

**To: Deputy Leader and Members of the Resources Board
Councillors D Wright, Chambers, Davey, Davis,
N Dirveiks, Henney, Lea, Moss, Simpson 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 amandatonks@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

29 January 2018

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 29 January 2018 at 6.30pm.

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 13 November 2017** – 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 2018-19** – 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 2018-19 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 **Management of the Internal Audit Team** – Deputy Chief Executive

Summary

This report sets out arrangements that have been made for the management of the Internal Audit team following the retirement of the Head of Internal Audit.

The Contact Officer for this report is Chris Brewer (719259).

8 **Internal Audit – Performance for Third Quarter 2017-18**

Summary

The report allows the Board to monitor the progress of the Council's Internal Audit function against the agreed plan of work for the year.

The Contact Officer for this report is Linda Downes (719416).

- 9 **General Fund Fees and Charges 2018/19** – Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Chief Executive (Community Services) and Assistant Director (Housing)

Summary

The report covers the fees and charges for 2017/18 and the proposed fees and charges for 2018/19.

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

- 10 **General Fund Revenue Estimates 2018/19 – Services Recharged Across All Boards** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

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

- 11 **General Fund Revenue Estimates 2018/19 – Services Remaining within the Board** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

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

- 12 **General Fund Revenue Estimates 2018/19 - Summary** - Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

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

- 13 **Housing Revenue Account Estimates 2018/19 and Rent Review – Report of the Deputy Chief Executive**

Summary

The report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

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

- 14 **Capital Programme 2017/18 to 2020/21 – Report of the Assistant Director (Finance and Human Resources)**

Summary

This report identifies changes to the Council's 2017/18 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 Nigel Lane (719371).

- 15 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement for Annual Investment Strategy for 2018/19 - Report of the Deputy Chief Executive**

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2018/19.

The Contact Officer is Sue Garner (719374).

- 16 **Information and Communications Technology Strategy 2015 – 2019 – Progress Report – Report of the Assistant Director (Corporate Services)**

Summary

The report provides an update on the progress made during 2017/18 towards implementing the approved Information and Communications Technology (ICT) Strategy for 2015 – 2019.

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

17 **Procurement and Commissioning Strategy 2017 – 2021 – Progress Report**

Summary

The report provides an update on the progress made during 2017/18 towards implementing the approved Procurement and Commissioning Strategy 2017 – 2021.

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

18 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2017** – Report of the Assistant Chief Executive and Deputy 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 2017.

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

19 **Animal Warden Service – Proposal** – Report of the Assistant Director (Housing)

Summary

The report makes a proposal to change how the Council's stray dog service is provided.

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

20 **Homelessness Reduction Act 2017** – Report of the Assistant Director (Housing)

Summary

The Homelessness Reduction Bill received Royal Assent on 27 April 2017. The Department of Communities and Local Government (DCLG) have confirmed that enactment of the changes and new legal duties will come in to effect on Tuesday 3 April 2018. This report outlines the main changes and new duties that the Council will be required to work to from this date. It also provides an overview of the expected implications and the work the Council is currently undertaking so that it will be ready to meet the new requirements.

The Contact Officer for this report is Helen Hughes (719494).

- 21 **Broadband Update Report** – Report of the Assistant Director (Corporate Services)

Summary

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).

- 22 **Borough Care Service** – Report of the Assistant Director (Housing)

Summary

This report provides information for the Board about the Council's Borough Care service and proposes extending it into a neighbouring borough.

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

- 23 **CCTV Service for Atherstone** – Report of the Assistant Director (Housing)

Summary

This report provides information for the Board about the Council's CCTV service and proposes the purchase of new equipment to provide for an upgrade from an analogue to a digital service.

The Contact Officer for this report is Gary Thomas-McGenity (719303)

- 24 **Exclusion of the Public and Press**

Recommendation:

That under Section 110A(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 they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

**EXEMPT INFORMATION
(GOLD PAPERS)**

- 25 **Housing Management Section – Review of Tenancy and Neighbourhoods Service** – Report of the Assistant Director (Housing)

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

- 26 **Sale of Land Kingsbury** – Report of the Assistant Director (Streetscape)

The Contact Officer for this report is Katherine Webster (719492).

- 27 **Irrecoverable Local Taxation Debts** – Report of the Assistant Chief Executive (Community Services)

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

- 28 **Request for Disabled Facilities Grant to provide for a Housing Adaptation** – Report of the Assistant Director (Housing)

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

- 29 **Partnering Contract – Electrical Inspections and Works** – Report of the Assistant Director (Housing)

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE RESOURCES BOARD

13 November 2017

Present: Councillor D Wright in the Chair

Councillors Chambers, Davey, Davis, N Dirveiks, Hayfield, Henney, Jenns and Lea

Apologies for absence were received from Councillors Moss, Simpson (Substitute Councillor Hayfield) and Waters (Substitute Councillor Jenns).

Councillor Symonds was also in attendance.

40 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor Hayfield declared a non-pecuniary interest in Minute No 54, Review of Private Sector Housing Team, by reason of being Chair of Special Sub-Group and took no part in the discussion or voting thereon.

41 **Minutes of the Resources Board held on 5 September 2017**

The minutes of the meeting of the Board held on 5 September 2017, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

42 **Capital Programme 2017/18 Period 6 Update**

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2017/18 Capital Programme in terms of expenditure up to the end of September 2017.

Resolved:

That the progress made against the 2017/18 Capital Programme be noted.

43 **General Fund Budgetary Control Report 2017/18 – Period Ended 30 September 2017**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2017 to 30 September 2017. The 2017/18 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.

44 Housing Revenue Account Budgetary Control Report 2017/18 – Period Ended 30 September 2017

The Assistant Director (Finance and Human Resources) reported on the total Housing Revenue Account revenue expenditure and income for the period from 1 April to 30 September 2017.

Resolved:

That the report be noted.

45 Internal Audit – Performance for Second Quarter 2017-18

The Deputy Chief Executive reported on the progress of the Council's Audit function against the agreed plan of work for 2017-18.

Resolved:

That the report be noted.

46 Coleshill Town Council – CASPER Request for Financial Assistance

The Assistant Director (Streetscape) presented a request from Coleshill Town Council to utilise the site of the former automatic public toilet on High Street, Coleshill, for an Art Space along with a capital funding contribution to the project and revenue support for the ongoing use by the public of the toilets in the Town Hall building.

Resolved:

- a That an annual licence for Coleshill Town Council in relation to the land on High Street, Coleshill on which the automatic public toilet was previously sited be granted;**
- b That the request for a level of annual revenue support from North Warwickshire Borough Council to Coleshill Town Council in respect of ongoing public convenience provision be refused.**
- c That the request for a level of capital support from North Warwickshire to the CASPER art project be refused.**

47 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2017

The Chief Executive and Deputy 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 to September 2017.

Resolved:

That the report be noted.

48 Treasury Management Update 2017/18

The Deputy Chief Executive reported on the Treasury Management activity for the period up to the end of September 2017.

Resolved:

That the Treasury Management activity for the period up to the end of September 2017 be noted.

49 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 items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

50 Procurement of a Replacement Revenues and Benefits System

The Assistant Chief Executive (Community Services) provided information to the Board in relation to the recommendations resulting from the completion of the next stage of the shared service work plan to undertake a project to evaluate the estimated cost and anticipated business benefits of moving to a common ICT platform.

Recommended to the Executive Board

- a That the decision to procure the CIVICA Revenues and Benefits System for the reasons outlined in the report be approved; and**
- b The proposal to use earmarked reserves held to progress the business case that will deliver a revenue saving of £50,000 per annum from April 2019 onwards**

which will be a contribution towards the Councils overall savings strategy be agreed.

51 Request to Lift Covenant in Kingsbury

The Assistant Director (Housing) provided information about a request from a group of residents at Kingsbury to lift the covenant to allow development of the White Swan Public House Car Park.

Resolved:

That the request from a group of residents at Kingsbury to lift the covenant to allow development of the White Swan Public House Car Park be declined.

52 Request to Purchase Land in Polesworth

The Assistant Director (Housing) set out a request to purchase a piece of land at the rear of Coronation Avenue, Polesworth.

Resolved:

That the request to purchase the land at Coronation Avenue, Polesworth as set out in Appendix A of the report of the Assistant Director (Housing) be declined.

53 Land at Birchley Heath

The Assistant Director (Housing) informed the Board about the condition of the access road outside The Rookery, Birchley Heath and Members were asked to consider the future repairing responsibilities.

Recommended:

That the condition of the road be acknowledged and the Assistant Director (Housing), in consultation with the Chairman of Resources Board, seek legal advice regarding the Council's responsibilities.

54 Review of Private Sector Housing Team

The Assistant Director (Housing) sought Member approval for a restructure of the Private Sector Housing Team.

Recommended to the Special Sub-Group

That the restructure of the Private Sector Housing Team, outlined in the report of the Assistant Director (Housing) be approved.

55 **Irrecoverable Local Taxation**

The Assistant Chief Executive (Community Services) detailed the amounts recommended for write-offs 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 £5,500 totalling £12,832.31 in respect of unpaid Non Domestic Rates, as outlined in Appendix A of the report of the Assistant Chief Executive (Community Services), be noted; and**
- b **That the total amount of write-offs summarised in Appendix B of the report of the Assistant Chief Executive (Community Services) be noted.**

D Wright
CHAIRMAN

Agenda Item No 6

Resources Board

29 January 2018

**Report of the
Chief Executive**

Corporate Plan 2018 - 19

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 2018-19 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 those elements of the Service Plans that are the responsibility of this Board, 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 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.

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- 2.3 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 2017-18 Key Actions. Proposals for 2018-19 will form part of the 2018-19 Corporate Plan which covers the Council's top level priorities.

2.4 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.

2.5 The Service Plans for the Housing, Finance and Human Resources, Community Services and Corporate Services Divisions comprise Appendix B to this report. The Board is invited to consider those elements of these Plans that are the responsibility of this Board.

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2.6 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 2018-19 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>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To achieve the savings required by the Budget Strategy including the commitment to keep Council Tax as low as possible and to update the Strategy to reflect future developments by September 2018.</p>	<p>Executive Board/Special Sub/DCE/ AD (F&HR)</p>	<p>To be met within existing budgets.</p>
<p>To update the Medium Term Financial Strategy in September 2018 and February 2019, to take account of external funding changes relating to Business Rates.</p>	<p>Executive Board/DCE/AD (F&HR)</p>	<p>To be met within existing budgets.</p>
<p>To report on the Council's debt and reserves and the Council's capital funding gap by February 2019.</p>	<p>Executive Board/DCE/AD (F&HR)/AD (S)</p>	<p>To be met within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Resources Board/AD (CS)	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 	Special Sub/Management Team/AD (F&HR)	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.

<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>
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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/AD (CS)</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/AD (S)/ACE&StC</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 2018-19 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 2018/2019 strategic priorities relating to Violence against the person, sexual offences, Anti-Social Behaviour, Crime in rural areas and road safety.</p> <p>The specific priorities may change, pending the finalisation of the Strategic Assessment 2018/19. The draft priorities may be available in February for consideration by the North Warwickshire Community Safety Partnership.</p>	Safer Communities Sub-Committee/CE/AD (L&CD)	The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.
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/AD (L&CD)	External funding is often required to undertake appropriate actions.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To address the audit recommendations from the Telecare Service Authority by September 2018.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
To extend the Borough Care Service into the Nuneaton and Bedworth area by May 2018.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
During 2018, consider the implications of modernising the lifeline equipment used and anticipate the move to digital compliant equipment.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
<p>To carry out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, 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 2019.</p> <p>The training programme will be rolled out in 2018 to senior management and front-line operatives in Housing Direct Works and Streetscape.</p>	Community & Environment Board/AD (L&CD)	Internal trainers will continue to deliver the WSCB Child Protection course to all colleagues throughout the authority. This course will include CSE training.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board. This will include delivering a comprehensive training programme for staff during 2018, to support the Council's policy and procedures.	Community & Environment Board/AD (H)	Internal trainers will deliver relevant training.
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>
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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) Ensure the active engagement of partners, stakeholders and the community within the Action Plans that support the approved and targeted approach to Community Development work and report on progress by March 2019.</p>	<p>Community & Environment Board/CE/ACE (CS)/AD (L&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.	Community & Environment Board/AD (S)	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.	Community & Environment Board/AD (S)	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 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.	Resources Board/AD(S)	Any financial implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
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.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision making process.
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.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision making process.
We will deliver a new Homelessness Strategy by April 2018 and progress the action plan during 2018 – 2019.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
To report in March 2019 on the work of the local Financial Inclusion Partnership including, for 2018/19, 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/ACE (CS)	Any financial implications will be reported as part of the decision making process.
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.	Resources Board/ACE (CS)/ACE&StC/ AD (CS)	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, implement the ongoing roll-out of Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice.	Community & Environment Board/ ACE (CS)	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 if a business case can be agreed to continue to support individuals and community organisations supported from our award-winning innovative food hub project. 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 2019.	Community & Environment Board/ACE (CS)	To be met through existing budgets and external funding applications.
To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and to make clear the opportunities for them to be involved in decision making via consultation. To take into account the LGA Communications Health-Check and the commitments in the Council's Customer Access Strategy in all aspects of work in this area and to report on progress by May 2018.	Executive Board/CE/AD (CS)/ACE&StC/ ACE (CS)	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>
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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 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/ACE&StC</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.</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/ACE&StC</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 2019.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
Look at ways to improve transport links, including cycle links, footpath links, public transport and HGV parking to local employment and report on progress by March 2019.	Planning & Development Board/ACE&StC	Section 106 funding.
To develop a North Warwickshire Transport Strategy, together with Warwickshire County Council, by March 2019.	Executive Board/ACE&StC	Section 106 funding, external funding and as to be identified by the Strategy.
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/AD (CS)	BDUK funding and approved Council matched funding.

Housing Division Forward Work Plan 2018-2019

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

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	AD (H), Planned Investment 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>Constraints on funding may be forthcoming when the the Housing & Planning Act is fully enacted.</p> <p>Right to Buy sales will have an impact on income revenues.</p>	.
To deliver a revised Housing Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H), Housing Strategy and Development Officer	April 2018	April 2021	High	Reports to Resources Board to agree the strategy and provide updates on the Strategy action plan	Funding is provided from the Housing Revenue Account, partnership arrangements with the HCA and cross subsidy schemes with partners as well as Section 106 funds.	

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 implement the work directed by the Borough Care Task and Finish Group and deliver any actions agreed by the Resources Board as part of the ongoing review.	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Assistant Director (Housing) Community Support Manager	April 2018	April 2019	High	Promotion of the service & increase in customer take up Development of productive partnerships to develop and support service provision Expand the service into Nuneaton and Bedworth	The new charging structure will support the provision of the service	
To work productively in partnership with Atherstone Town Council & the Police to ensure CCTV systems are productive.	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. 2018	Sept 2019	Medium	Accreditation criteria regularly reviewed and completed. Address recommendations from 2017 audit report 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	AD(H) Environmental Health Manager	April 2018	April 2019	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 ○ Formal review of the partnership after 12 months 	<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 develop a shared service to deliver private sector housing services.	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2018	April 2019	High	<ul style="list-style-type: none"> ○ Shared service contract agreed and signed ○ Governance arrangements in place 	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 2018	March 2019	High	<ul style="list-style-type: none"> • Agreement submitted to Resources Board by May 2017 • Actions delivered during the year 	Resources are provided for tenant participation from the Housing Revenue Account	
Develop a revised Homelessness Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Housing Services Manager	April 2017	April 2019	Medium	Actions to include: <ul style="list-style-type: none"> • Agreed Homelessness Strategy • Promotion of preventative services – including partnership working as a DCLG Trailblazer • Arrangements in place to meet requirements of new homelessness act 	Funding is provided as part of the Government settlement. This may change as the terms of the settlement changes. Homelessness is increasing and resources must be used well to meet needs. In partnership with other boroughs the Housing Division has attracted additional funding to develop preventative services from the DCLG.	

<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>Housing Services Manager Options & Lettings Team Leader</p>	<p>April 2018</p>	<p>Ongoing</p>	<p>High</p>	<ul style="list-style-type: none"> • Review the scheme to reflect the changes in the Homelessness Reduction Act 2017. • 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>	
<p>To implement agreed procedures maximise rent collection rates.</p>	<p>Community Life Health and Well Being Social Inclusion</p>	<p>AD (H) Housing Services Manager Housing Strategy & Development Officer</p>	<p>April 2018</p>	<p>March 2019</p>	<p>High</p>	<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 	<p>Current capacity should be sufficient to implement the procedures. However this will be reviewed as required</p>	

To deliver the Tenancy Fraud policy and action plan	Community Life Health and Well Being Social Inclusion	Housing Services Manager; Tenancy and Neighbourhoods Manager	April 2017	March 2018	High	Reduced incidents of fraud and where fraud does occur take prompt and firm action taken.	Within current resources	
Act against reported nuisance proactively in accordance with the revised procedures.	Community Life Health and Well Being Social Inclusion	Housing Services Manager; Tenancy and Neighbourhoods Manager	April 2017	March 2018	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 2018	April 2019	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	

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
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 2018	April 2019	High	To deliver programmes of work as agreed by Resources Board to a high standard	£3m allocated annually to support capital programmes.	
Deliver a response repairs service to ensure it meets regulatory standards and achieves high customer satisfaction	Quality Service Provision	Assistant Director (Housing)	April 2017	March 2018	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 services • High customer satisfaction 	The Council's trading account provides the budget framework for this service and indicates 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	March 2018	September 2019	High	Implementation of response repairs scheduler module	The cost of the new IT is funded within existing budgets & staff capacity is available to implement the changes	

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 2016	March 2017	High	Assess complaints 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	AD(H) Principal Officers	April 2017	March 2018	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	Performance & Quality Officer Team Leaders	April 2018	March 2019	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.	
Monitor & address sickness levels in line with Council policies and procedures	Quality Services Staff Care	Managers and Team Leaders	April 2018	March 2019	High	Reduction in sickness levels across the Division.	Staff Time	
Review Divisional risk register	Quality services	AD(H) with Principal Officers	April 2018	June 2019	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	Principal Officers Health & Safety Officer	April 2018	March 2019	High	Clear procedures and safe working practices in place for dealing with fire safety, managing asbestos materials, Legionella risks, gas regulations and staff and tenant safety	Some additional resource is in place for Maintenance Section to deliver against this objective.	
Produce a clear statement and procedures on the Division's approach to value for money	Quality Services	AD(H)	Sept 2018	December 2018	High	Produce an Annual Report to Tenants based on a self assessment as required by the Regulator	Staff Time There is specific budget provision for newsletters and Annual Reports to customers	

FINANCE AND HUMAN RESOURCES DIVISION

2018/19 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

Division/Assistant Director Finance & Human 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

FINANCE AND HUMAN RESOURCES DIVISION

2018/19 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 2017/18 training year against the agreed programme, and produce a 2018/19 training plan	Responsible Financial & Resource Management	HR	April 2018	May 2018	High	Training allocations issued to AD's	Existing budget
To complete the year end procedures for the 2017/18 financial year	RF&RM	Mgt Accts AD (F&HR) Fin Accts	March 2018	July 2018	High	Review of annual governance completed by end of March Statements of Assurance rec'd from EMT by April 2018 Financial Statements/Annual Governance Statement complete by end May Reports to Executive Board in June <ul style="list-style-type: none"> • 2017/18 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 2018	RF&RM	Fin Accts	April 2018	Aug 2018	High	Renewal process completed in July Premiums allocated	

FINANCE AND HUMAN RESOURCES DIVISION

2018/19 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	Mgt Accts Fin Accts	Sept 2018	Sept 2018	High	Leaseholders / tenants notified of service charges	Existing budget
Provision of benchmarking data for the housing service to Housemark	RF&RM	Fin Accts Mgt Accts	August 2018	Oct 2018	Medium	Full information provided to Members for decision making	Existing budget
To carry out a mid year review of work undertaken on strategic and operational risks	RF&RM	Fin Accts	Oct 2018	Nov 2018	High	Note to MT on review of controls / actions taken	
To update the F&HR Divisional Workforce Plan	RF&RM	AD (F&HR)	Sept 2018	Dec 2018	High	Updated plan produced	
To coordinate the 360 appraisal process to Principal Officers/ Supervisors	RF&RM	HR	Oct 2018	Dec 2018	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	RF&RM	HR	Oct 2018	Dec 2018	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)
To update Financial Regulations	RF&RM	Fin Accts Mgt Accts AD (F&HR)	Sept 2018	January 2019	High	Amendments taken to Board for approval, if necessary Briefing sessions provided for staff	Existing budget
To have produced and reported to the Executive Board on proposals for updating the financial strategy	RF&RM	AD (F&HR) Mgt Accts	August 2018	February 2019	High	Budget Strategy for 2019/20 approved in September 2018 Budget strategy updated in February 2019	Existing budget
Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training

FINANCE AND HUMAN RESOURCES DIVISION

2018/19 DIVISIONAL PLAN

		Section					Implications
To have updated and reported on the 30 year HRA Business Plan to the Resources Board	RF&RM	AD (F&HR) Mgt Accts	August 2018	February 2019	High	Mid Year Update reported to Board in Oct/Nov 2018 if required. Further update reported in February 2019	Existing budget
To work with Divisions as required to ensure proposed savings are achieved	RF&RM	AD (F&HR) Mgt Accts	April 2018	February 2019	High	Savings achieved in line with the budget strategy	Existing budget
To assist with the accountable body duties for the Leader Project	RF&RM	Mgt Accts	April 2018	March 2019	High	No unexpected costs for the Council. Maximum grant obtained	Existing budget
Production of the 2019/20 revenue estimates	RF&RM	Mgt Accts	August 2018	March 2019	High	To assess the 2019/20 finance settlement in December Budgets approved Budget books issued	Existing budget
Production of the 2019/20 capital estimates	RF&RM	Fin Accts	August 2018	March 2019	High	Capital Programme approved	Existing budget
To report on progress against the HR strategy to Special Sub Group	RF&RM	HR	April 2018	March 2019	High	Reports to Special Sub Group on a 6 monthly basis (June & December) All actions implemented successfully	Training implications to be assessed
Undertake an audit of Risk Assessments and Safety Audits	RF&RM	HR	April 2018	March 2019	High	Audits completed, and action plans produced	Existing budget
Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To provide financial assessments		Fin Accts	April	March		Full information provided to	These will need to be

FINANCE AND HUMAN RESOURCES DIVISION

2018/19 DIVISIONAL PLAN

for service projects	RF&RM	Mgt Accts	2018	2019	Medium	Members for decision making	evaluated
To provide support to the Property Officer	RF&RM	Fin Accts	April 2018	March 2019	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 2018	March 2019	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance	RF&RM	AD (F&HR)	April 2018	March 2019	Medium	Divisional actions completed	
To update the Business Continuity Plan for the Division	RF&RM	AD (F&HR) Mgt Accts Fin Accts HR	April 2018	March 2019	Medium	Divisional BCP in place	
To carry out tasks in the Health and Safety Action Plan	RF&RM	HR	April 2018	March 2019	High	All actions completed	
Model expected changes on business rate income and assess the impact on the financial strategy	RF&RM	AD (F&HR) Fin Accts Mgt Accts	April 2018	March 2019	High	Financial strategy updated	
To assist with modelling housing growth and the associated financial implications for services	RF&RM	Fin Accts Mgt Accts	April 2018	March 2019	High	Financial strategy updated	
To review policies in accordance with the timetable	RF&RM	HR	April 2018	March 2019	High	Revised policies approved by Board. Briefing sessions held	Existing budget
Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the Corporate	RF&RM	HR	Jan	March	Medium	Workforce data collected	

FINANCE AND HUMAN RESOURCES DIVISION

2018/19 DIVISIONAL PLAN

Workforce Plan and update the action plan			2019	2019		Updated Divisional workforce plans Updated NWBC workforce plan	Existing budget
To review the HR Strategy and produce an action plan for 2019/20	RF&RM	AD (F&HR) HR	March 2019	March 2019	High	Action Plan produced	
To carry out tasks in accordance with the FMS development plan	RF&RM	Mgt Accts Fin Accts	April 2019	Timetable	High	Tasks completed	Some additional resources may be required
Complete the implementation of moving the payroll system to Coventry City Council	RF&RM	Mgt Accts	Timetable	Timetable	High	No impact on end users	
Do some initial research on alternative financial management systems	RF&RM	Mgt Accts Fin Accts	April 2019	March 2019	Medium	Decision taken on staying with the current FMS or moving to a new system	
Assist Community Support in setting up feeder systems into the financial ledger, as part of the move to Civica	RF&RM	Mgt Accts Fin Accts	Timetable	Timetable	High	Information from Civica feeds directly into the FMS	
Continue work on compliance with the GDPR regulations	RF&RM	AD (F&HR) Mgt Accts Fin Accts HR	Timetable	Timetable	High	Compliance with regulations achieved	



North Warwickshire
Borough Council

Working in Partnership With



Revenues, Benefits and Customer Services Service Plan 2018/19

“Striving to deliver Modern, Accessible Quality Services”



CCS WINNERS 2017
Public Collections Team
of the Year 2017



CCS WINNERS 2017
Charitable Initiative of the
Year 2017

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. Liaising 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:- CAPITA, CAB, Credit Union, Warwickshire Welfare Rights and voluntary bodies, solicitors, IT providers, Registered Social Landlords and other landlord groups</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, Credit Union and voluntary bodies, bailiffs, debt collection agencies, Magistrates Court, IT providers</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 Food Projects 9. Coordination of the Community Hub and Information access points 10. Lead on the delivery of the Councils Customer Access Strategy and Access Theme 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, New Central Credit Union, Warwickshire Police, Jobcentre Plus, Royal British Legion., Volunteer Centre, Financial Inclusion Partners</p>

Acronyms Used in this Service Plan:

DWP (Department of Works and Pensions); WDP (Warwickshire Direct Partnership); CAPITA/ACADEMY (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) CAB (Citizens Advice Bureau); USDL (Universal Support – Delivering Locally), SFIS (Single Fraud Investigation Service

AD (CS) is Bob Trahern, Assistant Chief Executive (Community Services)

R & B M or R&B Manager is Jo Robindon; Head of Revenues and Benefits

CCM or CC Manager is Jude Smith, Customer Contact Manger

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

SSSM is Steve Farmer, Senior Systems Support Manager

R M is NBBC employed Revenues Manager

AD (ICT) is Linda Bird; AD(CD) is Simon Powell; AD (H) is Angela Coates; AD (F & HR) is Sue Garner; Policy is Robert Beggs or Julie Taylor

Major Achievements and Highlights in 2017

- Ongoing delivery of high and improving performance levels in benefits & upper quartile performance in all area of revenues collection including HB Overpayments supported by the adoption of new recovery methods and a low balance referral process for small debts with the bailiffs.
- Unqualified audits across HB, Council Tax and NDR and Maximisation of subsidy by operating below the lowest error rate thresholds
- Announced as a finalist in 4 National Award categories in November 2017 at the CCS Awards They were Best Public Sector Collections Team - Local collections; Vulnerable Customer Support Initiative (creditor); Best Customer Service Provider and Charitable Initiative of the Year. We ultimately won the Public Collections Team of the Year for the second year running and also the Charitable Initiative of the Year
- We have been shortlisted for 2 LGC Awards for our work with Ediblelinks. Best Partnership & Best Innovation to be announced in March 2018
- The embedding of the Shared Service arrangements with NBBC that has delivered costs savings in excess of our savings target and saw us undertake an extensive system review and procurement. The outcome of this exercise will see us move onto the CIVICA R&B platform in 2018
- Introduced the 2017 revaluation on time and the development and delivery of 3 unplanned and major relief schemes announced in the March 2017 budget on time (Small Business Rate Relief; Pub Relief and a Discretionary Rate Relief Scheme to businesses experiencing large increases).
- The review of homeworking arrangements that saw a decision to bring staff back into the office to better support the roll out of Universal Credit
- The roll out and support of Universal Credit for new benefit customers signing at 3 of our 4 job centres and the ongoing support of impacted customers by improved signposting and information to help and advice both electronically and via North Talk
- The relaunch of the now expanded Northern Warwickshire Financial Inclusion Partnership and launch of the on line Customer Referral Form that incorporates a digital solution to assist in online referral and capturing key customer data on their finances, needs and required support

- Expansion of the food hub project developing new partnership arrangements across NWBC, NBBC and beyond to supply new partners under the Ediblelinks brand. The arrangements have been expanded into supplying chilled goods & additional supply on a daily basis in 2 vehicles donated by the Ocado Foundation. We have also supported a Big Lottery bid and continued to work with WCC on how this project should be supported post March 2019 highlighting key improvement in the joined up work being undertaken and results achieved particularly with Public Health & schools
- The ongoing successful delivery of ICT courses via the B.O.B Bus project and we ran 2 very successful jobs fairs 2017 alongside JC+
- The adoption of the 2018/19 CTS scheme on time.
- We also responded to 100% of FOI and Complaint requests on time
- Big improvements in attendance by a reduction in sickness levels
- Ongoing delivery of the Firm step web form programme has been completed in line with implementation plan. Over the last 12 months this has involved automating the bins complaints process – has eliminated first level complaints being sent to the department; and a significant number of previously only available internal service forms being made available for public use

Future Issues and Priorities

- Ongoing review of the impact of the wider Welfare Reforms and Comprehensive Spending Review
- The impact of the ongoing migration to Universal Credit and other ongoing welfare reforms particularly when aligned with the ongoing uncertainty on funding and reducing administration subsidy. Due to the current climate, additional ad hoc grants are being paid to undertake new burdens but what we will receive and managing this is proving very difficult
- The ongoing support of the Community Hubs and the Food bank (reliant on ongoing demand and funding) – identifying funding from external sources, attracting volunteers and working with communities is a key threat to the sustainability of both initiatives
- The challenge of getting people on line and improving our online offer to customers as part of the delivery of the Customer Access Strategy
- 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 & NDR Tax debts
- 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

Challenges and Concerns

- The Level of Government Funding continues to reduce – administration subsidy has fallen as a result of ongoing CSR requirements, & the will reduce further in line with the planned transfer of Housing Benefit into Universal Credit. as well as the requirements of the Council to deliver ongoing saving. This is against a backdrop of increasing demands from our impacted customers as they look to the Council to provide help and support.
- Staff retention and motivation 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

Action	Corporate, Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light/Priority	Measurement of Success	Resources
Performance Management							
Ensure that all performance indicators are delivered in line with targets set for 2018/19, and where feasible to upper quartile levels Monitor and report them on a monthly basis internally and quarterly to Resources Board	Quality Service Provision VFM	ACE (CS) R&B Mgr, CCM SSSO	April 2018	March 2019	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 costs 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 2018 April 2018	March 2019 January 2019	H H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice Non Qualification Letters	None other than already committed
Undertake external data matching National Fraud Initiatives and data sharing exercises as appropriate	Quality Service Provision VFM	R&B Mgr SSSM	April 2018	March 2019	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 2018	March 2019	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 2019/20. These will take into account changing demands on the Division	Quality Service Provision VFM	ACE (CS), R&B Mgr, Customer Contact Manager	October 2018	December 2018	H	Exercise completed and reported to Management Team and Members	Existing Resources to complete exercise The savings have already achieved corporate targets
Promote e billing for both Council Tax & NDR	VFM Quality Service provision	R&B Manager	October 2018	March 2019	H	Increase take up of e billing by 5% on March 2018 levels	None other than already committed
Promote a greater number of payments by electronic means and direct debits		R&B Manager / Customer Contact Manager	April 2018	March 2019	M	Increase the number of electronic payments & DD's. on March 2018 levels	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Promote getting online			April 2018	March 2019	H	95% of all new applications for CTS and HB received on line by March 2019	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 2018	March 2019	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	ACE (CS), AD (F & HR), R&B Manager SSSM R Mgr	April 2018	March 2019	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	ACE (CS) R&B Mgr R Mgr	May 2018	September 2018	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 18/19	Quality Service Provision VFM	ACE (CS), R&B Mgr R Mgr	January 2018	April 2019	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 2019/20 tax base	Quality Service Provision VFM	ACE (CS), R&B Mgr	May 2018	December 2018	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 2019/20. This will likely see adoption of a banded scheme to reflect the impact of the introduction of UC The ongoing roll out of the Universal Credit – our full service for all new claimant types is planned to take place by September 2018 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	ACE (CS), R&B Mgr B & FI Manager, SSO AD (F & HR) AD (H)	May 2018	December 2018	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>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 2018	March 2019	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 2018	March 2019	H		
			April 2018	March 2019	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	ACE (CS), AD (ICT) Customer Contact Mgr Webmaster	April 2018	March 2018	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 particularly in the shared revenues and benefits services
<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	ACE (CS), CCM, AD (ICT)	April 2018	March 2019	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
		ACE (CS) AD (ICT)	April 2018	September 2018		Resources Board report presented	
<p>Work with the Corporate Communication Group to agree promotional campaigns & approach around getting services and people online</p> <p>Promote good case studies</p>	Customer Access Strategy Quality Service Provision VFM	AD (ICT) ACE (CS) CCM PR Officer	April 2018	March 2019	H	Increase in on line forms used and customers moving from other access channels to DIY	Ongoing buy in from all divisions to review and change current approach
		PR Officer					

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<p>Ensure all CAPITA and CIVICA system upgrades are tested, implemented & training provided as appropriate.</p> <p>Prepare and implement the CIVICA R&B Platform and Document Management System to agreed plan. Key dates are</p> <p>Build interfaces – May to Nov Write Processes :May to August Train Staff – Sept to Nov 2018 Go Live - Dec 2018</p>	Customer Access Strategy Quality Service Provision VFM	SSSM R&B Mgr B & FI Mgr R M	April 2018 April 2018	March 2019 January 2019	H H	<p>An efficient and legal system</p> <p>A system that makes reporting changes easier and quicker</p> <p>A fully implemented R&B and Document Management System</p>	<p>None other than existing resources.</p> <p>Systems implemented in line with the business case approved by Members</p>
Maintain and Improve Web Content / Social Media Activity	Customer Access Strategy Quality Service Provision	R&B Mgr CCM Webmaster SSSM	April 2018	March 2019	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 2018	March 2019	H	Acceptable feedback on general service provision received	As above
Implement and review the impact of GDPR changes (Data Protection Changes) that go live in May 2018 on service forms and operation	Customer Access Strategy Quality Service Provision VFM	ACE (CS) R&B Mgr CCM	April 2018	March 2019	H	<p>An efficient and legal system</p> <p>A system that makes reporting changes easier and quicker</p>	None other than existing resources.

