

**To: Deputy Leader and Members of the Resources Board
Councillors D Wright, Davis, N Dirveiks, Gosling,
Henney, Morson, Moss, Simpson, Symonds and
Waters**

For the information of other Members of the Council

**For general enquiries please contact Emma
Humphreys/Amanda Tonks on 01827 719221 or
via email – emmahumphreys@northwarks.gov.uk
or amandatons@northwarks.gov.uk.**

**For enquiries about specific reports please
contact the Officer named in the reports.**

**This document can be made available in large
print and electronic accessible formats if
requested.**

RESOURCES BOARD AGENDA

28 January 2019

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 28 January 2019 at 7pm.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests.**

4 **Minutes of the Resources Board held on 12 November 2018** – copy herewith, to be approved as a correct record and signed by the Chairman.

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am two working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact Amanda Tonks or Emma Humphreys on 01827 719222 or email democraticservices@northwarks.gov.uk.

**ITEMS FOR DISCUSSION AND DECISION
(WHITE PAPERS)**

6 **Corporate Plan 2019-20** – Report of the Chief Executive

Summary

The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan Targets for which it is responsible and to agree the 2019-20 Service Plans for the Housing, Finance and Human Resources, Community Services and Corporate Services Divisions.

The Contact Officer for this report is Jerry Hutchinson (719200).

7 **Information and Communications Technology Strategy 2019–2023** – Report of the Director of Corporate Services

The report presents the Draft Information and Communications Technology (ICT) Strategy for 2019 – 2023 to Members for their consideration and comment.

The Contact Officer for this report is Linda Bird (719327).

8 **Broadband Update Report** – Report of the Director of Corporate Services

The report provides an update on the progress made so far and the future plans to improve broadband coverage and speeds in the Borough.

The Contact Officer for this report is Linda Bird (719327).

9 **Adoption of the Discretionary Retail Rate Relief Policy** – Report of the Corporate Director – Community

The purpose of this report is to request Members adopt the revised Non Domestic Discretionary Retail Rate Relief guidelines attached at Appendix A. This is necessary because of an announcement included in the Autumn Budget in October 2018 that has provided the ability for Councils to reduce business rate bills in 2019/20 and 2020/21 for certain occupied retail properties with a rateable value below £51,000.

The Contact Officer for this report is Bob Trahern (719378).

10 **General Fund Fees and Charges 2019/20** – Report of the Corporate Director – Environment, Director of Streetscape, Corporate Director – Community Services and Director of Housing

Summary

The report covers the fees and charges for 2018/19 and the proposed fees and charges for 2019/20.

The Contact Officer for this report is Nigel Lane (719371).

11 **General Fund Revenue Estimates 2019/20 – Services Recharged Across All Boards** – Report of the Corporate Director - Resources

Summary

This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

The Contact Officer for this report is Nigel Lane (719371).

12 **General Fund Revenue Estimates 2018/19 – Services Remaining within the Board** – Report of the Corporate Director - Resources

Summary

This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

The Contact Officer for this report is Nigel Lane (719371).

- 13 **General Fund Revenue Estimates 2019/20 - Summary** - Report of the Corporate Director - Resources

Summary

This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

The Contact Officer for this report is Nigel Lane (719371).

- 14 **Housing Revenue Account Estimates 2019/20 and Rent Review** – Report of the Corporate Director - Resources

Summary

The report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

The Contact Officer for this report is Nigel Lane (719371).

- 15 **Borough Care Equipment Upgrade** – Report of the Director of Housing

Summary

This report informs the Board about the recent audit of Borough Care conducted by the Telecare Services Association and provides Councillors with information about the change over from analogue to digital lifeline equipment and implications for the Council's service.

The Contact Officer for this report is Angela Coates (719369).

- 16 **Capital Programme 2018/19 to 2021/22** – Report of the Corporate Director – Resources

Summary

This report identifies changes to the Council's 2018/19 capital programme and proposals for schemes to be included within the Council's capital programme over the next three years.

The Contact Office for this report is Daniel Hogan (719337).

- 17 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement for Annual Investment Strategy for 2019/20** - Report of the Corporate Director - Resources

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2019/20.

The Contact Officer is Daniel Hogan (719337).

- 18 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2018** – Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to December 2018.

The Contact Officer for this report is Robert Beggs (719238).

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
RESOURCES BOARD**

12 November 2018

Present: Councillor D Wright in the Chair

Councillors Davis, N Dirveiks, Gosling, Henney, Morson, Moss, Simpson and Symonds

31 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

32 Minutes of the Resources Board meeting held on 4 September 2018

The minutes of the meeting of the Board held on 4 September 2018, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

33 Online Services Update

The Director of Corporate Services updated Members on the services delivered online, via the Internet and on the use of the Council's Website and Social Media accounts.

Resolved:

That the report, together with the verbal update and correction given by the Director of Corporate Services in respect of paragraphs 6.5 and 6.7, which is reflected in the updated report on the website, be noted.

34 Capital Programme 2018/2019 Period 6 Update

The Corporate Director – Resources updated Members on the progress of the Capital Programme 2018/19 in terms of expenditure up to the end of September 2018.

Resolved:

- a That the progress made against the 2018/19 Capital Programme be noted; and**

- b That the proposed revisions to the 2018/2019 HRA Capital Programme, detailed at paragraph 4.5 of the report of the Corporate Director - Resources, be approved.**

35 General Fund Budgetary Control Report 2018/19 Period Ended 30 September 2018

The Corporate Director – Resources reported on the revenue expenditure and income for the period from 1 April 2018 to 30 September 2018. The 2018/19 budget and the actual position for the period, compared with the estimate at that date were given, together with an estimate of the out-turn position for services reporting to the Board.

Resolved:

That the report be noted.

36 Housing Revenue Account Budgetary Control Report 2018/2019 – Period Ended 30 September 2018

The Corporate Director – Resources reported on the total Housing Revenue Account revenue expenditure and income for the period from 1 April to 30 September 2018.

Resolved:

That the report be noted.

37 Internal Audit Half-Yearly Report 2018-19

The Corporate Director – Resources presented the Head of Internal Audit's half-yearly report and a summary of the work completed by the Council's Counter Fraud Officer.

Resolved:

That the report be noted.

38 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - September 2018

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April - September 2018.

Resolved:

That the report be noted.

39 Treasury Management Update 2018/19

The Corporate Director – Resources updated Members on the Treasury Management activity for the period up to the end of September 2018.

Resolved:

That the report be noted.

40 Exclusion of the Public and Press

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

41 Irrecoverable Local Taxation Debts

The Corporate Director – Community detailed the amounts recommended for write-off in accordance with the write-off policy agreed by the Resources Board on 23 May 2016.

Resolved:

- a That the write off of a balance over £5,750 totalling £8,624.27 in respect of one debtor as part of an insolvency action as outlined in Appendix A, be approved; and**
- b That the total amount of write-offs in the year to date and over the last 6 years which include those written off by the Corporate Director – Community under delegated powers, summarised in Appendix B, be noted.**

D Wright
Chairman

Agenda Item No 6

Resources Board

28 January 2019

Report of the Chief Executive

Corporate Plan 2019 - 20

1 Summary

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval for the Corporate Plan Targets for which it is responsible and to agree the 2019-20 Service Plans for the Housing, Finance and Human Resources, Community Services and Corporate Services Divisions.

Recommendation to the Executive Board

- a That those Corporate Plan Targets as set out in Appendix A to the report for which the Resources Board is responsible be agreed; and**

Recommendation to the Board

- b That the Service Plans as set out in Appendix B to the report be agreed.**

2 Report

- 2.1 Corporate Plan Targets and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.

- 2.2 At its December 2018 meeting the Council considered a report setting out the key corporate issues facing the Council in the mid term future, with a view to assisting Members in addressing those issues during the formulation of the 2019-20 Budget and in the run up to the 2019 Council Elections. This report makes proposals for dealing with ongoing business in the 2019-20 Corporate Plan on the basis that the Corporate Plan is likely to be reviewed by the incoming administration post May 2019.

- 2.3 Appendix A sets out proposals for those Corporate Targets which fall within the remit of the Resources Board. Members are requested to recommend to the Executive Board that the Corporate Targets set out in Appendix A are agreed.

...

- 2.4 A report will be presented to Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2018-19 Key Actions. Proposals for 2019-20 will form part of the 2019-20 Corporate Plan which covers the Council's top level priorities.
- 2.5 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.
- 2.6 The Service Plans for the Housing, Finance and Human Resources, Community Services and Corporate Services Divisions comprise Appendix B to this report, as most of these programmes relate to work carried out for this Board.
- 2.7 Where there are any budget implications for another Board/Sub-Committee arising out of this work programme, those implications will be drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards/Sub-Committees are dealt with in the Budget Report also on this agenda.
- 2.7 Once the Corporate Plan Targets and Divisional Service Plans have been agreed, they will all be subject to the following reporting procedures for monitoring performance:-
- Monthly reports are considered by Management Team;
 - A traffic light warning indicator is used:-
 - Red – target not likely to be achieved.
 - Amber – target currently behind schedule and requires remedial action in order to be achieved.
 - Green – target currently on schedule to be achieved;
 - Progress reports to each Board/Sub-Committee meeting.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 Where possible, Targets and indicators for 2019-20 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Appendix A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

3.2 Risk Management Implications

3.2.1 The main risk is ensuring that the Council prioritises its resources to enable it to deliver its priorities. The performance monitoring arrangements set out above provide the mechanism to ensure that remedial action can be taken to review progress and ensure that priority outcomes are delivered.

3.3 Other Report Implications

3.3.1 Any further implications resulting from the proposals in Appendix A will be the subject of further reports to the Board.

3.4 Links to Council's Priorities

3.4.1 These are set out in the Appendices.

The Contact Officer for this report is Jerry Hutchinson (719200).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

PRIORITIES AND KEY ACTIONS

<p>PRIORITY 1</p> <p>RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT</p>	<p>Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.</p>
--	---

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To achieve the savings required by the Medium Term Financial Strategy including the commitment to keep Council Tax as low as possible.</p>	<p>Executive Board/Special Sub/CDR</p>	<p>To be met within existing budgets.</p>
<p>To update the Medium Term Financial Strategy in September 2019 and February 2020, to take account of external funding changes relating to Business Rates and the Fair Funding Review.</p>	<p>Executive Board/CDR</p>	<p>To be met within existing budgets.</p>
<p>To carry out a full review of the Council's Capital and Investment Strategy by February 2020.</p>	<p>Executive Board/CDR/DS</p>	<p>To be met within existing budgets.</p>
<p>To update the 30 Year HRA Business Plan by January 2020.</p>	<p>Resources Board/CDR/DH.</p>	<p>To be met within existing budgets.</p>
<p>To pursue potential commercial opportunities available to the Council, with a view to implementing beneficial schemes.</p>	<p>Executive Board/CDR/plus appropriate members of Extended Management Team, depending on the project.</p>	<p>To be reported at the time initiatives are taken forward.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2020.	Resources Board/DCS	To be met within existing budgets.
To continue to improve cyber security measures and implement the Action Plan developed from the 2018 LGA Cyber Security Stocktake and report progress to the Resources Board by March 2020.	Resources Board/DCS	To be met within existing budgets.
<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. ▪ Health and Safety ▪ Staff Development ▪ Staff Welfare 	Special Sub/Management Team/CDR	To be met within existing budgets.
To ensure that the Council is making best use of its staff and other resources when taking forward its priorities and to report on this issue when new initiatives, including budget savings, are considered.	Special Sub/Management Team	To be reported at the time initiatives are taken forward.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to seek opportunities to rationalise the Council's property portfolio, including:-</p> <p>(a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way, including delivery of the One Public Estate Programme. (See also (d) below.)</p> <p>(b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.</p> <p>(c) Identify any land or property which is surplus to requirements (and dispose of, as appropriate) but also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income.</p>	<p>Resources Board/DS</p>	<p>The financial implications of any project will be included in the report.</p> <p>The One Public Estate initiative is dependent on being awarded grant funding through the Programme.</p> <p>To be met through the Council's capital programme.</p> <p>Work in this area will be reported to Members through reports to Resources. Board.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
(d) Develop a Local Authority Housing Company and explore alternative housing development models such as Off-site Modular Housing.	Resources Board/DS/DH/CDR	Any financial implications will be reported to Board.
To deliver the agreed Asset Management Plan from April 2018 and report to Resources Board on progress annually.	Resources Board/DH	To be met within existing budgets.
To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board.	Resources Board/DH	To be met within existing budgets.
To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework.	Resources Board/CDC	The implementation of Universal Credit is bringing in new expectations and requirements of staff to better support customers impacted by changes, for which retraining is an ongoing requirement.
To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2019.	Resources Board/CDC	Any financial implications will be reported to Board.

<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.</p>
---	---

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.</p>	<p>Executive Board/CE/DCS</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports.</p>	<p>Executive Board/DS/CDE</p>	<p>Investigations to be carried out within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2019/20 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan actions and targets for the 2019/20 strategic priorities relating to:-</p> <p>Violent Crime – with a focus on domestic violence and abuse, sexual offences and drug and alcohol related; Anti-Social Behaviour; Road Safety – with a focus on road traffic accidents resulting in killed or serious injuries; Crime in Rural Areas including targeting emerging trends and hot spot locations.</p> <p>In addition to the above priorities vulnerability will be considered as a cross cutting theme and residential burglary and hate crime being areas of concern. Reducing re-offending is considered to be a key part of the actions to address the priorities identified above.</p>	<p>Safer Communities Sub-Committee/CE/ DL&CD</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To work in partnership to improve referrals and engagement with treatment services for drug and alcohol abuse and support the local Police Safer Neighbourhood Teams in tackling drug related offences.	Safer Communities Sub-Committee/CE/DL&CD	Treatment services are commissioned by Warwickshire County Council. External funding is often required to undertake appropriate action
To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.	Safer Communities Sub-Committee/CE/DL&CD	External funding is often required to undertake appropriate actions.
To deliver digitally compliant equipment in Boroughcare by the end of 2019.	Resources Board/DH	Any financial implications will be identified as part of reports on the transfer.
To carry out the Council's obligations as a member of the Local Safeguarding Partnership, including those relating to the Child Protection Policy and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community and to report on progress by March 2020.	Community & Environment Board/DL&CD	Internal trainers will continue to deliver the Local Safeguarding Partnership Child Protection course to all colleagues and, in 2019, Councillors, throughout the authority. This course will include CSE training.
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board.	Community & Environment Board/DH	Any financial implications will be reported to Board.
To report on current CCTV camera usage and possible options for future deployment by December 2018.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.</p>
--	--

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>In order to promote and support community life, the Borough Council:-</p> <p>(a) Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report annually in March on progress.</p> <p>(b) Will continue to implement the revised and focussed way of working in Community Development, through which activity will be targeted in locations determined by Members (Atherstone/Mancetter, Dordon and Arley and Whitacre) and in which communities are central to the identification of their own needs and the means by which those needs are met and to report on progress by March 2020.</p>	<p>Community & Environment Board/CE/ CDC/DL&CD</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to review the refuse and recycling service with particular emphasis on options around recycling to ensure the sustainability & cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth and explore how the use of in-cab technology can support more efficient service delivery by October 2019.	Community & Environment Board/DS	Any financial implications will be reported as part of the decision-making process. The Refuse & Recycling Task & Finish Group will oversee work in this area.
To explore ways in which the waste management service can operate more efficiently and cost-effectively through a more strategic and co-ordinated approach across the sub-region, especially through the development of sub-regional infrastructure to manage waste by June 2019.	Community & Environment Board/DS	Any financial implications will be reported as part of the decision-making process. The Community & Environment Board will receive regular reports and be asked to consider options for progress in this area.
To work in partnership with the County Council and other agencies to bring forward the timetable for CPE implementation in order to introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand by early 2010.	Resources Board/DS	Any financial implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To participate in the review of the HEART Partnership and report to Board in September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
To deliver the actions set out in the Homelessness Strategy and report on progress by September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision making process.
To report on the implications of new legislation with regard to standards and licensing in the private sector by September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
To report in March 2020 on the work of the local Financial Inclusion Partnership including, for 2019/20, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme and other economic changes in order to maximise the collection of monies due to the Council and best support customers to find solutions to help themselves.	Community & Environment Board/CDC	Any financial implications will be reported as part of the decision making process.
To report by September 2019 on progress on the take-up of on-line services, the increased take-up of online forms and the success of driving channel shift electronic payments and social media.	Resources Board/CDC/CDE/ DCS	Any financial implications will be reported as part of the decision-making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
In partnership with Job Centre Plus, manage the ongoing migration of existing benefit customers onto Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice and to report on progress by March 2020.	Community & Environment Board/ CDC	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.
To work with public, voluntary and business partners to deliver ongoing food-related projects to continue to support individuals and community organisations supported by Ediblelinks. This will also incorporate support to veterans via the Armed Forces Covenant work. Quarterly reports on progress will be made to the North Warwickshire Community Partnership and an annual report will be made to the Community & Environment Board in March 2020.	Community & Environment Board/CDC	To be met through existing budgets and external funding applications.
To ensure that, as part of the Council's corporate communications strategy, we effectively engage residents, businesses and all sections of our communities to inform them of the Council's services and priorities and make clear the opportunities for them to be involved in decision making via consultation and social media.	Executive Board/CE/DCS	To be met within existing budgets.

<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
---	--

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and West Midlands Combined Authority and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy.</p>	<p>Executive Board/CE/CDE</p>	<p>To be identified as part of the negotiating process.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide and promote apprenticeships/ training opportunities; and</p> <p>(b) Administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training and to report annually.</p> <p>To work with the County Council, Town/Parish Councils and other partners to maximise section 106/CIL contributions for infrastructure, biodiversity offsetting and community improvements.</p>	<p>Planning & Development Board/CDE</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>In partnership with the Local Action Group and Hinckley & Bosworth Borough Council, to continue to ensure the successful delivery of the LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and to report on progress by March 2020.</p>	<p>Community & Environment Board/DL&CD</p>	<p>LEADER is a predominantly externally funded programme.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, transport links, including cycle links, footpath links, public transport and HGV parking to local employment and report on progress by March 2020.	Planning & Development Board/CDE	Section 106 funding. Potential national funding through the HIF Programme, plus regional and sub-regional funding through CWLEP and WMCA.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2018.	Resources Board/DCS	BDUK funding and approved Council matched funding.

Vision for the Service

The provision of customer focussed services by competent, knowledgeable staff. Customers fully informed about the services we provide and able to give feedback with tenants able to get involved in a range of ways.

The Housing Divisional work plan should be considered in conjunction with the Homelessness Strategy, Tenancy Policy, Private Sector Housing Policies, Home Environment Assessment & Response Team Business Plan (HEART), Housing Revenue Account Asset Management Plan and the Tenant Partnership Agreement. Services also actively engage with safeguarding arrangements for children and adults.

Scope of the Service Area

Function	Activity	Customers & Stakeholders
Housing Strategy & Research	Ensures there is a strong voice for the provision of decent and affordable housing in local and countywide strategic work. Provides the focus for and produces the Council's Housing Strategy Carries out research into housing need and proposes action to address that need Works with Planning and Private Registered Providers to increase the supply of affordable homes in the Borough Works with other Divisions and partners to promote financial inclusion policies and initiatives. Takes a lead with regard to delivering a Tenancy Strategy for the Council and countywide Develops strategies in key service areas some of which may bring together the services of one or more Divisions. Supports the work of the Warwickshire Better Together partnership.	Housing Applicants Tenants Homes and Communities Agency Housing Associations Other Local Authorities Support providers from voluntary agencies
Private Sector Housing	Enables the delivery of adaptations to residents in the private sector. Assists to bring long term empty homes back into use. Proactively addresses failure to meet the decent homes standard and fuel poverty.	Customers in poor and inadequate housing County Council Neighbouring District Councils
Community Support	Acts as a preventative service in the provision of support services for older people to help them remain independent in their own homes. Emergency call systems for vulnerable residents Manages the Borough's CCTV surveillance system Provides out of hours cover for a range of services – including Council property repairs, homelessness, building control and environmental health. Provides first point of contact for emergency planning systems	Customers connected to the lifeline alarm system Warwickshire County Council Nuneaton and Bedworth Borough Council Atherstone Town Council

Function	Activity	Customers & Stakeholders
Homelessness & Allocations Services	Provides housing options and advice service Manages the Council's Housing Register Act to prevent homelessness & provide homelessness services Manages the Council's homeless hostels Operational links to support services & for safeguarding arrangements Allocates Council properties & garages	Housing Applicants Tenants Housing Associations Housing related support providers Citizens Advice Bureau Private Landlords County Council Adult and Children Services
Tenancy & Estate Services	New Tenant Sign Ups Mutual Exchanges Successions and tenancy changes Nuisance issues – pro-actively dealing with anti social behaviour Income management – including annual rent increases, providing a wide range of payment choices, providing account statements, ensuring the HRA balances, rent arrears Proactive in dealing with tenancy fraud Pro-active estate management Care of sheltered scheme communal rooms Operational links for safeguarding arrangements	Tenants Citizens Advice Bureau Warwickshire Police Housing Associations Voluntary agency partners County Council Adult and Children Services
Asset Management	Hotline for customer repairs enquiries and reporting Stock data – including decency, asbestos, disabled facilities Vacant property management Day to day repairs through Housing Direct Works Gas servicing Electrical repairs and checks Programmed repairs Improvement schemes Adaptations to Council properties Cleaning & maintenance services for flats and communal rooms	Tenants Contractors Occupational Therapists

Key to abbreviations:

VFM = Value For Money: Forum = Borough Wide Tenants Forum: SLA = Service Level Agreement: AD(H) = Assistant Director (Housing)

Cross Cutting Divisional Objectives

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
To deliver the Asset Management Plan for the Council's stock.	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Director of Housing, Planned Investment Manager, Response Repairs Manager, Housing Services Manager	April 2018	April 2023	High	<ul style="list-style-type: none"> • Capital programmes to improve stock delivering high standard schemes. • Response repairs service productive with positive feedback • Low turn over of tenancies & estates & properties in good condition • Health and safety a priority as part of service delivery • Borough Wide Tenants Forum involved 	<p>The Asset Management Plan is underpinned by resources received from rent income from tenants.</p> <p>Available funding is set out in the HRA Business Plan</p> <p>Right to Buy sales will have an impact on income revenues.</p>	.
Seek opportunities to regenerate older stock and to provide new build properties to meet demand for affordable housing	Community Life Health and Well Being Social Inclusion	Director of Housing Strategy and Development Officer	April 2019	April 2020	High	<ul style="list-style-type: none"> • Plans agreed and implemented for the regeneration of Council flats on Coleshill Road & Long Street Atherstone • Opportunities evaluated for the provision of additional new build homes for Council stock and with Housing Association Partners 	<p>The Council sets aside £1m annually to provide for new build developments for its own stock</p> <p>Government has provided increased grant funding through Homes England for new affordable homes</p>	

Community Support

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
To ensure the Borough Care service reaches and supports customers to live independently.	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Director of Housing Community Support Manager	April 2019	April 2020	High	Promotion of the service & increase in customer take up Development of productive partnerships to develop and support service provision Protect customers during the change from analogue to digital equipment Expand the service into Nuneaton and Bedworth	Budgets are sufficient for 2019/2020 however the change from analogue equipment to digital will require additional capital funding from 2020.	
To work productively in partnership with Atherstone Town Council & the Police to ensure CCTV systems are fully utilised to deal with crime & anti social behaviour.	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Community Support Manager	Ongoing	Ongoing	Medium	Quarterly performance reports showing good interventions by the partnership to deal with nuisance and anti social behaviour Annual report to the Resources Board	Within current resources.	
To ensure that the service sustains the TSA accreditation.	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Community Support Manager	Sept. 2019	Sept 2019	Medium	Accreditation criteria regularly reviewed and completed. Annual report published	Resources have been made available for items such as an annual report.	

Private Sector Housing

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
To work in partnership with other the County Council and districts and Boroughs to develop the shared service to deliver adaptations in the private sector.	Community Life Health and Well Being Social Inclusion	Director of Housing	April 2019	April 2020	High	<ul style="list-style-type: none"> ○ Performance returns which show the service as efficient and customer focussed. ○ Development of the service to support the objectives of the Warwickshire Better Together partnership ○ Contribution to the review of the partnership ○ Lead role in the hospital liaison project to reduce delayed discharge due to housing and re-admissions 	<p>The grant funding for delivering Disabled Facility Grants has been increased. It is provided to the County Council and transferred to the Borough through the Better Care/ Warwickshire Better Together Funds.</p> <p>Value for money is achieved through providing a joined up shared service.</p>	
To deliver the shared service for private sector housing services.	Community Life Health and Well Being Social Inclusion	Director of Housing	April 2019	April 2020	High	<ul style="list-style-type: none"> ○ Report to Resources Board about new legislation for standards ○ Delivery of an effective service 	From budget agreed through the capital programme.	

Housing Lettings & Options, Tenancy and Estate Services

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
To deliver a revised Tenant Partnership Agreement	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Housing Services Manager	April 2019	March 2020	High	<ul style="list-style-type: none"> • Agreement submitted to Resources Board by May 2019 • Actions delivered during the year • Two newsletters delivered during the year 	Resources are provided for tenant participation from the Housing Revenue Account	
Deliver the Homelessness Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Housing Services Manager Housing Strategy and Development Officer	April 2019	April 2020	High	<p>Delivery of objectives set out in action plan</p> <p>Act to implement prevention duties in partnership</p> <p>Report to Resources Board on the delivery of the action plan and activity to delivery prevention duties act</p>	<p>Funding is provided as part of the Government settlement.</p> <p>Homelessness is increasing and resources must be used well to meet needs.</p>	

<p>Ensure the Lettings Scheme and procedures enable the Council to let properties quickly & provide for sustainable tenancies.</p>	<p>Community Life Health and Well Being Social Inclusion Customer Access Strategy</p>	<p>Director of Housing Housing Services Manager Options & Lettings Team Leader</p>	<p>April 2019</p>	<p>Ongoing</p>	<p>High</p>	<ul style="list-style-type: none"> • Review the scheme following Government consultation referred to in Green Paper • Customer orientated housing advice services for applicants and new tenants and quick turnaround of • Less rent loss and expenditure on Council Tax • Good satisfaction feedback from new tenants 	<p>Revised Lettings Scheme and voids procedures should enable properties to be turned around more quickly with a reduction in income loss</p>	
--	---	--	-------------------	----------------	-------------	--	---	--

To implement agreed procedures maximise rent collection rates.	Community Life Health and Well Being Social Inclusion	Director of Housing Housing Services Manager Housing Strategy & Development Officer	April 2019	March 2020	High	<ul style="list-style-type: none"> • Clear communication with tenants about their responsibilities • Reduction in numbers of tenants over 7 weeks in arrears • Procedures in place to address challenges from the roll out of Universal Credit arrangements • Void vacancy rates kept to a minimum 	Current capacity should be sufficient to implement the procedures. However this will be reviewed as required	
To review and deliver the Tenancy Fraud policy and action plan	Community Life Health and Well Being Social Inclusion	Housing Services Manager; Tenancy and Neighbourhoods Manager	April 2018	March 2020	High	Reduced incidents of fraud and where fraud does occur take prompt and firm action taken.	Within current resources	
Act against reported anti social behaviour proactively in accordance with the revised procedures.	Community Life Health and Well Being Social Inclusion	Housing Services Manager; Tenancy and Neighbourhoods Manager	April 2019	March 2020	High	Good satisfaction feedback from complainants	Within current resources	

Asset Management

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Act to ensure that the Council's stock condition information is kept up to date and can underpin the capital programme	To sustain the decent homes standard.	Planned Investment Manager Performance & Quality Officer	April 2019	April 2020	High	To be able to produce accurate reports to inform programmes of work and reporting requirements.	Accurate stock condition information is essential for improvement programmes & to underpin the 30 Year Business Plan	
Deliver the Councils capital programme for its Council stock to good quality and high levels of satisfaction	To sustain the decent homes standard.	Planned Investment Manager	April 2019	April 2020	High	To deliver programmes of work as agreed by Resources Board to a high standard To start on site with a five year refurbishment planned programme for blocks of flats	£3m allocated annually to support capital programmes.	
Deliver a response repairs service to ensure it meets regulatory standards and achieves high	Quality Service Provision	Director of Housing Response Repairs Manager	April 2019	March 2020	High	Reporting measures which show consistently that the service is provided: <ul style="list-style-type: none"> • Right first time • Productive • Is cost effective • Provides safe 	The Council's trading account provides the budget framework for this service and indicates	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
customer satisfaction						services <ul style="list-style-type: none"> High customer satisfaction 	productivity levels	
Implement improvements to the IT systems which support the response repairs service to enhance efficiency	Quality Service Provision	Response Repairs Manager Performance & Quality Officer	April 2019	March 2020	High	Evaluation of the advantages of hand held computer software for survey work.	Funding will be considered as the advantages are evaluated	

Customer Service and Tenant Involvement

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Ensure the services we provide address the diverse needs of our customers.	Quality Services Customer Access Strategy	Performance & Quality Officer Principal Officers	April 2019	March 2020	High	Assess complaints & compliments to ensure that services are being delivered equally.	Better information will ensure we can improve how we manage our information to Tenants	
Actively engage in safeguarding arrangements for children and adults	Quality Services	Director of Housing Performance & Quality Officer Principal Officers	April 2019	March 2020	High	Provision of training to support the arrangements for adult safeguarding Staff have sufficient information to be able to act when they are concerned about the safety of children or adults	Staff Time Training Budgets	

Performance & Capacity to Deliver -

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money Implications	Update
Implement a training plan which reflects the priorities of the Forward Work Plan	Quality Services Staff Care	Team Leaders	April 2019	March 2020	High	Production of training plan agreed with staff and in line with priorities. Delivery of training against the training plan.	Resources will be agreed as part of the corporate training plan.	
Review Divisional risk register	Quality services	Director of Housing with Principal Officers	April 2019	June 2020	Medium	Up to date risk register in place for all relevant service areas	Staff time	
Ensure health and safety procedures & assessments are current, relevant and shared with all team members	Quality Services Staff Care	Director of Housing Principal Officers Health & Safety Officer	April 2019	March 2020	High	Update Fire Risk Assessments by December 2019 Clear procedures and safe working practices in place for dealing with fire safety, the safety of electrical & gas installations and managing asbestos materials, Legionella risks and staff and tenant safety	Some additional resource is in place for Maintenance Section to deliver against this objective.	

RESOURCES DIVISION
2019/20 DIVISIONAL PLAN

The work of the Division is made up of a number of core tasks, which are carried out on a continual basis, and a number of more specific pieces of work.

CORE TASKS

Financial Accountancy	
1	To ensure that budgetary control is exercised throughout the Council on capital schemes
2	To provide a Treasury Management service
3	To invoice and collect Sundry Debtor income
4	To allocate Miscellaneous Income
5	To manage the submission of insurance claims and contact with the insurance company
6	To monitor the Authority's VAT position and liaise with Customs and Excise
7	To carry out cash and bank reconciliations for all of the Authority's accounts
8	To co-ordinate risk management within the Authority
9	To complete grant claims and statistical returns as required
10	To provide financial advice to colleagues and members as requested

Management Accountancy	
1	To ensure that budgetary control is exercised throughout the Council on revenue activities
2	To maintain the Financial Management System
3	To provide a payroll service for all employees and members
4	To pay the creditors of the Authority
5	To complete grant claims and statistical returns as required
6	To provide financial advice to colleagues and members as requested
7	To supply a monthly payment listing for publication on the website

Human Resources	
1	To assist in the operation of the Recruitment and Selection process
2	To ensure that training and development needs are met throughout the Council
3	To ensure that corporate training is delivered in line with the programme
4	To provide advice and guidance on all HR issues
5	To monitor compliance with all HR policies and systems
6	To provide support on Health and Safety issues to Divisions
7	To assist services with the management of sickness absence
8	To provide management information as appropriate for all levels of managers

Internal Audit and Corporate Fraud	
1	To report audit conclusions and recommendations to Service / Corporate Managers
2	To provide advice and guidance to services on processes and controls
3	To carry out ad hoc work as required
4	To keep the risk assessments which inform the Audit Plan updated
5	To administer the NFI process

RESOURCES DIVISION
2019/20 DIVISIONAL PLAN

Division/Corporate Director - Resources	
1	Hold pre and post training briefings
2	Divisional/section meetings
3	To produce PIs and other performance monitoring information
4	Monitor progress on Divisional training
5	Update risk assessments of the Division
6	Carry out safety audits relating to the division
7	To respond to Freedom of Information requests, as necessary

RESOURCES DIVISION

2019/20 DIVISIONAL PLAN

SUMMARY ACTION PLAN – specific work

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the 2018/19 training year against the agreed programme, and produce a 2019/20 training plan	Responsible Financial & Resource Management	HR	April 2019	May 2019	High	Training allocations issued to Director's	Existing budget
To complete the year end procedures for the 2018/19 financial year	RF&RM	CD - R FSM Mgt Accts Fin Accts IA&CF	March 2019	July 2019	High	Review of annual governance completed by end of March Statements of Assurance rec'd from EMT by April 2019 Financial Statements/Annual Governance Statement complete by end May Reports to Executive Board in June <ul style="list-style-type: none"> • 2018/19 Out-turn • Earmarked Reserves • Capital funding • AGS Minimal report to those charged with governance to Executive Board in July by EY	This may need to take priority over other areas
To complete insurance renewals for 2019	RF&RM	Fin Accts	April 2019	Aug 2019	High	Renewal process completed in July Premiums allocated	

RESOURCES DIVISION

2019/20 DIVISIONAL PLAN

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To calculate and send out service charges for HRA tenants / leaseholders	RF&RM	FSM Mgt Accts Fin Accts	Sept 2019	Sept 2019	High	Leaseholders / tenants notified of service charges	Existing budget
Provision of benchmarking data for the housing service to Housemark	RF&RM	FSM Fin Accts Mgt Accts	August 2019	Oct 2019	Medium	Full information provided to Members for decision making	Existing budget
To report on progress against the Internal Audit Plan to Resources Board	RF&RM	IA&CF	May 2019	Nov 2019	High	Reports taken to Board: <ul style="list-style-type: none"> • May – year end 2018/19 • Nov – 2019/20 update 	
To carry out a mid year review of work undertaken on strategic and operational risks	RF&RM	Fin Accts	Oct 2019	Nov 2019	High	Note to MT on review of controls / actions taken	
To update the F&HR Divisional Workforce Plan	RF&RM	CD - R	Sept 2019	Dec 2019	High	Updated plan produced	
To coordinate the 360 appraisal process	RF&RM	HR	Oct 2019	Dec 2019	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	RF&RM	HR	Oct 2019	Dec 2019	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)
To update Financial Regulations	RF&RM	CD – R FSM Fin Accts Mgt Accts IA&CF	Sept 2019	January 2020	High	Amendments taken to Board for approval, if necessary Briefing sessions provided for staff	Existing budget

RESOURCES DIVISION

2019/20 DIVISIONAL PLAN

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To have produced and reported to the Executive Board on proposals for updating the financial strategy	RF&RM	CD – R FSM Mgt Accts	August 2019	February 2020	High	Budget Strategy for 2020/21 approved in September 2019 Budget strategy updated in February 2020	Existing budget
To have updated and reported on the 30 year HRA Business Plan to the Resources Board	RF&RM	CD –R FSM Mgt Accts	August 2019	February 2020	High	Mid Year Update reported to Board in Oct/Nov 2019 if required. Further update reported in February 2020	Existing budget
To work with Divisions as required to ensure proposed savings are achieved	RF&RM	CD – R FSM Mgt Accts	April 2019	February 2020	High	Savings achieved in line with the budget strategy	Existing budget
To assist with the accountable body duties for the Leader Project	RF&RM	FSM Mgt Accts	April 2019	March 2020	High	No unexpected costs for the Council. Maximum grant obtained	Existing budget
Production of the 2020/21 revenue estimates	RF&RM	FSM Mgt Accts	August 2019	March 2020	High	To assess the 2020/21 finance settlement in December Budgets approved Budget books issued	Existing budget
Production of the 2020/21 capital estimates	RF&RM	FSM Fin Accts	August 2019	March 2020	High	Capital Programme approved	Existing budget
To report on progress against the HR strategy to Special Sub Group	RF&RM	HR	April 2019	March 2020	High	Reports to Special Sub Group on a 6 monthly basis (June & December) All actions implemented successfully	Training implications to be assessed

RESOURCES DIVISION

2019/20 DIVISIONAL PLAN

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Undertake an audit of Risk Assessments and Safety Audits	RF&RM	HR	April 2019	March 2020	High	Audits completed, and action plans produced	Existing budget
To provide financial assessments for service projects	RF&RM	FSM Fin Accts Mgt Accts	April 2019	March 2020	Medium	Full information provided to Members for decision making	These will need to be evaluated
To provide support to the Property Officer	RF&RM	FSM Fin Accts	April 2019	March 2020	Medium	Full information provided to Members for decision making	These will need to be evaluated
Production of PI's	RF&RM	Mgt Accts HR	April 2019	March 2020	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance	RF&RM	CD – R FSM	April 2019	March 2020	Medium	Divisional actions completed	
To update the Business Continuity Plan for the Division and Internal Audit	RF&RM	CD –R FSM Mgt Accts Fin Accts HR IA&CF	April 2019	March 2020	Medium	Divisional BCP in place	
To carry out tasks in the Health and Safety Action Plan	RF&RM	HR	April 2019	March 2020	High	All actions completed	
Model expected changes on business rate income and assess the impact on the financial strategy	RF&RM	FSM CD -R	April 2019	March 2020	High	Financial strategy updated	
To assist with modelling housing growth and the associated financial implications for services	RF&RM	Fin Accts Mgt Accts	April 2019	March 2020	High	Financial strategy updated	

RESOURCES DIVISION

2019/20 DIVISIONAL PLAN

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review policies in accordance with the timetable	RF&RM	HR	April 2018	March 2020	High	Revised policies approved by Board. Briefing sessions held	Existing budget
To review the Corporate Workforce Plan and update the action plan	RF&RM	HR	Jan 2020	March 2020	Medium	Workforce data collected Updated Divisional workforce plans Updated NWBC workforce plan	Existing budget
To review the HR Strategy and produce an action plan for 2020/21	RF&RM	CD -R HR	March 2020	March 2020	High	Action Plan produced	
To complete the 2019/20 Internal Audit Plan, including follow up work from 2018/19	RF&RM	IA&CF	April 2019	March 2020	High	Audit recommendations implemented	
To research and procure an alternative financial management system	RF&RM	FSM Mgt Accts Fin Accts	April 2019	March 2020	High	Move to a new system	
Continue work on compliance with the GDPR regulations	RF&RM	CD -R Mgt Accts Fin Accts HR IA&CF	Timetable	Timetable	High	Compliance with regulations achieved	
To update fraud investigation and prosecution policies	RF&RM	IA&CF	April 2019	March 2020	Medium	Revised policies approved by Board	

RESOURCES DIVISION

2019/20 DIVISIONAL PLAN

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the scoring system for accepting and rejecting fraud referrals	RF&RM	IA&CF	April 2019	March 2020	Medium	Cost effective investigations resulting in additional savings to the Public Purse	
To develop the audit plan for 2020/21	RF&RM	IA&CF	March 2020	March 2020	Medium	Audit plan reported to Resources Board	
To lead on the development and assessment of commercial opportunities	RF&RM	CD-R FSM	April 2019	March 2020	High	One or more projects progressed	



North Warwickshire
Borough Council

Working in Partnership With



Revenues, Benefits and Customer Services Service Plan 2019/20

“Striving to deliver Modern, Accessible Quality Services”



SCOPE OF SERVICE AREA

The Division provides the following services to the people of North Warwickshire as well as other stakeholders both within and outside of the District.

