

Dear Members

Economic Development and Planning Scrutiny Committee

A meeting of the Economic Development and Planning Scrutiny Committee will be held in the **Craddock Room, Civic Centre, Riverside Stafford** on **Thursday 30 June 2022 at 6.30pm** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

ECONOMIC DEVELOPMENT AND PLANNING SCRUTINY COMMITTEE

30 JUNE 2022

Chair - Councillor W J Kemp

A G E N D A

- 1 Minutes of 8 February 2022 as previously published on the Council's website.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session

Councillor B McKeown has submitted an item for consideration by the Economic Development and Planning Scrutiny Committee in accordance with paragraph 2.7(c)(ii) of the Scrutiny Committee Procedure Rules as follows:-

At the present time, Stafford Borough Council S106 officers are obliged to consider applications for funding applications from S106 developer deposits in the chronological order in which developer contributions have been received.

Section 106 developer contributions are attached to specific planning application approvals and there is normally a ten-year time limit from the date of receipt of developer's contribution for it to be spent, ideally on an appropriate project in the locality of the approved development. However, in reality, this means that viable small scale local projects are prevented from benefiting from banked S106 developer money if they are 'behind' in the queue of unspent developer contributions.

This system of chronological order for processing S106 applications for project funding is flawed because:

- 1) It prevents lower value projects (under £50,000) from being advanced;
- 2) It prevents local Borough Councillors from helping them engage with Parish Councils and community groups in their Ward to develop projects;
- 3) The chronological order of consideration runs the risk of projects being delayed to the point where the ten-year time limit expires;
- 4) The chronological order of consideration runs the risk of projects being hastily put together to avoid the ten-year time limit;
- 5) The chronological order of consideration runs the risk of locally generated S106 developer contributions being re-allocated beyond the local development area.

Furthermore, I have personally discovered that at least one S106 developer contribution was paid to Stafford Borough Council but was not properly recorded as being received or allocated to a planning approval.

My question to the members of the Economic Development & Planning Scrutiny Committee is:

- (i) To request an immediate review of the current 'ruling' to process applications for funding bids from S106 developer contributions in chronological order.
- (ii) Minimise officer time and resources by enabling viable projects (under £50,000) to be developed by local Parish Councils (or other groups) for submission for S106 funds available in their locality via the approved submission template.
- (iii) Speed up the bid process by implementing a 90 day 'turn around' period to consider and respond to validated funding applications.

5 Members' Items - Nil

6 Called In Items - Nil

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Membership

Chair - Councillor W J Kemp

C A Baron	W J Kemp
J A Barron	R Kenney
B M Cross	D McNaughton
R A James	J A Nixon
E G R Jones	M Phillips

ITEM NO 7(a)

ITEM NO 7(a)

Report of:	Interim Head of Finance and S151 Officer
Contact Officer:	Tim Willis
Telephone No:	-
Ward Interest:	All
Report Track:	Econ Dev and Plg 30/06/2022 (Only)

ECONOMIC DEVELOPMENT AND PLANNING SCRUTINY COMMITTEE
30 JUNE 2022
Review of S106 Agreements

1 Purpose of Report

- 1.1 The purpose of this report is to set out the findings of a review into S106 agreements. The review assessed the current situation of S106 agreements and how they are being registered, managed and monitored, and to ensure the most effective and efficient way to do this in the future, with a particular focus on the management and monitoring of S106 agreements with financial obligations.
- 1.2 The main objective was to create a single database that, for each S106 agreement, sufficient information is held:
- To establish, for each agreement, what data is held, whether or not it is comprehensive and accurate, and what data should be held in future. This included but was not limited to when the agreement was entered into, the terms and obligations of the agreement, when funding was received, how much funding has been allocated to a project, how much funding has been spent/allocated, and how much funding remains, to enable a projection of what should be done with any balance.
 - To create meaningful, up to date, accurate reports.
 - To use Exacom as the system to manage S106s.
- 1.3 A second objective is to ensure that all services that play a part in the S106 process understand their responsibilities, e.g. for negotiation, recording, monitoring, communication, reporting and delivery.
- 1.4 A parallel objective was to inform Economic Development and Planning Scrutiny Committee of the status of all S106s.

2 Recommendation

2.1 To note and comment on the report.

3 Key Issues and Reasons for Recommendation

- 3.1 Members need reassurance that any new S106s are being proactively managed, so that there are no issues / problems going forward. As a result of the review, this assurance can now be provided.
- 3.2 Relevant services and staff need to understand their S106 responsibilities and feel confident that they can be discharged. This has been integral to the review, with all relevant staff involved, who now understand their responsibilities.
- 3.3 Multiple databases are merged into a single system that everyone uses. This has been achieved in respect of approximately 95% of projects, with Exacom as the single database holding information in all cases except a few discrepancies which are subject to resolution in the coming month.
- 3.4 An assessment is made of all S106s that have available funding, to enable plans to discharge that funding. The assessment and a list of projects has been compiled that reconciles to the £3.2 million unspent and unallocated as at the last Infrastructure Funding Statement at 31 March 2021. This is now being cross-referenced with the Exacom system to confirm.

4 Relationship to Corporate Business Objectives

4.1 The following key objectives from the Council's Corporate Business Plan 2021-2024 are considered relevant to this report:

"To deliver sustainable economic and housing growth to provide income and jobs."

"To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing."

"To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives."

5 Report Detail

Background

5.1 "S106" is the shorthand for the legal agreements used to obtain obligations in respect of some planning decisions. An agreement may contain multiple obligations which could be financial or non-financial. A non-financial obligation is discharged by the developer carrying out works, or by the developer directly providing provisions such as affordable housing or public open space as part of

a development. A financial obligation is discharged by the developer paying a sum to the Council, which the Council then uses to carry out works required to enhance infrastructure as a result of the planning decision, often required to be in the vicinity of the development. On occasion, the Council may agree alongside a third party (such as a parish) that the third party will manage the works. In relation to a Unilateral Undertaking, it is a legal agreement in which the developer delivers an undertaking (which may be financial) and could be considered as a simplified S106 agreement. For the purpose of this report, Unilateral Undertakings will be categorised as a S106.

5.2 The review focused on the systems and processes used to manage S106s. This was primarily to ensure that they are well managed now and in future, and the system acquired by the Council (Exacom) is used as the main source of information and control in respect of S106s. The Terms of Reference for the review are attached as **APPENDIX 1**.

5.3 There has been a relatively large number of S106s entered into over the years - where the planning obligation involved payment of a financial contribution, these have been collectively worth over £9 million to date. The Council produces an annual Infrastructure Funding Statement (IFS) and the latest one, published in December 2021 for the period 1 April 2020 to 31 March 2021, can be found on our website www.staffordbc.gov.uk/Infrastructure-Funding-Statement-2020/21. This showed that, at 31 March 2021, there were S106 contributions of £4,604,618 unspent, of which £1,401,017 was committed or allocated to projects, leaving £3,203,601 unspent and unallocated and within the project pipeline for specific allocation.