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 to Members as to any proposals on the future direction of the service. These will include but is not limited to</p> <ul style="list-style-type: none"> • The ongoing need for a joint fraud officer if continued (currently under review) • Reviewing job roles in light of ongoing welfare reform & system changes • Aligning appropriate policies, approaches, guidelines & processes • Reviewing funding impacts on the service • The joint procurement of future services • Expanding arrangements to include other partners where interest & business need 	Quality Service Provision VFM	ACE (CS) R&B Manager	April 2018	March 2019	H	<p>Meetings held and reviews completed and reported to Members where necessary</p> <p>Changes implemented in line with decisions</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	ACE (CS) B & FI Manager	April 2018	March 2019	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 ESIF, Lottery and WLWS bids coordinated regionally where possible	Customer Access WCC Priority	ACE (CS) R&B Mgr B & FI Mr AD (CD) Policy AD (CS) Policy Support	April 2018	March 2019	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 the Universal Support – Delivered Locally agenda. This will be based on having a financial and political mandate to undertake this work	Customer Access Strategy Quality Service Provision VFM	ACE (CS) R&B Mgr CCM B & FI M	April 2018	March 2019	H	New working practices agreed	None other than those already identified New burdens funding has been provided in 2017/18 and we await future funding proposals from 2018 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		ACE (CS) B & FI Manager R & B Mgr	April 2018	March 2019	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 and our CEA's. This will be undertaken by promoting the awareness of their service, agreeing activities to be followed and making proactive referrals. These will include but are not limited to</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 • Promoting budgeting support available • Reviewing ongoing funding <p>Enter "IRRV awards and other peer awards if our performance and partnership continues to be successful and deliver excellent outcomes</p>	<p>Quality Service Provision Health and Well Being Customer Access Strategy VFM The Local Economy</p> <p>WCC Priority</p>	<p>ACE (CS) R&B M R Mgr B & FI Manager AD (H) AD (CD)</p>	<p>April 2018</p>	<p>March 2019</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>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 in 2017/18 and we await future funding proposals from 2018 onwards by the DWP 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 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	ACE (CS) R & B Mgr B & F.I Manager	April 2018	March 2019	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 ESIF / Lottery 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 AD (H) Policy	April 2018	March 2019	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 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	ACE (Solicitor to the Council) ACE (CS) AD (CD) AD (H) WCC Lead	April 2018	March 2019	H	Agreed projects being delivered Outcome reports communicated to Members via the NWCP, C&E Reports and Task & Finish Group	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
If a business case can be approved for 2018/19, continue to work alongside Ediblelinks; NBBC and OCADO / ALDI to determine the future ongoing delivery model of the food bank and the ongoing viability of the operation	Health and Well Being Theme Quality Service Provision Customer Access	ACE (CS) CP Officer	April 2018	January 2018	H	Food Banks operating successfully in support of the WLWS scheme and the Councils own referral process	Currently subject of a lottery bid and WCC Review into ongoing funding beyond March 2018
Assist in identifying future funding streams with WCC, Public Health and other external funding providers		ACE (CS) B & FI M AD (CD)	April 2018	January 2019	H	Complimentary support to our welfare and health commitments	If both are refused, discussions will be undertaken with members to fund locally for a further period and to determine ongoing local support to continue this initiative
An ongoing review of internal referral in terms of the provision of food as part of the Councils debt / welfare approach		R & B Mgr B & FI Mgr R Mgr AD (H)	April 2018	March 2019	H	Making a positive difference on welfare, health and well being grounds within the borough	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.
Agree future partners and projects to utilise food supplied		ACE (CS) B & FI M	April 2018	March 2019	M	Shortlisted for the award following submission	
Undertake the OCADO Christmas Eve "Turkey Run" project		ACE (CS) CP Officer	October 2018	December 2018	M		
Enter appropriate awards for external recognition		ACE (CS)	April 2018	March 2019	M		

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>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 Providing coordinated support to hub coordinators 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>ACE (CS) / CCM AD (CD) B& FI Mgr</p>	<p>April 2018</p>	<p>March 2019</p>	<p>H</p>	<p>Each hub open for over 15 hours per week (where agreed by the end of Year 3 of its operation) and support 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 with partners</p> <p>Effective alignment with the WCC One Public Estate Programme</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>Determine the appropriate ongoing use of the B.O.B Bus</p> <p>It is anticipated that this is most likely to be used at promotional events at events attended by our customers and for undertaking corporate consultation events</p>	<p>Customer Access Strategy Quality Service Provision</p> <p>Health and Well Being theme links</p>	<p>ACE (CS) / CCM AD (CD) B& FI Mgr</p>	<p>April 2018</p>	<p>March 2019</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 2018	March 2019	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 PSN, and PCIDSS are in place	Quality Service Provision Strategic R M	R & B Mgr CCM SSSM	April 2018	March 2019	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 2018	March 2019	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 2018	March 2019	H	Exercise completed in line with timetable	Build into existing work plans
Undertake all Risk Assessments in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2018	March 2019	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 2018	March 2019	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 2018	March 2019	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 2018	March 2019	H	Undertaken in line with programme	Deliver within agreed plan
Undertake annual staff survey & act on outcomes	Quality Service Provision	ACE (CS)	October 2017	January 2018	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	ACE (CS), R&B Mgr, CCM	April 2018	March 2019	H	Exercises undertaken and data reported	None –. Reliant on data being shared voluntarily

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2018/19

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"> Develop and seek approval for the 2019 - 2023 Information and Communications Technology Strategy. 	Access to Services	LB/GH	Sept 18	Jan 19	High	Strategy Updated and Approved.	Resource requirements will be identified in the Strategy or any subsequent projects.
1.2	<ul style="list-style-type: none"> Ensure ICT Strategy actions are included in 2019/20 Service Plan 	Responsible financial & resource mgmt	LB/GH	Sep 18	Mar 19	High	Strategy reviewed and actions to progress included in Service Plan.	
Procurement Strategy								
1.3	<ul style="list-style-type: none"> Ensure Procurement Strategy actions are included in 2019/20 Service Plan 	Responsible financial & resource mgmt	LB/EC	Sep 18	Mar 19	High	Strategy reviewed and actions to progress included in Service Plan.	
Customer Access Strategy								
1.4	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/HH	Apr 18	Mar 19	Med	Awareness raised. Digital services promoted Online Service report plan implemented.	Focus on customer benefits/high volume services and services channel shift projects.
1.5	Support Councils access ambitions <ul style="list-style-type: none"> Help deliver Channel Strategy and Customer Access Projects. 	Customer Access Strategy.	LB/GH	Apr 18	Mar 19	Med	Access projects achieve agreed aims.	
1.6	Community Hubs <ul style="list-style-type: none"> Provide technical advice & support to hubs and information points. 	Promoting Sustainable & Vibrant Communities.	NB	Ongoing	Mar 19	Med	Support provided to agreed service levels.	
1.7	Broadband <ul style="list-style-type: none"> Work with CSW Broadband Project Team on the BDUK project. 	Supporting employment and business	LB/GH	Ongoing	Mar 19	High	BDUK funding allocated to Council's priority areas.	BDUK funding and Council Match funding.

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

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2018/19

2. IT and Cyber Security – Management and Implementation									
2.1	PSN (Public Services Network) <ul style="list-style-type: none"> Ensure actions identified by 17/18 PSN Health Check & submission are assessed acted on as required. 	ICT Strategy, IS Policy, Govt requirement	GH/NW	Jul 18	Dec 18	High			
2.2	<ul style="list-style-type: none"> Commission Health Check and prepare for and submit the annual Code of Connection. 	ICT Strategy, IS Policy, Govt requirement	NW/GH	Sept 18	Mar 19	High	Health check completed "high" issues resolved. CoCo approved	Cost of compliance will depend on mandated security requirements	
	<ul style="list-style-type: none"> Secure email - Migrate secure email from the .gsi domain as required by the government. 	ICT Strategy, IS Policy, Govt requirement	NW	Sept 18	Mar 19	High	.gsi to be ceased. Implement replacement.	Anticipate secure email service at no extra cost.	
2.3	PCI DSS <ul style="list-style-type: none"> Review & maintain compliance with the standard & promote awareness. 	IS Policy, Banking Requirement. Resp resource mgmt.	GH/LS	Jul 18	Mar 19	High	Understand compliance costs & risks of non-compliance	Funding in the Capital Programme.	
2.4	IT and Cyber Security <ul style="list-style-type: none"> Review and improve IT/Cyber Security solutions and our defence, response & awareness. 	IS Policy, Responsible resource mgmt.	GH/NW NB	Apr 18	Mar 19	High	Response plan updated. Training for new starters. Raised awareness. Approved solutions impl.	ICT cost funded from Capital Infrastructure Budget.	
2.5	<ul style="list-style-type: none"> Maintain Cyber Security Certification (Cyber Essentials Plus) while it is required. 	IS Policy, Safer Communities.	GH/NW	Sept 18	Mar 19	Med	Reassessment complete. Retain Cyber Essentials Plus.	Certification has a cost. But cost effective to do as part of PSN Check.	
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 19	Med	Mandatory data published.	Staff resources needed from Finance, HR and Information Services	
3.2	GDPR <ul style="list-style-type: none"> Support Policy Section in the implementation of GDPR. 	IS Policy, Responsible resource mgmt.	Policy GH/TB	Ongoing	Sept 18	High	GDPR comes into force May 2018. Focus on IT & data aspects.		
4. Use of Information Technology – Corporate and Business Applications									
EDRMS									
4.1	TRIM <ul style="list-style-type: none"> Review the use of Trim and the functionality needed. 	Responsible resource mgmt.	TB/GH	Apr 18	Sept 18	Med	Improve data management.	Funded from approved capital budgets.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2018/19

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.	HH/CB	Apr 18	Mar 19	Med	Content relevant, up to date and useable.	Needs staff resource from all divisions.
4.3	Social Media <ul style="list-style-type: none"> Ensure Social Media is managed, responded to and kept up to date. 	Customer Access Strategy.	Comms HH/CB J Smith	Apr 18	Mar 19	High	Implementation of Social Media management solution.	
	<ul style="list-style-type: none"> Work with services to develop social media for communication and engagement. Monitor effectiveness. 	Customer Access Strategy.	Comms HH/CB J Smith	Apr 18	Mar 19	High	Ensure information is up to date and relevant.	
GIS								
4.4	GIS <ul style="list-style-type: none"> Work to support Services GIS/LLPG needs. 	CAS. Responsible resource mgmt.	JS	Ongoing	Mar 19	Med	Project(s) completed to meet agreed Service needs.	
4.5	LDF and Neighbourhood Plan <ul style="list-style-type: none"> Work with Forward Planning to make data available via GIS. 	CAS. Responsible resource mgmt.	JS Forward Planning	TBC	TBC	High	Work to be scoped and planned.	
Service Specific Projects								
4.6	Contact Centre – CRM Contract <ul style="list-style-type: none"> Work with Customer Services and Divisions to develop the CRM and online transactions. 	CAS. Responsible resource mgmt.	HH/CB /CH	Ongoing	Mar 19	High	Ongoing development of forms, transactions and reporting.	
4.7	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 19	High	Including - Academy, Total, Flare, Open Housing, ILAP, Payments, Trim and Leisure modules.	
4.8	Housing – Open Housing Modules <ul style="list-style-type: none"> Assist with the implementation of Open Housing functionality. 	Housing Service Plan.	LS/GH	Apr 18	Mar 19	Med	Technical support for implementation of new modules/functionality.	Housing Capital
4.9	e-payments <ul style="list-style-type: none"> Continue to improve and increase online payment for services. 	CAS. Responsible resource mgmt.	LS/HH	Apr 18	Mar 19	Med	Contactless payment & more e-payments. Fewer Cheque & cash payment.	Capital Budget to enable required upgrade.

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4.10	Finance System • Support Financial Services in any review of their Finance system.	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.
4.11	Small Application Support • Support and develop existing small database applications e.g. flytipping	Responsible resource mgmt.	MV/GH	Ongoing	Mar 19	Med	Systems supported and agreed developments completed.	
4.12	Revenues and Benefits • Provide support for implementing the shared solution at NBBC.	Revs & Bens service plan.	Revs & Bens. GH/LS	Apr 18	Mar 19	High	Work with NBBC ICT staff. Support provided.	
5. Use of Information Technology – Technical and Infrastructure Improvements								
5.1	Microsoft Office Review • Finalise option for productivity solutions (i.e. Word, Excel, Email) and start implementation.	Responsible resource mgmt. ICT Strategy.	GH/NB TB/MV	Ongoing	Mar 19	High	Finalise option for Office and Windows being de-supported in 2020. Plan and start rollout.	Budget part of the Capital Programme. But suppliers moving to revenue funded model.
5.2	Resilience • Review telecommunications & ICT resilience and implement viable improvements.	Responsible resource mgmt. ICT Strategy.	GH/NW /NB	Apr 18	Mar 19	High	Options for improvement identified. Priorities: Contact Centre & Leisure phone & WiFi.	Any improvements will need to be funded from existing ICT or Service budgets.
5.3	Desktop Hardware & software • Ensure staff have adequate PC's and ICT equipment for their roles.	Responsible resource mgmt. ICT Strategy.	NB/MV	Jul 18	Mar 19	Med	ICT hardware replaced in line with ICT strategy.	Capital and Revenue Budgets.
5.4	Network and Server Hardware • Review and identify options for the infrastructure and hardware reaching the end of support.	Responsible resource mgmt. ICT Strategy.	NW/GH /NB	Jul 18	Oct 18	High	Identify options and make costed recommendations.	Capital and revenue budgets.
5.5	Operating Systems Review • Investigate the need to upgrade Windows 7 and cost options.	Responsible resource mgmt. ICT Strategy.	NB/NW /CH	Sept 18	Mar 19	Med	Options identified and implemented if cost effective.	Any costs will be identified during investigations.
6. Street Naming & Numbering and Local Land and Property Gazetteer								
6.1	LLPG Improvement Schedule • Work to meet National targets and improve LLPG data quality.	CAS. Responsible resource mgmt. National Initiative	JS	Ongoing	Mar 19	High	Work to towards or to maintain Bronze level of National Standard.	

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6.2	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 18	High	Street and property data named correctly and accurate information provided to agencies.	Service generates income towards its costs.
6.3	<ul style="list-style-type: none"> Plan for the impacts of the 18/19 Improvement Plan/Schedule. 	National Initiative	JS	Oct 18	Mar 19	Med	Improvement Plan produced.	
6.4	<ul style="list-style-type: none"> Support data matching work for Individual Electoral Registration. 	Responsible resource mgmt.	JS	Ongoing	Mar 19	High		Project Sponsor – David Harris.
7. Procurement								
7.1	E- procurement - TOTAL <ul style="list-style-type: none"> Provide training, advice & support for use of TOTAL for procurement. 	Public Services / Proc. Strategy	TF/LG	Ongoing	Mar 19	Med	Training provide on request. Help enforce use of TOTAL Orders.	Procurement Team to provide training and support if needed.
7.2	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 18	Mar 19	High	Up to date Contract Register. AD's aware of their division's contracts.	
7.3	<ul style="list-style-type: none"> Work with services to let Contracts due or needed in 2018/19 e.g. :- <ul style="list-style-type: none"> To be confirmed 	Responsible resource mgmt Proc. Strategy	EC	Apr 18	Mar 19	High	Compliant contracts let and used.	
7.4	E-procurement – In-Tend <ul style="list-style-type: none"> Ensure the use of In-Tend for all tenders and larger quote exercises. 	Responsible resource mgmt Proc. Strategy	EC	Ongoing	Mar 19	High	Users & Procurement team trained. Used for all Tenders & larger Quotes.	Procurement Team to provide training and support if needed.
7.5	<ul style="list-style-type: none"> Engage with CSW on In-tend and other areas of joint interest. 	Responsible resource mgmt.	EC	Ongoing	Mar 19	Med		
7.6	Supplier Relationships <ul style="list-style-type: none"> Work with suppliers (SME's & Local) to encourage them to bid for work. 	Responsible resource mgmt Proc. Strategy	EC	Ongoing	Mar 19	Med	Encourage and support suppliers to register on and use In-tend.	
7.7	Savings <ul style="list-style-type: none"> Work to identify and achieve savings through procurement of standard goods and via service's procurement projects. 	Responsible resource mgmt Proc. Strategy	EC/TF /LG Services	Apr 18	Mar 19	High	Opportunities identified. Savings achieved, monitored and reported.	
7.8	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 19	High	Effective and compliant procurement. Compliance with CSO's & Financial Regulations.	In-house advice and guidance provided.

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7.9	<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 18	Dec 18	Med	Review procurement documents to account for GDPR and Brexit.	
8. Printing and Copying								
8.1	Print Room equipment & MFD's <ul style="list-style-type: none"> Work with services to help ensure they are using the Print & Copy equipment and services effectively. 	Responsible resource mgmt	EC/LG	Apr 18	Oct 18	High	Staff trained. Awareness of print options (internal and external)	
9. Central Services								
9.1	Licensing <ul style="list-style-type: none"> Work with Environmental Health to develop and use Flare for Licensing. 	Env Health Service Plan.	PM	Ongoing	Mar 19	High	All main licenses in Flare. Maintained to meet service and admin needs.	
9.2	Local Land Charges <ul style="list-style-type: none"> Respond to Land Registry's work on LLCR searches. 	Govt Initiative.	YB/PM	Ongoing	TBC	Med	Respond to LR requests. Time spent recorded for burdens payment.	No set date for transfer, latest date 2023.
9.3	<ul style="list-style-type: none"> Work on the Gazetteer to improve data quality for Land Registry. 	Govt Initiative	JS/PM	Ongoing	TBC	Low		Timing unclear may be 2018/19 or later.
9.4	Post <ul style="list-style-type: none"> Work to reduce incoming / outgoing post, mail outs and enveloping. 	Responsible resource mgmt	PM/CH	Ongoing	Dec 18	Med	Reduce unnecessary cost Use alternative channels	Work with services to enforce good practice.
9.5	<ul style="list-style-type: none"> Investigate and possibly pilot hybrid mail as a way of improving efficiency. 	Responsible resource mgmt	PM/GH/ EC/CH	Jul 18	Mar 19	Med	Identify costs/options. Pilot in a specific area if thought to be beneficial.	
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	LB/GH Comms	Apr 18	Mar 19	High	Positive news stories & response where we need to react or be proactive.	LB & GH to coordinate response.
10.2	Communications Campaigns <ul style="list-style-type: none"> Help identify, plan & deliver joined-up/focused campaigns to support Council and Divisional Priorities. 	All priorities. Consultation and communication	Comms LB/GH	Apr 18	Mar 19	High	Programme of campaigns developed. Specific campaign plans.	Funding to be identified as part of any campaign plan.
10.3	north talk <ul style="list-style-type: none"> Produce North Talk - part funded through advertising. 	All priorities. Consultation and communication	Comms LB/GH	Apr 18	Mar 19	High	Editions produced & distributed.	Additional or special editions depend upon need and funding.

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10.4	Promotional Material • Help ensure promotional material is good quality through advice, assistance and proof reading.	All priorities. Consultation and communication	Comms LB/GH/EC/LG	Ongoing	Mar 19	High		Range of staff provide support with advice and proof reading when necessary.
10.5	Partnership and Networks • Support communications activity of the NW Community Partnership.	Access to Services Consultation and communication	LB/Comms	Apr 18	Mar 19	Med		
10.6	• Support countywide comms. activity as agreed by the Heads of Communications Group.	Consultation and communication	LB/Comms	Apr 18	Mar 19	Med	Represent NWBC's needs and feedback any actions or decisions.	
10.7	Communications • Continue to develop comms and engagement in response to the LGA Health Check and council needs.	All priorities. Consultation and communication	LB/GH/HH Comms	Ongoing	TBC	Med		
Internal Communications								
10.8	Council's Communications Group • Facilitate the work of a corporate Communications Group	Consultation and communication	LB Comms	Ongoing	Mar 19	Med	Group running effectively Comms/Events/ PR activity coordinated.	
10.9	Communications with Staff • Produce Weekly emails & ensure they are accessible to all staff.	Consultation and communication	LB/GH Comms	Apr 18	Mar 19	High	Produced regularly. Well regarded by staff.	
10.10	• Advise on and coordinate general communication with staff as needed	Consultation and communication	Comms LB/GH	Apr 18	Mar 19	Med		
11. Community Plan, Corporate Plan, Vision and Political Priorities								
11.1	Corporate Plan Actions • Progress and report on relevant actions.	Corp Plan	LB	Apr 18	Mar 19	High	Projects to implement Corporate Plan priorities are included in this plan.	
12. External Assessment and Audit (Internal and External)								
12.1	Audit • Ensure we implement agreed recommendations from past audits.	Responsible resource mgmt	GH/LB/EC/PM	Apr 18	Mar 19	Med	Recommendations actioned as agreed.	
12.2	• Support planned External, Internal or ICT Audits. ...to be identified.	Responsible resource mgmt	LB/EC/GH/PM	Apr 18	Mar 19	Med	Score => Adequate. Mgmt response actioned.	Cost identified as part of recommendations.
13. Value for Money Review and Services Improvement								

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13.1	Service Reviews <ul style="list-style-type: none"> Review Local Land Charges processes and data capture needs. 	Responsible resource mgmt	PM/YB	Oct 18	Mar 19	Low	Review if we have the resources. Account for impact of Land Registry.	Review supported by GH or TB if possible.
13.2	<ul style="list-style-type: none"> Review admin processes for GDPR compliance and efficiency. 	GDPR, Responsible resource mgmt	PM/GH	Apr 18	Mar 19	High	Compliant processes.	Review supported by GH or TB if possible.
13.3	Service Desk Review <ul style="list-style-type: none"> Act on recommendations or areas for improvement from ICT cost benchmarking & customer survey. 	Responsible resource mgmt	GH/NB /MV	Apr 18	Dec 18	Med	Improvements investigated and acted on where feasible.	
14. Performance Management and Indicators (Local and National)								
14.1	ICT Service Desk PI's <ul style="list-style-type: none"> Produce and report on agreed Service Performance Indicators. 	Responsible resource mgmt.	LB/GH	Jul 18	Mar 19	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 18	Dec 18	Med	Updated risks and mitigation.	
16. Business Continuity, Disaster Recovery and Emergency Planning								
16.1	IT Disaster Recovery (DR) <ul style="list-style-type: none"> Test ICT DR for priority services. 	ICT Strategy. Responsible resource mgmt.	GH/NB	Dec 18	Mar 19	Med	Successful test & plan updated.	
16.2	Business Continuity <ul style="list-style-type: none"> Ensure sections BC and DR plans are up to date and communicated. 	Responsible resource mgmt.	EC/GH/ LB/PM	Jul 18	Dec 18	High	BC / DR plans in-place and relevant staff aware of responsibilities.	
16.3	<ul style="list-style-type: none"> Assist Policy with Corporate BC/DR planning and the development of our critical incident response. 	Responsible resource mgmt.	Policy /LB	Ongoing	Mar 19	High	Services and Corporate BC/DR plans up to date.	
16.4	Emergency Planning/BC <ul style="list-style-type: none"> Support the Council and County in their preparation and response to emergency situations – Comms, Telecomms, Procurement, ICT etc. 	Consultation and Communication	LB/GH /EC	Apr 18	Mar 19	High	Provide support in a variety of ways. Attend Warks Resilience Forum and Telecomms group.	
17. Health and Safety								

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17.1	<ul style="list-style-type: none"> Do H&S Assessments & Audits to ensure assessments are sufficient and implement actions identified. 	Health and Safety	EC/GH/NB/PM	Sept 18	Mar 19	High	Up to date assessments & reviews. Actions completed.	
17.2	<ul style="list-style-type: none"> Chair Council's H&S Working Party. 	Health and Safety	LB	Apr 18	Mar 19	High	3 Meetings pa. held. Actions progressed or escalated.	
17.3	Depot Refurbishment <ul style="list-style-type: none"> Specify IT & Comms 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 <ul style="list-style-type: none"> Provide workshops, information or guides for staff on processes and technology as required. 	Responsible resource mgmt.	GH/EC/PM	Jul 18	Feb 19	Med	Raised awareness of services / systems. Compliance with policy & processes.	
19. Divisional Skills Development & Staff Survey Issues								
19.1	Divisional Skills <ul style="list-style-type: none"> Ensure the development and delivery of Sections' Training Plans 	Responsible resource mgmt.	GH/EC/PM	Jun 18	Mar 19	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
19.2	Divisional Sickness levels <ul style="list-style-type: none"> Monitor and aim to reduce 	Responsible resource mgmt.	LB/GH/PM/EC	Apr 18	Mar 19	Med	Sickness absence as low as possible and Policy implemented consistently	
19.3	2017 staff survey results. <ul style="list-style-type: none"> Implement the 3 areas identified for improvement from 2017 Survey. 	Responsible resource mgmt.	LB/ EC/ GH/PM	Sept 18	Mar 19	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
19.4	Workforce Planning <ul style="list-style-type: none"> Implement areas identified in 18/19 Plan & update plans as required. 	Responsible resource mgmt.	LB/EC/ GH/PM	Apr 18	Jan 19	High	Plan updated. Impacts understood and level of service maintained.	Savings through flexible retirement. Duties covered as needed.

Agenda Item No 7

Resources Board

29 January 2018

Deputy Chief Executive

Management of the Internal Audit Team

1 Summary

- 1.1 This report sets out arrangements that have been made for the management of the internal Audit team following the retirement of the Head of internal Audit (HIA).

Recommendation to the Resources Board

The action taken be noted.

2 Background

- 2.1 The current HIA retired on 31 December 2017. The audit team has been streamlined over the years and currently comprises 1 full time and 2 part time officers (1FTE), as well as a manager for 15 hours per week. Whilst adequate this gives little resilience when a member of staff leaves or is absent.
- 2.2 Local Authorities are required to “undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes taking into account public sector internal auditing standards” (PSIAS).
- 2.3 Therefore Internal Audit plays a key role in the governance of the local authority particularly in reviewing that effective systems of internal control exist within the Council and contributing to the Council’s annual review of the effectiveness of its governance framework. In addition, the HIA is required to provide an annual internal audit opinion based on an objective assessment of the framework of governance, risk management and control. The Council’s external auditors will review this work when deciding on their own work priorities.
- 2.4 Given that the end of the financial year is approaching it was important that there was not a long gap with no manager in place to oversee this work and give the necessary opinion.
- 2.5 Given that PSIAS require the HIA to be professionally qualified and the role is for 15 hours per week, the Deputy Chief Executive felt it unlikely an external recruitment would be successful and could lead to a lengthy delay in filling the

post at a crucial time of year. Discussions were held with Nuneaton and Bedworth B C who indicated they could provide management to the team, by a professionally qualified officer commencing in January 2018. This would ensure there was no gap in management of the team and give the new post holder enough time and experience of the Authority to make the internal audit opinion mentioned above. They would provide cover equivalent to 1.5 days per week.

2.6 Given the time constraints following consultation with the Chairs of Resources and Executive Board it was agreed to enter into an arrangement with Nuneaton on a 12 month trial basis using the Council's urgent business powers.

3 Report Implications

3.1 Financial Implications

3.1.1 These arrangements will provide cover equivalent to 1.5 days per week produce a small saving of £2,500 p.a.

3.2 Risk Management Implications

3.2.1 Given the size of the team and the lack of cover these arrangements will minimise the risk of internal Audit being unable to fulfill its requirements in the Council's governance arrangements.

The Contact Officer for this report is Chris Brewer (719259).

Background Papers

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 8

Resources Board

29 January 2018

Report of the Deputy Chief Executive

Internal Audit – Performance for Third Quarter 2017-18

1 Summary

- 1.1 The report allows the Board to monitor the progress of the Council's Internal Audit function against the agreed plan of work for the year.

Recommendation to the Board

That the report be noted.

2 Introduction

- 2.1 The PSIAS -Public Sector Internal Auditing Standards on Internal Audit in Local Government defines standards of best practice for internal audit. The Standard requires that Members both approve the Internal Audit Section's strategic work plan and receive periodic reports on performance against plan. This report summarises performance for October to December 2017.

3 Summary of Work Completed

- ... 3.1 Appendix A to the report summarises progress on the approved audit plan for the period, identifying audits completed and indicating the extent of progress on those audits still outstanding. The number of major audits scheduled has reduced due to the complexity of the reviews currently being undertaken. This revised approach has been agreed with the Deputy Chief Executive as it improves the efficiency and effectiveness of the internal audit function. ... Appendix B provides definitions for the levels of assurance given.
- 3.2 Internal Audit continue sample testing on key financial systems and plan to carry out intensive reviews of three major financial systems during the year, namely; benefits, NDR and debtors.
- 3.3 Four audits have been completed, Asset Management, Energy Management, Homelessness and Procurement and Contracts. Also, work has been undertaken on the Quartix vehicle management system to establish the effectiveness of the system for end users.
- 3.4 Major reviews of Housing Benefits and NDR are underway and reports will be drafted in the final quarter. An external assessment of the Internal Audit Service against the PSIAS (Public Sector Internal Audit Standards) was

completed in November 2017; the Standards require an external assessment to be completed at least once every 5 years. A draft report has been received and once it has been finalised a summary report will be presented to this Board.

Asset Management

Scope

To establish and review the current position relating to the effective management of the Council's land and property assets, having regard for the expected proper stewardship of assets.

Work Undertaken

Reviewed a sample of Housing Revenue Account (HRA) and General Fund (GF) land and building revaluations; looked at a sample of Right-to-Buy property disposals and confirmed the existence and effectiveness of the Council's Capital Programme, Capital Strategy and Asset Management Plan.

Findings

No major concerns or weaknesses were identified so a substantial level of assurance was given but we did note that the Corporate Asset Management Plan and Property Strategy and also Housing Asset Management Plan needed to be updated.

Energy Management

Scope

To establish the steps being taken by the Council to exhibit its commitment to reducing energy levels and cost, combined with reducing carbon emissions. The audit embraced all aspects of energy including gas, electricity, water and fuel across its entire service delivery.

Work Undertaken

Reviewed energy costs and usage levels across all services and communal rooms and ensured compliance with the Gov.uk requirements for Display Energy certificates for public authorities.

Findings

No major concerns or weaknesses were identified so a substantial level of assurance was given but it was noted that there was no independent check of the energy providers meter readings and there was some unnecessary duplication in the recording of energy bill data.

Homelessness

Scope

To review the Council's support for homeless people and its compliance with statutory requirements.

Work Undertaken

Reviewed a sample of Homeless applications received and payments made using the Council's Procurement card and ensured that the information on the Council's website and the Homelessness Strategy were up-to-date.

Findings

No major concerns or weaknesses were identified so a substantial level of assurance was given but the Housing Strategy needs to be updated to reflect the requirements of new Homelessness Reduction legislation.

Procurement and Contracts

Scope

To review the Procurement and Contracting arrangements of the Council and ensure compliance with the Contract Standing Orders (CSO's).

Work Undertaken

Reviewed a sample of contracts to ensure compliance with the CSO's and ensured that any exemptions applied were appropriate and correctly approved.

Findings

An adequate level of assurance was given as there were two instances identified of non-compliance with the CSO's, advice from the Procurement team is not always being sought and documentation to support the lower levels of spend is not always retained.

Quartix

Scope

To establish the effectiveness of the vehicle maintenance system for end users and identify any areas for improvement.

Work Completed

Had discussions with eight end users of the system.

Findings

This work was commissioned by the former Head of Audit so no overall level of assurance was given because the work was limited to the impact on end users. Issues were identified with certain elements of the system from an operational and end-user perspective. As a result, the system is in the process of being reviewed by operational staff and the Council's Vehicle Management Group are currently considering / exploring options to improve the end-user experience of vehicle tracking.

- 3.5 The Internal Audit Section continues to undertake work either resulting from departmental requests, external audit suggestions, counter fraud activity or monitoring of reporting information from the National Fraud Initiative. With this in mind the target is to complete at least 90% of planned work in the year unless there are good reasons otherwise. In calculating that statistic, planned work deferred at client request is ignored if such deferrals have appropriate justification. All client requests for deferrals have been based on sound, service based justifications.

4 Report Implications

4.1 Risk Management Implications

- 4.1.1 Failure to provide an effective Internal Audit Service may adversely affect the level of internal control operating within the Council and will attract criticism from external assessors.

4.2 Links to Council's Priorities

- 4.2.1 The audit programme agreed and delivered is aligned to both the priorities of the Council and the requirements of external assessors.

The Contact Officer for this report is Linda Downes (719416).

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

Progress against the Audit Plan 2017-18

Audit	Quarter Due	Status	Assurance Level	Tot No. of Recs	Priority1	Priority2	Not Agreed
Performance Management	1	Final	Substantial	2	0	2	
Street Cleaning	1	Final	Substantial	4	1	3	
Housing Rents	1	Final	Substantial	10	0	10	
Recruitment	1	Final	Substantial	10	1	9	
Data Protection	1	Final	Adequate	6	2	4	
Housing Tenancy Fraud	1	Final	Adequate	10	4	6	1
Council Hubs	1	Final	Adequate	4	4	0	
Performance Management	1	Final	Substantial	2	0	2	
Ordering goods and services	2	Final	Adequate	6	1	5	
Asset Management	3	Final	Substantial	1	0	1	
Energy Management	3	Final	Substantial	4	1	3	
Homelessness	3	Final	Substantial	0	0	0	
Procurement and Contracts	3	Final	Adequate	6	2	4	
Quartix End users	3	Final	N/A	0	0	0	
Housing Benefits	4	In Progress					
NDR	4	In Progress					

Performance of Audit 2017-18 for Quarterly Indicators			
No.	Indicator	Suggested Frequency	Performance for 2016-17
1	Performance reports to Resources Board	Quarterly	Sep & Nov 2017
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	0
4	Number of audits completed by set deadline	Quarterly	8
5	Final report issued within 4 weeks of completion of fieldwork	Quarterly	8
9	Questionnaire:Feedback obtained from report recipients is good (average 4 out of 5)	Quarterly	Good in those obtained
10	% of sickness levels within Audit is below 5%	Quarterly	0.00%

2017-18 Internal Audit report recommendations Not Agreed

Audit	Recommendation	Management Response
Housing Tenancy Fraud	For RTB applications Tenants photos to be given to surveyors for verification on visits and prevent fraud at early stage	ADH not comfortable with surveyors checking this - not responsible and not in their job description

Appendix B

Internal Audit Levels of Assurance in Audit Reports.

Opinion	Level of Assurance
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Substantial Assurance	Overall, an effective control environment appears to be in operation from the review carried out. There may be a few weaknesses identified and there is scope for further improvement.
Adequate Assurance	Overall, satisfactory controls appear to be operating from the review carried out but there are a number of weaknesses identified and a number of improvements to be made.
Unsatisfactory Assurance	Overall, there appears to be a fundamental failure in control from the review carried out and a number of key areas require substantial improvement to protect the system from error and abuse.

