2nd batch of viability assessments has not started due to lessons learnt during the 1st batch, meaning delays in requesting quotations in order to amend the brief. Plus agent fees for the auctions are not to be accounted for within the budget, as they will be accounted for within the sale cost.
Housing Management System	60	17		77	5	0	5	60	49		(17)	(28)	(11)	Current spend on Consultancy fees linked to housing management system will be transferred to this budget.	
Laundries	0	0		0	3	0	3	0	0		0	0	0	Spend to be recoded to Laundry Equipment Maintenance	
Fire Risk Prevention Works	100	0		100	81	0	81	100	100		0	0	0	Expect to spend all budget - There are 61 jobs allocated for fire door remedial works which costs are unknown at present. Expect to spend all the budget	
Rewiring	160	0		160	219	0	219	160	426		0	266	266	Remedial works for EICRs are now coded to this along with continuing re-wires, including Void work. There are currently 646 jobs at an average cost of £330.00 each. Outturn is estimated as costs are unknown but there will be an overspend	Vast increase in jobs recorded over Period P9-P10. 358 jobs recorded in P9-P10 compared to 300 jobs recorded form P1-P8. Jobs were picked up from the electrical inspection condition report, then completed but never entered into the system to form a picture of what was committed. Hence, no flags were raised prior.
Lifeline Renewal Programme	60	0		60	19	3	21	30	51		(30)	(9)	21	Good progress has been made with the upgrading of equipment from analogue to digital, therefore its not anticipated that all the budget will be required.	Increase due to requirement for additional equipment having taking on ew staff to cover the service.
Finlock Gutter Improvements	100	0		100	74	0	74	100	102		0	2	2	Full budgeted spend expected.	Cost recorded to revenue in error were identified as of P10
Rebuilding Retaining Walls	50	0		50	(21)	0	(21)	0	0		(50)	(50)	0	No planned spend this Financial Year	
Replacement Footpaths	100	0		100	(55)	0	(55)	0	0		(100)	(100)	0	No planned spend this Financial Year - works on footpaths have been allocated to aids and adaptations cost centre	
Boiler costs - Tanser Court															
Roof Refurbishment - Tanser Court	0	450		450	6	0	6	450	450		0	0	0	Tanser Court new boiler has been installed and the bypass boiler removed - phase 1 of the heating upgrade is complete. Phase 2 which will the adding of two new fused spurs which will provide residents with an electric towel and a thermostatically controlled valve which will be planned for 0 spring 2026. The reason for the delay is the fitting of the control valve will require draining of the heating system which would leave residents without heating during the Winter. We have received two quotes for the roof replacement one through CHIC one from a comparative roofing company which was of equal value but provided a better solution. Its with procurement to look at options.	
Driveways	25	0		25	(9)	0	(9)	0	0		(25)	(25)	0	Budget won't be used.	
Fire Risk Prevention works voids	70	0		70	37	0	37	70	70		0	0	0	Demand led, but expecting to spend full budget	
Rewiring Unplanned Renewals	100	77		177	99	0	99	100	112		(77)	(65)	12	No further spend expected on this cost centre.	
Fire Risk Unplanned Renewals	60	0		60	1	0	1	1	2		(59)	(58)	1	No expected spend on this budget	
Roofing unplanned renewals	50	0		50	125	0	125	300	300		250	250	0	Due to a high volume of HHSRS remedials and 40% being related to damp and mould caused by roof failure. This budget will be exceeded, but will utilise £0.5m funding for roofing capital programme	
Disabled Adaptations	250	0		250	188	0	188	250	250		0	0	0	Year to date spend marginally in-line with budget. Potential ground floor extension to cost (£50k estimate). If that materialises the budget will be fully spent	
Kitchen Modifications	1,510	0		1,510	1,014	0	1,014	1,510	1,510		0	0	0	Expect to spend all budget - kitchen unit costs are estimated at £900 per property. 112 kitchens still to install	
Kitchen Modifications Voids	200	0		200	50	0	50	100	100		(100)	(100)	0	Demand led, but expecting to spend half the budget based on current run rate and previous years data	