The S106 processes

5.4 There are multiple services and individuals / teams that are involved in the typical S106 process:

- Planning (Development Management or DM) based in the Development Service confirms a resolution to grant consent for a scheme and notifies Legal that a S106 needs to be negotiated.
- Legal Services finalises the S106 agreement. They notify DM, who must update Uniform, the planning system, and confirm the planning decision. This then automatically updates Exacom of a new S106. Exacom is the system used by the Strategic Planning and Placemaking (SPP) team based in the Development Service to manage S106s. Legal Services also email the SPP team with documentation that the SPP team upload to Exacom.
- SPP enter the obligations and terms of the agreement that require monitoring into Exacom. Each obligation has a trigger point, which marks when the obligation is due to be delivered or received, which are also entered into Exacom. It should be noted that a number of teams will need to ensure that non-financial obligations are discharged, including the provision of affordable housing. The main focus of the review was in respect of S106's involving financial contributions.
- SPP monitors the process of developments with S106 agreements. When a trigger point has been reached and monies are therefore owing, the developer is invoiced to pay their contribution. On top of the principal sum, the contribution may also be index linked, which Finance will have

calculated for SPP to enable the correct amount to be invoiced. SPP monitor the income received to ensure invoices are paid when raised. Legal Services provide support SPP should any invoices fail to be paid.

- SPP procure the works relevant to the S106, raise an order and pay the contractor.
- At the year end, Finance notify SPP (who update Exacom) of all funding received, funding allocated to projects, and funding spent on projects. Also at year end, SPP will cross-check that the data on Exacom reconciles with the agreements that Legal have on their files. SPP can then produce the IFS annually in December, as required by Government legislation.

5.5 One of the benefits of this review is that representatives from all the above services and teams, together with IT and Audit, formed the Project Team. The review team met seven times in addition to working on a range of issues between meetings. This enabled a deeper and broader understanding of the issues and processes involved in managing S106s.

5.6 One outcome from the review are Procedure Notes, which describe and process-map the various stages of a S106 agreement, including who is responsible for what tasks, to provide reassurance that S106s are being properly managed. The Procedure Notes are attached in **APPENDIX 2**.

5.7 An internal audit of S106s was due earlier in the year. This was postponed in light of the review, but will begin soon. It will help provide an indication of what progress has been made regarding the management of S106s and what still needs to be done.

Comprehensive database

5.8 Exacom was acquired to manage S106s and is now administered by the SPP team. Cross-checks have been made between the documentation held in Planning and the records held in Legal. The system now holds the agreements for all known S106s, with the exception of a number of outstanding agreements to be confirmed by Legal Services as indicated by the action included in the Action Plan. In terms of monitoring data, Exacom is yet to be fully updated. The remaining actions related to monitoring data are recorded in the Action Plan.

Remaining actions

5.9 An Action Plan was used throughout the project to capture responsibilities for tasks to enable this report to be produced. The Action Plan is attached in **APPENDIX 3**. There remain several actions still to be completed:

- The detailed breakdown of funding, allocation and expenditure for each S106 agreement with an outstanding funding balance is not yet recorded in Exacom. Without this, Exacom is unable to provide an overall total for all S106s of expected funding, received funding, allocation of funding, expenditure of funding and funding available for allocation and expenditure as indicated in the Infrastructure Funding Statement.
- There are some S106 agreements which are yet to be uploaded into Exacom. These are agreements found during validation checks, referred to in the review as Comino records. These agreements are to be validated by

Legal Services before being uploaded onto Exacom. To note, without these agreements Exacom will not be able to provide a comprehensive financial breakdown of all S106 received / allocated / expended / available funds.

- A comprehensive list of the unspent, unallocated sum of £3,203,601 by project will be produced. This will enable a plan of action to be developed to allocate this S106 funding to future projects
- Any S106 funding that is reaching the end of the time limit stated in an agreement referred to as the 'clawback period', beyond which the Council could be liable to repay it, will need to be subject to a separate report outlining how it will be committed in the near term.
- Further monitoring information, including affordable housing data, is to be provided by the Health and Housing team to the SPP team to be recorded onto Exacom, to ensure that non-financial obligations have been met and appropriately recorded.

Potential future actions

5.10 There are some actions on the Action Plan that are potential future actions.

These actions could be of benefit in the future, and require further investigation once the remaining actions have been completed and Exacom is considered to be comprehensive:

- Reporting is currently limited to the IFS, as all funding income and expenditure will need to be verified and accounts closed by Finance at year-end. It might be possible to produce some limited additional reports during the year to help inform progress, although this will depend on the reliability of the data in mid-year, given the need to complete financial records at year end only, and also on available resources. Exacom is capable of producing reports as requested.
- There is an option for the Council to purchase a separate module for Exacom that provides web-enabled public data viewing. This would allow Members and the general public to view some information regarding S106s. A decision on this will be made subject to views on this report and subject to a thorough assessment and funding being available.

6 Implications	
6.1 Financial	<p>It is important that S106 funding is used in accordance with the relevant agreement, and it is allocated and spent in a timely manner, to avoid the risk of payback.</p> <p>The review described in this report, together with the internal audit to follow, will help ensure that S106 agreements are managed correctly and maximise the benefits to the Borough of developer planning obligations.</p>
Legal	<p>Section 106 sums can only be used for the purposes set out in the relevant agreement and an agreement can only secure contributions that comply with section 122 of the Community Infrastructure Levy Regulations 2010 (necessary to make the development acceptable in planning terms, directly related to the development; and fairly and reasonably related in scale and kind to the development).</p>
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil
6.2 Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty: The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Wider Community Impact: As detailed above.</p>
Background Papers - File available in Finance	

SBC Section 106 Agreements Project Team Terms of Reference 15 March 2022

Background

There has been a relatively large number of S106s over the years, and they haven't always been managed as effectively as they could. Currently, there is a large sum of accumulated S106 funding that appears to be available, but it is unclear whether or not some may have actually been spent and not matched to the relevant funding; where funding is available, how much is committed to be spent for each project; and how much may be available for use, whether as a result of excess funding for a project, after the agreed S106 terms have been satisfied, or where the requirement originally set out in the agreement has lapsed.

Right now, it is impossible to be confident that there exists, in one place, a database of all S106s that contains even essential information for each project. Data is held in multiple locations and not all services across the Borough communicate effectively as regards S106 agreements. These problems regarding process and data have contributed to the current situation.

Objectives

The purpose of the project is not to review past problems, but to fix the current situation and ensure S106s are well-managed in future.

The main objective is to create a single database that, for each S106 agreement (project), sufficient information is held:

- To establish for each project when it was entered into, when funding was received, the term of the agreement, how much has been spent, how much committed, how much remains, and a projection of what should be done with any balance. More information than this will be required for each project - to be established.
- To create meaningful, up to date, accurate reports.
- To be used as the database for Exacom, the system used to manage S106s.

