

**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**

**30 January 2017**

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 30 January 2016 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 14 November 2016** – 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](mailto:democraticservices@northwarks.gov.uk).

**PART A – ITEMS FOR DISCUSSION AND DECISION  
(WHITE PAPERS)**

6 **Corporate Plan 2017-18** – 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 2017-18 Service Plans for the Housing, Finance and Human Resources, Community Services and Corporate Services Divisions and the Internal Audit Service.

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

7 **General Fund Fees and Charges 2017/18** – 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 2016/17 and the proposed fees and charges for 2017/18.

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

8 **General Fund Revenue Estimates 2017/18 – Services Recharged Across All Boards** – Report of the Deputy Chief Executive

**Summary**

This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

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

9 **General Fund Revenue Estimates 2017/18 – Services Remaining within the Board** – Report of the Deputy Chief Executive

**Summary**

This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2018/19, 2019/20 AND 2020/21.

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

10 **General Fund Revenue Estimates 2017/18 - Summary** - Report of the Deputy Chief Executive – REPORT TO FOLLOW

**Summary**

This report covers the revised budget for 2015/16 and an estimate of expenditure for 2016/17, together with forward commitments for 2017/18, 2018/19 and 2019/20.

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

11 **Housing Revenue Account Estimates 2017/18 and Rent Review** – Report of the Deputy Chief Executive – REPORT TO FOLLOW

**Summary**

The report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

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

- 12 **Capital Programme 2017/18 to 2019/20** – Report of the Assistant Director (Finance and Human Resources)

**Summary**

This report identifies 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).

- 13 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement for Annual Investment Strategy for 2017/18** - Report of the Deputy Chief Executive

**Summary**

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2017/18.

The Contact Officer is Sue Garner (719374).

- 14 **Procurement and Commissioning Strategy 2017 – 2021** – Report of the Assistant Director (Corporate Services)

**Summary**

This report presents the draft Procurement and Commissioning Strategy 2017 - 2021 to Members for their consideration, comment and approval.

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

- 15 **Recovery of Council Tax, and Non-Domestic Rates – Court Authorisation** – Report of the Assistant Director (Community Services)

**Summary**

This report requests that authorisation be granted to David Sims to prosecute or defend on the Council's behalf or appear in proceedings before a Magistrate Court in relation to the recovery of Council Tax, and Non-Domestic Rates in accordance with Section 223 of the Local Government Act 1972.

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

- 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 2016/17 towards implementing the approved Information and Communications Technology (ICT) Strategy for 2015 – 2019.

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

- 17 **Internal Audit – Performance for First Half 2016/17** – Report of the Deputy Chief Executive

**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 Barbara Haswell (719416)

- 18 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2016** – 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 2015.

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

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

**Summary**

This report provides information for the Board about the implementation of the Council's charging policy for the Borough Care service.

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

- 20 **Amenity Standards for Houses in Multiple Occupation** – Report of the Assistant Director (Housing)

The Council has a responsibility with regard to Houses in Multiple Occupation in the Borough. This report provides information about this responsibility and proposes that standards are agreed which provide a guide for landlords about how they should act when they own such premises.

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

- 21 **Lettings Policy** – Report of the Assistant Director (Housing)

### **Summary**

This report provides the Board with information about the pressures on the Council's Lettings Policy proposes some changes to how properties in one of its sheltered schemes are let and sets out future options.

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

- 22 **Civil Parking Enforcement Update** - Report of the Assistant Director (Streetscape)

### **Summary**

This report updates Members on progress to date with the implementation of Civil Parking Enforcement within North Warwickshire and outlines the next stages in the process.

The Contact Officer for this report is Richard Dobbs (719440).

- 23 **Government Consultation – Funding for Supported Housing** – Report of the Assistant Director (Housing)

### **Summary**

In November 2014 the Resources Board considered a report about the budget cuts Warwickshire County Council intended to make to the Supporting People Programme. Those budget reductions have now been implemented. This report informs the Board about a Government consultation which sets out its intention to provide a fund for supported housing which will be directed to through the County Council.

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

- 24 **Notes of Scrutiny Board – Communications Task and Finish Group Meeting held on 30 November 2016** (copy herewith).

25 **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.**

**PART C – EXEMPT INFORMATION  
(GOLD PAPERS)**

26 **Sale of Land** – Report of the Assistant Director (Housing)

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

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

JERRY HUTCHINSON  
Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE RESOURCES BOARD

14 November 2016

Present: Councillor D Wright in the Chair

Councillors Chambers, Davey, Davis, N Dirveiks, Henney, Moss, Simpson, Waters and A Wright.

An apology for absence was received from Councillor Lea (Substitute Councillor A Wright)

Councillors Humphreys and Phillips were also in attendance.

#### 31 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

#### 32 **Minutes of the Resources Board held on 6 September 2016**

The minutes of the meeting of the Board held on 6 September 2016, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

#### 33 **Treasury Management Update 2016/17**

The Deputy Chief Executive reported on the Treasury Management activity for the period up to the end of September 2016

**Resolved:**

**That the Treasury Management activity for the period up to the end of September 2016 be noted.**

#### 34 **Capital Programme 2016/17 Period 6 Update**

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2016/17 Capital Programme in terms of expenditure up to the end of September 2016.

**Resolved:**

**That the progress made against the 2016/17 Capital Programme be noted.**

**35 General Fund Budgetary Control Report 2016/17 – Period Ended 30 September 2016**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2016 to 30 September 2016. The 2016/17 budget and the actual position for the period, compared with the estimate at that date, were given, together with an estimate of the out-turn position for services reporting to the Board.

**Resolved:**

**That the report be noted.**

**36 Housing Revenue Account Budgetary Control Report 2016/17 – Period Ended 30 September 2016**

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 2016.

**Resolved:**

**That the report be noted.**

**37 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2016**

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 2016.

**Resolved:**

**That the report be noted.**

**38 Internal Audit – Performance for Second Quarter 2016-17**

The Deputy Chief Executive reported on the progress of the Council's Audit function against the agreed plan of work for 2016-17.

**Resolved:**

**That the report be noted.**

39 **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.**

40 **Request to Purchase Land**

The Assistant Director (Housing) informed the Board about a request to purchase some of the Council's land in Old Arley.

**Resolved:**

**That the request to purchase the piece of land, as shown in Appendix A to the report of the Assistant Director (Housing), be refused.**

41 **Request to have a Licence over Land**

The Assistant Director (Housing) and the Assistant Director (Streetscape) informed the Board about a request for a licence to cross a Council layby in Baddesley Ensor.