Function	Activity	Customers
Benefits Administration	<ol style="list-style-type: none"> 1. Processing of Housing Benefit and Council Tax Support Applications 2. Assisting with the completion of claim forms and offering related advice at The Council House, Atherstone 3. Paying benefit direct to claimants / landlords & crediting rent / council tax accounts 4. Providing a home visiting service to vulnerable and elderly customers 5. Undertaking intervention visits 6. The recovery of Housing Benefit Overpayments 7. Providing general welfare advice to customers at The Council House, Atherstone 8. Making available benefit claim forms, providing information leaflets, displaying posters and providing information through the web-site 9. Processing claims for Discretionary Housing Payments 10. Responding in writing, over the phone and by e-mail to benefit related enquiries, appeals and complaints 11. Responding to Government issued consultation papers 12. Liasing with interested parties on individual claims & administration in general 13. Providing financial and statistical information for Central Government 14. Investigating cases of alleged low level Housing Benefit and Council Tax Support fraud from whistle blowing, data matching or case referral 15. Referring higher value cases of alleged fraud to the Single Fraud Investigation Service 16. Promoting fraud awareness across the Authority and the general public by training and publicising results 17. Responding and engaging with consultation papers surrounding the Welfare Reform Agenda and delivery of changes 18. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 19. Development of Councils CTS scheme 	<p>Benefit claimants and landlords Government Bodies including:- The Rent Service, Jobcentre Plus, The Pension Service, DWP, The Appeals Service, Inland Revenue and External Audit</p> <p>Internal stakeholders including:- Council Tax, Housing, Fraud, Internal Audit, Debtors, Legal and ICT</p> <p>Other external stakeholders:- CIVICA, CAB, Warwickshire Welfare Rights and voluntary bodies, solicitors, IT providers, Registered Social Landlords and other landlord groups, Ediblelinks, Civil Enforcement Agents</p>
System Support	<ol style="list-style-type: none"> 1. Providing system support in respect of the Revenues, Benefits, Housing, the web and Document Management System across two sites 2. Undertaking bank reconciliation and income management controls 	As Above

<p>Revenues Administration</p>	<ol style="list-style-type: none"> 1. The billing and recovery of Council Tax and Business Rates 2. The recovery of Former Tenant Arrears 3. The recovery of invoiced Housing Benefit Overpayments 4. Receiving and responding to Council Tax and Business Rate related enquiries via all channels of communication 5. Advising the Valuation Office Agency of domestic and non domestic properties which either require banding, rating or reassessment 6. Processing schedules of alterations to domestic and non domestic properties received from the Valuation Office Agency 7. Liaising with the Councils Civil Enforcement Agents, Insolvency Practitioners and the Magistrates Court 8. Inspecting new, empty and altered domestic and non domestic properties 9. Investigating cases of alleged Council Tax and NDR fraud and error from whistle blowing, data matching or case referral 10. Making available council tax and rating information and self service forms via leaflets, posters and the web-site 11. Providing financial and statistical information for Central Government and in respect of information for the NDR pool sub regionally 12. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 13. Responding to Government issued consultation papers 14. Design of NDR and Council Tax local schemes around discounts, exemptions and reliefs 	<p>Council Taxpayers and Ratepayers Government Bodies including:- The Valuation Office Agency, CLG and External Audit</p> <p>Internal stakeholders including:- Benefits, Housing, Internal Audit, Debtors, Legal and ICT</p> <p>Other external stakeholders:- CAB, Other voluntary bodies, Civil Enforcement Agents, debt collection agencies, Magistrates Court, IT providers, Insolvency Practitioners, Ediblelinks</p>
<p>Contact Centre and One Stop Shop and Financial Inclusion Support</p>	<ol style="list-style-type: none"> 1. Managing services in the Customer Contact Centre 2. Assisting in the re-engineering of business processes 3. Undertaking development work to utilise functionality of the CRM system 4. Answering all the Councils telephone contact via the main number 5. Managing the Councils One Stop Facility and dealing with all face to face contact for all Council Services and partner services under the banner of "Warwickshire Direct" 6. Building relationships and promoting services internally and with other partners 7. Delivering consistent and communicated customer service standards 8. Management of the B.O.B bus and a coordinating role with Ediblelinks and AFC 9. Coordination of the Community Hub and Information access points 10. Lead on the delivery of the Councils Access and Poverty Theme in NWCP 11. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 	<p>All residents in and outside North Warwickshire</p> <p>Internal stakeholders -all departments External stakeholders:- Warwickshire Direct Partners, Firm step , Warwickshire County Council, Warwickshire Police, Jobcentre Plus, Royal British Legion, Ediblelinks, and a variety of Financial Inclusion Partners including the Armed Forces Covenant (AFC)</p>

Acronyms Used in this Service Plan:

DWP (Department of Works and Pensions); WDP (Warwickshire Direct Partnership); CIVICA (Councils Revenues and Benefits system); CRM or Firmstep (Customer Relationship Management System used in Contact Centre (CC) and One Stop Shop (OSS); JC+ (Job Centre Plus) WCC (Warwickshire County Council); FIP (Financial Inclusion Partnership); VFM (Value for Money); NDR (Non Domestic Rates); NBBC (Nuneaton & Bedworth BC); WCC (Warwickshire County Council); WLWS (Warwickshire Local Welfare Scheme); WWRS (Warwickshire Welfare Rights) CA (Citizens Advice); US (Universal Support – Universal Credit), SFIS (Single Fraud Investigation Service; FISO (Financial Inclusion Support Officer)

CD – C is Bob Trahern, Corporate Director - Communities

R & B M or R&B Manager is Racheal Dobson is the Shared Service Head of Revenues and Benefits

CCM or CC Manager is Jude Smith, Customer Contact Manger

B & FI M is Sally Roberts, Shared Service Benefits and Financial Inclusion Manager

SSSM is Paul Deaves, Shared Services Senior Systems Support Manager

R M is Sue Trahern NBBC employed Shared Service Revenues Manager & CD – R (NBBC) is Simone Hines NBBC Corporate Director (Resources)

D (ICT) is Linda Bird; D(CD) is Simon Powell; D (H) is Angela Coates; CD - R is Sue Garner; Policy is Robert Beggs or Julie Taylor

Major Achievements and Highlights in 2018

- Upper Quartile and very high improving performance levels in benefits & in all areas of revenues collection including HB Overpayments. In 2017/18 we achieved our highest ever collection rates in respect of NDR where we were 2nd in the Country of 327 Councils with a collection rate of 99.91% and 55th in Council Tax of 327 Councils with a collection rate of 98.60%.
- Unqualified audits across HB, Council Tax and NDR and Maximisation of subsidy by operating below the lowest error rate thresholds
- A finalist in 4 National Award categories in October 2018 at the IRRV Awards They were Excellence in Innovation, Excellence in Social Inclusion, Excellence in Partnership and Excellence in Non Domestic Rates. We ultimately won the Excellence in Innovation and were Highly Commended in the Excellence in Social Inclusion and Excellence in Non Domestic Rates, the best performing Council Nationally at the awards.
- We also with Ediblelinks were shortlisted for 2 LGC Awards winning the Best Public/Private Partnership & were Highly Commended in the Best Innovation category in March 2018 and we also won Best Community Based Partnership at the Global Good Awards in May 2018.
- The further embedding of the Shared Service arrangements with NBBC has delivered revenue savings in excess of business case targets and the extensive system review and procurement undertaken in late 2017 resulted in a decision for NWBC to move onto the CIVICA R&B platform. This migration was successfully completed in December 2018 and will save the Council £50,000 per year revenue costs as well as delivering many operational synergies with the potential for future savings. This was a huge exercise completed by the Division with minimal support and impact on current service delivery
- Introduced an improved Discretionary Rate Relief Scheme to businesses experiencing large increases in rates beyond expectation.
- The full roll out of universal support and Universal Credit for all new benefit customers in the borough was implemented successfully across all 4 job centres in NWBC when Atherstone went live in September 2018.

- To date, the service is in the minority Nationally in overachieving its Government targets to provide support to impacted customers who required Assisted Digital and Personal Budgeting Support. This was achieved by making significant improvements to our use of social media to promote positive messages and improved signposting and information to help and advice both electronically via the Customer Referral Form (CRF), with Edibellinks, via our relationship and co location with the DWP and in North Talk
- The innovative work of the Division in relation to its in house developed CRF which is to be rolled out countywide during 2019 was featured as one of 20 National Case Studies by the Money Advice Service Nationally as a best practice model of supporting people in debt
- The Northern Warwickshire Financial Inclusion Partnership successfully bid for £100,000 of WLWS funding via WCC to fund a pilot to recruit 2 Financial Inclusion Support Officers to operate across Northern Warwickshire from January 2019 in further support of customers who are in significant financial difficulty. If successful, this may allow access to further WLWS reserves held by WCC of £400,000 to continue this work.
- The Service has continued to work very closely with Ediblelinks in expanding the food hub project and developing new partnership arrangements across NWBC, NBBC and beyond to supply excess chilled and non chilled food products. The arrangements have been expanded into taking delivery of increased supply on a daily basis in 3 vehicles donated by the Ocado Foundation. We also supported two successful bids for National funding totalling nearly £600,000 and continued to work with Ediblelinks to deliver increased emergency and non emergency support as well as Honesty Shops, community eating and other targeted activities particularly with schools and to achieve Health and Well Being targets .
- Some of these activities have also been also been delivered in support of the Armed Forces Covenant work to support veterans living in the borough from two new outlets opened in 2018 in Atherstone. This has been possible as a result of a successful bid for 2 years funding made with NBBC from which we have benefitted from a third share of £160,000 of Ministry Of Defence (MOD) funding for veteran support activity until mid 2020.
- The work on this project being coordinated with the Housing Division and delivered by the Veterans Contact Point was awarded the Silver Accreditation Level by the MOD in recognition of the level of support and awareness training provided in 2018.
- The division worked with policy colleagues to run 2 very successful jobs fairs 2017 alongside JC+
- We adopted the 2018/19 CTS scheme on time as well as all uprating and relevant legislation changes across the service during the year and alongside Housing colleagues in support of new homelessness responsibilities
- We also responded to 99.3% of Freedom Of Information requests and 100% of complaints received within legal and corporate timescales
- The ongoing delivery of the Firm step on-line and web form programme has been completed in line with our implementation plan. Over the last 12 months this has involved implementing the Housing Repairs service that has significantly increased the efficiency and delivery of that service and delivered a much more responsive and resilient service at lower cost. Other improvements particularly across the streetscape division have also been implemented.
- We continue to deliver a very high quality telephone, face to face service and new improved web chat facility to our customers demonstrated by the low waiting times for service and generally very positive feedback received from our customer service and approach. .
- We supported 1 member of staff qualify as an IRRV Technician and 6 Customer Contact Staff got an NVQ Level 2 qualification
- Undertook a number of Government data matching exercises that have identified and prevented fraud as well as allowing the Council to recover increased revenue in respect of Housing Benefit overpayments by using big data. This has also allowed NDR rate relief abuse to be identified successfully in respect of 10 cases.
- We implemented GDPR changes on time and continue to undertake significant work and awareness raising to ensure ongoing compliance.

Future Issues and Priorities

- Ongoing review of the impact of the wider Welfare Reforms and delivery of the Comprehensive Spending Review (CSR) expectations
- Dealing with the impact and delays attributed to the ongoing migration to Universal Credit (as well as other ongoing welfare reforms) particularly as this is compounded when aligned with the ongoing uncertainty surrounding future funding and reducing administration subsidy. Due to the current climate, additional ad hoc grants are being paid by the DWP to undertake new burdens but what we will receive going forward, workforce planning and managing the expectations of customers and partners is proving evermore difficult. A DWP decision announced in October 2018 to transfer the funding currently received to provide Assisted Digital and Personal Budgeting Support from April 2019 to the local CAB will require a political steer on how and what support we can provide in the future.
- The ongoing support of the community projects around access and emergency help and support remains a key issue and priority in terms of whether we have sufficient demand and funding to continue to support them. Issues remain around identifying funding from external sources, attracting volunteers and working with communities which is a key threat to the sustainability of any outreach initiative
- The challenge of getting people engaged to address debt and benefit responsibilities whether on line or face to face is increasingly challenging where a small but increasing number of individuals are not taking responsibility to help themselves and improve their life chances
- The ongoing need for a more corporate prioritisation of debt approach; and the need to have regard to the financial implications of recovering Council Tax, Housing Rent, Housing Benefit Overpayment, Sundry Debts & NDR debts. This is particularly important as we move to full adoption of UC.
- The need to maximise New Homes Bonus and NDR growth and reduce losses from rates avoidance and evasion / mitigate the impact of HS2
- Identifying any further changes that will make the shared service arrangement with NBBC even better. This could include seeking to expand the shared service beyond its current operation
- The uncertainty around the future of Non Domestic Rates and whether it is fit for purpose remains a huge concern to the future of LG finance.

Challenges and Concerns

- The Level of Government Funding continues to reduce as a result of ongoing CSR requirements, & will reduce further in line with the planned transfer of our Housing Benefit caseload into Universal Credit. This is alongside the wider needs of the Council to deliver ongoing sustainable savings over the next three years. This is needing to be achieved against a backdrop of increasing demands from a relatively small but challenging number of impacted customers as they look to the Council to provide greater help and support around their personal and housing needs. In many cases, this support has been delivered by services from other agencies that have either been fully withdrawn or reduced in scope.
- Workforce planning, staff retention, and dealing with increasingly difficult customer issues and its impact on performance, sickness levels and overall morale within the service
- Relationship with partners, in particular WCC and JC+ – evermore work is needed to maintain positive relationships and deliver on joint Government and Member agendas / priorities around the long term unemployed and our most vulnerable customers health and well being
- Reducing management resources both corporately and within the Division going forward is making delivering on all fronts increasingly difficult

Action	Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light	Measurement of Success	Resources
Performance Management							
Ensure that all performance indicators are delivered in line with targets set for 2019/20, and where possible to upper quartile levels whilst delivering corporate debt ambitions Monitor and report them on a monthly basis internally and quarterly to Resources Board	Quality Service Provision VFM	CD - C R&B Mgr, CCM SSSO	April 2019	March 2020	H	Maintain levels to ensure performance indicator targets are achieved across the service Production of a monthly performance report	None other than already committed Built into existing plans
Maximise Subsidy by operating below Local Authority Error thresholds and monitor the ongoing cost of delivering benefits. Submit an unqualified Subsidy & NDR return and a timely maximised tax base	Quality Service Provision VFM	R&B Mgr B & FI Mgr R&B Mgr RM	April 2019	March 2020	H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice Non Qualification or no financial penalty letters	None other than already committed
Undertake external data matching National Fraud Initiatives, and other big data sharing exercises as appropriate	Quality Service Provision VFM	R&B Mgr SSSM	April 2019	March 2020	H	Completion of exercises	May need to pay staff to do overtime or seek additional resources dependent on the scope of exercises necessary
Monitor and review the performance of SFIS & Bristow & Sutor, our Civil Enforcement Agents and any ad hoc commercial companies engaged to do work for us.	Quality Service Provision VFM	R&B Mgr RM FI & B Mgr	April 2019	March 2020	H	Production of monthly performance report & updates received from monitoring meetings	None other than already committed

Action	Corporate/ Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Efficiency / Technical							
Undertake an exercise to review any future potential savings prior to the budget setting process for 2020/21. These will take into account changing demands on the Division	Quality Service Provision VFM	CD - C, R&B Mgr, Customer Contact Manager	October 2019	December 2019	H	Exercise completed and reported to Management Team and Members	Existing Resources to complete exercise. Savings identified have already achieved corporate targets
Promote e billing for both Council Tax & NDR on the new CIVICA open platform	VFM Quality Service provision	R&B Manager	June 2019	March 2020	H	Increase take up from 0 to 1000 by February 2019 levels	None other than already committed
Promote a greater number of payments by electronic means and direct debits		R&B Manager / Customer Contact Manager	June 2019	March 2020	M	Increase the number of electronic payments & DD's. on March 2019 levels	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Promote getting online		June 2019	March 2020	H	98% of all new applications for CTS and HB received on line by March 2020	Greater work with other internal departments and FIP partners	
Promote and support the use of the "on line benefit form" and other similar e-forms		April 2019	March 2020	H			
Monitor and report ongoing changes to the tax base and NDR base specifically around the impact of successful appeals as part of monthly reporting protocols for pooling purposes	VFM Quality Service provision	CD - C, CD - R, R&B Manager SSSM R Mgr	April 2019	March 2020	H	Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	None other than committed.
Undertake a Single Person Discount Review	VFM Quality Service provision	CD - C R&B Mgr R Mgr	July 2019	September 2019	M	Completion of the Review on Time	Self Funding as WCC will not make a financial contribution
Undertake the annual review of the court costs calculation for Council Tax and NDR for 19/20	Quality Service Provision VFM	CD - C, R&B Mgr R Mgr	January 2019	April 2020	H	Completion of the reviews on time	Existing Resources to complete exercise

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review whether to amend the charging decisions on second homes or Long Term Empty dwellings prior to agreeing the 2020/21 tax base	Quality Service Provision VFM	CD - C, R&B Mgr	June 2019	December 2019	H	Completion of the exercise and revised tax base notified and approved by Members	Existing Resources to complete exercise
<p>Implement legislative and operational changes, produce promotional & consultation materials and undertake specific testing and impact reviews of the following</p> <ul style="list-style-type: none"> The Localised Council Tax Support scheme for 2020/21. This will likely see adoption of a countywide wide banded scheme to reflect the impact of the introduction of UC The ongoing roll out of the Universal Credit as part of the National migration programme The ongoing transition from ESA to the new Personal Independence Payments A review of the implemented Business Rates schemes plus any new ones proposed 	Quality Service Provision New Legislation	CD - C, R&B Mgr B & FI Manager, SSO CD -R D (H)	May 2019	December 2019	H	<p>Implemented on time and affected customers notified</p> <p>Reports and briefings completed for Members and other interested groups as appropriate</p> <p>Modelling undertaken, software tested and implemented</p>	<p>Existing Internal Resources to complete exercises in with on occasion temporary resources recruited with specific New Burdens funding provided</p> <p>Working with ;- Housing Division ICT Division</p> <p>Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations</p>
			April 2019	March 2020	H	In order to achieve what is as yet an unknown amount of work – success of other service plan commitments may need to be cancelled or deferred to accommodate the amount of “known and as yet unknown” work necessary to introduce changes effectively	
			April 2019	March 2020	H		

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
ICT and Systems Development							
<p>Continue to develop the Firmstep CRM solution to support the Councils customer access work. This will involve</p> <ul style="list-style-type: none"> • Testing • Training • Reporting and • Ongoing development of the product <p>alongside colleagues from other divisions and supported by ICT and the webmaster</p>	Customer Access Strategy Quality Service Provision VFM	CD - C, D (ICT) Customer Contact Mgr Webmaster	April 2019	March 2020	H	Undertake service and process reviews in line with the agreed plan	None other than existing resources. It may be possible to share some of the process review work with NBBC and other WDP partners
<p>Channel Shift - Increase the number and quality of web forms accessible on line to the public utilising the functionality of the Firm Step product, other corporate systems and JADU</p> <p>Report on the success of delivery of this aim as part of the annual Resources Board update</p>	Customer Access Strategy Quality Service Provision	CD - C, CCM, AD (ICT)	April 2019	March 2020	H	Interactive forms available to access via website developed in line with the implementation plan	None other than existing resources. It may be possible to share with other Warwickshire Councils as outlined above
		CD - C D (ICT)	April 2019	September 2019		Resources Board report presented	
Work with the Corporate Communication Group to agree promotional campaigns & approach around raising awareness of help / support and getting more people online	Customer Access Strategy Quality Service Provision VFM	D (ICT) CD - CCCM PR Officer	April 2019	March 2020	H	Increase in on line forms used and customers moving from other access channels to doing it themselves	Ongoing buy in from all divisions to review and change current approach

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Ensure all CIVICA system upgrades are tested, implemented & training provided as appropriate.	Customer Access Strategy Quality Service Provision VFM	SSSM R&B Mgr B & FI Mgr R M	April 2019	March 2020	H	An efficient and legal system	None other than existing resources.
Implement all CIVICA online and open portal modules and where possible maximum automation			April 2019	November 2019	H	A system that makes reporting changes easier and quicker	Systems implemented in line with the business case approved by Members
Implement bulk SMS into recovery and benefit processes			April 2019	June 2019	H	A fully implemented R&B and Document Management System	Potential involvement and expansion to other partners
Implement the single database across the shared service			April 2019	July 2019	H	A robust infrastructure delivering 99% availability between core opening hours	
Test / implement the inspection module for visiting purposes			April 2019	June 2019	H		
Review the Critiqom bulk billing contract and identify if other remote postal solution deliver efficiency and cost savings			July 2019	October 2019	H	Take Up and Use By Customers	
Maintain and Improve the quality of web content and increased use of social media activity around help and support available	Customer Access Strategy Quality Service Provision	R&B Mgr CCM Webmaster SSSM	April 2019	March 2020	H	Informative, up to date and interactive website and social media accounts	None other than existing resources.
Review mechanisms are adequate on how customer feedback is obtained to comment on the quality and ease of access to information and service received	Customer Access Strategy Quality Service Provision VFM	R&B Mgr CCM	April 2019	March 2020	H	Acceptable feedback on general service provision received	As above

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Staffing / Human Resource Matters							
<p>Hold at least quarterly meetings of the Shared Service governance board</p> <p>Review the shared management, performance and operational arrangements put in place with NBBC and make recommendations as to any proposals on the future direction of the service. These will include;</p> <ul style="list-style-type: none"> The ongoing need for FISO Officers following the 12 month pilot by Dec'ber 2019 Reviewing job roles in light of ongoing welfare reform & system changes and the need for agency staff Aligning appropriate policies, approaches, & processes. This will include adoption of a consistent CTS scheme Expanding arrangements to include other partners where interest & business need exist. This could include sharing parts of the service where resilience issues exist or where greater synergies could be achieved 	Quality Service Provision VFM	CD - C R&B Manager CD – R (NBBC)	<p>April 2019</p> <p>September 2019</p> <p>September 2019</p> <p>April 2019</p> <p>April 2019</p>	<p>March 2020</p> <p>November 2019</p> <p>January 2020</p> <p>March 2020</p> <p>March 2020</p>	<p>H</p> <p>H</p> <p>H</p> <p>H</p>	<p>Meetings held and reviews completed and reported to Members where necessary</p> <p>Changes implemented in line with decisions</p> <p>Delivering business case expectations</p>	<p>None other than already committed</p> <p>If any changes are proposed and approved, the existing budget will need reviewing.</p>

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Partnership and Financial Inclusion Commitments							
Oversee the operation of the NW FIP to deliver and coordinate Financial Inclusion (F.I) activity in the borough	Health and Well Being Theme Quality Service Provision	CD - C B & FI Manager	April 2019	March 2020	H	Regular meetings and Action Points implemented	Activity of the CAB, Credit Union and Warwickshire Welfare Rights continues to be reviewed as part of the wider borough wide and countywide commissioning of advice services by WCC
Work with the Countywide FIP as well as NBBC via our shared work on this agenda to determine the best approach around the commissioning and funding of advice services and complimentary activity. This will focus on being party to Lottery and WLWS bids coordinated regionally where possible (to include the FISO review)	Customer Access WCC Priority	CD - C R&B Mgr B & FI Mr D (CD) Policy D (CD) Policy Support	April 2019	March 2020	H	An approach is agreed for advice activity to be undertaken internally and with partners	Internal F.I. support will continue to be delivered by R&B and Housing staff
Continue to develop effective operational & liaison arrangements with the DWP to determine an agreed role for the Council in delivering Universal Support. This will be based on having a financial and political mandate to undertake this work following the transfer of funding to the CAB in April 2019	Customer Access Strategy Quality Service Provision VFM	CD - C R&B Mgr CCM B & FI M	April 2019	March 2020	H	New working practices agreed	None other than those already identified New burdens funding has been provided to date but will in respect of Universal Support will be transferred in 2019 onwards by the DWP
Continue to look for funding and other joint working opportunities to prepare people for UC and mitigate the outcomes from other welfare reforms		CD - C B & FI Manager R & B Mgr	April 2019	March 2020	M	Successful Funding Bids	Additional support will be available from Jobcentre plus staff

Action	Community Plan Obj Corporate Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Continue to work alongside, and support the CAB, FISO's and our CEA's. This will be undertaken by promoting the awareness of help and support, agreeing process to be followed, using the CRF & making proactive referrals. These will include;</p> <ul style="list-style-type: none"> • Determining the best approach for dealing with customers in debt in a corporate way • Implementing and reviewing alternative enforcement remedies to be used. This will be undertaken where necessary alongside Housing & SD • Promoting budgeting support available <p>Enter peer awards if our performance and partnership working continues to deliver outstanding outcomes</p>	<p>Quality Service Provision Health and Well Being Customer Access Strategy VFM The Local Economy</p> <p>WCC Priority</p>	<p>CD - C R&B M R Mgr B & FI Manager D (H) D (CD)</p>	<p>April 2019</p>	<p>March 2020</p>	<p>H</p>	<p>A customer focused debt advice and information service being delivered and accessible to all residents</p> <p>Ongoing high collection rates</p> <p>Cost effective and realistic enforcement methods deployed</p> <p>Write offs approved in appropriate cases</p> <p>A reduction in the arrears position across all debt types</p> <p>Shortlisted for the award following submission</p>	<p>The Councils main funding to support the CAB is coordinated via the Community Development Division and Housing Division.</p> <p>New burdens funding has been provided to date by the DWP and we have been able to access along with charity partners and other Councils access to external finding that will help inform current activity</p> <p>If any changes are proposed and approved, the existing budget will need reviewing and approving</p>

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work with other Councils, The Armed Forces Covenant, FISO's and welfare agencies to promote awareness of ongoing Welfare Reforms and maximising entitlement/ access to help and support in a collaborative way where possible	Quality Service Provision The Local Economy Health and Well Being WCC Priority	CD - C R &B Mgr B & F.I Manager	April 2019	March 2020	H	Advice and Signposting being provided by a number of mediums in a coordinated way via <ul style="list-style-type: none"> • North Talk • Website • Targeted letters Increased take up of benefits or schemes	Within existing resources Any future activity will have to be subject of any successful external bids or utilising Government funding specifically provided to help promote awareness or take up campaigns
Continue to promote fuel poverty & water save messages with Public and Private Sector partners as well as the Housing Division / Public Health and CAB	Quality Service Provision, Health and Well Being	R &B Mgr B & F.I Manager D (H) Policy	April 2019	March 2020	M	Incorporate joined up messages in any targeted campaigns on website and in North Talk Action Plans agreed	None internally – funding to run the service is reliant on agreed funding being identified from, WCC
Continue to support FIP Partners in particular CD, WCC, Public Health and JC Plus to promote and develop activities that support the better delivery of the Councils Community Partnership Agenda, Health and Well Being Action Plan & delivery of community hubs	Corporate themes of Health and Well Being Better Access Improving Skills and Aspirations	CD - P CD - C D (CD) D (H) WCC Lead	April 2019	March 2020	H	Agreed projects being delivered Outcome reports communicated to Members via the NWCP, C&E Reports, Health & Well Being Boards and any other appropriate groups	None other than already committed Explore opportunities for external funding. Any bids will need to be supported from existing resources

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work alongside Ediblelinks; NBBC and OCADO / ALDI to determine the future ongoing delivery model of the food hub and the delivery and ongoing viability of its operation to meet its lottery commitments	Health and Well Being Theme Quality Service Provision Customer Access	CD - C CP Officer	April 2019	March 2020	H	Food Banks operating successfully in support of the WLWS scheme and the Councils own referral process / corporate debtors	Existing Resources Discussions will continue with members to determine ongoing local support to continue this initiative
Assist in identifying future funding streams with other external funding providers		CD - C B & FI M D (CD)	April 2019	March 2020	H	Complimentary support to our welfare and health commitments	This may involve seeking to get contributions from other agencies and organisations benefitting from these provisions, or stopping the operation in full or part in line with available resources.
An ongoing review of internal referral process in terms of the provision of emergency food support		R & B Mgr B & FI Mgr R Mgr D (H)	April 2019	March 2020	H	Making a positive difference on welfare, health and well being grounds within the borough	
Support future projects to utilise food supplied		CD - C B & FI M	April 2019	March 2020	M	The ongoing delivery of honesty shops and other community related activities	
Assist in the OCADO Christmas Eve "Turkey Run" project		CD - C CP Officer	October 2018	December 2019	M		
Continue to align work commitments alongside the Armed Forces work and other FIP partners		CD - C D (H)	April 2019	March 2020	M		

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Determine the future direction of Community Hubs</p> <p>Until then and if retained assist in supporting the ongoing development of the Community Hubs. This will involve promoting but not directly delivering</p> <ul style="list-style-type: none"> A variety of Community Focused Activities around health & well being, job clubs, social eating, cooking etc alongside WCC and DWP Promoting the facilities and the technology within them as information points Assist the hubs and CAVA identify volunteers to help resource the hubs deliver outcomes <p>Review location of facilities in line with possible WCC and Public Health involvement</p>	<p>Customer Access Strategy Quality Service Provision</p> <p>Health and Well Being theme links</p> <p>Access theme links</p> <p>Improving Education and Aspiration Theme links</p>	<p>CD - C/ CCM D (CD) B& FI Mgr</p>	<p>April 2019</p> <p>April 2019</p>	<p>November 2019</p> <p>March 2020</p>	<p>H</p>	<p>Each hub open for over 15 hours per week and supporting a variety of programmes to local communities</p> <p>Use of the facilities by communities and organisations making the hubs vibrant and engaging.</p> <p>Delivery of programmes by multi agency with partners and volunteers / paid staff</p>	<p>None other than already committed</p> <p>Explore opportunities for external funding from other partners or elsewhere. Any bids will need to be supported from existing resources</p> <p>Carried Forward underspend on Access budget could be used for funding agreed key activities</p> <p>CAVA identifying monies for the hubs to thrive</p> <p>Armed Forces Covenant Funding and Ediblelinks activity</p>
<p>Determine the appropriate ongoing use of the B.O.B Bus. This is likely to include use by FISO's, the AF covenant work, UC support and CD</p>	<p>Customer Access Strategy Quality Service Provision</p>	<p>CD - C/ CCM D (CD) B& FI Mgr</p>	<p>April 2019</p>	<p>March 2020</p>	<p>M</p>	<p>Vehicles being used at appropriate events at least 20 days per year and by partners where appropriate</p>	<p>None other than already committed</p>

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
POLICIES AND PROCEDURES							
Ensure all write offs, credits and internal Council invoices are dealt with in a timely way	Quality Service Provision VFM	R & B Mgr R M	April 2019	March 2020	H	Cases actioned and processed in a timely way	None other than already committed
Work with ICT to ensure that all security and payment protocols, GDPR, PSN, and PCIDSS are in place and being followed	Quality Service Provision Strategic R M	R & B Mgr CCM SSSM	April 2019	March 2020	H	Full compliance with requirements	None other than already committed
Answer all FOI and Complaints in line with the corporate standards	Quality Service Provision Strategic RM	R & B Mgr	April 2019	March 2020	H	100% actioned and processed in a timely way	None other than already committed
Undertake Health & Safety audits in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2019	March 2020	H	Exercise completed in line with timetable	Build into existing work plans
Undertake all Risk Assessments in line with divisional programme	Strategic Resource Mgt	R&B Mgr/CCM	April 2019	March 2020	H	Exercise completed in line with timetable	Build into existing work plans
Undertake Equality Impact Assessments of any proposed changes	Quality Service Provision	AD (CS) R&B Mgr/CCM	April 2019	March 2020	M	Exercise completed in line with timetable	Build into existing work plans
Ensure all disaster recovery processes & business continuity plans are relevant and up-to-date.	Strategic Resource Management	R&B Mgr/CCM	April 2019	March 2020	H	Exercise completed in line with timetable	Build into existing work plans
Deliver Training in line with appraisals	Quality Service Provision,	R&B Mgr, CCM	April 2019	March 2020	H	Undertaken in line with programme	Deliver within agreed plan
Undertake annual staff survey & act on outcomes	Quality Service Provision	CD - C	October 2019	January 2020	H	Exercise completed in line with timetable	Build into existing work plans
Continue to participate in benchmarking exercises and best practice discussions with external groups	Quality Service Provision VFM	CD - C, R&B Mgr, CCM	April 2019	March 2020	H	Exercises undertaken and data reported	None –. Reliant on data being shared voluntarily

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
1. Strategy – Development & Implementation								
ICT Strategy								
1.1	<ul style="list-style-type: none"> Ensure ICT Strategy actions are included in 2020/21 Service Plan 	Responsible financial & resource mgmt.	LB/GH	Sep 19	Mar 20	High	Strategy reviewed and actions to progress included in Service Plan.	
Procurement Strategy								
1.2	<ul style="list-style-type: none"> Ensure Procurement Strategy actions are included in 2020/21 Service Plan 	Responsible financial & resource mgmt.	LB/EC	Sep 19	Mar 20	High	Strategy reviewed and actions to progress included in Service Plan.	
Customer Access Strategy								
1.3	Digital Agenda – Online Services <ul style="list-style-type: none"> Raise awareness and work with Services to improve and move service to the best channels. 	Customer Access Strategy.	LB/HT Comms	Apr 19	Mar 20	Med	Awareness rose. Digital services promoted Approved access/online projects implemented.	Focus on customer benefits/high volume services and Division's access/shift projects.
1.4	Broadband <ul style="list-style-type: none"> Work with CSWⁱ Broadband Project Team on the BDUKⁱⁱ project. 	Supporting employment and business	LB/GH	Ongoing	Mar 20	High	Broadband access improved as planned.	BDUK funding and Council Match funding.
2. IT and Cyber Security – Management and Implementation								
2.1	PSN (Public Services Network) <ul style="list-style-type: none"> Respond to government proposals, when finalised, to replace the PSN. 	ICT Strategy, IS Policy, Govt requirement	GH/NW	Jul 19	Mar 20	Med	GDS is exploring how the public sector can move away from PSN.	Timescale & solution unclear therefore cost not known.
2.2	<ul style="list-style-type: none"> Secure email – Work to inform staff of its use and implications. 	ICT Strategy, IS Policy, Govt requirement	NW/TB Policy	Apr 19	Dec 19	High	Secure email implemented. Inform and educate on its use.	
2.3	IT and Cyber Security <ul style="list-style-type: none"> Review and improve IT/Cyber Security solutions and our defence, response, awareness & governance. 	IS Policy, Responsible resource mgmt.	GH/NW NB	Apr 19	Mar 20	High	Train staff, members and new starters. Raised cyber awareness. Approved solutions impl.	ICT cost funded from Capital Infrastructure Budget. Bid to LGA Cyber resilience fund.
2.4	<ul style="list-style-type: none"> Maintain Cyber Security Certification (Cyber Essentials Plus). 	IS Policy, Safer Communities.	GH/NW	Sept 19	Mar 20	Med	Reassessment complete. Retain Certification.	Cost effectively done as part of Health Check.

* Action contributes to achieving a Political Priority, Corporate Plan Target, Council Strategy or Policy or Improves the Quality of the Division's services.

** Abbreviations and acronyms are references on their first use and explained on page 10.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
2.5	<ul style="list-style-type: none"> Review and implement relevant LGA Cyber Stocktake recommendations. 	Govt Programme. IS Policy.	GH/NW	Apr 19	Mar 20	High	Action LGA Stocktake improvement plan.	LGA Cyber resilience fund if bid successful.
2.6	ICT Security Health Check <ul style="list-style-type: none"> Prepare for & commission Health Check and submit the annual PSN Code of Connection (CoCo) return. 	ICT Strategy, IS Policy, Govt requirement	NW/GH	Sept 19	Mar 20	High	Resolve "high risk" issues from health check. Get 19/20 health check done. CoCo approved.	Cost of compliance will depend on mandated security requirements
2.7	PCI DSSⁱⁱⁱ <ul style="list-style-type: none"> Review compliance with the standard & promote awareness. 	IS Policy, Banking Requirement. Resource mgmt.	GH/LS	Jul 19	Mar 20	High	Understand compliance costs & risks of non-compliance	
3. Standards and Policy – Development and Implementation								
3.1	Transparency Code <ul style="list-style-type: none"> Coordinate response to Code and ensure mandatory data is published 	Govt legislation	LB	Ongoing	Mar 20	Med	Mandatory data published.	Staff resources needed from Finance, HR and Information Services
4. Use of Information Technology – Corporate and Business Applications								
Electronic Document and Records Management (EDRM) System								
4.1	TRIM (EDRM) System <ul style="list-style-type: none"> Start to review the use of Trim and the functionality needed. 	Responsible resource mgmt.	TB/GH	Apr 19	Mar 20	Med	Improve data management. Plan to use Office 365 functions.	
Website & Social Media								
4.2	Website <ul style="list-style-type: none"> Work with Services to help them maintain and improve their content. 	Customer Access Strategy.	HT/CB	Apr 19	Mar 20	Med	Content relevant, up to date and useable.	Needs staff resource from all divisions.
4.3	<ul style="list-style-type: none"> Check accessibility of websites and 3rd party Apps and publish required accessibility statements. 	Govt Regulation	HT/GH	Apr 19	Sept 19	High	Comply with The Public Sector Bodies (Websites & Mobile Apps Accessibility Regulations 2018.	
4.4	Social Media <ul style="list-style-type: none"> Ensure Social Media is managed, responded to and kept up to date. 	Customer Access Strategy.	RH/CB HT & J Smith	Jul 19	Mar 20	High	Maintain corporate oversight & increase engagement. Use Social Media more strategically.	
4.5	<ul style="list-style-type: none"> Work with services to develop social media for communication and engagement. Monitor effectiveness. 	Customer Access Strategy.	RH/CB HT & J Smith	Apr 19	Mar 20	High	Services develop quality and quantity of content & increase engagement.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
Geographic Information Systems (GIS)								
4.6	GIS <ul style="list-style-type: none"> Work to support Services GIS/LLPG^{iv} needs. 	CAS. Responsible resource mgmt.	JS	Ongoing	Mar 20	Med	Project(s) completed to meet agreed Service needs.	
4.7	<ul style="list-style-type: none"> Develop business case and seek approval for additional resource needed to progress corporate GIS/LLPG priorities and meet Service and national demands. 	CAS. Responsible resource mgmt.	JS/CH/GH/LB	Apr 19	Mar 20	High	Develop GIS and Address data to meet corp. needs and national demands (e.g. Land Reg, Census).	GIS/Data Technical resources needed to progress corporate work and service priorities.
4.8	Local Plan & Neighbourhood Plans <ul style="list-style-type: none"> Work with Forward Planning to make Plan data available via GIS. 	CAS. Responsible resource mgmt.	JS Forward Planning	TBC	TBC	High	Work to be scoped and planned.	
Service Specific Projects								
4.9	Customer Relationship Management (CRM) System <ul style="list-style-type: none"> Work with Customer Services and Divisions to develop the CRM and online transactions. 	CAS. Responsible resource mgmt.	HT/CB/CH	Ongoing	Mar 20	High	Priorities 19/20: - Online License applications. - Planning applications /payment.	
4.10	Upgrade Business Application <ul style="list-style-type: none"> Upgrade applications and/or review the hardware they use to meet upgrade cycles and user needs. 	Responsible resource mgmt.	LS/CH/NW/TB	Ongoing	Mar 20	High	Including - Payments Open Housing, Total Finance, Flare, Trim & Leisure modules.	
4.11	Housing – Open Housing Modules <ul style="list-style-type: none"> Assist with the implementation of Open Housing functionality and mobile working for Housing Staff. 	Housing Service Plan.	LS/GH	Apr 19	Mar 20	Med	Technical support for implementation of new modules/functionality.	
4.12	e-payments <ul style="list-style-type: none"> Continue to improve and increase online payment for services. 	CAS. Responsible resource mgmt.	LS/HT	Apr 19	Mar 20	Med	Roll out Contactless payment & more e-payment. Reduce cheque & cash payment.	Capital Budget to enable required upgrade.
4.13	Planning System (iLap) Migration <ul style="list-style-type: none"> Support Development Control in the move from ILap to Assure 	DC Service Plan	CH/PM/JS	TBC	TBC	Med	No date for iLap being de-supported but it's not being updated.	Indicative costs for migration (of existing) <£5k.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
4.14	Finance System <ul style="list-style-type: none"> Support Financial Services in any review of their Finance system and in the procurement and implementation of any replacement. 	Finance Service Plan. ICT Strategy.	GH/LS /EC	TBC	TBC	Med	Financial Service may review the effectiveness of the system (TOTAL).	Current solution also provides Procurement functionality.
5. Use of Information Technology – Technical and Infrastructure Improvements								
5.1	Office 365 implementation. <ul style="list-style-type: none"> Plan for and implement Office 365 to replace Office 2010. 	Responsible resource mgmt. ICT Strategy.	GH/NB /TB/MV	Ongoing	Mar 20	High	Rolled out, implemented & staff trained before old version de-supported. Achievement of identified project success criteria.	Software costs part of the Revenue budget. Training cost will be established as part of the project plan.
5.2	Desktop Hardware & software <ul style="list-style-type: none"> Ensure staff have adequate PC's & ICT equipment for their roles and to support Office 365/Windows 10 	Responsible resource mgmt. ICT Strategy.	NB/MV	Jul 19	Mar 20	Med	ICT hardware replaced in line with ICT strategy and Office 365/Windows 10 requirements.	Capital and Revenue Budgets.
5.3	Network and Server Hardware <ul style="list-style-type: none"> Procure and implement hardware & software to replace what's reaching 'end of life' or out of support. 	Responsible resource mgmt. ICT Strategy.	NW/GH /NB	Jul 19	Mar 20	High	Identify options and make costed recommendations.	Capital and Revenue budgets.
5.4	Operating Systems upgrade <ul style="list-style-type: none"> Upgrade Windows 7 and server operating systems (OS) as needed. 	Responsible resource mgmt. ICT Strategy.	NB/NW /CH	Apr 19	Mar 20	Med	Implement Windows 10 in-line with Office 365. Server OS's upgraded.	Budget part of Revenue and Capital Programme.
6. Street Naming & Numbering and Local Land and Property Gazetteer (LLPG)								
6.1	LLPG Improvement Schedule <ul style="list-style-type: none"> Work to meet National targets and improve LLPG data quality. 	CAS. Responsible resource mgmt. National Initiative	JS	Ongoing	Mar 20	High	Work to towards or to maintain Bronze level of National Standard.	
6.2	<ul style="list-style-type: none"> Plan for the impact of the 20/21 Improvement Plan/Schedule. 	National Initiative	JS	Oct 19	Mar 20	Med	Aware of targets and work needed.	
6.3	Street Naming and Numbering <ul style="list-style-type: none"> Provide a street naming and numbering and street name plate service. 	Responsible resource mgmt.	JS/LG	Ongoing	Mar 20	High	Street and property data named correctly and accurate information provided to agencies.	Service generates income towards its costs.
7. Procurement								