A second objective is to ensure that all services that play a part in the S106 process understand their responsibilities, e.g. for negotiation, recording, monitoring, communication and reporting.

A parallel objective is to inform Leadership Team and Scrutiny Committee of the status of all S106s.

Issues

- Leadership Team needs reassurance that any new S106s are being proactively managed, so that there are no new problems being stored up.
- Economic Development & Planning Scrutiny Committee (Scrutiny) will require a report on 30 June 2022.
- Relevant staff need to understand their S106 responsibilities and feel confident that they can be discharged.
- The multiple databases, currently being used, need to be merged into a single database, that everyone uses.
- An assessment is required of all S106s that have available funding, to agree actions to discharge that funding.

Products

To this end, the products will be:

- An accurate and comprehensive database.
- Procedure notes that describe who does what throughout the S106 process.
- A plan to fix any outstanding problems, with actions, dates and names of those responsible to deliver the actions.
- A report to Scrutiny that sets out the current corporate position on S106 funding, that provides reassurance that problems have been fixed or that there is a plan to fix them.

Membership of the Project Team

The Project Team will report to Leadership Team. Initially, these ToR and the convening and chairing of Team meetings will be led by Tim Willis. Tim will be supported by Alex Yendole who will co-ordinate the project. The other standing members of the Team will be:

- John Holmes, Development Manager
- Jo McCloy, Finance
- Rebecca Hurst, Legal
- Nick Lakin, IT
- Harriet Moseley, Jenny Boulton, Strategic Planning & Placemaking.

An audit of S106s is due but has been postponed for several months - it would be valuable to have a representative from Internal Audit involved in the project, to advise on processes and to help inform the eventual audit. This might not require this person to be a full member of the project team.

It is envisaged that there will be fortnightly Project Team meetings, with project work taking place between meetings and additional meetings (of some or all members) as required.

Timetable with milestones and outputs

By	Actions
End March	<ul style="list-style-type: none"> • Agree ToR, hold the first Project Team meeting. • List issues, establish responsibilities, assess quality of data, identify any systems problems. • Put in place arrangements to ensure new S106s are properly managed.
End April	<ul style="list-style-type: none"> • Start drawing up a skeleton Scrutiny report to inform actions required to complete the report. • Compile a draft single database. • Develop draft Procedure Notes that the Project Team can discuss and agree. • Create a draft action plan to list anything to do up to the Scrutiny report, and thereafter.
End May	<ul style="list-style-type: none"> • Finalise the draft Scrutiny report for LT consideration. Present to LT. • Quality-check the database to ensure it is comprehensive and accurate. • Finalise the Procedure Notes. • Finalise and update the action plan.
Mid June	<ul style="list-style-type: none"> • Complete all products, report back to LT if required. • Communicate/present to Cabinet Briefing if required. • Report and present to Scrutiny.

Tim Willis
Interim Head of Finance and S151 Officer

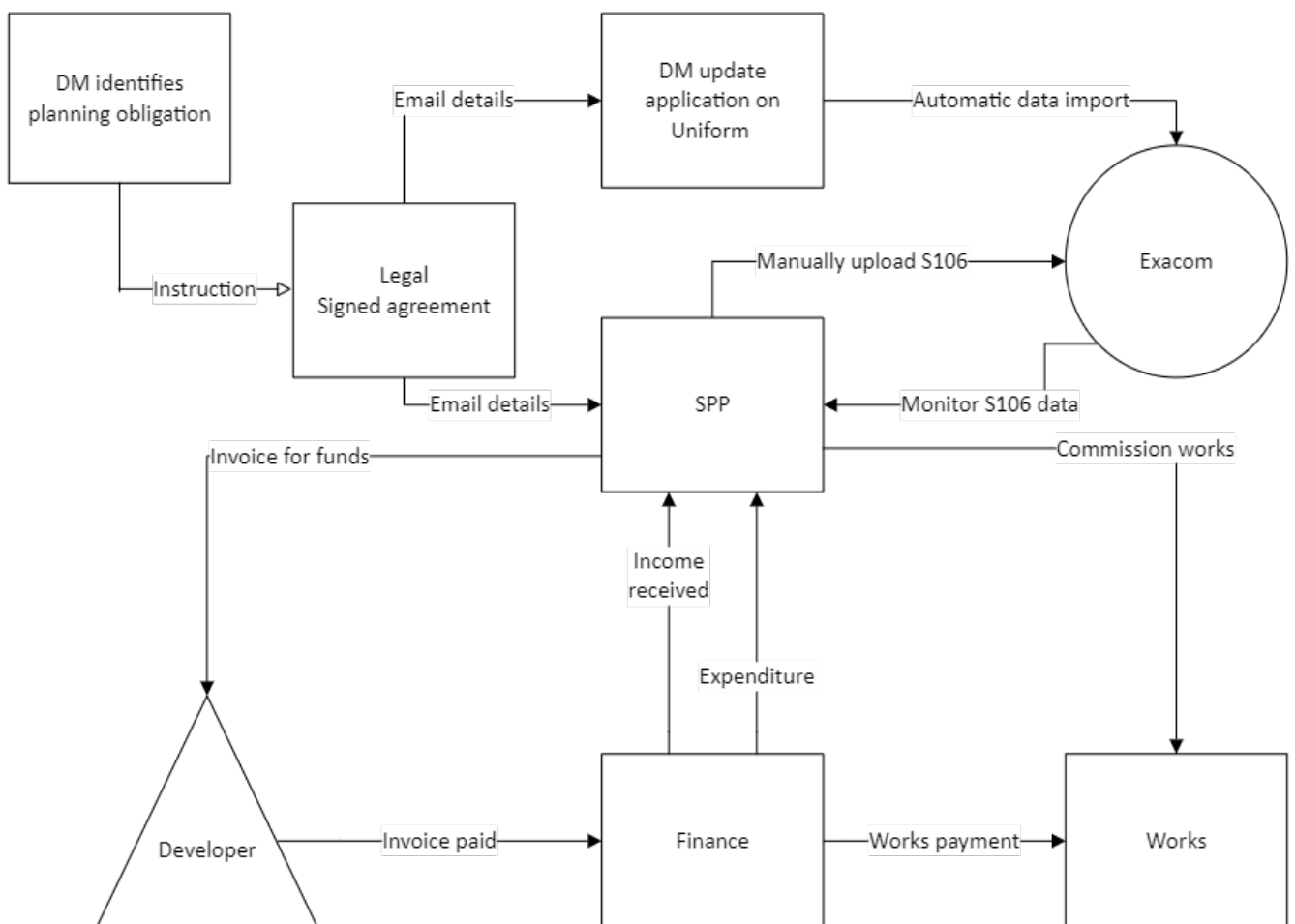
PLANNING OBLIGATIONS (SECTION 106) - PROCEDURE NOTES

1. Introduction

1.1 The purpose of this Procedural Note is to set out the process and requirements for a variety of services across the Council to ensure that the recording, monitoring and reporting of planning obligations is delivered in the most effective way.