**Resolved:**

- a That the request to have a licence to cross the Council's land in front of 95 St Nicholas Estate, Baddesley Ensor, as shown in Appendix A to the report of the Assistant Director (Housing) and Assistant Director (Streetscape) be agreed; and**
- b That, in consultation with Local Ward Members and relevant officers, the Assistant Director (Streetscape) be given delegated authority to consider and approve further requests for licences to cross land on the St Nicholas Estate, Baddesley Ensor.**

42 **Request to Rent Land in Ansley**

The Assistant Director (Housing) asked Members to consider a request from a resident to rent a parcel of Council owned land within the village of Ansley for the purposes of light grazing and keeping bees.

**Resolved:**

- a That the request to rent the parcel of land as shown in Appendix A to the report of the Assistant Director (Housing) on the terms set out in paragraph 3.2 of the report be agreed; and**

- b That a Scheme of Delegation in respect of the rental of, or access over, Council owned land be brought to the next meeting of the Board.**

**43 Request to purchase Council owned garages**

The Assistant Director (Housing) detailed a request that had been received to purchase two garages in the Council's ownership in Friary Road, Atherstone.

**Resolved:**

**That the request to purchase two garages in the Council's ownership in Friary Road, Atherstone, as shown in Appendix A to the report of the Assistant Director (Housing) be refused.**

**44 Development at Ridge Lane**

The Assistant Director (Housing) asked the Board to consider selling Council owned land at Ridge Lane near Mancetter to provide affordable housing for local residents.

**Resolved:**

- a That the land in Ridge Lane near Mancetter shown at Appendix A to the report of the Assistant Director (Housing) be declared as surplus to requirements; and**

**Recommended:**

- b That the land in Ridge Lane near Mancetter shown at Appendix A to the report of the Assistant Director (Housing) be sold to Waterloo Housing Group as set out in the report.**

D Wright  
CHAIRMAN

**Agenda Item No 6**

**Resources Board**

**30 January 2017**

**Report of the  
Chief Executive**

**Corporate Plan 2017 - 18**

**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 2017-18 Service Plans for the Housing, Finance and Human Resources, Community Services and Corporate Services Divisions and the Internal Audit Service.

**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.
- ...
- 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 2016-17 Key Actions. Proposals for 2017-18 will form part of the 2017-18 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 and the Internal Audit Service ...  
comprise Appendix B to this report. The Board is invited to consider those elements of these Plans that are the responsibility of this Board.
- 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 2017-18 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 Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

#### **3.2 Human Resources Implications**

- 3.2.1 Any Human Resources implications resulting from the proposals in the Schedule will be the subject of further reports to the Board.

**3.3 Risk Management Implications**

3.3.1 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.

**3.4 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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

## PRIORITIES AND KEY ACTIONS

<p><b>PRIORITY 1</b></p> <p><b>RESPONSIBLE FINANCIAL &amp; RESOURCE MANAGEMENT</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<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 2017.</p>	<p>Executive Board/Special Sub/DCE/ AD (F&amp;HR)</p>	<p>To be met within existing budgets.</p>
<p>To update the Medium Term Financial Strategy in September 2017 and February 2018, to take account of external funding changes relating to Business Rates.</p>	<p>Executive Board/DCE/AD (F&amp;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 2018.</p>	<p>Executive Board/DCE/AD (F&amp;HR)/AD (S)</p>	<p>To be met within existing budgets.</p>
<p>To continue to implement more efficient ways of working, including exploring opportunities for shared working that may arise, with a view to achieving savings and/or increasing capacity.</p>	<p>Executive Board/Management Team</p>	<p>To be met within existing budgets.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
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.	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"> <li>▪ Monitoring/managing sickness absence.</li> <li>▪ Ensuring compliance with employment legislation.</li> <li>▪ Health and Safety</li> <li>▪ Staff Development</li> </ul>	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.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To continue to seek opportunities to rationalise the Council's property portfolio, including:-</p> <p>(a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way.</p> <p>(b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.</p> <p>(c) Identify (and dispose of as appropriate) any land or property which is surplus to requirements</p>	Resources Board/AD (S)	The financial implications of any project will be included in the report.
To revise the Asset Management Plan for the Council's own stock by June 2017.	Resources Board/AD (H)	To be met within existing budgets.
<p>To review the Housing Direct Works service to ensure it is efficient and provides good customer service.</p> <p>Review to be complete by September 2017.</p>	Resources Board/AD (H)	Any financial implications will be included in the report.



<p><b>PRIORITY 2</b></p> <p><b>CREATING SAFER COMMUNITIES</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<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&amp;StC</p>	<p>Investigations to be carried out within existing budgets.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To consider the findings of the 2017-18 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 2017/2018 strategic priorities relating to Violence against the person, sexual offences, Anti-Social Behaviour, Crime in rural areas and road safety.	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.
To report to the remaining meetings of the Safer Communities Sub-Committee on progress to tackle Rural Crime (including any initiatives aimed specifically at vulnerable people) together with partners during 2017/18.	Safer Communities Sub-Committee/CE	External funding has been sought to take initiatives forward specifically in relation to rural crime.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
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.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
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 2018.	Community & Environment Board/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant Members and colleagues throughout the Authority.
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 2017, to support the Council's policy and procedures.		
To carry out a review of the use and effectiveness of CCTV in the Borough, taking account of its role in creating a safer environment. The review to include the use and impact of the Nomad 3G Mobile CCTV cameras. To report by October 2017 on the current use of mobile CCTV, including whether any upgrades are required as a result of technological change.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