Kitchens non voids	52	0		52	(7)	0	(7)	52	52		0	0	0	Demand led. Plan going forward is that non voids will be picked up by Asset team	
Heating Upgrades	20	0		20	15	0	15	20	20		0	0	0	Expect to spend all the budget	
Bathroom Modifications	65	25		90	23	0	23	65	65		(25)	(25)	0	Currently 7 bathrooms allocated. Expect to spend all the budget	
Bathroom Modifications - voids	100	0		100	36	0	36	70	70		(30)	(30)	0	Based on current run rate, and previous years data	
Bathrooms non voids	50	0		50	(9)	0	(9)	10	10		(40)	(40)	0	Demand led. No planned spend, and no jobs so far this financial year. Plan going forward is that non voids will be picked up by Asset team	
Carbon Management Plan (HRA)	0	59		59	48	0	48	59	59		0	0	0	Wave 2 in closing stages, awaiting one further invoice.	
Carbon Management Plan Wave 3 (HRA)	0	3,632		3,632	2	1		3,632	3,632		0	0	0	Wave 3 works are currently underway. Full drawdown for grant funding from DEZNS has been submitted and it is expected that entire budget for 25/26 will be utilised. (Grant funding - £3,106,805 / HRA Balances (Capital) Reserve - £524,941)	
Low Carbon Skills Fund	0	58		58	0	0		58	0		0	(58)	(58)	This budget is intended to cover the cost of feasibility studies for the heat decarbonisation of corporate buildings. Spend on feasibility studies are likely to commence in FY26/27	We were intending to get such feasibility studies carried out in preparedness for an application to the next round of the Public Sector Decarbonisation Scheme (PSDS), but that funding stream has since been discontinued, forcing a rethink in our strategy. As such, this project has been temporarily placed on hold until a new funding scheme can be targeted for the capital works that will follow the feasibility studies.
Capital roofing programme	0	500		500	0	0		230	230		(270)	(270)	0	In early stages and contract is out for procurement in respect of Parkfield. Half of budget is expected to be utilised by Roofing unplanned renewals capital project. £20k of this budget has also been utilised as part of the Tiber Way project we have met with roofing contractors on site at Parkfield and Lea Crescent who will be providing quotes for replacement we have now reviewed the quotes and agreed to appoint MJ Roofing we are now working on the contract details..	
Purchase of Council Houses	1,685	5,055		6,740	2,591	0	2,591	3,409	3,409		(3,331)	(3,331)	0	Housing acquisition opportunities that arise and align with required demand will continue to be pursued throughout the remainder of the financial year. Therefore, the estimated spend is likely to increase but cannot be forecast currently due to the nature of property acquisitions and changes in need demand. Expected 4 potential acquisitions at due diligence stage equating to a potential spend of £0.9m additional to the current year to date spend.	
Rugby Gateway - Cala Homes	0	0		0	(3)	0	(3)	0	0		0	0	0		
Rounds Gardens Capital	0	0		0	(0)	0	(0)	0	0		0	0	0		
Rounds Gardens demolition	0	338		338	18	20	38	120	28	(100)	(118)	(210)	(92)	The remaining works on this demolition element of the Housing scheme are due to complete in 2025/26 and a saving is expected against the remainder of this budget.	Works are now expected to move into 2026/27 as a tender process is required and now in place so will this not be complete pre-April. £100k will be required to be carried forward to complete the works- the rest will be a saving.
Rounds Gardens- Design and Legal Fees	0	1,252		1,252	18	19	37	171	117	(1,135)	54	0	(54)	Feasibility and Design work is currently ongoing for this Housing Scheme. It is anticipated that the majority of the budget will need to be reprofited to 2026/27 for works to continue on the redevelopment.	
Tiber Way- Land Purchase	0	53		53	52	0	52	73	73		20	20	0	The pressure on this scheme relates to additional works relating to fencing and CCTV; this is offset by an underspend on the roofing scheme of the same amount.	No change
	10,434	11,791	0	22,225	11,132	84	11,214	18,205	18,208	(357)	(3,663)	(3,660)	2		