2. Process Map

2.1 Below is a process map showing the approach used by the Council in terms of the recording and reporting functions. It should be noted that any agreement is associated with the land rather than a particular party on the signed agreement. Therefore the liability for meeting the agreement’s obligations transfers with the ownership of the land.



3. Procedures

- 3.1 The planning obligations recording, monitoring and reporting processes have a number of components, as set out below, with subsequent sections providing relevant descriptions:

Core process for recording and monitoring planning obligations

1. A planning application is identified by Development Management (DM) as requiring planning obligations to be secured by agreement or unilateral undertaking under Section 106 of the Town and Country Planning Act (TCPA) 1990.
 2. Instructions are sent by DM to Legal Services.
 3. Legal Services draft the agreement / unilateral undertaking, which is completed by the relevant parties prior to planning consent and provide a copy of the signed agreement to DM and the Strategic Planning and Placemaking (SPP) team.
 4. DM / Planning Support records this event in Uniform, marking that the planning application has an agreement, and enters agreement information in Uniform.
 5. Exacom automatically transfers the marked planning application details from Uniform. SPP are then notified of the new planning application in Exacom. Note: SPP to periodically (every 3 months) review the signed agreements from Legal have been notified in Exacom via the transfer by verification with Legal.
 6. SPP manually uploads a pdf copy of the agreement/unilateral undertaking onto the planning application in Exacom and populates the relevant fields with the agreement details and obligations, including trigger points. Trigger points are moments within the development of the planning application that mark when an obligation should be met.
 7. SPP monitor the status of the development and propose potential dates for when the trigger points will be met. These dates are then monitored and amended dependent upon the development of the application. When the trigger point has been met, SPP advise the relevant department. If this is financial, SPP notifies Finance.
 8. Finance to provide SPP with indexation amount to be added to the original financial requirement from the agreement. SPP to approach relevant party for a Purchase Order in order to produce an invoice, resulting in SPP response by invoicing the developer directly. SPP will record all trigger points that have occurred at the end of each financial year.
 9. Developer pays, Finance notify SPP who record the information on Exacom.
 10. Finances received are then allocated to a project in Exacom.
 11. SPP develop the scheme and obtain necessary approval, e.g. for inclusion in the capital programme.
 12. SPP procure the works and raise an order.
 13. Contractor completes works, SPP authorises payment to contractor.
 14. SPP record payment or spend and project completion on Exacom.
- 3.2 Please note that there will be variations to the above for non-financial obligations and where a third party delivers the obligation. In addition, a developer may provide a payment ahead of an invoice being raised. In this case, Finance will notify SPP and Legal in order to confirm that the correct amount of contribution has been

provided. This situation can also arise through the prior approval process where no S106 agreement (or unilateral undertaking) is issued, for example to meet the Habitat Regulations Assessment for the Cannock Chase Special Area of Conservation (SAC).

- 3.3 An agreement/unilateral undertaking can be amended by a Deed of Variation or by a Section 106A application. Similar processes to the above steps will be undertaken if an agreement or unilateral undertaking is subsequently varied.
- 3.4 To ensure accurate records in the Exacom system, Deeds of Variation shall be numbered and SPP and DM must be notified of all corresponding planning consent references. Where multiple planning consents occur, the original agreement and subsequent Deeds of Variation must be recorded against/linked to each planning consent. For reporting purposes these should be reported as duplicate.
- 3.5 Any expired planning consent should be noted and archived in the Exacom system.

3.6 **Periodic verification of database**

1. SPP requests list from Legal of all signed agreements / unilateral undertakings over the period.
2. SPP runs a report from Exacom listing all agreements / unilateral undertakings added over the 3 month period.
3. SPP verifies that they reconcile, or investigates discrepancies and corrects the process for the future.
4. SPP keeps a record of the reconciliation.
5. IT run a comparison report on extracts from Uniform and Exacom on each year and investigate any discrepancies.
6. Confirmation with Land Charges that the data in Exacom matches respective systems.

3.7 **Annual reporting for the Infrastructure Funding Statement (IFS)**

1. SPP produce a draft report from Exacom for the year, showing for each S106: new agreements signed, contributions received, expenditure incurred, balance remaining, commitments for future and project delivery.
2. Finance verifies the report accords with Finance records.
3. SPP consults / publishes the IFS before the end of December each year.

3.8 **Financial procedures – capital and financing**

A S106 legal agreement is drafted and agreed at a point in time, with most containing financial obligations for the developer. As developments can take years to deliver, there is a time difference between the date at which a S106 is signed and the date at which payments relating to the S106 are received by the Council. To account for this time difference, most S106's are written to include indexation on the specified financial contributions included within the agreements. This indexation, or index linked calculation is usually linked to RPI and is designed to ensure that the obligation agreed with the developer at the point of signing the S106 is worth the same value as at the point of receipt taking into account inflation during the intervening period. As such, when a developer becomes liable to pay the financial contributions outlined within specific S106 agreements, SPP ask Finance to perform this index linked calculation. Once a purchase order reference number has been received, an invoice is then raised by SPP to the developer for this revised figure

with the payment expected within 30 days. If the developer fails to pay within this period, the Council is entitled to recalculate the indexation again to ensure the time value of the contribution is accurate.

Once a S106 contribution has been received, the Finance team allocate this to a code based on whether a repayment/payback provision applies or not. Both the value specified in the S106 agreement and the indexation are allocated to the code and can be used to fund projects based on the S106 conditions attached. For those agreements where there are no repayment conditions, the financial contributions from the developer are recognised as a receipt for the Council in the year they are received and are transferred to reserves at year end ready for future project allocation. For those S106 agreements where a repayment provision applies, the treatment is slightly different. Many of these S106 agreements specify that a repayment of the contribution plus interest is required where the Council fails to spend the resource within the specified time frame and/or on the specific items as outlined in the agreement. The interest the Council is expected to repay in such circumstances is usually linked to RPI. As such, the financial contribution received from the developer (that specified in the S106 agreement plus the indexation) is treated as a receipt in advance and is transferred to a specific code at year end ready for future project allocation. At the same time, the Finance team creates an interest provision for each S106 from the date of receipt where a payback provision applies. The size of this provision is recalculated each year in line with the latest RPI figures at the 31 March and is accounted for as a cost to the authority. This is included in the Council's Statement of Accounts each year.

The Finance team accounts for all developer contributions and the interest provision separately. This is to ensure that the Council has a clear understanding of the S106 balances available to fund future projects and the additional costs attached to the authority if the Council does not meet its obligations and where both a S106 contribution and associated interest have to be repaid. At each year end, the capital expenditure incurred within that financial year is funded from the Council's capital resources. For those projects which have been funded by S106s, Finance draws down the contributions from reserves to fund the associated costs which reduces the S106 balances available. Where S106s with payback provisions have been used to fund capital expenditure, Finance also releases the interest provision the Council has been building up each year for that contribution and thereby also reduces its overall interest liability as the Council's obligations have been realised. This is why allocating and spending S106s, especially those with a payback provision, in a timely manner is important to the Council's overall financial health. It is also why the interest provision is not used to fund projects, as this is effectively increasing the cost of the project for the authority.