<p><b>PRIORITY 5</b></p> <p><b>PROMOTING SUSTAINABLE &amp; VIBRANT COMMUNITIES</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To report on options for reviewing local facilities and issues within individual Wards through a programme of Ward walks/audits (including engaging partner agencies) by March 2016.</p>	<p>Community &amp; Environment Board/CE</p>	<p>Any additional financial implications would be identified in the report.</p>
<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>Community &amp; Environment Board/CE/ ACE (CS)/AD (L&amp;CD)</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
(b) In accordance with the approved new approach to Community Development work, will ensure the appropriate engagement of partners, community groups and individuals in the co-ordinated delivery of local activity that is designed to support and enhance community life and will report to Board on progress by March 2018.		
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.
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.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
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.	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
To report in March 2018 on the work of the local Financial Inclusion Partnership including, for 2017/18, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme in order to maximise the collection of monies due to the Council.	Community & Environment Board/ACE (CS)	Any financial implications will be reported as part of the decision making process.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To report by September 2017 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.	Community & Environment Board/ ACE (CS)/ACE&StC/AD (CS)	Any financial implications will be reported as part of the decision-making process.
To adopt an updated Customer Access Strategy (2018 to 2023) by March 2018.	Executive Board/ACE (CS)/ACE&StC/AD (CS)	
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.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
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 and report to Community & Environment Board by March 2018.	Community & Environment Board/ACE (CS)	To be met through existing budgets and external funding.
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><b>PRIORITY 6</b></p> <p><b>SUPPORTING EMPLOYMENT &amp; BUSINESS</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To develop an action plan based on the Economic Review and Impact Assessment and report on progress by March 2018.</p>	<p>Executive Board/ACE&amp;StC</p>	<p>To be identified as part of consideration of the LGA report.</p>
<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&amp;StC</p>	<p>To be identified as part of the negotiating process.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide apprenticeships/training, including reporting by December 2017 on the feasibility and cost of directly employing more apprentices; 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>Planning and Development Board/ACE&amp;StC/ ACE (CS)</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 &amp; 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 2018.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
Looking to improve transport links to local employment and report on progress by March 2018.	Planning & Development Board/ACE&StC	Section 106 funding.
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.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

**Vision for the Service**

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

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

**Scope of the Service Area**

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

<b>Function</b>	<b>Activity</b>	<b>Customers &amp; Stakeholders</b>
<b>Homelessness &amp; Allocations Services</b>	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
<b>Tenancy &amp; Estate Services</b>	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
<b>Asset Management</b>	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	May 2017	April 2020	High	<ul style="list-style-type: none"> <li>• Capital programmes to improve stock delivering high standard schemes.</li> <li>• Response repairs service productive with positive feedback</li> <li>• Low turn over of tenancies &amp; estates &amp; properties in good condition</li> <li>• Health and safety a priority as part of service delivery</li> <li>• Borough Wide Tenants Forum involved</li> </ul>	<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 &amp; Planning Act is fully enacted.</p> <p>Right to Buy sales will have an impact on income revenues.</p>	.
To provide a revised Housing Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H), Housing Strategy and Development Officer	September 2017	September 2019	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 2017	April 2017	High	Promotion of the service & increase in customer take up  Development of productive partnerships to develop and support service provision  Exploration of revised models of provision to ensure the service continues to meet customers' needs	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	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	April 2015	March 2016	Medium	Accreditation criteria regularly reviewed and completed.  Annual report published	Resources have been made available for items such as an annual report.	

## Private Sector Housing

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
To work in partnership with other the County Council and districts and Boroughs to develop the shared service to deliver adaptations in the private sector.	Community Life Health and Well Being Social Inclusion	AD(H) Environmental Health Manager	April 2017	April 2018	High	<ul style="list-style-type: none"> <li>○ Performance returns which show the service as efficient and customer focussed.</li> <li>○ Development of the service to support the objectives of the Warwickshire Better Together partnership</li> <li>○ Formal review of the partnership after 12 months</li> </ul>	<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 revise the Private Sector Housing Policy Action Plan.	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2017	April 2019	High	<ul style="list-style-type: none"> <li>○ Policy to be submitted to Resources Board for approval</li> </ul>	From budget agreed through the capital programme.	
To consider and take up commercial opportunities for pest control.	Community Life	Environmental Health Manager	April 2017	March 2018	Medium	<ul style="list-style-type: none"> <li>○ Additional income into the pest control service</li> </ul>	Within current resources	

### 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
Act on requirements of Housing & Planning Act with regard to lifetime tenancies	Social Inclusion	Housing Services Manager	April 2017	April 2018	High	Agreed tenancy policy in place  Arrangements to manage a range of tenancy options – including secure and flexible.	Should be delivered within current budgets and staff capacity	
To deliver a revised Tenant Partnership Agreement	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Housing Services Manager	April 2017	March 2018	High	<ul style="list-style-type: none"> <li>Agreement submitted to Resources Board by May 2017</li> <li>Actions delivered during the year</li> </ul>	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	<p>Actions to include:</p> <ul style="list-style-type: none"> <li>• Agreed Homelessness Strategy</li> <li>• Promotion of preventative services – including partnership working as a DCLG Trailblazer</li> <li>• Arrangements in place to meet requirements of new homelessness act</li> <li>• Proactively delivering options and advice</li> <li>• Providing comprehensive decisions, advice and support to homeless applicants</li> </ul>	<p>Funding is provided as part of the Government settlement. This may change as the terms of the settlement changes.</p> <p>Homelessness is increasing and resources must be used well to meet needs.</p> <p>In partnership with other boroughs the Housing Division has attracted additional funding to develop preventative services from the DCLG.</p>	
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<p>Ensure the Lettings Scheme and procedures enable the Council to let properties quickly &amp; provide for sustainable tenancies.</p>	<p>Community Life Health and Well Being Social Inclusion Customer Access Strategy</p>	<p>Housing Services Manager  Options &amp; Lettings Team Leader</p>	<p>April 2017</p>	<p>March 2018</p>	<p>High</p>	<ul style="list-style-type: none"> <li>• Customer orientated housing advice services for applicants and new tenants and quick turnaround of</li> <li>• Less rent loss and expenditure on Council Tax</li> <li>• Good satisfaction feedback from new tenants</li> </ul>	<p>Revised Lettings Scheme and voids procedures should enable properties to be turned around more quickly with a reduction in income loss</p>	
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To implement agreed procedures maximise rent collection rates.	Community Life Health and Well Being Social Inclusion	AD (H) Housing Services Manager  Housing Strategy & Development Officer	April 2016	March 2017	High	<ul style="list-style-type: none"> <li>• Revised procedures which give clarity to officers and tenants about how the Council will act to safeguard its rent income.</li> <li>• Clear communication with tenants about their responsibilities</li> <li>• Reduction in numbers of tenants over 7 weeks in arrears</li> <li>• Clear understanding &amp; action to address Universal Credit arrangements &amp; staff knowledgeable about how welfare arrangements impact on tenants' ability to pay their rent</li> </ul>	Current capacity should be sufficient to implement the procedures. However this will be reviewed as required	
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 2016	March 2017	High	Good satisfaction feedback from complainants	Within current resources	
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### 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 2017	April 2018	High	To be able to produce accurate reports to inform programmes of work and reporting requirements.	Accurate stock condition information is essential for improvement programmes & to underpin the 30 Year Business Plan	
Deliver the Council's capital programme for its Council stock to good quality and high levels of satisfaction	To sustain the decent homes standard.	Planned Investment Manager	April 2017	April 2018	High	To deliver programmes of work as agreed by Resources Board to a high standard	£3m allocated annually to support capital programmes of work to keep the Council's stock in good	