Audit Recommendations Categories

Priority 1 Significant risk – action required within 3 months

Priority 2 Moderate risk – action required within 6 months

Agenda Item No 9

Resources Board

29 January 2018

Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Chief Executive (Community Services) and Assistant Director (Housing)

General Fund Fees and Charges 2018/19

1 Summary

- 1.1 The report covers the fees and charges for 2017/18 and the proposed fees and charges for 2018/19.

Recommendation to the Board

That the schedule of fees and charges for 2018/19, set out in the report be accepted.

2 Introduction

- 2.1 At its meeting held in September 2017, the Executive Board agreed the budget strategy for 2018/22, which included an allowance for price increases of 3% on all service except Borough Care equating to £810 and a £1.00 per week increase on Borough Care equating to additional income of £100,600.

3 Fees and Charges proposed for 2018/19

- ...
- 3.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2018/19. The amounts shown have already been included in the revenue estimates for 2018/19.
- 3.2 No increases have been applied to dog fouling, littering penalties, failure to notify a change to a council tax reduction and failure to notify a change affecting housing benefit fees, as these charges are statutory and so not set by the Council. Fixed Penalty fines for Antisocial Behaviour Crime and the Redress Schemes for Letting Agency Work have stayed the same, however Littering Penalties have increased by 25% (from £80 to £100).

- 3.3 The phased increase in the Borough Care fee for existing users, approved by Executive Board on 9th February 2016, has been applied. This brings the fee in line with that charged to new customers.
- 3.4 The charge for the full register of electors in paper and data form has reduced in 2018/19 due to a fall in registered voter numbers.
- 3.5 The remaining fees and charges have generally been increased by 3% (rounded) apart from the court summons costs and parking penalties, which have been kept the same as in 2017/18.

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 £1,040 above the revised budget for 2017/18. In addition there is the effect of the £1 per week increase for existing customers for Borough Care, adding additional income of £87,830.

4.1.2 This will contribute to the achievement of income targets, which are contained within the Deputy Chief Executive’s report on the General Fund estimates 2018/19 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 £3,810.

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 2018

	2017/2018 TOTAL CHARGE £	2018/2019 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	265.00 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	96.50	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	"
DOG FOULING PENALTIES (Statutory)			
If paid within 7 days	80.00 50.00	80.00 50.00	Outside Scope "
LITTERING PENALTIES (Statutory)			
If paid within 7 days	80.00 50.00	100.00 65.00	Outside Scope "
FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX REDUCTION (Statutory)			
	70.00	70.00	Outside Scope
FAILURE TO NOTIFY A CHANGE AFFECTING HOUSING BENEFIT (Statutory)			
	50.00	50.00	Outside Scope
ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 (Statutory)			
Fixed penalty fine	100.00	100.00	Outside Scope
THE REDRESS SCHEMES FOR LETTINGS AGENCY WORK AND PROPERTY MANAGEMENT WORK (REQUIREMENT TO BELONG TO A SCHEME ETC) (ENGLAND) ORDER 2014 (Statutory)			
Fixed penalty fine	5,000.00	5,000.00	Outside Scope
SMOKE & CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 (Up to Statutory Maximum)			
First Offence	2,500.00 plus work in default costs	2,500.00 plus work in default costs	Outside Scope
Second Offence	5,000.00 inclusive of work in default costs	5,000.00 inclusive of work in default costs	"

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD

FEES AND CHARGES FROM 1 APRIL 2018

	2017/2018 TOTAL CHARGE £	2018/2019 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)	11.90	12.30	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	2.70	2.80	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)			
Existing customers at November 2016	3.00	4.20	Incl VAT at Standard Rate
New customers	4.20	4.20	"
PROVISION OF CCTV IMAGES			
Individuals	10.00	10.00	Exempt
Third Parties			
Requests taking up to 1 hour of officer time	62.50	64.40	Standard
Requests taking over 1 hour of officer time	124.90	128.60	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD
FEES AND CHARGES FROM 1 APRIL 2018

	2017/2018 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	VAT RATING
REMOVAL OF ABANDONED VEHICLES (from private land)			
		Service now free of charge unless there are prohibitive difficulties	
RODENT CONTROL (commercial premises) Per hour (minimum 1 hour per visit)	53.00	55.00	Incl VAT at Standard Rate
	plus cost of materials	plus cost of materials	
PEST CONTROL (domestic premises) Fleas, bedbugs, cockroaches etc.	52.00	54.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	26.00	27.00	"
Wasps' Nests-subject to service capacity	52.00	54.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits	26.00	27.00	"
Rats and mice			
Rats in domestic premises	10.00	10.30	Incl VAT at Standard Rate
Residents in receipt of means tested benefits	5.00	5.15	"
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	36.00	37.00	"
Residents in receipt of means tested benefits	18.00	19.00	"
A retention will be made for failed appointments and non-treatment (Applies to fees of £10 and over)	10.00	10.00	"
MOLE TRAPPING			
Initial assessment	Free	Free	N/A
Domestic premises (up to 6 visits)	104.00	107.00	Incl VAT at Standard Rate
Commercial premises	Case Specific	Case Specific	"
STRAY DOGS	53.00	55.00	Outside Scope
	Plus £12.20 per dog, per day plus vets' fees and fouling fines (or the current kennel daily rate)	Plus £12.00 per dog, per day plus vets' fees and fouling fines (or the current kennel daily rate)	

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD

FEES AND CHARGES FROM 1 APRIL 2018

	2017/2018 TOTAL CHARGE £	2018/2019 TOTAL CHARGE £	VAT RATING
HOUSING ACT 2004			
Enforcement notice (service)	208.00	214.00	Outside Scope
PRIVATE SECTOR HOUSING ENFORCEMENT			
Work in default rate	cost + 20%	cost + 20%	Standard
HOUSING MULTIPLE OCCUPATION REGISTRATION			
New Application (Up to 5 Lets) (5-yearly charge)	682.00	702.00	Outside Scope
Transfer of Licence (Up to 5 Lets)	213.00	219.00	"
Variation of Licence (Up to 5 Lets)	213.00	219.00	"
New Application (6-10 Lets) (5-yearly charge)	791.00	815.00	Outside Scope
Transfer of Licence (6-10 Lets)	229.00	236.00	"
Variation of Licence (6-10 Lets)	229.00	236.00	"
New Application (11+ Lets) (5-yearly charge)	885.00	912.00	Outside Scope
Transfer of Licence (11+ Lets)	244.00	251.00	"
Variation of Licence (11+ Lets)	244.00	251.00	"
MOBILE HOMES ACT 2013			
Single Units / Family Sites (incl. Gypsy, Roma & Traveller Sites)			
New Site Licence Application	201.00	207.00	Outside Scope
Annual licence administration	Free	Free	"
Site rules lodgement (incl. variation/deletion) :			
Single owner occupied sites	Free	Free	N/A
Privately rented sites / Family Sites (incl. Gypsy, Roma & Traveller Sites)	37.00	38.00	Outside Scope
Transfer of Site Licence	88.00	91.00	"
Variation of Site Licence	135.00	139.00	"
Multiple Units on Commercial Sites			
New Site Licence Application (2-5 Units)	201.00	207.00	Outside Scope
Annual licence administration (2-5 Units)	84.00	87.00	"
Site rules lodgement (incl. variation/deletion) (2-5 Units)	37.00	38.00	"
Transfer of Site Licence (2-5 Units)	88.00	91.00	"
Variation of Site Licence (2-5 Units)	135.00	139.00	"
New Site Licence Application (6-30 Units)	248.00	255.00	Outside Scope
Annual licence administration (6-30 Units)	131.00	135.00	"
Site rules lodgement (incl. variation/deletion) (6-30 Units)	37.00	38.00	"
Transfer of Site Licence (6-30 Units)	88.00	91.00	"
Variation of Site Licence (6-30 Units)	182.00	187.00	"
New Site Licence Application (31+ Units)	373.00	384.00	Outside Scope
Annual licence administration (31+ Units)	256.00	264.00	"
Site rules lodgement (incl. variation/deletion) (31+ Units)	37.00	38.00	"
Transfer of Site Licence (31+ Units)	88.00	91.00	"
Variation of Site Licence (31+ Units)	307.00	316.00	"

Agenda Item No 10

Resources Board

29 January 2018

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2018/19 - Services Recharged
Across All Boards

1 Summary

- 1.1 This report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

Recommendation to the Board

- a To accept the revised budget for 2017/18; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2018/19, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 12 February 2018.**

2 Introduction

- 2.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2018/19 and this, together with a revised budget for 2017/18, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2016/17 are shown.
- ...
- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2018-2022 which required savings of £1.6 million over a four year period. This required budget savings of £500,000 in 2018/19 with additional savings of £400,000, £350,000 and £350,000 in 2019/20, 2020/21 and 2021/22 respectively. Some limited growth was built into the strategy in specific areas.
- 2.3 Assistant 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 2017/18 £	Revised Budget 2017/18 £	Original Budget 2018/19 £
Employee Costs	8,123,160	8,390,010	8,087,910
Premises	499,920	498,990	500,160
Supplies and Services	748,650	790,520	808,000
Transport	533,040	541,920	538,860
Miscellaneous	-	1,000	-
Earmarked Reserves	-	(22,850)	(6,670)
Gross Expenditure	9,904,770	10,199,590	9,928,260
Income	(209,610)	(206,520)	(215,940)
Net Controllable Expenditure	9,695,160	9,993,070	9,712,320
Recharged to Other Services	(11,578,160)	(11,926,020)	(11,623,830)
Departmental Support	27,330	27,860	26,160
Support Charges	1,454,940	1,503,880	1,478,650
Capital Charges	406,700	407,180	406,700
Net Expenditure	5,970	5,970	-

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 2017/18 Revised Budget

3.1 The revised budget to be recharged across all Boards for 2017/18 is estimated to be £11,926,020; an increase of £347,860 on the approved provision. The main reasons for variations are set out below.

3.2 **Employee costs** have increased by £266,850 and the main variations are as follows:

	£
Increase in pension costs relates to the move to a 20% rate for existing employees with a corresponding reduction in the lump sum amount held in the Compensation and Pension Increase service budget	206,950
Payment In Lieu and redundancy costs relating to Atherstone Leisure Complex, Housing Maintenance and Information Services	124,180
Increase in agency staffing budgets to cover vacant posts and sickness	54,960
The cost of the temporary Streetscape Project Officer (offset by the reduction in the supplies and services budget in recycling and the use of earmarked reserves)	17,080
Restructure, grade changes, changes in hours and extension of the temporary contractor surveyor post all within housing	29,510
Increase in overtime budgets mainly for Transport, Waste	29,470

Management and Streetscape, including overtime recharged to other divisional budgets	
Reduction in Lease Car Lump Sum payments due to staff turnover, restructures and flexible retirement	(4,480)
Training and recruitment vired from central to service budgets	(6,860)
Reduction in national insurance costs due to vacancies	(15,020)
Restructure, change in hours and flexible retirement within Environmental Health Team	(23,490)
Deletion of IT Support Officer and reduction of 1 day for Assistant Management Team Support Officer	(24,680)
Reduction in salaries resulting from vacant posts	(119,290)
TOTAL	268,330

3.3 **Supplies and Services** have increased by £41,870 and the main variations are as follows:

	£
Increase in Professional fees for employing car parking engineer for extra two days per week, funded by 1 day flexible retirement of facilities manager and 1 day recharged to the HRA	18,280
Transport costs have increased due to the cost of repairs to refuse vehicles.	15,960
Increase in professional services for one off legal costs for HS2 and a payment for European Rural Development Fund (start up business support programme) to Warwickshire County Council funded from reserves	12,000
Central Telephones reduction due to full year expenditure on the Daisy contract reflecting actual costs.	(3,820)
TOTAL	42,420

3.4 **Transport** budgets have increased by £8,880 and the main variances are shown below:

	£
Transport costs have increased due to the number of hired vehicles required.	15,790
Reduction in essential travel allowances within the Council Offices and Housing Division.	(6,640)
TOTAL	(9,550)

3.5 Use of **Earmarked Reserve** budgets have increased by £22,850 arising mainly from the following:

	£
Additional spend on Revenue and Benefits head sets to be funded from reserves	(2,020)
Increase in professional services (audio and PA system for Council Chamber) for Information Services funded from the Transparency reserve	(3,000)
Advertising and Promotions Fund reserved in 2016/17 used to pay towards Streetscape Projects Officer costs	(5,830)
Professional services for European Rural Development Fund (start up business support programme) and HS2 funded from Economic Development and HS2 reserves	(12,000)
TOTAL	(22,850)

3.6 **Central support** charges have increased by £48,940. This is due to the effect of Revenues and Benefits increased use of the print room, the addition of the Streetscape Project Officers role and the increases to employer superannuation costs.

4 **Comments on the 2018/19 Estimates**

4.1 The 2018/19 estimates have been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2018;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;
- Savings of £55,580 have been incorporated into the estimates being considered and are shown in Appendix D.

...

4.2 The original budget to be recharged across all Boards for 2018/19 is estimated to be £11,623,830; a decrease of £302,190 on the 2017/18 revised budget and an increase of £45,670 on the 2017/18 original budget.

4.3 **Employee costs** have decreased by £302,190 and the main variations are as follows:

	£
The impact of budget provision for the pay award (2%)	111,080
Budgeted salary increments	44,530
An increase in salaries following the reinstatement of vacant posts	10,700
Re-instatement of Training and recruitment vired from central to service budgets	6,860
Increases in National Insurance and Superannuation costs matched by a reduction in the pensions budget contained within Resources Board (remaining)	52,760
Wages mechanics repairs costs have decreased due to no longer requiring agency staff.	(5,620)
Full Year Effect for Lease Car Lump Sum, First Aid allowances and Employer's Liability Insurance	(9,810)
Reversal of the increase in salaries recharged to divisional budgets	(14,040)
Reinstatement of the movement in overtime budget mainly for Transport, Waste Management and Streetscape	(17,030)
Provision for Internal Audit Manager vired to supplies and services to cover the arrangement with NBBC	(21,550)
Decrease in agency staff relating to Development Control cover for vacancies	(54,960)
Reversal of Payment In Lieu and redundancy costs relating to Atherstone Leisure Complex ,Housing Management and Information Services	(124,180)
Movement of budget to Leisure Centre service budgets for Duty Officer posts	(282,670)
TOTAL	(303,930)

- 4.4 The increase in **supplies and services** of £17,480 arises mainly from the following changes;

	£
Payments to NBBC for the delivery of the remaining private housing team functions, following the agreed changes to service delivery	33,050
Increase to cover the shared service arrangement with NBBC for the Internal Audit Manager.	18,200
Transport saving due to the removal of additional repairs in 2017/18	(17,130)
Removal of the additional expenditure on European Rural Development Fund (start up business support programme) and HS2 (one off cost in 2017/18)	(11,990)
The growth for payroll in 2017/18 is no longer required, following the transfer of the service to Coventry City Council	(5,970)
TOTAL	16,160

- 4.5 Use of **Earmarked Reserves** budgets has decreased by £16,180, as the use of the reserves for Economic Development, HS2, Council Chamber PA system and Customer Contact headsets was in 2017/18 only.

- 4.6 The increase in **income** of £9,420 arises as an income correction in 2017/18 is not required in 2018/19.

5 **Growth Items**

- 5.1 Provision for some unavoidable growth was built into the Council's Budget Strategy, approved in September 2017 by the Executive Board. There are no growth items relating to the services covered by this report.

6 **Risks to Services**

- 6.1 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
- Increased insurance costs, especially those relating to vehicles
- Termination of employment costs

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

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 2018/19. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2019/20 £	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £
Employee Costs	8,208,030	8,403,130	8,617,200
Premises	513,860	518,610	529,080
Supplies and Services	838,180	845,290	859,840
Transport	551,660	560,860	572,710
Gross Expenditure	10,111,730	10,327,890	10,578,830
Income	(176,100)	(179,600)	(183,190)
Net Controllable Expenditure	9,935,630	10,148,290	10,395,640
Recharged to Other Services	(11,903,090)	(12,144,360)	(12,427,740)
Departmental Support	28,760	30,250	30,940
Support Charges	1,532,000	1,559,120	1,594,460
Capital Charges	406,700	406,700	406,700
Net Expenditure	-	-	-

7.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2019/20 to 2021/22, increases in contracts and general increases in supplies and services of 3% in 2019/20 and of 2% in 2021/22. In total, the amount recharged to services is expected to increase by 2.40% in 2019/20, 2.03% in 2020/21 and 2.33% in 2021/22.

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 (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
Various	Chief Executive	181,128	188,700	194,830	192,410
Various	Deputy Chief Executive	4,180,351	4,324,810	4,573,390	4,283,240
Various	Assistant Chief Executive and Solicitor to the Council	1,307,445	1,358,620	1,357,260	1,359,040
Various	Assistant Chief Executive (Community Services)	1,328,336	1,316,680	1,342,120	1,381,320
3006-3039	Building Maintenance Fund	231,814	236,370	231,760	232,660
3040-3041	Council Offices	180,585	202,010	204,090	204,350
3043	Central Telephones	16,960	23,000	16,600	16,940
3045	Recruitment	27,820	22,140	25,390	25,390
3046	Printing and Stationery	70,832	71,930	70,550	71,690
3047	Training	17,127	90,220	30,000	90,220
3048	Depot and Stores	64,550	67,270	67,220	67,690
3110	Postal Services	66,525	69,850	69,900	71,960
3226	Central Services	250,274	247,740	254,110	259,330
3290	Information Services	673,753	684,690	713,320	654,550
3291	Procurement	67,307	67,980	70,710	71,450
3292	Staff Welfare	28,093	29,270	27,650	27,200
3300	Transport Management Account	655,773	693,880	744,170	702,880
	Net Controllable Expenditure	9,348,673	9,695,160	9,993,070	9,712,320
	Recharged to Services	(11,048,273)	(11,578,160)	(11,926,020)	(11,623,830)
	Departmental Support	28,984	27,330	27,860	26,160
	Central Support	1,392,160	1,454,940	1,503,880	1,478,650
	Capital	380,258	406,700	407,180	406,700
	Resources Board (Recharged) Total	101,802	5,970	5,970	-

Resources Board Summary

Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
Totals - Recharged Services	101,802	5,970	5,970	-
Totals - Services Remaining	2,532,477	3,348,580	3,151,340	3,098,420
Central Vacancy Factor		(175,820)	(22,000)	(210,000)
Increase in Insurance Premium Tax		1,400		
Resources Board Total	2,634,279	3,180,130	3,135,310	2,888,420

VARIOUS - CHIEF EXECUTIVE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2016/2017	BUDGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019
Employee Expenditure	177,528	184,380	190,530	188,110
Supplies and Services	2,984	3,440	3,420	3,420
Transport Related Expenditure	616	880	880	880
NET CONTROLLABLE EXPENDITURE	181,128	188,700	194,830	192,410
Recharged to Services	(212,127)	(222,950)	(227,150)	(224,220)
Central Support	29,708	31,560	29,630	29,120
Capital Charges	1,291	2,690	2,690	2,690
NET EXPENDITURE	-	-	-	-

VARIOUS - DEPUTY CHIEF EXECUTIVE

This includes Domestic Pollution Control, Housing and Community Support, Streetscape, Leisure and Community Development, Financial Services, Human Resources and Internal Audit.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2016/2017	BUDGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019
Employee Expenditure	4,028,331	4,165,230	4,408,410	4,073,780
Supplies and Services	142,388	139,370	153,030	196,250
Transport Related Expenditure	17,166	22,100	19,670	21,810
Miscellaneous Expenditure	126	-	-	-
Earmarked Reserves	(5,000)	-	(5,830)	(6,670)
	-	-	-	-
GROSS EXPENDITURE	4,183,011	4,326,700	4,575,280	4,285,170
GROSS INCOME	(2,660)	(1,890)	(1,890)	(1,930)
	-	-	-	-
NET CONTROLLABLE EXPENDITURE	4,180,351	4,324,810	4,573,390	4,283,240
Recharged to Services	(4,836,603)	(5,043,190)	(5,301,610)	(4,999,340)
Central Support	613,588	638,460	648,300	630,210
Capital Charges	42,664	85,890	85,890	85,890
	-	-	-	-
NET EXPENDITURE	-	5,970	5,970	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL

This includes Policy, Democratic Services, Legal Services, Estate Management, Forward Planning, Heritage and Conservation, Commercial Enforcement and Licensing and Development Control.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	1,218,350	1,330,290	1,322,840	1,333,100
Premises Related Expenditure	32	-	-	-
Supplies and Services	71,351	37,240	48,970	36,860
Transport Related Expenditure	11,315	16,100	13,810	14,880
Miscellaneous Expenditure	77	-	-	-
Earmarked Reserves	61,882	-	(12,000)	-
GROSS EXPENDITURE	1,363,007	1,383,630	1,373,620	1,384,840
GROSS INCOME	(55,562)	(25,010)	(16,360)	(25,800)
NET CONTROLLABLE EXPENDITURE	1,307,445	1,358,620	1,357,260	1,359,040
Recharged to Services	(1,478,369)	(1,544,170)	(1,546,380)	(1,543,380)
Central Support	155,744	162,290	165,860	161,080
Capital Charges	15,180	23,260	23,260	23,260
NET EXPENDITURE	-	-	-	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE (COMMUNITY SERVICES)

This includes the Revenues and Benefits and Customer Contact budgets.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	1,217,179	1,201,480	1,230,290	1,269,320
Supplies and Services	167,137	152,340	152,720	150,830
Transport Related Expenditure	3,707	6,190	4,460	4,500
Miscellaneous Expenditure	85	-	-	-
Earmarked Reserves	18,559	-	(2,020)	-
GROSS EXPENDITURE	1,406,667	1,360,010	1,385,450	1,424,650
GROSS INCOME	(78,331)	(43,330)	(43,330)	(43,330)
NET CONTROLLABLE EXPENDITURE	1,328,336	1,316,680	1,342,120	1,381,320
Recharged to Services	(1,594,512)	(1,606,170)	(1,651,170)	(1,685,050)
Central Support	232,716	243,330	262,890	257,570
Capital Charges	33,460	46,160	46,160	46,160
NET EXPENDITURE	-	-	-	-

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	47,990	48,760	44,150	45,050
Premises Related Expenditure	179,445	187,450	187,450	187,450
Supplies and Services	2,114	160	160	160
Miscellaneous	2,265	-	-	-
NET CONTROLLABLE EXPENDITURE	231,814	236,370	231,760	232,660
Recharged to Services	(248,760)	(253,470)	(249,580)	(250,440)
Central Support	16,946	17,100	17,820	17,780
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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	61,080	63,390	66,030	69,330
Premises Related Expenditure	238,380	256,390	255,810	256,930
Supplies and Services	19,385	20,980	21,000	21,000
GROSS EXPENDITURE	318,845	340,760	342,840	347,260
GROSS INCOME	(138,260)	(138,750)	(138,750)	(142,910)
NET CONTROLLABLE EXPENDITURE	180,585	202,010	204,090	204,350
Recharged to Services	(332,691)	(358,450)	(366,680)	(368,000)
Central Support	82,820	87,060	93,210	94,270
Capital Charges	171,088	69,380	69,380	69,380
NET EXPENDITURE	101,802	-	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m2)	3,855	3,855	3,855	3,855
Expenditure per square metre	£112.71	£92.98	£95.12	£95.46

3043 - CENTRAL TELEPHONES

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	7,700	8,880	6,300	6,640
Supplies and Services	9,260	14,120	10,300	10,300
NET CONTROLLABLE EXPENDITURE	16,960	23,000	16,600	16,940
Recharged to Services	(27,908)	(33,440)	(27,180)	(27,540)
Central Support	2,494	2,430	2,570	2,590
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	£ 146.88	£ 176.00	£ 143.05	£ 144.95

3045 - RECRUITMENT

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	21,638	16,960	16,960	16,960
Supplies and Services	6,182	5,180	8,430	8,430
NET CONTROLLABLE EXPENDITURE	27,820	22,140	25,390	25,390
Recharged to Services	(29,388)	(23,930)	(29,770)	(29,850)
Central Support	1,568	1,790	4,380	4,460
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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	25,946	25,910	26,480	27,010
Supplies and Services	46,315	46,070	45,420	46,070
Transport Related Expenditure	-	-	-	-
GROSS EXPENDITURE	72,261	71,980	71,900	73,080
GROSS INCOME	(1,429)	(50)	(1,350)	(1,390)
NET CONTROLLABLE EXPENDITURE	70,832	71,930	70,550	71,690
Recharged to Services	(82,462)	(84,630)	(86,050)	(87,130)
Central Support	9,897	10,460	13,260	13,200
Capital Charges	1,733	2,240	2,240	2,240
NET EXPENDITURE	-	-	-	-

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	13,973	86,650	26,430	86,650
Premises Related Expenditure	-	-	-	-
Supplies and Services	3,154	3,570	3,570	3,570
NET CONTROLLABLE EXPENDITURE	17,127	90,220	30,000	90,220
Recharged to Services	(67,074)	(143,310)	(81,570)	(144,100)
Central Support	49,169	51,320	49,800	52,110
Capital Charges	778	1,770	1,770	1,770
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

FTEs (full time equivalents)	358.7	358.8	354.2	354.2
Expenditure per FTE	£ 186.99	£ 399.41	£ 230.29	£ 406.83

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	6,593	7,230	7,530	7,950
Premises Related Expenditure	52,074	55,190	54,840	54,890
Supplies and Services	6,133	5,370	5,370	5,370
GROSS EXPENDITURE	64,800	67,790	67,740	68,210
GROSS INCOME	(250)	(520)	(520)	(520)
NET CONTROLLABLE EXPENDITURE	64,550	67,270	67,220	67,690
Recharged to Services	(87,825)	(85,090)	(86,130)	(86,130)
Central Support	14,829	14,500	15,590	15,120
Capital Charges	8,446	3,320	3,320	3,320
NET EXPENDITURE	-	-	-	-
KEY PERFORMANCE INDICATORS				
Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 24.07	£ 23.32	£ 23.60	£ 23.60

3110 - POSTAL SERVICES

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	4,880	4,930	4,980	5,090
Supplies and Services	61,134	64,980	64,980	66,930
Earmarked Reserves	511	-	-	-
GROSS EXPENDITURE	66,525	69,910	69,960	72,020
GROSS INCOME	-	(60)	(60)	(60)
NET CONTROLLABLE EXPENDITURE	66,525	69,850	69,900	71,960
Recharged to Services	(86,302)	(91,680)	(92,720)	(95,060)
Central Support	19,777	21,830	22,820	23,100
NET EXPENDITURE	-	-	-	-

3226 - CENTRAL SERVICES

The costs of the central administration function.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2016/2017	BUDGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019
Employee Expenditure	247,022	244,250	250,620	255,840
Supplies and Services	2,900	3,150	3,150	3,150
Transport Related Expenditure	352	340	340	340
NET CONTROLLABLE EXPENDITURE	250,274	247,740	254,110	259,330
Recharged to Services	(308,459)	(310,760)	(319,390)	(322,630)
Central Support	51,461	53,500	55,280	53,780
Capital Charges	6,724	9,520	10,000	9,520
NET EXPENDITURE	-	-	-	-

3290 - INFORMATION SERVICES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2016/2017	BUDGET 2017/2018	BUDGET 2017/2018	BUDGET 2018/2019
Employee Expenditure	524,841	540,430	569,090	504,520
Supplies and Services	153,374	143,080	146,060	148,850
Transport Related Expenditure	511	1,180	1,170	1,180
Miscellaneous Expenditure	5,557	-	-	-
Earmarked Reserves	(2,851)	-	(3,000)	-
GROSS EXPENDITURE	681,432	684,690	713,320	654,550
GROSS INCOME	(7,679)	-	-	-
NET CONTROLLABLE EXPENDITURE	673,753	684,690	713,320	654,550
Recharged to Services	(809,488)	(889,160)	(919,540)	(862,230)
Central Support	53,251	57,100	58,850	60,310
Capital Charges	82,484	147,370	147,370	147,370
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of PCs	399	399	373	373
Expenditure per PC	£ 2,028.79	£ 2,228.47	£ 2,465.25	£ 2,311.61

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	66,321	66,980	69,710	70,450
Supplies and Services	838	870	870	870
Transport Related Expenditure	148	130	130	130
NET CONTROLLABLE EXPENDITURE	67,307	67,980	70,710	71,450
Recharged to Services	(100,513)	(102,920)	(106,500)	(107,820)
Central Support	32,400	33,170	34,020	34,600
Capital Charges	806	1,770	1,770	1,770
NET EXPENDITURE	-	-	-	-

3292 - STAFF WELFARE

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	1,753	3,150	3,600	3,150
Supplies and Services	24,504	23,670	22,050	22,050
Transport Related Expenditure	1,836	2,450	2,000	2,000
NET CONTROLLABLE EXPENDITURE	28,093	29,270	27,650	27,200
Recharged to Services	(29,207)	(30,230)	(28,480)	(28,020)
Central Support	1,114	960	830	820
NET EXPENDITURE	-	-	-	-

3300 to 3999 - TRANSPORT MANAGEMENT ACCOUNT

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	138,823	124,260	146,060	124,960
Premises Related Expenditure	760	890	890	890
Supplies and Services	90,835	85,060	101,020	83,890
Transport Related Expenditure	458,885	483,670	499,460	493,140
Miscellaneous	2,018	-	1,000	-
GROSS EXPENDITURE	691,321	693,880	748,430	702,880
GROSS INCOME	(35,548)	-	(4,260)	-
NET CONTROLLABLE EXPENDITURE	655,773	693,880	744,170	702,880
Recharged to Services	(716,585)	(754,610)	(806,120)	(762,890)
Departmental Support	28,984	27,330	27,860	26,160
Central Support	24,678	28,080	28,770	28,530
Capital Charges	7,150	5,320	5,320	5,320
NET EXPENDITURE	-	-	-	-

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

SAVINGS INCLUDED WITHIN 2018/2019

Description	2018/2019
Commercial Enforcement and Licensing Restructure	£ 26,710
Private Sector Housing Team Restructure	£ 17,010
Lump Sum Lease Car Allowances	£ 5,590
Reduction in telephone costs	£ 3,820
Revised arrangement for management of Internal Audit	£ 3,350
Reduction in overtime budgets	£ 470
Resources Recharged Total	£ 56,950

Agenda Item No 11

Resources Board

29 January 2018

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2018/19 - Services Remaining
within the Board

1 Summary

- 1.1 This report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

Recommendation to the Board

- a To accept the revised budget for 2017/18;
- b To accept the saving of £2,570 proposed in section 6; and
- c To accept or otherwise vary the Estimates of Expenditure for 2018/19, as submitted, amended for the saving proposed in recommendation b, for them to be included in the budget to be brought before the meeting of the Executive Board on 12 February 2018.

2 Introduction

- 2.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2018/19 and this, together with a revised budget for 2017/18, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2016/17 are shown.
- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2018-2022 which required savings of £1.6 million over a four year period. This required budget savings of £500,000 in 2018/19 with additional savings of £400,000, £350,000 and £350,000 in 2019/20, 2020/21 and 2021/22 respectively. Some limited growth was built into the strategy in specific areas.
- 2.3 Assistant 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 2017/18 £	Revised Budget 2017/18 £	Original Budget 2018/19 £
Employee Costs	1,843,050	1,500,040	1,662,180
Premises	180,940	175,450	164,650
Supplies and Services	608,540	642,650	503,970
Transport	38,470	40,270	39,610
Members Allowances	259,160	240,450	245,680
Transfer Payments	14,047,000	13,549,050	13,715,330
Earmarked Reserves	(21,510)	105,620	(6,980)
Gross Expenditure	16,955,650	16,253,530	16,324,440
Income	(15,684,340)	(15,279,150)	(15,402,770)
Recharged to Other Services	(269,020)	(213,190)	(221,310)
Net Controllable Expenditure	1,002,290	761,190	700,360
Departmental Support	1,010,390	1,024,040	1,038,530
Central Support	1,076,110	1,106,250	1,099,670
Capital Charges	259,790	259,860	259,860
Net Expenditure	3,348,580	3,151,340	3,098,420

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 2017/18 Revised Budget**

3.1 The revised budget for 2017/18 is estimated to be £3,151,340; a decrease of £197,240 on the approved position. The main variations are given below.

3.2 **Cost of Democratic Services (£16,850)**

3.2.1 The decrease relates to Members basic and special responsibility allowances not required in the current year. These will be reinstated in 2018/19 estimates.

3.3 **Council Tax Collection (£10,290)**

3.3.1 This reduction has mainly arisen from lower legal fees due to high collection levels, therefore resulting in fewer residences being taken to court.

3.4 **Finance Miscellaneous (£25,800)**

3.4.1 The decrease relates to the movement of budget for the Local Enterprise Partnership payment to the Corporate and Democratic Core budget

3.5 Compensation and Pension Increases (£244,730)

3.5.1 Payments to the Pension Fund are a combination of a lump sum payment and an overhead on current employees. There is a £302,820 reduction in the lump sum pension contribution to Warwickshire County Council in this budget, which is matched by increases in the superannuation budget within other service budgets. The HRA contribution to the lump sum has reduced by £58,090.

3.6 Financed Unused Land £10,830

3.6.1 Additional budget provision has been included in the revised budget to cover the NNDR and utility bills for the Old Coleshill Leisure Centre prior to its sale in 2017.

3.7 Corporate and Democratic Core £25,810

3.7.1 The increase relates to some costs that have moved from other budgets, such as the payment to Coventry and Warwickshire Local Enterprise Partnership. The professional fee budget of £10,200 for the valuations required for the financial statements, previously shown in the Assistant Chief Executive and Solicitor to the Councils divisional budget, has also been moved to this budget. This has been slightly offset by a reduction in the West Midlands Combined Authority payment.

3.8 Unallocated Central Support Services (£58,570)

3.8.1 Training and recruitment budgets held centrally in the original budget have been vired to service budgets during the year.

3.9 Industrial Estates and Workspace Units (£18,410)

3.9.1 The improvement is due to the letting of previously vacant units across the portfolio. This has generated additional rental income and reduced the levels of NDR and utility bills to be paid.

3.10 Rent Allowances and Housing Benefit Administration £64,020

3.10.1 The increase in costs is mainly due to a change in the subsidy expected for Rent Allowances.

3.12 Community Support £20,160

3.12.1 The increase in recharged salaries predominantly relates to increases in superannuation rates on service budgets (matched by a decrease in the Compensation and Pensions budget within this board).