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
7.1	Contracts <ul style="list-style-type: none"> Maintain a Contract Register & use it for compliance and planning. 	Responsible resource mgmt Proc. Strategy	LB/EC	Jul 19	Mar 20	High	Up to date Register. Directors have plans for compliant contracts.	
7.2	<ul style="list-style-type: none"> Work with services to let Contracts due or needed in 2019/20 e.g. :- <ul style="list-style-type: none"> To be confirmed 	Responsible resource mgmt. Proc. Strategy	EC	Apr 19	Mar 20	High	Compliant contracts let and used.	
7.3	E-procurement – In-Tend <ul style="list-style-type: none"> Engage with CSW on In-tend and ensure the use of In-Tend for all tenders and larger quote exercises. 	Responsible resource mgmt. Proc. Strategy	EC	Ongoing	Mar 20	High	Users & Procurement team trained. Used for all Tenders & larger Quotes. Joint working as needed.	Procurement Team to provide training and support if needed.
7.4	Supplier Relationships <ul style="list-style-type: none"> Work with suppliers (SME^v & Local) to encourage them to bid for work. 	Responsible resource mgmt. Proc. Strategy	EC	Ongoing	Mar 20	Med	Encourage and support suppliers to register on and use In-tend.	
7.5	Savings <ul style="list-style-type: none"> Work to identify and achieve savings through the procurement of standard goods and via Service's procurement projects. 	Responsible resource mgmt. Proc. Strategy	EC/TF /LG Services	Apr 19	Mar 20	High	Opportunities identified. Savings achieved, monitored and reported.	
7.6	Advice and Compliance <ul style="list-style-type: none"> Advise services and work with them to help ensure they procure compliantly. 	Public Services / Procurement Strategy	EC/TF /LG/LB	Ongoing	Mar 20	High	Effective and compliant procurement. Compliance with CSO ^{vir} s & Financial Regulations.	
7.7	<ul style="list-style-type: none"> Ensure procurement documents, website & In-tend information is up to date, compliant & consistent. 	Public Services / Procurement Strategy	EC/TF /LG/LB	Apr 19	Dec 19	Med	Review procurement documents to account for Brexit.	
8. Printing and Copying								
8.1	Print Room equipment & office Multi-function devices <ul style="list-style-type: none"> Provide a print and copy service and work with Staff to ensure they are using the Print & Copy equipment/services effectively. 	Responsible resource mgmt.	EC/LG	Apr 19	Oct 19	Med	Staff trained. Awareness and appropriate use of print options- internal/external	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
8.2	Print room commercialism & efficiency <ul style="list-style-type: none"> Investigate opportunities to operate service on a more commercial footing & benefit from efficiencies. 	Responsible resource mgmt.	EC/LB /LG	Jun 19	Sept 19	Med	Options to reduce cost or generate income investigated and proposals made and implemented if approved	
9. Central Services								
9.1	Licensing <ul style="list-style-type: none"> Work with Environmental Health to develop and use the Flare system for Licensing. 	Env Health Service Plan.	PM	Ongoing	Mar 20	High	All main licenses in Flare. Maintained to meet service and admin needs.	
9.2	Local Land Charges (LLC) <ul style="list-style-type: none"> Work to improve data quality in preparation for migration of searches of the LLC Register to Land Registry. 	Govt Initiative.	YB/PM/ JS	Ongoing	TBC	Med	Respond to LR requests. Time spent recorded for Burdens payment.	No set date for transfer – unlikely to be 19/20 - latest date 2023.
9.3	Post <ul style="list-style-type: none"> Investigate and possibly pilot hybrid mail / email as a way of reducing post and improving efficiency. 	Responsible resource mgmt.	PM/GH/ EC/CH	Jul 19	Mar 20	Low	Identify costs/options. Pilot in a specific area if thought to be beneficial.	
9.4	Service Review <ul style="list-style-type: none"> Review the main administrative processes and the services needed and make resourcing proposals. 	Responsible resource mgmt.	LB/PM Review support	Apr 19	Sept 19	High	Services' needs identified Process improvement complete or planned. Resourced to meet needs	External support may be needed. Staff are trained but may not have capacity.
10. Communications and Public Relations								
External Communications								
10.1	Local Media <ul style="list-style-type: none"> Develop and maintain positive relations with local media. 	All priorities. Consultation and communication	RH	Apr 19	Mar 20	High	Positive news stories & response where we need to react. Develop more proactive approach.	
10.2	Communication Survey <ul style="list-style-type: none"> Investigate repeating the LGA Comms Survey or similar to help inform comms decisions. 	All priorities. Consultation and communication	RH/LB	Dec 19	Mar 20	Low	Survey commissioned, completed and results available.	Funding to be identified.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
10.3	north talk <ul style="list-style-type: none"> Produce North Talk - part funded through advertising. 	All priorities. Consultation and communication	RH	Apr 19	Mar 20	High	3 Editions produced & distributed.	Additional or special editions depend upon need and funding.
10.4	Communications Campaigns <ul style="list-style-type: none"> Corporate plan of consultation, engagement and communication campaigns to support the Corporate Plan and Council/Service Priorities. 	All priorities. Consultation and communication	RH/CB	Apr 19	Mar 20	High	Approved programme of campaigns developed. Corporate campaigns planned and delivered. Corp. Event Calendar.	Funding to be identified as part of any campaign plan.
10.5	<ul style="list-style-type: none"> Help identify, plan, support & deliver joined-up/focused service campaigns. 	All priorities. Consultation and communication	RH/CB	Apr 19	Mar 20	High	Service campaigns planned and delivery supported.	Funding to be identified as part of any campaign plan.
10.6	Promotional Material & Information <ul style="list-style-type: none"> Ensure Council information including promotional material is fit for purpose through advice, assistance and proof reading. 	All priorities. Consultation and communication	RH/Comms	Ongoing	Mar 20	High	Information is good quality and fit for purpose/audience.	GH, LB, EC, CB provide cover for proof reading. Wider Communications group available to input.
10.7	Partnership and Networks <ul style="list-style-type: none"> Represent Council on and contribute to comms. groups & networks incl. Community Partnership and Heads of Communications Group (County) 	Access to Services Consultation and communication	RH	Apr 19	Mar 20	Med	Attendance, input and representation as needed.	
Internal Communications								
10.7	Council's Communications Group <ul style="list-style-type: none"> Facilitate the work of a corporate Communications Group 	Consultation and communication	RH/LB Comms	Ongoing	Mar 20	Med	Group running effectively Comms/Events/ PR activity coordinated.	
10.8	Communications improvement. <ul style="list-style-type: none"> Review internal communications (incl. members' & staff needs, image, intranet etc.). Plan and implement agreed improvements. 	All priorities. Consultation and communication	RH/CB/ GH	Apr 19	Mar 20	Med	Review complete. Plan produced and agreed. Approved projects progressed as planned.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
10.9	Communications with Staff <ul style="list-style-type: none"> Ensure weekly emails are produced & are accessible to staff/members. 	Consultation and communication	RH Comms	Apr 19	Mar 20	High	Produced regularly. Well regarded by staff.	
11. Community Plan, Corporate Plan, Vision and Political Priorities								
11.1	Corporate Plan Actions <ul style="list-style-type: none"> Progress and report on relevant actions. 	Corp Plan	LB	Apr 19	Mar 20	High	Projects to implement Corporate Plan priorities are included in this plan.	
11.2	Elections <ul style="list-style-type: none"> Support data matching work for Individual Electoral Registration. 	Responsible resource mgmt.	JS	Ongoing	Mar 20	High		Project Sponsor – David Harris.
11.3	<ul style="list-style-type: none"> Provide a range of support services for the Election & those elected. 	Corp Plan, Governance	MV/RH/ CB/JS/ HT/LG	Apr 19	Aug 19	High	Majority of staff involved in some capacity. Members IT provided.	Technology/systems to support members to be identified and provided.
12. External Assessment and Audit (Internal and External)								
12.1	Audit <ul style="list-style-type: none"> Support planned External, Internal or ICT Audits and implement agreed recommendations. 	Responsible resource mgmt	GH/LB/ EC/PM	Apr 19	Mar 20	Med	Recommendations actioned as agreed. Score => Adequate. Mgmt. response actioned.	Cost identified as part of recommendations.
13. Value for Money Review and Services Improvement								
13.1	Service Reviews <ul style="list-style-type: none"> Assist with Service or process reviews to ensure compliance and for efficiency and effectiveness. 	Responsible resource mgmt.	GH/TB PM	Apr 19	Mar 20	Med	Compliant processes. More efficient / effective services.	Supported by relevant staff (Project Managers, Central Services etc.)
14. Performance Management and Indicators (Local and National)								
14.1	ICT Service Desk Performance Indicators (PI's) <ul style="list-style-type: none"> Produce and report on agreed PI's. 	Responsible resource mgmt.	LB/GH	Jul 19	Mar 20	High	Performance against indicators identified.	
15. Risk Management								
15.1	Service & Operational risks. <ul style="list-style-type: none"> Formally review Risks Assessments and update containment plans. 	Responsible resource mgmt.	GH/EC/ LB/PM	Sept 19	Dec 19	Med	Updated risks and mitigation.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
16. Business Continuity, Disaster Recovery and Emergency Planning								
16.1	IT Disaster Recovery (DR) • Test ICT DR for priority services.	ICT Strategy. Responsible resource mgmt.	GH/NB	Nov 19	Mar 20	Med	Successful test & plan updated.	
16.2	Business Continuity (BC) • Ensure sections BC and DR plans are up to date and communicated.	Responsible resource mgmt.	EC/GH/ LB/PM	Sep 19	Dec 19	High	BC / DR plans in-place and relevant staff aware of responsibilities.	
16.3	• Assist Policy with Corporate BC/DR planning and the development of our critical incident response.	Responsible resource mgmt.	Policy /LB	Ongoing	Mar 20	High	Services and Corporate BC/DR plans up to date.	
16.4	Emergency Planning/BC • Support the Council and County in their preparation and response to emergency situations – Comms, Telecoms, Procurement, ICT etc.	Consultation and Communication	LB/GH /RH/EC	Apr 19	Mar 20	High	Provide support in a variety of ways. Attend Warks. Resilience Forum, Comms Group & Telecoms group.	
17. Health and Safety (H&S)								
17.1	• Do H&S Assessments & Audits to ensure assessments are sufficient and implement actions identified.	Health and Safety	EC/GH/ NB/PM	Sept 19	Mar 20	High	Up to date assessments & reviews. Actions completed.	
17.2	• Chair Council's H&S Working Party.	Health and Safety	LB	Apr 19	Mar 20	High	3 Meetings pa. Actions progressed or escalated.	
17.3	Depot Refurbishment • Specify ICT requirements and provide IT support for moves.	Responsible resource mgmt. Health and Safety	GH	TBC	TBC	High		
18. Skills & Awareness								
18.1	Training and Awareness • Provide workshops, information or guides on systems, processes and technology as required.	Responsible resource mgmt.	GH/EC/ PM	Jul 19	Feb 20	Med	Skills to use systems/hardware – Incl. Office 365. Compliance with policy & processes.	
19. Divisional Skills Development & Staff Survey Issues								
19.1	Divisional Skills • Ensure the development and delivery of Sections' Training Plans	Responsible resource mgmt.	GH/EC/ PM	Jun 19	Mar 20	High	Plans developed and delivered and skills used.	Resourced through Development Programme.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2019/20

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
19.2	Divisional Sickness levels • Monitor and aim to reduce	Responsible resource mgmt.	LB/GH/PM/EC	Apr 19	Mar 20	Med	Sickness absence as low as possible and Policy implemented consistently	
19.3	2018 staff survey results. • Implement the 3 areas identified for improvement from 2018 Survey.	Responsible resource mgmt.	LB/ EC/ GH/PM	Sept 19	Mar 20	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
19.4	Workforce Planning • Implement areas identified in 18/19 Plan & update plans as required.	Responsible resource mgmt.	LB/EC /GH/PM	Apr 19	Jan 20	High	Plan updated. Impacts understood and level of service maintained.	Savings through flexible retirement. Duties covered as needed.

Abbreviations and acronyms used in this plan:

ⁱ CSW – Coventry Solihull and Warwickshire

ⁱⁱ BDUK – Broadband UK

ⁱⁱⁱ PCI DSS – Payment Card Industry Data Security Standard – standard imposed by banks on card payment processes.

^{iv} LLPG – Local Land and Property Gazetteer – address database maintained by the council and used internally and by others such as the emergency services.

^v SME – Small to Medium Enterprise – usually a company with 250 or fewer employees and turnover below a set level.

^{vi} CSO's – Contract Standing Orders – the council's procurement rules.

Agenda Item No 7

Resources Board

28 January 2019

Report of the Director of Corporate Services

Information and Communications Technology Strategy 2019 - 2023

1 Summary

- 1.1 The report presents the Draft Information and Communications Technology (ICT) Strategy for 2019 – 2023 to Members for their consideration and comment.

Recommendation to the Board

That the Draft Information and Communications Technology Strategy provided as Appendix A is approved.

2 Consultation

- 2.1 Councillors D Wright, Symonds and N Dirveiks have been sent this report and the draft Strategy for comment. Any comments received will be reported verbally at the meeting.
- 2.2 As required for Council Strategies, in addition to this Board, this report will be submitted to the Executive Board. Therefore, a copy of this report and the draft Strategy has also been sent to Councillors D Humphreys and Farrell.

3 Introduction

- 3.1 The Council has had a formally approved ICT Strategy since 2000, with the immediately preceding Strategy covering the period from 2015.
- 3.2 This four year Strategy has been developed after consultation, research and using best practice from other Councils and professional IT bodies.
- 3.3 The next four years will continue to see changes in the way ICT supports service delivery, communication and engagement. The provision of services online will increasingly underpin the way we do things and the continued development of internet enabled technology and devices will start to have an impact on our customers and services.
- 3.4 The Council made significant investment in the ICT infrastructure including the network, telephony, server virtualisation and server room energy efficiency during 2013/14. The challenge during the next 4 years will be to replace and upgrade elements of this infrastructure, or find alternative ways of

providing infrastructure services, as they reach 'end of life'; without the level of funding that was available as part of the Accommodation Project.

3.5 The Council will need to continue work to make sure the technical infrastructure is secure as possible. Staff and Members also need to be aware of the various threats and of their role in protecting the Council and its assets from the increased risk of cyber security attack and its implications.

3.6 The ICT Strategy is intended to:

- **Strategic investment** - Ensure that the use of and investment in ICT is aligned with and supports the achievement of the Council's Priorities and Corporate Plan and through these the Sustainable Community Strategy.
- **Customer Needs** - Help the Council innovate and improve services in a flexible and responsive way, to meet customer and citizen needs, using ICT and enabling online services and self-service.
- **Efficiency** - Give direction to ensure the Council has a modern, secure and cost effective technical architecture and approach to systems development that supports its working culture and practices.
- **Governance** - Define the governance framework and operational services needed to manage and deliver ICT securely, resiliently and efficiently.

4 **Information and Communications Technology Strategy**

4.1 The ICT Strategy will be delivered by addressing the issues and aims identified in the Strategy and to further these principles:-

- **Accessible** - To give secure, easy & appropriate access to services and information to people when and where they need it, in ways they value including face-to-face, telephone, mobile device and particularly through the Internet, the website and self-service.
- **Collaborative** - To work with others, sharing skills, developments, technology and information, to provide the ICT needed to support the services the Council regards as a priority.
- **Effective** - To provide secure, cost effective and efficient technology and systems and deliver a customer focused ICT service by developing our own staff and by working with others.
- **Innovative** - To be aware of ICT innovation and the opportunities ICT offers. To use technology and information to help drive change for our communities and improve how the Council works and communicates.

4.2 Section 3 of the Strategy looks back and lists some the developments and achievements during the last four years.

4.3 Section 4 describes where we are now in relation to our current governance, technology, systems and skills. It provides a baseline against which we can judge future progress.

- 4.4 Section 5 focuses on the plans for moving ICT forward. It summarises the key ICT issues faced by the Council and details future aims relating to ICT services, equipment and systems and the specific actions for 2019/2020.
- 4.5 Each year the detail of the actions needed to implement the strategy are included in Corporate Services' Annual Service Plan and if appropriate in other Division's Service Plans. This gives members and others visibility of ICT projects as Service Plans go to Boards for approval.
- 4.6 We have carried out an assessment of the Council's computer applications and Appendix 1 of the Strategy is the plan for reviewing their use and fitness for purpose. We only seek to replace systems if, on review, they prove to no longer meet service needs and a costed business case for replacement can be established. Appendix 2 is a schematic of the Council's current network.
- ...
- ...
- 4.7 Officers also work to ensure links are made between relevant strategy and policy for example between the ICT Strategy, the Digital Access Strategy and policy on Consultation and Communication.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 There are no financial commitments arising directly from this Report. Funding for planned, approved projects is included in the Capital Programme. The financial implications of any new, unanticipated initiatives will be identified in a business case and a bid made through the Budget process if necessary.
- 5.1.2 It is expected that the use of ICT and the move to online services will help the Council to make savings and service improvements.

5.2 Safer Communities Implications

- 5.2.1 The use of ICT will help contribute towards the Council's role in reducing crime and disorder in a number of ways including the use of broadband for mobile CCTV cameras, opportunities for wider community engagement through social media, publishing safer communities related information and advice on the website and other partnership related activities.
- 5.2.2 The Council meets a number of information and technical security standards and compliance regimes. It has achieved Public Service Network (PSN) compliance which means the Council has passed security assessments that enable it to securely share government and public sector information and services over a common network. We have passed annual Cyber Essentials Plus assessments. Good security is essential for building trust in online services and in the Council's ability to store and secure personal information.

5.3 Legal, Data Protection and Human Rights Implications

5.3.1 The ICT Strategy supports developments, such as security improvements, to ensure that human rights are not infringed and that the Council complies with relevant legislation, including the General Data Protection Regulation (GDPR), Data Protection Act 2018 and the Freedom of Information Act.

5.3.2 Article 5(1)(f) of the GDPR concerns the 'integrity and confidentiality' of personal data. It says that personal data shall be:

'Processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures'

5.3.3 The GDPR requires the Council to put in place appropriate technical and organisational measures to implement the data protection principles and safeguard individual rights. This is '**data protection by design and by default**'. Data protection by design is about considering data protection and privacy issues upfront in everything you do. It can help you ensure that you comply with the GDPR's fundamental principles and requirements, and forms part of the focus on accountability.

5.3.4 The implementation of the ICT Strategy will take into account and be consistent with the appropriate guidance for the GDPR and Data Protection Act 2018 requirements. A specific requirement will be to carry out Data Protection Impact Assessments as part of the process for the consideration of implementing new systems. A Data Protection Impact Assessment (DPIA) is a process to help identify and minimise the data protection risks of a project. A DPIA must be prepared for processing that is likely to result in a high risk to individuals. A DPIA must:

- describe the nature, scope, context and purposes of the processing;
- assess necessity, proportionality and compliance measures;
- identify and assess risks to individuals; and
- identify any additional measures to mitigate those risks.

5.3.5 The above requirements will be a significant feature of the implementation of the ICT Strategy. The monitoring of compliance will be assessed by the Council's Data Protection Officer and via an internal officer group.

5.4 Environment, Sustainability and Health Implications

5.4.1 The use of ICT can help deliver sustainability improvements including reducing the need to travel. More energy efficient equipment can help reduce power consumption.

5.4.2 Technology such as that used by Borough Care helps people maintain their independence and social applications can help reduce social isolation.

5.4.3 There are concerns about people’s dependency on and use of social media and technology, particularly young people’s, which have been expressed by health and education professional. The Council works to ensure that it uses technology in appropriate ways and promotes others organisations messages about safe and proper ‘healthy’ online activity.

5.5 Human Resources Implications

5.5.1 The ICT Strategy identifies the need to develop skills to ensure that Staff and Members can use the technology, applications and information they require.

5.6 Risk Management Implications

5.6.1 Having an ICT Strategy and its subsequent implementation is one of the ways the Council can mitigate risks associated with the provision and development of ICT systems and services. The Risk Assessment for Strategic ICT has been reviewed and amended and is included at Appendix C to this report.

...

5.7 Equalities Implications

5.7.1 The use of ICT can enable people to access services and information that they may previously have been unable to. The Council has worked hard through the creation of Community Hubs, mobile service provision, Learn my way and by supporting the Superfast Broadband Project to help ensure that people are not excluded or disadvantaged through lack of access to, or skills to use, online services.

5.7.2 Increasingly government and other agencies are pursuing a “digital” transformation agenda and only providing their services online. The Council is likely to have to support some of our residents negotiate this change, for example guiding people through a benefit application. The Council will also have to make decisions about how it provides services and manage its own digital journey. The Equality Impact Assessment published with the 2015 Strategy has been updated and is included at Appendix B to this report.

...

5.8 Links to Council’s Priorities

5.8.1 The ICT Strategy, and its delivery, contributes to a number of Council Priorities and specifically supports those relating to Promoting Sustainable and Vibrant Communities and Responsible Resource Management.

The Contact Officer for this report is Linda Bird (719327).

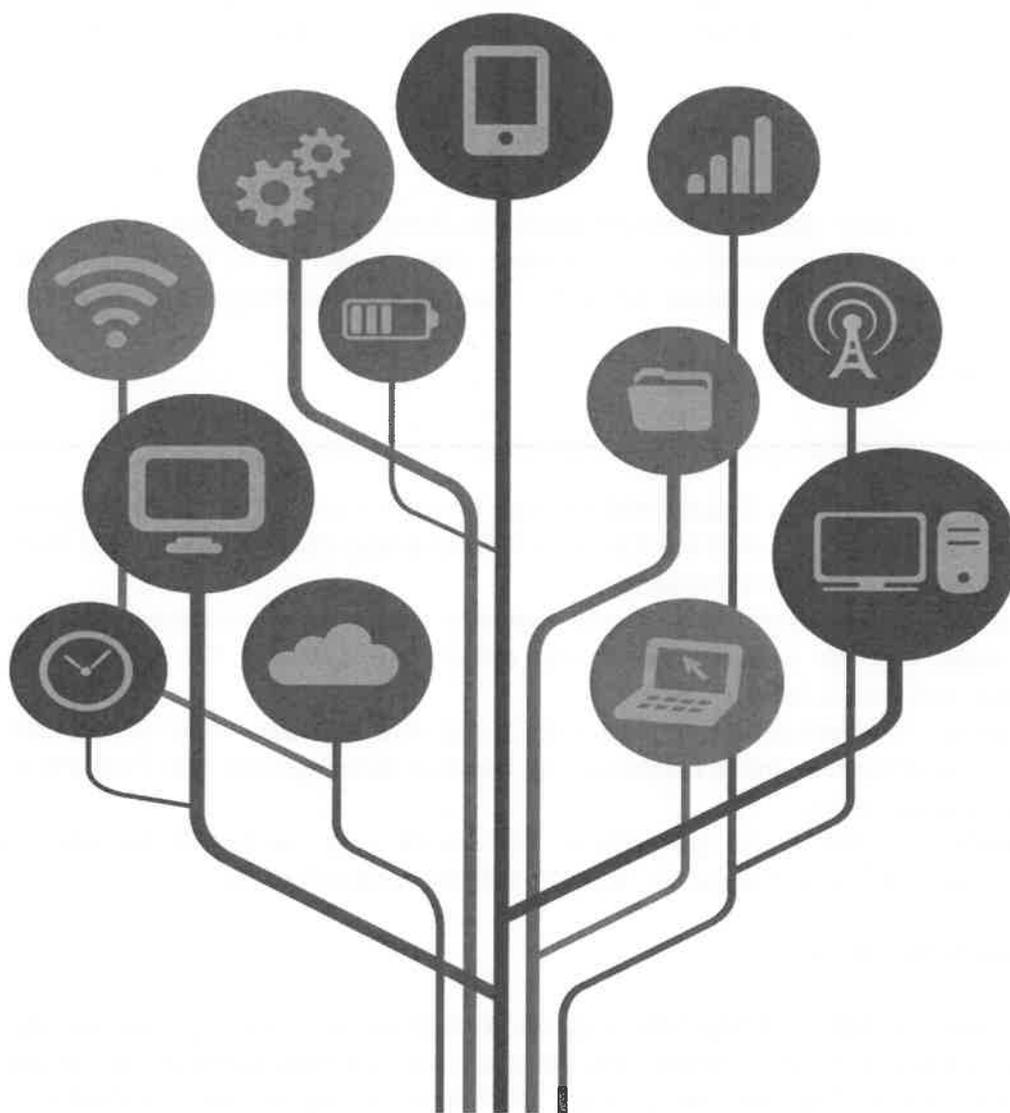
Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

DRAFT

Information and Communications Technology Strategy - 2019 – 2023



North Warwickshire
Borough Council

1. Introduction

This document sets out this Council's Information and Communications Technology (ICT) Strategy for the period 2019 to 2023. The ICT Strategy is a collection of principles, issues to be addressed and aims, which encourage the use of technology effectively and innovatively to support the work of the Council and help it achieve its aims for the Borough.

High quality, efficient services that meet customers' needs increasingly rely on employees having access to up to date ICT equipment, meaningful information and information systems which are fit for purpose.

Our ICT Strategy provides a technical direction but it has to be flexible and able to accommodate and respond to the inevitable changes that will impact on the Council's customers, services or priorities over the 4 years.

2. Context

ICT can enable innovation, service transformation and change. It is essential to the delivery of the Council's services and fundamental to the business change needed as the Council responds to growing demand, increasing complexity, reducing resource and mounting customer expectation.

2.1 Purpose of the Strategy

This Strategy is developed around strategic themes and is intended to:

- **Strategic Investment** - Ensure that the use of and investment in ICT is aligned with and supports the achievement of the Council's Priorities and Corporate Plan and through these the Sustainable Community Strategy.
- **Customer Needs** - Help the council innovate and improve services in a flexible and responsive way, to meet customer and citizen needs, using ICT and enabling online services and self-service.
- **Efficiency** - Give direction to ensure the Council has a modern, secure and cost effective technical architecture and an approach to systems development that supports its working culture and practices.
- **Governance** - Define the governance framework and operational services needed to manage and deliver ICT securely, legally, resiliently and efficiently.

2.2 Council Priorities

The Council has a number of key priorities, which support its vision for the Borough and its communities. These corporate priorities are developed by councillors, supported by officers, and reviewed as part of the Corporate Plan process. ICT services and the use of systems, technology and information must contribute to and help the Council achieve its priorities.

2.3 Audience, Approach & Timeframe

This Strategy builds on previous ICT Strategies and aims to inform citizens, communities, councillors, staff, partners and suppliers about the Council's approach to and plans for using and managing technology, information and systems. It is developed by Corporate Services Division after consultation with Services to find out their ambitions, needs and priorities and it takes account of legislation, standards, national strategy and good practice. It will be reviewed in 2022 for re-publication in 2023.

Each year the detailed work and projects needed to deliver the Strategy are identified and included in relevant Divisional Service Plans. This helps ensure we have the flexibility needed to respond to changes and take advantage of opportunities; while building on our achievements and addressing problems. Progress is monitored by Extended Management Team (EMT) and reported to Board.

2.4 Constraints and Assumptions

The Strategy does not prescribe a single technical or organisational approach such as Cloud computing, Agile development or outsourcing. It is based on selecting the best solution to provide appropriate technology and ICT services for the Council, mindful of practical constraints such as finance, time and security and key dependencies such as legislation and skills.

This Strategy is the corporate view of ICT, which may conflict with and override divisional needs. Services must lead the implementation of their business systems and the realisation of the benefits from these solutions. Corporate Services Division will lead on Council wide systems such as email, Geographical Information systems (GIS) and the website

2.5 Finance

The period of austerity and reducing government grant is expected to continue during the lifespan of this Strategy and this will impact on the Council's services, resources, plans and ambitions.

However, our computer hardware will continue to reach "end of life" and applications may cease to meet our needs. In these circumstances, robust business cases will need to be made for investment. ICT needs and projects are built into the Council's 10 year Capital Programme and there is an expectation that the Council will get efficiencies and savings through using ICT.

2.6 Other Strategies and Policies

The ICT Strategy needs to link with and support the delivery of other Council strategies and policies, most specifically the Digital Access Strategy which expresses the Council's and its customers' and communities' aims and ambitions for service delivery. There are close links between this Strategy and strategies and policies supporting Consultation and Communication. The Officers responsible for strategy in these areas work together to ensure that connections are made and dependencies recognised. The ICT Strategy must take account of other strategies, policies, projects and risks including the Emergency Plan, Business Continuity Plan, HR policies, Climate Change reduction, Data Protection/GDPR guidance and the Information Security Policy.

2.7 External Influences

During the life of this Strategy the Council will have to respond to government initiatives and legal requirements. Some of the key issues that will affect the ICT Strategy are listed below: -

- Financial climate - Ongoing savings and efficiencies; their achievement and impact on Council services. The general economy and its impact on local people and businesses.
- Government - changes to public services in areas such as planning, housing and health.
- Digital Services - The drive towards Digital Services and automation as the way to provide access to public services.
- Security - Increased threat of cyber security incidents and the corresponding demand for security from those we work with and from the public who sometimes have to trust the council with their information.
- Transparency – Complying with the Transparency Code (2015) and responding to demand for transparency and to opening up appropriate access to our data.

3. Looking Back

During the life of the last ICT Strategy (2015 to 2019) the following are examples of what was achieved:

Improved Governance

- Public Sector Network (PSN) accreditation (security) - Retained our code of connection which demonstrates the infrastructure is sufficiently secure to access government services.
- Cyber Essentials (security) - Achieved and retained Cyber Essentials Plus certification.
- ICT recovery – Awarded a new contract for ICT Disaster Recovery and Business Continuity services that has a wider scope than the previous contract for a similar cost.
- Awareness raising (security) - Implemented e-learning which covers the General Data Protection Regulation 2018 (GDPR) and Security/Cyber security.
- Data Protection - Upgraded systems and reviewed processes for the GDPR and established information audits.

New systems and developments

- Shared Revenues and Benefits application - Moved to a Civica system that is shared with, and hosted by, Nuneaton and Bedworth Borough Council (NBBC).
- Leisure Self-service - Implemented a customer portal for Leisure customers and improved payment options.
- Housing repairs - Implemented a mobile working solution with Housing Direct Works.
- Homelessness Reduction Act – Implemented a module to help Housing meet the demands of the Act.
- Online forms - Redeveloped online forms into the Customer Relationship Management System (CRM)
- Website upgrade and hosting - Implemented a shared website design with NBBC and moved the hosting of both site to North Warwickshire BC.
- Web Chat – Implemented so that Contact Centre staff can assist people on the website.
- Payroll migration - Moved from Warwickshire County Council's payroll system to Coventry City Council's.
- Licensing – Environmental Health developed application processing in the Flare system.
- Office 365 - Investigated and produced a case for moving to Office 365 from 2019.

Upgraded Infrastructure

- Shared storage - Upgraded the Storage Area Network (SAN) that runs a number of applications.
- Printers and Copiers - Replaced all the Multi- function Devices and large printer copiers.
- Access control - Replaced the Domain servers which help control access to systems and validate users.
- Server replacement - Server operating system software and database servers have been updates as needed.
- Mobile email - Replaced the Good mobile email/device management (MDM) solution with Blackberry.
- Firewalls (security) - Replaced and added new Firewalls which help control access; as part of our work on cyber resilience.
- Telephony - Migrated away from leased lines to internet based lines (SIP) for telephony, this has delivered savings on call costs.

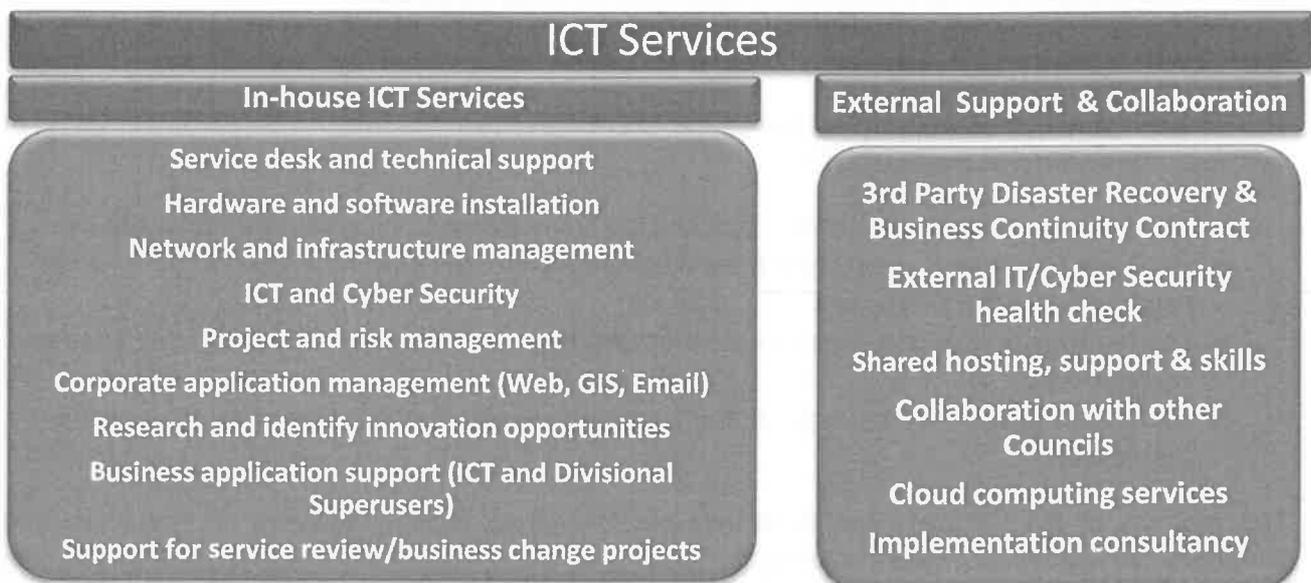
4. Where we are

What we have achieved and understanding our current use and management of ICT helps to inform what the Council needs to do in the future.

4.1 ICT Governance & compliance

The range and depth of ICT services needed by the Council are provided via a mixture of methods. The majority of ICT services, support and project management is provided in-house by Council staff. Our approach is to minimise and manage risk and complexity and to provide the core ICT services as cost effectively and efficiently as possible using our resource. However, the breadth of skills needed and the specialist nature of some activities means external support is essential.

We will continue to develop collaborative relationships with others to share applications, supplement skills and augment capacity or to provide services we do not regard as core business.



ICT Standards, Legislation and Good Practice

We will maintain an awareness of ICT related legislation, standards and good practice and will we aim to adopt, advise on and comply with those that are relevant. This can be challenging given procurement rules, the costs of compliance and the need to balance business functionality with technical fit, security restrictions and supplier responsiveness.

4.2 Current Applications, Software and Information

Applications and software are reviewed periodically to ensure they meet our needs. Appendix 1 is an inventory of these and provides a roadmap for their review.

The Council must have the business and corporate applications and technologies in place to enable communications and provide access to information. Our systems need to support service delivery and we are working to enable people to use the best channel and encourage them to self-serve via the Internet.

The information held in our systems must be secure, held and used legally, fit for purpose and available when, where and how when it is needed.

Personal productivity software (Office) and Email (Outlook/Exchange)

Personal productivity software (includes Microsoft Word, Excel, PowerPoint) and email is at the centre of the majority of computer based work and is available to most staff.

The Council currently uses versions up to Office 2010 and Exchange 2010 and has an email archiving solution. Email is an essential business communication tool and therefore the reliability and accessibility of this service is essential.

The project to upgrade these systems to the Office 365 which can be used as a Cloud service has been approved and is funded from April 2019.

4.3 Current Infrastructure, hardware and connectivity

A reliable technical infrastructure underpins the secure access to systems, information and resources such as telephones and printing. The server and communications infrastructure enables the Council to store, produce, disseminate and communicate information.

Network infrastructure

The diagram provided as Appendix 2 shows the Council's network at the end of November 2018, in summary the network is made up of:

- Servers - which hold, control and process the council's systems, data and resources.
- Firewalls & switches - help control the flow of data into and out of the council and provide security and cyber protection.
- Leased lines & fibre connections – connect the council to the internet and to other sites and organisations.
- End point devices – computers, printers, telephones etc. that are connected to or access the network.

The majority of the Council's technical infrastructure (data cabling, network infrastructure and telephony services) was replaced during the Accommodation Project in 2014 and some of this has been or is due to be replaced or upgraded during this Strategy cycle.

The Council has a computer replacement programme which uses a "fit for purpose" test to guide the purchase and allocation of PCs, monitors and mobile devices.

Telephony

The Council has a Mitel Voice over Internet Protocol (VoIP) telephone system that uses bundles of internet lines (SIP trunks) and services for telephone calls. The system has Contact Centre functionality and is used by Leisure Centres; this has reduced cost and increasing convenience.

Printing

The Council has a policy of using multi-function devices (MFDs), which can print, copy and scan. Small, more costly, personal printers have been phased out except in a few areas where there is a case for their retention. The Council entered into a new contract with Konica Minolta in 2018 for MFD's and for a production copier and a colour copier that are used via the Print Room.

Devices which do large format (A0) plotting, printing and scanning are available.

Home Working, Flexible and Mobile Working

The Council has secure solutions that enable home, flexible and mobile working. The solution used depends on what systems and information needs to be accessed, the device being used and the level of control the council has over the device and the information on it.

Wide area connectivity – Broadband and mobile

The quality and speed of connectivity available in the borough is important to people and businesses. The current investment in and work to improve access to Superfast Broadband, as part of the CSW Broadband project, is due to end by 2020. This work, which is supported by government (BDUK) grant and match funded by this Council and County Council, has enabled an increase from just 50% of borough premises having access in 2012 to 96% by the end of 2019. It is recognised that this leaves some premises without Superfast Broadband and that lack of access impacts on local businesses and people and on our ability to connect locations cost effectively. New and different Broadband solutions and mobile technologies such as 4G and ultimately 5G will improve access over time.

4.4 Skills and Knowledge

Employees and Councillors

Most Council jobs require some use of computers and the majority of staff and councillors have access to ICT, applications and information. Staff and councillors must be given the chance to gain the skills and confidence they need to use them effectively.

We provide awareness of, and training in, the use of technology, information and systems. Training needs are identified as part of induction, at appraisal and during supervision and as a result of change such as when a new systems or process is introduced. Training is provided in a variety of ways including through formal courses, using e-learning, as briefing sessions or as part of on the job training

Community

This Strategy needs to support the development of skills by local people and the ambitions set out in the Digital Access Strategy.

5. Moving Forward

5.1 ICT Principles

ICT must support the Council's business vision and the priorities it sets for serving the people and communities of North Warwickshire. We will use these principles to guide ICT services:-



5.2 Issues, Aims and 2019/2020 plans

The following sections identify known issues and the actions that are planned for 2019/20 to help the Council to continue to make progress on its use of ICT.

5.3 ICT Governance

The Council will continue to review and develop the governance of ICT, including approaches to ICT service provision, partnerships and innovation.

ICT Governance Issues:-

- The management and development of corporate systems relies on a few staff and in some cases a few hours of their time. This can limit our ability to exploit these applications.
- The Council will need to take a wider and more co-ordinated view of the use of applications and information if it is to avoid cost and if new shared services are to be developed.
- Cyber and ICT security risk and their mitigation is a council wide issue that needs a corporate response. It impacts on governance, technical solutions and training provision.

Aims & 2019/2020 Action - ICT Governance

The Council will aim to develop structures, processes and services which address the following:-

- **Digital Services** – Continue to develop and encourage the use of customer focused, accessible on-line digital services, such as Internet payments and self-service.

Action: Revenues and Benefits will work with NBBC to implement functionality in the new Civica system so that citizens can manage their account and make payments on line.

- **Mobility** - Provide access to information and services regardless time, device or location (Council buildings, at home, on site).

Action: Housing Division will investigate providing mobile working for Housing Management Staff and Wardens.

- **Accessibility** - Provide accessible information and services by complying with standards and by delivering services in ways people want and value.

Action: We will achieve compliance with The Public Sector Bodies - Websites & Mobile Apps Accessibility Regulations 2018 by autumn 2019 as required.

- **New Ways of Working** – Help the Council respond effectively to change and the organisational impact of new systems and ways of working.

Action: As part ongoing work to improve cyber resilience a review of governance and reporting will be completed, reported to Board and approved actions implemented.

- **Business Continuity (BC) and Disaster Recovery** - To minimise and manage ICT risk by ensuring ICT BC arrangements and a DR contract are in place which meet Council and service needs and that they are regularly reviewed and tested.

Action: We will carry out the annual test of our ICT disaster recovery arrangement and exercise business continuity plans for different services each year.

- **Service Management** - To provide the ICT services required through collaboration, capacity management or capability development.

Action: Carry out a review of data management and GIS workload and investigate ways of meeting unmet demand and known future needs (e.g. Census data improvement, Local Plan mapping, Land and Property data mapping etc.)

5.4 Standards, Legislation and Good Practice

The Council must continue to abide by legislation, adopt standards and apply good practice approaches to security, cyber security, information management and technology configuration.

ICT Standards, Legislation Issues and Good Practice Issues:-

- ↓ The government is phasing out the Public Services Network (PSN) and authorities will have to provide their own solutions for sending email and information securely.

- ➔ The GDPR requires the Council to put in place appropriate technical and organisational measures to implement the data protection principles and safeguard individual rights. This is 'data protection by design and by default'. A specific requirement is to carry out Data Protection Impact Assessments when considering the implementation of new systems.
- ➔ The Council's Local Land and Property Gazetteer is becoming increasingly important as the council and organisations that we provide data to (e.g. the emergency services) come to rely on it and as data is more frequently used and presented spatially to the public.
- ➔ The Council has been compliant with Payment Card Industry Data Security Standard (PCIDSS) for a number of years. However, changes to the standard mean that we can't rely on human controls but need system controls when taking card details over the phone.

Aims & 2019/2020 Plans - ICT Standards, Legislation Issues and Good Practice

Our Strategy is to implement standards and adopt good practice to help us manage technology and information securely and effectively:-

- **Cyber and Information Security** – Provide technology, processes and skills to enable the Council to store and manage its own, partner and customer information securely.

Action: Implement the actions identified in response to the LGA's Cyber Stocktake (2018) assessment which help improve cyber resilience.

- **Data transfer** – Ensure data collection, transfer and storage is done securely and where necessary compliantly.

Action: Identify and implement a replacement to PSN for secure email and data transfer.

- **Policies** – Have relevant and up to date policies and good practice guidance and ensure staff and Councillors are aware of them and their impact on their use of ICT or information.

Action: Update the Council's Information Security Policy and renew compliance agreements for staff and for councillors after the May 2019 Borough Council election.

- **Data Protection** – Take into account and be consistent with guidance on the GDPR and Data Protection Act 2018 requirements when securing and implementing systems and technology and in the processing of personal information as defined by the Act.

Action: To carry out Data Protection Impact Assessments as part of the process when considering the implementation of new systems or processes.

- **Information management** – To manage, use and share information effectively by using relevant classifications, schemas and information management standards in our systems.

Action: Improve the quality of the data held in systems particularly the LLPG and GIS so that it can be used by other organisations, the public and by the Council to inform decisions.

- **Transparency & Open Data** – Publish data stipulated by the Government in its "Transparency Code". Make other data available for use where there is a demand to do so.

Action: Publish the data mandated by the Transparency Code and also data that helps inform people about Council services.

- **Compliance** – Provide systems and processes to help comply with, and respond to, legal requirements, technical standards and compliance regimes.

Action: Implement the Capita Call Secure solution, as part of PCIDSS compliance, when we are satisfied that the functionality and user experience has improved.

5.5 Applications, Software and Information

The applications used by the Council must be developed, maintained, upgraded and if necessary replaced so that services are well supported and information is available.

Application, Software and Information Issues:-

- The period of this strategy will see further development of online services and opportunities to use internet enabled technology will emerge, including aspects of artificial intelligence and robotics. We need to continue the development of digital services and support the ambitions of the Digital Access Strategy.
- Some of the Council's older business applications are costly to integrate and some can't be used easily by home or mobile workers. These may need to be upgraded or replaced to support new working practices.
- The Council will be implementing Office 365 from April 2019 as the version currently used will not be supported after 2020. We need to ensure that the functionality provided is used effectively and efficiently.

Aims & 2019/2020 Plans - Application, Software and Information

Ensure services are supported by effective applications, suitable software and reliable information. To achieve this we will:-

- **Application review** - Investigate, bid for funding and if a business case is approved replace or upgrade applications identified in the plan provided as Appendix 1.

Action: Review the Finance system, carry out market testing and progress any approved project which arises from the review.

Action: Upgrade to Office 365 and Windows 10 across the Council and migrate all Exchange mailboxes to the new version.

Action: Upgrade the Leisure (Gladstone) system, the Planning (iLap) system and the Environmental Health (Flare) system.

Action: Investigate upgrading the hardware used for the website and discuss an update of the design with Nuneaton and Bedworth BC ready for implementation in 2020/21.

- **Cost effective** - Provide value for money solutions by using existing functionality or free/low cost software, systems and services.

Action: Investigate and implement aspects of Office 365 (e.g. Skype, Teams and Cloud storage) which will improve efficiency and make staff more effective.

- **Be business driven** – New applications or upgrades will be driven by our and customers' needs and a business case.

Action: Investigate the features and benefits of the Leisure membership mobile App available for the Gladstone Leisure System. Implement if cost effective.

- **Collaborate** - Look to work with other Councils to share, host or implement systems together where we can achieve efficiencies.

Action: Work with NBBC to implement the workflow and document management functions available in the Civica Revenues and Benefits application for use by the Council.

- **Internet Applications and Social Media** – Enable the use of online applications and Social Media to meet business needs around information, consultation and engagement.

Action: Expand the services engaged in using Social Media so that those following the Council get a more rounded and informed view and better response to their questions.

Action: Redevelop online information, processes and forms for Job applications, Planning applications and Benefits assessment.

- **Efficient** – Use tools and applications to improve efficiency, reduce waste and help deliver a better service.

Action: Housing to complete the trial of an application that helps analyse and where possible reduce rent arrears and to decide on its future use and benefit.

- **Secure** – Use tools and applications to help maintain and improve IT and cyber security and protect information from accidental or malicious disclosure or use.

Action: Investigate and implement additional, appropriate software security solutions to help protect information held off-site (in the Cloud) by applications or Office 365.

5.6 Infrastructure and Hardware

The majority of the ICT infrastructure was replaced in 2013/14. Our challenge is to ensure that the infrastructure remains fit for purpose and serves us through the foreseeable future.

Infrastructure and Hardware issues:

- The lack of fast broadband and pervasive mobile phone and data coverage continues to be a problem in the Borough. It affects people's ability to self-serve and work on the move.
- Our computers, servers, shared storage and server operating systems need to be reviewed regularly to ensure they are fit for purpose and running supported software; they need to be replaced or upgraded, if necessary, as they reach "end of life".
- Our on premise backup solution is due for review in 2021. However, as we migrate to Office 365 we will need ways to secure and backup data in the Cloud.

- The Borough Care system and CCTV will need to be upgraded or changed to accommodate the technical move from Analogue to Digital communications.

Aims & 2019/2020 Plans - Infrastructure and Hardware

To provide a modern and robust infrastructure through approved investment that will meet the Council's current and anticipated needs and ambitions; we will:-

- **Availability** - Maintain agreed levels of infrastructure availability, resilience and reliability.