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
							condition. This will be under pressure as income levels fall however it remains priority work.	
Review the response repairs service to ensure it meets regulatory standards and achieves high customer satisfaction	Quality Service Provision	Assistant Director (Housing)	April 2016	March 2017	High	Reporting measures which show consistently that the service is provided: <ul style="list-style-type: none"> <li>• Right first time</li> <li>• Productive</li> <li>• Is cost effective</li> <li>• Provides safe services</li> <li>• High customer satisfaction</li> </ul>	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 2017	September 2017	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**

<b>Action</b>	<b>Community Plan, Corporate, Divisional Objective or Policy the task relates to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resources – including Value for Money (VMF) Implications</b>	<b>Update</b>
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 -**

<b>Action</b>	<b>Community Plan, Corporate, Divisional Objective or Policy the task relates to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resources – including Value for Money Implications</b>	<b>Update</b>
Implement a training plan which reflects the priorities of the Forward Work Plan	Quality Services Staff Care	Performance & Quality Officer  Team Leaders	April 2017	March 2018	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 2017	March 2018	High	Reduction in sickness levels across the Division.	Staff Time	
Review Divisional risk register	Quality services	AD(H) with Principal Officers	April 2017	June 2018	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 2017	March 2018	High	Clear procedures and safe working practices in place for dealing with: Asbestos materials, Legionella risks 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 2017	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

## 2017/18 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**

<b>Financial Accountancy</b>	
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

<b>Management Accountancy</b>	
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

<b>Human Resources</b>	
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

<b>Division/Assistant Director Finance &amp; Human Resources</b>	
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

2017/18 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 2016/17 training year against the agreed programme, and produce a 2017/18 training plan	Responsible Financial & Resource Management	HR	April 2017	May 2017	High	Training allocations issued to AD's	Existing budget
To complete insurance renewals for 2017	RF&RM	Fin Accts	April 2017	Aug 2017	High	Renewal process completed in July Premiums allocated	
To calculate and send out service charges for HRA tenants / leaseholders	RF&RM	Mgt Accts Fin Accts	Sept 2017	Sept 2017	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	July 2017	Sept 2017	Medium	Full information provided to Members for decision making	Existing budget
To complete the year end procedures for the 2016/17 financial year	RF&RM	Mgt Accts AD (F&HR) Fin Accts	March 2017	Sept 2017	High	Review of annual governance completed by end of March Statements of Assurance rec'd from EMT by April 2017  Financial Statements/Annual Governance Statement complete by end May  Reports to Executive Board in June <ul style="list-style-type: none"> <li>• 2016/17 Out-turn</li> <li>• Earmarked Reserves</li> </ul>	This may need to take priority over other areas
<b>Action</b>	<b>Corporate Priority</b>	<b>Lead Officer/ Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training</b>

FINANCE AND HUMAN RESOURCES DIVISION

2017/18 DIVISIONAL PLAN

		Section					Implications
						<ul style="list-style-type: none"> <li>Capital funding</li> <li>AGS</li> </ul> <p>Minimal report to those charged with governance to Executive Board in Sept by EY</p>	
To carry out a mid year review of work undertaken on strategic and operational risks	RF&RM	AD (F&HR)	Oct 2017	Nov 2017	High	Note to MT on review of controls / actions taken	
To update the F&HR Divisional Workforce Plan	RF&RM	AD (F&HR)	Sept 2017	Dec 2017	High	Updated plan produced	
To coordinate the 360 appraisal process to Principal Officers/ Supervisors	RF&RM	HR	Oct 2017	Dec 2017	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	RF&RM	HR	Oct 2017	Dec 2017	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 2017	January 2018	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 2017	February 2018	High	Budget Strategy for 2018/19 approved in September 2017  Budget strategy updated in February 2018	Existing budget
<b>Action</b>	<b>Corporate Priority</b>	<b>Lead Officer/ Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>

FINANCE AND HUMAN RESOURCES DIVISION

2017/18 DIVISIONAL PLAN

To have updated and reported on the 30 year HRA Business Plan to the Resources Board	RF&RM	AD (F&HR) Mgt Accts	August 2017	February 2018	High	Mid Year Update reported to Board in Oct/Nov 2017 Further update reported in February 2018	Existing budget
To work with Divisions as required to ensure proposed savings are achieved	RF&RM	AD (F&HR) Mgt Accts	April 2017	February 2018	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 2017	March 2018	High	No unexpected costs for the Council.  Maximum grant obtained	Existing budget
Production of the 2018/19 revenue estimates	RF&RM	Mgt Accts	August 2017	March 2018	High	To assess the 2018/19 finance settlement in December Budgets approved Budget books issued	Existing budget
Production of the 2018/19 capital estimates	RF&RM	Fin Accts	August 2017	March 2018	High	Capital Programme approved	Existing budget
To report on progress against the HR strategy to Special Sub Group	RF&RM	HR	April 2017	March 2018	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 2017	March 2018	High	Audits completed, and action plans produced	Existing budget
<b>Action</b>	<b>Corporate Priority</b>	<b>Lead Officer/ Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
To provide financial assessments for service projects	RF&RM	Fin Accts Mgt Accts	April 2017	March 2018	Medium	Full information provided to Members for decision making	These will need to be evaluated

FINANCE AND HUMAN RESOURCES DIVISION

2017/18 DIVISIONAL PLAN

To provide support to the Property Officer, including the evaluation of / work with PSP	RF&RM	Fin Accts	April 2017	March 2018	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 2017	March 2018	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance	RF&RM	AD (F&HR)	April 2017	March 2018	Medium	Divisional actions completed	
To update the Business Continuity Plan for the Division	RF&RM	AD (F&HR) Mgt Accts Fin Accts HR	April 2017	March 2018	Medium	Divisional BCP in place	
To carry out tasks in the Health and Safety Action Plan	RF&RM	HR	April 2017	March 2018	High	All actions completed	
Model the impact of 100% rates retention / HS2 on business rate income and assess the impact on the financial strategy	RF&RM	AD (F&HR) Fin Accts Mgt Accts	April 2017	March 2018	High	Financial strategy updated	
To assist with modelling housing growth and the associated financial implications for services	RF&RM	Fin Accts Mgt Accts	April 2017	March 2018	High	Financial strategy updated	
To review policies in accordance with the timetable	RF&RM	HR	April 2017	March 2018	High	Revised policies approved by Board. Briefing sessions held	Existing budget
<b>Action</b>	<b>Corporate Priority</b>	<b>Lead Officer/ Section</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
To review the Corporate Workforce Plan and update the action plan	RF&RM	HR	Jan 2018	March 2018	Medium	Workforce data collected Updated Divisional workforce plans Updated NWBC workforce plan	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2017/18 DIVISIONAL PLAN