3.13 Departmental and Central Support Services £43,790

3.13.1 The main change on Departmental Support relates to a change in the allocations of Customer contact. The main increases in Central support relate to changes in the internal audit recharges to services under this board's control, an increased recharge from Financial Services following the introduction of charging for the Borough Care service, an increase in the Information Technology recharge to Cost of Democratic services and changes in Printing and Stationery allocations.

4 Comments on the 2018/19 Estimates

4.1 The 2018/19 estimate has been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2018;
- 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 £132,270 have been incorporated into the estimates being considered and are shown in Appendix D.

4.2 The estimated budget for 2018/19 is £3,098,420; a decrease of £250,160 on the 2017/18 approved budget, and a decrease of £52,920 on the revised 2017/18 budget. The main variations are given below.

4.3 Cost of Democratic Services **£16,880**

4.3.1 This is mainly due to the reinstatement of the one off reduction in the Members basic and special responsibility allowances from the 2017/18 budget.

4.4 Finance Miscellaneous **(£125,200)**

4.4.1 This relates to the removal of the one off supplementary budget in 2017/18, for potential legal costs relating to land ownership issues at Sheepy Road, Atherstone.

4.6 Compensation and Pension Increases **£60,840**

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 Finance Unused Land **(£12,730)**

4.7.1 Expenditure relating to the old Coleshill Leisure Centre prior to its sale in 2017/18 has not been carried forward into 2018/19.

4.8 Unallocated Central Support Services **£75,700**

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

4.9 Industrial Estates and Workspace Units **(£32,280)**

4.9.1 The greater occupancy rate mentioned in 3.9.1 and some rent reviews have generated additional rental income and reduced the levels of NDR and utility bills to be paid.

4.10 Rent Allowances / Housing Benefit Admin and Rent Rebates **£33,030**

4.10.1 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 2017/18 to reflect expected increases in market rents.

4.11 **Council Tax Support** **£11,790**

4.11.1 A general reduction of 10% in the administration grant has been built into the estimate, employee cost have also increased due to the pay award.

4.12 **Community Support** **(£78,850)**

4.12.1 Borough Care has increased its fee by £1.00 per week to £3.50 per week giving an additional income of £82,370. This has been partly offset by the increase in recharged salaries due to pension rates.

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 **Proposed savings in Mayoral Allowances not yet included**

6.1 In recent years, the Council has pulled back on the attendance of the Mayor at external functions, particularly those outside of the Borough, in recognition of the difficult financial position the Authority is in. This was in line with the approach taken by a number of authorities, who restrict the number of events attended. It has allowed a reduction in the transport costs associated with mayoral events, however mayoral allowances have remained unchanged.

6.2 Mayoral allowances are paid to cover expenses arising as a result of holding these offices. Back in 2003/04, the Mayor and Deputy carried out 256 engagements. In 2016/17 this had reduced to a total of 144 events, a reduction of 44% over the period.

6.3 Reducing allowances to reflect the total number of events generally attended, would result in total allowances of £4,970. As the Deputy carries out around 20% of engagements in general terms, this would result in a split of £3,980 for the Mayor and £990 for the Deputy Mayor. This would allow a saving of £2,570, towards the 2018/19 target of £500,000.

7 **Risks to Services**

7.1 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;
- A significant increase in workload due to an increase in benefit claimants and non payment of Council Tax and/or Business Rates;
- 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;

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

8 Future Year Forecasts

8.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2018/19. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2019/20 £	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £
Employee Costs	1,757,790	1,807,160	1,859,740
Premises	169,070	170,390	174,010
Supplies and Services	522,410	466,620	475,950
Transport	40,700	41,220	42,130
Members Allowances	250,790	255,410	260,510
Transfer Payments	13,889,000	14,166,780	14,450,120
Earmarked Reserves	10,460	10,220	9,730
Gross Expenditure	16,640,220	16,917,800	17,272,190
Income	(15,440,590)	(15,679,810)	(15,926,700)
Recharged to Other Services	(237,050)	(241,670)	(247,610)
Net Controllable Expenditure	962,580	996,320	1,097,880
Departmental Support	1,078,220	1,098,120	1,119,580
Central Support	1,128,840	1,153,140	1,181,270
Capital Charges	260,490	260,720	261,310
Net Expenditure	3,430,130	3,508,300	3,660,040

8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2018/19 to 2021/22, increases in contracts and general increases in supplies and services of 3% in 2019/20 and 2% in 2021/22. In total, net expenditure is expected to increase by 10.71% in 2019/20, 2.28% in 2020/21 and 4.33% in 2021/22. The large increase in 2019/20 reflects the additional expenditure included for the elections.

8.3 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.

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 As detailed in the body of the report.

9.2 **Environment and Sustainability Implications**

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

9.3 **Risk Management Implications**

9.3.1 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 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
3000	Cost of Democratic Services	353,805	377,250	360,400	377,280
3001	Election Expenses	6,243	5,220	5,220	5,220
3002	Registration of Electors	(3,659)	32,500	26,720	27,900
3003	Business Rates	(26,798)	(36,280)	(33,880)	(31,430)
3004	Council Tax Collection	73,248	61,890	51,600	59,940
3050	Finance Miscellaneous	23,377	151,000	125,200	-
3051	Compensation and Pension Increases	537,972	532,930	230,110	290,950
3052	Assisted Car Purchase	(275)	(260)	(560)	(620)
3054	Electricity at Work	6,932	18,360	16,090	18,360
3059	Finance Unused Land	43,942	2,730	13,560	830
3060	Corporate and Democratic Core	51,026	41,090	66,900	67,100
3061	Unallocated Central Support Services	480	105,440	46,870	122,570
3065	Coleshill Shops High Street	(63,183)	(65,290)	(67,640)	(67,320)
3067	The Pavilions, Holly Lane	(81,124)	(81,190)	(80,150)	(80,100)
3068	Carlyon Road Industrial Estate	(97,541)	(97,640)	(107,480)	(126,260)
3069	Innage Park Industrial Estate	(147,836)	(156,400)	(160,550)	(173,630)
3070	Polesworth Workspace Units	(4,340)	(2,980)	(7,400)	(7,820)
3079	Maya Bar and Restaurant	(11,636)	(11,590)	(10,770)	(10,740)
3080	Football Stadium	1,350	-	-	-
3084	Homeless Persons	63,840	62,670	62,680	62,780
3089	Public Conveniences	(174,076)	40,630	39,610	40,040
3094	Customer Contact	14,455	15,170	14,700	15,460
3097	Rent Allowances	19,970	(81,900)	(17,880)	5,560
3098	Housing Benefit Administration and Rent Rebates	(112,977)	(65,690)	(62,600)	(53,010)
3099	Concessionary Fares	2,568	-	-	-
3101	Council Tax Support	86,439	84,170	86,690	98,480
3102	Car Parks	65,605	44,930	49,570	47,630
3111	Broadband Delivery UK	50,004	50,000	50,000	47,870
5005	Animal Control	35,949	37,830	41,300	37,410
5006	Abandoned Vehicles	1,789	1,690	1,690	1,690
5008	Private Sector Housing Assistance	11,475	4,240	12,580	(60)
5035	CCTV	1,335	(1,830)	(1,450)	330
5036	Community Support	340,112	205,470	225,630	146,780
7360	North Warwickshire LEADER Partnership	-	-	-	-
7361	England's Rural Heart LEADER Partnership	(2,451)	(2,850)	(2,380)	(1,520)
	Net Controllable Expenditure	1,066,020	1,271,310	974,380	921,670
	Recharged to Services	(269,530)	(269,020)	(213,190)	(221,310)
	Departmental Support	939,179	1,010,390	1,024,040	1,038,530
	Central Support	993,593	1,076,110	1,106,250	1,099,670
	Capital Charges	(196,785)	259,790	259,860	259,860
	Resources Board (Remaining) Total	2,532,477	3,348,580	3,151,340	3,098,420

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	87,062	83,050	85,510	87,110
Premises Related Expenditure	791	1,210	1,310	1,310
Supplies and Services	29,720	31,260	30,760	30,810
Transport Related Expenditure	8,935	12,570	12,370	12,370
Members Allowances	227,397	249,160	230,450	245,680
GROSS EXPENDITURE	353,905	377,250	360,400	377,280
Gross Income	(100)	-	-	-
NET CONTROLLABLE EXPENDITURE	353,805	377,250	360,400	377,280
Recharged to Services	(84,250)	(86,520)	(84,790)	(87,360)
Central Support	234,068	243,440	254,710	245,040
Capital Charges	19,402	27,330	27,330	27,330
NET EXPENDITURE	523,025	561,500	557,650	562,290

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	309	-	-	-
Supplies and Services	5,934	5,220	5,220	5,220
GROSS EXPENDITURE	6,243	5,220	5,220	5,220
NET CONTROLLABLE EXPENDITURE	6,243	5,220	5,220	5,220
Departmental Support	11,520	11,770	12,500	12,420
Central Support	5,869	5,070	5,050	5,010
NET EXPENDITURE	23,632	22,060	22,770	22,650

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	1,697	2,090	1,360	2,100
Supplies and Services	28,360	40,680	38,750	38,970
Transport Related Expenditure	191	-	-	-
Earmarked Reserves	6,675	(8,980)	16,840	(11,710)
GROSS EXPENDITURE	36,923	33,790	56,950	29,360
Gross Income	(40,582)	(1,290)	(30,230)	(1,460)
NET CONTROLLABLE EXPENDITURE	(3,659)	32,500	26,720	27,900
Departmental Support	26,110	26,930	28,600	28,430
Central Support	13,524	5,520	6,550	6,680
Capital Charges	-	3,300	3,300	3,300
NET EXPENDITURE	35,975	68,250	65,170	66,310

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	£0.74	£1.38	£1.32	£1.34

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	78,719	64,280	66,680	69,130
Supplies and Services	14,388	19,330	19,330	19,330
GROSS EXPENDITURE	93,107	83,610	86,010	88,460
Gross Income	(119,905)	(119,890)	(119,890)	(119,890)
NET CONTROLLABLE EXPENDITURE	(26,798)	(36,280)	(33,880)	(31,430)
Departmental Support	82,405	88,230	90,160	90,160
Central Support	19,293	20,640	38,090	38,890
Capital Charges	2,249	6,630	6,630	6,630
NET EXPENDITURE	77,149	79,220	101,000	104,250

Contributes to corporate priority :
- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Business Rate Collection Rate	99.57%	99.30%	99.16%	99.30%
Number of Business Rate properties	2,284	2,270	2,308	2,310
Cost per Business Rate property	£33.78	£34.90	£43.76	£45.13

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	211,644	160,330	160,040	168,380
Supplies and Services	41,316	51,560	41,560	41,560
Transport	90	-	-	-
GROSS EXPENDITURE	253,050	211,890	201,600	209,940
Gross Income	(179,802)	(150,000)	(150,000)	(150,000)
NET CONTROLLABLE EXPENDITURE	73,248	61,890	51,600	59,940
Departmental Support	187,820	198,060	193,100	193,290
Central Support	41,351	45,420	37,300	38,230
Capital Charges	4,395	13,250	13,250	13,250
NET EXPENDITURE	306,814	318,620	295,250	304,710

Contributes to corporate priority :
- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

% of Council Tax Collection Rate	98.57%	98.00%	98.07%	98.00%
Number of households	22,792	28,000	28,046	28,100
Cost per household	£13.46	£11.38	£10.53	£10.84

3050 - FINANCE MISCELLANEOUS

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	8	-	-	-
Premises Related Expenditure	3,227	-	-	-
Supplies and Services	48,818	151,000	134,040	-
Miscellaneous Expenditure	13,141	10,000	10,000	-
Earmarked Reserves	277,542	(10,000)	22,130	-
GROSS EXPENDITURE	342,736	151,000	166,170	-
Gross Income	(319,359)	-	(40,970)	-
NET CONTROLLABLE EXPENDITURE	23,377	151,000	125,200	-
Central Support	664	410	470	460
NET EXPENDITURE	24,041	151,410	125,670	460

3051 - COMPENSATION AND PENSION INCREASES

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	537,972	532,930	230,110	290,950
NET CONTROLLABLE EXPENDITURE	537,972	532,930	230,110	290,950
Recharged to Services	(106,050)	(105,050)	(46,960)	(58,130)
Central Support	1,064	810	910	920
NET EXPENDITURE	432,986	428,690	184,060	233,740

Contributes to corporate priority :

- Responsible financial and resource management

3052 - ASSISTED CAR PURCHASE

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	2	-	-	-
GROSS EXPENDITURE	2	-	-	-
Gross Income	(277)	(260)	(560)	(620)
NET CONTROLLABLE EXPENDITURE	(275)	(260)	(560)	(620)
Central Support	374	120	150	140
NET EXPENDITURE	99	(140)	(410)	(480)

3054 - ELECTRICITY AT WORK

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	601	-	-	-
Premises Related Expenditure	6,331	18,360	16,090	18,360
NET CONTROLLABLE EXPENDITURE	6,932	18,360	16,090	18,360
Departmental Support	4,720	4,790	4,320	4,370
Central Support	603	500	540	540
NET EXPENDITURE	12,255	23,650	20,950	23,270

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	8	-	-	-
Premises Related Expenditure	35,521	2,730	13,560	830
Supplies and Services	8,413	-	-	-
GROSS EXPENDITURE	43,942	2,730	13,560	830
NET CONTROLLABLE EXPENDITURE	43,942	2,730	13,560	830
Central Support	674	430	490	480
Capital Charges	(5,000)	-	-	-
NET EXPENDITURE	39,616	3,160	14,050	1,310

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	10,251	-	-	-
Supplies and Services	40,775	41,090	66,900	67,100
GROSS EXPENDITURE	51,026	41,090	66,900	67,100
NET CONTROLLABLE EXPENDITURE	51,026	41,090	66,900	67,100
Recharged to Services	(79,230)	(77,450)	(81,440)	(75,820)
Central Support	531,940	579,790	571,540	568,720
Capital Charges	11,585	11,810	11,880	11,880
NET EXPENDITURE	515,321	555,240	568,880	571,880

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	480	105,440	35,010	110,080
Supplies and Services	-	-	11,860	12,490
NET CONTROLLABLE EXPENDITURE	480	105,440	46,870	122,570
Central Support	23,767	39,380	34,900	31,780
Capital Charges	(311)	-	-	-
NET EXPENDITURE	23,936	144,820	81,770	154,350

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	63	-	-	-
Premises Related Expenditure	4,361	3,430	3,770	3,840
GROSS EXPENDITURE	4,424	3,430	3,770	3,840
Gross Income	(67,607)	(68,720)	(71,410)	(71,160)
NET CONTROLLABLE EXPENDITURE	(63,183)	(65,290)	(67,640)	(67,320)
Central Support	3,882	3,920	3,100	3,100
NET EXPENDITURE	(59,301)	(61,370)	(64,540)	(64,220)

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	-£9,658	-£9,817	-£10,201	-£10,166

3067 - THE PAVILIONS, HOLLY LANE

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	72	-	-	-
Premises Related Expenditure	3,697	3,780	4,820	4,920
Supplies and Services	360	370	370	370
GROSS EXPENDITURE	4,129	4,150	5,190	5,290
Gross Income	(85,253)	(85,340)	(85,340)	(85,390)
NET CONTROLLABLE EXPENDITURE	(81,124)	(81,190)	(80,150)	(80,100)
Central Support	4,741	4,800	4,120	4,140
Capital Charge	(104,000)	-	-	-
NET EXPENDITURE	(180,383)	(76,390)	(76,030)	(75,960)

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	-£10,657	-£10,668	-£10,668	-£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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	76	-	-	-
Premises Related Expenditure	16,053	15,380	6,190	6,290
Supplies and Services	110	110	110	110
GROSS EXPENDITURE	16,239	15,490	6,300	6,400
Gross Income	(113,780)	(113,130)	(113,780)	(132,660)
NET CONTROLLABLE EXPENDITURE	(97,541)	(97,640)	(107,480)	(126,260)
Central Support	5,741	5,850	3,890	3,910
Capital Charges	17,000	-	-	-
NET EXPENDITURE	(74,800)	(91,790)	(103,590)	(122,350)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	88%	88%	100%	100%
Number of units / plots	16	16	16	16
Annual income per unit / plot	-£7,111	-£7,071	-£7,111	-£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 an external company..

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	196	-	-	-
Premises Related Expenditure	44,812	49,230	41,800	42,380
Supplies and Services	2,412	620	580	580
GROSS EXPENDITURE	47,420	49,850	42,380	42,960
GROSS INCOME	(195,256)	(206,250)	(202,930)	(216,590)
NET CONTROLLABLE EXPENDITURE	(147,836)	(156,400)	(160,550)	(173,630)
Central Support	18,773	19,170	16,990	17,090
Capital Charge	91,750	121,000	121,000	121,000
NET EXPENDITURE	(37,313)	(16,230)	(22,560)	(35,540)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	87%	87%	97%	97%
Number of units	39	39	39	39
Annual income per unit	-£5,007	-£5,288	-£5,203	-£5,554

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	43	-	-	-
Premises Related Expenditure	4,969	5,720	3,780	3,860
Supplies and Services	192	230	230	230
GROSS EXPENDITURE	5,204	5,950	4,010	4,090
GROSS INCOME	(9,544)	(8,930)	(11,410)	(11,910)
NET CONTROLLABLE EXPENDITURE	(4,340)	(2,980)	(7,400)	(7,820)
Central Support	3,023	3,040	4,060	4,110
Capital Charge	250	-	-	-
NET EXPENDITURE	(1,067)	60	(3,340)	(3,710)

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

KEY PERFORMANCE INDICATORS

Occupancy rate	75%	75%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£1,193	-£1,116	-£1,426	-£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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	6	-	-	-
Premises Related Expenditure	2,362	2,410	3,230	3,260
GROSS EXPENDITURE	2,368	2,410	3,230	3,260
GROSS INCOME	(14,004)	(14,000)	(14,000)	(14,000)
NET CONTROLLABLE EXPENDITURE	(11,636)	(11,590)	(10,770)	(10,740)
Central Support	1,134	990	1,400	1,420
Capital Charge	(9,000)	-	-	-
NET EXPENDITURE	(19,502)	(10,600)	(9,370)	(9,320)

Contributes to corporate priority :

- Responsible financial and resource management

3080 - FOOTBALL STADIUM

Situated in Atherstone and leased to Atherstone Town Football Club Ltd for an initial period of 2 years which expired in April 2006. The lease is now annually renewable.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Supplies and Services	1,350	-	-	-
NET CONTROLLABLE EXPENDITURE	1,350	-	-	-
Capital	(359,000)	-	-	-
NET EXPENDITURE	(357,650)	-	-	-

Contributes to corporate priority :

- Improving leisure and wellbeing opportunities

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	19,292	19,400	20,020	20,430
Premises Related Expenditure	17,552	19,040	17,290	17,410
Supplies and Services	14,687	48,110	49,480	49,480
Transport Related Expenditure	127	-	-	-
Earmarked Reserves	24,056	(11,410)	51,870	(12,180)
GROSS EXPENDITURE	75,714	75,140	138,660	75,140
GROSS INCOME	(11,874)	(12,470)	(75,980)	(12,360)
NET CONTROLLABLE EXPENDITURE	63,840	62,670	62,680	62,780
Departmental Support	18,988	17,630	17,370	16,990
Central Support	10,049	10,120	13,090	13,110
Capital Charges	(493)	1,090	1,090	1,090
NET EXPENDITURE	92,384	91,510	94,230	93,970

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	8,362	8,740	8,310	8,550
Premises Related Expenditure	11,360	10,960	10,370	10,560
Supplies and Services	1,553	1,500	1,500	1,500
Earmarked Reserves	(195,317)	19,500	19,500	19,500
GROSS EXPENDITURE	(174,042)	40,700	39,680	40,110
GROSS INCOME	(34)	(70)	(70)	(70)
NET CONTROLLABLE EXPENDITURE	(174,076)	40,630	39,610	40,040
Departmental Support	6,680	6,780	6,290	6,360
Central Support	2,296	2,220	2,170	2,210
Capital Charges	252,861	15,210	15,210	15,210
NET EXPENDITURE	87,761	64,840	63,280	63,820

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	31,009	33,420	33,890	34,740
Supplies and Services	272	330	330	330
GROSS EXPENDITURE	31,281	33,750	34,220	35,070
GROSS INCOME	(16,826)	(18,580)	(19,520)	(19,610)
NET CONTROLLABLE EXPENDITURE	14,455	15,170	14,700	15,460
Departmental Support	63,893	68,390	77,700	78,110
Central Support	1,493	2,320	1,930	1,930
NET EXPENDITURE	79,841	85,880	94,330	95,500

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	70,433	65,110	67,780	71,030
Supplies and Services	6,510	26,510	30,220	30,220
Transfer Payments	8,097,892	8,192,550	7,544,410	7,770,740
GROSS EXPENDITURE	8,174,835	8,284,170	7,642,410	7,871,990
GROSS INCOME	(8,154,865)	(8,366,070)	(7,660,290)	(7,866,430)
NET CONTROLLABLE EXPENDITURE	19,970	(81,900)	(17,880)	5,560
Departmental Support	92,187	104,420	108,020	108,690
Central Support	6,112	6,590	13,960	14,190
Capital Charges	1,124	2,900	2,900	2,900
NET EXPENDITURE	119,393	32,010	107,000	131,340

Contributes to corporate priority :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of claimants	1,646	1,710	1,563	1,600
Rent Allowance per claimant	£4,919.74	£4,790.96	£4,826.88	£4,856.71
Cost of administration per claimant	£72.54	£18.72	£68.46	£82.09

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

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

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	61,798	55,390	57,870	60,600
Supplies and Services	4,708	51,610	68,020	68,020
Transfer Payments	6,139,986	5,854,450	6,004,640	5,944,590
GROSS EXPENDITURE	6,206,492	5,961,450	6,130,530	6,073,210
GROSS INCOME	(6,319,469)	(6,027,140)	(6,193,130)	(6,126,220)
NET CONTROLLABLE EXPENDITURE	(112,977)	(65,690)	(62,600)	(53,010)
Departmental Support	79,574	90,920	96,830	97,560
Central Support	6,746	7,190	14,480	14,660
Capital Charges	613	1,720	1,720	1,720
NET EXPENDITURE	(26,044)	34,140	50,430	60,930

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of claimants	1,527	1,585	1,500	1,520
Housing benefit per claimant	£4,020.95	£3,693.66	£4,003.09	£3,910.91
Cost of administration per claimant	-£17	£21.54	£33.62	£40.09

3099 - CONCESSIONARY FARES

From April 2008 a new free national bus pass scheme was introduced allowing free travel for senior citizens. In addition the Council has provided taxi vouchers to people of a pensionable age claiming a high rate disability allowance and who have no access to a car or public transport. Responsibility for most of the scheme passed to Warwickshire County Council This authority's travel token and taxi voucher scheme ceased from April 2016.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	30	-	-	-
Supplies and Services	3,228	-	-	-
GROSS EXPENDITURE	3,258	-	-	-
GROSS INCOME	(690)	-	-	-
NET CONTROLLABLE EXPENDITURE	2,568	-	-	-
Departmental Support	634	-	-	-
Central Support	1,120	-	-	-
NET EXPENDITURE	4,322	-	-	-

Contributes to corporate priorities :

- Responsible financial and resource management

- Promoting sustainable and vibrant communities

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	134,131	125,210	130,350	136,590
Supplies and Services	11,839	12,330	11,830	11,830
GROSS EXPENDITURE	145,970	137,540	142,180	148,420
GROSS INCOME	(59,531)	(53,370)	(55,490)	(49,940)
NET CONTROLLABLE EXPENDITURE	86,439	84,170	86,690	98,480
Departmental Support	113,212	127,610	128,420	128,620
Central Support	6,393	6,720	5,890	5,960
Capital Charges	1,840	2,820	2,820	2,820
NET EXPENDITURE	207,884	221,320	223,820	235,880

Contributes to corporate priority :

- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Number of claimants	4,354	4,302	4,360	4,360
Cost of administration per claimant	£47.75	£51.45	£51.33	£54.10

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.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	6,948	6,060	6,060	6,180
Premises Related Expenditure	43,867	48,250	52,760	51,150
Supplies and Services	32,425	9,450	15,540	9,500
Miscellaneous Expenditure	500	-	(6,040)	-
GROSS EXPENDITURE	83,740	63,760	68,320	66,830
GROSS INCOME	(18,135)	(18,830)	(18,750)	(19,200)
NET CONTROLLABLE EXPENDITURE	65,605	44,930	49,570	47,630
Departmental Support	20,786	21,180	27,580	28,200
Central Support	9,124	10,050	11,520	11,680
Capital Charges	(110,765)	1,330	1,330	1,330
NET EXPENDITURE	(15,250)	77,490	90,000	88,840

Contributes to corporate priority :

- Responsible financial and resource management

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.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenses	4	-	-	-
Supplies and Services	-	50,000	50,000	47,870
Earmarked Reserves	50,000	-	-	-
NET CONTROLLABLE EXPENDITURE	50,004	50,000	50,000	47,870
Central Support	484	320	480	480
NET EXPENDITURE	50,488	50,320	50,480	48,350

Contributes to corporate priority :

- Promoting sustainable and vibrant communities
- Supporting employment and business

5005 - ANIMAL CONTROL

Dealing with rats, mice, wasps and certain insects in domestic and non-food business premises. Also sewer baiting for rats in main sewers for Severn Trent Water.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenses	41,776	40,330	41,070	42,380
Supplies & Services	7,759	8,780	8,790	8,800
Transport Related Expenditure	10,619	8,840	9,830	9,790
Earmarked Reserves	-	-	-	(4,610)
GROSS EXPENDITURE	60,154	57,950	59,690	56,360
GROSS INCOME	(24,205)	(20,120)	(18,390)	(18,950)
NET CONTROLLABLE EXPENDITURE	35,949	37,830	41,300	37,410
Departmental Support	17,170	20,070	19,510	26,330
Central Support Services	11,187	11,520	11,730	11,860
Capital Charge	3,038	4,290	4,290	4,290
NET EXPENDITURE	67,344	73,710	76,830	79,890

Contributes to corporate priority :

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

5006 - ABANDONED VEHICLES

Service provided to deal with abandoned vehicles within the Borough.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	127	-	-	-
Supplies & Services	1,662	1,690	1,690	1,690
NET CONTROLLABLE EXPENDITURE	1,789	1,690	1,690	1,690
Departmental Support	6,420	6,140	6,230	6,760
Central Support Services	1,288	1,050	1,120	1,120
NET EXPENDITURE	9,497	8,880	9,040	9,570

Contributes to corporate priorities :

- Protecting our countryside and heritage

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	30,947	29,090	37,430	38,220
Supplies and Services	164	150	150	150
Earmarked Reserves	-	-	-	(13,430)
GROSS EXPENDITURE	31,111	29,240	37,580	24,940
GROSS INCOME	(19,636)	(25,000)	(25,000)	(25,000)
NET CONTROLLABLE EXPENDITURE	11,475	4,240	12,580	(60)
Departmental Support	36,800	41,020	28,590	33,380
Central Support	3,758	3,840	3,720	3,760
Capital Charges	(26,871)	-	-	-
NET EXPENDITURE	25,162	49,100	44,890	37,080

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	2,274	-	-	-
Supplies and Services	15,957	14,840	15,220	17,640
Earmarked Reserves	15,450	15,450	15,450	15,450
GROSS EXPENDITURE	33,681	30,290	30,670	33,090
GROSS INCOME	(32,346)	(32,120)	(32,120)	(32,760)
NET CONTROLLABLE EXPENDITURE	1,335	(1,830)	(1,450)	330
Departmental Support	105,500	112,180	111,210	113,220
Central Support	575	340	330	320
Capital Charges	-	18,250	18,250	18,250
NET EXPENDITURE	107,410	128,940	128,340	132,120

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 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	431,379	467,220	472,240	468,520
Premises Related Expenditure	176	180	220	220
Supplies and Services	32,167	38,140	36,540	36,540
Transport Related Expenditure	16,446	15,440	16,450	15,830
Balance Sheet Items	(2,410)	(26,070)	(14,130)	-
GROSS EXPENDITURE	477,758	494,910	511,320	521,110
GROSS INCOME	(137,646)	(289,440)	(285,690)	(374,330)
NET CONTROLLABLE EXPENDITURE	340,112	205,470	225,630	146,780
Departmental Support	64,760	64,270	67,610	65,640
Central Support	5,088	4,900	16,040	16,350
Capital Charges	12,293	28,480	28,480	28,480
NET EXPENDITURE	422,253	303,120	337,760	257,250

Contributes to corporate priorities :
- Creating safer communities
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of Connections	2,045	5,107	1,958	1,958
Cost per Connection	£206.48	£59.35	£172.50	£131.38

7361 - ENGLAND'S RURAL HEART LEADER PARTNERSHIP (externally funded)

The Council is the accountable body for the North Warwickshire and Hinckley and Bosworth LEADER Programme, which has been awarded £1.416m (from DEFRA and the European Union) as part of the Rural Development Programme for England (RDPE). Payments to supported projects over the period from 2015 to 2020 will be made directly by the Rural Payments Agency (RPA). This budget, therefore, represents the Management and Administration costs awarded to the Council to manage the programme.

DESCRIPTION	ACTUALS 2016/2017	APPROVED BUDGET 2017/2018	REVISED BUDGET 2017/2018	ORIGINAL BUDGET 2018/2019
Employee Expenditure	38,297	44,960	46,310	47,190
Premises Related Expenditure	82	260	260	260
Supplies and Services	1,367	3,630	3,630	3,630
Transport Related Expenditure	633	1,620	1,620	1,620
Miscellaneous Expenditure	49			
GROSS EXPENDITURE	40,428	50,470	51,820	52,700
GROSS INCOME	(42,879)	(53,320)	(54,200)	(54,220)
NET CONTROLLABLE EXPENDITURE	(2,451)	(2,850)	(2,380)	(1,520)
Central Support	17,395	29,630	25,530	31,380
Capital Charges	255	380	380	380
NET EXPENDITURE	15,199	27,160	23,530	30,240

Contributes to corporate priorities :

- Promoting sustainable and vibrant communities
- Supporting employment and business

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 benefit claimants and 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	Low	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

SAVINGS INCLUDED WITHIN 2018/19

Description	2018/19
Final stage of price increase for initial charge of Borough Care	£ 82,370
Industrial Units - lower vacancies and rent reviews	£ 35,090
Industrial Units - reduced business rates	£ 14,810
Reduction in External Audit fees	£ 19,550
Reduction in Compensation and pensions - past members	£ 1,980
	£ 153,800

Agenda Item No 12

Resources Board

29 January 2018

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2018/19 – Summary

1 Summary

- 1.1 This report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

Recommendation to the Board

That the following items be recommended to the Executive Board for consideration in setting the Council Tax of the Borough Council:

- a The revised budget for 2017/18; and
- b To approve the schedule of expenditure requirements totalling £8,159,060 for 2018/19.

2 Introduction

- 2.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that neither the Executive Board or the Planning and Development Board has yet considered 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 2017/18	Revised Budget 2017/18	Original Estimate 2018/19
Net Service Expenditure	9,289,640	9,027,160	9,019,300
Financing Adjustment	(826,900)	(836,480)	(799,240)
Investment Interest Income	(80,000)	(124,000)	(180,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	8,501,740	8,185,680	8,159,060

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 2017/18 Estimated out-turn**

5.1 The Council's revised net expenditure requirement for 2017/18 amounts to £8,185,680 which is £316,060 less than the approved estimate. The major changes in Board expenditure are set out below.

5.2 Within the Leisure centres there have been decreases in employee costs following the Leisure Centre management restructure and vacancies, partially offset by additional new classes/courses. There have been reductions in utility costs and mechanical/electrical contracts and there has been an overall decrease in income.

£33,180

5.3 Rent Allowances and Housing Benefit Administration costs have increased due to a change in the subsidy expected.

£64,020

5.4 Additional income has been generated from the planning service.

(£337,000)

5.5 A higher level of investment income has been generated due to increases in interest rates.

(£44,000)

5.6 There has been an improvement in the letting of previously vacant units. This has generated additional rental income and reduced the levels of NDR and utility bills to be paid.

(£18,000)

6 **The Council's 2018/19 Expenditure Requirement**

6.1 The Council's net expenditure requirement for 2018/19 amounts to £8,159,060, which is £342,680 less than the approved estimate for 2017/18 and £26,620 less than the revised estimate. The main variations between the 2018/19 original budget and the 2017/18 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 2017/18, a pay award of 2% and the payment of annual increments. This has been partially

offset by increasing the vacancy factor back to its original level, the reductions due to restructures and a reduction in some agency budgets.

£72,070

6.4 Income from the industrial estates has increased, due to the full year effect of the reduction in vacancies, and some rent reviews.

(£32,540)

6.5 Development Control - planning fee income has decreased relating to the removal of the large applications received in 2017/18, after allowing for the 20% increase in fees. In addition there has been a reduction relating to appeal costs.

£131,950

6.6 The reduction in Finance Miscellaneous relates to the removal of the one off supplementary budget in 2017/18, for potential legal costs relating to land ownership issues at Sheepy Road, Atherstone.

(£125,200)

6.7 The additional cost on Compensation and Pension Increases is due to the increase in pensions payments to Warwickshire County Council relating to the lump sum deficit contribution.

£60,840

6.8 Borough Care has increased its fee by £1.00 per week to £3.50 per week giving an additional income of £82,370. This has been partly offset by the increase in salaries due to pension rates.

(£78,850)

6.9 Additional provision has been included within the contingency, as detailed in paragraph 8.1.

£91,140

6.10 A higher level of investment income is expected to be generated, due to increases in interest rates.

(£56,000)

6.11 The deletion of the payment of grant to parish councils.

(£59,000)

7 Growth Items Contained Within the Estimates

7.1 The Amenity Cleaning service has a growth bid of £16,560 for the surplus 7.5 tonne refuse vehicle to be used on the amenity cleaning service instead of a ford transit to aid the collection of fly tipping and emptying litter bins in lay-bys. The larger capacity vehicle which has a built-in bin lift will enable the amenity cleaning service to work more efficiently as they will have greater on board capacity, meaning fewer trips to tip, especially when clearing fly-tips and working in rural and isolated areas. The vehicle will also be able to support the refuse collection service and empty missed bins or undertake one-

off collections where it would be impracticable and significantly costly for the refuse crews to attend. These savings in other areas of Streetscape should help offset the predicted additional transport costs. No provision for growth was included within the Council's Budget Strategy, approved in September 2017 by the Executive Board.

8 Contingencies

- 8.1 The Council includes within its budget requirement an amount to cover future events and issues that may impact upon the finances of the Authority. For 2018/19 the amount included in the contingency totals £122,610. This is £91,140 higher than the 2017/18 revised estimate; the change is due to a provision made following some pay modelling, changes to credit card charging fees and an allowance for the use of agency staff to cover planning vacancies.