Action: Monitor performance and take measures to increase resilience and reliability.

- **Innovation** – Use technology to support innovative ways of working which deliver efficiencies and / or improve services delivery and working practices.

Action: Investigate and implement suitable solutions that help staff in Housing, Development Control, Revenues and Benefits, Environmental health and Streetscape work in a more agile and mobile way.

- **Appropriate Technology** - Provide up to date and fit for purpose hardware and software.

Action: Replace PC's that do not meet the specification needed to run Office 365 effectively and GIS where it is needed.

- **New infrastructure** – Ensure the infrastructure is maintained and developed to meet the Council's current and foreseeable future needs.

Action: Review server and network hardware and replace that which is not fit for purpose.

- **Printing** – Provide suitable print services and technology (MFD's, plotters, scanners etc.) and only keep high cost small printers if there is a strong business case for their retention.

Action: Review options to generate income or reduce the cost of the Council's print service.

- **Choice** – Work to enable staff and councillors to use their own device of choice, where appropriate, to securely access information and systems.

Action: Work with councillors to agree a hardware and system solution that will help them with their duties and implement that after May 2019 Election.

- **Broadband** – Work with the CSW Broadband Project team to improve Broadband coverage and speeds within the Borough.

Action: Work with the CSW Broadband team to connect premises in the borough under Contract 2 and 3.

5.7 ICT Skills

Providing the skills needed to use and exploit ICT is essential if we are to get the most from our investment and information assets. Initiatives that help the public to develop ICT skills and the

confidence to use the Internet will benefit them and support the delivery of Council strategies and priorities.

Skills and Knowledge issues:-

- ➔ We need to keep on top of the changing skills and knowledge required to use and exploit applications and technologies such as Social Media, Office 365 and mobile applications.
- ➔ The professional and technical skills and services needed to implement and support ICT are diverse and often specialised. We need to develop, buy-in or share these skills.
- ➔ In areas we are reliant on one or two staff with specific skills and knowledge.
- ➔ It is anticipated that using information from our systems and other sources to support decisions will become increasingly important. Our skills and capacity to do this are limited.

Aims & 2019/2020 Plans - Skills and Knowledge-

To ensure an awareness of the opportunities to exploit and efficiently use ICT; we will:

- **Future skills** – Provide staff and councillors with the awareness and skills needed to use and exploit the applications, technology and information they need to do their job.

Action: It is anticipated that many staff will not need training when Office 365 is introduced. However, briefing sessions and e-learning will be made available.

- **Technical skills** – Have the technical skills needed to manage and develop ICT through training our own staff, buying in services or working in partnership.

Action: Nationally there is a drive to improve general levels of cyber awareness and the technical skills of those working to prevent cyber-attack. We will roll out online cyber aware training to councillors and refresher training and regular testing for staff.

- **Community ICT skills** – Help residents gain ICT skills and awareness through Council Projects and by providing help where ICT skills are needed to apply for services.

Action: Promote learning opportunities and raise awareness of ICT and online services delivery. Provide help and guidance for people who need to access services but then lack skills to do so.

6. Conclusion

There will always be a need for day-to-day, tactical and technical decisions. However, we will use this Strategy as a guide; ensuring that decisions are aligned with it and that there is a business case for investment and action.

It is recognised that there may be changes or new opportunities that have such a profound effect on the Strategy that an early review or major update is necessary.

Actions to help implement the Strategy are contained in the Corporate Services Service Plan and Other Service's Plans, when appropriate, and these are approved by Board annually.

Application Schedule - Status and Plans

Appendix 1

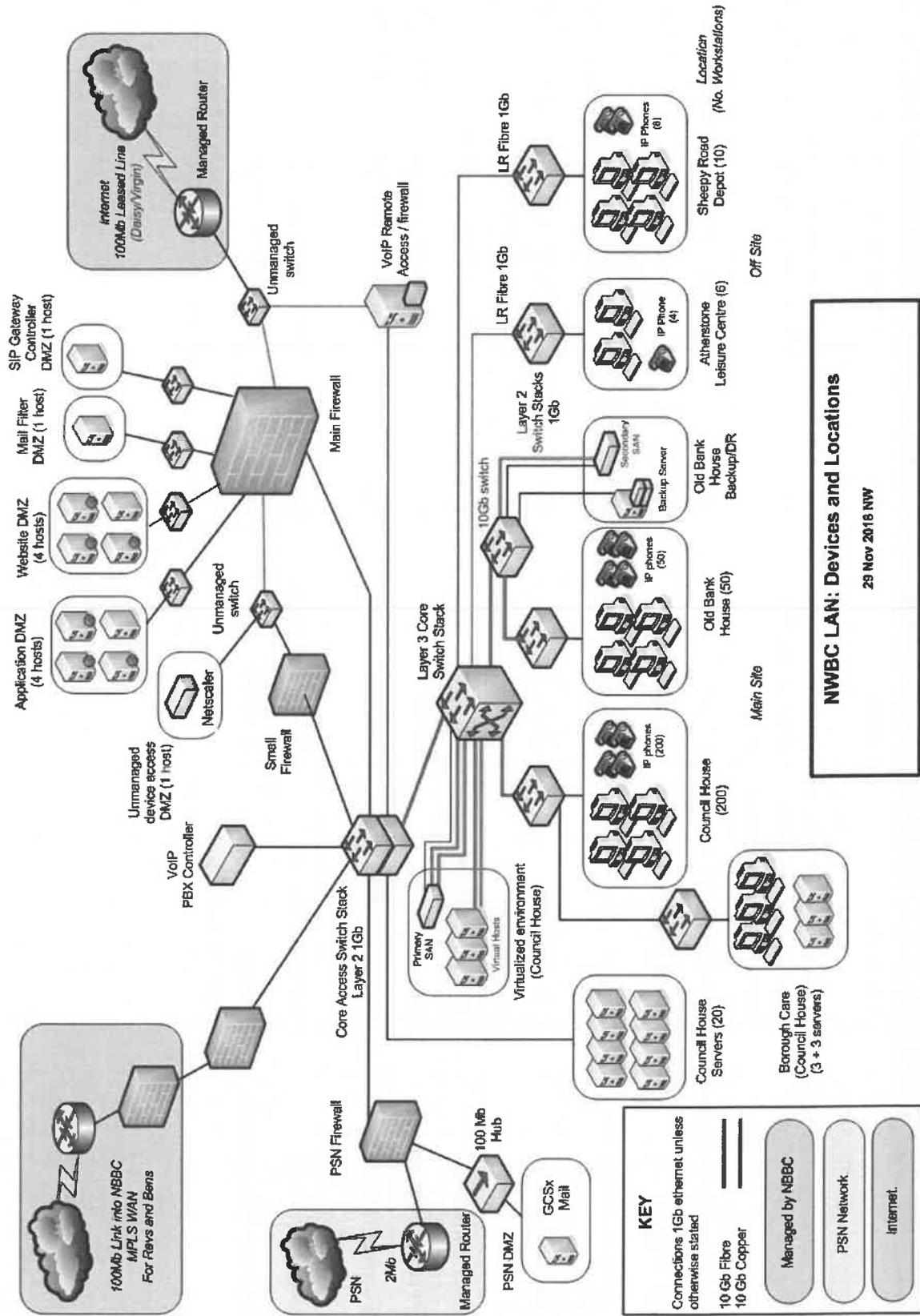
Business Area	Application	Date Implemented	Fit for purpose	Plans
Service Applications				
Revenues & Benefits	Civica	December 2018	Yes	Part of Revs & Bens shared service with Nuneaton & Bedworth Borough Council.
Housing Maintenance	Open Housing	2003	Yes	Hardware replaced 2016. Review 2021
Housing Rents and Allocations.	Open Housing	2005	Yes	No plans to replace application.
	Mobisoft (arrears)	2018 (trial)	Evaluate 2019	
Housing Mobile Working	Total Mobile	2014	Yes	Implemented for Housing Direct Works. Investigate other used 2019.
Land Charges	Northgate(iLap)	2005	Yes	Reviewed 2015/16 as part of Systems Thinking Reviews. Need to migrate to Assure Northgate's replacement for iLap in 2019/20.
Planning	Northgate(iLap)	2005	Yes	
Environmental Health	Civica – Flare	Pre 2000	Yes	Hardware replaced 2016. Review 2021
Refuse (Route Planning)	Webaspx	2012	Partially	Reviewed 2015
Committee Minutes	Jadu	2009	Yes	Jadu upgrade 2015. No plans to replace.
IT Service Desk (Helpdesk)	Richmond	Pre 2000	Yes	No plans to replace.
Leisure Management and Booking.	Gladstone	2015	Yes	Implemented during 2015. Review additional modules in 2019/20.
Electoral Registration & Management	eXpress	2008	Yes	Review 2021.
Shared Applications (corporate cross-cutting information systems)				
Contact Centre – CRM	Firmstep	2014	Yes	Review 2021.

Business Area	Application	Date Implemented	Fit for purpose	Plans
Automatic Call Distribution (ACD)	Mitel	2014	Yes	Review 2021.
Finance & E-procurement	Consilium - Total	2005	Weaknesses identified.	Hardware replaced 2016. Review application 2019/20.
Local Land and Property Gazetteer	Northgate BS7666	2012	Yes	Review 2020.
Assets (Finance)	RAM	2008	Yes	Review 2021
Bank / Payment Transfer	EIGER (BACS)	2005	Yes	No plans to replace. Upgrade 2015
Cash Receipting & Phone Payments	Capita	2012/13	Partially	Call Secure functionality to be reviewed & implemented for PCIDSS in 2019/20.
Payroll and HR	Coventry City Council	2018	Yes	New service from 2018. Review 2021.
Fleet / Driver Management	Fleetcheck/Tom Tom	2011	Partially	Review 2019.
Application Support Tools (software to help people use and present information)				
GIS	Cadcorp GIS	2005	Yes	No plans to replace. Upgrade 2019.
Reporting Software	Crystal Reports	Existing	Yes	No plans to replace.
Project Planning Software	Microsoft Project	Existing	Yes	No plans to replace.
Common Infrastructure Services				
Corporate EDRMS & Workflow	Tower Trim	2005	Partially.	Review 2019/20 as part of Office 365.
Content Management-Web & Intranet	Jadu	2005. Upgrade 2015.	Yes	NWBC currently hosting system for NBBC. Hardware and design to be reviewed jointly in 2019/20.
Directory Services	Microsoft AD	Existing	Yes	Replaced domain controllers in 2018/19.
Personal Productivity – Word, Excel	Microsoft Office	Office 2010 in 2014	Yes	Upgrade to Office 365 in 2019/20.
Email & Calendar	Exchange & Outlook	Exchange 2010 in 2014	Yes	Upgrade to Office 365 in 2019/20.

Business Area	Application	Date Implemented	Fit for purpose	Plans
Email Archive	Cryoserve	2005	Yes	Reviewed and upgraded 2018 for GDPR.
Infrastructure				
Members ICT	Hardware & software provided to members	Last update May 2015.	Yes	Next review early 2019 for May 2019.
Microsoft Server Operating System.	Windows 2012 Server.	2018	Yes	Review with new server purchases.
Client Assess Licenses	Windows 2016	Existing	Yes	Upgrade as part of Office 365 project in 2019/20
Remote Access	Citrix	Existing	No	Current version implemented 2015/16.
Desktop Operating System	Windows 10	2018	Yes	Will migrate to later version as part of Office 365 project.
Internet Browser software	IE 11, Firefox	Existing	Yes	Upgrade as needed.
Telephone Switch Management	Mitel	2014	Yes	No plans to replace. Review 2021
Desktop and Server Anti-virus Software	Symantec Anti Virus	Existing	Yes	Reviewed Annually before renewal.
Backup Software	Backup Exec 15	Upgraded 2016	Yes	Review in 2020/21.
Preferred Database Management Systems	Oracle SQL Server	Existing	Yes	No plans to replace.

Network, Server and Communications Plans

Appendix 2



Equality Impact Assessment Summary Sheet

Name of Policy Procedure/Service	Information and Communications (ICT) Strategy 2019 - 2023
Officer Responsible for assessment	Linda Bird – Director of Corporate Services

Does this policy /procedure /service have any differential impact on the following equality groups /people

- (a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:
- (b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way.

Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial	No	No	
Gender	No	No	
Disabled people	Yes	No	The Strategy promotes the provision of accessible information. Initiatives include meeting accessibility regulations for Websites. Information and services provided online help people, who are unable to visit the council or who prefer not to telephone, to engage with the council and to get a service and information.
Gay, Lesbian and Bisexual people	No	No	
Older/Younger people	Yes	Yes	ICT impacts older people in a number of ways. It can provide access to information, help maintain independence and reduce social isolation. However, it can also expose people to harm through scams, bullying and fraud. There are concerns about younger people's dependency on and use of social media and websites. The Council will provide ICT which supports its positive use and encourage access to technology for all and the provision of information and services to meet people's needs regardless of age.

Religion and Beliefs	No	No	
People having dependents caring responsibilities	Yes	No	Technology and the provision of services digitally can help people with caring responsibilities by making services available in ways convenient for them. It supports the Council's stance on home, flexible and mobile working which helps those with caring responsibilities.
People having an offending past	No	No	
Transgender people	No	No	
Armed Forces Covenant	No	No	

If you have answered **No** to any of the above please give your reasons below

General Comments

The Council has policies and technologies which control and guide its ethical and appropriate use of technology, systems and information.

The Council works to prevent, detect and combat the negative impacts of the use of systems, information, social media etc. to harm, discriminate against or commit hate crimes against the people and groups of people identified.

In itself the ICT Strategy is 'neutral' with regard to equalities, with technology alone being neither positive nor negative, and as such 'No' has been answered to a number of questions.

Specific impacts are more likely to be relevant to individual technical projects, system implementations or information and as such will be considered as part of the project process.

In my view there is no need to proceed to a full Impact Assessment and no further action is required.

Risk Management Form – ICT Strategy 2019 – 2023

NORTH WARWICKSHIRE
BOROUGH COUNCIL

Division - Corporate Services

Risk Ref	Risk: Title/ Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
1	Not having an approved ICT Strategy.	ICT investment not made or wasted.	3	4	12	AD (CS)	Strategy gives the future view which prompts business cases and enables funding bids to be considered for the Capital Programme. Strategy, actions and any project plans show links to Council Priorities and Service Plans.	2	2	4
		Skills not identified or developed.	3	3	9	AD (CS)	Skills identified in advance and plans and bids for training made	2	2	4
		Technical direction not clear or followed.	3	3	9	AD (CS)	Technical direction stated and projects identified to support it	2	2	4
		Legislative, security and cyber security requirements not met.	3	4	12	AD (CS)	Strategy identifies compliance requirements and aims & actions are then set to deliver them.	3	3	9

		Benefits from ICT use for customers, staff and the Council not achieved.	3	4	12	AD (CS)	Strategy identifies potential benefits, which are then clarified in projects which aim to deliver them.	2	2	4
Risk Ref	Options for additional / replacement control procedure					Cost Resources		Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Actions in the ICT Strategy will help ensure security risk levels do not increase, and where possible and/or necessary we will work to improve ICT and cyber security. This is particularly important for cyber security as the threat is increasing, the attacks and scams are becoming more sophisticated and the impact can be high.					Costs will be identified as part of any specific project.		3	3	9

Compiled By : Linda Bird
 Reviewed and Updated by : Linda Bird
 Reviewed and Updated by : Linda Bird
 Reviewed by Gary Hancock and Updated by Linda Bird

Date: 19/1/2009 (for 2009 – 2012 ICT Strategy)
 Date : 9/3/2012 (for 2012 – 2015 ICT Strategy)
 Date : 10/8/2015 (for 2015 – 2019 ICT Strategy)
 Date : 3/1/2019 (for 2019 – 2023 ICT Strategy)

Agenda Item 8

Resources Board

28 January 2019

Report of the Director of Corporate Services

Broadband Update Report

1 Summary

- 1.1 The report provides an update on the progress made so far and the future plans to improve broadband coverage and speeds in the Borough.

Recommendation to the Board

That the report be noted.

2 Consultation

- 2.1 Councillors D Wright, Symonds and N Dirveiks have been sent an advanced copy of this report for comment. Any comments not incorporated in this report will be reported verbally at the meeting.
- 2.2 Members have had a number of reports on improving broadband coverage and providing, where possible, access to Superfast Broadband. Members are also emailed the Coventry, Solihull and Warwickshire (CSW) Broadband Team's monthly newsletter and the Council shares CSW's Social Media posts about new connectivity in the borough.
- 2.3 Colour copies of the latest coverage maps have been placed in the Members' rooms.

3 Background and Contract 1

- 3.1 In 2012 the Government, through its Broadband Delivery UK (BDUK) initiative, made funding available, to Councils, to support the roll out of basic broadband (2Mb) to properties with very poor or no internet and to help support the delivery of Superfast Broadband (24Mb+) to properties. This was in recognition of the fact that Broadband provision was inequitable with rural and remote areas often having no provision, no choice or struggling to get a basic service.
- 3.2 BT was awarded the national contract to carry out BDUK work and it has provided funding into regional projects.

- 3.3 The first CSW contract, known as “Contract 1”, was awarded in May 2013. It was made up of a BDUK grant of £4,070,000 and public sector match funding of £8.9m, with this Council providing a £197,868 contribution.
- 3.4 As a result of Contract 1 the percentage of premises in North Warwickshire able get superfast broadband increased from just 50% in 2012 to around 85% at the end of Contract 1 in July 2016. The average cost per premise for Contract 1 was £213.

4 **Current Activity – Contract 2: Ends March 2019**

- 4.1 In February 2014 an additional £3.68m of BDUK grant was awarded to the CSW project, followed by a further £6m in June 2014, which was matched funded by Warwickshire County Council. An additional BDUK grant of £380k was matched by Solihull MBC to enable them to prioritise improvements in their area, some of which will have benefited North Warwickshire properties that connect to BT cabinets in Solihull. This investment phase was referred to as Contract 2 part 1.
- 4.2 Delivery of Contract 2 part 1 started early 2016 and involves more rural, difficult to upgrade areas. By the end of 2017 each premise connected needed, on average, a public subsidy of £549 (cost per premise), which now equates to £649 (cost per premise) in 2018.
- 4.3 Cost modelling for Contract 2 part 2 suggested a cost per premise which was viewed to be poor value. A decision was taken to incorporate the majority of the funding identified for Contract 2 part 2 into a new contract ‘Contract 3’. The remaining £2m of investment, primarily from Gainshare and savings, was remodelled by Open Reach (previously BT Broadband) to deliver better value for money and rolled into the delivery of Contract 2, part 1; now just know as Contract 2.
- 4.4 Public investment in Contract 2 will be £8.12m and the work is being delivered in phases, referred to as ‘waves’. At 02/01/2019 Contract 2 had provided Next Generation Access (NGA) to serve 20,093 premises. The table below shows the cabinets or structures that have been upgraded in North Warwickshire in the last 3 months:

CABINET / STRUCTURE	COMMUNITY SERVED	LIVE AS OF:
Fillongley PV38 (FTTP)	Parts of Corley	14/11/2018
Furnace End PV31 (FTTP)	Shawbury Village & surrounding area	15/11/2018
Polesworth PV35 (FTTP)	Parts of Warton & surrounding area	21/11/2018
Coleshill 31	Coleshill - Gilson Road area	29/11/2018
Fillongley 20	Parts of Corley	29/11/2018
Fillongley PV39 (FTTP)	Parts of Astley	14/12/2018
Polesworth 23	Parts of Alvecote	18/12/2018
Hurley 10	Parts of Kingsbury	21/12/2018
Fillongley PV46 (FTTP)	Fillongley - Shawbury Lane / Broad Lane / Willow Lane area	21/12/2018

Fillongley 18	Fillongley - Sandy Lane area	07/01/2019
Hurley PV37 FTTP	Kingsbury - Coventry Road area	07/01/2019
Fillongley PV5063 FTTP	Fillongley - Breach Oak Lane area	07/01/2019
Fillongley PV37 FTTP	Arley - Station Road area	07/01/2019
Colehill PV5074 FTTP	Maxstoke - Packington Lane / Church Lane area	07/01/2019

Some of these involve Fibre to the Premise (FTTP) technology which can deliver very high broadband speeds.

- 4.5 Take up (the number of people signing up for Superfast Broadband services) has exceeded expectation with over 51% of premises in Contract 1 connected and 40% take up for Contract 2. The higher the level of take up, the more Open Reach reinvests as Gainshare in the project.
- 4.6 Over 65,000 properties across the sub region are now able to connect to fibre networks as a direct result of the work done by, and the investment made through, the CSW Broadband project.
- 4.7 Contract 2 is running slightly behind schedule largely due to difficulties encountered in more rural areas that require civil engineering works. These delays with delivery reflect the national picture and Open Reach have a remedial plan for the delivery of the remainder of Contract 2 by the end of March 2019.
- 4.8 It was anticipated that 96.3% of premises in North Warwickshire would be able to connect to Superfast Broadband by the end of Contract 2. However, the CSW Project team had to recalculate the number of premises across the CSW area as part of preparing for Contract 3. This work identified an additional 2,025 premises in the Borough, many of which have not been connected to the broadband infrastructure. These new premises added to the 1,158 that we anticipated would not be connected has resulted in the estimate for the percentage of premises now to be connected by the end of Contract 2 being 90%.

5 **Contract 3: Started September 2018**

- 5.1 The packages of work for Contract 3, valued at £15m, were awarded to British Telecommunications PLC (BT) after a tender exercise and rigorous evaluation which started in February 2017.
- 5.2 Funding for Contract 3 includes BDUK grant, European funding (ERDF) and the Local Enterprise Partnership (LEP) grant. Match funding was provided by all CSW councils, including a contribution of £200,000 from this Council.
- 5.3 Contract 3 includes many of the most difficult and costly to connect properties and also revisits some areas where cabinets had been upgraded but performance was considerably short of superfast speeds. It will include premises which are connected directly to a BT exchange, not an Open Reach

cabinet, and many of these will need more technically challenging and costly direct 'Fibre to the Premise' (FTTP) solutions. This type of connection will be capable of delivering Gigabit speeds (1 GB).

- 5.4 Work on Contract 3 started in September 2018 and is due to be complete by December 2019. The recalculation of the premise base explained in paragraph 4.8 and the projection that 2,162 premises will be connected by the end of Contract 3 leaves approximately 1,200 premises still to connect. However, upgrades throughout the project will mean that 96% of premises in the Borough should be able to connect to Superfast Broadband.
- 5.5 It is the projects aspiration to get to 98% superfast coverage across the CSW area by the end of Contract 3. If premises which should be connected through commercial activities are also delivered as promised 98% should be achieved across the CSW area and 99% across Warwickshire.
- 5.6 Pleasingly, this level of connection is much higher than we could have expected to achieve at the beginning of the project. This is largely due to continued support and match funding from all councils and the CSW Broadband Team's work to secure additional funding from BDUK and other funding sources and to stimulate take-up which has brought Open Reach Gainshare funding back into the project.
- 5.7 However, we need to be aware that, due to the rural nature of the Borough and the number of isolated properties, there will still be properties in the Borough which can't be connected within the available funding or where the actual speed delivered is slower than achieved by our more urban neighbours. It is expected that the people in these "unconnected" premises will become increasingly frustrated and dissatisfied.

6 Related Projects and Funding Sources

- 6.1 **Support for businesses** - Contract 3 includes ERDF funding which was successfully bid for to support eligible businesses. Negotiation with DCLG led to a grant of £2m in capital infrastructure funding, which has been matched, to provide £4m for infrastructure to increase availability of Superfast Broadband at speeds of 30Mbps to around 400 eligible business premises. To date 148 businesses have been affected in North Warwickshire.
- 6.2 There is also £600,000 revenue from the ERDF for Business Support activities which include providing specialist ICT support, training and advice to SME's. It aims to help raise awareness within SME's about the availability of Superfast Broadband and opportunities afforded by it and digital technologies to improve businesses. The support package also includes over £900,000 to fund Connection Vouchers which individual businesses can apply for to part fund the cost of implementing a superfast connection.
- 6.3 **Rural properties** - The Project Team is looking at future funding opportunities, including the recently announced 200 million Outside In

programme by DCMS, to help connect those most rural properties that Contract 3 is unable to fund or where there is commercial failure.

6.4 **Engagement** – During Contract 1 and 2 the project team worked with local Broadband Champions who volunteered to represent communities and help with communication. This worked well, and the project continues to use Champions, however the project has now moved into small communities, without local champions and which have not previously been involved in the project so awareness is low. The CSW Project Team is working to engage with parish councils in the hope that they can help get information out and stimulate take up, which helps attract Gainshare to reinvest.

6.5 **New properties** – As explained in para 4.7 some new builds are adding to the number without broadband services. This is because some developers are failing to ensure the infrastructure is installed to make properties “internet ready”. The CSW Team have worked with District and Borough Councils on ways to require developers to provide broadband infrastructure either as a requirement of Local Plans or as a planning condition; but this will take time to get adopted and to influence development decisions.

6.5.1 The Government has recently created an online ‘Digital Connectivity Portal’ which provides advice to Local Authorities, network providers and property developers. The aim is to continue to improve connectivity through policy and guidance and by collaboration between these originations; in order to deliver the government’s ambition for full fibre coverage by 2033 and for the majority of the population to be covered by 5G signal by 2025.

6.6 We will also reach a point where the cost of providing broadband, using the Open Reach infrastructure, will become prohibitive. The BDUK programme and the CSW Broadband Team are investigating different technologies to help bring internet service to the properties and people that will not benefit from the current Broadband project.

7 **Report Implications**

7.1 **Finance and Value for Money Implications**

7.1.1 None arising from this report.

7.2 **Safer Communities Implications**

7.2.1 Good, fast and pervasive broadband and mobile data coverage provides the infrastructure for CCTV which contributes towards reducing crime and disorder.

7.3 **Environment, Sustainability and Health Implications**

7.3.1 The improvement of broadband services within the Borough will help support people to live, work and learn in our rural communities.

7.3.2 The lack of adequate internet provision has been shown to affect people's decisions to move into an area or may encourage businesses to relocate from the Borough, thus affecting the sustainability of local communities.

7.3.3 The lack of broadband provision also means people are unable to use online services, this is increasingly becoming a barrier to accessing services, including public service; resulting in them have to travel to get the services they need.

7.4 Risk Management Implications

7.4.1 Not investing in the Borough's broadband infrastructure could result in economic and structural problems for the Borough. Lack of broadband could increase the risk of businesses not investing or thriving in the area and residents may miss out on life chances and access to services.

7.5 Equalities Implications

7.5.1 Poor or no broadband service can prevent people from accessing information and services resulting in them being less well informed, having fewer opportunities and missing out on more effective ways of managing their businesses, life and finances. The impact of this lack of internet service is known as the "digital divide"

7.6 Links to Council's Priorities

7.6.1 Investment in the Broadband infrastructure contributes directly to the Council's priority of Supporting Employment and Business. Working to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project is a Corporate Plan Target.

The Contact Officer for this report is Linda Bird (719327).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
Local Broadband Plan and Match Funding Proposal	Linda Bird	Executive Board Report	6/2/2012
Broadband Provision Update	Linda Bird	Scrutiny Board Report	13/12/2013
Broadband Update Report	Linda Bird	Resources Board Report	2/6/2014
Broadband Update Report and BDUK Match Funding	Linda Bird	Executive Board Report	17/6/2014
Broadband Match Funding	Linda Bird	Executive Board Report	22/9/2014
Broadband Match Funding – Further Information	Linda Bird	Executive Board Report	24/11/2014

Broadband Match Funding - Further Information	Linda Bird	Executive Board Report	10/2/2015
Broadband Update and Match Funding	Linda Bird	Executive Board Report	21/9/2015
Broadband Update Report	Linda Bird	Resources Board Report	23/5/2016
Broadband Update Report	Linda Bird	Resources Board Report	29/1/2018

Agenda Item No 9

Resources Board

28 January 2019

Report of the Corporate Director - Community

Adoption of the Discretionary Retail Rate Relief Policy

1 Summary

- ...
- 1.1 The purpose of this report is to request Members adopt the revised Non Domestic Discretionary Retail Rate Relief guidelines attached at Appendix A. This is necessary because of an announcement included in the Autumn Budget in October 2018 that has provided the ability for Councils to reduce business rate bills in 2019/20 and 2020/21 for certain occupied retail properties with a rateable value below £51,000.

Recommendation to the Council

That Members adopt the Non Domestic Rate Relief Scheme as attached at Appendix A.

3 Background

- ...
- 3.1 Under Section 47 of the Local Government Finance Act 1988 (as amended by the Localism Act), the Council has been given discretionary powers to reduce liability for Non Domestic Rate Bills on occupied retail properties by one third where the rateable value is less than £51,000.
- 3.2 The proposed scheme builds on the guidelines previously adopted by the Council in February 2014 and the updated document at Appendix A will enable assistance to be provided to ratepayers of properties occupied for the purposes of retail activity if adopted. The activities outlined on pages 2 and 3 of this document (irrespective of whether they are operated as independent shops or by National chains/franchises) will qualify for help but precludes granting relief to specific types of occupation as outlined on page 3.
- 3.3 If adopted, the updated scheme will require the Council to either seek to require written applications to be made by qualifying businesses or alternatively review the occupation of each property prior to billing where the business appears to qualify for this support.
- 3.4 At the time of writing this report, it is not possible to accurately forecast how many businesses will actually qualify for this support equating to one third off their rate bill but our initial high level analysis of data, suggests that around 150 retail businesses will qualify.

3.5 The purpose of bringing this report is that all Councils require a Member endorsed policy to formally adopt this scheme which explains its approach to considering any applications for relief under these new provisions. As such, officers have drafted an approach based on the Governments proposed scheme that confirms that the Council will look to support all businesses who meet the qualifying criteria.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 The Department for Housing Communities and Local Government (DHCLG) has confirmed that local authorities will be fully compensated for offering this discretionary business rates retail relief scheme using its provisions under Section 31 of the Local Government Act 2003.

4.2 Legal, Data Protection and Human Rights Implications

4.2.1 Adopting a policy should ensure that the Council's position with regard to this discretionary policy is transparent. The clearly laid down criteria will ensure a consistent approach is taken in all cases in the event of an application or an appeal.

4.3 Human Resources Implications

4.3.1 The impact of implementing the proposed scheme should have minimal impact on staffing levels.

4.4 Risk Management Implications

4.4.1 A failure to design and implement a Local Discretionary Rate Relief Scheme would result in the grant being returned to Central government and local businesses would suffer as a result.

4.5 Equalities Implications

4.5.1 There are no direct implications, but the proposed scheme is supportive of the Council's economic priorities including equality for businesses and economic opportunities for all residents.

The Contact Officer for this report is Bob Trahern (719378).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
Guidance Note issued to allow a revised approach as enabled by Section 47 Local Government Finance Act 1988 (as amended by the Localism Act)	DHCLG	Guidance Note	4/12/18

Business Rates

Retail Relief Scheme 2019-20 & 2020-21

Introduction

In the Budget in 2018, the Government announced that it would provide a Business Rates Retail Discount scheme for occupied retail properties with a rateable value of less than £51,000 in each of the years 2019-20 and 2020-21.

The value of discount will be one third of the bill, and must be applied after mandatory reliefs and other discretionary reliefs have been applied.

Local billing authorities are required to adopt a local scheme (see below) and decide in each individual case when to grant relief under section 47. Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003).

As the grant of the relief is discretionary, authorities may choose not to grant the relief if they consider that appropriate, for example where granting the relief would go against the authority's wider objectives for the local area.

Ratepayers will be required to apply for the relief in order to ensure that retail relief granted complies with EU law on state aid.

Properties that will benefit from relief

Properties that will benefit from the relief will be occupied hereditaments with a rateable value of £51,000 or less, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.

To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

The government consider shops, restaurants, cafes and drinking establishments to mean:

Hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire

Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

The lists set out above is not intended to be exhaustive and each application will be considered to determine whether they are broadly similar in nature to those listed.

Properties that will not benefit from relief

The government does not consider retail use for the purpose of this relief as:-

Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office

or hereditaments that are not reasonably accessible to visiting members of the public

Calculation of Relief

The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.

The following formula will be used to determine the amount of relief to be granted for a particular hereditament in the financial year:

$$\text{Amount of relief to be granted} = \frac{V}{3}$$

Where:

V is the daily charge for the hereditament after the application of Mandatory Relief and any other Discretionary Relief funded by Section 31 Grant; and

The relief will be applied against the net bill after all other reliefs.

Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid de minimis limits (see below).

State Aid

State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However Retail Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)

The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).

It is unlikely that any potential recipient of retail relief in North Warwickshire will already be in receipt of State Aid but a condition of receiving the relief will be for the recipient to immediately notify us of any disqualifying conditions such as already receiving State Aid or where there is a change to a non-qualifying use of the premises.

Agenda Item No 10

Resources Board

28 January 2019

**Report of the Corporate Director –
Environment, Director of Streetscape,
Corporate Director - Community Services
and Director of Housing**

**General Fund Fees and Charges
2019/20**

1 Summary

- 1.1 The report covers the fees and charges for 2018/19 and the proposed fees and charges for 2019/20.

Recommendation to the Board

That the schedule of fees and charges for 2019/20, set out in the report be accepted.

2 Introduction

- 2.1 At its meeting held in September 2018, the Executive Board agreed the budget strategy for 2019/23, which included an allowance for price increases of 2%.

3 Fees and Charges proposed for 2019/20

- ... 3.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2019/20. The amounts shown have already been included in the revenue estimates for 2019/20.
- 3.2 No increases have been applied to failure to notify a change to a Council Tax single person discount and full register of electors' fees, as these charges are statutory and so not set by the Council.
- 3.3 No increases have been applied to the Borough Care fee as the charge for the service was increased by £1 per week in April 2018. It is proposed to freeze the fee at the same level as 2018/19.
- 3.4 Fees for the provision of CCTV images to individuals have been deleted in order to comply with the new General Data Protection Regulations introduced in May 2018.

3.5 The remaining fees and charges have generally been increased by 2% (rounded) apart from the court summons costs and parking penalties, which have been kept the same as in 2018/19.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 The pricing structure contained within this report is expected to generate additional income of £1,750 above the 2018/19 revised budget for 2019/20.

4.1.2 This will contribute to the achievement of income targets, which are contained within the Corporate Director - Resources report on the General Fund estimates 2019/20 presented elsewhere within the agenda for this meeting. A 1% change in income generated by services reporting to this Board would result in an increase or decrease in income of £3,340.

4.2 Risk Management

4.2.1 Changes to fees and charges may impact on the level of demand. However, this has been considered in proposing the revised charges.

The Contact Officer for this report is Nigel Lane (719371).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD
FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
REGISTER OF ELECTORS (statutory)			
a) Paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	Outside Scope
b) Charge per full register in paper form	260.00 plus postage	260.00 plus postage	"
c) Data form	20.00+ 1.50 per 1,000 names	20.00+ 1.50 per 1,000 names	"
d) Charge per full register in data form	95.00	95.00	"
e) Overseas electors-paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	"
FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX SINGLE PERSON DISCOUNT (Statutory)			
	70.00	70.00	Outside Scope

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD

FEES AND CHARGES FROM 1 APRIL 2019

	2018/2019 TOTAL CHARGE £	2019/2020 TOTAL CHARGE £	VAT RATING
PARKING PENALTIES			
If paid within 7 days	25.00	25.00	Outside Scope
If paid after 7 days	50.00	50.00	"
STATEMENTS OF ACCOUNT (per copy)	12.30	12.60	Outside Scope
INSPECTION AND COPYING OF BACKGROUND PAPERS UNDER SECTION 100H OF THE LOCAL GOVERNMENT ACT 1972			
a) Inspection of background papers to a part 1 report per item of business	2.80	2.90	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
COURT COSTS			
Summons Costs (Council Tax and NDR)	100.00	100.00	Outside Scope
BOROUGH CARE			
Charges for service users (per week)	4.20	4.20	Incl VAT at Standard Rate
PROVISION OF CCTV IMAGES			
Individuals	10.00	N/A	Exempt
Third Parties			
Requests taking up to 1 hour of officer time	64.40	65.70	Standard
Requests taking over 1 hour of officer time	128.60	131.20	"

Agenda Item No 11

Resources Board

28 January 2019

**Report of the
Corporate Director - Resources**

**General Fund Revenue Estimates
2019/20 - Services Recharged
Across All Boards**

1 Summary

- 1.1 This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

Recommendation to the Board

- a To accept the revised budget for 2018/19; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2019/20, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 11 February 2019.**

2 Introduction

- 2.1 In consultation with other Directors, the Corporate Director – Resources has prepared an estimate of net expenditure for 2019/20 and this, together with a revised budget for 2018/19, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2017/18 are shown.

- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2019-2023 which required savings of £1.25 million over a four year period. This required budget savings of £200,000 in 2019/20 with additional savings of £450,000 in 2020/21, £300,000 in 2021/22 and 2022/23 respectively. Some limited growth was built into the strategy in specific areas.

- 2.3 Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income.

2.4 A subjective analysis of the Board's requirement is shown below:

	Approved Budget 2018/19 £	Revised Budget 2018/19 £	Original Budget 2019/20 £
Employee Costs	8,078,000	8,151,950	8,418,780
Premises	500,160	443,110	490,020
Supplies and Services	861,760	927,850	942,560
Transport	547,640	520,190	534,380
Earmarked Reserves	(6,670)	(65,960)	-
Gross Expenditure	9,980,890	9,977,140	10,385,740
Income	(215,940)	(230,000)	(227,240)
Net controllable Expenditure	9,764,950	9,747,140	10,158,500
Recharged to Other Services	(11,604,250)	(11,609,190)	(12,106,100)
Departmental Support	26,160	20,950	21,530
Central Support Charges	1,478,650	1,428,530	1,512,200
Capital Charges	406,700	412,570	413,870
Net Expenditure	72,210	-	-

2.5 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Therefore, changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

3 Comments on the 2018/19 Revised Budget

3.1 The revised budget to be recharged across all Boards for 2018/19 is estimated to be £11,609,190; an increase of £4,940 on the approved provision. The main reasons for variations are set out below.

3.2 Employee costs have increased by £73,950 and the main variations are as follows:

	£
Increase in agency staffing budgets to cover vacant posts within Development Control, Environmental Health and Revenues and Benefits	264,410
New posts and extensions within Housing Management and Maintenance (funded from the Housing Revenue Account). New post within Financial Services as a result of the Senior Management Restructure.	144,900
Restructures, grades changes, staff increments and change in hours as a result of the Senior Management, Development Control and Housing restructures	45,710
Provision for the Apprenticeship Levy and the pay award vired from the contingency to staffing budgets	33,680
Training and recruitment vired from central to service budgets	(6,850)

Reduction in Employers Liability Insurance	(15,890)
Provision for the Assistant Transport Manager post transferred to service budgets and the Parking Manager transferred to professional fees	(34,420)
Removal of the Deputy Chief Executive and posts within Private Sector Housing and Housing Maintenance	(122,250)
Reduction in salaries, national insurance and superannuation costs as a result of vacant posts within Heritage and Conservation, Environmental Health, Private Sector Housing, Development Control, Revenues & Benefits and Financial Services	(236,440)
TOTAL	72,850

3.3 **Premises** have decreased by £57,050 and the main variations are as follows:

	£
A one off decrease in Non Domestic Rates as a result of a back-dated appeal on the rateable value of the Council House	(52,180)
Reduction in Utility costs for the Council Offices	(3,800)
TOTAL	(55,980)

3.4 **Supplies and Services** budgets have increased by £66,090 and the main variances are shown below:

	£
A one-off increase in software costs within Revenues and Benefits for the implementation of the CIVICA system.	59,680
Provision for APSE benchmarking (being funded by an earmarked reserve)	6,280
Budget for the Parking Manager transferred from employee costs to professional fees	6,240
Reduction in postage costs	(5,810)
Reduction in printer consumables	(3,730)
TOTAL	62,660

3.5 **Transport** budgets have decreased by £27,450 and the main variances are shown below:

	£
Transport costs have reduced as fewer hired vehicles have been required and newer vehicles have reduced the need for essential maintenance and repairs. This has been partly offset by costs of the Assistant Transport Manager which have now been transferred to within transport.	(23,950)
Reduction in essential travel allowances within Corporate Services and the Corporate Director - Environment	(2,190)
TOTAL	(26,140)

3.6 **Use of Earmarked Reserve** budgets has increased by £59,290, to fund software costs for the implementation of the new Revenues and Benefits CIVICA system.

3.7 **Income (£14,060)**

3.7.1 The sale of old vehicles has generated one off income of £12,360.

3.8 **Central support** charges have decreased by £50,120, due to a reduction in the Council Offices recharge as a result of a back-dated saving in business rates, a change in the work plan of Internal Audit, and a change in the allocations as a result of the Senior Management Restructure.

4 **Comments on the 2019/20 Estimates**

4.1 The 2019/20 estimates have been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2019 and revised pay structure.
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;

Savings of £54,760 have been incorporated into the estimates being considered and are shown in Appendix C.

...

4.2 The original budget to be recharged across all Boards for 2019/20 is estimated to be £12,106,100; an increase of £496,910 on the 2018/19 revised budget and an increase of £501,850 on the 2018/19 original budget. The main variations from the revised estimate are set out below.

4.3 Employee costs have increased by £266,830 and the main variations are as follows:

	£
Increase in salaries, national insurance and superannuation costs as a result of reinstating vacant posts within Heritage and Conservation, Environmental Health, Private Sector Housing, Development Control, Revenues & Benefits and Financial Services	251,460
Premises costs have increased by £46,910 mainly from the following changes:	
The impact of the budgeted pay award (2%) and revised pay structure	138,280
Increases in national insurance and superannuation costs due to the pay award and revised pay structure	54,100
Budgeted salary increments	41,990
Full year effect of Development Control and Environmental Health Restructure	20,810
Re-instatement of Training and recruitment vired from central to service budgets	6,850
Inflationary increases on Employers Liability Insurance and the training and recruitment budgets	4,090
Reversal of agency staffing budgets covering vacant posts within Development Control, Environmental Health and Revenues and Benefits	(263,370)
TOTAL	254,210

	£
The reinstatement of Non Domestic Rates at the Council Offices	50,000
Inflationary increases on premises costs within the building maintenance fund, Council Offices and the Depot	9,670
Saving in the Building Maintenance Fund as a result of the transfer of Arley Sports Centre to Elite Sports Development	(14,000)
TOTAL	45,670

4.4 **Supplies and Services** have increased by £14,710 mainly from the following changes:

	£
Increase in Information Services software maintenance costs due to the replacement of Microsoft Office and Windows 10 as approved by Board in May 2018	52,000
Changes in software maintenance recharges	39,560
Inflationary increases in supplies and services across all budgets	17,270
Reduction in the GDPR budget	(29,850)
Removal of one-off software costs within Revenues and Benefits associated with the implementation of the CIVICA system	(59,680)
TOTAL	19,300

4.5 The increase in **Transport** of £14,190 is mainly due to inflationary increases.

4.6 Use of **Earmarked Reserves** has decreased by £65,960 as the use of the reserves for Revenues and Benefits CIVICA software costs and Streetscape APSE subscription costs was in 2018/19 only.

4.7 **Central Support** has increased by £83,670 due to the pay award and revised pay structure, and the reinstatement of vacant posts. The Council Offices recharge has also increased as a result of reinstating the business rates back to full budget.