PRS - Budget Pressure Status Update Template

1. What is the nature and source of the budget pressure?

The budget for 2025/26 was set at £850K with forecast spend currently £1.7M.

There are two sources for the budget pressures within PRS:

- Increased contractor spend due to an influx of regulatory repairs required
- Reduction in income due to an error in a requested accrual amount

Increase to major repairs:

- Stock condition surveys resulted in 1230 HHSRS hazards being identified. Social Housing landlord are obligated to remove these hazards within targeted timeframes in order to be compliant with regulations. 63% of the works required to were assigned to the repairs team with the majority resulting in large complex work (known as major repairs).
- Tenancy Health Checks being completed has increased repairs by 160 YTD

Reduction in income:

- There were several accruals posted in P13 that amounted to £532k. Details of these accruals are as follows:

Date	Transaction	Description	Amount
08/04/2025	59063	PRS - 24.25 TM work processed but not yet invoiced	-£157,739.72
08/04/2025	59063	PRS - 24.25 TF work processed but not yet invoiced	-£262,221.76
29/04/2025	59165	PRS - 24.25 P12 work processed but not yet invoice	£681.24
29/04/2025	59165	PRS - 24.25 P12 work processed but not yet invoice	-£112,976.86
Total			-£532,257.10

- The Systems Officer who submitted the files to the finance business partner at year end says that there was an error in the TF accrual as it was run on the 4th February and not the 1st April, so it was picking up transactions already posted to a gresso. The accrual amount was supposed to be £20,874.16, giving us an overstated accrual of £241,347.60
- A further accrual was posted on the 29th April to reverse out a weekly file that gets manually transferred across to Agresso. The file related contractor expenditure in last financial year so an accrual was posted in

25/26 to reverse this back out. However, the amount is not related to income and appears to have been allocated incorrectly due to miscommunication between PRS and the finance business partner.

2. What is the current forecast variance related to this pressure?

The overall variance is forecasting £1.1m overspend to URM00 and was an overspend of a £787k in P5. The key contributors of this overspend is detailed below:

- External Contractor & Operator; overspend of £850k (authorised by Team Leaders & Surveyors dependent on authorisation limits)
- Contract Income – Internal; overspend of £353k

Invoice approvals are managed by Team Leaders and Surveyors in line with financial authorisation limits. They have been made aware since Q1 of their financial position and have continued with the work due to meet regulatory requirements.

3. What actions have been taken to mitigate the pressure so far?

Increase to major repairs:

- Spend to date has been analysed to determine any capital expenditure or miscoding. This has resulted in £204k of journals YTD and without this the impact to overspend would have been higher.
- Power BI reports have been created to allow the team to determine potential costs sitting in the system that could impact the budget. This visibility will allow the budget manager to review pending costs and determine what work should continue and when to escalate risk.
- Other cost centre spend has been evaluated to ascertain if we can free up funds that is not being utilised to cover the overspend.
- The Asset roofing budget of £0.5m has been approved to be split between Asset and PRS for the capital roofing works being carried out by PRS as part of major repairs.
- PRS teams are meeting regularly to review budget position and forecasting to become more proactive in financial management, making decisions on what works need to continue.

Reduction in Income:

- Agresso and Total Mobile interface build in progress, which will reduce reliance on human error in manually extracting data from the system for upload into Agresso. The recharges will be sent to other budget managers for approval and data will be reportable through agresso.
- Investigations are ongoing to determine the method applied that would determine the accrual at year end. A systems officer should not be

dictating accruals required and data needs to be assurance checked before going to finance.

- Analyse on the last five years of income to determine the sources in order to understand the budget setting amounts required.

4. What further actions are planned or required?

Increase to major repairs:

- Investment in appropriate equipment to enable robust property surveying – for example telescopic cameras to enable gutter and roof inspection. Contactors are currently being paid to inspect roofs and determine the specification for repair, with no arrangements in place to enable validation / post inspection of works. The potential for the deployment of drone technology to assist inspections is also being explored **November 2025**
- Budget meeting to be held with finance to repurpose budgets not being utilised within PRS to allocate to further support external contractor spend. This will go to cabinet for approval – **December 2025**.
- Surveyors are being trained to use SOR codes which will control spend with our contractors and provide visibility for forecasting – **December 2025**.
- A review of major repairs to determine what is essential – **December 2025**.
- Review of budgets to determine Asset Investment and repairs allocations – **March 2026**.
- Recruitment of Interim Commercial Manager to support the PRS team to develop cost saving strategies – **March 2026**.
- Partnership working between Asset and PRS so capital works falls into Asset Investment and is not delivered as part of repairs – **April 2026**
- Procurement pipeline to be built to ensure fixed pricing aligned with Natfed SOR's on contracts – **April 2026**
- Full procurement complete for PRS – **April 2028**

Reduction in Income:

- Go live with Agresso integration so recharges can be directed to departments and approved by budget managers monthly, providing instant system visibility. This is pending with Mark Kirk and has been escalated to Faiyaz Latif to ensure capacity – **December 2025**.
- Assurance checks on approval process – **December 2025**.