9 Risks to the Council

- 9.1 The key risks to the overall budgetary position of the Council are highlighted below:

- A pay award of 2% 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 £47,080.
- 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.

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

10 Future Years Forecasts

10.1 In order to assist with medium term financial planning, Members are provided with budget forecasts for the three years following 2018/19. The table below provides a summary:

	Original Estimate 2019/20	Original Estimate 2020/21	Original Estimate 2021/22
Net Service Expenditure	9,186,150	9,174,990	9,320,590
Financing Adjustment	(765,580)	(653,410)	(572,760)
Investment Interest Income	(180,000)	(200,000)	(220,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	8,359,570	8,440,580	8,646,830

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2019/20 to 2021/22, increases in contracts and general increases in supplies and services of 2% in 2019/20 and 2% in 2021/22. In total, net expenditure is expected to increase by 2.5% in 2019/20, by 1.0% in 2020/21 and by 2.4% in 2021/22. These figures do not include any savings. Executive Board will need to decide on the level of savings required, when taking future financing decisions.

10.3 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.

11 **Budget Consultation**

11.1 A meeting with Non-Domestic Rate Payers is scheduled for 29 January and any comments will be reported to the Executive Board.

12 **Report Implications**

12.1 **Finance and Value for Money Implications**

12.1.1 As detailed in the body of the report.

12.2 **Environment and Sustainability Implications**

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

12.3 **Risk Management Implications**

12.3.1 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.

12.4 **Equality Implications**

12.4.1 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 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
4009	Planning Control	30,218	(72,210)	(416,140)	(213,680)
4010	Building Control	2,064	20,000	20,000	20,000
4012	Conservation and Built Heritage	42,934	32,090	10,050	34,410
4014	Local Land Charges	(34,929)	(23,180)	(23,510)	(24,900)
4018	Street Naming and Numbering	(4,071)	920	920	710
	Net Controllable Expenditure	36,216	(42,380)	(408,680)	(183,460)
	Departmental Support	76,730	105,500	158,700	102,570
	Central Support	168,573	173,370	171,900	173,310
	Capital Charges	2,780	16,390	16,390	16,390
	Planning and Development Board Total	284,299	252,880	(61,690)	108,810

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

Codes	Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
3072	Polesworth Sport Centre	84,632	65,550	73,360	72,080
3074	Arley Sports Centre	118,543	84,840	67,020	79,700
3075	Coleshill Leisure Centre	110,467	112,440	102,920	118,370
3077	Atherstone Leisure Complex	135,809	120,570	156,480	112,490
3082	Memorial Hall	96,845	95,520	112,320	106,480
4002	Public Health (Commercial Pollution Control)	197,222	200,630	210,470	218,370
4003	Public Health (Domestic Pollution Control)	58,527	47,280	81,830	54,140
5000	Domestic Refuse Collection	633,340	652,490	725,190	665,750
5001	Streetscene Grounds Maintenance	5,136	18,030	27,960	21,010
5002	Trade Refuse Collection	(42,465)	(37,760)	(41,210)	(43,690)
5003	Cesspool Emptying	(55,617)	(64,770)	(48,950)	(53,570)
5004	Recycling	708,411	714,210	652,220	724,530
5010	Amenity Cleaning	464,489	478,890	470,710	483,270
5013	Unadopted Roads	2,598	7,750	5,750	7,750
5014	Flooding And Land Drainage	285	-	190	-
5015	Street Furniture	1,038	1,310	1,430	1,310
5016	Atherstone Market	1,973	1,680	1,780	1,830
5019	Green Space Budget	395,374	397,810	398,690	405,530
5021	Public Health (Control of Disease) Act 1984 Burials	3,467	-	4,500	-
5023	Consultation	174	4,560	2,000	4,650
5025	Corporate Policy	49,132	40,410	41,400	41,940
5030	Rural Regeneration	33,141	27,750	28,520	29,500
5034	Landscape	8,640	8,800	8,800	8,980
5040	Marketing and Market Research	62,472	8,510	8,510	8,510
5044	Support to Voluntary Organisations	67,353	53,100	53,100	53,100
5055	Community Development Health Improvement	37,740	39,940	27,110	28,810
5056	Community Development Safer Communities	64,948	59,520	61,710	62,380
5064	QE - Artificial Grass Pitch	(7,162)	(7,120)	(7,170)	(9,400)
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,236,512	3,131,940	3,226,640	3,203,820
	Departmental Support	562,251	632,560	648,290	642,970
	Central Support	514,040	517,360	541,970	558,110
	Capital	1,003,342	919,030	919,030	919,030
	Net Expenditure	5,316,145	5,200,890	5,335,930	5,323,930

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

Code	Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
4000	Licensing Authority	(38,907)	(44,970)	(40,420)	(40,150)
4001	Licences and Registration	(15,861)	(8,700)	(9,550)	(9,240)
4008	Hackney Carriages	(25,722)	(9,540)	(11,630)	(20,860)
4019	Gambling Act Authority	(9,338)	(9,900)	(9,370)	(9,370)
	Net Controllable Expenditure	(89,828)	(73,110)	(70,970)	(79,620)
	Departmental Support	54,233	55,810	44,290	37,770
	Central Support	35,005	35,250	35,200	35,190
	Licensing Committee Total	(590)	17,950	8,520	(6,660)

APPENDIX D1

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

Code	Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
Various	Chief Executive	181,128	188,700	194,830	192,410
Various	Deputy Chief Executive	4,180,351	4,324,810	4,573,390	4,283,240
Various	Assistant Chief Executive and Solicitor to the Council	1,307,445	1,358,620	1,357,260	1,359,040
Various	Assistant Chief Executive (Community Services)	1,328,336	1,316,680	1,342,120	1,381,320
3006-3039	Building Maintenance Fund	231,814	236,370	231,760	232,660
3040-3041	Council Offices	180,585	202,010	204,090	204,350
3043	Central Telephones	16,960	23,000	16,600	16,940
3045	Recruitment	27,820	22,140	25,390	25,390
3046	Printing and Stationery	70,832	71,930	70,550	71,690
3047	Training	17,127	90,220	30,000	90,220
3048	Depot and Stores	64,550	67,270	67,220	67,690
3110	Postal Services	66,525	69,850	69,900	71,960
3226	Central Services	250,274	247,740	254,110	259,330
3290	Information Services	673,753	684,690	713,320	654,550
3291	Procurement	67,307	67,980	70,710	71,450
3292	Staff Welfare	28,093	29,270	27,650	27,200
3300	Transport Management Account	655,773	693,880	744,170	702,880
	Net Controllable Expenditure	9,348,673	9,695,160	9,993,070	9,712,320
	Recharged to Services	(11,048,273)	(11,578,160)	(11,926,020)	(11,623,830)
	Departmental Support	28,984	27,330	27,860	26,160
	Central Support	1,392,160	1,454,940	1,503,880	1,478,650
	Capital	380,258	406,700	407,180	406,700
	Resources Board (Recharged) Total	101,802	5,970	5,970	-

Resources Board Summary

Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
Totals - Recharged Services	101,802	5,970	5,970	-
Totals - Services Remaining	2,532,477	3,348,580	3,151,340	3,098,420
Central Vacancy Factor		(175,820)	(22,000)	(210,000)
Increase in Insurance Premium Tax		1,400		
Resources Board Total	2,634,279	3,180,130	3,135,310	2,888,420

APPENDIX D2

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

Code	Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
3000	Cost of Democratic Services	353,805	377,250	360,400	377,280
3001	Election Expenses	6,243	5,220	5,220	5,220
3002	Registration of Electors	(3,659)	32,500	26,720	27,900
3003	Business Rates	(26,798)	(36,280)	(33,880)	(31,430)
3004	Council Tax Collection	73,248	61,890	51,600	59,940
3050	Finance Miscellaneous	23,377	151,000	125,200	-
3051	Compensation and Pension Increases	537,972	532,930	230,110	290,950
3052	Assisted Car Purchase	(275)	(260)	(560)	(620)
3054	Electricity at Work	6,932	18,360	16,090	18,360
3059	Finance Unused Land	43,942	2,730	13,560	830
3060	Corporate and Democratic Core	51,026	41,090	66,900	67,100
3061	Unallocated Central Support Services	480	105,440	46,870	122,570
3065	Coleshill Shops High Street	(63,183)	(65,290)	(67,640)	(67,320)
3067	The Pavilions, Holly Lane	(81,124)	(81,190)	(80,150)	(80,100)
3068	Carlyon Road Industrial Estate	(97,541)	(97,640)	(107,480)	(126,260)
3069	Innage Park Industrial Estate	(147,836)	(156,400)	(160,550)	(173,630)
3070	Polesworth Workspace Units	(4,340)	(2,980)	(7,400)	(7,820)
3079	Maya Bar and Restaurant	(11,636)	(11,590)	(10,770)	(10,740)
3080	Football Stadium	1,350	-	-	-
3084	Homeless Persons	63,840	62,670	62,680	62,780
3089	Public Conveniences	(174,076)	40,630	39,610	40,040
3094	Customer Contact	14,455	15,170	14,700	15,460
3097	Rent Allowances	19,970	(81,900)	(17,880)	5,560
3098	Housing Benefit Administration and Rent Rebates	(112,977)	(65,690)	(62,600)	(53,010)
3099	Concessionary Fares	2,568	-	-	-
3101	Council Tax Support	86,439	84,170	86,690	98,480
3102	Car Parks	65,605	44,930	49,570	47,630
3111	Broadband Delivery UK	50,004	50,000	50,000	47,870
5005	Animal Control	35,949	37,830	41,300	37,410
5006	Abandoned Vehicles	1,789	1,690	1,690	1,690
5008	Private Sector Housing Assistance	11,475	4,240	12,580	(60)
5035	CCTV	1,335	(1,830)	(1,450)	330
5036	Community Support	340,112	205,470	225,630	146,780
7360	North Warwickshire LEADER Partnership	-	-	-	-
7361	England's Rural Heart LEADER Partnership	(2,451)	(2,850)	(2,380)	(1,520)
	Net Controllable Expenditure	1,066,020	1,271,310	974,380	921,670
	Recharged to Services	(269,530)	(269,020)	(213,190)	(221,310)
	Departmental Support	939,179	1,010,390	1,024,040	1,038,530
	Central Support	993,593	1,076,110	1,106,250	1,099,670
	Capital Charges	(196,785)	259,790	259,860	259,860
	Resources Board (Remaining) Total	2,532,477	3,348,580	3,151,340	3,098,420

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

Code	Description	Actual 2016/2017 £	Approved Budget 2017/2018 £	Revised Budget 2017/2018 £	Original Budget 2018/2019 £
2000	Housing Strategic Service Review	650	-	-	-
2001	Outreach and Access to Services	42,722	41,250	40,290	40,940
2002	Corporate Communications	53,377	52,830	11,770	55,520
2003	Community Strategy	38,496	36,980	38,440	39,210
2007	Emergency Planning	4,514	5,850	5,850	5,850
2009	North Warwickshire Local Development Framework	133,061	131,140	135,630	145,000
5050	Support to Parishes	14	-	-	-
	Net Controllable Expenditure	272,834	268,050	231,980	286,520
	Departmental Support	138,038	140,960	163,560	159,480
	Central Support	135,839	152,000	165,170	161,300
	Capital Charges	4,517	8,330	8,330	8,330
	EXECUTIVE BOARD TOTAL	551,228	569,340	569,040	615,630

SAVINGS INCLUDED WITHIN 2018/2019

Board	Description	2018/2019
Planning	Additional Planning Fees from 20% increase	£ 189,000
C & E	Reduce Leisure Staffing	£ 45,000
C & E	Suspension of the Refuse Service over Christmas	£ 10,300
C & E	Suspension of the Recycling Service over Christmas	£ 20,610
C & E	Suspension of the Green Recycling Service (1 month)	£ 19,800
Resources	Final stage of price increase for initial charge of Borough Care	£ 82,370
Resources	Industrial Units - lower vacancies and rent reviews	£ 35,090
Resources	Industrial Units - reduced business rates	£ 14,810
Resources	Reduction in External Audit fees	£ 19,550
Resources	Reduction in Compensation and pensions - past members	£ 1,980
Resources	Commercial Enforcement and Licensing Restructure	£ 26,710
Resources	Private Sector Housing Team Restructure	£ 17,010
Resources	Lump Sum Lease Car Allowances	£ 5,590
Resources	Reduction in telephone costs	£ 3,820
Resources	Revised arrangement for management of Internal Audit	£ 3,350
Resources	Reduction in overtime budgets	£ 470
Overall	Removal of parish grants re council tax support	£ 51,290
	Overall Total	546,750.00

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
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
The effect of Government changes in how benefits are administered and delivered	Medium	High
A fall in the level of recovery of overpayments	Low	Medium
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
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	Low	Low
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 13

Resources Board

29 January 2018

Report of the
Deputy Chief Executive

Housing Revenue Account
Estimates 2018/19 and
Rent Review

1 Summary

- 1.1 The report covers the revised budget for 2017/18 and an estimate of expenditure for 2018/19, together with forward commitments for 2019/20, 2020/21 and 2021/22.

Recommendation to the Board

- a To accept the revised estimate for 2017/18;
- b To decrease rent by 1% as required by the government;
- c To approve the proposed fees and charges for 2018/19 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 2018;
- e To approve the service charges for window cleaning, as detailed in Appendix F, from April 2018;
- f To approve the increase in garage rents by 50 pence per week from £6.08 to 6.58 per week; and
- g To accept the Estimates of Expenditure for 2018/19, as submitted.

2 Introduction

- 2.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2018/19 and this, together with a revised budget for 2017/18, appears in Appendix A. To provide a more complete picture of the spending pattern of the service, the actual figures for 2016/17 are shown.

3 Comments on the 2017/18 Revised Budget

- 3.1 The revised budget for 2017/18 shows an expected surplus of £850,130; which is £533,390 higher than the approved budget surplus of £316,740. The main variations are given below.

3.2 Repairs Fund £51,710

3.2.1 Departmental support costs have increased as some housing maintenance salaries previously charged to Housing Direct Works and Capital are now charged to Repairs. There has also been an increase in central support costs due to increases in software maintenance costs, a recharge from Streetscape for some engineering work and changes in the allocations from Financial Services.

3.3 Management Services (£32,900)

3.3.1 The costs have reduced due to a lower level of void properties meaning a lower level of council tax payable. In addition there is a reduced salary allocation from internal audit, a reduction in staff recruitment costs, lower utility costs and telephone/internet charges within the community centre budget, and a reduction in NNDR due to lower levels of shop vacancies. There has also been an increase in income from greater usage of community rooms. These have been partially offset by insurance increases and service charges due on the new build properties in Polesworth.

3.4 Revenue Funding of Capital Expenditure (£453,560)

3.4.1 Additional capital receipts expected from the sale of Right to Buy properties have reduced the revenue contributions needed to fund expenditure on capital schemes.

3.5 Service Charges - Leaseholders (£5,550)

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

3.6 Garage Rents £6,680

3.6.1 The rent is lower than expected due to a higher number of voids. In addition some garages have been demolished for the new developments at Lister Road Atherstone and Church Walk Mancetter.

3.7 Shop Rents (£10,530)

3.7.1 A higher level of rent has been received due to a lower vacancy level and the letting of the new shops at Lister Road Atherstone.

3.8 Interest on Balances (£5,080)

3.8.1 The interest earned has increased due to a higher level of balances held.

3.9 Gross Rents (£86,540)

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

4 Rent Setting

- 4.1 The CLG require all social rents to be decreased by 1% per annum in each of the next two years. 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 but has been assumed in the figures from 2019/20 onwards.
- 4.2 The figures included in this report are based on the changes required by the CLG. This gives an average rent decrease of £0.92 per week (1%), although individual rent changes will vary from decreases of £0.75 to £1.71 per week in 2018/19.
- 4.3 The impact of the rent policy has been built into the 30 year Business Plan detailed in Appendix H.

5 Comments on the 2018/19 Estimates

- 5.1 The Housing Revenue Account has been prepared, taking into account the following assumptions:
- A 2% pay award from 1st April 2018;
 - Increases in the Council's pension contribution rate of 0.75% per annum in 2020/21 and 21/22;
 - 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 2018 is £4,171,345, which is higher than the £4,128,649 anticipated in the original estimates. Looking in greater detail at the coming year, the budget for 2018/19 shows an expected surplus of £392,910. The main variations to the revised estimate for 2017/18 are explained below:

5.3 Provision for Bad Debts £114,600

- 5.3.1 The provision for bad debts has been increased by 1% to 2.5% of rental income to reflect the uncertainty around the continued ability of the Council to collect rent at current levels with the changes in universal credit. The changes in universal credit may have an impact of increases in uncollectable rent. There is also a potential requirement for a growth in staffing to deal with any additional workloads resulting from universal credit and the general collection of rent income which is not reflected in the current estimates.

5.3 Repairs Fund £42,870

- 5.3.1 The contribution to the Repairs Fund has been calculated with an inflationary increase of 2% and the assumed sale of 30 council houses, partially offset by 10 new properties in Polesworth. There has been a decrease in departmental support costs due to the removal of a part year temporary post.

5.4 Management Services £26,310

5.4.1 The main increase in the Management services budget relates to pay awards and inflation.

5.4.2 The General Administration budget has increased due to the reinstatement of the recruitment budget of £4,160. There is an increase in the Pension deficit recharge of £6,110, partially offset by a reduction in the treasury management recharge of 2,650.

5.4.3 The management of Shops budget has decreased due to removal of remaining NDR costs of £610 from 2017/18, now all shops are let.

5.5 Debt Management £75,670

5.5.1 An additional £100,000 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 Revenue Funding of Capital Expenditure £193,220

5.6.1 The required contribution to capital expenditure has been amended to reflect the latest stock conditions survey and an inflationary allowance on new build expenditure, as well as the capital receipts expected to be available to support capital spending.

5.7 Garage Rents (£26,300)

5.7.1 The increase relates to a 50 pence per week rent rise.

5.8 Shop Rents (£5,850)

5.8.1 An increase in rents reflects the full year effect of full occupancy of all shops.

5.9 Interest on Balances (£11,330)

5.9.1 The interest earned has increased due to an increase in interest rates available partially offset by a lower level of balances and earmarked reserves held by the Housing Revenue Account during the year.

5.9 Gross Rents £48,030

5.9.1 There is a decrease in Council house rental income to reflect the rent decrease of 1%. The expected level of council house sales, partially offset by the new build properties in Polesworth, has also been taken into account.

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 2018/19, along with the revised position for 2017/18, and these are attached as Appendix C.
...

7.2 **Revised Estimate 2017/18**

7.2.1 Net controllable expenditure has increased by £22,700. The main change relates to the HDW restructure which has taken place. Part of the restructure was to outsource the gas service and repairs to Vinshire with the transfer of employees which started in January 2018. The other trades affected were roofers/bricklayers, with four being made redundant with associated redundancy costs, offset by the creation of two new charge hand posts and a painter and decorator post. In addition due to vacancies and sickness agency and sub contractors have been used to supplement HDW employees.

7.2.2 Departmental support has increased due to the redundancy of an administration post, with associated redundancy costs.

7.2.3 There has been a reallocation of Central Support costs relating to Internal Audit and Financial Services.

7.3 **Estimate for 2018/19**

7.3.1 The net controllable expenditure has decreased by £71,100. Employee costs have reduced as the full effect of the restructure takes effect. Transport costs have reduced with the removal of surplus vehicles related to the restructure.

7.3.2 Departmental support has reduced reflecting the removal of one off redundancy costs and the 50% reduction in the administration officer post.

8 **Fees and Charges**

8.1 There are limited increases 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 decrease proposed for the cleaning of communal rooms, to reflect the reduction
...

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 – 2018/19 to 2021/22

- 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.

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Management and Maintenance	5,351	5,443	5,519	5,607
Interest on borrowing	1,569	1,539	1,504	1,460
Repayment of borrowing	1,700	1,750	2,000	2,250
Capital expend funded by revenue	2,817	2,583	2,481	2,579
New Build	246	272	299	326
Total Expenditure	11,683	11,587	11,803	12,222
Income	(12,019)	(11,818)	(12,117)	(12,392)
Interest on Balances	(57)	(59)	(81)	(106)
Total Income	(12,076)	(11,877)	(12,198)	(12,498)
(Surplus)/Deficit on the year	(393)	(290)	(395)	(276)
Balance at 31 March	(4,564)	(4,854)	(5,249)	(5,525)

- 10.2 The figures show an increase in level of balances at the end of 2021/22, which feeds into the 30 year business plan detailed in section 12 of this report. However the Housing and Planning Act 2016 sets out legislation relating to the sale of vacant high value void properties which is not yet included in these figures.
- 10.3 The Bill proposes that an annual estimate will be made of the market value of each authority's interest in any high value housing that is likely to become vacant during the year. Based on those estimates a levy will be required from each Local Authority Housing Revenue Account to pay for the Government's Right to Buy Scheme for Housing Associations. The amount of the levy for this Council is not yet known.

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 £81.231 million. This is after funding capital expenditure of £176 million, with £31million of that funding set aside for new build schemes or other improvement schemes. Borrowing of £54 million will also have been repaid.

11.4 However the expected surplus is less than £10 million until the end of year 18 and the additional costs that the HRA will have to face, indicated in paragraph 10.3, could have a significant impact on the expected surplus. Once the actual levies are known, amendments to the Business Plan will be needed to ensure that it remains viable going forward.

11.5 A further concern is that rent increases from 2020/21 do not return to the CPI + 1% (total 3%) position assumed in the Business Plan. If rents were to increase by CPI only, rental income would reduce by £55 million. This would leave very little surplus to cover the levy payments for high value vacancies.

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 expected 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;
- The levy for high value vacancies could be significant, requiring reductions in other spending.

... 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 Conclusions

13.1 Payments arising from the Housing and Planning Act 2016 will have a significant impact on the Housing Revenue Account which cannot yet be quantified. Decisions which vary the Business Plan in any significant way should not be taken until the impact of the expected levies is known. Decisions will need to be taken to ensure the long term sustainability of the Housing Revenue Account.

14 Report Implications

14.1 Finance and Value for Money Implications

14.1.1 As above.

14.2 Environment and Sustainability Implications

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

14.3 Equality Implications

14.3.1 The impact of Universal Credit on Council tenants and income collections has previously been reported to Housing Sub Committee. 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.

14.4 Risk Management Implications

14.4.1 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 2016/17	DESCRIPTION	ORIGINAL BUDGET 2017/18 £	REVISED BUDGET 2017/18 £	ORIGINAL BUDGET 2018/19 £
	EXPENDITURE			
30,523	Provision for Bad Debts	172,410	173,710	288,310
	Repairs Fund			
295,065	Departmental Support Services	298,990	312,330	301,300
154,016	Central Support Services	141,660	177,880	178,470
2,647,939	Contribution to Fund	2,622,660	2,624,810	2,678,120
	Management			
562,229	General Administration	585,470	575,770	587,110
241,201	Housing Registor & Lettings	243,820	252,590	255,870
284,319	Tenancy & Estate Management	280,490	283,160	287,470
329,229	Rent Collection & Arrears	304,920	279,980	285,030
44,502	Tenant Participation	45,700	47,580	47,460
397,140	Flats & Communal Centres	423,700	415,680	418,490
(7,996)	Supporting People Service	4,380	-	-
2,331	Laundries	6,820	7,060	7,060
17,048	Cesspools and Management of Shops	15,810	16,390	16,030
	Debt Management			
1,610,934	Interest on Loans (as per Business Plan)	1,593,150	1,593,150	1,568,820
1,450,000	Revenue set aside (as per Business Plan)	1,600,000	1,600,000	1,700,000
	Capital			
2,390,578	Revenue funding of capital spending on existing stock	2,704,650	2,650,100	2,817,420
1,136,750	Revenue funding of capital spending on new build	618,860	219,850	245,750
11,585,808	Gross Expenditure	11,663,490	11,230,040	11,682,710
	INCOME			
47,170	Service Charges - Leaseholders	26,130	31,680	31,680
22,075	Service Charges - Window Cleaning	22,700	22,050	22,730
42,485	Service Charges - Cleaning & Caretaking	42,150	41,720	41,040
270,101	Garage Rents	271,310	264,630	290,930
79,478	Shop Rents	83,300	93,830	99,680
29,276	Interest on Balances	40,790	45,870	57,200
23,628	Pensions reserve	-	-	-
11,603,852	Gross Rents (less voids)	11,493,850	11,580,390	11,532,360
12,118,064	Gross Income	11,980,230	12,080,170	12,075,620
(532,256)	(Surplus)/Deficit for Year	(316,740)	(850,130)	(392,910)
(2,788,959)	Revenue Fund balance at start of year	(3,811,909)	(3,321,215)	(4,171,345)
(3,321,215)	Revenue Fund balance at end of year	(4,128,649)	(4,171,345)	(4,564,255)
62	Average no. of properties (other)	98	96	122
2,601	Average no. of properties (other)	2,563	2,571	2,541

Appendix B

HOUSING REPAIRS FUND

£

Balance at 1 April 2017	487,589
Contribution 2017/18	3,115,020
Expected Use of Fund - Housing Direct Works	(1,909,830)
Expected Use of Fund - Other Contractors	(823,440)
Expected Use of Fund - Departmental and Central Support	(490,210)
Balance at 1 April 2018	379,129
Contribution 2018/19	3,157,890
Expected Use of Fund - Housing Direct Works	(1,815,960)
Expected Use of Fund - Other Contractors	(962,160)
Expected Use of Fund - Departmental and Central Support	(479,770)
Balance at 1 April 2019	279,129

Appendix C

1500 - 1507 - HOUSING DIRECT WORKS				
DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2016/17	BUDGET	BUDGET	BUDGET
		2017/18	2017/18	2018/19
Employee Expenditure	884,814	950,720	899,320	744,820
Supplies & Services	996,725	601,650	653,930	769,640
Transport	109,641	98,500	104,130	72,620
Miscellaneous Expenditure	188	-	-	-
Work in Progress & Stocks	(1,729)	-	-	-
GROSS EXPENDITURE	1,989,639	1,650,870	1,657,380	1,587,080
GROSS INCOME	(37,026)	(56,190)	(40,000)	(40,800)
NET CONTROLLABLE EXPENDITURE	1,952,613	1,594,680	1,617,380	1,546,280
Departmental Support	176,214	204,500	218,760	192,770
Central Support Services	68,494	65,900	73,690	76,910
Net Costs to Repairs Fund	2,197,321	1,865,080	1,909,830	1,815,960

NORTH WARWICKSHIRE BOROUGH COUNCIL**HOUSING****FEEES AND CHARGES FROM 1 APRIL 2018**

	2017/18	2017/18		2018/19	2018/19	
	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	2.90	Exempt	2.90	3.10	Exempt	3.10
GARAGE PLOTS						
Bracebridge Road, Lister Road & St. George's Road, Atherstone						
NWBC council house tenants	25.20	Exempt	25.20	26.00	Exempt	26.00
Others	25.50	Incl. VAT at Standard Rate	30.00	26.25	Incl. VAT at Standard Rate	31.50
COUNCIL OWNED GARAGES						
NWBC council house tenants	6.08	Exempt	6.08	6.58	Exempt	6.58
Others	6.08	Incl. VAT at	7.30	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 (48 wks)
	2017/18	2017/18	2018/19	2018/19
	£	£	£	£
Alder Court and Heather Atherstone	88.32	1.84	86.79	1.81
Alexandra Court, Atherstone	88.32	1.84	86.79	1.81
St Benedicts Close, Atherstone	88.32	1.84	86.79	1.81
Welcome Street, Atherstone	88.32	1.84	86.79	1.81
Arden Forest Estate, Ridge Lane	88.32	1.84	86.79	1.81
Church Road/Long Street,Dordon	88.32	1.84	86.79	1.81
Chancery Court, Chapel End	88.32	1.84	86.79	1.81
Gramer Court, Mancetter	88.32	1.84	86.79	1.81
Monument View/Sycamore Ave Polesworth	88.32	1.84	86.79	1.81
Abbey Green Court, Polesworth	88.32	1.84	86.79	1.81
Jubilee Court, Kingsbury	88.32	1.84	86.79	1.81
Drayton Court, Hartshill	88.32	1.84	86.79	1.81
Eastlang Road, Fillongley	88.32	1.84	86.79	1.81
Hudson/Wall Avenue, Coleshill	88.32	1.84	86.79	1.81
Digby Road & Clinton Road, Coleshill	88.32	1.84	86.79	1.81
George Road, Water Orton	88.32	1.84	86.79	1.81
Church Hill Coleshill	88.32	1.84	86.79	1.81

d Window Cleaning Charges per Fortnight from April 2018**Appendix F**

Name of Scheme	Cost Per Property	Cost per Week (48)	Cost Per Property	Cost per Week (48)
	2017/18 £	2017/18 £	2018/19 £	2018/19 £
Alder Court and Heather Atherstone	36.72	0.77	39.00	0.81
Alexandra Court, Atherstone	25.95	0.54	27.27	0.57
Coleshill Road Atherstone	34.27	0.71	45.00	0.94
Long Street Atherstone	48.47	1.01	47.50	0.99
St Benedicts Close, Atherstone	27.91	0.58	32.50	0.68
Welcome Street, Atherstone	51.90	1.08	53.33	1.11
Arden Forest Estate, Ridge Lane	28.89	0.60	31.25	0.65
Church Road, Dordon	55.81	1.16	56.47	1.18
Long Street, Dordon	55.32	1.15	54.00	1.13
St Leonards Close, Dordon	38.68	0.81	38.82	0.81
Chancery Court, Chapel End	44.55	0.93	46.15	0.96
Gramer Court, Mancetter	33.78	0.70	36.67	0.76
Monument View/Sycamore Ave Polesworth	50.43	1.05	52.94	1.10
Abbey Green Court, Polesworth	34.76	0.72	35.00	0.73
Jubilee Court, Kingsbury	43.08	0.90	42.55	0.89
Oldbury View, Hartshill	48.96	1.02	57.00	1.19
Drayton Court, Hartshill	33.29	0.69	35.71	0.74
Eastlang Road, Fillongley	47.00	0.98	47.78	1.00
Hudson/Wall Avenue, Coleshill	57.28	1.19	57.78	1.20
Digby Road, Coleshill	57.28	1.19	58.33	1.22
Clinton Road, Coleshill	61.20	1.28	66.67	1.39
Delves Crescent, Wood End	55.32	1.15	55.00	1.15
George Road, Water Orton	60.71	1.26	60.00	1.25
Church Hill Coleshill	58.26	1.21	60.00	1.25

HOUSING REVENUE ACCOUNT				
DESCRIPTION	ORIGINAL BUDGET 2017/18 £	ORIGINAL BUDGET 2018/19 £	ORIGINAL BUDGET 2019/20 £	ORIGINAL BUDGET 2020/21 £
EXPENDITURE				
Provision for Bad Debts	288,310	283,290	290,050	296,890
Repairs Fund				
Departmental Support Services	301,300	315,130	323,040	331,020
Central Support Services	178,470	184,070	187,460	191,580
Contribution to Fund	2,678,120	2,706,400	2,729,320	2,752,400
Management				
General Administration	587,110	607,120	618,520	632,890
Housing Register & Lettings	255,870	253,310	254,890	261,120
Tenancy & Estate Management	287,470	294,720	301,940	309,280
Rent Collection & Arrears	285,030	295,130	301,480	308,520
Tenant Participation	47,460	48,910	49,770	50,910
Flats & Communal Centres	418,490	431,730	438,350	448,070
Supporting People Service		-	-	-
Laundries	7,060	7,370	7,370	7,580
Cesspools and Management of Shops	16,030	16,420	16,810	17,200
Debt Management				
Interest on Loans (as per Business Plan)	1,568,820	1,538,850	1,503,920	1,459,610
Revenue set aside (as per Business Plan)	1,700,000	1,750,000	2,000,000	2,250,000
Capital				
Revenue funding of capital spending on existing stock	2,817,420	2,582,590	2,480,600	2,579,280
Revenue funding of capital spending on new build	245,750	272,140	299,040	326,390
Gross Expenditure	11,682,710	11,587,180	11,802,560	12,222,740
INCOME				
Service Charges - Leaseholders	31,680	31,680	31,680	31,680
Service Charges - Window Cleaning	22,730	23,190	23,650	24,120
Service Charges - Cleaning & Caretaking	41,040	41,860	42,700	43,550
Garage Rents	290,930	290,930	317,230	317,230
Shop Rents	99,680	99,680	99,680	99,680
Interest on Balances	57,200	58,600	80,730	106,010
Gross Rents (less voids @ 2%)	11,532,360	11,331,540	11,601,960	11,875,730
Gross Income	12,075,620	11,877,480	12,197,630	12,498,000
(Surplus)/Deficit for Year	(392,910)	(290,300)	(395,070)	(275,260)
Revenue Fund balance at start of year	(4,171,345)	(4,564,255)	(4,854,555)	(5,249,625)
Revenue Fund balance at end of year	(4,564,255)	(4,854,555)	(5,249,625)	(5,524,885)
Average no. of properties (other)	122	127	127	127
Average no. of properties (other)	2,541	2,511	2,481	2,451

HRA 30 Year Business Plan - 2017/18 to 2046/47

30 year total	SELF FINANCING Operating Account	HRA	2017/18 to 2021/22 £000	2022/23 to 2026/27 £000	2027/28 to 2031/32 £000	2032/33 to 2036/37 £000	2037/38 to 2041/42 £000	2042/43 to 2046/47 £000
-499,009	Gross income		-60,375	-67,000	-75,688	-86,236	-98,128	-111,582
	Expenditure							
81,032	Management (incl DME)		9,763	10,967	12,409	14,039	15,883	17,971
117,021	Maintenance		15,994	17,077	18,405	20,031	21,796	23,718
11,858	Bad debt provision		1,332	1,604	1,813	2,068	2,357	2,684
209,911	Operating expenditure		27,089	29,648	32,627	36,138	40,036	44,373
-289,098	Net Cost of Services		-33,286	-37,352	-43,061	-50,098	-58,092	-67,209
21,851	Interest payments		7,665	6,402	4,333	1,880	1,571	0
-13,658	Interest received		-348	-798	-708	-1,385	-3,862	-6,557
-280,905	Net operating expenditure		-25,969	-31,748	-39,436	-49,603	-60,383	-73,766
53,539	Revenue set aside (debt repayment)		9,300	12,010	18,280	3,949	10,000	0
149,457	Direct revenue financing (RCCO fund cap Prog)		14,472	17,990	23,761	26,966	30,905	35,363
-77,909	In year (surplus)/deficit		-2,197	-1,748	2,605	-18,688	-19,478	-38,403
	HRA reserve b/fwd (-ve = Surplus)		-3,322	-5,519	-7,267	-4,662	-23,350	-42,828
	HRA reserve c/fwd (-ve = Surplus)		-5,519	-7,267	-4,662	-23,350	-42,828	-81,231
	CAPITAL PROGRAMME							
145,226	Expenditure (Cap spend with Inflation)		16,987	18,673	21,649	25,096	29,094	33,727
30,932	New Build		6,034	6,662	4,991	4,718	4,423	4,104
0	Financed by...							
0	Use of MRA Reserve		0	0	0	0	0	0
12,565	Allowable debt from receipts		3,878	3,350	1,381	1,433	1,285	1,237
14,136	RTB receipts and other resources		4,671	3,995	1,497	1,415	1,327	1,231
149,457	Direct revenue financing		14,472	17,990	23,761	26,966	30,905	35,363
176,158	Total financing		23,021	25,335	26,640	29,814	33,517	37,831

NDIX H

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

Agenda Item No 14

Resources Board

29 January 2018

**Report of the Assistant Director
(Finance and Human Resources)**

**Capital Programme 2017/18 to
2020/21**

1 Summary

- 1.1 This report identifies changes to the Council's 2017/18 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 2017/18 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 2020/21 additions relating to previously approved schemes;**
- c That the Board supports the growth bid included 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 2017/18 to 2019/20 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 2018/19 to 2020/21.