5 **Risks to Services**

5.1 The key risks to the budgetary position of the Council from services covered by this report are:

- Additional increases in pension contribution rates above those already included
- Higher than anticipated rises in utility costs (electricity, gas and water)
- Changes in legislation that effect service delivery and/or software requirements
- Above Inflation increases in vehicle fuel
- Increased insurance costs, especially those relating to vehicles
- Termination of employment costs

5.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix C.

6 Future Year Forecasts

- 6.1 In Order to assist with medium-term financial planning, Members are provided with budgets for the three years following 2019/20. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £
Employee Costs	8,602,200	8,837,210	9,067,760
Premises	495,200	503,660	508,050
Supplies and Services	951,950	970,220	979,540
Transport	541,840	552,590	560,950
Gross expenditure	10,591,190	10,863,680	11,116,300
Income	(233,600)	(240,140)	(246,870)
Net Expenditure	10,357,590	10,623,540	10,869,430
Recharged to other Services	(12,334,850)	(12,633,910)	(12,910,660)
Departmental Support	22,060	22,610	23,160
Support Charges	1,541,330	1,573,890	1,604,200
Capital Charges	413,870	413,870	413,870
New Expenditure	-	-	-

- 6.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2020/21 to 2022/23, increases in contracts and general increases in supplies and services of 2% in 2021/22. In total, the amount recharged to services is expected to increase by 1.89% in 2020/21, 2.42% in 2021/22 and 2.19% in 2022/23.
- 6.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

7 Report Implications

7.1 Finance and Value for Money Implications.

- 7.1.1 As detailed in the body of the report.

7.2 Environment and Sustainability Implications

- 7.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

7.3 Risk Management Implications

7.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Nigel Lane (719371).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD (RECHARGED)
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
Various	Chief Executive	188,423	192,830	196,840	197,370
Various	Corporate Director - Resources	940,321	1,008,650	931,880	996,010
Various	Corporate Director - Environment	1,354,458	1,362,170	1,530,270	1,515,320
Various	Corporate Director - Community	1,337,137	1,384,270	1,406,290	1,459,870
Various	Director of Housing	2,205,209	2,181,130	2,215,960	2,314,330
Various	Director of Streetscape	498,202	488,560	447,310	459,570
Various	Director of Leisure and Community Development	928,283	596,130	611,920	621,200
3006-3039	Building Maintenance Fund	231,760	232,660	232,750	225,310
3040-3041	Council Offices	187,588	207,520	150,330	204,890
3043	Central Telephones	15,779	16,940	16,600	17,390
3045	Recruitment	39,515	25,390	25,390	26,160
3046	Printing and Copying	69,897	71,750	71,670	74,070
3047	Training	19,026	90,220	30,060	93,610
3048	Depot and Stores	69,247	67,690	68,100	70,160
3110	Postage and Franking	60,725	71,960	66,340	68,490
3226	Central Services	256,142	259,940	267,650	277,870
3290	Information Services	674,458	690,760	719,590	757,820
3291	Procurement	70,461	71,600	71,540	73,770
3292	Staff Welfare	23,668	27,200	27,720	27,160
3300	Transport	724,103	717,580	658,930	678,130
	Net Controllable Expenditure	9,894,402	9,764,950	9,747,140	10,158,500
	Recharged to Services	(11,672,494)	(11,604,250)	(11,609,190)	(12,106,100)
	Departmental Support	27,860	26,160	20,950	21,530
	Central Support	1,451,169	1,478,650	1,428,530	1,512,200
	Capital	667,069	406,700	412,570	413,870
	Resources Board (Recharged) Total	368,006	72,210	-	-

Resources Board Summary

Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
Totals - Recharged Services	368,006	72,210	-	-
Totals - Services Remaining	3,321,145	2,977,430	2,960,270	3,296,850
Central Vacancy Factor	-	(210,000)	(19,200)	(210,000)
Resources Board Total	3,689,151	2,839,640	2,941,070	3,086,850

VARIOUS - CHIEF EXECUTIVE

This includes the Chief Executive and the Management Team Support Unit budgets.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	185,072	188,530	192,470	192,220
Supplies and Services	2,933	3,420	3,490	4,270
Transport Related Expenditure	418	880	880	880
NET CONTROLLABLE EXPENDITURE	188,423	192,830	196,840	197,370
Recharged to Services	(216,400)	(224,220)	(233,120)	(234,370)
Central Support	25,967	29,120	33,850	34,550
Capital Charges	2,010	2,690	2,430	2,450
NET EXPENDITURE	-	420	-	-

VARIOUS - CORPORATE DIRECTOR- RESOURCES

This includes the Corporate Director-Resources, Valuer, Financial Services, Human Resources and Internal Audit.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	839,348	882,050	808,610	854,660
Supplies and Services	92,676	124,200	121,400	139,500
Transport Related Expenditure	1,747	2,400	1,870	1,850
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	6,600	-	-	-
	-	-	-	-
GROSS EXPENDITURE	940,371	1,008,650	931,880	996,010
GROSS INCOME	(50)	-	-	-
NET CONTROLLABLE EXPENDITURE	940,321	1,008,650	931,880	996,010
Recharged to Services	(1,170,902)	(1,256,110)	(1,162,930)	(1,233,250)
Central Support	221,980	234,040	199,970	206,020
Capital Charges	8,601	31,420	31,080	31,220
NET EXPENDITURE	-	18,000	-	-

VARIOUS - CORPORATE DIRECTOR - ENVIRONMENT

This includes the Corporate Director-Environment, Policy, Democratic Services, Legal Services, Forward Planning, Heritage and Conservation, Commercial Enforcement and Licensing, Domestic Pollution and Development Control budgets.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	1,309,290	1,336,230	1,499,570	1,477,000
Supplies and Services	54,400	36,860	43,240	50,780
Transport Related Expenditure	10,997	14,880	13,260	13,860
Miscellaneous Expenditure	75	-	-	-
Earmarked Reserves	(7,000)	-	-	-
GROSS EXPENDITURE	1,367,762	1,387,970	1,556,070	1,541,640
GROSS INCOME	(13,304)	(25,800)	(25,800)	(26,320)
NET CONTROLLABLE EXPENDITURE	1,354,458	1,362,170	1,530,270	1,515,320
Recharged to Services	(1,532,444)	(1,543,380)	(1,723,540)	(1,718,690)
Central Support	160,855	161,080	169,000	178,890
Capital Charges	17,131	23,260	24,270	24,480
NET EXPENDITURE	-	3,130	-	-

VARIOUS - CORPORATE DIRECTOR - COMMUNITY

This includes the Revenues and Benefits and Customer Contact budgets.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	1,247,567	1,272,270	1,307,400	1,353,110
Supplies and Services	155,077	150,830	200,220	153,510
Transport Related Expenditure	3,483	4,500	4,490	4,490
Miscellaneous Expenditure	59	-	-	-
Earmarked Reserves	(765)	-	(59,680)	-
GROSS EXPENDITURE	1,405,421	1,427,600	1,452,430	1,511,110
GROSS INCOME	(68,284)	(43,330)	(46,140)	(51,240)
NET CONTROLLABLE EXPENDITURE	1,337,137	1,384,270	1,406,290	1,459,870
Recharged to Services	(1,631,859)	(1,685,050)	(1,710,400)	(1,782,100)
Central Support	259,095	257,570	254,420	272,230
Capital Charges	35,627	46,160	49,690	50,000
NET EXPENDITURE	-	2,950	-	-

VARIOUS - DIRECTOR OF HOUSING

This includes the Housing Strategy, Management and Maintenance, Private Sector Housing and Community Support budgets.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	2,172,004	2,117,240	2,151,730	2,238,760
Supplies and Services	25,012	51,790	53,120	64,500
Transport Related Expenditure	10,222	14,030	13,040	13,040
Miscellaneous Expenditure	85	-	-	-
GROSS EXPENDITURE	2,207,323	2,183,060	2,217,890	2,316,300
GROSS INCOME	(2,114)	(1,930)	(1,930)	(1,970)
NET CONTROLLABLE EXPENDITURE	2,205,209	2,181,130	2,215,960	2,314,330
Recharged to Services	(2,492,438)	(2,473,810)	(2,517,600)	(2,631,220)
Central Support	258,816	259,570	262,840	277,760
Capital Charges	28,413	37,920	38,800	39,130
NET EXPENDITURE	-	4,810	-	-

VARIOUS - DIRECTOR OF STREETScape

This includes the Transport, Waste Management and Streetscape and Facilities Management budgets.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	450,817	461,990	407,800	417,260
Supplies and Services	45,568	32,160	44,730	41,250
Transport Related Expenditure	547	1,080	1,060	1,060
Earmarked Reserves	1,270	(6,670)	(6,280)	-
NET CONTROLLABLE EXPENDITURE	498,202	488,560	447,310	459,570
Recharged to Services	(556,890)	(551,260)	(499,060)	(513,550)
Central Support	53,184	56,090	44,230	46,390
Capital Charges	5,504	7,580	7,520	7,590
NET EXPENDITURE	-	970	-	-

VARIOUS - DIRECTOR OF LEISURE AND COMMUNITY DEVELOPMENT

This includes the Director of Leisure and Community Development, Leisure Centres, Landscape Management and Community Development budgets.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	916,873	587,520	602,870	610,090
Supplies and Services	7,324	4,310	4,510	6,850
Transport Related Expenditure	4,286	4,300	4,540	4,260
Miscellaneous Expenditure	(200)	-	-	-
NET CONTROLLABLE EXPENDITURE	928,283	596,130	611,920	621,200
Recharged to Services	(1,021,300)	(684,280)	(693,630)	(708,610)
Central Support	86,177	80,510	72,360	77,990
Capital Charges	6,840	8,970	9,350	9,420
NET EXPENDITURE	-	1,330	-	-

3006 to 3039 - BUILDING MAINTENANCE FUND

Many services make a contribution into the Building Maintenance Fund each year which then enables the service to draw from the fund for any repairs and maintenance work which may be required to their buildings throughout the year.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	44,150	45,050	45,140	46,060
Premises Related Expenditure	179,862	187,450	187,450	179,090
Supplies and Services	4,085	160	160	160
Earmarked Reserves	3,663	-	-	-
NET CONTROLLABLE EXPENDITURE	231,760	232,660	232,750	225,310
Recharged to Services	(249,580)	(250,440)	(253,550)	(247,030)
Central Support	17,820	17,780	20,800	21,720
NET EXPENDITURE	-	-	-	-

3040 to 3041- COUNCIL OFFICES

This budget covers all operational expenditure which relates to the two civic offices in Atherstone - The Council House and Old Bank House.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	69,826	72,500	71,440	75,020
Premises Related Expenditure	240,439	256,930	199,660	253,600
Supplies and Services	19,307	21,000	21,030	21,970
GROSS EXPENDITURE	329,572	350,430	292,130	350,590
GROSS INCOME	(141,984)	(142,910)	(141,800)	(145,700)
NET CONTROLLABLE EXPENDITURE	187,588	207,520	150,330	204,890
Recharged to Services	(348,360)	(368,000)	(313,580)	(372,770)
Central Support	90,407	94,270	93,820	98,440
Capital Charges	498,371	69,380	69,430	69,440
NET EXPENDITURE	428,006	3,170	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m2)	3,855	3,855	3,855	3,855
Expenditure per square metre	£201.39	£96.28	£81.34	£96.70

3043 - CENTRAL TELEPHONES

All the telephone costs and those of the fax machine are included in this cost centre.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	6,300	6,640	6,300	6,790
Supplies and Services	9,479	10,300	10,300	10,600
NET CONTROLLABLE EXPENDITURE	15,779	16,940	16,600	17,390
Recharged to Services	(26,695)	(27,540)	(25,330)	(26,130)
Central Support	2,462	2,590	720	730
Capital Charges	8,454	8,010	8,010	8,010
NET EXPENDITURE	-	-	-	-
KEY PERFORMANCE INDICATORS				
Number of phones	190	190	190	190
Expenditure per phone line	£ 140.50	£ 144.95	£ 133.32	£ 137.53

3045 - RECRUITMENT

Costs relating to the recruitment of staff are collected on a centrally held budget and then allocated to services.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	30,483	16,960	16,960	17,470
Supplies and Services	9,032	8,430	8,430	8,690
NET CONTROLLABLE EXPENDITURE	39,515	25,390	25,390	26,160
Recharged to Services	(43,696)	(29,850)	(28,110)	(28,940)
Central Support	4,181	4,460	2,720	2,780
NET EXPENDITURE	-	-	-	-

3046 - PRINTING AND STATIONERY

This cost centre covers all the printing and stationery costs of the Council which are then allocated to individual services.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	30,203	27,070	26,980	27,840
Supplies and Services	40,878	46,070	46,080	47,650
GROSS EXPENDITURE	71,081	73,140	73,060	75,490
GROSS INCOME	(1,184)	(1,390)	(1,390)	(1,420)
NET CONTROLLABLE EXPENDITURE	69,897	71,750	71,670	74,070
Recharged to Services	(83,830)	(87,130)	(83,830)	(87,890)
Central Support	11,869	13,200	9,870	11,520
Capital Charges	2,064	2,240	2,290	2,300
NET EXPENDITURE	-	60	-	-

3047 - TRAINING

All the training costs of the Council, both in-house and external, are contained within this cost centre and then allocated to individual services.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	15,139	86,650	26,430	89,250
Supplies and Services	3,887	3,570	3,630	4,360
NET CONTROLLABLE EXPENDITURE	19,026	90,220	30,060	93,610
Recharged to Services	(68,305)	(144,100)	(85,430)	(150,330)
Central Support	48,099	52,110	53,510	54,840
Capital Charges	1,180	1,770	1,860	1,880
NET EXPENDITURE	-	-	-	-

3048 - DEPOT AND STORES

The costs of providing the Sheepy Road depot and stores in Atherstone are charged here and allocated to users of the service.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	8,020	7,950	8,130	8,580
Premises Related Expenditure	55,252	54,890	55,110	56,410
Supplies and Services	6,100	5,370	5,380	5,700
GROSS EXPENDITURE	69,372	68,210	68,620	70,690
GROSS INCOME	(125)	(520)	(520)	(530)
NET CONTROLLABLE EXPENDITURE	69,247	67,690	68,100	70,160
Recharged to Services	(91,480)	(86,130)	(85,600)	(88,230)
Central Support	14,562	15,120	14,160	14,720
Capital Charges	(52,329)	3,320	3,340	3,350
NET EXPENDITURE	(60,000)	-	-	-

KEY PERFORMANCE INDICATORS

Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 8.63	£ 23.60	£ 23.46	£ 24.18

3110 - POSTAL SERVICES

Costs relating to the dispatch of post are charged to this centrally held budget before being allocated to services.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	4,980	5,090	5,280	5,600
Supplies and Services	56,263	66,930	61,120	62,950
Earmarked Reserves	(518)	-	-	-
GROSS EXPENDITURE	60,725	72,020	66,400	68,550
GROSS INCOME	-	(60)	(60)	(60)
NET CONTROLLABLE EXPENDITURE	60,725	71,960	66,340	68,490
Recharged to Services	(83,410)	(95,060)	(90,880)	(94,080)
Central Support	22,685	23,100	24,540	25,590
NET EXPENDITURE	-	-	-	-

3226 - CENTRAL SERVICES

The costs of the central administration function.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	252,824	256,450	263,970	271,880
Supplies and Services	3,006	3,150	3,340	5,640
Transport Related Expenditure	312	340	340	350
NET CONTROLLABLE EXPENDITURE	256,142	259,940	267,650	277,870
Recharged to Services	(317,872)	(322,630)	(330,710)	(344,870)
Central Support	53,860	53,780	53,160	57,020
Capital Charges	7,870	9,520	9,900	9,980
NET EXPENDITURE	-	610	-	-

3290 - INFORMATION SERVICES

This budget includes all the costs of providing an information technology service to all users within the Council, which are then allocated to services.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	558,721	505,730	540,750	552,590
Supplies and Services	115,351	183,850	178,230	204,610
Transport Related Expenditure	386	1,180	610	620
Earmarked Reserves	7,679	-	-	-
GROSS EXPENDITURE	682,137	690,760	719,590	757,820
GROSS INCOME	(7,679)	-	-	-
NET CONTROLLABLE EXPENDITURE	674,458	690,760	719,590	757,820
Recharged to Services	(823,786)	(862,230)	(917,000)	(962,600)
Central Support	57,134	60,310	49,990	57,360
Capital Charges	92,194	147,370	147,420	147,420
NET EXPENDITURE	-	36,210	-	-

KEY PERFORMANCE INDICATORS

Number of PCs & Devices (Score Plus)	373	373	350	345
Expenditure per PC & Device	£ 2,208.54	£ 2,311.61	£ 2,620.00	£ 2,790.14

3291 - PROCUREMENT

The costs associated with the core procurement service, involved in corporate procurement contracts such as stationery, photocopying, telephony and agency labour.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	69,480	70,600	70,430	72,090
Supplies and Services	872	870	980	1,550
Transport Related Expenditure	109	130	130	130
NET CONTROLLABLE EXPENDITURE	70,461	71,600	71,540	73,770
Recharged to Services	(104,255)	(107,820)	(112,840)	(118,220)
Central Support	32,556	34,600	39,440	42,570
Capital Charges	1,238	1,770	1,860	1,880
NET EXPENDITURE	-	150	-	-

3292 - STAFF WELFARE

Budget provision for clothing, optician charges, occupational health fees and subsistence.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	2,625	3,150	3,670	2,450
Supplies and Services	19,819	22,050	22,050	22,710
Transport Related Expenditure	1,224	2,000	2,000	2,000
NET CONTROLLABLE EXPENDITURE	23,668	27,200	27,720	27,160
Recharged to Services	(24,460)	(28,020)	(28,520)	(28,010)
Central Support	792	820	800	850
NET EXPENDITURE	-	-	-	-

3300 to 3999 - TRANSPORT

The costs of providing and maintaining the Council's transport fleet.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	157,487	128,330	96,020	100,060
Premises Related Expenditure	287	890	890	920
Supplies and Services	98,079	86,440	96,410	85,310
Transport Related Expenditure	463,821	501,920	477,970	491,840
Miscellaneous	2,300	-	-	-
Earmarked Reserves	14,000	-	-	-
GROSS EXPENDITURE	735,974	717,580	671,290	678,130
GROSS INCOME	(11,871)	-	(12,360)	-
NET CONTROLLABLE EXPENDITURE	724,103	717,580	658,930	678,130
Recharged to Services	(784,532)	(777,190)	(713,530)	(735,210)
Departmental Support	27,860	26,160	20,950	21,530
Central Support	28,668	28,530	28,330	30,230
Capital Charges	3,901	5,320	5,320	5,320
NET EXPENDITURE	-	400	-	-

APPENDIX C

SAVINGS INCLUDED WITHIN 2019/2020

Description	2019/2020 £
Reduction in Printing Costs	3,000
Reduction in Essential Travel Allowances	1,330
Reduction in Development Control Mobile Phone Costs	260
Reduction in Train Travel	340
Reduction in Payroll Costs	5,980
Reduction in Overtime Costs	2,150
Reduction in Postage Costs	5,980
Reduction in Internet Access Costs	2,060
Reduction in Printer Consumables	3,840
Reduction in Building Maintenance Fund due to the transfer of Arley Sports Centre	14,000
Reduction in Lease Car Allowances	15,820
Resources Recharged Total	54,760

Risk Analysis

	Likelihood	Potential impact on Budget
Additional increase in pension contribution rates	Low	Low
Higher than anticipated rises in utility costs	Medium	Low
Changes in legislation affecting service delivery and/or software requirements	Medium	Low
Above inflation increases in vehicle fuel	Medium	Medium
Increased insurance costs	Medium	Low
Termination of employment costs	Low	Medium

Agenda Item No 12

Resources Board

28 January 2019

Report of the Corporate Director - Resources

General Fund Revenue Estimates 2019/20 - Services Remaining within the Board

1 Summary

- 1.1 This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

Recommendation to the Board

- a To accept the revised budget for 2018/19; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2019/20, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 11 February 2019.**

2 Introduction

- 2.1 In consultation with other Directors, the Corporate Director - Resources has prepared an estimate of net expenditure for 2019/20 and this, together with a revised budget for 2018/19, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2017/18 are shown.
- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2019-2023 which required savings of £1.25 million over a four year period. This required budget savings of £200,000 in 2019/20 with additional savings of £450,000 in 2020/21, £300,000 in 2021/22 and 2022/23 respectively. Some limited growth was built into the strategy in specific areas.
- 2.3 Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income.

2.4 A subjective analysis of the Board's requirement is shown below:

	Approved Budget 2018/19 £	Revised Budget 2018/19 £	Original Budget 2019/20 £
Employee Costs	1,573,890	1,544,230	1,741,070
Premises	166,780	150,540	151,600
Supplies and Services	489,850	631,580	505,180
Transport	28,200	25,860	26,560
Members Allowances	243,110	235,570	243,580
Transfer Payments	13,715,330	12,989,720	13,150,530
Earmarked Reserves	(2,370)	(36,970)	(37,030)
Gross Expenditure	16,214,790	15,540,530	15,781,490
Income	(15,329,600)	(14,644,670)	(14,642,040)
Recharged to Other Services	(221,310)	(230,440)	(241,980)
Net Controllable Expenditure	663,880	665,420	897,470
Departmental Support	1,005,440	1,050,170	1,098,570
Central Support	1,055,310	991,640	1,056,950
Capital Charges	252,800	253,040	243,860
Net Expenditure	2,977,430	2,960,270	3,296,850

2.5 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can subsequently significantly affect the net service cost. Therefore, changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

3 **Comments on the 2018/19 Revised Budget**

3.1 The revised budget for 2018/19 is estimated to be £2,960,270; a decrease of £17,160 on the approved position. The main variations are given below.

3.2 **Cost of Democratic Services (£15,990)**

3.2.1 The decrease relates to Members basic and special responsibility allowances, software maintenance and Members training not required in the current year.

3.3 **Council Tax Collection £11,950**

3.3.1 A reduction of £21,440 in legal fee income as fewer people have been taken to court. This has been partly offset by a £9,490 reduction in salaries due to vacant posts.

3.4 **Unallocated Central Support Services (£92,650)**

3.4.1 Training and recruitment budgets held centrally in the original budget have been vired to service budgets during the year. The professional fees budget of £12,490 held for valuation work required for the financial statements, has now been moved to central support recharges.

3.5 Industrial Estates and Workspace Units (£15,470)

3.5.1 The improvement is due to reduced insurance costs across the portfolio, reduced business rates at Innage Park and an increase in rental income due to a lower vacancy level at Innage Park.

3.6 Rent Allowances and Housing Benefit Administration £64,270

3.6.1 The increase is mainly due to a reduction in the income from the recovery of housing benefit overpayments offset by an improvement due to a change in the subsidy expected for Rent Allowances.

3.7 Council Tax Support £5,100

3.7.1 The increase is mainly due to a reallocation of employee hours from revenues to benefits, partly off set by additional administration grant.

3.8 Private Sector Housing £28,270

3.8.1 The increase is largely due to a one-off reduction in income of £25,000 in the revised budget, as no income is expected in 2018/19 from the HEART partnership.

3.9 Community Support £25,860

3.9.1 The increase is mainly due to a reduction in income. This is due to a number of life line customers going into care, moving in with relatives or passing away.

3.10 Departmental and Central Support Services (£18,940)

3.10.1 The main decreases in Central Support relate to the removal of the Deputy Chief Executive's post and the associated changes in Financial Services, a change in the work plan of Internal Audit, a decrease in the Information Technology recharge to the cost of Democratic services, and a reduction in the Council Offices recharge as a result of a back-dated saving in business rates.

3.10.2 In addition Public Health (Domestic Pollution Control) staffing costs have moved to Departmental Support. There has also been an increase to Homeless Persons due to the employment of a homelessness officer. Grant funding for this post is shown directly in the service budget.

4 Comments on the 2019/20 Estimates

4.1 The 2019/20 estimates has been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2019 and the revised pay structure;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;
- A reduction in benefits administration grant of 10%;
- Savings of £47,670 have been incorporated into the estimates being considered and are shown in Appendix C.

4.2 The estimated budget for 2019/20 is £3,296,850; an increase of £319,420 on the 2018/19 approved budget, and an increase of £336,580 on the revised 2018/19 budget. The main variations are given below.

4.3 **Cost of Democratic Services** **£15,260**

4.3.1 This is mainly due to the reinstatement of the one off reduction in the Members basic, special responsibility allowances, software maintenance and members training from the 2018/19 budget.

4.4 **Election Expenses** **£85,150**

4.4.1 Borough Elections in May 2019 are estimated to cost £85,000.

4.5 **Council Tax Collection** **(£7,920)**

4.5.1 there has been a reduction of £8,440 in software maintenance costs, as a result of switching to the new CIVICA System.

4.6 **Compensation and Pension Increases** **£65,770**

4.6.1 The additional cost is due to the increase in pensions payments to Warwickshire County Council relating to the lump sum deficit contribution.

4.7 **Unallocated Central Support Services** **£81,250**

4.7.1 The training and recruitment budgets are held centrally until the training plan is produced and recruitment takes place.

4.8 **Rent Allowances / Housing Benefit Admin and Rent Rebates** **£28,150**

4.8.1 A general reduction of 10% in administration grant has been built in to the estimate. In addition, an increase in rent allowances has been included in 2019/20 to reflect expected increases in market rents.

4.9 **Council Tax Support** **£7,860**

4.9.1 A general reduction of 10% in the administration grant has been built into the estimate and employee costs have also increased due to the pay award. This has been offset by the reduction in software maintenance costs as a result of switching to the new CIVICA system.

4.10 **Broadband Delivery UK** **(£47,870)**

4.10.1 The Broadband Delivery budget has been removed from 2019/20 onwards as this Council's match funding towards the project has now ended and payments to complete contract 3 of the project have now been paid.

4.11 **Private Sector Housing Assistance** (£12,420)

4.11.1 Income of £25,000 from Nuneaton and Bedworth Borough Council from the HEART project has been re-introduced, partly offset by an increase in salaries due to the reinstatement of vacant posts and the pay award.

4.12 **Community Support** £26,040

4.12.1 The increase is mainly due to an increase in salaries as a result of the pay award and reinstatement of vacant posts, with a reduction in income of £6,690 completing the full year effect of customers that have left during 2018/19.

4.13 **Departmental and Central Support Services** £113,710

4.13.1 Departmental costs have increased by £48,400 due to staff increments within Revenues and Benefits, the pay award and the reinstatement of vacant posts.

4.13.2 Central Support has increased by £65,310 as the Council Offices recharge has increased as a result of reinstating the business rates back to full budget, the reinstatement of vacant posts within Financial Services, and the change in allocations within Information Services.

5 **Income**

5.1 Changes in the levels of fees and charges for services under the responsibility of this Board are covered in another report on tonight's agenda. Income on fees and charges is expected to contribute to the achievement of income targets.

6 **Risks to Services**

6.1 The key risks to the budgetary position of the Council from services under the control of this Board are:

- Increases in vacancies at industrial estates and shops that will impact on the level of rental income the Council receives and the amount of business rates that the Council is liable for;
- A higher level of maintenance on property assets and car parks, over and above that which is budgeted for. Some of this may be driven by changes in legislation;
- An increase in the level of Local Authority error made in processing benefit payments could lead to a loss of subsidy;
- The effect of planned Government changes in how benefits services are delivered and the structure of benefit payments;
- A fall in the level of recovery of Housing Benefit overpayments (greater than that expected) would impact on the level of expenditure borne by the Council;
- Further reductions in benefit administration grant levels;
- Above inflation increases to contracts
- Loss of County Council funding towards Customer Contact staffing
- Further increases in the pension scheme deficit contributions;
- Effect of an ageing population on demand for Community Support services;

6.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix D.

7 Future Year Forecasts

7.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2019/20. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £
Employee Costs	1,744,020	1,807,450	1,867,300
Premises	153,460	156,620	158,560
Supplies and Services	420,940	430,570	430,460
Transport	27,230	27,930	28,320
Members Allowances	248,110	253,070	257,780
Transfer Payments	13,545,040	13,874,290	14,211,870
Earmarked Reserves	(22,790)	(37,900)	(39,270)
Gross Expenditure	16,116,010	16,512,030	16,915,020
Income	(14,918,200)	(15,212,700)	(15,517,210)
Recharged to Other Services	(249,710)	(251,300)	(251,390)
Net Controllable Expenditure	948,100	1,048,030	1,146,420
Departmental Support	1,116,960	1,145,050	1,160,260
Central Support	1,079,000	1,102,070	1,123,000
Capital Charges	244,190	244,480	244,660
Net Expenditure	3,388,250	3,539,630	3,674,340

7.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2020/21 to 2022/23, increases in contracts and general increases in supplies and services of 2% in 2021/22. In total, net expenditure is expected to increase by 2.77% in 2020/21, 4.47% in 2021/22 and 3.81% in 2022/23.

7.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However, these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 As detailed in the body of the report.

8.2 Environment and Sustainability Implications

8.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

8.3 Risk Management Implications

8.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Nigel Lane (719371).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD (REMAINING)
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
3000	Cost of Democratic Services	392,822	375,720	359,730	374,990
3001	Election Expenses	6,497	5,220	5,140	90,290
3002	Registration of Electors	30,187	27,900	27,250	29,920
3003	Business Rates	13,495	(31,430)	(27,650)	(29,690)
3004	Council Tax Collection	99,179	59,940	71,890	63,970
3050	Finance Miscellaneous	(33,623)	-	-	-
3051	Compensation and Pension Increases	229,124	290,950	291,010	356,780
3052	Assisted Car Purchase	(502)	(620)	(760)	(320)
3054	Electricity at Work	18,595	18,360	18,360	18,920
3059	Finance Unused Land	12,971	830	700	720
3060	Corporate and Democratic Core	90,334	67,100	64,550	66,200
3061	Unallocated Central Support Services	690	122,570	29,920	111,170
3065	Coleshill Shops High Street	(68,311)	(67,320)	(69,670)	(69,610)
3067	The Pavilions, Holly Lane	(79,776)	(80,100)	(81,580)	(81,470)
3068	Carlyon Road Industrial Estate	(108,710)	(126,260)	(127,840)	(127,720)
3069	Innage Park Industrial Estate	(160,469)	(173,630)	(182,780)	(181,870)
3070	Polesworth Workspace Units	(7,839)	(7,820)	(8,730)	(8,520)
3079	Maya Bar and Restaurant	(10,705)	(10,740)	(11,060)	(10,990)
3084	Homeless Persons	54,873	62,780	66,000	72,540
3089	Public Conveniences	42,277	42,700	38,300	36,370
3094	Customer Contact	22,492	15,460	12,050	12,550
3097	Rent Allowances	28,104	5,560	78,280	98,710
3098	Housing Benefit Administration and Rent Rebates	(63,152)	(53,010)	(61,460)	(53,740)
3101	Council Tax Support	110,461	98,480	103,580	111,440
3102	Car Parks	60,319	47,630	50,220	44,820
3111	Broadband Delivery UK	50,051	47,870	47,870	-
5008	Private Sector Housing Assistance	41,971	(60)	28,210	15,790
5035	CCTV	11,631	330	1,690	(480)
5036	Community Support	273,605	146,780	172,640	198,680
	Net Controllable Expenditure	1,056,591	885,190	895,860	1,139,450
	Recharged to Services	(213,190)	(221,310)	(230,440)	(241,980)
	Departmental Support	990,730	1,005,440	1,050,170	1,098,570
	Central Support	1,046,396	1,055,310	991,640	1,056,950
	Capital Charges	440,618	252,800	253,040	243,860
	Resources Board (Remaining) Total	3,321,145	2,977,430	2,960,270	3,296,850

3000 - COST OF DEMOCRATIC SERVICES

This budget represents the costs of members allowances and expenses along with officer time spent providing advice and support to councillors.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	121,571	88,120	86,530	90,330
Premises Related Expenditure	986	1,310	1,000	1,030
Supplies and Services	31,323	30,810	25,730	28,830
Transport Related Expenditure	9,460	12,370	10,900	11,220
Members Allowances	229,482	243,110	235,570	243,580
NET CONTROLLABLE EXPENDITURE	392,822	375,720	359,730	374,990
Recharged to Services	(84,790)	(87,360)	(76,900)	(79,550)
Central Support	251,459	245,040	194,920	205,590
Capital Charges	20,818	27,330	18,430	18,520
NET EXPENDITURE	580,309	560,730	496,180	519,550

Contributes to corporate priorities :

- Responsible financial and resource management
- Creating safer communities
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities
- Supporting employment and business

3001 - ELECTION EXPENSES

The Council is responsible for the proper staging of elections at a local and national level held within its area. The costs of the various elections are reimbursed by the bodies to whom they relate. Borough Council elections take place every four years with the next being due in May 2019.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	1,609	-	-	-
Supplies and Services	4,888	5,220	5,140	90,290
NET CONTROLLABLE EXPENDITURE	6,497	5,220	5,140	90,290
Departmental Support	12,624	12,420	12,840	13,060
Central Support	4,938	5,010	6,570	6,660
NET EXPENDITURE	24,059	22,650	24,550	110,010

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

3002 - REGISTRATION OF ELECTORS

This budget shows the cost of maintaining an up-to-date register of electors. There is a statutory duty on the Council to ensure that all proper steps are taken to maintain a register of those persons eligible to vote at elections.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	4,403	2,100	1,350	2,140
Supplies and Services	39,056	38,970	39,340	40,520
Transport Related Expenditure	150	-	100	-
Earmarked Reserves	16,840	(11,710)	7,500	(11,250)
GROSS EXPENDITURE	60,449	29,360	48,290	31,410
Gross Income	(30,262)	(1,460)	(21,040)	(1,490)
NET CONTROLLABLE EXPENDITURE	30,187	27,900	27,250	29,920
Departmental Support	28,883	28,430	28,980	29,620
Central Support	2,576	6,680	7,250	7,470
Capital Charges	-	3,300	3,300	3,300
NET EXPENDITURE	61,646	66,310	66,780	70,310

Contributes to corporate priorities :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of registered electors	48,795	49,500	49,235	49,500
Cost per registered elector	£1.26	£1.34	£1.36	£1.42

3003 - BUSINESS RATES

The Borough Council collects non domestic rates from businesses in its area, and pays 50% to the government and 10% to the County Council. From the Borough share of 40%, we pay a tariff which goes to top up other LA's who don't collect enough rates. We can keep a proportion of any rates collected above a baseline funding level. The rateable value of non-domestic property is fixed in most cases by an independent valuation officer. All non-domestic property is revalued every five years. The Council is a member of the Coventry and Warwickshire Business Rate Pool.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	87,622	69,130	70,570	72,480
Supplies and Services	40,662	19,330	19,330	15,580
GROSS EXPENDITURE	128,284	88,460	89,900	88,060
Gross Income	(114,789)	(119,890)	(117,550)	(117,750)
NET CONTROLLABLE EXPENDITURE	13,495	(31,430)	(27,650)	(29,690)
Departmental Support	89,099	90,160	86,180	89,870
Central Support	36,923	38,890	22,700	23,170
Capital Charges	3,129	6,630	6,630	6,630
NET EXPENDITURE	142,646	104,250	87,860	89,980

Contributes to corporate priority :
- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Business Rate Collection Rate	99.01%	99.30%	99.00%	99.00%
Number of Business Rate properties	2,341	2,310	2,343	2,343
Cost per Business Rate property	£60.93	£45.13	£37.50	£38.40

3004 - COUNCIL TAX COLLECTION

The Council is responsible for levying and collecting the council tax from taxpayers within its area on behalf of not only itself but also Warwickshire County Council, the police authority and parish councils. The council tax is the only major source of revenue for local authorities which is determined locally. The tax is levied on the basis of the valuation of the property.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	198,974	168,380	158,890	165,890
Supplies and Services	34,253	41,560	41,560	33,080
GROSS EXPENDITURE	233,227	209,940	200,450	198,970
Gross Income	(134,048)	(150,000)	(128,560)	(135,000)
NET CONTROLLABLE EXPENDITURE	99,179	59,940	71,890	63,970
Departmental Support	192,039	193,290	188,080	196,970
Central Support	38,152	38,230	31,670	32,070
Capital Charges	6,115	13,250	13,250	13,250
NET EXPENDITURE	335,485	304,710	304,890	306,260

Contributes to corporate priority :
- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

% of Council Tax Collection Rate	98.60%	98.00%	98.60%	98.00%
Number of households	28,089	28,100	28,251	28,300
Cost per household	£11.94	£10.84	£10.79	£10.82

3050 - FINANCE MISCELLANEOUS

Some items of income and expenditure do not relate to a specific service and are recorded here.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	(130)	-	-	-
Supplies and Services	10,135	-	5,000	-
Miscellaneous Expenditure	330	-	-	-
Earmarked Reserves	52,286	-	59,240	-
GROSS EXPENDITURE	62,621	-	64,240	-
Gross Income	(96,244)	-	(64,240)	-
NET CONTROLLABLE EXPENDITURE	(33,623)	-	-	-
Central Support	449	460	490	520
NET EXPENDITURE	(33,174)	460	490	520

3051 - COMPENSATION AND PENSION INCREASES

Additional contributions made to Warwickshire County Council in respect of the superannuation scheme.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	229,124	290,950	291,010	356,780
NET CONTROLLABLE EXPENDITURE	229,124	290,950	291,010	356,780
Recharged to Services	(46,960)	(58,130)	(58,130)	(70,670)
Central Support	869	920	990	1,030
NET EXPENDITURE	183,033	233,740	233,870	287,140

Contributes to corporate priority :

- Responsible financial and resource management

3052 - ASSISTED CAR PURCHASE

Interest on staff car loans

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	50	-	-	-
GROSS EXPENDITURE	50	-	-	-
Gross Income	(552)	(620)	(760)	(320)
NET CONTROLLABLE EXPENDITURE	(502)	(620)	(760)	(320)
Central Support	143	140	160	160
NET EXPENDITURE	(359)	(480)	(600)	(160)

3054 - ELECTRICITY AT WORK

To carry out testing of all electrical appliances in public buildings.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	3,430	-	-	-
Premises Related Expenditure	15,165	18,360	18,360	18,920
NET CONTROLLABLE EXPENDITURE	18,595	18,360	18,360	18,920
Departmental Support	4,320	4,370	4,330	4,440
Central Support	517	540	680	700
NET EXPENDITURE	23,432	23,270	23,370	24,060

Contributes to corporate priority :
- Responsible financial and resource management

3059 - FINANCE UNUSED LAND

Any unallocated income or expenditure related to unused land owned by the Council.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	52	-	-	-
Premises Related Expenditure	12,829	830	700	720
Supplies and Services	90	-	-	-
NET CONTROLLABLE EXPENDITURE	12,971	830	700	720
Central Support	468	480	390	420
NET EXPENDITURE	13,439	1,310	1,090	1,140

Contributes to corporate priority :
- Responsible financial and resource management

3060 - CORPORATE AND DEMOCRATIC CORE

Corporate management primarily relates to officer time which provides the infrastructure of the Council, therefore allowing services to be provided. More specifically these include the functions of the Chief Executive, maintaining statutory registers, providing non-service specific information and dealing with government returns. Additionally it includes preparing the statement of accounts and the management of corporate resources, along with external audit fees and bank charges.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	59,366	-	280	-
Supplies and Services	37,258	67,100	64,270	66,200
GROSS EXPENDITURE	96,624	67,100	64,550	66,200
GROSS INCOME	(6,290)	-	-	-
NET CONTROLLABLE EXPENDITURE	90,334	67,100	64,550	66,200
Recharged to Services	(81,440)	(75,820)	(95,410)	(91,760)
Central Support	563,437	568,720	584,770	637,300
Capital Charges	3,330	11,880	20,720	11,870
NET EXPENDITURE	575,661	571,880	574,630	623,610

Contributes to corporate priority :
- Responsible financial and resource management

3061 - UNALLOCATED CENTRAL SUPPORT SERVICES

Some central support expenditure is allocated here until recharged to services, this includes training, recruitment and staff welfare. In addition central support expenditure that relates to no specific services is recharged to this budget.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	(221)	110,080	29,920	111,170
Supplies and Services	911	12,490	-	-
NET CONTROLLABLE EXPENDITURE	690	122,570	29,920	111,170
Central Support	34,617	31,780	37,230	35,020
Capital Charges	-	-	300	(120)
NET EXPENDITURE	35,307	154,350	67,450	146,070

3065 - COLESHILL SHOPS HIGH STREET

This budget relates to 7 shops and 4 flats located in High Street, Coleshill. They form an integral part of a conservation and redevelopment scheme in High Street/Church Hill which was carried out some years ago.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	345	-	-	-
Premises Related Expenditure	2,421	3,840	1,490	1,540
GROSS EXPENDITURE	2,766	3,840	1,490	1,540
Gross Income	(71,077)	(71,160)	(71,160)	(71,150)
NET CONTROLLABLE EXPENDITURE	(68,311)	(67,320)	(69,670)	(69,610)
Central Support	2,997	3,100	2,790	2,770
NET EXPENDITURE	(65,314)	(64,220)	(66,880)	(66,840)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of shops	7	7	7	7
Annual income per shop	-£10,154	-£10,166	-£10,166	-£10,164

3067 - THE PAVILIONS, HOLLY LANE

These 8 industrial units were constructed by the Council to provide local employment opportunities.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	407	-	-	-
Premises Related Expenditure	4,823	4,920	3,440	3,540
Supplies and Services	370	370	370	380
GROSS EXPENDITURE	5,600	5,290	3,810	3,920
Gross Income	(85,376)	(85,390)	(85,390)	(85,390)
NET CONTROLLABLE EXPENDITURE	(79,776)	(80,100)	(81,580)	(81,470)
Central Support	4,024	4,140	3,890	4,030
NET EXPENDITURE	(75,752)	(75,960)	(77,690)	(77,440)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£10,672	-£10,674	-£10,674	-£10,674

3068 - CARLYON ROAD INDUSTRIAL ESTATE

This budget relates to 8 small industrial units plus a further 8 plots of industrial land which are let on a long lease.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	343	-	-	-
Premises Related Expenditure	6,190	6,290	4,710	4,830
Supplies and Services	110	110	110	110
GROSS EXPENDITURE	6,643	6,400	4,820	4,940
Gross Income	(115,353)	(132,660)	(132,660)	(132,660)
NET CONTROLLABLE EXPENDITURE	(108,710)	(126,260)	(127,840)	(127,720)
Central Support	3,790	3,910	3,650	3,830
Capital Charges	(22,000)	-	-	-
NET EXPENDITURE	(126,920)	(122,350)	(124,190)	(123,890)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	88%	100%	100%	100%
Number of units / plots	16	16	16	16
Annual income per unit / plot	-£7,210	-£8,291	-£8,291	-£8,291

3069 - INNAGE PARK, INDUSTRIAL ESTATE

This development covers 39 small industrial units and 1 unit used as offices. Part of the units is leased from a external company..