To review the HR Strategy and produce an action plan for 2018/19	RF&RM	AD (F&HR) HR	March 2018	March 2018	High	Action Plan produced	
To carry out tasks in accordance with the FMS development plan	RF&RM	Mgt Accts Fin Accts	April 2018	Timetable	High	Tasks completed	Some additional resources may be required, if systems are to interface with the financial ledger, and front end scanning is to be implemented
Test and implement the new County Council payroll system	RF&RM	Mgt Accts	Timetable	Timetable	High	No impact on end users	



Working in Partnership With



# Revenues, Benefits and Customer Services Service Plan 2017/18

*“Striving to deliver Modern, Accessible Quality Services”*



## **SCOPE OF SERVICE AREA**

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

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

<p>Revenues Administration</p>	<ol style="list-style-type: none"> <li>1. The billing and recovery of Council Tax and Business Rates</li> <li>2. The recovery of Former Tenant Arrears</li> <li>3. The recovery of invoiced Housing Benefit Overpayments</li> <li>4. Receiving and responding to Council Tax and Business Rate related enquiries via all channels of communication</li> <li>5. Advising the Valuation Office Agency of domestic and non domestic properties which either require banding, rating or reassessment</li> <li>6. Processing schedules of alterations to domestic and non domestic properties received from the Valuation Office Agency</li> <li>7. Liaising with the Councils Civil Enforcement Agents, Insolvency Practitioners and the Magistrates Court</li> <li>8. Inspecting new, empty and altered domestic and non domestic properties</li> <li>9. Investigating cases of alleged Council Tax and NDR fraud and error from whistle blowing, data matching or case referral</li> <li>10. Making available council tax and rating information and self service forms via leaflets, posters and the web-site</li> <li>11. Providing financial and statistical information for Central Government and in respect of information for the NDR pool sub regionally</li> <li>12. Delivery of the Councils Financial Inclusion Agenda (in partnership with others)</li> <li>13. Responding to Government issued consultation papers</li> <li>14. Design of NDR and Council Tax local schemes around discounts, exemptions and reliefs</li> </ol>	<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"> <li>1. Managing services in the Customer Contact Centre</li> <li>2. Assisting in the re-engineering of business processes</li> <li>3. Undertaking development work to utilise functionality of the CRM system</li> <li>4. Answering all the Councils telephone contact via the main number</li> <li>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"</li> <li>6. Building relationships and promoting services internally and with other partners</li> <li>7. Delivering consistent and communicated customer service standards</li> <li>8. Management of the B.O.B bus and Food Projects</li> <li>9. Coordination of the Community Hub and Information access points</li> <li>10. Lead on the delivery of the Councils Customer Access Strategy and Access Theme</li> <li>11. Delivery of the Councils Financial Inclusion Agenda (in partnership with others)</li> </ol>	<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 2016**

- Ongoing delivery of acceptable performance levels in benefits & upper quartile performance in all area of revenues collection incl HB Overpayments
- Announced as Winner of the Public Sector Collections Team of the Year in November 2016 at the CCS Awards The embedding and formalising of the Shared Service arrangements with NBBC that has delivered costs savings in excess of our savings target
- A restructure of the whole department, job roles and job evaluations completed and implemented in a six month period
- Unqualified audits across HB, Council Tax and NDR and Maximisation of subsidy by operating below the lowest error rate thresholds
- Completion of a Single Person Discount, and Empty Properties review which identified additional revenue to the Council
- Replacement of our food bank partner from Chapter One via Eudaimonia to BRANCAB and a review of the operation completed. This has involved developing a new partnership arrangement involving NBBC to seek to supply new partners in particular the Super Kitchen project and an ever increasing and wide range of community and voluntary groups. We also started to support a further school with breakfast and other support.
- The ongoing successful delivery of ICT courses via the B.O.B Bus project although this funded project has now finished
- The successful opening of 2 new Community Hubs & adoption of a cost effective scanning solution to replace video conferencing / scanning features
- We ran a very successful jobs fair and disability confident launch with the local MP and supported 6 ESA Events with JC+ from within the hubs.
- The ongoing review of outstanding and doubtful debts resulting in significant operational/housekeeping benefits and increased cashflow.
- The delivery of the benefit cap changes, revaluation information and undertook a successful consultation to update the 2017/18 CTS scheme
- Went live with the improved website and webchat as part of the Digital Champions project
- Implemented the new benefit on line form, DD on line, improved e billing and self serve forms to improve our customer offer

- We provided 4 work placement opportunities for unemployed people and took 3 of them on permanently plus identified many new volunteering opportunities in the food bank and in the wider hubs
- Ongoing delivery of the Firm step web form programme has been completed in line with implementation plan

### **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 B.O.B 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
- Developing our shared service arrangement with NBBC successfully

### **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 WCC and Jobcentre Plus – 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
<b>Performance Management</b>							
Ensure that all performance indicators are delivered in line with targets set for 2017/18, 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 2017	March 2018	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 2017   April 2017	March 2018   January 2018	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 as appropriate	Quality Service Provision VFM	R&B Mgr SSSM	April 2017	March 2018	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 2017	March 2018	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
<b>Efficiency / Technical</b>							
Undertake an exercise to review the possibility of any future potential savings prior to the budget setting process for 2018/19. These will take into account changing demands on the Division	Quality Service Provision VFM	ACE (CS), R&B Mgr, Customer Contact Manager	October 2017	December 2017	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	April 2017	March 2018	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 2017	March 2018	M	Increase the number of electronic payments & DD's. on March 2017 levels	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Promote getting online			April 2017	March 2018	H	95% of all new applications for CTS and HB received on line by March 2018	Greater work with other internal departments
Promote and support the use of the "on line benefit form" and other similar e-forms			April 2017	March 2018	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 2017	March 2018	H	Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	None other than committed.
Implement all revaluation & SBRR changes on time			April 2017	April 2017		Correct bills issued	
Undertake the annual review of the court costs calculation for Council Tax and NDR	Quality Service Provision VFM	ACE (CS), R&B Mgr R Mgr	December 2017	March 2018	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 2018/19 tax base	Quality Service Provision  VFM	ACE (CS), R&B Mgr	May 2017	December 2017	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 &amp; consultation materials and undertake specific testing and impact reviews of the following</p> <ul style="list-style-type: none"> <li>• The Localised Council Tax Support scheme for 2018/19</li> <li>• The ongoing roll out of the Universal Credit – our full service for all new claimant types is planned to take place in May 2018</li> <li>• The ongoing transition from ESA to the new Personal Independence Payments</li> <li>• Implement any changes to Supported Accommodation if enacted</li> </ul>	Quality Service Provision New Legislation	ACE (CS), R&B Mgr B & FI Manager, SSO AD (F & HR) AD (H)	May 2017	December 2017	H	<p>Implemented on time and affected customers notified</p> <p>Reports and briefings completed for Members and other interested groups as appropriate</p>	Existing Internal Resources to complete exercises in with on occasion temporary resources recruited with specific New Burdens funding provided
			April 2017	March 2018	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	Working with ;- Housing Division ICT Division
			April 2017	March 2018	H		Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations
			April 2017	March 2018	H		