4. Overall system

- 4.1 Monitoring is carried out through the use of the Exacom system, which is software designed to manage and monitor planning obligations. In order for the SPP team to accurately monitor planning obligations, Exacom must be kept up to date.
- 4.2 Exacom must contain all the planning consents that have a S106 agreement or Unilateral Undertaking in order to be up to date. Exacom automatically does this by importing data from the software Uniform. When a planning application is given

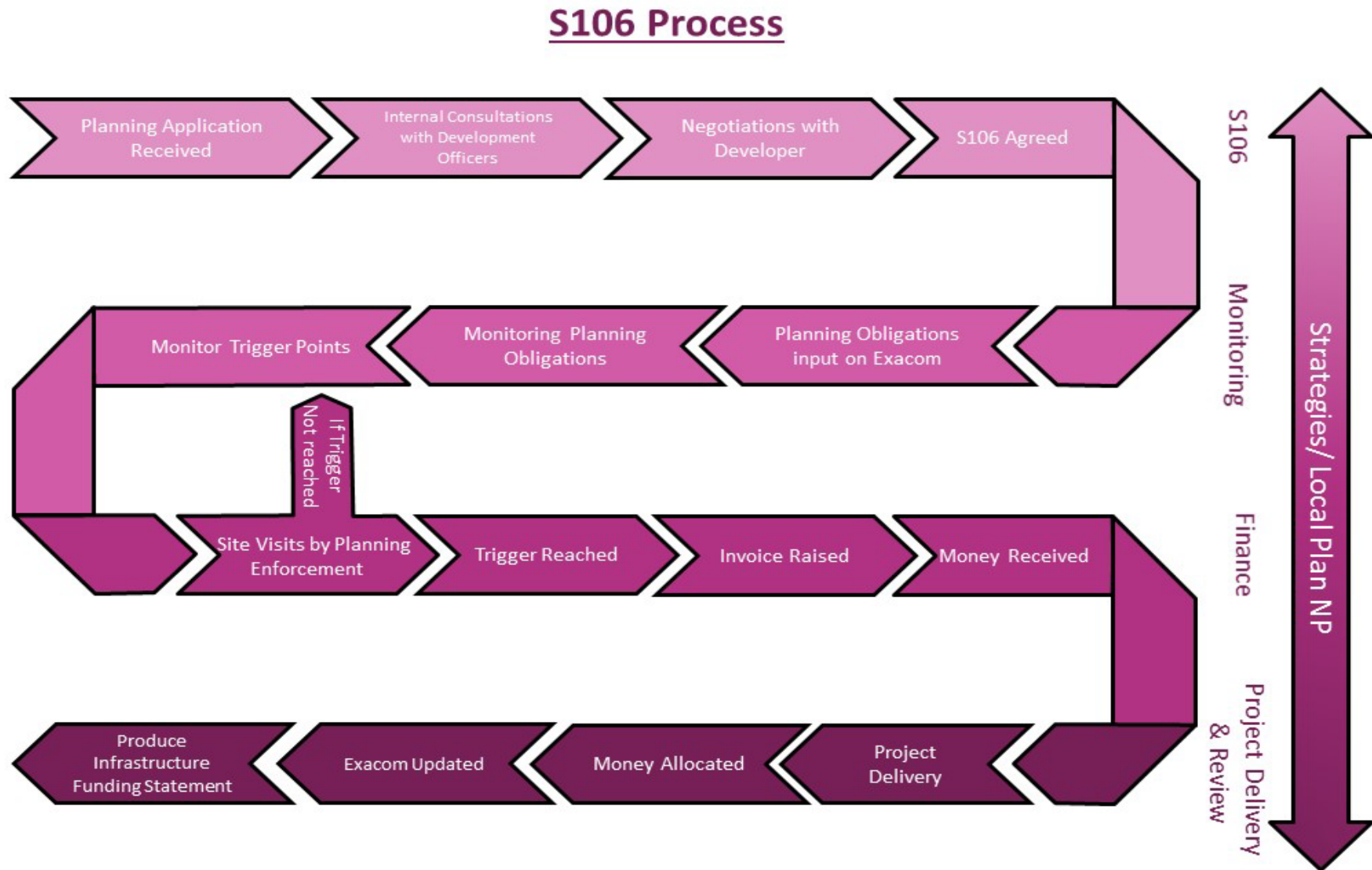
consent and has a S106 agreement or Unilateral Undertaking, there is a tick box to be marked on Uniform by Development Management officers, which indicates that there is an agreement for the planning consent. On a nightly basis, Exacom will then automatically import any planning application reference that has been ticked, which will flag up on the Exacom software and therefore keep Exacom synchronised with Uniform, and the SPP team will become aware of the new agreement. The SPP team can then upload the relevant S106 agreement for monitoring purposes.

4.3 There are five key processes required to keep Exacom up to date. If any of these processes fail, the Exacom system will not be up to date, and therefore lead to the risks indicated in paragraph 4.4 below. These processes are:

1. Uniform must have the correct planning applications marked as having an agreement, which match with the records held by Legal. Uniform to only mark up an agreement when it is completed and planning consent given. There must be a 'definitive list' of agreements from Uniform which will ultimately be held on the Exacom system once fully updated;
2. Any planning application given consent with a S106 agreement or Unilateral Undertaking must be ticked on Uniform as having an agreement. This includes both historic applications, and new applications in the future, to maintain the definitive list;
3. The import between Exacom and Uniform must be working on a nightly basis; SPP and IT to monitor transfer reliability, for example when a major upgrade of either Exacom or Uniform takes place;
4. The SPP team must ensure that all S106 agreements or Unilateral Undertakings are uploaded onto Exacom; and
5. The SPP team must receive a copy of the signed and completed agreement to upload onto Exacom from Legal Services.

4.4 If Exacom is not up to date, this can result in developers not being invoiced for payments, and / or payments not being received. It can also risk monies having to be repaid to developers. Some payments are limited to a specified spend time frame, and if this time frame expires without the received monies having been spent, developers can request the monies to be returned, which could result in projects not being delivered.