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	1,046	-	-	-
Premises Related Expenditure	40,494	42,380	35,330	36,180
Supplies and Services	626	580	580	580
GROSS EXPENDITURE	42,166	42,960	35,910	36,760
GROSS INCOME	(202,635)	(216,590)	(218,690)	(218,630)
NET CONTROLLABLE EXPENDITURE	(160,469)	(173,630)	(182,780)	(181,870)
Central Support	16,900	17,090	17,060	18,050
Capital Charge	419,749	121,000	121,000	121,000
NET EXPENDITURE	276,180	(35,540)	(44,720)	(42,820)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	87%	97%	98%	98%
Number of units	39	39	39	39
Annual income per unit	-£5,196	-£5,554	-£5,607	-£5,606

3070 - POLESWORTH WORKSPACE UNITS

These small workspace units were built with European financial aid and form part of the Polesworth Project.
There are 8 units in all.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	428	-	-	-
Premises Related Expenditure	3,098	3,860	2,950	3,160
Supplies and Services	43	230	230	230
GROSS EXPENDITURE	3,569	4,090	3,180	3,390
GROSS INCOME	(11,408)	(11,910)	(11,910)	(11,910)
NET CONTROLLABLE EXPENDITURE	(7,839)	(7,820)	(8,730)	(8,520)
Central Support	3,921	4,110	2,650	2,750
Capital Charges	(4,000)	-	-	-
NET EXPENDITURE	(7,918)	(3,710)	(6,080)	(5,770)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£1,426	-£1,489	-£1,489	-£1,489

3079 - MAYA BAR AND RESTAURANT

A restaurant which is leased to a private operator and is situated adjacent to the Atherstone football stadium.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	69	-	-	-
Premises Related Expenditure	3,230	3,260	2,940	3,010
GROSS EXPENDITURE	3,299	3,260	2,940	3,010
GROSS INCOME	(14,004)	(14,000)	(14,000)	(14,000)
NET CONTROLLABLE EXPENDITURE	(10,705)	(10,740)	(11,060)	(10,990)
Central Support	1,371	1,420	1,510	1,600
Capital Charge	(6,000)	-	-	-
NET EXPENDITURE	(15,334)	(9,320)	(9,550)	(9,390)

Contributes to corporate priority :

- Responsible financial and resource management

3084 - HOMELESS PERSONS

The Council has a duty to provide a service for homeless applicants. It includes an out of hours service and extends, in some cases, to the provision of temporary accommodation.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	25,223	20,430	70,880	74,420
Premises Related Expenditure	16,062	17,410	17,690	17,830
Supplies and Services	24,846	49,480	54,950	56,590
Transport Related Expenditure	51	-	-	-
Earmarked Reserves	91,605	(12,180)	20,110	(60,730)
GROSS EXPENDITURE	157,787	75,140	163,630	88,110
GROSS INCOME	(102,914)	(12,360)	(97,630)	(15,570)
NET CONTROLLABLE EXPENDITURE	54,873	62,780	66,000	72,540
Departmental Support	17,015	16,990	27,060	27,980
Central Support	12,858	13,110	6,900	7,180
Capital Charges	52	1,090	1,090	1,090
NET EXPENDITURE	84,798	93,970	101,050	108,790

Contributes to corporate priorities :

- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

3089 - PUBLIC CONVENIENCES

The Council maintains some public conveniences situated in Atherstone.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	13,852	8,820	8,580	8,980
Premises Related Expenditure	7,447	12,950	8,790	6,420
Supplies and Services	1,471	1,500	1,500	1,540
Earmarked Reserves	19,532	19,500	19,500	19,500
GROSS EXPENDITURE	42,302	42,770	38,370	36,440
GROSS INCOME	(25)	(70)	(70)	(70)
NET CONTROLLABLE EXPENDITURE	42,277	42,700	38,300	36,370
Departmental Support	6,290	6,360	6,300	6,460
Central Support	2,013	2,210	2,290	2,470
Capital Charges	1,148	12,820	12,820	12,820
NET EXPENDITURE	51,728	64,090	59,710	58,120

Contributes to corporate priorities :

- Improving leisure and wellbeing opportunities

3094 - CUSTOMER CONTACT

To provide a single point of contact for the public for all Council services.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	41,075	34,740	31,630	32,520
Supplies and Services	530	330	330	340
GROSS EXPENDITURE	41,605	35,070	31,960	32,860
GROSS INCOME	(19,113)	(19,610)	(19,910)	(20,310)
NET CONTROLLABLE EXPENDITURE	22,492	15,460	12,050	12,550
Departmental Support	76,639	78,110	79,440	82,540
Central Support	1,876	1,930	2,120	2,150
NET EXPENDITURE	101,007	95,500	93,610	97,240

Contributes to corporate priorities :
- Promoting sustainable and vibrant communities

3097 - RENT ALLOWANCES

Rent allowances are payable to tenants in accommodation other than that provided by the Borough Council. These are largely reimbursed by the Department for Work and Pensions.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	87,596	71,030	74,770	77,810
Supplies and Services	11,646	30,220	33,540	31,570
Transfer Payments	7,980,016	7,770,740	7,267,690	7,485,720
GROSS EXPENDITURE	8,079,258	7,871,990	7,376,000	7,595,100
GROSS INCOME	(8,051,154)	(7,866,430)	(7,297,720)	(7,496,390)
NET CONTROLLABLE EXPENDITURE	28,104	5,560	78,280	98,710
Departmental Support	106,959	108,690	109,000	113,920
Central Support	12,692	14,190	6,620	6,550
Capital Charges	1,564	2,900	2,900	2,900
NET EXPENDITURE	149,319	131,340	196,800	222,080

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of claimants	1,566	1,600	1,488	1,500
Rent Allowance per claimant	£5,095.80	£4,856.71	£4,884.20	£4,990.48
Cost of administration per claimant	£95.35	£82.09	£132.26	£148.05

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

This budget includes expenditure and income relating to rent rebates given to council tenants.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	75,590	60,600	64,050	66,680
Supplies and Services	4,067	68,020	68,310	67,280
Transfer Payments	5,954,824	5,944,590	5,722,030	5,664,810
GROSS EXPENDITURE	6,034,481	6,073,210	5,854,390	5,798,770
GROSS INCOME	(6,097,633)	(6,126,220)	(5,915,850)	(5,852,510)
NET CONTROLLABLE EXPENDITURE	(63,152)	(53,010)	(61,460)	(53,740)
Departmental Support	95,769	97,560	97,770	102,090
Central Support	13,260	14,660	7,120	7,030
Capital Charges	853	1,720	1,720	1,720
NET EXPENDITURE	46,730	60,930	45,150	57,100

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of claimants	1,531	1,520	1,475	1,500
Housing benefit per claimant	£3,889.50	£3,910.91	£3,879.34	£3,776.54
Cost of administration per claimant	£30.52	£40.09	£30.61	£38.07

3101 - COUNCIL TAX SUPPORT

Local authorities were responsible for administering the council tax benefit scheme for central government until March 2013. Since April 2013, a Council Tax Support Scheme has been operating, which directly reduces the funding of the Council. Only the Administration costs of the schemes are shown here.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	156,975	136,590	143,800	149,630
Supplies and Services	9,580	11,830	11,830	8,650
GROSS EXPENDITURE	166,555	148,420	155,630	158,280
GROSS INCOME	(56,094)	(49,940)	(52,050)	(46,840)
NET CONTROLLABLE EXPENDITURE	110,461	98,480	103,580	111,440
Departmental Support	127,359	128,620	128,890	135,300
Central Support	5,864	5,960	6,170	6,380
Capital Charges	2,560	2,820	2,820	2,820
NET EXPENDITURE	246,244	235,880	241,460	255,940

Contributes to corporate priority:
Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Number of claimants	4,082	4,360	4,027	4,000
Cost of administration per claimant	£60.32	£54.10	£59.96	£63.99

3102 - CAR PARKS

The Council maintains car parks throughout the Borough. Parking is free on all car parks but some are subject to time restrictions.

	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
DESCRIPTION	-	-	-	-
Employee Expenditure	11,929	6,180	-	-
Premises Related Expenditure	47,637	51,150	52,920	54,190
Supplies and Services	13,968	9,500	13,220	10,140
Earmarked Reserves	-	-	(3,480)	-
GROSS EXPENDITURE	73,534	66,830	62,660	64,330
GROSS INCOME	(13,215)	(19,200)	(12,440)	(19,510)
NET CONTROLLABLE EXPENDITURE	60,319	47,630	50,220	44,820
Departmental Support	27,580	28,200	34,980	36,010
Central Support	10,308	11,680	10,860	11,290
Capital Charges	260	1,330	1,330	1,330
NET EXPENDITURE	98,467	88,840	97,390	93,450

3111 - BROADBAND DELIVERY UK

A contribution from the Council towards a Coventry, Warwickshire and Solihull project to see high-speed broadband delivered to every part of the region.

	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
DESCRIPTION	-	-	-	-
Employee Expenses	51	-	-	-
Supplies and Services	-	47,870	192,400	-
Earmarked Reserves	50,000	-	(144,530)	-
NET CONTROLLABLE EXPENDITURE	50,051	47,870	47,870	-
Central Support	458	480	540	-
NET EXPENDITURE	50,509	48,350	48,410	-

Contributes to corporate priority:
Promoting sustainable and vibrant communities
Supporting employment and business

5008 - PRIVATE SECTOR HOUSING ASSISTANCE

The Council awards minor grants targeted at the elderly and those in need to prevent further more serious and costly deterioration of unfit privately owned properties in the Borough and for Disabled Facilities Grants. The government funds disabled facilities grants up to a limit, with the Council having to contribute the full 100% towards other private sector grants including Home Energy Grants to tackle fuel poverty.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	50,834	38,220	28,060	40,640
Supplies and Services	115	150	150	150
Earmarked Reserves	-	(13,430)	-	-
GROSS EXPENDITURE	50,949	24,940	28,210	40,790
GROSS INCOME	(8,978)	(25,000)	-	(25,000)
NET CONTROLLABLE EXPENDITURE	41,971	(60)	28,210	15,790
Departmental Support	33,673	33,380	73,490	75,830
Central Support	3,669	3,760	5,490	5,750
NET EXPENDITURE	79,313	37,080	107,190	97,370

Contributes to corporate priority :

- Promoting sustainable and vibrant communities
- Creating safer communities
- Improving leisure and wellbeing opportunities

5035 - CCTV

The provision of a Closed Circuit Television scheme in Atherstone in conjunction with the Town Council and Warwickshire Police Force.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	12,983	-	-	-
Supplies and Services	15,512	17,640	17,730	16,190
Earmarked Reserves	15,450	15,450	15,450	15,450
GROSS EXPENDITURE	43,945	33,090	33,180	31,640
GROSS INCOME	(32,314)	(32,760)	(31,490)	(32,120)
NET CONTROLLABLE EXPENDITURE	11,631	330	1,690	(480)
Departmental Support	107,251	113,220	109,330	116,330
Central Support	315	320	9,630	9,920
Capital Charges	-	18,250	18,250	18,250
NET EXPENDITURE	119,197	132,120	138,900	144,020

Contributes to corporate priority :

- Creating safer communities

5036 - COMMUNITY SUPPORT

A 7 day, 24 hour emergency alarm and mobile warden service available to all residents aged 62 or over within the Borough, or those with a medical condition or disability. The scheme also provides some support for neighbouring authorities.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	521,506	468,520	483,910	491,600
Premises Related Expenditure	220	220	220	230
Supplies and Services	34,593	36,540	35,960	36,930
Transport Related Expenditure	18,003	15,830	14,860	15,340
Earmarked Reserves	(15,760)	-	(10,760)	-
GROSS EXPENDITURE	558,562	521,110	524,190	544,100
GROSS INCOME	(284,957)	(374,330)	(351,550)	(345,420)
NET CONTROLLABLE EXPENDITURE	273,605	146,780	172,640	198,680
Departmental Support	65,230	65,640	63,500	68,150
Central Support	15,532	16,350	14,530	15,090
Capital Charges	13,040	28,480	28,480	28,480
NET EXPENDITURE	367,407	257,250	279,150	310,400

Contributes to corporate priorities :

- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of paying lifeline customers	1,908	1,866	1,715	1,715
Net expenditure per paying lifeline customer	£192.56	£137.86	£162.77	£180.99

APPENDIX C**SAVINGS INCLUDED WITHIN 2019/20**

Description	2019/20 £
Reduction in Software Maintenance - Business Rates and Council Tax	19,630
Reduction in Council Tax Advertising Costs	1,280
Cost of democratic Services – room hire	310
Cost of democratic Services – Special Responsibility Allowances	5,680
Past employees pension costs reduction	2,360
Reduction in Public Conveniences Business Rates	4,150
Reduction in Public Conveniences utility costs	2,500
Reduction Coleshill Shops and Flats Repairs and Maintenance	1,390
Reduction in Innage Park Business Rates	5,610
Reduction on Contact Centre Overtime	3,250
Cost of democratic Services – reduction on hired transport	1,510
	47,670

Risk Analysis

	Likelihood	Potential impact on Budget
Increase in vacancies at the industrial estates	Low	Medium
Higher level of maintenance at Council properties	Medium	Medium
Increase in the level of Local Authority error made in processing benefit payments	Low	Medium
Significant increase in workload due to an increase in non payment of Council Tax and / or Business Rates	Low	Medium
The effect of Government changes in how benefits are administered and delivered	Medium	High
A fall in the level of recovery of overpayments	Medium	Medium
Further reduction in administration grant	Medium	Low
Above inflation increases to contracts	Low	Low
Loss of County Council funding towards Customer Contact staffing	Medium	Low
Further increases in the pension scheme deficit	Medium	Low
Effect of an ageing population on demand for Community Support services	Medium	Low

Agenda Item No 13

Resources Board

28 January 2019

**Report of the
Corporate Director - Resources**

**General Fund Revenue Estimates
2019/20 – Summary**

1 Summary

- 1.1 This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

<p>Recommendation to the Board</p> <p>That the following items be recommended to the Executive Board for consideration in setting the Council Tax of the Borough Council:</p> <p>a The revised budget for 2018/19; and</p> <p>b To approve the schedule of expenditure requirements totalling £8,823,280 for 2019/20.</p>

2 Introduction

- 2.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that the Executive Board, Planning and Development Board, and Licensing Committee have yet to consider their spending requirements, so these figures could alter.

3 The Council's Budget Requirement

- 3.1 The Council's budget requirements are summarised below. Details of individual Board requirements are shown in Appendices A – E.

...

	Approved Budget 2018/19	Revised Budget 2018/19	Original Estimate 2019/20
Net Service Expenditure	9,065,170	9,241,900	9,714,390
Financing Adjustment	(799,240)	(793,630)	(730,110)
Investment Interest Income	(180,000)	(245,000)	(280,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	8,204,930	8,322,270	8,823,280

3.2 The financing adjustment brings together other external charges for the use of capital, offset by notional capital charges incorporated within the spending services accounts.

4 **Capital Charges**

4.1 In providing services, the Council makes use of a wide range of assets, including buildings, vehicles and computer systems. Each service budget is charged with an amount that represents the cost to the Council of providing that asset, in the form of depreciation.

5 **The Council's 2018/19 Estimated out-turn**

5.1 The Council's revised net expenditure requirement for 2018/19 amounts to £8,322,270 which is £117,340 more than the approved estimate. The major changes in Board expenditure are set out below.

5.2 Planning Control employee costs have increased due to the use of agency staffing to cover vacant posts. This has been partly offset by vacancy savings within Heritage and Conservation and Public Health.

£67,630

5.3 A one-off saving in Building Control partnership fees.

(£10,000)

5.4 An increase of £75,770 in North Warwickshire Local Development Framework professional fees to support a range of studies and hearings. This has been partly offset by the use of earmarked reserves of £58,370.

£17,400

5.5 Income at Arley Sports Centre has reduced by £55,000 due to the transfer to Elite Sports Development. This has been partially offset by employee savings of £14,670 and Supplies and Services savings of £11,890.

£28,440

5.6 Employee costs at other leisure centres have increased £84,160 due to additional lessons and classes, the provision for sickness cover at the industry standard and the virement of training and recruitment budgets. Income has also decreased by £44,510 particularly in Direct Debit income, squash, badminton, and reduced hall hire. Some of the decrease relates to the partial closure of Coleshill Leisure Centre, whilst maintenance work was undertaken. This has been partially offset by reduced premises costs.

£117,250

5.7 Within the Refuse and Recycling, Grounds Maintenance and Amenity Cleaning Services there have been employee savings as a result of vacant posts. There have also been savings in transport costs as a result of lower fuel prices and lower than expected repairs and maintenance. These have been partially offset by an increase in recycling disposal costs and a reduction in income from the sale of paper and card.

(£130,820)

- 5.8 A reduction in income from the recovery of housing benefit overpayments and reduction in Council Tax legal fee income
76,220
- 5.9 A reduction in Private Sector Housing Income as no income is expected in 2018/19 from the HEART partnership.
£25,000
- 5.10 A reduction in Borough Care income due to a number of life line customers going into care, moving in with relatives or passing away.
£25,860
- 5.11 A reduction in Members basic and special responsibility allowances, software maintenance and Members training not required in 2018/19.
(£15,990)
- 5.12 Reduced insurance costs across the portfolio of industrial estates, reduced business rates at Innage Park and an increase in rental income due to a lower vacancy level at Innage Park.
(£15,470)
- 5.13 A higher level of investment income has been generated due to increases in interest rates.
(£65,000)

6 The Council's 2019/20 Expenditure Requirement

6.1 The Council's net expenditure requirement for 2019/20 amounts to £8,823,280, which is £618,350 more than the approved estimate for 2018/19 and £501,010 more than the revised estimate. The main variations between the 2019/20 original budget and the 2018/19 revised budget are set out below.

... 6.2 A list of savings can be found in Appendix F. The majority of savings are included within the other variance lines below.

6.3 Provision has been made for those posts that were vacant in 2018/19, the payment of annual increments, a pay award of 2% and the revised pay structure. This has been partially offset by increasing the vacancy factor back to its original level, and a reduction in agency budgets.
£92,650

6.4 The earmarked reserve used to fund the costs of the North Warwickshire Local Development Framework professional fees has been fully used, so expenditure for 2019/20 onwards will impact directly on general balances. In addition, provision to cover the inspector's fees has also been included.
£145,230

- 6.5 Planning fee income has been reduced to reflect the removal of some large applications and the expectation of lower income due to economic uncertainties.
£100,000
- 6.6 Premise costs have increased due to the reinstatement of Non Domestic Rates for the Council Offices and inflationary increases, partially offset by a saving in the Building Maintenance Fund as a result of the transfer of Arley Sports Centre to Elite Sports Development.
£46,910
- 6.7 Software maintenance costs have increased due to the replacement of Microsoft Office and Windows 10, partially offset by a reduction in the GDPR budget.
£19,300
- 6.8 The Refuse and Recycling, Grounds Maintenance and Amenity Cleaning Services vacant posts have been reinstated. There is also an increase due to the new bulky waste contract, and the recycling income equalisation reserve was fully used in 2018/19.
£190,620
- 6.9 The reduction in costs from the full year effect of transferring Arley Sports Centre, removal of the one off growth approved for Bank Holiday working at Atherstone Leisure Complex in 2018/19 and the reduction of Polesworth Leisure Centre rent payable to the School. These have been partially offset by pay and inflationary increases across all Leisure Centres budgets.
(£100,430)
- 6.10 An increase in the financing adjustment to repay prudential borrowing on vehicle replacements.
£37,790
- 6.11 A higher level of investment income is expected to be generated, due to increases in interest rates. The General Fund only retains a proportion of the increase.
(£7,000)

7 **Growth Items Contained Within the Estimates**

- 7.1 Growth of £10,000 has been included for the new bulky waste collection service. The new service increases the collection days available for residents with minimal changes to charges, so the net cost of the service has increased.

8 **Risks to the Council**

- 8.1 The key risks to the overall budgetary position of the Council are highlighted below:
- A pay award of 2% and the revised pay structure has been assumed in preparing the budgets. Any settlement above or below this would affect

the financial position of the Authority. A ½% variation would equate to £52,800.

- A vacancy factor has been included within the overall estimates. Should vacancies be less than expected, additional costs will be borne by the Authority.
- There are potential additional costs for the Council in carrying out its planning function. If the Council loses a planning appeal, an award of costs can be made against the Council (the appellants costs for the appeal). If the Council consistently loses appeals it will become a designated authority, which means that prospective applicants can submit their applications directly to the planning directorate. This would mean the Council would lose the accompanying planning fee. In addition, any downturn in planning applications would impact on the fee income received.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. The transfer of housing benefit into the universal credit administered nationally will impact on council resources.
- A downturn in the current economic situation could have an impact on the industrial rent income that the Council can obtain. In addition, the NDR on vacant commercial properties will impact directly on the Council's costs.
- Legislation, as well as the economic situation, could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.
- The Council is promoting recycling activities across the Borough. Reductions in income for recycling materials could add to the existing costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, un-adopted roads and contaminated land issues.
- Deterioration of the Council's assets could require costly remedial action, and could also impact on the ability of some services to generate income. Income generation could also be affected more widely by the current economic position.

8.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix G.

...

9 Future Years Forecasts

- 9.1 In order to assist with medium term financial planning, Members are provided with budget forecasts for the three years following 2019/20. The table below provides a summary:

	Original Estimate 2020/21	Original Estimate 2021/22	Original Estimate 2022/23
Net Service Expenditure	10,054,620	10,488,400	10,734,160
Financing Adjustment	(614,590)	(535,370)	(461,480)
Investment Interest Income	(330,000)	(350,000)	(250,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	9,229,030	9,722,030	10,141,680

- 9.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2020/21 to 2022/23, increases in contracts and general increases in supplies and services of 2% in 2021/22. In total, net expenditure is expected to increase by 4.6% in 2020/21, by 5.3% in 2021/22 and by 4.3% in 2022/23. These figures do not include any savings. Executive Board will need to decide on the level of savings required, when taking future financing decisions.
- 9.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are already included. However these forecasts will be amended to reflect any amendments to the estimates, including any decisions taken on any further corporate or service targets.

10 Budget Consultation

- 10.1 A meeting with Non-Domestic Rate Payers is scheduled for 4 February and any comments will be reported to the Executive Board.

11 Report Implications

11.1 Finance and Value for Money Implications

- 11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

- 11.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of essential services.

11.3 Risk Management Implications

- 11.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the

risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

11.4 Equality Implications

11.4.1 To ensure equality implications are identified and how they may affect different groups in the community equality assessments should be carried out when budgets are being assessed. This will ensure any negative impact is identified and revised as appropriate.

The Contact Officer for this report is Nigel Lane (719371).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

PLANNING AND DEVELOPMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
4009	Planning Control	(490,078)	(207,680)	(94,670)	(106,990)
4010	Building Control	(3,571)	20,000	10,000	35,200
4012	Conservation and Built Heritage	2,866	34,410	7,400	48,500
4014	Local Land Charges	(26,007)	(24,900)	(24,230)	(24,430)
4018	Street Naming and Numbering	(1,940)	710	710	910
	Net Controllable Expenditure	(518,730)	(177,460)	(100,790)	(46,810)
	Departmental Support	158,034	102,570	93,590	106,670
	Central Support	163,644	173,310	172,710	182,610
	Capital Charges	2,780	16,390	16,390	16,390
	Planning and Development Board Total	(194,272)	114,810	181,900	258,860

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY AND ENVIRONMENT BOARD
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Codes	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
3072	Polesworth Sport Centre	109,856	75,530	97,510	92,880
3074	Arley Sports Centre	79,972	81,680	110,240	-
3075	Coleshill Leisure Centre	134,565	127,900	163,760	172,800
3077	Atherstone Leisure Complex	333,194	133,840	179,030	187,300
3082	Memorial Hall	150,781	113,480	127,700	124,830
4002	Public Health (Commercial Pollution Control)	211,781	218,370	196,620	225,860
4003	Public Health (Domestic Pollution Control)	105,795	54,140	57,410	59,710
5000	Domestic Refuse Collection	773,773	673,730	609,030	649,890
5001	Streetscene Grounds Maintenance	85,469	23,740	(4,480)	13,710
5002	Trade Refuse Collection	(49,810)	(43,690)	(45,330)	(43,600)
5003	Cesspool Emptying	(48,630)	(53,450)	(47,690)	(47,600)
5004	Recycling	743,507	737,710	743,090	807,820
5005	Animal Control	52,945	12,100	13,400	16,210
5006	Abandoned Vehicles	2,410	1,690	1,690	1,740
5010	Amenity Cleaning	503,724	506,770	457,730	524,570
5013	Unadopted Roads	4,404	7,750	7,750	7,900
5014	Flooding And Land Drainage	2,647	-	-	-
5015	Street Furniture	2,067	1,310	1,310	1,350
5016	Atherstone Market	2,331	1,830	1,680	1,720
5019	Green Space Budget	412,198	405,530	406,400	414,970
5021	Public Health (Control of Disease) Act 1984 Burials	6,310	-	(160)	-
5023	Consultation	1,041	4,650	-	4,650
5025	Corporate Policy	125,197	41,940	42,000	43,580
5030	Rural Regeneration	29,385	29,500	26,700	26,980
5034	Landscape	8,771	8,980	8,980	9,250
5040	Marketing and Market Research	11,224	8,510	8,510	8,760
5044	Support to Voluntary Organisations	54,405	53,100	53,100	54,620
5055	Community Development Health Improvement	28,621	28,810	29,360	30,210
5056	Community Development Safer Communities	65,357	62,380	60,950	62,140
5064	QE - Artificial Grass Pitch	(5,303)	(9,330)	(9,560)	(12,890)
7361	England's Rural Heart LEADER Partnership	3,258	(1,360)	1,200	1,520
7365	Armed Forces Covenant Vetran Hubs Development	-	-	-	-
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,941,245	3,307,140	3,297,930	3,440,880
	Departmental Support	608,140	613,490	657,660	660,330
	Central Support	613,926	665,280	652,280	647,280
	Capital	1,021,550	923,700	924,430	888,160
	Net Expenditure	6,184,861	5,509,610	5,532,300	5,636,650

NORTH WARWICKSHIRE BOROUGH COUNCIL
LICENSING COMMITTEE SUMMARY
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
4000	Licensing Authority	(34,271)	(40,150)	(37,210)	(36,780)
4001	Licences and Registration	(10,579)	(9,240)	(11,430)	(12,810)
4008	Hackney Carriages	(10,136)	(20,860)	(21,620)	(22,110)
4019	Gambling Act Authority	(9,602)	(9,370)	(9,830)	(9,830)
	Net Controllable Expenditure	(64,588)	(79,620)	(80,090)	(81,530)
	Departmental Support	40,497	37,770	37,270	37,090
	Central Support	34,776	35,190	43,830	45,620
	Licensing Committee Total	10,685	(6,660)	1,010	1,180

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
Various	Chief Executive	188,423	192,830	196,840	197,370
Various	Corporate Director - Resources	940,321	1,008,650	931,880	996,010
Various	Corporate Director - Environment	1,354,458	1,362,170	1,530,270	1,515,320
Various	Corporate Director - Community	1,337,137	1,384,270	1,406,290	1,459,870
Various	Director of Housing	2,205,209	2,181,130	2,215,960	2,314,330
Various	Director of Streetscape	498,202	488,560	447,310	459,570
Various	Director of Leisure and Community Development	928,283	596,130	611,920	621,200
3006-3039	Building Maintenance Fund	231,760	232,660	232,750	225,310
3040-3041	Council Offices	187,588	207,520	150,330	204,890
3043	Central Telephones	15,779	16,940	16,600	17,390
3045	Recruitment	39,515	25,390	25,390	26,160
3046	Printing and Copying	69,897	71,750	71,670	74,070
3047	Training	19,026	90,220	30,060	93,610
3048	Depot and Stores	69,247	67,690	68,100	70,160
3110	Postage and Franking	60,725	71,960	66,340	68,490
3226	Central Services	256,142	259,940	267,650	277,870
3290	Information Services	674,458	690,760	719,590	757,820
3291	Procurement	70,461	71,600	71,540	73,770
3292	Staff Welfare	23,668	27,200	27,720	27,160
3300	Transport	724,103	717,580	658,930	678,130
	Net Controllable Expenditure	9,894,402	9,764,950	9,747,140	10,158,500
	Recharged to Services	(11,672,494)	(11,604,250)	(11,609,190)	(12,106,100)
	Departmental Support	27,860	26,160	20,950	21,530
	Central Support	1,451,169	1,478,650	1,428,530	1,512,200
	Capital	667,069	406,700	412,570	413,870
	Resources Board (Recharged) Total	368,006	72,210	-	-

Resources Board Summary

Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
Totals - Recharged Services	368,006	72,210	-	-
Totals - Services Remaining	3,321,145	2,977,430	2,960,270	3,296,850
Central Vacancy Factor	-	(210,000)	(19,200)	(210,000)
Resources Board Total	3,689,151	2,839,640	2,941,070	3,086,850

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD (REMAINING)
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
3000	Cost of Democratic Services	392,822	375,720	359,730	374,990
3001	Election Expenses	6,497	5,220	5,140	90,290
3002	Registration of Electors	30,187	27,900	27,250	29,920
3003	Business Rates	13,495	(31,430)	(27,650)	(29,690)
3004	Council Tax Collection	99,179	59,940	71,890	63,970
3050	Finance Miscellaneous	(33,623)	-	-	-
3051	Compensation and Pension Increases	229,124	290,950	291,010	356,780
3052	Assisted Car Purchase	(502)	(620)	(760)	(320)
3054	Electricity at Work	18,595	18,360	18,360	18,920
3059	Finance Unused Land	12,971	830	700	720
3060	Corporate and Democratic Core	90,334	67,100	64,550	66,200
3061	Unallocated Central Support Services	690	122,570	29,920	111,170
3065	Coleshill Shops High Street	(68,311)	(67,320)	(69,670)	(69,610)
3067	The Pavilions, Holly Lane	(79,776)	(80,100)	(81,580)	(81,470)
3068	Carlyon Road Industrial Estate	(108,710)	(126,260)	(127,840)	(127,720)
3069	Innage Park Industrial Estate	(160,469)	(173,630)	(182,780)	(181,870)
3070	Polesworth Workspace Units	(7,839)	(7,820)	(8,730)	(8,520)
3079	Maya Bar and Restaurant	(10,705)	(10,740)	(11,060)	(10,990)
3084	Homeless Persons	54,873	62,780	66,000	72,540
3089	Public Conveniences	42,277	42,700	38,300	36,370
3094	Customer Contact	22,492	15,460	12,050	12,550
3097	Rent Allowances	28,104	5,560	78,280	98,710
3098	Housing Benefit Administration and Rent Rebates	(63,152)	(53,010)	(61,460)	(53,740)
3101	Council Tax Support	110,461	98,480	103,580	111,440
3102	Car Parks	60,319	47,630	50,220	44,820
3111	Broadband Delivery UK	50,051	47,870	47,870	-
5008	Private Sector Housing Assistance	41,971	(60)	28,210	15,790
5035	CCTV	11,631	330	1,690	(480)
5036	Community Support	273,605	146,780	172,640	198,680
	Net Controllable Expenditure	1,056,591	885,190	895,860	1,139,450
	Recharged to Services	(213,190)	(221,310)	(230,440)	(241,980)
	Departmental Support	990,730	1,005,440	1,050,170	1,098,570
	Central Support	1,046,396	1,055,310	991,640	1,056,950
	Capital Charges	440,618	252,800	253,040	243,860
	Resources Board (Remaining) Total	3,321,145	2,977,430	2,960,270	3,296,850

NORTH WARWICKSHIRE BOROUGH COUNCIL
EXECUTIVE BOARD SUMMARY
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
2000	Housing Strategic Service Review	3,671	-	-	-
2001	Outreach and Access to Services	73,988	40,940	44,530	44,650
2002	Corporate Communications	52,422	55,570	57,610	54,260
2003	Community Strategy	78,368	39,210	40,060	40,110
2007	Emergency Planning	13,969	5,850	3,170	6,030
2009	North Warwickshire Local Development Framework	231,078	145,000	148,100	291,980
5050	Support to Parishes	271	-	-	-
	Net Controllable Expenditure	453,767	286,570	293,470	437,030
	Departmental Support	163,544	159,480	167,220	169,900
	Central Support	166,283	161,300	161,540	160,420
	Capital Charges	5,074	8,330	8,870	8,980
	EXECUTIVE BOARD TOTAL	788,668	615,680	631,100	776,330

SAVINGS INCLUDED WITHIN 2019/2020

Board	Description	2019/2020 £
Planning	Reduction in Planning Professional Fees for Appeals	20,000
C & E	Reduction in Polesworth Sports Centre Rent	8,940
C & E	Reduction in Safer Communities Transport Costs	1,010
C & E	Transfer of Arley Sports Centre to Elite Sports Development	55,800
C & E	Reduction in Refuse & Recycling Bin Purchases	9,790
C & E	Additional Income from Bulky Collections and Bins	8,270
C & E	Additional Income from Replacement Bins and the Charge for Additional Green Bins	26,530
C & E	Additional Income from Recycling Credits	8,130
C & E	Reduction in Transport Fuel and Repair and Maintenance Costs	53,800
C & E	Reduction in Grounds Maintenance Equipment	4,460
C & E	Reduction in Grounds Maintenance Materials	1,180
C & E	Reduction in Grounds Maintenance Professional Fees	1,850
C & E	Public Health Additional Income	1,420
Resources	Reduction in Software Maintenance - Business Rates and Council Tax	19,630
Resources	Reduction in Council Tax Advertising Costs	1,280
Resources	Cost of democratic Services – room hire	310
Resources	Cost of democratic Services – Special Responsibility Allowances	5,680
Resources	Past employees pension costs reduction	2,360
Resources	Reduction in Public Conveniences Business Rates	4,150
Resources	Reduction in Public Conveniences utility costs	2,500
Resources	Reduction Coleshill Shops and Flats Repairs and Maintenance	1,390
Resources	Reduction in Innage Park Business Rates	5,610
Resources	Reduction on Contact Centre Overtime	3,250
Resources	Cost of democratic Services – reduction on hired transport	1,510
Resources	Reduction in Printing Costs	3,000
Resources	Reduction in Essential Travel Allowances	1,330
Resources	Reduction in Development Control Mobile Phone Costs	260
Resources	Reduction in Train Travel	340
Resources	Reduction in Payroll Costs	5,980
Resources	Reduction in Overtime Costs	2,150
Resources	Reduction in Postage Costs	5,980
Resources	Reduction in Internet Access Costs	2,060
Resources	Reduction in Printer Consumables	3,840
Resources	Reduction in Building Maintenance Fund due to the transfer of Arley Sports Centre	14,000
Resources	Reduction in Lease Car Allowances	15,820
All	Reduction on Insurance Premiums	54,690
	Overall Total	358,300

RISK ANALYSIS

	Likelihood	Potential Impact on Budget
The Emergency Planning budget may be insufficient to cover the costs of any major local emergency	Low	High
A need for public enquiries into planning developments and the implications of losing planning appeals, resulting in appellant costs awarded against the Council or the loss of planning income	Medium	Medium
Decline in planning applications leading to a reduction in planning income.	Low	Medium
Applications not dealt with within 26 weeks, resulting in full refund to applicant.	Low	Medium
Implications of losing planning appeals, resulting in appellant costs awarded against Council or loss of Planning Income	Medium	Medium
Increase in vacancies at the industrial estates	Low	Medium
Higher level of maintenance at Council properties	Medium	Medium
Increase in the level of Local Authority error made in processing benefit payments	Low	Medium
Significant increase in workload due to an increase in non payment of Council Tax and / or Business Rates	Low	Medium
The effect of Government changes in how benefits are administered and delivered	Medium	High
A fall in the level of recovery of overpayments	Medium	Medium
Further reduction in administration grant	Medium	Low
Above inflation increases to contracts	Low	Low
Loss of County Council funding towards Customer Contact staffing	Medium	Low
Further increases in the pension scheme deficit, or changes affecting the current recovery strategy, which lead to additional increases in pension contribution rates	Medium	Low
Effect of an ageing population on demand for Community Support services	Medium	Low
Higher than anticipated rises in utility costs	Medium	Low
Changes in legislation affecting service delivery and/or software requirements	Medium	Low
Above inflation increases in vehicle fuel	Medium	Medium
Increased insurance costs	Medium	Low
Termination of employment costs	Low	Medium
A reduction in the income received by the council due to a downturn in the economy or changing public demand	Low	Low
Deteriorating condition of assets, particularly the Leisure Centres, affecting the generation of income	Medium	Medium
Additional Costs relating to the Refuse and Recycling services	Medium	High

Agenda Item No 14

Resources Board

28 January 2019

**Report of the
Corporate Director - Resources**

**Housing Revenue Account
Estimates 2019/20 and
Rent Review**

1 Summary

- 1.1 The report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

Recommendation to the Board

- a To accept the revised estimate for 2018/19;**
- b To decrease rent by 1% in 2019/20 as required by the government;**
- c To approve the proposed fees and charges for 2019/20 as set out in Appendix D;**
- d To approve the service charges for the cleaning of communal areas, as detailed in Appendix E, from April 2019;**
- e To approve the service charges for window cleaning, as detailed in Appendix F, from April 2019;**
- f To approve growth of £14,070 for new software, to assist rent debt collection following the introduction of universal credit; and**
- g To accept the Estimates of Expenditure for 2019/20, as submitted.**

2 Introduction

- 2.1 In consultation with other officers, the Corporate Director – Resources has prepared an estimate of net expenditure for 2019/20 and this, together with a revised budget for 2018/19, appears in Appendix A. To provide a more complete picture of the spending pattern of the service, the actual figures for 2017/18 are shown.

3 Comments on the 2018/19 Revised Budget

- 3.1 The revised budget for 2018/19 shows an expected surplus of £411,410; which is £18,500 higher than the approved budget surplus of £392,910. The main variations are given below.

3.2 Repairs Fund (£5,080)

3.2.1 Departmental support costs have decreased as some housing maintenance salaries have been reallocated to Housing Direct Works and capital following the restructure of parts of the repairs service. This has been partially offset by an increase in central support costs due to increases in software maintenance costs and a recharge from Streetscape for some engineering work.

3.3 Management Services £34,760

3.3.1 The costs within Management Services have increased due to the restructures within the Neighbourhood Wardens, Cleaners and Voids teams. However corresponding reductions are within the Repairs Fund. In addition there is a net increase in court costs associated with rent collection arrears. These have been partially offset by insurance decreases.

3.4 Revenue Funding of Capital Expenditure £67,200

3.4.1 Lower than expected capital receipts received from the sale of Right to Buy properties have increased the revenue contributions needed to fund expenditure on capital schemes.

3.5 Service Charges - Leaseholders (£10,200)

3.5.1 Additional income has been received due to higher levels of repairs and service costs recharged to leaseholder properties.

3.6 Interest on Balances (£22,060)

3.6.1 The interest earned has increased due to an improvement in the interest rate and a higher level of balances held.

3.7 Gross Rents (£88,570)

3.7.1 There has been an increase in rental income due to a lower level of void properties and the letting of new build properties in Mancetter.

4 Rent Setting

4.1 The CLG require all social rents to be decreased by 1% per annum in the next year. Adherence to this policy means that properties will no longer reach their target rents. The Government's suggested way for local councils to achieve target rents is to increase the rent of each property to its target rent when the property becomes vacant. This has not yet been implemented.

4.2 Every 6 to 7 years 53 Mondays fall in a financial year and this will be the case in 2019/20. As rent debits are raised on Mondays, this means that the HRA ordinarily benefits from an extra week of rent when there are 53 Mondays in a year.

- 4.3 It has been suggested that a straight comparison between the 2018/19 and 2019/20 rent years will not show the required 1% decrease in rents, due to the 53rd week of rent in 2019/20. However the relevant year is calculated on a daily basis for accounting purposes, so the consensus is that this allows us to charge rent for the extra week and still comply with the Welfare and Reform Work Act.
- 4.4 The figures included in this report are based on the changes required by the Ministry of Housing, Communities and Local Government (MHCLG). This gives an average rent decrease of £0.84 per week (1%), although individual rent changes will vary from decreases of £0.69 to £1.56 per week in 2019/20.
- 4.5 Under universal credit legislation there is no allowance for 53 Monday years and therefore Universal Credit claimants may find themselves a week in arrears. The Local Government Association is making representations to both DWP and MHCLG for a sustainable long term solution to this situation.
- 4.6 The impact of the rent policy has been built into the 30 year Business Plan detailed in Appendix H.

5 **Comments on the 2019/20 Estimates**

- 5.1 The Housing Revenue Account has been prepared, taking into account the following assumptions:
- A 2% pay award from 1 April 2018, unless higher increases are required using the revised pay restructure;
 - Increases in the Council's pension contribution rate of 0.75% per annum in 2020/21, 21/22 and 22/23;
 - To adopt the government policy of minus 1% for all rents until 2020/21;
- 5.2 The estimated balance on the Housing Revenue account at 1 April 2019 is £4,870,320, which is higher than the £4,564,255 anticipated in the original estimates. Looking in greater detail at the coming year, the budget for 2019/20 shows an expected surplus of £203,720. The main variations from the revised estimate for 2018/19 are explained below:
- 5.3 **Repairs Fund £55,120**
- 5.3.1 The contribution to the Repairs Fund has been calculated with an inflationary increase of 2.5%, the assumed sale of 30 council houses and the temporary loss for 18 months of 20 dwellings in Atherstone whilst the redevelopment takes place. There has been an increase in central support costs due to changes in the recharges from financial services.
- 5.4 **Management Services £39,390**
- 5.4.1 The main increase in the Management services budget relates to pay awards, increments and inflation.

5.4.2 In addition there is an increase in the Pension deficit recharge and in the new software costs associated with the trial to improve targeting of rent arrears, potentially instead of employing additional staffing.

5.5 Debt Management £20,030

5.5.1 An additional £50,000 of borrowing will be repaid in line with the schedule of debt repayments. This is partially offset by a decrease in the interest payable on the debt outstanding, as the debt reduces.

5.6 Gross Rents £89,670

5.6.1 There is a decrease in Council house rental income to reflect the rent decrease of 1% and the expected level of council house sales, partially offset by a 53rd week of rental income.

6 Housing Repairs Fund

6.1 The HRA makes an annual contribution to the Repairs Fund. Part of the contribution is set aside for the day to day maintenance, with the remainder used for planned maintenance work. The fund covers payments to Housing Direct Works and outside contractors. The majority of the current workload is completed by Housing Direct Works (see Appendix B).

...

6.2 A small balance is usually maintained on the Housing Repairs Fund, which is used to meet fluctuations in the timing of repair work.

7 Housing Direct Works

7.1 Estimates for Housing Direct Works (HDW) have been prepared for 2019/20, along with the revised position for 2018/19, and these are attached as Appendix C.

...

7.2 Revised Estimate 2018/19

7.2.1 Net controllable expenditure has increased by £39,570. The main changes relate to additional material costs and usage of £67,810 and an increase in transport running costs of £2,620. These have been partially offset by employee vacancies of £28,830 and employers insurance of £2,420.

7.2.2 There has been a net decrease in departmental/Central support due to the full year effect of the HDW restructure from January 2018. In addition there have been reductions in the recharge from human resources, due to lower employee numbers and a change to internal audit work plan.

7.3 Estimate for 2019/20

7.3.1 The net controllable expenditure has increased by £67,590. Employee costs have increased with the reinstatement of vacant posts and the effect of the pay award. Increase in supplies and services and transport relate to inflation.

8 Fees and Charges

- 8.1 There is only one increase for Allotment rents in the proposed for fees and charges, so that users of facilities are not discouraged. The detailed list of fees and charges is attached as Appendix D to the report.