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<b>ICT and Systems Development</b>							
<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"> <li>• Testing</li> <li>• Training</li> <li>• Reporting and</li> <li>• Ongoing development of the product</li> </ul> <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 2017	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 2017	March 2018	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 2017	September 2017		Resources Board report presented	
<p>Work with the Corporate Communication Group to agree promotional campaigns &amp; 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 2017	March 2018	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 &amp; training provided as appropriate.</p> <p>This will include upgrading to the Change of Circumstances module on the CAPITA benefit form and review the effectiveness of using SMS texting to chase missing benefit information and prompt payment as appropriate</p>	Customer Access Strategy Quality Service Provision VFM	SSSM R&B Mgr B & FI Mgr R M	April 2017  April 2017	March 2018  January 2018	H  M	<p>A efficient and legal system</p> <p>A system that makes reporting changes easier and quicker</p> <p>Introduce prompts where it is cost effective to do so</p>	<p>None other than existing resources.</p> <p>SMS will need to be financed from savings in postage and production of paper documents</p>
Maintain and Improve Web Content	Customer Access Strategy Quality Service Provision	R&B Mgr CCM Webmaster SSSM	April 2017	March 2018	H	An informative, up to date and interactive website	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 to feed into the "to be updated" Customer Access Strategy	Customer Access Strategy Quality Service Provision VFM	R&B Mgr CCM	April 2017	September 2017	H	Acceptable feedback on general service provision received	As above
Review and update the 5 year Corporate Customer Access Strategy that ends in 2017 for adoption	Customer Access Strategy Quality Service Provision	ACE (CS) AD (ICT & P) CCM	April 2017	November 2017	H	Adoption by Executive Board	None other than existing resources.
Review operational benefits of introducing bar coding on Housing Rent documents	Quality Service Provision VFM	SSSM R&B Mgr AD (Hsg)	April 2017	October 2017	M	Bar Coding technology live	Will require business case to be made to demonstrate VFM

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<b>Staffing / Human Resource Matters</b>							
<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"> <li>• Reviewing ICT systems</li> <li>• The ongoing need for a joint fraud officer if continued (currently under review)</li> <li>• Reviewing job roles in light of ongoing welfare reform &amp; economy changes</li> <li>• Aligning appropriate policies, approaches, guidelines &amp; processes</li> <li>• Reviewing funding impacts on the service</li> <li>• The joint procurement of future services</li> <li>• Expanding arrangements to include other partners where interest</li> </ul>	Quality Service Provision VFM	ACE (CS) R&B Manager	April 2017	March 2018	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
<b>Partnership and Financial Inclusion Commitments</b>							
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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	H	New working practices agreed	None other than those already identified  New burdens funding has been provided in 2016/17 and we await future funding proposals from 2017 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 2017	March 2018	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"> <li>• Determining the best approach for dealing with customers in debt in a corporate way</li> <li>• Implementing and reviewing alternative enforcement remedies to be used</li> <li>• Promoting budgeting support available</li> <li>• Reviewing ongoing funding</li> </ul> <p>Enter "IRRV award for excellence in debt management" if our performance and partnership is successful</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&amp;B M R Mgr B &amp; FI Manager AD (H) AD (CD)</p>	<p>April 2016</p>	<p>March 2017</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 2015/16 and we await future funding proposals from 2017 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 2017	March 2018	H	Advice and Signposting being provided by a number of mediums in a coordinated way via <ul style="list-style-type: none"> <li>• North Talk</li> <li>• Website</li> <li>• Targeted letters</li> </ul> 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 2017	March 2018	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 and the Priority Families Programme	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 2017	March 2018	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
<p>If a business case can be approved for 2017/18, continue to work alongside BRANCAB, NBBC and OCADO / ALDI to determine the future ongoing delivery model of the food bank and the ongoing viability of the operation</p> <p>Assist in identifying future funding streams with WCC, Public Health and other external funding providers</p> <p>Improve internal referral in terms of the provision of food as part of the Councils debt / welfare approach</p> <p>Agree future partners and projects to utilise food supplied and work closer with Community Development on this agenda</p> <p>Undertake the OCADO Christmas Eve project</p>	<p>Health and Well Being Theme Quality Service Provision</p> <p>Customer Access</p>	<p>ACE (CS) CP Officer</p> <p>ACE (CS) B &amp; FI M AD (CD)</p> <p>R &amp; B Mgr B &amp; FI Mgr R Mgr AD (H)</p> <p>ACE (CS) B &amp; FI M</p> <p>ACE (CS) CP Officer</p>	<p>April 2017</p> <p>April 2017</p> <p>April 2017</p> <p>April 2017</p> <p>October 2017</p>	<p>January 2018</p> <p>January 2018</p> <p>March 2018</p> <p>March 2018</p> <p>December 2017</p>	<p>H</p> <p>H</p> <p>M</p> <p>H</p> <p>M</p> <p>M</p>	<p>Food Banks operating successfully in support of the WLWS scheme and the Councils own referral process</p> <p>Complimentary support to our welfare and health commitments</p> <p>Making a positive difference on welfare, health and well being grounds within the borough</p>	<p>BRANCAB will be requested to enable this to happen in 2016/17.</p> <p>If refused, discussions will be undertaken with members to fund locally for a further period and to determine ongoing local support to continue this initiative</p> <p>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.</p>