- Review of the rate applied to the recharges for tenants seems high and will need to be evaluated. Three rates are in the system and the budget manager need to understand how they were formed and if they are applicable – **December 2025**.
- Separate HRA from Non-HRA and build a project plan to manage through separate channels i.e. separate teams and budget codes – **July 2026**.

5. Are there any contractual or procurement issues contributing to the pressure?

Increase to major repairs:

- Minimal contracts held within PRS which has been identified as part of the transformation project. A procurement pipeline is part of the transformation project deliverables and is being developed in partnership with CHIC.

Reduction to Income:

- Not applicable

6. Has the relevant Chief Officer reviewed and signed off on the response plan?

Yes – there is a huge amount of work in progress that has been commissioned by the CO to get to the bottom of the substantial issues in respect of the PRS budgets.

7. Is the pressure linked to non-essential or discretionary spend?

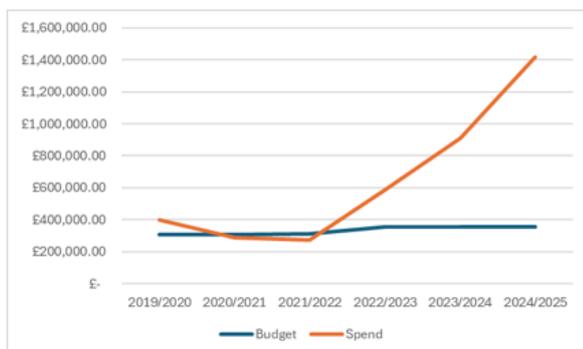
Increase to major repairs:

- Due to the lack of a planned programme the repairs team are delivering a service that is above and beyond what they are supposed to be delivering with 60% of their repairs turning into major works and investments. As the partnership between Asset and Repairs grows, referrals will be made to Asset Investment to be delivered as part of an investment programme which will reduce the Major Repairs required by the repairs team.

Stock condition survey works

- It was foreseeable that the implementation of the stock condition survey would have had some kind of impact on budgets for 2025/26 as repairs and HHSRS were identified and had to be addressed. Whilst the level of additional budget required for 2025/26 would have been difficult to quantify, it appears that no such provision was made when setting the budgets.

- Some analysis was carried out by Ark to review the budget assigned to external contractors, which shows that the budget has remained relatively consistent, even though the spend has been doubling year on year. The chart and figure table is below:



	Budget	Spend
2019/2020	£ 305,000.00	£ 398,039.89
2020/2021	£ 305,000.00	£ 288,928.10
2021/2022	£ 310,000.00	£ 273,550.74
2022/2023	£ 355,500.00	£ 586,781.90
2023/2024	£ 355,500.00	£ 912,081.89
2024/2025	£ 355,500.00	£ 1,419,532.00

Growth bids were put forward for 23/24 for £900k which was rejected and resubmitted in 24/25 for £850k which was approved. The budget increase was applied 25/26 but appears to be calculated on a historical run rate and not forecasted amounts, taking into consideration the stock condition surveys and Tenancy Health Checks were still underway.

Reduction to Income:

- Not applicable

Culture within the service area

New levels of scrutiny have been brought in for proposed spending as the new manager is approving spends, as opposed to surveyors signing things off. It is apparent that the focus on this being a repairs service has been potentially lost, with the focus having moved towards replacement rather than repair. This is being tackled.

8. What is the expected timeline for resolution or stabilisation?

Increase to major repairs:

Milestone	Target Date
Rebuild PRS budget allocations	December 2025
Determine Investment Programme	March 2026
Full internal utilisation of SOR's	April 2026
External utilisation of SOR's	April 2028

Reduction to Income:

Milestone	Target Date
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Agresso Integration	December 2025
Non-HRA management split	July 2026

9. **Are there any risks or dependencies that could affect progress?**

Increase to major repairs:

- Budget approval on new asset investment programme
- Appointment or start date of Commercial Manager
- Approval on new allocation of budgets
- Resource to build evaluation team for procurement
- Non compliance with SOR's – external and internal

9.