The following flowchart sets out the key stages in the Section 106 process:



Action	Name	Date due by	Status	Notes
S106 agreements discovered in Comino and not recorded by Legal or marked as having an agreement by Uniform to be checked by Legal to confirm the validity of the agreement	HM	29/07/2022		Tim to email Rebecca, cc Harriet - done. Awaiting confirmation of any cases to be added to Uniform and Exacom. Remaining queried cases require physical checks and will take time.
Affordable housing data to be provided and added to Exacom system	HM	15/07/2022		Data to be provided by Anna Nevin, request sent. Reminder sent by Tim. Awaiting data to enable Exacom to be updated.
Future monitoring and reporting needs to be considered	All	30/06/2022		Project team discussed 10 May, to be informed by Scrutiny 30 June.
2021-22 outturn information to SPP	JM	15/07/2022		To accord with final accounts timetable.
Historic breakdown of project spending to SPP	JM	31/08/2022		To accord with final accounts timetable.
Produce a definitive list of unspent, unallocated projects at 31-3-21 totalling £3.2m	TW	15/07/2022		List provided to SPP 16 June, which needs verification against Exacom.
Develop a plan to start allocating the £3.2m	AY	30/09/2022		
Consideration of purchase of Exacom additional module for web-enabled data viewing	NL	30/09/2022		
Internal audit of S106s	SB	31/12/2022		
Procedure notes - final draft	AY	07/06/2022	Complete 7/6/22	1st draft and initial narrative circulated for 2nd project meeting. JH, JMcc & RH to provide amendments via MS teams shared version by 5/4/2022, to include S106 terminology, process map, financial elements, non financial S106 examples. AY to update including Issues Log and circulate prior to 3rd meeting. Clean version agreed 10 May, final amendments to follow. Final version for Scrutiny report agreed 7 June
Draft Scrutiny report to be shared with Project Team	TW	27/05/2022	Complete 1/6/22	Agreed with minor amendments 7 June
Finance section of procedure notes written	JM	27/05/2022	Complete 29/4/22	
Establish confirmation that any new S106s are being correctly managed	TW	10/05/2022	Complete 10/5/22	Update meeting to confirm following IT interface completed 1/4/2022. Report to next Project Group
IT to resolve Exacom/Uniform issue	NL	31/03/2022	Complete 10/5/22	No definitive list of S106 yet. Legal provided S106 data to HM and Uniform updated. NL confirmed link between Uniform and Exacom working, tested today ahead of live export from Uniform to Exacom. NL created super spreadsheet. HM to monitor impact of export and restoration of link this week. NL confirmed major upgrade of Uniform and Exacom required over next two months, with link monitored again once completed. NL to notify SPP team of key date in meantime daily export to take place. AY noted that number of S106 and UUs to increase from 1 April 2022 due to additional SAC developer contributions.
Confirm level of future input required from Legal Services on historic S106	RH	12/04/2022	Complete 29/4/22	Transfer of work from Robinay to Kayley to co-ordinate administration
List of fields for the single database to be created - TW to provide an initial list to be added to	HM	04/04/2022	Complete 5/4/22	Initial list received from TW - 24/3/2022. Meeting arranged to report on Exacom fields and capabilities
Shared S106 mailbox requested for SPP team, to be requested	NL/AY	29/03/2022	Complete 28/4/22	Cost associated with S106 email creation
Second draft flow chart with more detailed explanation circulated to group	SPP team	29/03/2022	Complete 28/3/2022	Flowchart incorporated into first draft Procedural Notes and circulated to Project Group.
Draft skeleton scrutiny report	TW	29/03/2022	Complete 29/3/2022	
Procedure notes - first draft	TW	29/03/2022	Complete 24/3/2022	Circulated for 2nd project meeting.
Verification of Land Charges (LC) data - is there anything held in LC that should be on Exacom? Can LC data needs be provided wholly by information in Exacom?	HM	29/03/2022	Complete 29/3/2022	Agreed to remove this Action is task required by Land Charges team rather than S106 Project Team. TW notified MS 29 March.
Establish how we can verify all S106's are being loaded into Exacom from Uniform, possibly from information held in legal	HM	29/03/2022	Complete 29/3/2022	Agreed that Uniform to verify Exacom system via DM and double checked by Legal Services - JH and RH. Year end verification via SPP team and Finance, confirmed through Infrastructure Funding Statement.
Project Team to agree and sign off Terms of Reference	TW	29/03/2022	Complete 30/3/2022	Presented to Leadership Team on 30/3/2022

Create an Issues Log	SPP team	29/03/2022	Complete 30/3/2022	
Draft flow chart provided to the SPP team	TW	21/03/2022	Complete 17/3/2022	To be shared at next project meeting
Create a Teams team with the ability to file share	NL	21/03/2022	Complete 17/3/2022	
Set up future project team meetings 3pm Tue 29 March and fortnightly to mid June	NL/TW	21/03/2022	Complete 17/3/2022	

ITEM NO 7(b)

ITEM NO 7(b)

Report of:	Interim Head of Corporate Business and Partnerships
Contact Officer:	Tracy Redpath
Telephone No:	01785 619 195
Ward Interest:	Nil
Report Track:	Econ Dev and Plg 30 June 2022

ECONOMIC DEVELOPMENT AND PLANNING SCRUTINY COMMITTEE

30 JUNE 2022

Quarter 4 Performance Reporting

1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 4 2021 – 2022 for Economic Development and Planning Scrutiny Committee.

2 Recommendation

- 2.1 That the information is noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The performance reporting for Quarter 4 2021 - 2022 for the Economic Development and Planning Scrutiny Committee is detailed in the **APPENDIX**.
- 3.2 Whilst both the Additional Restrictions Grant and Welcome Back Fund programmes ceased on 31 March 2022, the Omicron Covid variant added further complexity to the delivery of these schemes.
- 3.3 Demand on the planning system remains high both in terms of householder extension and alteration applications and larger housing and employment sites.

4 Relationship to Corporate Business Objectives

4.1 Performance reporting interlinks with all corporate business objectives.

5 Report Detail

5.1 In response to the increased number of Covid cases due to the Omicron variant a further range of business support measures were announced by Government just before Christmas 2021. A total of £223,000 from the Additional Restrictions Grants and Welcome Back Fund were refocused to support those businesses most affected by the variant, primarily hospitality and leisure.

5.2 Caseloads in the Development Management team remained high throughout the quarter which is consistent with local planning authorities throughout the country. The volume of new applications received throughout 2021 remained higher than pre-pandemic levels.

5.3 The Land Charges team further improved their performance as reported for Quarter 3 with 90% of property searches received in the period completed within the 10 day target. Of those over 10 days the longest response time was 15 days.

5.4 Narrative updates are contained within the **APPENDIX**.

6 Implications

6.1 Financial	The financial implications of individual actions are being reviewed by the lead organisation for each workstream.
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

6.2 Community Impact Assessment	Impact on Public Sector Equality Duty: There are no known impacts.
Recommendations	Wider Community Impact: There are no known impacts.