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"> <li>• A variety of Community Focused Activities around health &amp; well being, job clubs, social eating, cooking etc</li> <li>• Providing coordinated support to hub coordinators</li> <li>• Promoting the facilities and the technology within them as information points</li> <li>• Assist the hubs and CAVA identify volunteers to help resource the hubs deliver outcomes</li> </ul>	<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&amp; FI Mgr</p>	<p>April 2017</p>	<p>March 2018</p>	<p>H</p>	<p>Each B.O.B 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>Task and Finish Group meetings held</p> <p>Use of the facilities by communities and organisations making the hubs vibrant and engaging.</p>	<p>None other than already committed</p> <p>Explore opportunities for external funding. 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 and the WCC commissioned Community Food Van.</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&amp; FI Mgr</p>	<p>April 2017</p>	<p>March 2018</p>	<p>M</p>	<p>Vehicles being used at appropriate events at least 20 days per year</p>	<p>None other than already committed</p>

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<b>POLICIES AND PROCEDURES</b>							
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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	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 2017	March 2018	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 2016	March 2017	H	Exercises undertaken and data reported	None –. Reliant on data being shared voluntarily

**CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18**

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
<b>1. Strategy – Development &amp; Implementation</b>								
<b>ICT Strategy</b>								
1.1	<ul style="list-style-type: none"> <li>Ensure ICT Strategy actions are included in 2018/19 Service Plan</li> </ul>	Responsible financial & resource mgmt	LB/GH	Sep 17	Mar 18	High	Strategy reviewed and actions to progress included in Service Plan.	
<b>Procurement Strategy</b>								
1.2	<ul style="list-style-type: none"> <li>Ensure Procurement Strategy actions are included in 2018/18 Service Plan</li> </ul>	Responsible financial & resource mgmt	LB/EC	Sep 17	Mar 18	High	Strategy reviewed and actions to progress included in Service Plan.	
<b>Customer Access Strategy</b>								
1.3	<b>Customer Access Strategy</b> <ul style="list-style-type: none"> <li>Assist the ACE (CS) with the update to the Customer Access Strategy.</li> </ul>	Customer Access	ACE (CS)	TBC	TBC	High	Input provided to the review and update of the Strategy	
1.4	<b>Digital Agenda – Online Services</b> <ul style="list-style-type: none"> <li>Raise awareness and work with services to improve and move service to the best channels.</li> </ul>	Customer Access Strategy.	LB/HH	Apr 17	Mar 18	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	<b>Support Councils access ambitions</b> <ul style="list-style-type: none"> <li>Help deliver Channel Strategy and Customer Access Projects.</li> </ul>	Customer Access Strategy.	LB/GH	Apr 17	Mar 18	Med	Access projects achieve agreed aims.	
1.6	<b>Community Hubs</b> <ul style="list-style-type: none"> <li>Provide technical advice &amp; support to existing hubs.</li> </ul>	Promoting Sustainable & Vibrant Communities.	NB	Ongoing	Mar 18	Med	Support provided to agreed service levels.	
1.7	<b>Broadband</b> <ul style="list-style-type: none"> <li>Work with CSW Project Team on the BDUK project.</li> </ul>	Supporting employment and business	LB/GH	Ongoing	Mar 18	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 2017/18

2. IT and Cyber Security – Management and Implementation									
2.1	<b>PSN (Public Services Network)</b> <ul style="list-style-type: none"> <li>Review current PSN position and re-procure required services.</li> </ul>	ICT Strategy, IS Policy, Govt requirement.	GH/NW	Apr 17	Sept 17	High	Required service purchased and working.	PSN contract ending. Need to establish cost & service implications.	
2.2	<ul style="list-style-type: none"> <li>Ensure actions identified by 16/17 PSN Health Check &amp; submission are assessed acted on as required.</li> </ul>	ICT Strategy, IS Policy, Govt requirement	GH/NW	Jul 17	Dec 17	High			
2.3	<ul style="list-style-type: none"> <li>Commission Health Check and prepare for and submit the annual Code of Connection.</li> </ul>	ICT Strategy, IS Policy, Govt requirement	NW/GH	Sep17	Mar 18	High	Health check completed "high" issues resolved. CoCo approved	Cost of compliance will depend on mandated security requirements	
2.4	<b>PCI DSS</b> <ul style="list-style-type: none"> <li>Review &amp; maintain compliance with the standard &amp; promote awareness.</li> </ul>	IS Policy, Banking Requirement.Resp resource mgmt.	GH/LS	Jul 17	Mar 18	High	Approved assessment. Implications understood.		
2.5	<b>IT and Cyber Security</b> <ul style="list-style-type: none"> <li>Review and improve IT/Cyber Security defence and response.</li> </ul>	IS Policy, Responsible resource mgmt.	GH/NW NB	Apr 17	Mar 18	High	Response plan developed	Any hardware cost will be funded from Capital Infrastructure Budget.	
2.6	<b>IT/Cyber Security Training</b> <ul style="list-style-type: none"> <li>Build on Cyber Security training provided in 16/17.</li> </ul>	IS Policy. Responsible resource mgmt.	GH/TB	Apr 17	Dec 17	High	Provide training for new starters. Continue to raise awareness of threats & actions to take.	Liaise with HR and Policy.	
2.7	<b>Security Products</b> <ul style="list-style-type: none"> <li>Review currently implemented security products and recommend any improvements.</li> </ul>	IS Policy, Safer Communities.	GH/NW NB	Jul 17	Mar 18	Med	Review completed. Issues identified. Proposals for improvement developed	Financial implications, if any, will be identified in any proposals.	
2.8	<ul style="list-style-type: none"> <li>Maintain Cyber Security Certification while it is required.</li> </ul>	IS Policy, Safer Communities.	GH/NW	Sept 17	Mar 18	Med	Reassessment complete. Get at least Cyber Essentials.	Certification has a cost. But cost effective to do as part of PSN Check.	
3. Standards and Policy – Development and Implementation									
3.1	<b>Transparency Code</b> <ul style="list-style-type: none"> <li>Coordinate response to Code and ensure mandatory data is published</li> </ul>	Govt legislation	LB	Ongoing	Mar 18	High	Mandatory data published.	Staff resources needed from Finance, HR and Information Services	
3.2	<b>Data Management</b> <ul style="list-style-type: none"> <li>Support Policy Section in improving data classification &amp; management</li> </ul>	IS Policy, Responsible resource mgmt.	Policy GH/TB	Sept 17	Mar 18	Med	Agree & implement approach to data management.	Staff briefing and possibly formal training.	