Reduction to Income:

- Agresso Integration errors / issues
- Resource to manage Non-HRA repairs and ownership assignment

10. **What support or decisions are required?**

- Approval on ownership of works between departments
- Approval on new budget structure
- Approval on investment budgets
- Contract award approval
- Non-HRA management structure approval
- It would potentially be helpful to undertake a zero based approach when reconsidering the budget requirements for 2026/27.

Completed by: Nicola Holman (Ark Consultant)

Signed off by: Michelle Dickson (CO)

Date: 21 October 2025

KPI achievement gap analysis

1- What specific KPI was not achieved? - % of all years BID levy collected

2- What is the difference between the actual result and the target?

Target	92
Q1 achieved	84

3- What are the likely reasons for not meeting the KPI?

Target would have been achieved had we paid our (RBC) invoices

4- What immediate steps will be taken to address the gap?

We will have paid our invoices by 30 September

5- What is the timeline for these immediate actions

See above

6- What is the long term corrective action plan to prevent this from happening again?

Process will be in place to ensure that RBC accounts are up to date in future.

7- Who is responsible for overseeing this plan and reporting on the progress

Richard Moore

PROGRESS REPORT

Customer Journey Task and Finish Group

Reported to Scrutiny Committee | March 2026

Report Author	Dr. Thomas David Griffiths, AD Digital and Communications
Reporting Period	October 2025 – December 2025
Chair	Cllr Harrington
Members	Cllrs Freeman, Gillias, Harrington, McKenzie and Timms
Status of Review	

1. Purpose of This Report

This report provides Scrutiny Committee with an update on the progress of the Customer Journey Task and Finish Group, covering work undertaken at its two meetings held in October and December 2025, and their discovery visits to the Customer Service Centre, and other teams across the Council. The report summarises the scope agreed by the group, evidence gathered to date, actions taken, and the planned next steps.

2. Background and Scope of the Review

The Task and Finish Group was established to examine how residents and customers engage with Rugby Borough Council, with the ambition of developing a more cohesive and joined-up customer engagement framework that is inclusive, responsive, and accessible.

At the inaugural meeting on 30 October 2025, members agreed the scope of the review, which encompasses the following areas:

- The Customer Charter and minimum service standards
- The Digitisation Programme & AI
- Addressing digital exclusion
- Strengthening engagement with young people

The review was agreed to exclude detailed operational assessments of individual service areas, focusing instead on strategic approaches, consistency, and the overall customer experience. It is intended to be completed within one municipal year, with final recommendations presented to Scrutiny Committee before year-end 2026.

3. Progress to Date

3.1 Meeting: 30 October 2025

At the first meeting, the group agreed the one-page strategy and identified the broad themes set out in Section 2 above. Members focused on establishing a methodology for tracking the customer journey, structured around three areas:

- Customer Journey Tracking: Monitoring queries from initial contact through to closure, in order to identify where communication breaks down and why some queries remain unresolved.

- **Departmental Performance:** Assessing which departments achieve consistent closure of queries and which face challenges, with data gathered to inform recommendations.
- **Identifying Problem Areas:** Focusing initially on understanding where breakdowns occur before recommending any changes.

Members agreed to begin by meeting with the Customer Services team to gather baseline data. The following data points were identified as priorities for collection:

- Number of calls received by Customer Services
- Waiting times and abandonment rates for incoming calls
- Number of walk-in contacts at meet and greet
- Volume of calls chasing outcomes to existing queries
- Identification of which departments generate the most repeat callers
- **Resolved: Members to arrange a meeting with the Customer Services team and obtain the agreed data.**

3.2 Meeting: 15 December 2025

At the second meeting, members fed back from their engagement with the Customer Services team. The group was broadly positive about the professionalism and commitment of the team, and identified the following themes:

- Frustrations experienced by the Customer Services team and potential causes of repeat contact from residents
- Specific areas of concern to be investigated and addressed by the group
- Online systems that may be creating barriers to residents accessing services

Members also received a verbal update on the implementation of automation and artificial intelligence. The Chief Officer for Digital and Communications advised that contract sign-off had been delayed due to challenges with procurement sign-off, though work would continue on existing AI projects and customer service specific work would begin once approval was confirmed.

The one-page strategy was reviewed and no amendments were made at this stage. Members agreed that further evidence was required before any changes to the strategy were appropriate.

- **Resolved: Members to arrange a meeting with the Revenues and Benefits team as the next step in tracing the customer journey across departments.**

Cllr McKenzie declared a non-pecuniary interest during discussion of next steps, as she is related to a member of the Housing team.