9 Service Charges

- 9.1 There is a requirement for service charges to be paid by those tenants who actually receive specific services. NWBC make specific charges for window cleaning and cleaning costs of communal areas in blocks of flats. The current and proposed charges are attached in Appendices E and F. There is a small increase proposed for the cleaning of communal rooms, to reflect the increase in expenditure anticipated. The window cleaning service charge has been reinstated with a small increase over previous charges.
- 9.2 The Council also makes a service charge to the lease holders of flats that have been sold under the Right to Buy legislation. This reflects the actual costs of management and maintenance.

10 Four Year HRA Forecast – 2019/20 to 2022/23

- 10.1 A detailed four year estimate has been developed, to cover the medium term position of the HRA. This is summarised in the table below, with some additional detail given in Appendix G.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Management and Maintenance	5,474	5,556	5,682	5,809
Interest on borrowing	1,539	1,504	1,460	1,406
Repayment of borrowing	1,750	2,000	2,250	2,260
Capital expend funded by revenue	2,831	2,656	2,758	3,096
New Build	308	335	362	390
Total Expenditure	11,902	12,051	12,512	12,961
Income	(12,026)	(11,999)	(12,328)	(12,646)
Interest on Balances	(80)	(103)	(122)	(126)
Total Income	(12,106)	(12,102)	(12,450)	(12,772)
(Surplus)/Deficit on the year	(204)	(51)	62	189
Balance at 31 March	(5,074)	(5,125)	(5,063)	(4,874)

- 10.2 The figures show a small decrease in level of balances at the end of 2022/23, which feeds into the 30 year business plan detailed in section 12 of this report.

11 30 Year HRA Business Plan

- 11.1 As management of the housing stock is a long term requirement, a business plan has been put together for 30 years, although expenditure in particular is difficult to predict so far in advance. This has been updated as part of the estimates process and the revised business plan is attached as Appendix H.

- 11.2 In updating the business plan, a number of assumptions have been made:
- New build will continue throughout the life of the plan;
 - Management and maintenance costs have been assumed for the new properties, together with rental income;
 - The additional receipts that the Council is able to use for new build will continue;
 - Right to Buy Sales will continue at the current level for the first 10 years of the plan;
 - Following the requirement for a rent reduction of 1% for a four year period from 2016/17, rents will return to an increase of CPI + 1% in 2020/21.

11.3 The expected position on the Housing Revenue Account at the end of the 30 years is a surplus of £75,092 million. This is after funding capital expenditure of £181 million, with £31 million of that funding set aside for new build schemes or other improvement schemes. Borrowing of £52 million will also have been repaid.

11.4 However the expected surplus is less than £10 million until the end of year 18.

12 Risks to the Business Plan

12.1 In addition to the new payments detailed above, the expected surplus on the Business Plan is dependent on adherence to the assumptions used in the forecast. Varying these would impact on the achievement of a surplus. The key risks to the budgetary position of the Housing Revenue Account include:

- The potential ongoing impact of sustaining rent income levels with the changes from Universal Credit;
- The requirement on the Council to meet statutory housing needs and support tenants to sustain their tenancies as well as manage them in moving on as secure tenancies are replaced with flexible ones;
- A change in interest rates, if funds need to be borrowed;
- A reduction in the rent levels assumed in the Business Plan, as this could impact significantly on the expected surpluses. More attractive Right to Buy conditions could encourage higher sales;
- The requirements of an ageing stock and the need to meet the Decent Homes Standard are likely to continue to increase the demand for capital works. Work to keep the Council's asset in good condition will be prioritised and accommodated within existing budgets;
- Any reduction in the performance of Housing Direct Works will put pressure on the Council to use external contractors and therefore will impact on the level of expenditure;
- Asbestos removal is an ongoing cost pressure over the next few years until the full picture of the level of asbestos contained in council houses and the cost of removal is assessed.

12.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix I.

12.3 Assuming a minimum working balance of £750,000, the Council can continue with services at current levels over the next four years. However, the service will still need to demonstrate value for money and rent collection rates will have to remain at the current level.

13 Report Implications

13.1 Finance and Value for Money Implications

13.1.1 As above.

13.2 Environment and Sustainability Implications

13.2.1 Operating in line with the Business Plan will ensure the long term sustainability of the Housing Revenue Account.

13.3 Equality Implications

13.3.1 The impact of Universal Credit on Council tenants and income collections has previously been reported to Resources Board. Work being undertaken will help to inform the Council's understanding of the impacts from the rent restructuring changes and the increases being applied. Monitoring of the impacts will be carried out as any changes are implemented.

13.4 Risk Management Implications

13.4.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Nigel Lane (719371).

HOUSING REVENUE ACCOUNT				
Actual 2017/18	DESCRIPTION	ORIGINAL BUDGET 2018/19 £	REVISED BUDGET 2018/19 £	ORIGINAL BUDGET 2019/20 £
	EXPENDITURE			
40,749	Provision for Bad Debts	288,310	290,520	288,280
	Repairs Fund			
309,591	Departmental Support Services	301,300	286,700	292,430
158,144	Central Support Services	178,470	188,490	207,310
2,647,285	Contribution to Fund	2,678,120	2,677,620	2,708,190
	Management			
586,395	General Administration	577,370	563,630	578,400
267,429	Housing Registration & Lettings	255,870	249,380	263,570
304,422	Tenancy & Estates Management	287,470	331,350	343,790
297,140	Rent Collection & Arrears	285,030	298,280	332,750
47,209.00	Tenant Participation	47,460	47,280	48,420
8,028.00	New-build properties	9,740	11,390	11,730
412,605.53	Flats & Communal Centres	418,490	415,630	368,420
4,640.00	Laundries	7,060	7,280	16,200
16,151.00	Cesspools and Management of Shops	16,030	15,060	15,390
	Debt Management			
1,592,888	Interest on Loans (as per Business Plan)	1,568,820	1,568,820	1,538,850
1,600,000	Revenue set aside (as per Business Plan)	1,700,000	1,700,000	1,750,000
(779,318)	Allowable Debt from Receipts	(777,510)	(746,520)	(744,690)
-	RTB Receipts income	(936,930)	(900,720)	(898,020)
	Capital			
2,403,362	Revenue funding of capital spending on existing stock	3,594,930	3,594,930	3,575,260
1,245,918	Revenue funding of capital spending on new build	1,182,680	1,182,680	1,206,330
11,162,638	Gross Expenditure	11,682,710	11,781,800	11,902,610
	INCOME			
31,981	Service Charges - Leaseholders	31,680	41,880	41,880
21,278	Service Charges - Window Cleaning	22,730	22,750	23,990
42,485	Service Charges - Cleaning & Caretaking	41,040	40,900	41,790
265,402	Garage Rents	290,930	287,540	287,540
93,149	Shop Rents	99,680	99,950	99,950
57,790	Interest on Balances	57,200	79,260	79,910
130,331	Pensions reserve	-	-	-
11,657,916	Gross Rents	11,532,360	11,620,930	11,531,260
12,300,331	Gross Income	12,075,620	12,193,210	12,106,330
(1,137,694)	(Surplus)/Deficit for Year	(392,910)	(411,410)	(203,720)
(3,321,216)	Revenue Fund balance at start of year	(4,171,345)	(4,458,909)	(4,870,320)
(4,458,909)	Revenue Fund balance at end of year	(4,564,255)	(4,870,320)	(5,074,040)
101	Average no. of properties (other)	122	127	127
2,571	Average no. of properties (other)	2,541	2,540	2,500

Appendix B

HOUSING REPAIRS FUND

£

Balance at 1 April 2018	542,701
Contribution 2018/19	3,152,810
Expected Use of Fund - Housing Direct Works	(1,423,240)
Expected Use of Fund - Other Contractors	(1,254,380)
Expected Use of Fund - Departmental and Central Support	(475,190)
Balance at 1 April 2019	542,701
Contribution 2019/20	3,207,930
Expected Use of Fund - Housing Direct Works	(1,489,770)
Expected Use of Fund - Other Contractors	(1,218,420)
Expected Use of Fund - Departmental and Central Support	(499,740)
Balance at 1 April 2020	542,701

Appendix C

1500 - 1507 - HOUSING DIRECT WORKS				
DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2017/18	BUDGET	BUDGET	BUDGET
		2018/19	2018/19	2019/20
Employee Expenditure	914,404	744,820	713,960	764,090
Supplies & Services	539,735	356,190	424,000	436,700
Transport	90,305	72,620	75,240	80,000
Miscellaneous Expenditure	-	-	-	-
Work in Progress & Stocks	1,201	-	-	-
GROSS EXPENDITURE	1,545,645	1,173,630	1,213,200	1,280,790
GROSS INCOME	(61,846)	(40,800)	(40,800)	(40,800)
NET CONTROLLABLE EXPENDITURE	1,483,799	1,132,830	1,172,400	1,239,990
Departmental Support	216,841	192,770	153,500	147,990
Central Support Services	74,046	76,910	97,340	101,790
Net Costs to Repairs Fund	1,774,686	1,402,510	1,423,240	1,489,770

NORTH WARWICKSHIRE BOROUGH COUNCIL**HOUSING****FEES AND CHARGES FROM 1 APRIL 2019**

	2018/19	2018/19		2019/20	2019/20	
	NET	NET	VAT	NET	NET	VAT
	CHARGE	CHARGE	RATING	CHARGE	CHARGE	RATING
	£	£		£	£	
COMMUNAL CENTRES						
	Voluntary	Private		Voluntary	Private	
	Groups			Groups		
Communal Centres						
Use of lounge (per 2 hours)	5.00	10.00	Exempt	5.00	10.00	Exempt
Use of kitchen	1.00	2.00	"	1.00	2.00	"
Purpose Built Community Centres						
Use of lounge (per 2 hours)	7.50	15.00	Exempt	7.50	15.00	Exempt
Use of kitchen	1.50	3.00	"	1.50	3.00	"
Multi-Purpose Centres						
Use of lounge (per 2 hours)	10.00	20.00	Exempt	10.00	20.00	Exempt
Use of kitchen	2.00	4.00	"	2.00	4.00	"
	NET	VAT	TOTAL	NET	VAT	TOTAL
	CHARGE	RATING	CHARGE	CHARGE	RATING	CHARGE
			20% VAT			20% VAT
	£		£	£		£
GUEST BEDROOMS						
Per night	1.00	Exempt	1.00	1.00	Exempt	1.00
Per week	7.00	"	7.00	7.00	"	7.00
ALLOTMENT RENT						
Waverton Avenue, Warton	3.10	Exempt	3.10	3.20	Exempt	3.20
GARAGE PLOTS						
Bracebridge Road, Lister Road & St.George's Road, Atherstone						
NWBC council house tenants	26.00	Exempt	26.00	26.00	Exempt	26.00
Others	26.25	Incl. VAT at Standard Rate	31.50	26.25	Incl. VAT at Standard Rate	31.50
COUNCIL OWNED GARAGES						
NWBC council house tenants	6.58	Exempt	6.58	6.58	Exempt	6.58
Others	6.58	Incl. VAT at	7.90	6.58	Incl. VAT at	7.90

Proposed Cleaning Service Charges per week**Appendix E**

Name of Scheme	Cost Per Property	Cost per week (48 wks)	Cost Per Property	Cost per week (49 wks)
	2018/19	2018/19	2019/20	2019/20
	£	£	£	£
Alder Court and Heather Atherstone	88.32	1.84	91.75	1.91
Alexandra Court, Atherstone	88.32	1.84	91.75	1.91
St Benedicts Close, Atherstone	88.32	1.84	91.75	1.91
Welcome Street, Atherstone	88.32	1.84	91.75	1.91
Arden Forest Estate, Ridge Lane	88.32	1.84	91.75	1.91
Church Road/Long Street,Dordon	88.32	1.84	91.75	1.91
Chancery Court, Chapel End	88.32	1.84	91.75	1.91
Gramer Court, Mancetter	88.32	1.84	91.75	1.91
Monument View/Sycamore Ave Polesworth	88.32	1.84	91.75	1.91
Abbey Green Court, Polesworth	88.32	1.84	91.75	1.91
Jubilee Court, Kingsbury	88.32	1.84	91.75	1.91
Drayton Court, Hartshill	88.32	1.84	91.75	1.91
Eastlang Road, Fillongley	88.32	1.84	91.75	1.91
Hudson/Wall Avenue, Coleshill	88.32	1.84	91.75	1.91
Digby Road & Clinton Road, Coleshill	88.32	1.84	91.75	1.91
George Road, Water Orton	88.32	1.84	91.75	1.91
Church Hill Coleshill	88.32	1.84	91.75	1.91

Window Cleaning Charges per Fortnight from April 2019**Appendix F**

Name of Scheme	Cost Per Property	Cost per Week (48)	Cost Per Property	Cost per Week (49)
	2018/19 £	2018/19 £	2019/20 £	2019/20 £
Alder Court and Heather Atherstone	39.00	0.81	39.78	0.83
Alexandra Court, Atherstone	27.27	0.57	27.82	0.58
Coleshill Road Atherstone	45.00	0.94	45.90	0.96
Long Street Atherstone	47.50	0.99	48.45	1.01
St Benedicts Close, Atherstone	32.50	0.68	33.15	0.69
Welcome Street, Atherstone	53.33	1.11	54.40	1.13
Arden Forest Estate, Ridge Lane	31.25	0.65	31.88	0.66
Church Road, Dordon	56.47	1.18	57.50	1.20
Long Street, Dordon	54.00	1.13	55.08	1.15
St Leonards Close, Dordon	38.82	0.81	39.60	0.83
Chancery Court, Chapel End	46.15	0.96	47.08	0.98
Gramer Court, Mancetter	36.67	0.76	37.40	0.78
Joseph Cadman Court	0.00	0.00	45.90	0.96
Monument View/Sycamore Ave Polesworth	52.94	1.10	54.00	1.13
Abbey Green Court, Polesworth	35.00	0.73	35.70	0.74
Jubilee Court, Kingsbury	42.55	0.89	43.40	0.90
Oldbury View, Hartshill	57.00	1.19	58.14	1.21
Drayton Court, Hartshill	35.71	0.74	36.43	0.76
Eastlang Road, Fillongley	47.78	1.00	48.73	1.02
Hudson/Wall Avenue, Coleshill	57.78	1.20	58.93	1.23
Digby Road, Coleshill	58.33	1.22	59.50	1.24
Clinton Road, Coleshill	66.67	1.39	68.00	1.42
Delves Crescent, Wood End	55.00	1.15	56.10	1.17
George Road, Water Orton	60.00	1.25	61.20	1.28
Church Hill Coleshill	60.00	1.25	61.20	1.28

HOUSING REVENUE ACCOUNT				
DESCRIPTION	ORIGINAL BUDGET 2019/20 £	ORIGINAL BUDGET 2020/21 £	ORIGINAL BUDGET 2021/22 £	ORIGINAL BUDGET 2022/23 £
EXPENDITURE				
Provision for Bad Debts	288,280	286,940	295,140	302,390
Repairs Fund				
Departmental Support Services	292,430	299,560	306,900	314,350
Central Support Services	207,310	210,660	215,110	218,570
Contribution to Fund	2,708,190	2,734,240	2,800,120	2,872,900
Management				
General Administration	578,400	591,750	600,720	607,060
Housing Register & Lettings	263,570	270,150	275,960	282,510
Tenancy & Estate Management	343,790	352,270	359,840	368,280
Rent Collection & Arrears	332,750	341,730	348,900	356,650
	-			
Tenant Participation	48,420	49,250	50,290	51,130
New-build properties	11,730	11,800	12,040	12,120
Flats & Communal Centres	368,420	375,230	383,070	389,850
Laundries	16,200	16,200	16,580	16,580
Cesspools and Management of Shops	15,390	15,730	16,090	16,450
Debt Management				
Interest on Loans (as per Business Plan)	1,538,850	1,503,920	1,459,610	1,405,570
Revenue set aside (as per Business Plan)	1,750,000	2,000,000	2,250,000	2,260,000
Allowable Debt from Receipts	(744,690)	(742,840)	(740,920)	(739,000)
RTB Receipts income	(898,020)	(895,280)	(892,570)	(889,820)
Capital				
Capital Spend (as per Business Plan)	3,575,260	3,399,280	3,499,460	3,834,780
Capital Spend - New Build and Reserve	1,206,330	1,230,460	1,255,070	1,280,170
Gross Expenditure	11,902,610	12,051,050	12,511,410	12,960,540
INCOME				
Service Charges - Leaseholders	41,880	41,880	41,880	41,880
Service Charges - Window Cleaning	23,990	23,990	24,470	24,960
Service Charges - Cleaning & Caretaking	41,790	41,510	42,340	43,190
Garage Rents	287,540	313,680	313,680	339,820
Shop Rents	99,950	99,950	99,950	99,950
Interest on Balances	79,910	103,350	121,810	126,510
Gross Rents	11,531,260	11,477,650	11,805,580	12,095,540
Gross Income	12,106,330	12,102,010	12,449,710	12,771,850
(Surplus)/Deficit for Year	(203,720)	(50,960)	61,700	188,690
Revenue Fund balance at start of year	(4,870,320)	(5,074,040)	(5,125,000)	(5,063,300)
Revenue Fund balance at end of year	(5,074,040)	(5,125,000)	(5,063,300)	(4,874,610)
Average no. of properties (other)	127	127	132	142
Average no. of properties (other)	2,500	2,460	2,440	2,420

APPENDIX H

HRA 30 Year Business Plan - 2018/19 to 2047/48

30 year total	SELF FINANCING Operating Account	HRA	2018/19 to 2022/23 £000	2023/24 to 2027/28 £000	2028/29 to 2032/33 £000	2033/34 to 2037/38 £000	2038/39 to 2042/43 £000	2043/44 to 2047/48 £000
-505,534	Gross income		-61,111	-67,878	-77,056	-87,507	-99,321	-112,661
	Expenditure							
83,651	Management (incl DME)		10,106	11,318	12,804	14,487	16,390	18,546
122,203	Maintenance		16,333	17,789	19,318	21,019	22,868	24,876
12,125	Bad debt provision		1,463	1,624	1,844	2,097	2,386	2,711
217,979	Operating expenditure		27,902	30,731	33,966	37,603	41,644	46,133
-287,555	Net Cost of Services		-33,209	-37,147	-43,090	-49,904	-57,677	-66,528
20,324	Interest payments		7,478	6,064	3,786	1,775	1,221	0
-11,979	Interest received		-511	-708	-430	-1,210	-3,248	-5,872
-279,210	Net operating expenditure		-26,242	-31,791	-39,734	-49,339	-59,704	-72,400
51,939	Revenue set aside (debt repayment)		9,960	12,850	18,019	1,110	10,000	0
156,638	Direct revenue financing (RCCO fund cap Prog)		15,867	20,000	24,525	27,922	31,870	36,452
-70,633	In year (surplus)/deficit		-415	1,059	2,810	-20,307	-17,834	-35,948
	HRA reserve b/fwd (-ve = Surplus)		-4,459	-4,874	-3,814	-1,005	-21,311	-39,145
	HRA reserve c/fwd (-ve = Surplus)		-4,874	-3,814	-1,005	-21,311	-39,145	-75,092
	CAPITAL PROGRAMME							
149,584	Expenditure (Cap spend with Inflation)		17,903	19,176	22,229	25,769	29,875	34,632
31,186	New Build		6,155	6,795	4,991	4,718	4,423	4,104
0	Financed by...							
11,339	Allowable debt from receipts		3,714	2,737	1,294	1,246	1,198	1,150
12,794	RTB receipts and other resources		4,476	3,235	1,401	1,319	1,230	1,134
156,638	Direct revenue financing		15,867	20,000	24,525	27,922	31,870	36,452
180,770	Total financing		24,058	25,971	27,220	30,487	34,298	38,736

Risk Analysis

	Likelihood	Potential impact on Budget
Change in interest rates	Low	Medium
Reduction in rent levels	Medium	High
Increase in capital expenditure	Low	Medium
An increase in the demand for repairs	Medium	Medium
Reduction in Housing Direct Works performance	Medium	Medium
Asbestos removal	Medium	Medium

1 Summary

- 1.1 This report informs the Board about the recent audit of Borough Care conducted by the Telecare Services Association and provides Councillors with information about the change over from analogue to digital lifeline equipment and implications for the Council's service.

Recommendation to the Resources Board

- a That the continued accreditation of the Borough Care Service by the Telecare Services Association be noted;**
- b That the upgrade of the Borough Care control centre equipment be approved to ensure compatibility with the new UK digital public telephone network; and**
- c That the programme of replacing analogue lifeline alarms is subject to a further report to the Board and if, in the meantime, a customer requires a digital alarm the charge will be sustained at the same level as other customers.**

2 Introduction

- 2.1 The report to the Resources Board about the Borough Care service in January 2018 referred to the need to upgrade the equipment that supports the service because of the termination of the UK's analogue public telephone network by 2025. Some service providers have indicated that they will stop supporting analogue equipment much earlier than the stated termination date. This means that action needs to be taken now to safeguard our ability to connect to customers.
- 2.2 This report will explain why this substantial technical upgrade and alarm equipment replacement programme is necessary, why particular works needs to be completed without delay, how the overall project will need to be implemented and give an indication of the costs. Due to telecare industry uncertainties as to how best to meet technical aspects of the new digital telephone network it is only now becoming clear how the challenges need to be addressed and this has resulted in a short lead in time before the replacement project needs to commence.

3 Telecare Services Association Accreditation Audit

- 3.1 A Telecare Services Association quality standards audit has been carried out on the Borough Care service for the second year using the more comprehensive framework that tests all areas of service administration and delivery rather than only assessing monitoring service operations as had been the case in previous audits. The audit assessment methodology uses red, amber and green ratings for activities and Borough Care achieved green ratings for all areas of activity, which the audit defines as there being no improvement required. In addition to the all green status the auditor has provided positive feedback about the ethos and quality of the service provision.

4 The Digitisation of the Public Telephone Network

- 4.1 The technology that underpins the public telephone network is undergoing a fundamental change as part of the national telecommunications infrastructure upgrade strategy. Currently the national public landline telephone system uses a mixture of analogue and digital technology with almost all non-commercial landline telephone users using analogue telephone equipment whilst commercial customers often use a mix of both technologies.
- 4.2 However, work is in progress to upgrade the entire national telephone network to a digital only network by 2025 at the latest. This will mean the national analogue infrastructure will be switched off then. Some telephone service providers such as Virgin, TalkTalk and Sky have indicated that they will be switching their analogue services off earlier with Virgin indicating they may do so as early as 2020.
- 4.3 The consequence of the change to digital only technology across the national telephone network will be that current analogue telephone equipment will no longer work once the analogue service has been switched off. All telephone users will be expected to replace their analogue telephone handsets with ones designed to work on the digital network or purchase an analogue to digital “adaptor”, which is effectively a mini broadband router, if they wish to continue using their existing analogue telephone equipment. For vulnerable telephone users there are plans to provide them with free “adaptors”. Who will be defined as vulnerable and the arrangements for fitting the “adaptors” have yet to be decided by Ofcom (The national communications regulator).
- 4.4 BT Openreach, which manages most of the national telephone network, will continue to operate the analogue landline network in tandem with the digital landline network whilst the digitisation of the network takes place. People will therefore have the opportunity to upgrade their telephones or fit “adaptors” from when they are notified their area has become “digital” until the final switch off in 2025. However, as indicated in section 4.2 other telephony providers may impose earlier deadlines for replacing telephone equipment or fitting adaptors.

- 4.5 The change to a digital only public telephone network fundamentally impacts the whole of the national telecare sector from alarm manufacturers to telecare service providers. It will impact directly on alarm service users throughout the UK including Borough Care alarm users because all current alarm units use analogue technology. Alarm equipment tests that have been carried out so far with analogue to digital “adaptors” fitted to analogue alarms have shown that current alarms tested will either not function at all or their reliability cannot be guaranteed. As a result manufacturers are having to develop new alarm units that will be compatible with the new digital network to ensure continued reliability and it will therefore mean all existing Borough Care alarms will need to be replaced with the new digital alarm units by 2025 at the latest in order for Borough Care service users continue o have reliable alarm.
- 4.6 Despite lobbying by the telecare manufacturers and service providers, and The Telecare Services Association (TSA), the telecare industry trade and service provider body, and public sector bodies, no Government money has been allocated to ease the enormous financial burden on services to help with the cost of the transition, which nationally will entail the necessary replacement of over 1.5 million telecare alarm units currently in peoples’ homes at a cost of up to £300 million.

5 Borough Care Control Centre System Upgrade

- 5.1 It is proposed to the Board that the Borough Care control centre equipment be upgraded at the earliest opportunity to anticipate the digital changeover and to protect customers that might be affected at an early date.
- 5.2 The national telephone network digitisation will impact directly on the Borough Care control centre alarm call handling system because of its utilisation of analogue telephony technology. Consequently a major upgrade will be required to ensure it is fully digital ready. An essential element of the upgrade will be the replacement of the current analogue telephone lines with ISDN telephone lines, so that analogue and digital call handling system capabilities will be available concurrently until analogue alarm units can be replaced by digital ones.
- 5.3 It will be necessary to upgrade the control centre equipment as soon as possible because BT are to cease supplying ISDN telephone lines by 2020 for technical reasons. Also, as indicated earlier in the report, although BT will not be completely switching off the analogue telephone network until 2025, other telephone line providers have stated they will complete their transition to a digital network long before then, which means that Borough Care service users using these telephone providers will require digital alarms to be installed prior to their “analogue switch off” deadlines. These considerations and the fact that it will not be possible to begin the alarm replacement programme until the control centre is fully digital ready, together present a pressing need to commence the control centre upgrade without delay

5.4 Once the control centre equipment has been upgraded all of the existing alarms in North Warwickshire and Nuneaton and Bedworth will need to be reprogrammed. This will require visiting every service user to carry out this task. The intention is to carry out this exercise within 13 weeks of the control centre being upgraded in order to minimise the costs of diverting telephone lines, which will be a necessary element of the project. It will require the 6 visiting Community Support officers to re-programme an average of 25 alarm units each week during this period, which will require them to visit 5 service users a day to do this alongside their normal daily tasks.

6 Alarm Replacement Considerations

6.1 With nearly 2000 Borough Care alarm units to replace it will be necessary to implement a phased programme to do this because of logistical and financial considerations. Conceivably, this could take place over a period of 5 years from 2020 to 2025. However some technical considerations mean that we have a reduced window to replace the alarms.

6.2 It will require a significant logistical exercise to replace the alarm units in service users' homes following a decision to replace alarms with digital versions.

6.3 Telecare alarm manufacturers, after much consideration, now appear to have decided upon their alarm equipment development strategy. It is almost certain the replacement digital alarms will be of a type that utilise the mobile network (commonly referred to as GSM alarms) rather than the landline network because up to date all of the alarm manufacturers are focusing on the development of GSM digital alarms rather than digital ones that use the landline network. There are a number of technical and practical reasons for this.

- A digital landline alarm will need to connect to a router within the home.
- The router will need a back up power supply because, if there is a power cut or the router is accidentally unplugged, the alarm will not function. Therefore, a back up battery supply to the router will be necessary as well as one to the alarm unit
- There are some quite complex issues with on-line security between the alarm and the control centre. Unless the connection is secured appropriately there is the danger of not only the service user's alarm being compromised but also critically the control centre system.
- Router settings configuration and firmware updating, which is carried out by the internet service providers through remote connection to the router on a regular basis, can cause issues with alarm unit connectivity to the control centre.
- The location of the alarm within the home will be dependant upon where the router is located because it will need to connect to it via an Ethernet cable. This will mean the alarm may not be able to be sited in

an acceptable place i.e. if the router is located in the hall because that is where the telephone master socket is sited (At this time connecting the alarm via Wi-Fi to the router is not considered sufficiently robust for such a critical interface).

6.4 Digital alarm units that connect to the control centre via the mobile telephone network are being developed by all of the main alarm manufacturers because they are not subject to the issues highlighted in this report and also have other attributes that make them more attractive in terms of performance.

- GSM alarm units do not require a router
- The communication to the control centre is totally secure because it is encrypted end to end.
- The alarm unit can be sited anywhere within the home where there is a mains power supply socket.
- The alarm unit has a minimum 24hr back up battery supply in case the mains power fails.
- The GSM alarms use an M2M “true” roaming SIM to connect to the mobile network rather than a “voice” SIM, which is used in ordinary mobile phones sold to the public. M2M SIMs are often used in critical equipment in healthcare, transport, and surveillance and security because they provide a far more stable connection to the mobile network compared to “voice” SIMs, and their connectivity in poor signal areas is far superior to that of “voice SIMs” because they utilise all of the national mobile networks to ensure the strongest signal. M2M “true” roaming SIM providers maintain that the reliability of this type of communication connection is almost as robust as the landline network i.e. the provider Mobius has published the statement that between Jan 2016 and Jan 2017 Mobius Networks core system was available for 363 days 23 hours and 46 minutes. The 14 minutes represent a 0.00002% network failure rate over the year, which is comparable with landline network failure rates. Other “true roaming” M2M SIM providers maintain similar network reliability.

6.5 There are some drawbacks to using mobile technology. There may be some areas within North Warwickshire where there is no mobile network signal. So far there is no ready made solution to this issue but alarm manufacturers are working hard to develop solutions to overcome this issue. There are also cost implications. There will be an additional ongoing cost to the operation of GSM units that is not currently incurred using alarm units that operate via the telephone landline. Service users currently pay for the landline rental and call charges via their personal telephone bills whereas there will be a SIM rental charge with the new GSM alarms, which is currently £5 - £6 per month per alarm unit, that will need to be factored into Borough Care operational costs.

7 Report Implications

7.1 Finance and Value for Money

7.1.1 The cost of upgrading the Borough Care control centre equipment is approximately £45K including the ISDN line installation. It is advised that this should be carried out within this financial year. In order to do so it is requested that money is transferred from the CCTV replacement reserve. Currently there is no reserve fund for replacing the Borough Care call handling system. However, there is £183K in the CCTV replacement fund. It is anticipated that the cost of upgrading the CCTV system will be around £110,000. Therefore the Board is asked to approve £45,000 to be used to upgrade the Borough Care control centre system.

7.1.2 The change to alarm equipment that is compatible with the national digital telephone network will need to commence in 2020 and will need to be completed by 2024-2025 at the latest but will be preferably completed sooner than this because of the technical considerations outlined in the report. It is estimated at this time that the capital cost of the alarm equipment replacement programme will be circa £360K but may be less if alarm equipment costs reduce in subsequent years as mass production increases.

7.1.3 Once the digital upgrade of our call handling system has been completed the annual maintenance will be £11,341 in year one then £23,144 in year two with inflationary uplifts thereafter. 7.1.4 The first two year's cost of SIM card rental for the digital alarm units will be included in the alarm purchase cost, so the additional cost will commence for each alarm two years after installation. Currently the SIM cost is £5 - £6 per month per alarm depending upon which make of alarm is procured but the SIM cost is expected to reduce significantly as the market for the SIMs grows.

7.1.4 It is possible that we may need to install digital lifeline alarms for some customers during this financial year. However it is not anticipated that there will be many. It is proposed therefore that the additional costs be absorbed by the service to keep the lifeline alarm service charge the same for all customers. The implications and options of the full scale change over to digital alarms will be explored in a future report to the Resources Board.

7.2 Safer Communities Implications

7.2.1 The Borough Care service can act as a good neighbour for vulnerable residents. It can be proactive in advising residents about risks to their security and can be easily contacted for advice if someone has a concern. Borough Care contributes to many public health, social care and NHS strategies and initiatives concerning ill health prevention, hospital bed blocking, older and vulnerable people's independence and their well being.

7.3 Equality Implications

7.3.1 The policy criteria for the service meets Equality Act requirements. It is open to applicants of all ages.

7.4 Risk Management Implications

- 7.4.1 The current analogue Borough Care control centre and alarm equipment will need to be replaced with equipment that is compatible to the new national public digital telephone network that will be introduced by 2025 because the current equipment will not work once the national analogue network is switched off.

The Contact Officer for this report is Angela Coates (719369).

Agenda Item No 16

Resources Board

28 January 2019

**Report of the Corporate Director
- Resources**

**Capital Programme 2018/19 to
2021/22**

1 Summary

- 1.1 This report identifies changes to the Council's 2018/19 capital programme and proposals for schemes to be included within the Council's capital programme over the next three years.

Recommendation to the Board

- a That the Board supports the changes to the 2018/19 revised capital programme;**
- b That the Board supports the schemes shown in Appendix A, previously approved within the Council's three-year capital programme, including any 2021/22 additions relating to previously approved schemes;**
- c That the Board supports the growth bid included in 2020/21 within the capital programme;**
- d That the Board notes the schemes which will not be included within the capital programme, shown in Appendix B; and**
- e That the Board supports the proposed vehicle replacement schedule, shown in Appendix C.**

2 Introduction

- 2.1 The Council has a shortfall of capital resources when compared against potential capital schemes. As a result, schemes considered to be non essential were not included in the three year capital programme for 2018/19 to 2020/21 approved last February. Although expected resources have remained at a similar level, there is still a shortfall, so the same approach will be required for setting the capital programme for 2019/20 to 2021/22.

3 2018/19 Revised Capital Programme

- 3.1 The table below summarises the overall change in the 2018/19 revised capital programme with the main movements explained below:

	2018/19 Approved	Additions/ (Reductions)	2018/19 Revised
HRA (Housing)	7,468,990	(762,610)	6,706,380
General Fund (Housing)	217,200	45,000	262,200
General Fund (Other Services)	1,400,760	(297,140)	1,103,620
Total	9,086,950	(1,014,750)	8,072,200

- 3.2 The revised budget for the HRA housing programme has been amended to reflect the timing of work associated with the demolition / rebuild of flats at Long Street and Coleshill Road, Atherstone. Only the preparatory work will be possible in 2018/19, with the main project works to be undertaken in 2019/20. Budget provision of £900,000 has therefore been moved into 2019/20 to match the profiled spend.
- 3.3 The staffing budget has increased by £137,390 to reflect the increased time that the Housing Maintenance section expect to spend on capital schemes.
- 3.4 Within the General Fund Housing programme, a sum of £45,000 will be required to upgrade the Borough Care Control Centre equipment, in anticipation of the termination of the UK's analogue public telephone network by 2025. Full details of this upgrade are detailed in a separate report elsewhere in this agenda.
- 3.5 Some provision has been left in the Disabled Discrimination Act budget for a possible toilet replacement in Atherstone, with the remaining budget of £156,650 being pushed back into 2019/20.
- 3.6 Part of the upgrade of the Payment Management System has been delayed as the functionality currently available in the Call Secure Solution from Capita doesn't meet the Council's needs. A sum of £18,000 is to be moved to 2019/20 in relation to this.
- 3.7 A change in the timing of the large Road Sweeper replacement requires the associated budget to be moved into 2019/20.

4 Updating the Approved Capital Programme

- 4.1 A number of schemes relating to this Board were included in the 2018/19 to 2020/21 approved capital programme and these are detailed in Appendix A, including any 2021/22 timing changes associated with these programmes. The timing of schemes has been reviewed and updated where required.

...

- 4.2 The remaining schemes relating to this Board, which are considered non essential at this time and have been excluded from the proposed programme, are shown in Appendix B.

5 Growth Bid Included in the Approved Capital Programme

- 5.1 Notification has been received that support for the current Financial Management System (TOTAL) is time limited, and will be withdrawn in a few years. However, there is no certainty on the length of time that the current system will be available for. The software has not been developed for some time and is causing increasing issues, particularly with our external auditors. Additional staff time is being required to meet audit requirements. A procurement exercise is therefore planned for 2019/20, with a view to implementing a new system in 2020/21. The cost of a replacement system is expected to be in the region of £300,000, and this has been added to the proposed programme.

6 Vehicle Replacement Schedule

- 6.1 Appendix C identifies vehicles that require replacement over the 3 year capital programme covered in this report.
- 6.2 The replacement schedule will be reviewed on a regular basis to ensure that it is still relevant and the actual lifespan of the vehicles will be carefully reviewed and monitored so that vehicles are only replaced when it becomes essential or there is a clear economic benefit.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 In terms of the overall capital programme, the bids for schemes included in Appendix A of this report will be collated into an overall programme which will be submitted to the Executive Board for final approval in February.
- 7.1.2 Due to the surplus of schemes to the capital resources available, Members of this Board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they may only do so if another approved scheme is reduced or deleted, or additional resources are obtained.

7.2 Environment and Sustainability Implications

- 7.2.1 Capital investment is required if the Council is to maintain and enhance both its assets and the quality and consistency of its services to the community.

7.3 Risk Management Implications

7.3.1 The risks associated with the failure to undertake the proposed schemes are taken into account in assessing whether the schemes are essential or non essential.

7.4 Equality Implications

7.4.1 Public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Under the general duties public authorities, in the exercise of their functions, must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations within the protected characteristics. In the case of the capital programme the Council is required to ensure that as far as it is reasonably practicable, it has taken appropriate steps to ensure compliance with the provisions of the Equality Act. Failure to do so could result in limiting access to services provided from our buildings and facilities by disabled people and the potential for legal challenges being taken against the Council.

7.5 Links to Council's Priorities

7.5.1 The capital projects proposed for inclusion will contribute to providing easier access to Council services, particularly through the internet and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places.

The Contact Officer for this report is Daniel Hogan (719337).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

1) HRA Approved 3 Year Capital Programme 2019/20 to 2021/22
Appendix A

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2019/20	2020/21	2021/22	3 Year Programme
Electrics	A scheduled programme to replace consumer units and bring wiring in Council properties up to date.	390,650	402,370	414,440	1,207,460
Staffing	Housing officers who deliver the capital programme to Council properties.	295,430	302,560	309,920	907,910
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	390,650	402,370	414,440	1,207,460
Heating	To replace heating systems which are at the end of their component life time, can't be repaired or to provide for controllable systems to meet the Decent Homes Standard.	240,400	247,610	255,040	743,050
Windows and Doors	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	240,400	247,610	255,040	743,050
Energy Saving Measures	External Wall Insulation and Loft Insulation programmes to ensure properties meet the necessary levels for energy usage.	90,150	92,850	95,640	278,640
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	180,300	185,710	191,280	557,290
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	390,650	402,370	414,440	1,207,460
Improvement works for blocks of flats - external and common areas	From 2019 we will start a rolling priority programme of remedial works to blocks of flats. The works will deal with blocks of flats that require extensive structural repairs.	691,150	711,900	733,240	2,136,290
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	131,960	-	-	131,960
Replacement of Housing Inspectors Vehicles	Replacement as per the vehicle replacement schedule.	65,780	-	-	65,780
Replacement of Neighbourhood Warden Vehicles	Replacement as per the vehicle replacement schedule.	76,380	-	-	76,380
Multi Trade Contract	To cover a range of capital works including remedial work following fire risk assessments and schemes for garages and sheltered scheme communal rooms as well as external works and structural works.	390,650	402,370	414,440	1,207,460
Unallocated New Build	New Build funds to be allocated.	1,930,000	1,060,900	1,092,730	4,083,630
		5,504,550	4,458,620	4,590,650	14,553,820

2) General Fund Approved 3 Year Capital Programme 2019/20 to 2021/22

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2019/20	2020/21	2021/22	3 Year Programme
Decent Homes Grants and Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	40,000	40,000	40,000	120,000
Borough Care Lifelines	Provide new lifelines and replace units that are beyond repair and/or are obsolete.	23,000	23,000	23,000	69,000
Computer hardware and software, purchase and replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft Software licenses.	40,000	40,000	30,000	110,000
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.	-	10,000	-	10,000
Replacement Financial Management System (FMS)	A new Financial Management system will be required, as it will not be fit for purpose in the near future and support for the existing system will be withdrawn in a few years time.	-	300,000	-	300,000
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible.	20,000	20,000	20,000	60,000
Network Infrastructure	Replacement of the existing network infrastructure.	-	40,000	-	40,000
Telephone System	Replacement of the existing telephone system.	-	20,000	-	20,000
Server Virtualisation	Replacement of the existing virtual server.	-	50,000	-	50,000
Operating System Upgrade	Primarily used at two levels; the day to day use of the recovery of lost data or damaged systems that need to be rolled back to a previous state. The major use is in the event of fire or theft where the backups we hold would be used to restore systems.	-	-	25,000	25,000
Payment Management System	Upgrade to Payment Management System to meet new encryption standards and introduce contactless payments.	18,000	-	10,000	28,000
Atherstone Leisure Complex - Replacement Roof	The leisure complex has a single ply flat roof covering virtually all of the facility that has an estimated life span of around 10 years and may need replacing in 2019/20.	285,000	-	-	285,000
The Pavilions - Cladding/roof works	Replacement of the roof cladding.	-	105,000	-	105,000
Innage Park Phase 2 - Cladding/roof works	Replacement of the roof cladding.	195,000	-	-	195,000
Maya Restaurant (Bear and Ragged Staff)	To replace the roof covering the building.	-	120,000	-	120,000

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2019/20	2020/21	2021/22	3 Year Programme
Refurbishment of Council Owned Buildings	To carry out necessary improvements to all council owned property.	-	-	45,000	45,000
Disabled Discrimination Adaptations	To undertake work where appropriate to improve access to and around our facilities for disabled users of the service.	156,650	-	-	156,650
Electrical upgrade at Old Bank House	The electrical system at OBH is almost 30 years old and will be in need of updating to comply with current legislation.	-	150,000	-	150,000
Replacement of Pool Vehicles	Replacement as per the vehicle replacement schedule.	-	-	20,000	20,000
Replacement of Refuse Vehicles	Replacement as per the vehicle replacement schedule.	-	771,000	-	771,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	228,820	119,050	-	347,870
Replacement of Horticulture Vehicles	Replacement as per the vehicle replacement schedule.	55,500	122,010	32,650	210,160
Replacement of Leisure Services Vehicles	Replacement as per the vehicle replacement schedule.	15,260	-	-	15,260
Replacement of Borough Care Scheme Vehicles	Replacement as per the vehicle replacement schedule.	73,710	-	-	73,710
Capital Salaries - Management	General Fund staffing.	17,530	17,990	18,420	53,940
		1,168,470	1,948,050	264,070	3,380,590
Total		6,673,020	6,406,670	4,854,720	17,934,410

1) Schemes Not Included in the 3 Year Capital Programme 2019/20 to 2021/22

Appendix B

Fund	Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
			2019/20	2020/21	2021/22	10 Year Programme
HRA	Replacement Housing/Rents	The current system (IBS) will be more than 10 years old and it is Council practice to review and assess systems to ensure they still meet user needs.	-	-	100,000	100,000
GF	Electronic Document and Record Management System (EDRMS) - Development and Corporate roll-out	To review and assess system to ensure it still meets user needs and replace if required.	-	70,000	-	70,000
GF	Atherstone Leisure Complex - Heating	Replacement of the heating and other M&E systems at the Leisure Complex (additional to the boiler system for which there is funding set aside).	200,000	-	-	200,000
GF	Maya Restaurant - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	-	50,000	-	50,000
GF	Carlyon Road - Resurface Car Park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	-	250,000	-	250,000
GF	Innage Park Phase 1 - Resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	-	80,000	-	80,000
GF	Innage Park Phase 2 - Resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	40,000	-	-	40,000
GF	Car Parking Meters	To provide car parking meters at all of the councils car parks, to assist in parking enforcement.	175,000	-	-	175,000
GF	Structural Maintenance Programme of Car Parks and Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	1,500,000	-	-	1,500,000
Total			1,915,000	450,000	100,000	2,465,000

<u>Registration</u>	<u>Vehicle type</u>	<u>Purchase Date</u>	<u>Expected Life</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
Pool Vehicle						
RX11 FVA	Land Rover Breakdown Vehicle	16/05/2011	10 years			£20,000
Refuse Vehicles						
BG63 WZL	Mercedes Econic 26T split body refuse freighter	20/01/2014	7 Years		£257,000	
BG63 WZM	Mercedes Econic 26T split body refuse freighter	30/12/2013	7 Years		£257,000	
BG63 WZN	Mercedes Econic 26T split body refuse freighter	20/01/2014	7 Years		£257,000	
Street Cleansing						
KV08 KWR	Ford Transit 260	01/04/2008	7 Years	£19,100		
KU06 YDP	Ford Transit 260	07/03/2006	7 Years	£19,100		
KU13 UET	Ford Transit with Crew Cab & Cage	04/03/2013	7 Years	£26,000		
LK63 ODB	Large Road Sweeper slipped from 2018/19	04/03/2014	5 Years	£126,420		
FH63 GRK	Ford Transit 350	22/01/2014	7 Years		£23,050	
LG65 GGF	CX201 Compact precinct sweeper	25/02/2016	5 Years		£85,380	
KU06 YDO	Ford Transit 260	07/03/2006	7 Years	£19,100		
KV08 KVP	Ford Transit 350	01/04/2008	7 Years	£19,100		
KM59 XZW	Ford Fiesta Van	21/01/2010	7 Years		£10,620	
HDW Vehicles						
KV08 KVV	Ford Transit 260	01/04/2008	7 Years	£20,000		
KV08 KWK	Ford Transit 260	01/04/2008	7 Years	£20,000		
KV08 KWM	Ford Transit Dropside	01/04/2008	7 Years	£25,000		
KV08 KWA	Ford Transit Dropside	01/04/2008	7 Years	£25,000		
KW08 YPJ	Ford Connect 200 SWB	31/07/2008	7 Years	£12,730		
KR08 YPF	Ford Connect 200 SWB	31/07/2008	7 Years	£12,730		
KN11 NCC	Ford Transit	31/05/2011	7 Years	£16,500		
Housing Inspectors Vehicles						
KX58 WZV		05/09/2008	7 Years	£12,730		
KM59 XZV		21/01/2010	7 Years	£10,610		
KM59 XZY		21/01/2010	7 Years	£10,610		
KW08 TVJ		30/06/2008	7 Years	£10,610		
KW08 TVL		30/06/2008	7 Years	£10,610		
KW08 TVK		30/06/2008	7 Years	£10,610		
Neighbourhood Wardens Vehicles						
KV08 KVL		05/03/2008	7 Years	£12,730		
KV08 KWJ		17/03/2008	7 Years	£12,730		
KS58 KZK		31/01/2009	7 Years	£12,730		
KV08 KWF		31/07/2008	7 Years	£12,730		
KR08 YPG		31/07/2008	7 Years	£12,730		
KP58 DLX		16/12/2008	7 Years	£12,730		

<u>Registration</u>	<u>Vehicle type</u>	<u>Purchase Date</u>	<u>Expected Life</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
Horticulture Vehicles						
Unregistered	Gang Mower	27/05/2014	5 Years			£25,890
Unregistered (Mower)	Kubota GZD21 Ride On	23/08/2014	5 Years	£12,350		
Unregistered (Mower)	Kubota GZD21 Zero Turn	03/08/2015	5 Years		£12,720	
KV08 KWS	Ford Transit 330	01/04/2008	7 Years	£20,260		
KS57 PNO	Ford Fiesta Van	14/02/2008	7 Years		£10,560	
FH63 GWP	Ford Transit 350	22/01/2014	7 Years		£23,050	
BX14 WCF	Kubota Mower	02/07/2014	5 Years	£16,520		
WX65 CDV	Ransome Highway Mower	01/02/2016	5 Years		£34,560	
WX65 CDY	Ransome Highway Mower	01/02/2016	5 Years		£34,560	
Trailers			1 Year	£6,370	£6,560	£6,760
Leisure Vehicles						
KR09 AUN	Ford Transit 260	03/07/2009	7 Years	£15,260		
Community Support Scheme						
KS57 POH	Ford Fiesta Van	14/02/2008	7 Years	£10,530		
KS57 PMY	Ford Fiesta Van	14/02/2008	7 Years	£10,530		
KS57 PMX	Ford Fiesta Van	14/02/2008	7 Years	£10,530		
KS57 PKX	Ford Fiesta Van	14/02/2008	7 Years	£10,530		
KS57 POJ	Ford Fiesta Van	22/01/2008	7 Years	£10,530		
KS57 PNZ	Ford Fiesta Van	22/01/2008	7 Years	£10,530		
KS57 PMO	Ford Fiesta Van	22/01/2008	7 Years	£10,530		
HRA Total				£274,120	£0	£0
General Fund				£373,290	£1,012,060	£52,650
Grand Total				£647,410	£1,012,060	£52,650

Agenda Item No 17

Resources Board

28 January 2019

Report of the Corporate Director - Resources

Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2019/20

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2019/20.