Previous Consideration – Nil

Background Papers – File available in Corporate Business and Partnerships

Q4 Economic Development & Planning

Narratives

Ref	Key Deliverable	Responsible Officer	End Date	Performance Symbol	Commentary/Action
1.1.1	Monitor the Economic Growth Strategy/Implementation plan	Michelle Smith	From April 2021 and then on-going	On Track	A significant element of the implementation plan relates to major projects and these continue to progress in line with project plans.
1.1.2	Review and assess all key programmes and major projects	Michelle Smith	From April 2021 and then on-going	On Track	Any exceptions to agreed project plans are reported through the respective project governance
1.1.3	Review all land ownership, maintenance and strategic car parking	Michelle Smith	From July 2021 and then on-going	N/A	The Covid-19 pandemic has had an impact on a number of things for this key deliverable including the demand for car parking in the Borough and this is being continually monitored by officers as part of the work being undertaken on economic recovery. This means that work in relation to this project will not commence until there is a clearer picture on the true impact and the effect this may have had on the strategic visioning for economic growth.
1.2.1	Complete five year land supply statement	Alex Yendole	On-going	On Track	Five year housing land supply statement completed and published
1.2.2	Work with Registered Providers, Developers and Homes England to deliver 210 affordable homes per year	Anna Nevin	On-going	Good	40 affordable homes were delivered in Q4, this has brought the total delivered in 2021/22 to 261, significantly over the annual target of 210.
1.2.3	Improve and maintain performance of development management	John Holmes	On-going	On Track	Development Management performance is subject to a national league table which is published on a rolling 2 year snapshot. As at 31/03/22 performance is as follows: 80.5% Major applications processed on time (an decrease from 86% in Q3; national target 60%); 84.5% of non-Major applications processed on time (a decrease from 87% in Q4; national target is 70%). Incoming applications received during 2021 were 20% higher than those received in 2019. Additional temporary staff have been recruited to support the validation process.
1.2.4	Improve and maintain performance of local land charges	Victoria Barraclough	On-going	Good	90% of searches received in the period were completed within the 10 day target. Of those over 10 days the longest response time was 15 days. Position as of 06/04/22 is 39 outstanding with oldest being 9 days.
1.3.1	Delivery of the Stafford Town Centre Transformation Programme	Michelle Smith	31/03/2024	On Track	Consultant teams are progressing design work in line with the agreed programme. Projects experiencing delivery issues are being managed via the Programme Board which meet monthly

Ref	Key Deliverable	Responsible Officer	End Date	Performance Symbol	Commentary/Action
1.3.2	Delivery of the Stafford Station Gateway	Tara Hollingsworth	Commences June 2021 until February 2022	On Track	Work is underway on legal and commercial support plus a parking capacity study all of which commenced January 2022. Work is also progressing on the Strategic Regeneration Framework which will drive public engagement in the project throughout 2022.
1.3.3	Supporting the development of Meecebrook Garden Community	Maxine Turley	On-going	On Track	Awaiting outcome of funding application submitted to Homes England in Q3 to secure capacity and local infrastructure business funding. During Q4 the water, technical and rail feasibility studies were completed and a first draft planning strategy produced. Viability brief issued and submissions being evaluated ahead of appointing consultancy support.
1.3.6	Stone Leisure	Karen Tierney	TBC	On Track	Procurement for the main works contract at Westbridge Park is underway with the tender published on 21 February 2022. The closing date for submissions is 12 May 2022 after which bids will be evaluated.
1.3.7	Monitor land sales for potential new Gypsy and Traveller site	Tara Hollingsworth	Dependent on availability of a suitable site	On Track	Regular searches continue to be undertaken of available land in the Borough.
1.3.8	Identify and prioritise sources of external funding for economic growth projects	Tara Hollingsworth	On-going	On Track	This is ongoing and regularly monitored.
1.3.9	Compliance with individual Project Plans	Michelle Smith	On-going	On Track	Any exceptions to agreed project plans are reported through the respective project governance
1.4.1	Develop Stafford as a hub of productivity to help businesses develop, grow and thrive	Martyne Manning	On-going	On Track	The Staffordshire University £5.8m Centre for Health Innovation opened in March. 21 businesses were advised on available grant funding (outside of the Covid business support grant schemes), expansion options and start-up proposals. The Covid grant schemes closed on 31 March 2022 and the team dealt with 8000 requests for support, with £4.2m Additional Restrictions Grant paid to businesses during the financial year. Following the closure of the Covid grants schemes officers have begun a review of commercial units across all business parks and industrial estates in the Borough to map current availability against demand. A marketing plan to attract tenants to the Shire Hall Business Centre was launched by the County Council at the end of March with the Centre due to open in June. Information captured from Companies House showed a total of 159 new businesses were registered in the Borough operating from individual premises both domestic and commercial. We also saw an increase of 25 business rates accounts opened for the same period.

Ref	Key Deliverable	Responsible Officer	End Date	Performance Symbol	Commentary/Action
1.4.2	Promote our visitor economy to demonstrate the offer in the Borough	Martyne Manning	On-going	On Track	Between January and March the Borough's hospitality and leisure sector were supported with grants under the Omicron support policy with over £123,000 paid directly to Borough businesses. Alongside this over £100,000 from the Welcome Back Fund was allocated across a number of projects included the Our Beautiful Borough campaign refresh, town centre bunting, supporting the Stafford Learning Town and associated events and promotion of the Borough via Visit Stafford.
1.4.3	Unlock economic opportunities in our rural areas	Martyne Manning	On-going	On Track	Of the 21 business support enquiries dealt with over a third were in the rural areas of the Borough. The commercial sites mapping exercise referenced in 1.4.1 includes the rural areas.
1.4.4	Support the facilitation of lifelong learning to create a local workforce with specialist skills that can respond to growth ambitions	Martyne Manning	On-going	On Track	Apprenticeship support co-ordinated by Staffordshire County Council and funded through the Additional Restrictions Grant was fully spent by the deadline of 31 March 2022 and 35 new apprentices are now in employment across the Borough. The Stafford Learning Town was formally launched on 9 March 2022 which aims to encourage more people into formal and informal learning. Engagement with the Countywide Employment and Skills Group continues. The government has recently published the funding allocations each local area will receive for its new Multiply programme, which aims to improve the numeracy skills of millions of adults. In total £270 million is being allocated to mayoral combined authorities and local councils in England. Funding allocations are to be used over the next three financial years – Staffordshire = £4.189m and Stoke-on-Trent = £1.585m.
1.5.1	Revise and refresh the Local Plan	Alex Yendole	On-going	On Track	Whole Plan Viability and Sustainability Appraisal progressing. Potential planning reforms and associated implications through the Levelling Up White Paper and Planning White Paper proposals subject to on-going assessment for implications on next stage of the New Local Plan.
1.5.2	Embed high quality design into Planning Policy to ensure that Stafford is an attractive place that people want to live in, promoting healthy lifestyles and supporting future investment	Alex Yendole	On-going	On Track	Site assessment evidence based work completed to inform the New Local Plan preferred option. Government's published National Model Design Code being considered at the local level.

Explanation for Narrative Performance
Exceptional - Good
Doing well - On Track
Below what it should be - Below Target

**Economic Development & Planning
Performance Indicators**

No	Indicator	Responsible Officer	Is good high or low	Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Q3 Actual	Q3 Target	Q3 Performance	Q4 Actual	Q4 Target	Q4 Performance	Year End forecast	Year end target	Direction of Travel
LI1	Number of existing business in commercial premises retained	Martyne Manning	H	Update from Q2	20	N/A	20	10	On Track	37	10	Good	26	10	Good	TBC	TBC	N/A
LI2	Number of new start-ups in commercial premises, shared space or domestic properties	Martyne Manning	H	Update from Q2	20	N/A	20	10	Good	28	10	Good	159	10	Good	TBC	TBC	N/A

PLEASE NOTE: The target for Q1 was set pre because of Covid impacts, for Q2 the indicators have been amended in line with economic data.