Cllr Harrington also raised a query regarding website updates and promotion of the Council's mobile phone app. The Chief Officer for Digital and Communications confirmed that a new Head of Strategic Communications had recently joined the Council and would be picking up these matters.

4. Status of Review Themes

The table below summarises the current status of each area within the scope of the review:

Review Theme	Status	Notes
Customer Charter & Service Standards	Completed	Customer Charter has been updated following feedback from Cllrs and Officers. Updated version on website, social media and on screens in reception area of town hall.
Digitisation Programme & AI	In Progress	Ongoing challenges with procurement of new solutions. However, existing

		development of projects in-flight to continue.
Addressing Digital Exclusion	Pending	Included in scope; to be examined once departmental picture is clearer.
Engagement with Young People	Pending	Included in scope; consultation with schools/youth groups not yet begun.
Communication & Messaging	In Progress	New Head of Strategic Communications appointed; website and app promotion flagged.

5. Next Steps

The following actions are planned to progress the review:

- Arrange and hold a follow-up meeting with the Revenues and Benefits team to continue tracing the customer journey.
- Gather and analyse data from each department visited, with findings shared with all members.
- Continue monitoring the AI and automation procurement approval; the group to be updated once signed off.
- Assess findings from Customer Services engagement and use these to refine the scope and focus of subsequent departmental meetings.
- Begin scoping engagement with young people and digitally excluded groups in due course.

The date of the next meeting has been confirmed for April 2026.

6. Recommendation

Scrutiny Committee is asked to:

- Note the progress of the Customer Journey Task and Finish Group.
- Endorse the approach being taken, including the phased, evidence-led methodology.
- Receive a further progress report following the next stage of departmental engagement.

AGENDA MANAGEMENT SHEET

Report Title:	Overview and Scrutiny Work Programme
Name of Committee:	Scrutiny Committee
Date of Meeting:	19 March 2026
Contact Officer:	Linn Ashmore, Democratic Services Officer
Summary:	The report updates the Committee on the overview and scrutiny forward work programme.
Financial Implications:	There are no financial implications arising from this report.
Risk Management Implications:	There are no risk management implications arising from this report.
Environmental Implications:	There are no environmental implications arising from this report.
Legal Implications:	There are no legal implications arising from this report.
Equality and Diversity:	No new or existing policy or procedure has been recommended.

Scrutiny Committee – 19 March 2026
Overview and Scrutiny Work Programme

Summary

The report updates the Committee on the overview and scrutiny forward work programme.

1. CURRENT REVIEWS – Customer Journey

1.1 This is covered by a separate item on the agenda.

2. WORK PROGRAMME

2.1 A copy of the current work programme is attached at Appendix 1.

3. FORWARD PLAN

3.1 The topics currently listed in the Forward Plan for the period March to June 2026 are available to download via the website - [Forward Plan](#).

4. CONCLUSION

4.1 The committee is asked to consider and agree the future work programme.

Name of Meeting: Scrutiny Committee
Date of Meeting: 19 March 2026
Subject Matter: Overview and Scrutiny Work Programme

DO ANY BACKGROUND PAPERS APPLY **YES** **NO**

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink

Overview and Scrutiny Work Programme

Item	Description	Meeting Date
Motions referred to scrutiny	Motions from Council to be included on the next available meeting agenda.	All Meetings
Forward work programme and potential scrutiny topics	To discuss potential scrutiny topics and agree the work programme.	All Meetings
Town Centre Regeneration	Updates as required	All Meetings
Customer Journey	Progress of the task group review	19 March 2026
Local Government Reorganisation	Update on local government reorganisation and community governance reorganisation	19 March 2026
Town Centre Community Safety	Report on community safety in the town centre	19 March 2026
Finance and Performance	Report on budget and performance monitoring	19 March 2026
Economic Strategy Action Plans	Follow up report containing the actions and outcomes from Governance Board meeting	Tbc
Sherbourne Recycling Plant	To include operations and traded services	Tbc
Finance and Performance/Works Services Unit	Update on financial position following the Works Service Unit project work	Tbc
Risk Management	Follow-up report	Tbc
Corporate Strategy Action Plans	The strategies and action plan that feed into the delivery of the Corporate Strategy. The Chief Executive and Leader of the Council to attend.	Tbc