3 2017/18 Revised Capital Programme

- 3.1 The table below summarises the overall change in the 2017/18 revised capital programme with the main movements explained below:

	2017/18 Original	2016/17 Carry Forward	Additions/ (Reductions)	2017/18 Revised
HRA (Housing)	7,827,800	2,090,690	(2,464,170)	7,454,320
General Fund (Housing)	100,500	0	0	100,500
General Fund (Other Services)	920,630	64,320	(421,300)	563,650
Total	8,848,930	2,155,010	(2,885,470)	8,118,470

- 3.2 Within the HRA Housing programme budgeted expenditure on Kitchens and Bathrooms, and the Alder and Heather Court Flats scheme has been pushed back into 2018/19 due to a change in the timing of contracts. Planned expenditure on the New Build scheme at St Helena, Polesworth has also been moved into 2018/19.
- 3.3 A projected underspend of £180,000 on the Electrics programme has been re-allocated to the Multi Trade Contract programme, to fund additional health and safety compliance that is required at five venues (£100,000), the repair of the boundary wall at Penmire Close, Grendon (£50,000) and the Disabled Facilities Adaptations programme (£30,000) to support further spend required on level access showers.
- 3.4 Within the General Fund Housing programme, shops and flats at High Street, Coleshill are in need of refurbishment. Some essential work on windows installation and guttering totalling £11,432 has already been incurred in 2017/18, with the provision to be covered from the anticipated underspend within the Decent Homes Grants and Works scheme.
- 3.5 Underspends on the Disabled Discrimination Adaptation scheme of £270,450 have been pushed back into 2018/19, whilst work is in progress to revise the Council's Asset Management Plan in order to identify areas of greatest need and those schemes which will deliver the best improvements to Council property.
- 3.6 An increase in the budget of £38,800 was approved by the Executive Board, consequent upon the progression of the play area scheme at Bretts Hall Recreation Ground. This will be funded by a contribution of £18,300 from the existing Disabled Discrimination Act budget, with the remaining funding for the project sourced from external partners.
- 3.7 The planned revamping of the pool lighting at Atherstone Leisure Centre has been delayed, with £15,000 moved into 2018/19 to cover this.

3.8 The Payment Management System Upgrade is to be undertaken in two parts, with the call security facilities element to be implemented next year, so £15,000 has been moved into 2018/19 in relation to this.

3.9 Equipment at the Polesworth Leisure Centre Fitness Suite has been replaced at a cost of £46,000. This will be part funded from the Leisure Equipment Replacement Fund (£36,000), with the balance from the existing budget for the Easyline replacement (£10,000).

3.10 Changes in the timing of vehicle replacements have reduced the costs to be incurred in 2017/18 to £283,990.

4 Updating the Approved Capital Programme

... 4.1 A number of schemes relating to this Board were included in the 2017/18 to 2019/20 approved capital programme and these are detailed in Appendix A, including any 2020/21 additions associated to 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 Corporate Services have requested that an additional £10,000 be added to the Programme in relation to the Payment Management System. This will be used to undertake upgrades and additional functionality to ensure compliance.

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 2018/19 to 2020/21

Appendix A

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2018/19	2019/20	2020/21	3 Year Programme
Electrics	A scheduled programme to replace consumer units and bring wiring in Council properties up to date	£477,410	£491,730	£506,480	£1,475,620
Staffing	Housing officers who deliver the capital programme to Council properties.	£148,720	£155,420	£159,280	£463,420
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	£979,610	£737,590	£759,720	£2,476,920
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.	£318,270	£163,910	£168,830	£651,010
Windows and Doors	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	£530,450	£546,360	£562,750	£1,639,560
Energy Saving Measures	External Wall Insulation & Loft Insulation programmes to ensure properties meet the necessary levels for energy usage.	£106,090	£109,270	£112,550	£327,910
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	£185,660	£191,230	£196,970	£573,860
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	£530,450	£546,360	£562,750	£1,639,560
Alder & Heather Court Flats - Essential Works	A range of essential works are required to these properties, for example, the replacement of defective windows, the soil pipes which are at the end of their useful life, removal of asbestos materials from communal areas and to remediated defective roofing.	£1,157,310	-	-	£1,157,310
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	-	£17,500	-	£17,500
Replacement of Housing Inspectors Vehicles	Replacement as per the vehicle replacement schedule.	-	£78,510	-	£78,510
Replacement of Neighbourhood Warden Vehicles	Replacement as per the vehicle replacement schedule.	-	£101,840	-	£101,840
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.	£212,180	£218,550	£225,110	£655,840
Unallocated New Build	New Build funds to be allocated.	£1,000,000	£1,030,000	£1,060,900	£3,090,900

New Build - Polesworth	Purchase of New Homes at St Helena, Polesworth.	£822,290	-	-	£822,290
New Build - Church Walk, Mancetter	Redevelopment at Church Walk.	£47,240	-	-	£47,240
		£6,515,680	£4,388,270	£4,315,340	£15,219,290

2) General Fund Approved 3 year Capital Programme 2018/19 to 2020/21

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2018/19	2019/20	2020/21	3 Year Programme
CCTV Replacement	The scheduled replacement of the existing CCTV cameras.	£136,700	-	-	£136,700
Decent Homes Grants & Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	£57,500	£57,500	£57,500	£172,500
Borough Care Lifelines	Provide new lifelines and replace units that are beyond repair and/or 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	£40,000	£120,000
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.	-	£10,000	-	£10,000
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	The operating programmes used by some systems are becoming old and in need of replacement.	£5,000	-	-	£5,000
Payment Management System	Upgrade to Payment Management System to meet new encryption standards and introduce contactless payments.	£25,000	-	-	£25,000
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 2018/19.	-	£285,000	-	£285,000

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2018/19	2019/20	2020/21	3 Year Programme
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 Resturant (Bear and Ragged Staff)	To replace the roof covering the building.	-	£120,000	-	£120,000
Refurbishment of Council Owned Buildings	To carry out improvements to all council owned property.	£30,000	-	-	£30,000
Disabled Discrimination Adaptations	To undertake work where appropriate to improve access to and around our facilities for disabled users of the service.	£270,450	-	-	£270,450
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 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.	£122,740	£76,400	£119,050	£318,190
Replacement of Horticulture Vehicles	Replacement as per the vehicle replacement schedule.	£6,180	£55,500	£122,010	£183,690
Replacement of Leisure Services Vehicles	Replacement as per the vehicle replacement schedule.	-	£15,260	-	£15,260
Replacement of Warden Call Scheme Vehicles	Replacement as per the vehicle replacement schedule.	-	£73,710	-	£73,710
Replacement Revenues and Benefits System	Replacement of the current Revenues and Benefits system to a common ICT Platform with Nuneaton and Bedworth Borough Council.	£150,120	-	-	£150,120
Capital Salaries - Management	General Fund staffing.	£16,910	£17,560	£17,960	£52,430
		£903,600	£1,333,930	£1,190,520	£3,428,050

1) General Fund Schemes Not Included in the Approved 3 Year Capital Programme 2018/19 to 2020/21

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	Total
			2018/19	2019/20	2020/21	3 Year Programme
Replacement Financial Management System (FMS)	The current financial system (TOTAL) will be more than 10 years old and it is Council practice to review and assess systems to ensure they still meet user needs.	Non-Essential	-	-	£70,000	£70,000
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.	Non-Essential	-	-	£100,000	£100,000
Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To review and assess system to ensure it still meets user needs and replace if required.	Non-Essential	-	-	£70,000	£70,000
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.	Non-Essential	-	-	£50,000	£50,000
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.	Non-Essential	-	-	£250,000	£250,000
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.	Non-Essential	-	-	£80,000	£80,000
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.	Non-Essential	-	£40,000	-	£40,000
Innage Park Phase 2 - full replacement of roof	The roof will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk.	Non-Essential	-	-	£400,000	£400,000

1) General Fund Schemes Not Included in the Approved 3 Year Capital Programme 2018/19 to 2020/21

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	Total
			2018/19	2019/20	2020/21	3 Year Programme
Car Parking Meters	To provide car parking meters at all of the councils car parks, to assist in parking enforcement but then providing the potential to introduce parking fees if required. The programme will start at Atherstone and Water Orton where there are train stations to regulate the correct use of car parking spaces. This will then be rolled out to Polesworth and Coleshill.	Non-Essential	-	£175,000	-	£175,000
The Depot - Refurbishment	This is a basic refurbishment of the office areas.	Non-Essential	-	£325,000	-	£325,000
The Depot - Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and replacement will be expensive.	Non-Essential	-	£250,000	-	£250,000
The Depot - Car Park	The streetscape in the area of the depot will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non-Essential	-	£100,000	-	£100,000
Structural Maintenance Programme of Car parks & 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.	Non-Essential	-	£1,500,000	-	£1,500,000
			-	£2,390,000	£1,020,000	£3,410,000

Appendix C – Vehicle Renewal Schedule 2018/19 to 2020/21

<u>Registration</u>	<u>Purchase Date</u>	<u>Expected Life</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
Refuse Vehicles					
BG63 WZL	20/01/2014	7 Years			£257,000
BG63 WZM	30/12/2013	7 Years			£257,000
BG63 WZN	20/01/2014	7 Years			£257,000
Street Cleansing					
KV08 KWR	01/04/2008	7 Years		£19,100	
KU06 YDP	07/03/2006	7 Years		£19,100	
LK63 ODB	04/03/2014	5 Years	£122,740		
FH63 GRK	22/01/2014	7 Years			£23,050
LG65 GGF	25/02/2016	5 Years			£85,380
KU06 YDO	07/03/2006	7 Years		£19,100	
KV08 KVP	01/04/2008	7 Years		£19,100	
KM59 XZW	21/01/2010	7 Years			£10,620
HDW Vehicles					
KN58 WRG	29/11/2008	7 Years		£17,500	
Housing Inspectors Vehicles					
KR08 YPF	31/07/2008	7 Years		£12,730	
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	
Wardens Vehicles					
KV08 KWO	05/03/2008	7 Years		£12,730	
KR08 YPJ	31/07/2008	7 Years		£12,730	
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	

Registration	Purchase Date	Expected Life	2018/19	2019/20	2020/21
Horticulture Vehicles					
Unregistered (Mower)	23/08/2014	5 Years		£12,350	
Unregistered (Mower)	03/08/2015	5 Years			£12,720
KV08 KWS	01/04/2008	7 Years		£20,260	
KS57 PNO	14/02/2008	7 Years			£10,560
FH63 GWP	22/01/2014	7 Years			£23,050
BX14 WCF	02/07/2014	5 Years		£16,520	
WX65 CDV	01/02/2016	5 Years			£34,560
WX65 CDY	01/02/2016	5 Years			£34,560
Trailers		1 Year	£6,180	£6,370	£6,560
Leisure Vehicles					
KR09 AUN	03/07/2009	7 Years		£15,260	
Community Support Scheme					
KS57 POH	14/02/2008	7 Years		£10,530	
KS57 PMY	14/02/2008	7 Years		£10,530	
KS57 PMX	14/02/2008	7 Years		£10,530	
KS57 PKX	14/02/2008	7 Years		£10,530	
KS57 POJ	22/01/2008	7 Years		£10,530	
KS57 PNZ	22/01/2008	7 Years		£10,530	
KS57 PMO	22/01/2008	7 Years		£10,530	

Agenda Item No 15

Resources Board

29 January 2018

Report of the
Deputy Chief Executive

Treasury Management Strategy
Statement, Minimum Revenue
Provision Policy Statement and
Annual Investment Strategy for
2018/19

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2018/19.

Recommendation to the Council

- a To approve the revised four clauses set out in 4.1; and
- b To approve the proposed strategies for 2018/19.

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 Communities and Local Government (CLG) Minimum Revenue Provision Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

3.2 The CIPFA Treasury Management and Prudential Codes have been updated and the revised codes only recently issued. The revised Treasury Management Code identifies three key principles:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities;
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and portfolio liquidity when investing treasury management funds;
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisation to employ effective risk management, their treasury management policies and practices should reflect this.

4 CIPFA requirements

4.1 The CIPFA Code of Practice on Treasury Management (2017 revision) recommends that the following four clauses are adopted:

4.1.1 This 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 principles contained within the four clauses have already been adopted by the Council, however as the wording has been amended slightly, it would be appropriate to approve the revised wording. The revised Code will also require a small amendment to the current Treasury Management Policy Statement and some small amendments to the TMPs used by the Council. Given the late receipt of the updated Code, it has not been possible to update these yet. They will be updated by officers as soon as possible, and an update will be given in the next treasury management report.

5 Treasury Management Strategy for 2018/19

- 5.1 The suggested strategy for 2018/19 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
 - 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 2018/19 to 2020/21**

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 A of this report.

8 **Current Portfolio Position**

8.1 The Council's treasury portfolio position at 31/12/2017 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	15.500	0.63
Variable Rate Funding	6.000	0.50*
Short Term Funding	6.669	0.37*
Total Net Investments	28.169	0.58

* - 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 £66,720,315 at 1 April 2018.

10 Prudential and Treasury Indicators for 2018/19 to 2020/21

... 10.1 Treasury Indicators, as shown in Appendix A, 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 Prospects for Interest Rates

11.1 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 2018	June 2018	Sept 2018	Dec 2018	March 2019	June 2019	Sept 2019
Bank Rate	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%
5yr PWLB Rate	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%
10yr PWLB Rate	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%
25yr PWLB Rate	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%

11.2 Following UK unemployment falling to a 42 year low during 2017, the Bank of England took the decision in November to raise interest rates for the first time in 10 years. Recent economic data indicates that the UK economy grew by 1.6% in 2017, a slightly lower rate of growth than the forecast level of 1.7%

published in August. The November Bank of England Inflation Report included a revised forecast for growth of 1.6 – 1.7% over the next two years.

- 11.3 The level of inflation rose to a 5 year high of 3% in 2017, due to the impact of higher import prices following the fall in the value of sterling in the wake of the 2016 Brexit vote. Based on the expectation of an upcoming decline in energy prices, the Inflation Report forecasts that consumer prices are to reduce over the next 3 years, to 2.4% in 2018, 2.2% in 2019 and 2.1% in 2020. However, this will still leave inflation at a slightly higher level than the target of 2%. It appears likely that there will be further Bank Rate rises over the coming years.

12 **Borrowing rates**

- 12.1 The Council has a borrowing or Capital Financing Requirement of £66.720 million. Of this, £52.103 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 £23.106 million at the beginning of 2017/18.
- 12.2 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 Deputy Chief Executive will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

13 **Policy on Borrowing in Advance of Need**

- 13.1 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.
- 13.2 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.

14 **Annual Investment Strategy**

14.1 The Council's investment policy has regard to the CLG'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.

14.2 In accordance with the above guidance from the CLG 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.

14.3 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.

14.4 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.

14.5 Investment instruments identified for use in the financial year are listed in Appendix B 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 E.

15 **Creditworthiness Policy**

15.1 This Council applies 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.

- 15.2 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.
- 15.3 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.
- 15.4 All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of the Capita 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.
- 15.5 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.

16 **Country limits**

- 16.1 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 C. . . . This list will be added to or deducted from by officers should ratings change in accordance with this policy.
- 16.2 Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts.

17 **Interest Rate Outlook**

- 17.1 In November 2017, the Bank of England raised interest rates to 0.5% from the historical low of 0.25%. This was the first 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, however the Bank of England governor, Mark

Carney has suggested that rates are likely to rise again, twice within the next three years.

- 17.2 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.

18 End of Year Investment Report

- 18.1 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

19 Policy on the use of Treasury Management Consultants

- 19.1 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.

20 Scheme of Delegation

20.1 Full Council

- Receiving and reviewing reports on treasury management policies, practices and activities
- Approval of annual strategy.

20.2 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.

21 Role of the Section 151 Officer

- 21.1 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.

22 **Minimum Revenue Provision**

22.1 The Council's Minimum Revenue Provision Policy Statement for 2018/19 is shown at Appendix D.

23 **Report Implications**

23.1 **Finance and Value for Money Implications**

23.1.1 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.

23.2 **Environment and Sustainability Implications**

23.2.1 Having appropriate financial controls through the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy contributes towards the sustainable provision of services.

23.3 **Risk Management Implications**

23.3.1 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 B. 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.

23.4 **Links to Council's Priorities**

23.4.1 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).

APPENDIX A

Treasury Indicators

Treasury Indicator	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Authorised Limit for External Boundary	84,511	82,926	80,797	79,176
Operational Boundary	66,720	64,721	62,563	61,000
Upper Limit for Fixed Interest Rate Exposure	67,000	65,000	63,000	61,000
Upper Limit for Variable Rate Exposure	31,000	30,000	29,000	28,000
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		
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Treasury Management Strategy Statement 2018/19

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 2018/19

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

Agenda Item No 16

Resources Board

29 January 2018

Report of the Assistant Director (Corporate Services)

Information and Communications Technology Strategy 2015 – 2019 – Progress Report

1 Summary

- 1.1 The report provides an update on the progress made during 2017/18 towards implementing the approved Information and Communications Technology (ICT) Strategy for 2015 – 2019.

Recommendation to the Board

That Members note the contents of this report.

2 Background

- 2.1 A copy of this report has been sent to Councillors D Wright and Chambers for Comment. Any comments received will be reported verbally at the meeting.
- 2.2 The Council has had a formal ICT Strategy since 2000. The current Strategy was approved in September 2015 and covers the period up to the end of the 2018/19 financial year.
- 2.3 The Council's Corporate Plan requires Members to be informed of the progress made on implementing the planned projects.
- 2.4 Each year we review the Strategy and ensure the projects and tasks needed to make progress are included in Divisions' Service Plans. The majority of ICT related actions appear in the Corporate Services Service Plan, as the division responsible for ICT, therefore this report also acts as a progress report on a significant proportion of the Division's 2017/18 Service Plan. The 2018/19 Corporate Services Service Plan is provided elsewhere on this agenda.
- 2.5 A separate, but related, report on the progress made to improve Broadband access and speeds in the Borough is elsewhere on this agenda (January 2018 – Broadband Update Report).
- 2.6 An update on the services we have made available online was reported to the September 2017 meeting of this Board in the "Online Services Update and Plans" report. Therefore, projects related to Broadband and online services aren't included in detail in this report.
- 2.7 The ICT Strategy is intended to:

- Ensure that the use of and investment in ICT is aligned with the Council's Priorities and Corporate Plan and through these the Sustainable Community Strategy.
- Define the technical direction for the Council and the governance and operational services needed to manage and deliver ICT services.
- Support the delivery of the Council's services in ways that citizens want and value.
- Promote the effective development and use of online, digital services, information and communication by the public and within the Council.
- Follow and adopt legislative requirements, industry standards and best practice.

3 **Progress made in 2017**

3.1 The ICT Strategy sets out the things the Council needs to do to address known issues and ensure we continue to develop our ICT capacity to meet the needs of the Council. The actions and projects identified to address these issues are grouped under five strategic aim themes. The progress made during 2017, by theme, is described in the following sections.

3.2 **Standards, Legislation and Good Practice**

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

Examples of the projects or tasks completed or progressing this year are summarised below:-

- **IT (Cyber) Security**
 - **Cyber Essentials** - Successfully assessed against the Cyber Essentials Scheme and achieved the highest level of certification (Cyber Essentials Plus). We will be reassessed in December 2017.
 - **Incident response** – Carried out work to identify the steps IT would take if we were the victim of a successful cyber-attack.
 - **Public Services Network (PSN)**
 - Implement a replacement secure email service after the provider withdrew it at short notice.
 - We have had an external IT Security Health Check, the results of which have to be included in our submission for PSN connection compliance certification. The Government requires Council's to be compliant in order to connect to the PSN.

3.3 **ICT Governance**

3.3.1 The Council needs to continue to develop the governance of ICT, including our approaches to ICT service provision, partnerships and innovation. The following has been completed:

- **Service Management**
 - The Service Desk staffing has reduced from 4 to 2 staff in the last 2 years. In order to maintain an effective ICT support service work practices have been reviewed and reporting processes changed.
- **Transparency**
 - The Council has published all the data it is required to under the Governments Transparency Code 2015. The data required annually has to be published by January 31st.
- **Social Media Management**
 - We are implementing a solution to give us better oversight of our Social Media accounts and enable us to plan and schedule communications and assess their effectiveness. It will also help us identify social media posts which mention the Council and manage our response to questions and comments.
- **Mobility**
 - Streetscape operatives photograph flytipping, this identifies its geographic location which is then plotted and used to provide information to help service delivery and decision making.
- **General Data Protection Regulations**
 - The Council is preparing for the end of the lead-in period for GDPR on the 25th May 2018. As part of the Council's overarching GDPR project Information Services (IS) is focusing on the implication of the regulations on backup, data storage and the need to upgrade some systems for them to be compliant.

3.4 Infrastructure and Hardware

3.4.1 This aim covers the need to provide a modern and robust technical infrastructure which meets the Council's current and anticipated needs and which supports innovation. This year we have:

- **Chamber Audio Services**
 - Installed a more permanent and robust solution which provides microphones in the Chamber and speakers and amplifiers so people in the Chamber (including Public Gallery) and optionally the Committee Room next door can hear what is being said.
- **Firewalls**

- We have replaced the firewalls which were going out of support. Firewalls are a critical part of our security defence and help block and identify potentially harmful content and malicious attacks.
- **Computers**
 - Computers have been purchased to replace those which were causing problems or are at the end of their life.

3.5 Applications, Software and Information

3.5.1 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 to help decision making.

3.5.2 Most suppliers only support the current version of their software and usually the one prior to it. The PSN code of connection insists that only supported software is used and it is poor practice to run unsupported software and systems as they may not have up to date security features.

3.5.3 Some of our suppliers have moved to regular, small, incremental updates like those you get with Smartphone Apps. Systems such as the Revenues and Benefits system (Academy) have to be upgraded numerous times during the year; usually due to legislative changes. Other systems benefit from annual upgrades such as our Finance System. A few systems only need upgrading when the developer makes a major change.

3.5.4 Regardless of the frequency or complexity of the upgrade IT and Services have to implement, test and roll out these changes, which take time and resource. During the last 12 months the main upgrades were:

- **Housing (Open Housing & Total Mobile)**
 - The Total system had to be upgrade to ensure we remained on a supported version of the application. The system is used by Finance, by budget holders and staff who order or authorise purchases; as such a significant amount of testing was needed.
- **E-Payments**
 - A project to provide contactless pay services, which is part of Leisure's Service Plan, and to introduce point to point encryption for card payment devices is underway.
 - We are also finalising the functionality of a more secure telephone payment service, the implementation of which will make PCI DSS compliance less problematic and reduce the potential risk of fraud.
 - The intention is to complete the migration to the new system by December 2018.
- **Document Management System (Trim)**
 - The upgrade of the Council's document management system has been delayed due to the supplier having problems with updating integration

with the Council's gazetteer and with Microsoft packages. These issues are now resolved and the upgrade is planned for early 2018.

- **Personal productivity software (Microsoft Office), Exchange email and Windows operating system**

- The versions of Office (2010), Exchange (2010) and Windows (7) that the Council is licensed to use cease to be supported early in 2020. Changing these key pieces of software, which are interrelated, will be a major project with wide impacts and diverse implications. A project to look at needs, options, costs, risks and dependencies has started and we are testing versions of Office to see which could meet the Council's needs. Our aim is to make recommendations early in 2018/19 so that financial implications can be fed into the 2019/20 budget preparation.

3.5.5 Applications are only implemented or replaced if a business case can be made and funding secured. Applications are only reviewed and potentially replaced if it can be shown that they no longer meet business needs; if a change could deliver savings without having an unacceptable impact on services or if we believe there are issues with its supply or development that presents a risk to the service. During the last 12 months:

- **Licensing (Flare)**

- Environmental Health have led on developing and implementing Flare for Licensing, working with Information Services and Central Services.

- **Leisure System (Gladstone)**

- During 2017 a module to manage swimming and gym courses and a portal providing parents access to their child's progress were implemented and went live. The ability to take online payments for leisure services also went live. Where possible the broadband lines used by Leisure Centres have been upgraded.

- **Payroll**

- Financial Services are working to move the Council's payroll system which is currently hosted by Warwickshire County Council to Coventry City Council. It is anticipated that the new, lower cost service will go live from April 2018.

- **Revenues and Benefits (Academy)**

The Council's Revenues and Benefits service have approval for developing their joint working arrangements with NBBC by moving to the same software application for revenues and benefits management.

3.5.6 Information on the development of online services including improvements to the website, the development of the Customer Relationship Management (CRM) system and our use of Social Media was included in the Online Services Report in September. However, the main developments were:

- **Website**

- **Online Content** - Services reviewed, updated and improved their web content as part of the upgrade. The Council achieved a 3 star rating (out of 4) in Socitm's 'Better Connected' website assessment.

- **Webchat** – Worked with Customer Services to complete the implementation of a low cost web chat solution.
- **Customer Contact System (CRM)**
 - **Online services** – The priority has been to redevelop online forms because the old forms package is being withdrawn mid-January. The forms have been developed so that wherever possible the same version is available to Customer Contact staff and online customers.
- **Social Media**
 - **Response** – Customer Contact staff continue to answer service enquires made on Social Media; to help provide a speedy response and to help with consistency in the Council response to questions.
 - **Proactive Use** – As a follow up to the Communications Review the LGA funded a Social Media course for staff involved in promoting services and engaging with the public.

3.6 Skills

- 3.6.1 Providing the skills needed to utilise ICT is essential if we are to get the most from our technology investment and information assets. We also need to ensure managers and staff are aware of opportunities to exploit ICT and how to use it innovatively to support service delivery. We have:
- Provided Social Media usage training for 14 staff.
 - Investigated using an online IT (Cyber) Security awareness course provided by TIAA the Council's fraud service partner.
 - Staff within Corporate Services Division have provided a number of one to one training sessions on a range of applications and technologies including the Document Management System (Trim), the Purchase Ordering System (Total) and on the iPads used by Housing.
 - ICT Staff have attended technical training or worked closely with consultants, engaged to help implement new technologies, to ensure skills are transferred.
- 3.7 Officers also work to ensure links are made between the ICT Strategy and other relevant strategy and policy for example between the ICT Strategy, the Customer Access Strategy, which is being updated, and policy on Consultation and Communication.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 There are no financial commitments arising directly from this Report. Funding for planned projects is included in the Capital Programme and smaller purchases are made from Information Services revenue budgets or appropriate service budgets.
- 4.1.2 The financial implications of any new, unanticipated initiative will be identified as part of a project's business case and a bid made through the Budget process if necessary.
- 4.1.3 It is expected that the use of ICT and the move to online services will help the Council to make savings and deliver service improvements.

4.2 Safer Communities Implications

- 4.2.1 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.
- 4.2.2 The Council has to meet a number of information and technical security standards and compliance regimes. It complies with the Payment Card Industry Data Security Standard for managing electronic payments. It has achieved Public Service Work (PSN) compliance which means we have passed security assessments that enable it to securely share government and public sector information and services over a common network. We have achieved Cyber Essentials Plus certification which is promoted by the Government, to private and public sector organisations, and helps to demonstrate a pro-active approach to data protection and information security management.

4.3 Legal, Data Protection and Human Rights Implications

- 4.3.1 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 preparing for GDPR and the Freedom of Information Act.

4.4 Environment, Sustainability and Health Implications

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

4.4.2 Information such as that captured about fly tipping, which can be reported on and plotted on a map is being used to improve environmental services and enforcement.

4.5 Human Resources Implications

4.5.1 The ICT Strategy identifies the need to develop skills to ensure that Staff and Members can use the technology, applications and information they require. Corporate Services works with Human Resources with the aim of ensuring funding is available for essential IT training and awareness raising sessions.

4.6 Risk Management Implications

4.6.1 Having an ICT Strategy and its subsequent implementation is one of the ways the Council can mitigate risks associated with the security, provision and development of ICT systems and services and with the management of the Council's information assets.

4.7 Equalities Implications

4.7.1 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.

4.7.2 Online and social is no longer an optional extra or a 'nice to have' but an expectation. The cultural change from online being an add-on to it being an expectation will need to be managed by the council and we will need to support some of our residents in negotiating this change, for example guiding people through a benefit application. The Council continues to develop how it provides online services and manage its digital journey.

4.8 Links to Council's Priorities

4.8.1 The ICT Strategy, and its delivery, contributes to a number of Council Priorities and specifically supports the priorities relating to Promoting Sustainable and Vibrant Communities and Responsible Financial and 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
Online services update and plans for promoting and increasing use.	Linda Bird	Resources Board Report	5/9/2017

Agenda Item No 17

Resources Board

29 January 2018

**Report of the Assistant Director
(Corporate Services)**

**Procurement and Commissioning
Strategy 2017 – 2021: Progress
Report.**

1 Summary

- 1.1 The report provides an update on the progress made during 2017/18 towards implementing the approved Procurement and Commissioning Strategy 2017 – 2021.

Recommendation to the Board

That Members note the contents of this report.

2 Consultation

- 2.1 Both Councillors D Wright and J Chambers have been sent a copy of this report and comments received from them will be reported verbally to the Board.
- 2.2 The Council's Corporate Plan requires Members to be informed of the progress made on implementing the planned procurement projects.
- 2.3 Changes to Contract Standing Orders referred to in Section 4.2.5 are being consulted on with members and officers and will be reported to Executive Board as they form part of the Council's Constitution.

3 Background

- 3.1 The Strategy provides direction and sets out high level aims to help achieve good quality commissioning, procurement and purchasing of goods, services and works. It articulates the Council's commitment to collaboration, equality and sustainability through procurement. Good procurement and commissioning helps the Council to achieve its priorities and to deliver positive outcomes for local people, businesses and communities.
- 3.2 The Procurement Principles which guide our procurement are, to:
- Procure and commission strategically, compliantly and fairly.
 - Deliver choice, good quality and positive social outcomes.
 - Seek Best Value.
 - Build skills and capacity.

3.3 The Strategy also identifies four 'Themes' under which we have identified tasks and actions to help move the strategy forward. This report provides a summary of what has been achieved during 2017 through the implementation of the Strategy.

3.4 Each year we review the Strategy and ensure the projects and tasks needed to make progress are included in Divisions' Service Plans, which are reported to members.

4 Procurement and Commissioning Strategy Progress

4.1 Progress has been made on the following projects:

4.2 Leadership Theme

4.2.1 **Legislative Changes** - We have updated the information and advice provided to Procuring officers about tendering and the evaluation and scoring of tenders. This was done to take account of the fact that the Public Contract Regulations 2015 removed the option to use a pre-qualification questionnaire as part below EU threshold procurements.

4.2.2 **Process Improvement** - As the result of an Audit recommendation we have improved the process for recording and monitoring exemptions to Contract Standing Orders so that officers are reminded well in advance of an exemption lapsing.

4.2.3 **Challenge** - The Procurement Team now carry out an additional sample check of low value procurements to ensure officers have followed the correct procurement route, this helps ensure value for money and transparency.

4.2.4 **Partnering** – The Council has continued to investigate and where beneficial enter into or develop partnerships with other Councils. It has commissioned or carried out service reviews to help ensure it is providing cost effective, fit for purpose services.

4.2.5 **Contract Standing Orders** – The last major update to Contract Standing Orders (CSO's) was completed and approved by Resources Board in September 2015. Since then minor updates have been made, the last one being in January 2016 when version 3.3 was published. We now have a number of changes to accommodate and as such an update, which will be reported to a future Executive Board, will include:

- Amendment to ensure staff seeking to engage Counsel or specialist legal advice do so in consultation with the ACE and Solicitor to the Council.
- Accommodating the changes that the General Data Protection Regulation will require to our procurement rules and processes.
- Consideration of good practice suggestions made by the Federation of Small Businesses and incorporating them into CSO where practical.
- Review the references to legislation and update them as needed, for example to account for the requirements of the Modern Slavery Act.

- Update the Tender opening procedures to account for electronic tenders and review the officer and member involvement in the process to improve efficiency.

4.3 **Making Savings Theme**

4.3.1 **Efficiencies** – The Procurement Team buys a number of standard goods and services for the Council and provides advice, guidance and prices on other goods for services. The savings made through taking procurement's advice is monitored and although these savings are often on low value goods they generated savings of £2,700 in 2016/17.

4.3.2 **Understanding spend** – The Council undertakes quarterly analysis of spend with suppliers. One off spend which is over the tender level (£45,001) or regular spend which over four years could be over the tender level is recorded and discussed with Assistant Directors. This ensures they have good visibility of spend in their Divisions and enables us to plan future contracts.

4.3.3 This information also helps us understand who the Council is buying from including where the company is and if it is an SME or voluntary organisation. At the end of September 2017 we had 112 supplies on the Contract Register and 35% were based in the West Midlands, with 10% of them being in North Warwickshire.

4.3.4 **Joint Working and use of framework agreements** – The Council makes use of contracts and framework agreements which have been let by other organisations. This gives us access to economies of scale that can be achieved by collaborating, helps ensure compliant procurement in markets we aren't experts in such as gas and electricity procurement and saves time and procurement costs. Currently over 40% suppliers on the Contract Register were procured through collaboration.

4.3.5 **Supplier Relationships** – Procuring officers are expected to develop and maintain a working relationship with their suppliers to ensure contracts are executed as required and expected outcomes achieved. The nature of the relationship will be influenced by a variety of things but it may involve regular account meetings, performance indicator information, pricing reviews or clear problem escalation routes.