Performance direction of travel - Key	
Performance 10% or more above target	Good
Doing Well	On Track
Performance 10% or more below target	Below Target

ITEM NO 7(c)

ITEM NO 7(c)

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Econ Dev and Plg 30/06/2022 (Only)

ECONOMIC DEVELOPMENT AND PLANNING SCRUTINY COMMITTEE
30 JUNE 2022
Business Planning Report

1 Purpose of Report

- 1.1 To review the programme of business considered by the Economic Development and Planning Scrutiny Committee in 2021/22 with a view to the report being submitted to the Council.

2 Recommendation

- 2.1 The Committee is recommended to approve this report as the Annual Report to the Council.

3 Key Issues and Reasons for Recommendation

- 3.1 During the past Municipal Year, the Economic Development and Planning Scrutiny Committee considered a wide variety of issues that has helped to embrace its continuing role to ensure that the Council delivers sustainable economic and housing growth to provide income and jobs.
- 3.3 The Committee controls its own Work Programme which is already populated with a range of issues for the forthcoming Municipal Year.

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 1:-
- To deliver sustainable economic and housing growth to provide income and jobs.

5 Report Detail

- 5.1 During the 2021/22 Municipal Year, the Economic Development and Planning Scrutiny Committee has considered a wide variety of issues that supported the Council's Business Objective of delivering sustainable economic and housing growth to provide income and jobs.
- 5.2 In order to achieve this, the Committee have received regular updates concerning the economic issues affecting both Stafford Town Centre and the wider Borough.
- 5.3 The Committee have considered a Members' item related to Stafford Indoor Market.
- 5.4 The Committee have considered a Councillor Session item relating to Section 106 Agreements.
- 5.5 The Committee have considered the following item that was referred to it directly from the Cabinet:-
- Fees and Charges Review 2022
- 5.6 Other items that the Committee considered included the following:-
- Stafford Transformed
 - Development Management Update
 - New Local Plan Update
 - Section 106 Agreements Update
- 5.7 The Committee continues to control its own Work Programme and regularly makes appropriate adjustments.
- 5.8 Under its Terms of Reference, the Committee has received regular reports that monitored both operational and financial performance.
- 5.9 The Work Programme is populated with a variety of issues for the forthcoming Municipal Year.
- 5.10 It is intended that this report, with the addition of any appropriate information concerning the current meeting, be taken to the next available meeting of the Council as the report back from this Scrutiny Committee in accordance with Article 6, Paragraph 6.3 of the Constitution whereby the Committee is required to report annually to the Council on its workings and future Work Programme.

6 Implications

6.1 Financial	Nil
Legal	Nil
Human Resources	Nil
Human Rights Act	Nil
Data Protection	Nil
Risk Management	Nil

6.2 Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty: The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Recommendations Wider Community Impact: Detailed above.</p>
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

ITEM NO 7(d)

ITEM NO 7(d)

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Econ Dev and Plg 30/06/22 (only)

ECONOMIC DEVELOPMENT AND PLANNING SCRUTINY COMMITTEE

30 JUNE 2022

Work Programme - Economic Development and Planning Scrutiny Committee

1 Purpose of Report

- 1.1 The purpose of this report is to present the Economic Development and Planning Scrutiny Committee's Work Programme.

2 Recommendation

- 2.1 That the Economic Development and Planning Scrutiny Committee considers and comments upon their Work Programme.

3 Key Issues and Reasons for Recommendation

- 3.1 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.
- 3.2 Accordingly, an up-to-date copy of the Economic Development and Planning Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 1:-

To deliver sustainable economic and housing growth to provide income and jobs.

5 Report Detail

- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
 - Flexible to allow the Committee to react to urgent items;
 - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Economic Development and Planning Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached at **APPENDIX** is the Economic Development and Planning Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty:</p> <p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Recommendations Wider Community Impact:</p> <p>Detailed above.</p>
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

ECONOMIC DEVELOPMENT AND PLANNING SCRUTINY COMMITTEE**30 JUNE 2022****Work Programme - Economic Development and Planning Scrutiny Committee****THURSDAY 1 SEPTEMBER 2022 at 6:30 PM**

Minutes of Last Meeting:	30 June 2022
Officer Items by:	Tuesday 16 August 2022
Call-in Deadline:	Tuesday 16 August 2022
Member/Public Items by:	Friday 19 August 2022
Agenda Despatch on:	Tuesday 23 August 2022
Officer Reports	<ul style="list-style-type: none"> • Final Accounts 2021/22 Head of Finance • Performance Update /Budget Monitoring Report Interim Head of Corporate Business and Partnerships/Head of Finance • Work Programme Scrutiny Officer

TUESDAY 15 NOVEMBER 2022 at 6:30 PM

Minutes of Last Meeting:	1 September 2022
Officer Items by:	Monday 31 October 2022
Call-in Deadline:	Tuesday 18 October 2022
Member/Public Items by:	Thursday 3 November 2022
Agenda Despatch on:	Monday 7 November 2022
Officer Reports	<ul style="list-style-type: none"> • Fees and Charges Review 2023 Head of Finance • Performance Update/Budget Monitoring Report Interim Head of Corporate Business and Partnerships/Head of Finance • Work Programme Scrutiny Officer

THURSDAY 5 JANUARY 2023 at 6:30 PM

Minutes of Last Meeting:	15 November 2022
Officer Items by:	Tuesday 13 December 2022
Call-in Deadline:	Tuesday 13 December 2022
Member/Public Items by:	Friday 16 December 2022
Agenda Despatch on:	Tuesday 20 December 2022
Officer Reports	<ul style="list-style-type: none"> • Economic Development and Planning Portfolio - General Fund Revenue Budget 2022-23 to 2025-26 and Capital Programme 2022-23 - 2025-26 Head of Finance • Work Programme Scrutiny Officer

TUESDAY 7 MARCH 2023 at 6:30 PM
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Minutes of Last Meeting:	5 January 2023
Officer Items by:	Monday 20 February 2023
Call-in Deadline:	Tuesday 21 February 2023
Member/Public Items by:	Thursday 23 February 2023
Agenda Despatch on:	Monday 27 February 2023
Officer Reports	<ul style="list-style-type: none"> • Performance Update/Budget Monitoring Report Interim Head of Corporate Business and Partnerships/Head of Finance • Work Programme Scrutiny Officer

FUTURE ITEMS
<ul style="list-style-type: none"> • Rural Strategy Head of Development • High Street and Markets Update Head of Development • Stafford Station Gateway Head of Development • Garden Communities Project Head of Development