Recommendation to the Council

That the proposed strategies for 2019/20 be approved.

2 Introduction and Background

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) recommends that the Council adopts the following form of words to define the policies and objectives of its treasury management activities:
- “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 2.2 ‘Investments’ in the definition above covers all the financial assets of the organisation, as well as other non-financial assets which the organisation holds primarily for financial returns, such as investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management delegations. All investments require an appropriate investment management and risk management framework under the CIPFA code.
- 2.3 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities focus on their risk implications for the organisation, and any financial instruments entered into in order to manage these risks.

- 2.4 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management. These principles will be applied across all investment activities, including any more commercially based investments.

3 Statutory requirements

- 3.1 The Local Government Act 2003 and supporting regulations requires the Council to 'have regard to' the CIPFA Prudential Code, the Ministry of Housing, Communities and Local Government (MHCLG) Minimum Revenue Provision Guidance, the CIPFA Treasury Management Code and the MHCLG Investment Guidance.

4 CIPFA requirements

- 4.1 The CIPFA Code of Practice on Treasury Management (2017 revision) was adopted by this Council on 29 January 2018. The primary requirements of the Code are as follows:

- 4.1.1 The organisation will create and maintain, as the cornerstones for effective treasury management:

- a treasury management policy statement, stating the policies, objectives and approach to risk management of the Council's treasury management activities;
- Suitable treasury management practices (TMP's), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMP's will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the Code's key principles.

- 4.1.2 The Resources Board will receive reports on treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.

- 4.1.3 This organisation delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Resources Board, and for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

4.1.4 This organisation nominates the Full Council to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

4.2 The current version of the Treasury Management Policy Statement is attached at Appendix A. The Treasury Management Practices (TMP's) have also been updated.

5 Treasury Management Strategy for 2019/20

5.1 The suggested strategy for 2019/20 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Link Asset Services.

5.2 The strategy covers:

- treasury indicators which will limit the treasury risk and activities of the Council
- the current treasury position
- the borrowing requirement
- status under 'Market in Financial Instruments Directive II' (MIFID II)
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- the investment strategy
- creditworthiness policy
- policy on use of external service providers
- the MRP strategy.

6 Balanced Budget Requirement

6.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:-

- Increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- Any increases in running costs from new capital projects

are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

7 Treasury Limits for 2019/20 to 2021/22

- 7.1 It is a statutory duty under Section 3 of the Act and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The Authorised Limit represents the legislative limit specified in the Act.
- 7.2 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future Council Tax and Council rent levels is “acceptable”.
- 7.3 The Authorised Limit covers the capital plans to be considered for inclusion, incorporating financing by both external borrowing and other forms of liability, such as credit arrangements. It also includes an assessment of potential risks and allows some headroom for additional short term borrowing in the event that this is needed, for example, if the timing of capital income or expenditure changed.
- 7.4 The operational boundary focuses on the expected treasury management activity during the year, and reflects the levels of debt included within the estimates.
- 7.5 The Authorised Limit and the Operational Boundary are to be set, on a rolling basis, for the forthcoming year and two successive financial years. Details of the Authorised Limit and the Operational Boundary can be found in Appendix B of this report.

8 Current Portfolio Position

- 8.1 The Council's treasury portfolio position at 31/12/2018 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	24.500	0.94
Variable Rate Funding	6.000	0.69*
Short Term Funding	7.500	0.76*
Total Net Investments	38.000	0.90

* - Please note that these rates are variable and the figures quoted are reflective of a point in time. These rates will fluctuate dependent on prevailing economic and market conditions.

9 Borrowing Requirement

- 9.1 The Council's Borrowing Requirement or Capital Financing Requirement (CFR) is expected to be £63,655,670 at 1 April 2019.

10 Prudential and Treasury Indicators for 2019/20 to 2021/22

10.1 Treasury Indicators, as shown in Appendix B, are relevant for the purpose of setting an integrated treasury management strategy. Other prudential and capital indicators will be reported to Executive Board before submission to full Council.

11 Status under Market in Financial Instruments Directive II (MIFID II)

11.1 Following the introduction of the Market in Financial Instruments Directive II on 3 January 2018, which reclassified all local authority investors as retail investors, the Council opted up to a return to professional status, having met the criteria specified by the Financial Conduct Authority.

12 Prospects for Interest Rates

12.1 The Council has appointed Link Asset Services as a treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. Their forecast for long term interest rates is shown below:

	March 2019	June 2019	Sept 2019	Dec 2019	March 2020	June 2020	Sept 2020
Bank Rate	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%

12.2 Following UK unemployment falling to a 43 year low during 2018, the Bank of England took the decision in August to raise interest rates for the second time in 9 months. Recent economic data indicates that the UK economy grew by 1.5% in 2018, an unchanged rate of growth than the forecast level published in August. The November Bank of England Inflation Report included a forecast for growth of 1.7% over the next two years.

12.3 The level of inflation fell from a 5 year high of 3% in 2017 to 2.5% in the third quarter of 2018. This is still above the target level of 2%, due to increases in energy and import prices caused by the continuing uncertainty surrounding the Brexit situation. The Inflation Report forecasts that consumer prices are to reduce over the next 3 years, to 2.1% in 2019 and 2020 and to the target level of 2.0% in 2021. The Governor of the Bank of England, Mark Carney, has suggested that there may be further Bank Rate rises over the coming years, although much will depend upon the Brexit outcome.

13 Borrowing rates

- 13.1 The Council has a borrowing or Capital Financing Requirement of £63.656 million. Of this, £50.239 million relates to the HRA refinancing and the remainder is wholly internal borrowing. Because we have a number of capital and revenue reserves which have not yet been used, we have temporarily used these to finance our capital spending rather than the Council borrowing externally. These reserves amounted to £23.974 million at the beginning of 2018/19.
- 13.2 Over the next three years, investment rates are expected to be below long term borrowing rates and so value for money considerations indicate that value is best obtained by continuing to use internal reserves. However, this policy should be regularly monitored to take advantage of changes in the economic forecast. The Corporate Director of Resources will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

14 Policy on Borrowing in Advance of Need

- 14.1 The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra funds borrowed. Any decision to borrow in advance will be within the forward Capital Financing Requirement estimates, and will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.
- 14.2 In determining whether borrowing will be undertaken in advance of need the Council will;
- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
 - ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
 - evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
 - consider the merits and demerits of alternative forms of funding
 - consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
 - Consider the impact of borrowing in advance of temporarily increasing investment cash balances (until required to finance capital expenditure) and the consequent increase in exposure to counterparty risk and the level of such risks given the controls in place to minimise them.

15 Annual Investment Strategy

- 15.1 The Council's investment policy has regard to the MHCLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross

Sectoral Guidance Notes (“the CIPFA TM Code”). The Council’s investment priorities will be security first, liquidity second, then return.

- 15.2 In accordance with the above guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- 15.3 Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- 15.4 Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 15.5 Investment instruments identified for use in the financial year are listed in Appendix C under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Council’s treasury management practices and are shown at Appendix F.
- 15.6 In the event that this Council undertakes to enter any commercial investment, for example investment in property, it will ensure that the investments will be proportional to the level of resources that are available to the Council. Owing to the greater level of risk to the Council of undertaking a commercial investment, any such investment will be subject to enhanced decision making and scrutiny. All potential investments will be assessed individually, with due diligence carried out, and external expertise utilised where needed. Investment limits will not be set, as each opportunity will be reported to Members for a decision.

16 **Creditworthiness Policy**

- 16.1 This Council uses the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s and Standard and Poor’s. The credit ratings of counterparties are supplemented with the following overlays:
- credit watches and credit outlooks from credit rating agencies;
 - CDS spreads to give early warning of likely changes in credit ratings;
 - sovereign ratings to select counterparties from only the most creditworthy countries.

- 16.2 The Link Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.
- 16.3 Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
- 16.4 All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.
- If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
 - In addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.
- 16.5 Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

17 **Country limits**

17.1 The Council has determined that it will only use approved counterparties from a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix D. This list will be added to or deducted from by officers should ratings change in accordance with this policy.

17.2 Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts.

18 **Interest Rate Outlook**

18.1 In August 2018, the Bank of England raised interest rates to 0.75% from the previous level of 0.5%. This was only the second interest rate rise since July 2007. There are differing opinions on the exact timing of any future rate changes as economic forecasting remains difficult with many external influences weighing on the UK.

18.2 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts, money market funds and short-dated deposits in order to benefit from compounding of interest.

19 **End of Year Investment Report**

19.1 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

20 **Policy on the use of Treasury Management Consultants**

20.1 The Council uses Link Asset Services as its external advisers. The Council recognises that responsibility for treasury management decisions remains with the Council and it will make decisions after taking into account advice or information given from Link, but the Council will not solely rely on this advice. It recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and are subject to regular review.

21 **Scheme of Delegation**

21.1 **Full Council**

- Receiving and reviewing reports on treasury management policies, practices and activities
- Approval of annual strategy.

21.2 **Resources Board**

- Scrutiny/Approval/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- Budget consideration and approval
- Receiving and reviewing regular monitoring reports and acting on recommendations.

22 **Role of the Section 151 Officer**

22.1 The treasury management role of the Section 151 Officer includes:-

- Recommending clauses, treasury management policy / practices for approval, and reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function

- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers.

23 **Minimum Revenue Provision**

23.1 The Council's Minimum Revenue Provision Policy Statement for 2019/20 is shown at Appendix E.

24 **Report Implications**

24.1 **Finance and Value for Money Implications**

24.1.1 There are no financial implications arising directly from this report. An Annual Report on Treasury Management, including investment activity will be presented to the Resources Board and Full Council by 30 September each year.

24.2 **Environment and Sustainability Implications**

24.2.1 Having appropriate financial controls through the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy contributes towards the sustainable provision of services.

24.3 **Risk Management Implications**

24.3.1 The stringent controls in place for the treasury management function all help to minimise any risk. Establishing the credit quality of counter-parties reduces the risk of investments. Further risks have been identified for non-specified investments and are shown in Appendix C. In making any investment decision, whether it is an overnight investment or for a period of longer than one year, the risk attached is always taken into account.

24.4 **Links to Council's Priorities**

24.4.1 Making best use of our resources through achieving a balanced budget and developing our workforce.

The Contact Officer for this report is Daniel Hogan (719337).

Treasury Management Policy Statement 2019-20

- 1.1 The Council defines the policies and objectives of its treasury management as the management of the Council's investments and cash flows, its banking, money market and capital market transaction; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 1.2 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 1.3 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best practice in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management. It is important, therefore, that the Council's investment framework should seek to safeguard the Council's funds rather than to maximise returns. Due consideration must, therefore, be given to:
 - Security: the creditworthiness of the counterparty;
 - Liquidity: how readily available to cash is; the term of the investment;
 - Yield or the rate of return on the investment.

The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that robust due diligence procedures cover all external investment. Security and liquidity will take priority over yield, but the highest yield possible may be sought once security and liquidity have been assured.

- 1.4 The Council will receive reports on its treasury management policies, practices and activities including an annual strategy and plan in advance of the year, an annual report after its close, and an update report at other intervals, so that Members are informed of activities at each Board cycle. These reports will be in the format prescribed in the Council's Treasury Management Practices (TMP).
- 1.5 The Council delegates responsibility for the implementation of its treasury management policies and practices to the Resources Board, and for the execution and administration of treasury management decisions to the Corporate Director (Resources), who will act in accordance with the Council's statement and TMP's and if he/she is a CIPFA member, CIPFA's "Standard of Professional Practice on Treasury Management".

APPENDIX B

Treasury Indicators

Treasury Indicator	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Authorised Limit for External Boundary	83,562	82,089	79,582	79,240
Operational Boundary	63,656	62,073	60,491	57,639
Upper Limit for Fixed Interest Rate Exposure	65,000	64,000	62,000	60,000
Upper Limit for Variable Rate Exposure	32,500	32,000	31,000	30,000
Upper Limit for Total Principal Sum Invested for over 364 days (per maturity date)	50%	50%	50%	50%

Maturity Structure of New Fixed Rate Borrowing	Upper Limit	Lower Limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

LOCAL GOVERNMENT INVESTMENTS (England)**SPECIFIED INVESTMENTS**

All investments listed below must be sterling-denominated, with maturities up to a maximum of 1 year.

Investment	Repayable/ Redeemable within 12 months?	Security / 'High' Credit Rating criteria	Circumstance of use	Maximum period
Money Market Funds (MMF) - Including USDBFs <i>These funds do not have any maturity date- structured as Open Ended Investment Companies (OEICs)</i>	Yes	Yes AAA rated	In-house	the period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements
Debt Management Agency Deposit Facility¹	Yes	N/A	In-house	365 days
Term Deposits- Local Authorities	Yes	N/A	In-house	365 days
Term Deposits- Banks and Building Societies	Yes	See Strategy	In-house	365 days
Banks nationalised by high credit rated countries (sovereign rating)	Yes	Sovereign rating	In-house	365 days
Government guarantee on ALL deposits by high credit rated countries (sovereign rating)	Yes	Sovereign rating	In-house	365 days
UK government support to the banking sector (implicit guarantee)	Yes	UK sovereign rating	In-house	365 days

Monitoring of credit ratings : All credit ratings will be monitored **weekly or more frequently if needed.**

Forward Deposits: Forward deposits may be made. However, the forward period plus the deal period should not exceed one year in aggregate.

Support: Banks eligible for support under the UK bail-out package and which have debt guaranteed by the Government are eligible for a continuing guarantee when debts mature and are refinanced. The banks which have used this explicit guarantee are:

Bank of Scotland; Barclays; Clydesdale; Coventry Building Society; Investec Bank; Nationwide Building Society; Rothschild Continuation Finance plc; Standard Life Bank; Royal Bank of Scotland; Tesco Personal Finance plc; West Bromwich Building Society; Yorkshire Building Society

LOCAL GOVERNMENT INVESTMENT (England)

NON-SPECIFIED INVESTMENTS - A maximum of 50% may be held in non-specified investments

Maturities in excess of 1 year Investment	(A) Why use it? (B) Associated risks?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating **	Circumstance of use	Max % of overall investments	Maximum maturity of investment
Term deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment. (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period	No	Period and amount will be dependent on credit ratings, as shown on authorised list	In-house		<i>Suggested limit : 5 years</i>
Callable deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity. (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) period over which investment will actually be held is not known at the outset. (iii) Interest rate risk : borrower will not pay back deposit if interest rates rise after deposit is made.	No	Period and amount will be dependent on credit ratings, as shown on authorised list	To be used in-house after consultation/ advice from Link		<i>Suggested limit : 5 years</i>
Term deposits- local authorities	Going concern	No	N/A	In house		

Property Funds	(A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity (average 5% yield since 1970). (ii) Reduces Portfolio Risk through a diversified portfolio (B) (i) Illiquid – Property is an illiquid asset class and it is not always possible to sell units immediately. (ii) High Cost of Dealing (iii) high market risk as the property value and performance ill fluctuate based on condition of Real Estate market.	No	N/A	To be used in-house after consultation/ advice from Link		<i>Suggested limit : 10 years</i>
UK Gilt Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the gilt		AAA	To be used in-house after consultation/advice from Link		<i>Suggested limit 10 years</i>
Bonds issued by a financial institution guaranteed by the UK Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Link		<i>Suggested limit 10 years</i>
Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Link		<i>Suggested limit 10 years</i>
Sovereign Bonds (i.e. other than the UK Government)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Link		<i>Suggested limit 10 years</i>

Bonds issued by Multilateral Development Banks	<p>(A) (i) Excellent credit quality. (ii) relatively liquid. (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt ~ aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)</p> <p>(B) (i) 'Market or interest rate risk' : Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen</p>	No	AAA or government guaranteed	Buy and hold to maturity : to be used in-house after consultation/ advice from Link		
---	---	----	------------------------------	---	--	--

*

Treasury Management Strategy Statement 2019/20

Approved Countries for Investment

AAA

Australia
Canada
Denmark
Germany
Netherlands
Singapore
Sweden
Switzerland
United States of America (AA+ with S&P)

AA+

Finland

AA

France
United Arab Emirates
United Kingdom

AA-

Belgium (AA with S&P)
Qatar

Minimum Revenue Provision Policy Statement 2019/20

The Council implemented the new MRP Guidance in 2008/09, and have assessed their Minimum Revenue Provision since then in accordance with the main recommendations contained within the Guidance issued by the Secretary of State under section 21 (1A) of the Local Government Act 2003. In particular, the council are satisfied that the guidelines for their annual amount of MRP set out within this Policy Statement will result in their making the requisite prudent provision that is required by the Guidance.

The MRP for the financial year 2008/09, and thereafter, will continue to be charged at the rate of 4%, in accordance with the recommendations and intent of Option 1¹ and the discretion available under the Guidance.

In subsequent financial years, further amounts of new capital expenditure may continue to be charged at the rate of 4%, and added to the above mentioned base CFR amount, up to an amount equivalent to the Council's annual SCER allocation. The expenditures ranking for this method of charge will be assessed on a cumulative basis, where appropriate, rather than confined to individual financial years. To the extent that expenditures cannot be treated in this manner, they will be subject to MRP principles outlined in Option 3².

Also, application of this provision will be on a discretionary basis, in that any utilisation of the continuing 4% option is entirely discretionary, and may if necessary be "stored up" until a later financial year.

The Council will treat all expenditures as not ranking for MRP until the year after the scheme or asset to which they relate is completed and/or brought into use, rather than confine this approach solely to expenditures treated for MRP purposes under Option 3.

What is meant by this is that it is considered both proper and prudent to adopt the uncompleted scheme aspect as recommended under the heading of Option 3 for all expenditures, in recognition of the fact that there is essentially no difference in MRP charging terms between any new capital expenditures.

In cases where new capital expenditure is incurred in relation to an existing asset or similar, MRP will be spread over a period which reflects the life/beneficial use of the associated asset or item.

These periods are determined for MRP purposes only, and the Council may account for depreciation of assets under SORP over different periods, after having had regard to the different conditions that may apply to these for accounting purposes.

The spreading of the MRP charge under the estimated life period approach will be carried out in an aggregate manner, as details of individual schemes, whilst required for supporting information purposes in the year for which MRP liability is first being assessed, have no beneficial purpose thereafter. Schemes/expenditures will accordingly be grouped within differing life periods where such apply.

The Council also determines that available resources for financing capital expenditure, such as capital receipts, will be applied to new capital expenditure in a

¹ Option 1 – for debt which is supported by the Government. This is subject to a 4% charge per annum.

² Option 3 – provision to repay borrowing is made over the estimated life of the asset.

manner that is considered appropriate in any financial year. For example, it will not be considered imprudent to apply such resources in the first instance to expenditures that have a shorter estimated lifespan, as the process for allocating either actual resources, or treatment under the various options, can only operate on a selective basis, as envisaged by the Guidance.

When adopting this aspect of the recommendations contained within Option 3, the Council may, where applicable, treat any new capital expenditures/schemes which are both commenced and finalized within the financial year as having been financed from any associated grants, s.106 monies, or similarly earmarked funds. This is however entirely at their discretion. In cases where expenditure is incurred on only part of a scheme which is not completed by the year end, any grant or similar financing resources will either be allocated to other new expenditures under delegated powers, or carried forward for MRP purposes, as necessary or appropriate.

Final decisions regarding the manner in which such resources are deemed to be allocated to schemes will be taken under delegated powers.

Estimated life periods will also be taken under delegated powers. In the case of new capital expenditure in respect of land, it is considered that the recommended life period of 50 years contained within the Guidance does not adequately reflect a realistic life period, which is considered to be at least as great as would be the case if a building were to be placed upon it. The Council are aware when approving this that the Guidance recommends only that the life period should bear some relation to that over which the asset is estimated to provide a service.

To the extent that expenditures are not on the creation of an asset, and are of a type that are subject to estimated life periods that are referred to in the Guidance, these periods will generally be adopted by the Council. However, in the case of long term debtors arising from loans or other types of capital expenditure made by the Council which will be repaid under separate arrangements (such as long term investments), the Authority will give separate consideration as to whether a Minimum Revenue Provision will be made. The Council are satisfied that a prudent provision can be achieved after exclusion of these capital expenditures from the MRP requirements.

In view of the variety of different types of capital expenditure incurred by the Authority, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefits that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure, and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

The determination as to which schemes shall be deemed to be financed from available resources, and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

Counter Party Limits

Group Limit	Up to 30% of total investments
Other Limits	Up to 50% of total investments may be invested for a period of more than 1 year
	Up to 100% of total investments may be invested with UK institutions
	Up to 50% of total investments may be invested in non UK institutions
	Up to 100% of total investments may be invested for a period of up to 1 year
	Up to 20% of the investment portfolio in any one country outside the UK
Ultra-Short Dated Bond Funds	As the funds are spread over a large number of institutions, these do not form part of any group limit.
Cash Funds	As the funds are spread over a large number of institutions, these do not form part of any group limit.
Property Funds	As the funds are spread over a range of properties, these do not form part of any group limit.

Individual Investment Limits

Fitch Ratings	Investment Duration	Investment Limit
AAA – Money Market Fund (MMF)	12 months and over	£5,000,000
AAA – Cash Fund (USDBF)	12 months and over	£3,000,000
AAA – Property Fund	12 months and over	£2,000,000
AAA – Supranational Bank	12 months and over	£2,500,000
AAA – Supranational Bank	Less than 12 months	£3,000,000
AA+	12 months and over	£2,000,000
AA+	Less than 12 months	£2,500,000
AA	12 months and over	£1,750,000
AA	Less than 12 months	£2,250,000
AA-	12 months and over	£1,500,000
AA-	Less than 12 months	£2,000,000
A+	6 to 12 months	£1,500,000
A+	Less than 6 months	£1,750,000
A	6 to 12 months	£1,000,000
A	Less than 6 months	£1,500,000
A-	6 to 12 months	£750,000
A-	Less than 6 months	£1,250,000
Nationalised/Part-Nationalised	12 months and over	£1,750,000
Nationalised/Part-Nationalised	Less than 12 Months	£2,250,000

Commercial Investments – These will be assessed on an individual basis.

Agenda Item No 18

Resources Board

28 January 2019

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2018

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to December 2018.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 This report shows the third quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2018/19. This is the third report showing the progress achieved so far during 2018/19.

4 Progress achieved during 2018/19

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with our local performance indicators during April to December 2018/19 for the Resources Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an amber circle)

Green – target currently on schedule to be achieved (shown as a green star)

5 Performance Indicators

- 5.1 The current performance indicators have been reviewed by each division and Management Team for monitoring for the 2018/19 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 95% of the Corporate Plan targets and 73% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	20	95%
Amber	1	5%
Red	0	0%
Total	21	100%

Performance Indicators

Status	Number	Percentage
Green	11	73%
Amber	4	37%
Red	0	0%
Total	15	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

- 8.1.1 There are community safety performance indicators which are reported to Executive Board.

8.2 Legal Data Protection and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of actions and indicators which contribute towards the priorities of the sustainable community strategy including financial inclusion, improving broadband access, providing adaptations and preventing homelessness.

8.4 Risk Management Implications

8.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

8.5 Equality Implications

8.5.1 There are a number of equality related actions and indicators highlighted in the report including improving broadband access, the borough care review and providing adaptations and preventing homelessness.

8.6 Links to Council's Priorities

8.6.1 There are a number of targets and performance indicators contributing towards the priorities of responsible financial and resource management, supporting employment and business, creating safer communities and promoting sustainable and vibrant communities.

The Contact Officer for this report is Robert Beggs (719238).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Resources Board 18/19								
	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
35	To update the ICT Strategy for 2019 – 2023 and to continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2019	Responsible Financial & Resource Management	Linda Bird	The ICT Strategy will be reviewed, consulted on and updated and reported to Board in January 2019.	Meetings to discuss future needs, to feed into the ICT Strategy, have been arranged. Best practice will be reviewed and an updated ICT Strategy will be reported to Board in January 2019.	The draft ICT Strategy has been produced and distributed for comment. It will be reported to Resources Board in January 2019 and Executive Board in February.	Green	
36	To continue to seek opportunities to rationalise the Council's property portfolio including:- a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way	Responsible Financial & Resource Management	Richard Dobbs	NWBC is currently working with other Warwickshire authorities on the latest round of the One Public Estate programme as well as working on land registration and GIS rationalisation of the Council's various land holdings	Officers are currently preparing a multi-centre bid for OPE 7. Discussions are ongoing with the Police on their requirements for the medium-term	The OPE bid was submitted on time and is currently being evaluated with a decision expected by the end of February. Officers have met again with the Police to confirm their requirements	Green	
	b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Responsible Financial & Resource Management	Richard Dobbs	This work continues on a case-by-case basis with maintenance and improvement works taking place in-line with the capital programme. Works to ALC and Memorial Hall have been completed and improvement works to the depot are programmed to begin later this year.	Work continues. The refurbishment programme for the depot is being finalised and work is expected to begin shortly. Further maintenance work is planned at the main leisure centres over the coming months	The specification for work on the depot has been completed and contractors approached - works will commence once staff consultation has concluded	Green	
	c) identify any land or property which is surplus to requirements (and dispose of, as appropriate) but also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income	Responsible Financial & Resource Management	Richard Dobbs	Again this work continues on a case-by-case basis and will be made easier by the GIS and land registration work being undertaken this year	ePIMS registration is complete and will form part of the OPE bid. Work on GIS and associated database improvements is being appraised at present.	ePIMS has been successfully completed and officers across several divisions are working together and with the Land Registry to discuss development of the GIS system and digitisation of land holdings and deed packs	Green	
37	To work in partnership with the County Council and other agencies to agree and implement CPE and introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand	Promoting Sustainable & Vibrant Communities	Richard Dobbs	CPE has been delayed by DFT's involvement with Brexit, but officers have again met with County Council colleagues and the DFT has been approached to explore ways in which capacity can be found to support the CPE application process in the near future	Officers have met with colleagues at WCC to look at how CPE can best be implemented. Advice has been sought and feedback awaited from DFT	Feedback from DFT is still being awaited	Amber	
38	To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2018	Supporting Employment & Business	Linda Bird	The CSW Broadband Project Working group meets quarterly to review and monitor progress. The project is on target and to budget. 15074 premises have benefitted from Superfast Broadband due to the project. The Council has provided some match funding into Contract 3 which is due to start at the end of 2018.	The CSW Broadband Project Working group meets quarterly to review and monitor progress. In total 15466 premises have benefitted from Superfast Broadband due to the project and upgrades to cabinets in Polesworth, Chapel End, Middleton and Coleshill have been completed this quarter. The Council has provided some match funding into Contract 3 which is due to start at the end of 2018.	The CSW Broadband Project Working Group continues to meet quarterly. The annual Update Report will be submitted to the January Resources Board.	Green	
39	The forward work plan for the service will be set out by the HEART Board at its meeting in February 2018. During 2018, the service will seek to increase take-up for the service, monitor outcomes for customers and to procure a new framework for contractors to deliver adaptation works	Promoting Sustainable & Vibrant Communities	Angela Coates	The marketing of the service has increased take up and end to end times for delivery of adaptations remains good. The work to appoint a contractor framework is underway.	The service is working in partnership with colleagues in health to ensure good outcomes for customers. More Grants are being delivered for adaptations and there has been an increase in uptake for the small home safety grants	The service is working in partnership with colleagues in health to ensure good outcomes for customers. More Grants are being delivered for adaptations and there has been an increase in uptake for the small home safety grants. The procurement of contractors to deliver the works is nearly complete.	Green	
40	To deliver the agreed Asset Management Plan from April 2018 and report to Resources Board on progress annually	Responsible Financial & Resource Management	Angela Coates	The Plan was agreed in March 2018 and action is now being taken to deliver the objectives - including seeking to procure major works to blocks of flats.	The Plan was agreed in March 2018 and action is now being taken to deliver the objectives - including seeking to procure major works to blocks of flats.	The Plan was agreed in March 2018 and action is now being taken to deliver the objectives - including the procurement of a major works programme for blocks of flats.	Green	
41	To use performance information to monitor the efficiency of the new HDW structure and report on progress to the Resources Board annually	Responsible Financial & Resource Management	Angela Coates	There is an improving position on backlogs of repairs. The joint work with the Contact Centre is supporting the service. End to end times are improving.	The new structure is now bedding in and systems of work improving. The contracts for gas and electric installations are in place and are productive.	The new structure and systems of work have resulted in a positive position for the Trading Account.	Green	

	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
42	To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board	Responsible Financial & Resource Management	Angela Coates	The Tenancy Service Team has been reviewed and the new arrangements will put the Council in a good position to anticipate the challenges of Universal Credit.	Universal Credit is now fully live in the Borough. An increase in team capacity and the introduction of new arrears monitoring software should help to sustain good collection rates.	Universal Credit is now fully live in the Borough and is having an impact on rent collection rates. An increase in team capacity and the introduction of new arrears monitoring software should help to sustain good collection rates.	 Green	
43	To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework	Responsible Financial & Resource Management	Bob Trahern	Collection Progress despite the difficult financial climate continue to be positive. Data on Council Tax collection rates issued by the Government in June in respect of 2017/18 performance showed the Council were 48th in the country of 327 Councils in respect of in year CT collection and 2nd on NDR. The Council has also been shortlisted for an award reflecting its performance to be announced in October in respect of its excellent collection performance	The Council continues to review its effective collection of debts owing in what is a very challenging environment where mirroring National Trends customers are increasingly struggling to make ends meet. The Council is continuing to collect monies due better than most helped by retaining its Council Tax Support Scheme at 8.5%. However, evidence is clear that with the roll out of Universal Credit and the level of debt faced by an increasing number of customers caused by the economy that the Councils ability to continue to collect high levels of tax due is going to become increasingly harder in the future.	Despite the change to a major new system completed on budget and on time in December 2018, the collection of current charges plus arrears continues to deliver positive outcomes. Significant work has been undertaken over the last 6 months to analyse every debt due to the Council in respect of Council Tax, Business Rates and Housing Benefit Overpayments. This has included a wide range of action including pursuing bankruptcy, charging orders and undertaking personal visits in respect of some of our oldest and largest debts as well as decisions taken in a number of cases to work with the customer intensively to assist them with addressing their debts in order to agree arrangements to ensure debts are being recovered have regard to the individual customers circumstances.	 Green	
44	To report by September 2018 on progress on the delivery of the Customer Access Strategy, including the use of Community Hubs, the BOB bus, increased take-up of online services and the success of driving channel shift	Promoting Sustainable & Vibrant Communities	Bob Trahern	This is likely to be deferred due to other work priorities that will take precedent in September including the roll out of GDPR, Universal Credit, a major system change and to reflect a key member of staff leaving. It is hoped that this will be completed later in the financial year and the effective progress being made in these areas	Most of the outcomes from work undertaken is reported on a quarterly basis to the NW Community Partnership and via the Director for ICT and Procurement in other forums. Due to competing demands on finite resources caused by the implementation of a new Revenues and Benefits system as well as GDPR and key staff changes has meant that the decision whether an updated formal customer access strategy is needed will now be reviewed post May 2019	The update provided in Quarter 2 remains unchanged	 Green	
45	To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2018	Responsible Financial & Resource Management	Bob Trahern	A decision has already been taken to retain the current Council Tax Support scheme in 2019/20 to support those most vulnerable in our community.	A report has been drafted for the Executive Board on 19/11/18 with a recommendation to formally retain the current Council Tax Support scheme in 2019/20 at 8.5% to support those most vulnerable in our community which for the reasons above should help maximise collection and provide vital support.	The scheme for 2019/20 was adopted at the Executive Board in November and ratified by Full Council in December 2018. Modelling on a countywide scheme that we are seeking to adopt in 2021/20 has already begun that more closely reflects the changing Universal Credit environment as well as ongoing financial challenges faced by Councils.	 Green	
46	To report on changes to Homelessness Legislation and take action to implement new requirements, starting with a report to Resources Board following publication of the statutory consultation	Promoting Sustainable & Vibrant Communities	Angela Coates	Reports have been submitted to the Resources Board. This includes the delivery of a new Homelessness Strategy. New arrangements for the team have been implemented. Caseloads have increased by 30%.	New systems of work are bedding in. There continues to be a high demand for the service. The countywide conference to promote collaboration between partners was a success and anticipated the introduction of the duty to refer on statutory partners from 1st October.	New systems of work are bedding in. There continues to be a high demand for the service. The countywide conference to promote collaboration between partners was a success and anticipated the introduction of the duty to refer on statutory partners from 1st October.	 Green	
47	To undertake a review of the Tenancy Services and Neighbourhood Team, to ensure it is effective and efficient by September 2018.	Responsible Financial & Resource Management	Angela Coates	The new structure for the team is now in place and new systems of work are being implemented. This includes revised procedures to anticipate the roll out of Universal Credit.	Universal Credit is now fully live in the Borough for new claimants. New systems of work are being implemented to enable the team to focus on supporting Universal Credit claimants. In all authorities this welfare benefit has had an impact on rent collection rates.	Universal Credit is now fully live in the Borough for new claimants. New systems of work are being implemented to enable the team to focus on supporting Universal Credit claimants. In all authorities this welfare benefit has had an impact on rent collection rates.	 Green	
48	To address the audit recommendations from the Telecare Service Authority by September 2018	Creating Safer Communities	Angela Coates	All actions have been addressed. The service will be subject to a further audit in September 2018.	The service has been awarded the TSA accredited status again this year.	The service has been awarded the TSA accredited status again this year.	 Green	

	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
49	To extend the Borough Care Service into the Nuneaton and Bedworth area by May 2018	Creating Safer Communities	Angela Coates	There has been a delay due to the necessity to have a partner in place to provide an out of hours visiting response. An arrangement has been made with the Fire Service subject to agreeing an SLA. We will provide the service in Nuneaton from 1 October 2018	The Fire Service have revised their implementation proposals and will be seeking County Council authority to proceed with the partnership in the new year.	The Fire Service is not yet in a position to begin the partnership we had expected. Other options are being considered.	★ Green	➡
50	During 2018, consider the implications of modernising the lifeline equipment used and anticipate the move to digital compliant equipment	Creating Safer Communities	Angela Coates	This will be subject to a report to the Resources Board later in the year.	This will be subject to a report to the Resources Board later in the year.	The Resources Board will consider a report about the digital changeover at its January 2019 meeting.	★ Green	➡
51	During 2018/2019, we will put procedures and systems in place to deliver the new homelessness legislation. This will include promoting the joint, prevention trailblazer initiative – PHIL (Preventing Homelessness Improving Lives) as part of our housing options offer	Promoting Sustainable & Vibrant Communities	Angela Coates	A recent visit from the MHCLG confirmed that good progress has been made to implement the new legislation. A countywide conference in September will promote partnership working to underpin the activity of the Boroughs and Districts.	New systems of work are bedding in. There continues to be a high demand for the service. The countywide conference to promote collaboration between partners was a success and anticipated the introduction of the duty to refer on statutory partners from 1st October.	The new legislation has been implemented. We are seeking ways to work in partnership to promote homelessness prevention.	★ Green	➡
52	We will deliver a new Homelessness Strategy by April 2018 and progress the action plan during 2018 – 2019	Promoting Sustainable & Vibrant Communities	Angela Coates	Complete	Complete with close partnership work being promoted to ensure the actions are delivered.	Complete with close partnership work being promoted to ensure the actions are delivered.	★ Green	➡
53	During 2018, we will deliver a new shared service for the private sector housing duties and will review the service after 12 months and report to the Resources Board on performance	Promoting Sustainable & Vibrant Communities	Angela Coates	The first action is complete.	The first action is complete.	The first action is complete.	★ Green	➡

NWPI Resources 18/19

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Dec Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Management Accountancy	Public Services & Council Tax	98	98.50%	97.58%			Performance is improving: October 98.94%, November 98.94% and December 97.86%
NWLPI 57	Percentage of calls answered through the Central Control system within 180 seconds. (TSA national standard 97.5%):	Community Support	Housing	99	99.92%	99.92%			
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	86.00%	85.49%	84.31%			We will be making new arrangements for materials supply from 1st April which will help to improve this performance.
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	100.00%	100.00%			
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	14	4			The Housing Options and Lettings Officers work closely to prevent the need for the use of temporary accommodation & where it is required to keep the timescale to a minimum.
NWLPI 136	Number of tenants with more than 7 weeks rent arrears - as an average over the year	Housing Management	Housing	2.75%	2.00%	3.15%			New systems of work are assisting the team to identify poor payment records at an earlier stage which will assist to improve on this performance however the administration of Universal Credit payments is having an impact.
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	30 days	25.73 days	30.33 days			A number of properties have required extensive maintenance work during the period.
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.30 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	99.8%	99.90%			
NWLPI 040	The percentage of initial response to helpdesk calls within two hours of a call being placed :	Computer Services	Public Services & Council Tax	95	99%	99.00%			
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	95%	95%			
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	83%	74%			Because of the resources available over the holiday period and the way telephone calls are received the ability to meet this target is influenced by a number of factors that are not in the control of the service. The performance on this indicator historically has improved in the second half of the year and it is anticipated that unless we have a significant cold spell in quarter 4 meaning a lot of extra calls that the target will be reached

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Dec Performance	Traffic Light	Direction of Travel	Comments
@NW:NI181	The average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit	Revenues & Benefits	Public Services & Council Tax	7.5	5.02	7.08	 Green		Whilst performance has increased on the same point in time last year, this is wholly due to system downtime experienced in November/December which because of the major system conversion undertaken resulted in planned downtime of 4 weeks when no updating of records was possible. The backlog created is currently being worked on and it is anticipated that the approach adopted that has meant bringing in some additional resources over Quarter 4 will allow us to get back to an up to date position by March 2019. The target set attempted to reflect this happening so will remain confident that this will be achieved.
NWLPI 106	The percentage of non-domestic rates due for the financial year which were received by the authority (former BV10)	Revenues & Benefits	Public Services & Council Tax	98.6	99.95	84.52	 Green		Collection Rates based on the same point in time last year are marginally down although as we were the 2nd highest collecting authority in the country is not a concern. Despite the system upgrade, we have remained in a position where recovery of debts has continued that should all things being equal result in us maintaining the very high target and performance levels that we have experienced for many years
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	98.61	86.59	 Green		Despite the system migration, collection rates based on the same point in time last year are marginally up. This has been attributed to the payment culture developed over many years and considerable intervention work has been undertaken to maintain the very high target and performance levels that we have experienced for many years
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5	4	5	 Green		