4.4 **Modernisation Theme**

4.4.1 **E-Tendering** - The CSW Jets procurement portal is used across the Coventry, Solihull and Warwickshire area to advertise tender opportunities and receive suppliers' responses. It also allows us to securely and fairly manage communications with suppliers who may have questions about tenders.

The following procurements were managed under the system during 2017:

Description	Awarded to	Notes
Liquid Fuels	CCS Framework contract	Procurement abandoned - Now using CCS Framework
Fire Risk Assessment	Fire Safety First	Quotation Exercise
Kitchen and bathrooms	UK Gas	Tender
Developing Community Health and Well Being Hubs	Nuneaton and Bedworth healthy living network	Quotation Exercise
Asbestos Removals	MIC Group	Tender
Asbestos Surveys	Tersus Consultancy Ltd	Tender
Gas Programme	Vinshire	Tender

4.4.2 **E-payments** – We have continued to develop e-payments functionality in order to encourage citizens to use payment methods that need less staff involvement and are cheaper to use. The Online Services Update (5/8/2017) reported a 32% increase in web payments and a 9% decrease in cheques. We are currently planning the implementation of contactless payment which will be particularly useful in Leisure facilities.

4.5 **Supporting Local Economies Theme**

4.5.1 **Local and small suppliers** – As larger quotation exercises are now handled through the CSW-Jets system. The Procurement Manager has provided help and support for suppliers who want to register to bid for opportunities or who were uncertain about the process. We helped to support and promote the Coventry and Warwickshire Business Festival which took place from 20th November - 1st December 2017.

4.5.2 **Staffing Implications** – Procurements that have had staffing implications have been handled in line with Council employment policy.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 There are no financial implications arising from this report or from the implementation of the Strategy. However, procurement and commissioning activities will deliver savings and efficiencies that will contribute to savings targets.

5.2 **Legal, Data Protection and Human Rights Implications**

5.2.1 The Strategy includes up to date information on compliance with Procurement Legislation and legislation which touches on procurement activities. Any procurement which has staffing implications must be carried out in consultation with Human Resources and approved appropriately.

5.2.2 Taking account of GDPR, as it relates to procurement and commissioning, is included as a task in Corporate Services 2018/19 Service Plan. Procurement

documentation and processes will be updated to help ensure compliance with GDPR.

5.3 Environment, Sustainability and Health Implications

5.3.1 The Strategy includes specific aims which encourage the Council to procure sustainably and with regard to the environment and reducing carbon emissions and their impact climate change.

5.4 Risk Management Implications

5.4.1 The management of procurement risk needs a proportionate and informed approach. One method of achieving this is to balance the value of the goods, services or works against risk and/or the complexity of the needs. The Strategy includes a section covering how the consideration of risk influences our approach to procurement options and decisions.

5.4.2 Section 6 of the Strategy identifies the risks that may affect its implementation and the achievement of the benefits expected from the Strategy.

5.5 Equality Implications

5.5.1 The Strategy makes a commitment to be consistent with meeting the Public Sector Equality Duty as set out in the Equality Act 2010 as this relates to procurement. We will use best practice guidance such as that published by the Equality and Human Rights Commission and work with the Policy Team to ensure the goods and services we procure are fit for purpose and meet the needs of their users.

5.5.2 The review of the Council's Contract Standing Orders will include compliance with the Modern Slavery Act and procurement documents and processes will be reviewed and update accordingly.

5.6 Links to Council's Priorities

5.6.1 Good procurement and commissioning practices specifically support the Council's priority of responsible financial and resource management. However, the outcomes of the Council's various procurement exercises could support and contribute to anyone of its priorities. Officers are encouraged to identify the priority being supported by major procurements.

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

Agenda Item No 18

Resources Board

29 January 2018

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2017

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 2017.

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 2017/18. This is the third report showing the progress achieved so far during 2017/18.

4 Progress achieved during 2017/18

- 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 2017/18 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 2017/18 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 100% 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	13	100%
Amber	0	0%
Red	0	0%
Total	13	100%

Performance Indicators

Status	Number	Percentage
Green	11	73%
Amber	3	20%
Red	1	7%
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 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

	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3 Update	Status	Direction
NWCP 040	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 2018	Responsible Financial & Resource Management	Linda Bird	A number of projects are progressing as planned. Progress report will be reported to Resources Board in January 2018.	Projects progressing as planned. Progress report scheduled for January Resources Board.	An update report has been produced for January's Resources Board. Projects are progressing as planned.	Green	➡
NWCP 050	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	The latest round of the One Public Estate programme has been launched NWBC will work on OPE with WCC and other local organisations. Possible options to replace the existing depot are also being explored including the potential to work in partnership with neighbouring authorities.	An OPE bid is due to be submitted by WCC (acting as the lead authority) in November with NWBC involved as a partner authority and potential projects in North Warwickshire included in the bid submission	WCC's OPE bid was successful and while it focusses on other areas of the County in the first phase NWBC officers will be involved and will plan to look at OPE projects in North Warwickshire as part of Phase II. Depot options are still being explored	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	Two Units at Carlyon Road industrial estate have been brought back into service through a rent incentive initiative. Options to improve the energy efficiency and carbon footprint through relamping at ALC are being developed.	Ongoing maintenance and capital improvements are undertaken where necessary and as resources allow.	Ongoing maintenance and capital improvements are undertaken where necessary and as resources allow. Options for the Carlyon Road site are being investigated	Green	➡
	c) Identify (and dispose of as appropriate) any land or property which is surplus to requirements	Responsible Financial & Resource Management	Richard Dobbs	This process is ongoing with several sites under review with a view to disposal where appropriate	This process is ongoing. A further office accommodation rationalisation exercise is being undertaken and options for the depot are still being explored.	Office rationalisation is linked to depot provision and organisational structure and options for further consolidation are being explored.	Green	➡
NWCP 082	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 2017	Supporting Employment & Business	Linda Bird	The CSW Broadband cross council working group met on 5th July for a progress update. Tenders for Contract 3 have been evaluated and details will become available in the autumn, after which the CSW team will hold meetings in each Council area. The Council is providing some match funding for work in Contract 3. Further details will be reported in the November or January cycle of Board meetings	The CSW Broadband cross council working group last met on 4th October. Contract 3 has been awarded and is due to be signed, after which details will become publicly available. The Council is providing some match funding for work in Contract 3. As the Contract is not yet signed further details will be reported to the January cycle of Board meetings.	An update report has been produced for January's Resources Board and coverage maps have been made available in members' rooms. The project is progressing as planned.	Green	➡
NWCP 084	To implement the Borough Care Review recommendations, including promoting the service to increase customer take-up and working with the Borough Care Task and Finish Group to develop and shape the service and report on progress to the Resources Board from June 2017	Creating Safer Communities	Angela Coates	The Borough Care Task and Finish Group meets to oversee the delivery of the recommendations. The promotional work is at an early stage with extensive engagement with partner agencies being undertaken. The promotional material is being refreshed.	The Borough Care Task and Finish Group meets to oversee the delivery of the recommendations. The promotional work is now developing with attendance at networking events and engagement with GP surgeries and pharmacies. The promotional material has been completely refreshed.	The Task Group met in November and has made some recommendations to the Resources Board on 29 January 2018 with regard to the service.	Green	➡
NWCP 037	To work in partnership to develop the HEART (Home Environment & Assessment Response Team) shared service to meet the needs of residents so that they can remain independent in their own homes and to report annually on progress from September 2017. This will include proactive support for the work of the HEART Management Board and monitoring of Business Case actions and performance	Promoting Sustainable & Vibrant Communities	Angela Coates	All Councils are not part of the shared service. The service has been formally launched at the H&WBB and at an open engagement event on 18 August. A shared policy for delivering adaptations and warm and well grants has been drafted and will be submitted to the Resources Board in September.	A promotional plan has been agreed for the service. The joint Financial Assistance Policy has now been agreed by the Resources Board and other partners.	The position is the same as at Quarter 2.	Green	➡
NWCP 062(1)	To revise the Asset Management Plan for the Council's own stock by June 2017	Responsible Financial & Resource Management	Angela Coates	Due to the absence of the designated officer appointed to deliver actions from the fire risk assessments delivered in April this objective will be delayed until January 2018.	The revised plan will be submitted to the Resources Board in January 2018.	There are some technical issues with our IT provider which means we cannot currently run reports about the Decent Homes Standard. The plan will be submitted to the Resources Board in March 2018.	Green	➡

	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3 Update	Status	Direction
NEW	To review the Housing Direct Works service to ensure it is efficient and provides good customer service. Review to be complete by September 2017	Responsible Financial & Resource Management	Angela Coates	The review is complete and the new structure will be implemented from October 2017.	Good progress has been made in appointing staff to deliver the new structure. In order to meet TUPE obligations it will be fully in place by 1st January 2018.	The review is complete. An action plan will be developed to track progress in improving customer service and productivity.	★ Green	➡
NWCP 098	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	Rent collection performance remains strong.	Rent collection performance remains strong. Preparation for the roll out of Universal Credit is now being considered.	A report will be considered by the Resources Board at its meeting on 29th January 2018 which sets out proposals to ensure the team have the capacity to deal with the challenges of Universal Credit.	★ Green	➡
NWCP 112	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	Recent data released by the Government indicated that the Council was in the upper quartile in its collection of both in year collection of Council Tax (55th of 326 Councils) and NDR (9th of 326 Councils) indicating that our approach is working. In respect of arrears we are also performing very well, CT (123rd of 326 Councils) and again 9th in NDR. The work we are undertaking to target our worst arrears cases is well underway in this year and delivering some positive results as well as challenges in seeking to engage positively with customers in debt.	Performance in Quarter Two continues to be very strong and the Councils proactive approach in term sof its performance and how it is seeking to provide positive solutions to customers to break dependency cycles and debt has been recognised again by being shortlisted for 4 awards at the National Collections and Customer Services Awards that will be announced in November 2017	Performance in Quarter Three continues to be very strong and the Councils proactive approach in term sof its performance and how it is seeking to provide positive solutions to customers to break dependency cycles and debt has been recognised again by the retention of teh Best Public Sector Collections Team of the Year at the National Collections and Customer Services Awards announced in November 2017.	★ Green	➡
NWCP 113	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	A timetable has not yet been produced for the enactment of the Homelessness Reduction Bill.	The Homelessness Reduction Act will be implemented from April 2018. A consultation paper was received on 16 October 2017. The changes are significant. Preparation for the changes is now being considered.	A report will be considered by the Resources Board at its meeting on 29th January 2018.	★ Green	➡
NEW	To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2017	Responsible Financial & Resource Management	Bob Trahern	Work is well underway in reviewing the local scheme and a report will be taken to the Executive Board by November 2017 to confirm the CTRS scheme to be adopted in 2018/19	The scheme for 2018/19 was adopted at Executive Board in September and ratified at Full Council in the same month	The scheme for 2018/19 was adopted at Executive Board in September and ratified at Full Council in the same month	★ Green	➡

NWPI Resources 17/18

Ref	Description	Section	Priority	Year End Target 2017/18	Outturn 2016/17	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)	Financial Accountancy	Public Services & Council Tax	98	96.14%	98.79%	 Green		
NWLPI 57	Percentage of calls answered through the Central Control system within 180 seconds. (TSA national standard 96.5%):	Community Support	Housing	99	99.00%	99.91%	 Green		
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	92.00%	87.87%	85.79%	 Amber		We expect this to improve now that the new Housing Direct Works structure is in place.
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	100.00%	100.00%	 Green		
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	6	12	 Red		Interim accommodation is only used in an emergency when there is no alternative.
NWLPI 136	Number of tenants with more than 7 weeks rent arrears - as an average over the year	Housing Management	Housing	2.75%	2.77%	3.10%	 Amber		Our procedures reflect the necessity to tackle rent arrears at an early stage and the team continue to work to reduce the number of cases over 7 weeks.
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	30 days	50.46 days	27.37 days	 Green		We expect this to improve now that the new Housing Direct Works structure is in place. However it does reflect some properties which continue to be harder to let because of their location.
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	99.9%	99.8%	 Green		
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	97%	99%	 Green		
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	95%	95%	 Green		

Ref	Description	Section	Priority	Year End Target 2017/18	Outturn 2016/17	April - Dec Performance	Traffic Light	Direction of Travel	Comments
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	74%	81%	 Green		
@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	8.77	7.5	 Green		
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	99.57	83.68	 Green		Performance has been affected by two new ratings coming into effect in December but this should balance out by the end of the year.
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	98.57	86.97	 Green		
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5	5	10	 Amber		Slightly higher due to technical issues regarding the phone systems.

Agenda Item No 19

Resources Board

29 January 2018

**Report of the
Assistant Director (Housing)**

**Animal Wardens Service -
Proposal**

1 Summary

- 1.1 The report makes a proposal to change how the Council's stray dog service is provided.

Recommendation to the Board

Members are requested to consider and agree the revised approach set out in the report to dealing with stray dogs.

2 Consultation

- 2.1 An advanced copy of this report has been sent to the Chair of the Resources Board Housing (Councillor Wright) and the Opposition Spokesperson (Councillor Chambers) for comment. Any comments received will be reported verbally at the meeting.

3 Dog Warden Service

- 3.1 Members will be familiar with the Council's dog warden service which has operated as a mandatory function since 1991. It is the Council's duty to 'appoint an Officer to discharge functions for dealing with stray dogs in its area'. The service also promotes responsible dog ownership and is active at driving related messages such as clearing up fouling. After a period of joint responsibility for stray dogs with the Police, that function was effectively transferred in entirety to Councils in 2008 (save for dealing with specified 'dangerous dogs' which may also be stray but on which the Police are the lead agency.)
- 3.2 The service does strive to avoid taking dogs to kennels where they are genuinely lost and their owners can be found and reunited, through local knowledge or enquiries, ID collar and tag or micro-chipping (which is now mandatory and provided free of charge by the Council). However, some dogs are not lost but abandoned, for a variety of reasons including; financial, temperament/breed, lifestyle changes and compatibility with other household members or pets, space (domestic), change of tenancy, illness or injury. These dogs generally remain unclaimed.
- 3.3 When a dog has been in the Council's appointed stray dog kennels for seven clear days, several specified options become available. They are specified by

the Department for Environment Food and Rural Affairs (DEFRA). In accordance with the Guidance the Council has a number of options available to it:

- continue to pay for the kennels to accommodate the dog whilst efforts to seek new owners or a rescue / charitable home are found,
- sell (but not for vivisection) or give the dog away,
- transfer the dogs to a re-homing agency, or
- it may be put to sleep .

3.4 The DEFRA Guidance states clearly that euthanasia should only be considered after all other avenues have been explored to save the dog by re-homing. It also states that euthanasia must only be carried out by a veterinary surgeon.

3.5 The Private Sector Housing team deal with around 70 stray dogs annually with numbers reducing over recent years from a high of around 120 (there have been 35 this year to date, 65 last year and 90 during 2015-2016). In itself dealing with stray dogs does not require a full time officer. However, the Dog Warden also helps to ensure that dog fouling is addressed supports campaigns by the team to promote responsible dog ownership.

4 Current Position

4.1 The Dog Warden has resigned and left the Council's employment just after Christmas. This has prompted a review of how the Animal Wardens service is delivered.

4.2 Over the last 12 months the reduction in the number of stray dogs has resulted in the Dog Warden providing more and more support for the Pest Control Service. She has also supported the team to deal with nuisance reports when an officer was absent for some months. In response to the change in workloads it is proposed that the Dog Warden duties be divided between the members of the team and the specific job role be removed from the establishment creating a saving.

4.3 The Council has a statutory duty to deal with stray dogs. It does not have a statutory duty to provide a pest control service. However in recognition of the support Members have shown for an in house response to dealing with rats and mice as well as the regular revenue from income from the pest control service it is not proposed that the Pest Control Officer post is changed.

4.4 There are two parts to the dog warden service. There is the collection of the stray dog and there is the customer contact, care and required administration relating to the stray dog service. It is part of the Pest Control Officers current duties to collect stray dogs. The proposal is that they undertake that duty and prioritise the pest control work around the statutory duty. It is also proposed that the Environmental Health Technical Officer acts to deal with dog owners, liaison with the kennels and general administration required. There is capacity for that to be undertaken without risk to other duties relating to dealing with nuisance complaints.

- 4.5 Legislative changes with regard to fouling and microchipping of dogs have had an impact on the Dog Warden service. In addition, a recent change to the kennel contract means that the establishment which stray dogs are delivered to also re-homes those which are not collected without further activity from the Council. Whilst these matters still need oversight the workloads have changes sufficiently to invite consideration of whether a designated Dog Warden is value for money for the Council.
- 4.6 We are aware that other Councils have already outsourced their statutory duties to collect stray dogs and many no longer provide an internal pest control service. Our own service has made use of a private company to collect dogs when there have been resilience issues in the team. This service is local and reliable and could be used in the future by the team if required.
- 4.7 The Environmental Health Officer in the Private Sector Housing Team has taken a lead in providing for a level of service which has been awarded in the form of the RSPCA Gold Footprint Award. This commends the service for fully meeting the Council's legal obligations on stray dogs, and working well proactively and in partnership with others including the Police, vets, kennels, neighbouring Councils and internal departments to deliver a joined-up and holistic range of services including dealing with dog fouling and aggressive dogs. It is not expected that this level of service standard will diminish with the new arrangements and we will still be able to react to particular complaints it is just that roles and responsibilities will be shared.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 If the proposal to remove the role of Dog Warden from the establishment is agreed there will be an annual saving of £22,268 in employee costs and £3,040 in vehicle costs. However it is not anticipated that there will be a deterioration of service because the duties of the role can be shared by current members of the team.

5.1.2 In 2015-2016 the income from the Dog Warden and Pest Control services was £10,761 and in 2016-2017 was £14,918.

5.2 Legal and Human Rights Implications

5.2.1 Legislation gives the Council options and places certain requirements, as explained in the report. DEFRA provides clear guidance about how it expects Councils to act with regard to re-homing stray dogs.

5.3 Risk Management Implications

5.3.1 The Council has been challenged in the past by way of complaint by charities and dog owners about its approach to re-homing dogs. The complaints have not been upheld. However, it recognises its practices in this area are under

public scrutiny and therefore suitable resources must be available to provide a service which meets all requirements.

- 5.3.2 Councillors should also be aware that charities who actively seek to help with stray dogs and re-home them watch local authority services very carefully to ensure that they are not unnecessarily putting dogs to sleep. They will certainly challenge the Council if there is any indication that dogs are not treated humanely.

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

Agenda Item No 20

Resources Board

29 January 2018

Report of the Assistant Director (Housing)

Homelessness Reduction Act 2017

1 Summary

- 1.1 The Homelessness Reduction Bill received Royal Assent on 27 April 2017. The Department of Communities and Local Government (DCLG) have confirmed that enactment of the changes and new legal duties will come in to effect on Tuesday 3 April 2018. This report outlines the main changes and new duties that the Council will be required to work to from this date. It also provides an overview of the expected implications and the work the Council is currently undertaking so that it will be ready to meet the new requirements.

Recommendation to the Board

- a That the new legal duties being brought in by the Homelessness Reduction Act on 3 April 2018 are noted; and**
- b That the implications and the work the Council is currently undertaking to ensure it meets the new requirements are noted.**

2 Consultation

- 2.1 The Chair of the Resources Board (Councillor Wright) and the Shadow Chair (Councillor Chambers) have been sent a copy of this report. Any comments will be submitted at the Board meeting.

3 Introduction

- 3.1 The Homelessness Reduction Act 2017 (HRAct) will place new legal duties on English Councils so that everyone who is homeless or at risk of homelessness will have access to meaningful help, irrespective of their priority need status, as long as they are eligible for assistance. The Act will amend part V11 of the Housing Act 1996.
- 3.2 The Act draws on the work of an independent panel of experts, established by Crisis (the national charity for single homeless people) in 2015 which favoured a framework similar to the one introduced by the Housing (Wales) Act 2014. The new framework began as a Private Member's Bill introduced to Parliament in June 2016 by Bob Blackman, backbench Conservative MP for Harrow East. The Bill was published following a homelessness inquiry

conducted by the cross-party Communities and Local Government (CLG) Select Committee and takes into account the recommendations of Committee's pre-legislative inquiry.

3.3 Part V11 of the Housing Act 1996, as amended by the Homelessness Act 2002, sets out the duties owed by English local housing authorities to someone who is homeless or threatened with homelessness. Section 175 of the 1996 Act defines that a person is threatened with homelessness if it is likely that they will become homeless within 28 days. The Homelessness Reduction Act 2017 extends the number of days from 28 to 56. In addition, people who have received a valid notice under section 21 of the Housing Act 1988 and the expiry date is within 56 days, will be treated as being threatened with homelessness.

3.4 Currently, section 179 of the 1996 Act places a general duty on local authorities to ensure that advice and information about homelessness and preventing homelessness is available free of charge to everyone in their district. Under the 2017 Act, local authorities will be required to provide or secure the provision of free services to give people in the area information and advice on:

- Preventing homelessness
- Securing housing if homeless
- The rights of people who are homeless or threatened with homelessness, and
- Any help that is available for people who are homeless or likely to become homeless as well as how to access that help

4 **Homelessness Reduction Act - New Duties**

4.1 The new legislation must be implemented by all Local Authorities from 3 April 2018 for all new applications. The principle of the Act is to put housing first – once a home is lost there are many consequences for the household and implications for the state to get people back on track.

4.2 The legislation is very particular in what it prescribes and this includes the documentation we have to use when we are working with a customer.

4.3 In setting out the new legislation the Government is hard wiring its determination to ensure all Councils act to prevent homelessness. This means that the monitoring arrangements are changing to reflect this. We will be measured and funded on our actions to prevent homelessness. The details of the legislation are set out in Appendix A. This section provides a summary overview.

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4.4 The main changes are:

- **Prevention becomes a duty.** Our duty will be to all households who come to us and state that they are threatened with homelessness. 'All households' means just that - single people are included and those without a local connection to the Borough.
- In order to make the prevention duty meaningful there is a change to the meaning of '**threatened with homelessness**'. The period at which a household is deemed to be threatened with homelessness is 56 days (a change from the current 28 days). The Act also states that a person is threatened with homelessness if they have been served with a valid notice under Section 21.
- For all of those that we seek to help in accordance with the prevention duty we also have a duty to provide for a **Personal Housing Plan**. The Code of Guidance states that there should be at least one face to face interview. We are expected to give meaningful assistance to anyone homeless or threatened with homelessness regardless of priority need. The Personal Housing Plan will enshrine this. It places responsibilities on the Authority and the applicant.
- Providing **advice and information becomes a duty**. There will be a duty on all authorities to provide or secure free information and advice for any person in the Borough with regard to preventing homelessness, securing accommodation when homeless, the rights of people who are homeless or threatened with homelessness, where help is available and how to access that help.
- The Act introduces a **Relief Duty**. Unless we intend to refer the applicant (local connection is considered here) we must take reasonable steps to ensure accommodation is available for at least six months. This is for **any eligible person** – local connection is considered but not priority need.
- **The monitoring information** required by Government is changing significantly. The long standing 'P1E' will be replaced by 'HCLIC'. This will provide the DCLG with case level information and will enable them to monitor whether we are acting to prevent homelessness.

5 How we are preparing for the Act

5.1 Trailblazer project - PHIL

- 5.1.1 The Government has awarded funding to many trailblazer projects across the Country as part of its preparations for the new Act. Warwickshire were successful in being awarded funding for a project being led by Rugby Borough Council and including North Warwickshire Borough Council and the other 3 districts in Warwickshire. The project named PHIL (preventing homelessness improving lives) aims to prevent homelessness at a very early stage by encouraging partners to recognise the early triggers of homelessness and to act by referring people to a service that can help them. When the PHIL team receive a referral they will act in a variety of ways to

prevent homelessness and the intervention will be appropriate to the customers needs.

- 5.1.2 The new legislation will introduce a legal duty on certain partners to co-operate with referrals however this part of the legislation will not be in place until October 2018. We are asking partners who may see people with other issues to be alert to and aware of early triggers for housing crisis and homelessness and to contact the PHIL team who will provide appropriate assistance.
- 5.1.3 There are three main reasons for homelessness in Warwickshire – loss of private tenancy, Domestic Abuse and eviction by family or parents. There are many events that might trigger a housing crisis – loss of work, bereavement, leaving an institution, relationship breakdown or deterioration of mental health. If a colleague in a partner agency is concerned that housing may become an issue for their customer we are asking them to contact PHIL.
- 5.1.4 Where prevention has been achieved by PHIL in our area it will count towards the number of preventions achieved by this local authority. This places us in a strong position with regard to meeting the prevention duty. Customers will benefit from having access to specialist coordinators and self-help information with links between the PHIL website and each district website. We will continue to promote PHIL wherever possible.

5.2 Culture change, training and staffing resources

- 5.2.1 We are ensuring that staff are fully aware of the new requirements of the Act by regular briefings and updates. Managers have received training and a training day is taking place on 16 January 2018 to enable all relevant staff to receive training. This is the biggest change to homelessness legislation since 1972 and will require a change in approach to how things have been done previously. It will be important not only to get these messages to staff but also to our customers so that they know to contact us for help at any early stage. Culture change will take time however; we have a dedicated team who are ready for the challenge.
- 5.2.2 We appointed an additional post of Homelessness and Advice Officer in October last year to assist with the high volume of work and increasing numbers of applicants approaching us for homelessness advice and assistance. This additional resource has already proved to be beneficial by freeing up time to enable the Housing Options Officers to deal with non-priority and Housing Register applications more effectively with a focus on prevention. It is also helping us to turn around applications in shorter timescales. The introduction of similar arrangements in Wales and early adopters in England has given an indication that caseloads increase significantly because of the change of duties towards single applicants. Some of the trail blazer information has also indicated it will take twice as long to deal with a homelessness application to meet the requirements of the new legislation. It will therefore be essential to continually monitor and assess the

staffing resources to ensure that we are able to meet demand and the legal requirements.

5.3 New systems of work, processes and documents

5.3.1 We are working with other Warwickshire districts to develop our own new systems of work and processes. This will also include developing a Personal Housing Plan and a suite of letters. We are also working jointly with Nuneaton and Bedworth Council to develop information to provide advice and information which will include self-help, web based information and leaflets.

5.4 Robust and accessible prevention tools

5.4.1 Our aim has always been to prevent homelessness wherever possible and have a number of prevention tools available to us currently that are regularly used. These are referred to in the homelessness strategy and we retain a log of all preventions that are achieved. The new Act means that prevention will be a legal duty therefore it is essential that we maximise the prevention tools that we have available to us. Therefore, we will be reviewing our prevention tools to ensure they are robust and accessible. This includes access to Discretionary Housing Payments, the availability of a prevention fund, rent deposits, mediation, home visits, joint working and access to specialist advice services.

5.5 Availability of accommodation

5.5.1 We will be required to take reasonable steps in the prevention and relief duty to help to secure accommodation for all eligible households. We will therefore need to consider and review our own accommodation provision to ensure it will meet our needs and develop pathways to other accommodation. This will include reviewing our joint working arrangements with other housing providers; social landlords and registered providers, support housing providers and private sector housing providers. There is a new duty to ensure that suitability checks are undertaken for accommodation offers in the private sector. We will therefore need to ensure our operational practices meet the suitability requirements set out in the Homelessness (Suitability requirements set out in the Homelessness (Suitability of Accommodation) (England) Order 2012 for all PRS properties that are used to meet or discharge the duty under the legislation. Up to now we have not had to rely on the private rented sector to discharge our statutory homelessness duty however, we will need to develop these pathways in readiness to meet future need. We will build on the links we currently have with local private landlords and leasing agencies. We will be linking into the already established landlord's forum in Nuneaton.

5.5.2 The use of temporary accommodation has increased significantly over the last 12 to 18 months due to the increase in the numbers of homeless acceptances for priority households. We have 2 shared hostels and 2 self-contained hostels and also use our own stock as temporary accommodation where it is difficult to let. The use of Bed and breakfast accommodation is used only where there is no other suitable option available. We will need to monitor and review the provision of temporary accommodation to assist us in meeting our statutory duties.

5.5.3 We have had a steady flow of new build properties for rent over recent years assisting us to meet housing need for those on the Housing Register. Decisions on new developments will need to be closely aligned to housing need surveys and Housing Register demand information to ensure that we are meeting social housing need in the Borough.

5.6 Robust and effective partnerships

5.6.1 We already have effective partnership networks operating which will be essential to assist us to meet the new requirements. We will need to develop and maintain these existing partnerships and develop new ones where necessary. We are already speaking with partner agencies regarding making early invention contacts with the PHIL project. We are engaging with other social landlords, private sector landlords and housing related support providers to identify ways that we can work together to prevent and relieve homelessness. We are working with other statutory agencies such as the Police and MASH (Multi Agency Support Hub) and local social care teams. Third sector agencies such as Citizens Advice Bureaux (CAB) who provide money and debt advice services and Doorway Partnership who provide housing and support to young people will also continue to be important. New legislation expected in October 2018 will specify which public authorities will have a duty to make referrals to housing. The Homelessness Strategy recognises the importance of partnership working in preventing homelessness.

5.7 Effective IT and supporting systems

5.7.1 To help monitor the impact of the new legislation, a new statutory homelessness report, the Homelessness Case Level Information Classification (H-CLIC) has been designed by the Department for Communities and Local Government. The current statutory homelessness report, the 'P1E' will be used for all cases until April 2018 and from July 2018 authorities will be expected to submit homeless data to DCLG for new cases in the new H-CLIC format.

5.7.2 Our current IT provider, Capita Software Services has been working to deliver changes to the existing OPENHousing Homelessness Module that will enable production of the H-CLIC report to ensure that we can comply with the new legislation from April 2018. Currently homelessness applications and reporting data is a manual process. We are working to automate this prior to April so that we will be ready to meet the new requirements. The new module also has the facility to include the personal housing plan and template letters.

5.8 The Council's Homelessness Strategy and Lettings Scheme

5.8.1 Both the Homeless Strategy and the Lettings Scheme will need to be reviewed in light of the new legislative requirements. Under the Homelessness Act 2002 all housing authorities must have in place a homelessness strategy based on a review of homelessness in their district and it must be renewed at least every 5 years. The strategy must set out the local authority's plans for the prevention of homelessness and for ensuring that sufficient accommodation and support are available for people who

become homeless or who are at risk of becoming so. Resources Board noted the progress being made against the homelessness strategy action plan in April 2016 and agreed to delaying the review of the Homelessness Strategy until the implications of legislative changes were known. Now that the changes are clear and the new (draft) Code of Guidance has been issued it is timely to now undertake the review. Therefore, we will review the strategy ready for Resources Board approval in March.

- 5.8.2 We will also review The Lettings Scheme for consideration by Resources Board in March and the Homelessness Code of Guidance requires us to do so. The Lettings Scheme aims to ensure that all social housing in North Warwickshire is allocated fairly and objectively to those in the greatest housing need, having regard to any legislative requirements, codes of guidance and regulations set out by the DCLG. We will need to ensure that it is aligned with the Homelessness Strategy and delivers the requirements of the new legislation and is sufficiently geared towards preventing homelessness. The Lettings Scheme must enable us to meet housing need in the Borough giving reasonable preference to people who are homeless within Part 7 of the 1996 Act.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 Government has been providing grant funding to support Local Authorities meet statutory requirements for homelessness for some years. The Council receives a homelessness prevention grant from the Government which assists us to deliver our homelessness services. Funding during 2017-2018 is £37,240 and is expected to be in the region of £30K for the next three years. However, in the face of an increasing demand on homelessness services, the Government has also recently redirected funding from the Department of Work and Pensions to Local Authorities to help them meet service requirements. North Warwickshire Borough Council will receive just over £60K for the next two years. The funding is ring fenced for homelessness services. This additional fund was subject to a report to the Resources Board in May 2017 when the recommended to appoint a Homeless Persons Officer was supported.

- 6.1.2 In order to help Local Authorities deliver the new legislation new burdens money has been provided. This will add in the region of £16,000 annually to the grant funding already committed by Government.

6.2 Safer Communities Implications

- 6.2.1 An important part of the role of the Housing Management Team is to help create nice neighbourhoods where people choose and like to live. Successful prevention strategies will assist with reducing homelessness and safer communities as a consequence.

6.3 Legal, Data Protection and Human Rights Implications

6.3.1 The Council is required to conform to the housing regulator’s Regulatory Framework and Standards. Our statutory obligations are set out in the Housing and Homelessness Acts.

6.3.2 Any revisions to the Council’s procedures and processes arising from the implementation of the Homelessness Reduction Act 2017 (HRAct) will need to be compliant with the General Data Protection Regulation. This is currently subject to a draft Data Protection Bill being prepared by the Government. Work is in hand currently to help prepare for compliance with the regulation.

6.4 Environment and Sustainability Implications

6.4.1 The Governments focus continues to be on preventing homelessness. Achieving this will have a positive effect on communities.

6.5 Equalities Implications

6.5.1 An enhanced homelessness service will assist with improved accessibility of the service to our customers. It will also assist with achieving more cohesive communities by focusing on enabling people to stay in their homes.

The Contact Officer for this report is Helen Hughes (719494)

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
Homelessness Reduction Act 2017	Crown copyright 2017	Sets out the new homelessness legislation.	2017
Draft Homelessness Code of Guidance for Local Authorities	Department for Communities and Local Government	Provides a summary of the homelessness legislation and the duties, powers and obligations on housing authorities and others towards people who are homeless or at risk of homelessness.	October 2017

Appendix A

Main Changes and Duties introduced by the Homelessness Act 2017

- 1 Duty to provide assistance to all people irrespective of priority need

Currently local authorities are required to make inquiries to establish what duty if any is owed to someone seeking homelessness assistance. As part of local authority investigations, we must determine if an applicant has a ‘priority need’ for homelessness assistance. Those that are found to be in priority need and unintentionally homeless are owed a ‘full housing duty’ meaning that we are obliged to ensure that suitable accommodation is made available to them. However, non-priority need households, which are most

likely to be single people without children, or childless couples are owed the 'advice and assistance' duty only. The 2017 Act gives local authorities a legal duty to assess and provide more meaningful assistance to all people who are eligible and homeless or threatened with homelessness, irrespective of their priority need status.

2 Duty to assess all eligible applicants' cases and agree a personalised housing plan (PHP)

The new legislation requires local authorities, once they are satisfied someone is homeless or threatened with homelessness and also eligible for assistance, to carry out an assessment of the applicant's case. These assessments should include the circumstances that have caused the homelessness and the housing and support needs of the applicant and their household. Local authorities must aim to reach an agreement with applicants on a personalised plan which must be recorded and should set out the steps the applicant and the authority are required to take to ensure accommodation is secured and/or retained.

3 Duty to prevent homelessness in cases of threatened with homelessness

If a local authority is satisfied that an applicant is threatened with homelessness and is eligible for assistance, they must take 'reasonable steps' to help them avoid becoming homeless. Once triggered, the prevention duty would continue for 56 days – or longer if a valid section 21 notice has expired and no alternative accommodation has been secured, unless it is brought to an end via one of the prescribed conditions. Applicants will have a right to request a review of a decision to end this duty.

4 Duty to relieve homelessness in cases where the applicant is homeless

Local authorities must take 'reasonable steps' to help all homeless eligible applicants to secure accommodation for a least six months unless the applicant is referred to another local authority due to having no local connection to the authority they have applied to. Once triggered, the relief duty will continue for 56 days unless it is brought to an end via one of the prescribed conditions. Applicants will have a right to request a review of a decision to end this duty. Interim accommodation duties owed to people under the existing provisions (section 188) continue to apply during this stage – the duty to provide accommodation to people who the local authority have reason to believe may be homeless, eligible for assistance and in priority need, pending a decision on whether the council is obliged to provide some form of longer term settled accommodation.

5 Failure to co-operate by an applicant for assistance

There is a requirement on all applicants to cooperate with local authority's attempts to comply with their prevention and/or relief duties. If a local authority considers that an applicant has 'deliberately and unreasonably refused' to cooperate or take any of the steps set out in the personalised

plan, they can serve a notice on the applicant to notify them of their decision. The notice must explain the consequences of the decision and that the applicant has a right to request a review of the decision. In deciding whether an applicant has deliberately or unreasonably refused to cooperate, local authorities must take into account the applicants particular circumstances and needs.

6 Public Authority duty to refer

Where a “specified public authority” considers that someone they are working with is or may be homeless or threatened with homelessness, they must refer that person’s details to a local housing authority but only if the person agrees to the notification being made. Further details about what is meant by “specified public authorities” will be set out however, this part of the legislation will not be in place until October 2018.

7 Mandatory Code of Practice

The 2017 Act includes a provision that will allow the Secretary of State to provide local authorities with ‘one or more’ codes of practice that they must have regard to, on how they exercise and monitor their functions under Part V11 and staff training. The aim of any code of practice is to improve standards of homelessness services in England. Any code of practice that is issued will not replace the current Code of Guidance for local authorities.

A mandatory Code of Guidance has been issued by The Secretary of State for Communities and Local Government to all local authorities for consultation. Once finalised, local authorities will be required to have due regard to this statutory guidance in exercising their functions relating to homelessness and prevention of homelessness, including their functions under Part 7 of the 1996 Act (as amended) and under the Homelessness Act 2002. The new code will replace and consolidate the previous version published in 2006 and supplementary guidance issued in August 2009, November 2012 and November 2014.

Agenda Item 21

Resources Board

29 January 2018

Report of the Assistant Director (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 and Chambers 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. 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 no, or very poor, service and to help support the delivery of Superfast Broadband (24Mb+). This was in recognition of the fact that Broadband provision across Britain was inequitable with rural and remote areas often having no provision, no choice or struggling to get a basic service. Broadband was also increasingly being regarded as essential and a "utility" service.
- 3.2 BT was awarded the national contract to carry out BDUK work and has provided funding into the various regional projects. The first CSW contract, known as "Contract 1", was awarded in May 2013.

- 3.3 An initial Broadband UK (BDUK) grant of £4,070,000 was made to the CSW sub-region. This Council provided £197,868 as a contribution towards public sector match funding of £8.9m for Contract 1.
- 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 December 2018

- 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 £380k of grant was matched by Solihull MBC to enable them to prioritise improvements in their area, some of which will have benefited bordering North Warwickshire properties. This investment phase is 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 and so far has required an average public subsidy of £549 per premise.
- 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 BT to deliver better value for money and rolled into the delivery of Contract 2, part 1.
- 4.4 Public investment in Contract 2 will be £8.12m and the work is being delivered in phases, referred to as 'waves', with the final wave of Contract 2 (wave 9) starting in January 2018. At 6/12/2017 Contract 2 had delivered upgrades to an additional 143 cabinets which serve 12,917 premises.
- 4.5 Take up (the number of people signing up for Superfast Broadband services) has exceeded expectation with over 45% of premises in Contract 1 connected and 40% take up for Contract 2. The higher the level of take up the more BT reinvests as Gainshare in the project.
- 4.6 The Project is about to celebrate that 60,000 premises are able to connect to the fibre network as a direct result of the investment through the CSW Broadband project.
- 4.7 It is anticipated that 96.3% of premises in North Warwickshire will be able to connect to Superfast Broadband by the end of Contract 2, at the end of 2018.

5 **Contract 3 : Starts Summer 2018**

- 5.1 The packages of work for Contract 3, valued at £15m, went out to open tender in February 2017. It attracted 7 bids and was awarded to British Telecommunications PLC (BT) after a rigorous evaluation exercise.
- 5.2 Funding for Contract 3 includes BDUK grant, other government funding through ERDF and the LEP and match funding from all participating 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 a BT cabinet, and many of these will need more challenging and costly direct 'Fibre to the Premise' (FTTP) solutions. This type of connections will be capable of delivering ultrafast speeds (over 80Mb).
- 5.4 Work on Contract 3 is due to start in summer 2018 and be complete by December 2019. It is the projects goal 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 the 99.4% should be achieved.
- 5.5 Current data suggests that there are 2135 premises in North Warwickshire included in Contract 3, which would leave fewer than 180 premises without Superfast Broadband at the end of Contract 3.
- 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 BT 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, we will still have premises 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 has led to a grant of £2m in capital infrastructure funding, which is being matched, to provide £4m for infrastructure to increase availability of Superfast Broadband at speeds of 30Mbs to around 400 eligible business premises.

- 6.2 There is also £600,000 revenue from the ERDF for Business Support activities which can 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 The Coventry and Warwickshire Local Economic Partnership (LEP) has allocated £1m capital infrastructure funding to supplement the EDRF funding for the 400 eligible businesses.
- 6.4 **Rural properties** - The Project Team is looking at future funding opportunities, including DEFRA grants, to help connect those most rural properties that Contract 3 is unable to fund or where there is commercial failure.
- 6.5 **Engagement** - Up to now the project has worked with local Broadband Champions who volunteered to represent communities and help with communication. This has worked well, however the project is now moving into small communities, without local champions and which have not previously been involved in the project and where 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.
- 6.6 The CSW Team is planning to hold events in boroughs and is working on developing individual parish maps and more tailored information which parishes may want to publish on their websites.
- 6.7 **New properties** – 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 are working 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.
- 6.8 We will also reach a point where the cost of providing broadband, using the BT 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 Environment and Sustainability Implications

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

7.2.2 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.

7.2.3 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.

7.3 Risk Management Implications

7.3.1 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.

7.4 Equalities Implications

7.4.1 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"

7.5 Links to Council's Priorities

7.5.1 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	23/5/2016

Agenda Item No 22

Resources Board

29 January 2018

**Report of the
Assistant Director Housing**

Borough Care Service

1 Summary

- 1.1 This report provides information for the Board about the Council's Borough Care service and proposes extending it into a neighbouring borough.

Recommendation to the Board

- a That the continued accreditation of the Borough Care Service by the Telecare Services Authority be noted;**
- b That a small pilot project to test the viability of introducing a mobile network alarm service be supported;**
- c That the proposal to extend the Borough Care Service into the Nuneaton and Bedworth area be agreed subject to the final arrangements being confirmed with the Chair of the Resources Board;**
- d That the policy statement for none payment of charges set out at Appendix A be agreed; and**
- e That the extension of the employment of the Borough Care Promotional Officer until March 2019 be agreed.**

2 Consultation

- 2.1 The report is based on the discussions of the Borough Care Task and Finish Group at its meeting on 29 November 2017. The Members on Borough Care Task and Finish Group are Councillors D Wright, Smith, Bell, Davey, Clews, Chambers, and Phillips.

3 Current Position

- 3.1 A report which made proposals following the review of the Borough Care service was considered by the Resources Board and Executive Board from January 2016 to April 2016. A charging policy was agreed by Full Council in May 2016. The Community Support Section has acted to implement the policy.
- 3.2 The Borough Care service currently supports 2010 households (2524 people) in North Warwickshire and 1300 households (1473 people) as part of a contract for Nuneaton and Bedworth's sheltered schemes.
- 3.3 The service is being promoted with the assistance of a Promotional Officer who works part time. From a position where the service was not being promoted she has developed extensive professional networks and partnerships in order to promote the service. In the last six months the publicity material for the service has been changed to try and appeal to potential customers of all ages.

4 Telecare Services Authority (TSA) Report

- 4.1 The Borough Care service has held an accreditation from the professional body for assistive technology operators since 2015. This is an important independent endorsement of our service which potential partners and customers can recognise. This year the Telecare Services Authority has changed their audit method for organisations who seek accreditation from this recognised professional body. They have moved from a self-assessment and desk top methodology to one which requires the provision of specific service information and an on-site audit.
- 4.2 The outcome of the audit remains either pass or fail – accredited or not accredited. However it is more valuable because constructive feedback is given.
- 4.3 Borough Care has sustained its accredited status. In addition the auditor has provided positive feedback about the ethos and quality of the service provision. The report has been placed in the Members' Offices for information.
- 4.4 The report also provides for recommendations for action. An action plan has been set out to address the recommendations. The most notable actions are to review the operational training and quality monitoring processes; to develop a serious incident de-brief procedure and to develop a dispersed alarm replacement programme.
- 4.5 A dispersed alarm replacement programme is required to ensure that customers have the most reliable equipment now and it anticipates the change to digital equipment in 2025 when all of the Council's current lifeline alarms will have to be replaced.

5 Considerations for introducing a mobile network alarm service

- 5.1 A number of people no longer use landline telephones at home and instead rely on their mobile telephone for their means of communication either to save money or because they feel that a landline is not necessary. The Borough Care service currently only uses alarm equipment that operates using a telephone landline system only. This means that potential customers who only use a mobile phone are excluded from the Borough Care service.
- 5.2 In recent years alarms which allow for the use of mobile network technology have improved. The development of machine to machine mobile technology means that it is now possible to provide Borough Care applicants with an alarm unit that operates using a mobile network. The technology is machine to machine and therefore not the same as a mobile sim card that links into a domestic mobile telephone system. These developments mean that there is an improvement in call receipt reliability.
- 5.3 There is a cost difference in providing this technology which is covered in the financial implications below. This is because unlike landline alarms where the call costs are born by the service user the call costs need to be factored into the service provision costs. It is a flat monthly charge that includes the cost of all calls made by the alarm unit regardless of how many are made.
- 5.4 The Borough Care Task and Finish Group considered the opportunity the new technology for mobile networks provides. The Group has proposed that we pilot the new units with about 12 customers first in order to confirm their reliability. If the pilot is positive consideration can be given to providing the mobile network technology as a choice for customers. If we do so the charge made will have to be considered and agreed.
- 5.5 If the pilot is successful the introduction of the new equipment will anticipate the change from analogue to digital in 2025 when the national PSTN telephone system will change and all our lifelines will have to be digital.

6 Extending the Borough Care Service to Nuneaton and Bedworth

- 6.1 The Council has a long standing contractual relationship with Nuneaton and Bedworth Borough Council to provide a 24/7 monitoring service for their sheltered schemes. It is proposed that the Borough Care service is extended further in Nuneaton and Bedworth so that residents in the area can access the service if they choose. If successful this will provide additional income for the Council to continue to support the Borough Care service.
- 6.2 It is not proposed that the Borough Care service is extended generally but specifically into Nuneaton and Bedworth as a natural addition to the service that is currently provided in the area and supported by the Borough Council. The borough of Nuneaton and Bedworth has a population of 126,174 of which 23,182 residents are over 65 years old and approximately 11,800 (of all ages) have a significant disability. Initially the promotional work already being delivered in North Warwickshire will be extended over the border in order to establish the systems of work required to deliver the service in a neighbouring area. However there are already many organisations which the Promotional

Officer has established relationships with that support residents in North Warwickshire, Nuneaton and Bedworth who have expressed a wish to be able to refer customers from all areas to Borough Care.

- 6.3 Due to the reduction in numbers of customers connected to the Borough Care service following the introduction of a charge it is proposed that the service is extended using the current staff levels. There is sufficient capacity in the control room to extend the monitoring service. There is also sufficient capacity in the visiting team to be able to install the lifeline alarm equipment and provide for one visit annually. An annual visit is the Telecare Standards Authority requirement. Customers in North Warwickshire receive two visits as a minimum annually.
- 6.4 The contractual arrangement with Nuneaton and Bedworth Borough Council provides for the Borough Care service to deliver the monitoring alarm service and the installation of the equipment. Nuneaton and Bedworth Borough Council staff provides for the visiting and out of hours support to their tenants as Borough Care does for this Council's customers. It would not be possible for Borough Care to provide the same level of support to customers in Nuneaton and Bedworth with the current staff levels as we deliver in North Warwickshire. Our current service provides for monitoring and twice yearly visits and in addition we visit following a hospital stay, if a family member cannot be contacted or if there is a no response to an alarm call. To provide this level of service the Council would need to work with another organisation. Two possible options are being explored – a partnership with Nuneaton and Bedworth Borough Council or a contractual arrangement with the Fire Service to provide an emergency response.
- 6.5 It will be preferable to offer the same service that is delivered to North Warwickshire's residents – monitoring, visiting and support. If a partnership cannot be found immediately to deliver the visiting service we could proceed with a monitoring only service initially and then develop it. However this would mean making an initial charge and then increasing it as the support service is developed.

7 Policy position for none payers

- 7.1 Borough Care Customers choose to have the service and therefore very few do not pay the charge due. However some customers do fall into arrears. When they do we act to understand their circumstances and offer support if required but if the non-payment continues we need to have a policy which allows the service to recover equipment.
- 7.2 The current level of arrears connected to Borough Care charges is £3493.00. Most of these are small amounts and reflect a continuing charge for the service when a customer has moved on (died or gone into residential care). These can be dealt with in accordance with usual sundry debtor arrangements. About 20 customers who continue to use the service are currently in arrears. Both the Finance and Borough Care teams are working with customers to get their accounts back on track.

- 7.3 Internal Audit has recommended that the Council adopt a policy for recovery of arrears connected to the Borough Care service. A draft policy is attached for consideration at Appendix A. The policy statement reflects the need to work with customers sensitively and for the two teams to act together to assist them.

8 Promotional Work

- 8.1 The promotional work continues to develop. Some of the engagement which is now becoming productive has taken time to develop because we had to build networks and communications from scratch. We have refreshed our promotional material and in addition to the networks she has been developing the Promotional Officer has been able to gain support from a number of GP surgeries and pharmacies in order to provide information about the service and has had a number of 'pop up' events in local shops. Good partnership work is also being developed with the HEART service which has also produced a communications plan to market its services.
- 8.2 At the Task and Finish Group it was proposed that the contract term of the Promotional Officer be extended so that the communications being developed can continue and be extended. If the proposal is agreed to extend into Nuneaton we will need a Promotional Officer to actively support this new development. There are funds available in the Borough Care reserve budget which will support this extension of contract.

9 Report Implications

9.1 Finance and Value for Money

- 9.1.1 The introduction of charging for Borough Care from April 2016 has raised an income for the Council to support the delivery of the service.
- 9.1.2 The 2017-2018 budget for the Borough Care service makes provision for £494,910 of expenditure and £289,440 of income. Whilst the increase of the charge for all customers to £3.50 and the development of the promotional work will help to increase the income for the service offering it to residents in Nuneaton and Bedworth will support income generation.
- 9.1.3 The charge which will be made to customers in Nuneaton and Bedworth is yet to be finalised. It will be at a level which provides for full cost recovery. If the proposal to extend the service into Nuneaton and Bedworth is agreed the Assistant Director (Housing) will advance discussions with potential partner organisations to provide for the visiting support element of the service. If we are able to negotiate a partnership agreement it is anticipated that a charge of £4.50 will be made to customers in Nuneaton and Bedworth. They will be expected to pay the charge by Direct Debit. This remains competitive compared to other similar service providers and it is not our intention to ask for an up-front fee or equipment or installation charge as other suppliers do.

9.1.4 Extending the contract of the Promotional Officer until March 2019 will cost (£20,040). This can be funded from the earmarked reserve which was created to promote the Borough Care service.

9.1.5 The change to equipment which is compatible with the digital telephone system will be planned during next year with a view to changing the equipment from 2019-2020. The industry does not currently have a mainstream solution to provide for the change and the Community Support Manager will review requirements and the cost of equipment as the industry develops suitable alternatives.

9.2 Safer Communities Implications

9.2.1 The 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.

9.3 Human Resources Implications

9.3.1 When charges were introduced for the service 30% of Borough Care customers decided that they did not want to continue to receive the service. This means that there is capacity within the current staff levels to extend the service into Nuneaton and Bedworth. Staff levels will be reviewed as the service extends. However working in partnership with another organisation means that there is no expectation in the near future that staff levels would need to increase.

9.3.2 It is proposed that the temporary contract of the Borough Care Promotional Officer be extended until 31 March 2019 to develop the promotional work in North Warwickshire and support the extension of the service into Nuneaton and Bedworth. Extending the contract means that the current post holder will be entitled to redundancy rights. When the contract ends the post holder will be engaged within a formal consultation process, one of the aims of which is to find ways to avoid the prospect of any redundancy. The Council will endeavour to redeploy the post holder, who would be entitled to a salary protection period of one year. However if this is not possible there will be costs connected to the redundancy.

9.4 Equality Implications

9.4.1 The policy criteria for the service meets Equality Act requirements. It is open to adult applicants of all ages and there is an intention to make the same charge to all.

9.5 Risk Management Implications

- 9.5.1 There is a risk that the current service capacity could be stretched in order to extend the service into a neighbouring area with a compromise to service delivery to residents in North Warwickshire. This risk is mitigated initially by the capacity gained when the numbers of customers reduced when a charge was introduced for the service. Service capacity will be kept under close review as new customers join the service.

9.6 Legal, Data Protection and Human Rights Implications

- 9.6.1 Appropriate procedures are in place to ensure that any extension of the Borough Care Service for residents from Nuneaton and Bedworth will be compliant with the existing Data Protection Act requirements. The procedures will be developed as necessary to meet the General Data Protection Regulation which is enforceable in May 2018.

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

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

Borough Care Service Charges

1 Recovery of Equipment and Outstanding Charges

When customers bring the Borough Care service to an end we act to recover our equipment. Charges are still applicable until the equipment is recovered. If we are not able to recover the equipment within a month the service charge will be ended at the end of that period.

If we are notified that a tenant has died we stop charging for the service from the date that the customer died.

In most cases customers co-operate and return the equipment or allow us to collect it. However in some circumstances the equipment is not returned as soon as the person has moved on. In these cases a small arrear can arise. These are dealt with sensitively in accordance with the Council's sundry debtor procedures. For example the family of a customer who has died will not be asked to pay a minimal outstanding charge.

2 Management of Arrears

Borough Care Customers choose to have the service and therefore very few do not pay the charge due. However some customers do fall into arrears. For fairness it is important that all Borough Care customers contribute to the cost of the service in accordance with the Council's agreed policy for charges. Where customers fall into arrears we will act sensitively to find out why the payments are not being made and to assist the customer to get back on track and to sustain the service for their needs.

- a) If a Borough Care customer's account falls into arrears in the first instance Finance will contact the service user by an automated letter initially and then by telephone to find out how we can assist and whether there has been a misunderstanding about the payments.
- b) If the customer does not pay or bring their account up to date following the personal contact the Finance Department will notify Community Support Manager/Control Centre Supervisor. This is in order to understand whether the customer has circumstances that we know about that are having an impact on their payments (for example they have chosen to pay by bar code and are in hospital).

- c) If required the Community Support Manager/Control Centre Supervisor will arrange for a Community Support Officer to make contact and/ or make a home visit to make enquiries about the customer's circumstances. It is not the role of the Community Support Officer to seek payment for an account as it is a conflict with their support role however their enquiries may result in a good understanding about the reasons surrounding the none payment.
- d) If a solution by way of personal contact is not found a friendly letter should be sent to the customer explaining that the account is in arrears and asking whether we can assist. This can include requesting permission to contact someone on their behalf who may be able to assist. This could be to contact family or local charities to assist in the matter.
- e) If no payments or agreement to pay has been received as a result of the personal contact a letter will be written to the service user informing them that the Council will have no option but to consider ending the Borough Care service for them and asking them to make an arrangement with us to return the alarm equipment.
- f) If no contact is made by the customer further enquiries will be made. If necessary a final letter will be sent to the service user informing them that we will have to end the service to them after two weeks of the date of the letter and make an arrangement to collect the equipment and a date when this will be carried out. We would expect this position to be reached within a period of no longer than 4 months in order to safeguard the Council's income.
- g) Once the alarm equipment has been collected the service user's account should be closed in accordance with the Borough care Service User Account Closure Procedure.
- h) Should the service user re-apply for the Borough Care service at a future date their application should only be accepted once outstanding monies for the previous service period have been paid in full.

As part of the final letter referred to at 'f' above the customer will be advised that if they do not agree with the Community Support Manager's decision they can ask for a review by the Assistant Director (Housing).

Agenda Item No 23

Resources Board

29 January 2018

**Report of the
Assistant Director (Housing)**

CCTV Service for Atherstone

1 Summary

- 1.1 This report provides information for the Board about the Council's CCTV service and proposes the purchase of new equipment to provide for an upgrade from an analogue to a digital system.

Recommendation to the Board

- a That the Board notes the content of the report;**
- b That the Board approves the replacement of CCTV equipment that NWBC is responsible for with digital IP equipment that is able to fully integrate with digital IP CCTV cameras to be purchased by Atherstone Town Council; and**
- c That the Board supports the proposal that a joint tender exercise is undertaken to procure the control room equipment and the new cameras required by Atherstone Town Council to ensure compatibility.**

2 Consultation

- 2.1 The report has been shared with the Local Councillors for Atherstone in advance of the meeting. Any comments provided will be shared at the Resources Board.

3 Introduction

- 3.1 The Atherstone town centre public space CCTV system was installed in 2002 having secured full funding from the Government's Crime Reduction Programme that was available at that time. The scheme is operated by North Warwickshire Borough Council in partnership with Atherstone Town Council and Warwickshire Police.
- 3.2 Atherstone Town Council is responsible for 17 analogue pan, tilt and zoom (PTZ) CCTV cameras and the fibre optic network that connects them to the control centre image processing, monitoring and recording equipment located in the Council House. Atherstone Town Council contributes towards the cost of operating the CCTV service, paying for 35hrs per week staffing costs and a pro rata maintenance cost relating to the equipment they are responsible for.

- 3.3 NWBC is responsible for the control centre equipment, as well as 4 analogue PTZ and 7 analogue static CCTV cameras that are located at the Council depot, Atherstone Leisure Centre and the Council House respectively. The funding of the service minus Atherstone Town Council's contribution is provided by NWBC, which is also responsible for the day to day management and monitoring of the cameras. Warwickshire Police's role in the Partnership is in an advisory capacity and as the main beneficiary of the scheme with their being provided with pro-active intelligence through live monitoring as well as intelligence and evidence in the form of recorded images.
- 3.4 The control centre monitoring and recording equipment was upgraded in the summer of 2009 to improve the quality of evidential images for use by the Police and also greatly improve image reviewing capabilities. The upgrade included replacing old CRT monitors with flat screen monitors, replacing the VHS tape recording system with a digital hard drive one, and replacing the CCTV image review suite with a simpler to use digital one with much a more efficient image retrieval capability substantially reducing search and image retrieval times.
- 3.5 The analogue camera image processing system and analogue cameras were not replaced at the time because it was not considered necessary or expedient to replace the CCTV cameras. When the control centre equipment was replaced the 7 year old cameras still provided comparable images to newer analogue CCTV cameras available at that time and, although digital CCTV camera technology was emerging, it was decided to wait before considering camera replacement until digital camera technology had become more established and could provide demonstrably better quality images than analogue systems before adopting it. It was clear that digital technology would eventually replace analogue technology because its development potential was far greater than that of analogue but at that point in time it was felt it had not developed sufficiently to make it a cost effective and sufficiently advanced technology to justify the expenditure required to replace the old network of cameras.

4 Current Position

- 4.1 It has now become necessary to consider upgrading the CCTV scheme's equipment in the near future for practical reasons but will also provide very significant technical benefits because the CCTV cameras are now over 15 years old and of a design type that is even older. Digital CCTV camera technology has become firmly established since the control centre upgrade and the image quality and performance of new full HD (high definition) digital CCTV cameras has greatly exceeded the performance of analogue technology. However, crucially, as well as improving the Atherstone CCTV scheme by upgrading to digital CCTV cameras for image quality considerations, it is very real practical considerations that make replacing the PTZ CCTV cameras necessary.
- 4.2 The reason they need to be replaced is because approximately 5 years ago the company that manufactured the mechanisms which enable the CCTV cameras to pan, tilt and zoom along with the domes that the mechanisms are housed in ceased trading. This has led to the availability of spares and replacement parts becoming an increasingly significant issue over time with the maintainer now often having to use refurbished parts from old CCTV cameras of this type that have been discarded when systems have been upgraded and replaced. Such parts tend to be less reliable and are having to be replaced more regularly than new parts would, so that

more frequent remedial maintenance is required as the cameras age. As a consequence camera downtime is increasing, especially as the cannibalised, obsolete parts become scarcer with the potential that at a point in the not too distant future repairs may no longer be possible.

4.3 Another important practical consideration regarding replacement of the system is that, although the control centre VHS recording equipment was replaced 8 years ago with a digital recording system, the software program used by the review suite for locating specific images and downloading them to external media for the police and other agencies is now obsolete (Windows Vista operating system) and no longer fully supported. Therefore, a new or upgraded review suite operating platform will be required in the near future regardless of the other practical considerations.

4.4 As highlighted earlier in this report, the current Atherstone town centre CCTV system, both cameras and control centre equipment is, in practical and technological terms, nearing the end of its useful working life and indeed has far exceeded the operational life expectancy that is considered normal for such equipment. Atherstone Town Council has informed the CCTV Partnership that it has started investigating the replacement of the 17 PTZ cameras it is responsible for with HD digital ones. However, it will not be possible to do this unless there is a significant upgrade to the control centre image processing, monitoring and recording system to enable it to process digital camera images rather than the current analogue ones. In order, therefore, to accomplish this it will be both necessary and logical to upgrade the complete system as a single project to ensure a seamless integration and optimum performance between the cameras and the control centre equipment, with costs being apportioned between the Partners to reflect the equipment each is responsible for.

5 **New Technology**

5.1 The new generation of digital CCTV cameras provide images in full HD (High Definition) and even 4K (Ultra HD) format although 4K format is only just becoming available for certain cameras. As with domestic TVs these picture formats deliver far sharper images with markedly enhanced detail than can be obtained from analogue equipment, which in the context of CCTV would greatly assist recognition and identification, enabling more accurate descriptions to be provided to the police as well as far more detailed images for use as evidence. Other digital camera developments include:

- Greatly enhanced low light image quality compared to the scheme's existing cameras.
- Far greater zoom capabilities, typically more than 30x compared to the 10x of the scheme's existing PTZ cameras
- Fewer moving parts in pan, tilt and zoom mechanisms providing greatly increased reliability
- Whole camera unit quick swap capability to enable much faster maintenance turn round with minimal camera down times
- Internet protocol (IP) network system architecture provides much increased flexibility and development potential

- 5.2 Another new development in CCTV camera technology is panoramic cameras that offer 180° and 360° views. This technology is in its infancy but has the potential to provide many advantages over existing single lens cameras by being able to provide images of much greater areas, enabling images to be captured that may have been missed by a standard camera because of its limited angle of view, which is typically around 45°.
- 5.3 Changing from analogue to digital CCTV cameras will simplify and improve the quality of the control centre system that manages the movement of cameras and records the images the cameras generate. An upgraded CCTV system using IP digital technology would mean server based software programs would drive the equipment rather than require specific physical equipment such as matrices, interfaces, overlay units and encoders to process and convert the images from analogue to digital formats in order to enable the recording and control of cameras.
- 5.4 A further benefit of utilising IP digital CCTV technology will be the potential to incorporate video analytics software into the control centre system. Video analytics is a developing aspect of digital CCTV that will become an increasingly important tool in helping to detect and prevent crime in the coming years. Although face and object recognition and whole person identification programs are currently still relatively limited to specialist applications and are comparatively expensive, such programs are being refined rapidly and costs will reduce exponentially within the next few years, making such programs viable for adoption by mainstream security CCTV providers.
- 5.5 Moving to an IP based digital system architecture will also provide an operating platform that can be expanded to connect to and manage other CCTV schemes within the borough such as those operated by Coleshill and Polesworth Parish Councils, and the leisure centre systems should this be a future strategic consideration.

6 **Proposal**

- 6.1 Given the position with regard to the availability of spares for the PTZ cameras and the obsolescence of the control centre review suite facility it will be necessary to upgrade the CCTV system in the near future or face a situation whereby both cameras and review suite can no longer be reliably maintained and supported.
- 6.2 As indicated earlier in the report, Atherstone Town Council have already begun investigating options for replacing their cameras and are considering 180° and 360° panoramic types to replace many of the PTZ cameras they are responsible for. This type of camera appears to offer a number of benefits over standard PTZ cameras but, to date, due to their very recent introduction into the public space CCTV marketplace, no examples of their deployment have been found in a town centre scheme in order to gauge their effectiveness within a real world operational environment.
- 6.3 Atherstone Town Council's desire to upgrade all of their cameras to IP digital types provides a compelling argument to upgrade the cameras NWBC is responsible for at the same time. NWBC's PTZ cameras are affected by the same issues as those belonging to Atherstone Town Council; NWBC's static cameras are very old with limited specifications; and continuing to use analogue cameras would require the continued use of the old control centre system just for these cameras and having to

integrate it into a new system, which would which would increase the complexity of the infrastructure as well as increasing the cost of maintenance, and the issues relating to the legacy PTZ cameras would remain unresolved.

- 6.4 It is logical and necessary for NWBC and Atherstone Town Council to develop a joint tender for the project in order that the cameras and control centre equipment can be fully integrated to ensure the CCTV system operates effectively and the maximum benefits are provided. It is therefore proposed that a single tender for the entire works be drawn up in consultation with Atherstone Town Council with the equipment replacement cost being apportioned to each council in accordance with the equipment each is responsible for.
- 6.5 Replacing the cameras also provides the opportunity to examine the locations of the current cameras to ensure they are still relevant and positioned where the maximum benefits can be obtained. Since the cameras were first installed 15 years ago there are certain locations where trees have grown significantly and their foliage now reduces the field of vision of particular cameras. Some pruning has taken place over the years but many of the trees are subject to preservation orders and cannot be cut back sufficiently to allow better fields of view. In such instances it might be expedient to explore the viability of re-siting affected cameras to maximise their performance.
- 6.6 It is estimated that the tender document can be produced by the end of May 2018 and the contract awarded in July 2018 for the upgrade to be carried out between August 2018 and September 2018. It is proposed to include a maintenance contract within the tender for a period of 3 years post guarantee period with a 2 year option to extend.

7 Report Implications

7.1 Financial Implications

- 7.1.1 The revenue budget for the Atherstone CCTV scheme for 2017-2018 is £128,940 after deducting Atherstone Town Council contribution of £32,120 towards its operation.
- 7.1.2 The capital budget for the replacement of the Council's control room equipment is £136,700. When the equipment in the review suite was replaced in 2009 the cost was £91,240. The replacement of the equipment and cameras during 2018-2019 is expected to be in the region of £90,000 to £120,000 subject to tender. Atherstone Town Council have indicated that they have sufficient funds to upgrade the CCTV camera equipment they are responsible for to enable the purchase of a full HD IP digital CCTV system that will meet local needs into the future.
- 7.1.3 Should Members agree for the complete CCTV system upgrade to be implemented some further research will be necessary to ascertain what CCTV equipment will be most suitable for CCTV partnership's requirements before drafting a specification for the upgrade. Once the research has been completed and the draft specification produced the document will then be provided to Atherstone Town Council for their views and comments. When these have been obtained and the equipment schedule approved by the partnership a tender document can then be produced and advertised in accordance with the Council's Contract Standing Orders.

7.2 Crime and Disorder Implications

7.2.1 The Atherstone Town Centre CCTV scheme helps to realise the Council's corporate priority to reduce levels of crime and anti-social behaviour and the community's fear of crime.

7.3 Legal, Data Protection and Human Rights Implications

7.3.1 The CCTV scheme has to comply with the Police and Criminal Evidence Act 1984, the Criminal Procedures and Investigations Act 1996, the Human Rights Act 1998, the Data Protection Act 1998, the Freedom of Information Act 2000, the Sexual Offences Act 2000, the Regulation of Investigatory Powers Act 2000, the Private Security Industry Act (PSIA) 2001 and the Protection of Freedoms Act 2012 and the Secretary of State's Surveillance Camera Code of Practice.

7.3.1 Any revisions to the Council's procedures and processes arising from the implementation of new CCTV equipment will need to be compliant with the General Data Protection Regulation. This is currently subject to a draft Data Protection Bill being prepared by the Government. Work is in hand currently to help prepare for compliance with the regulation.

7.4 Sustainability Implications

7.4.1 Initiatives that are designed to reduce levels of crime and anti-social behaviour and the real fear of crime have a positive and lasting impact on the quality of life of individuals and the community in general.

The Contact Officer for this report is Gary Thomas-McGenity (719303).

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

Agenda Item No 24

Resources Board

29 January 2018

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

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

Agenda Item No 25

Housing Management Section – Review of Tenancy and Neighbourhoods Service – Report of the Assistant Director (Housing)

Paragraph 1 - by reason of the report containing information relating to an individual.

Agenda Item No 26

Sale of Land Kingsbury

Paragraph 3 – by reason of the report containing financial information.

Agenda Item No 27

Irrecoverable Local Taxation Debts – Report of the Assistant Chief Executive (Community Services)

Paragraph 1 – by reason of the report containing information relating to an individual.

Agenda Item No 28

Request for Disabled Facilities Grant to provide for a Housing Adaptation – Report of the Assistant Director (Housing)

Paragraph 1 – by reason of the report containing information relating to an individual.

Agenda Item No 29

Partnering Contract – Electrical Inspections and Works – Report of the Assistant Director (Housing)

Paragraph 3 – by reason of the report containing financial information.

The Contact Officer for this report is David Harris (719222)