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

<b>4. Use of Information Technology – Corporate and Business Applications</b>								
<b>EDRMS</b>								
4.1	<b>TRIM</b> • Work corporately or with services to improve the use of Trim & workflow	Responsible resource mgmt.	TB/DC	Apr 17	Mar 18	Low	Work with service to meet their needs. Processes improved.	
4.2	• Review the use of Trim and shared drives.	Responsible resource mgmt.	TB/GH	Apr 17	Sept 17	Med	Improve data management.	Funded from approved capital budgets.
<b>Website &amp; Social Media</b>								
4.3	<b>Website</b> • Work with Services to help them maintain and improve their content.	Customer Access Strategy.	HH/ChH	Apr 17	Mar 18	Med	Content relevant, up to date and useable.	Needs staff resource from all divisions.
4.4	<b>Social Media</b> • Ensure Social Media is managed, responded to and kept up to date.	Customer Access Strategy.	KB/HH/ChH J Smith	Apr 17	Mar 18	High	Ensure information is up to date and relevant.	
<b>GIS</b>								
4.5	<b>GIS</b> • Work to support Services GIS/LLPG needs.	CAS. Responsible resource mgmt.	JS	Ongoing	Mar 18	Med	Project(s) completed to meet agreed Service needs.	
4.6	<b>LDF and Neighbourhood Plan</b> • 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.	
<b>Service Specific Projects</b>								
4.7	<b>Contact Centre – CRM Contract</b> • Work with Customer Services and Divisions to develop the CRM and online transactions.	CAS. Responsible resource mgmt.	HH/ChH/CH	Ongoing	Mar 18	High	Ongoing development of forms, transactions and reporting.	
4.8	<b>Upgrade Business Application</b> • 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 18	High	Including - Academy, Total, Flare, Open Housing, ILAP, Payments, Trim and Leisure modules.	
4.9	<b>In Cab System</b> • Work with Streetscape on specifying, justifying and procuring In Cab technology and systems.	Leisure Facilities Service Plan.	GH	Ongoing	Sep 17	High	Business Case developed Procurement completed. Solution Implemented.	Service Budget.

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

4.10	<b>Housing – Open Housing Modules</b> <ul style="list-style-type: none"> <li>Assist with the implementation of Open Housing modules as required.</li> </ul>	Housing Service Plan.	LS/GH	Apr 17	Mar 18	Med	Technical support for implementation of new modules.	Housing Capital
4.11	<b>e-payments</b> <ul style="list-style-type: none"> <li>Continue to improve and increase online payment for services.</li> </ul>	CAS. Responsible resource mgmt.	LS/HH	Apr 17	Mar 18	Med	More e-payments. Fewer Cheque & cash payment.	Capital Budget to enable required upgrade.
4.12	<b>iLap Migration</b> <ul style="list-style-type: none"> <li>Migrate Planning system (iLap) to new version (Engage) if required.</li> </ul>	Responsible resource mgmt. ICT Strategy.	CH/PM Dev Control	TBC	TBC	Med	Migration to supported Application, if iLap withdrawn.	Need uncertain. So no funding identified for the project.
4.13	<b>Small Application Support</b> <ul style="list-style-type: none"> <li>Support and develop existing small database applications e.g. licensing</li> </ul>	Responsible resource mgmt.	MV	Ongoing	Mar 18	Med	Systems supported and agreed developments completed.	
4.14	<b>Recording Council Meetings</b> <ul style="list-style-type: none"> <li>Identify, cost and present options for recording Board meetings.</li> </ul>	Responsible resource mgmt..	GH/LB	TBC	TBC	High	Preferred option identified and implemented if required.	No funding identified for the project.
<b>5. Use of Information Technology – Technical and Infrastructure Improvements</b>								
5.1	<b>Microsoft Office Review</b> <ul style="list-style-type: none"> <li>Investigate options for providing productivity solutions (i.e. Word, Excel, Email etc.) in preparation for Windows 10 going out of support.</li> </ul>	Responsible resource mgmt. ICT Strategy.	GH/NB	Jul 17	Mar 18	High	Options and costs investigated and recommendations made.	Budget part of the Capital Programme for 18/19. However, suppliers moving to revenue funded model.
5.2	<b>Resilience</b> <ul style="list-style-type: none"> <li>Review telecommunications resilience and implement viable improvements.</li> </ul>	Responsible resource mgmt. ICT Strategy. DR/BC	GH/NW /NB	Apr 17	Mar 18	High	Issues and options for solutions identified. Decisions on Risk and resolution made.	Costs will be identified during investigations. Improvement funded from existing budgets.
5.3	<b>Desktop Hardware &amp; software</b> <ul style="list-style-type: none"> <li>Ensure staff have adequate PC's and ICT equipment for their roles.</li> </ul>	Responsible resource mgmt. ICT Strategy.	NB/MV	Jul 17	Mar 18	Med	ICT hardware replaced in line with ICT strategy.	Capital and Revenue Budgets.
5.4	<b>Operating Systems Review</b> <ul style="list-style-type: none"> <li>Investigate the need to upgrade Windows 7 and cost options.</li> </ul>	Responsible resource mgmt. ICT Strategy.	NB/NW /CH	Sep 17	Mar 18	Med	Options identified and implemented if cost effective.	Any costs will be identified during investigations.
<b>6. Street Naming &amp; Numbering and Local Land and Property Gazetteer</b>								
6.1	<b>LLPG Improvement Schedule</b> <ul style="list-style-type: none"> <li>Work to meet National targets and improve LLPG data quality.</li> </ul>	CAS. Responsible resource mgmt. National Initiative	JS	Ongoing	Mar 18	High	Work to maintain Bronze level of National Standard.	

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

6.2	<b>Street Naming and Numbering</b> <ul style="list-style-type: none"> <li>Provide a street naming and numbering and street name plate service.</li> </ul>	Responsible resource mgmt.	JS/LG	Ongoing	Mar 17	High	Street and property data named correcting and accurate information provided to agencies.	Service generates income towards its costs.
6.3	<ul style="list-style-type: none"> <li>Plan for the impacts of the 17/18 Improvement Plan/Schedule.</li> </ul>	National Initiative	JS	Oct 17	Mar 18	Med	Improvement Plan produced.	
6.4	<ul style="list-style-type: none"> <li>Support data matching work for Individual Electoral Registration.</li> </ul>	Responsible resource mgmt.	JS	Ongoing	Mar 18	High		Project Sponsor – David Harris.
<b>7. Procurement</b>								
7.1	<b>E- procurement - TOTAL</b> <ul style="list-style-type: none"> <li>Provide training, advice &amp; support for use of TOTAL for procurement.</li> </ul>	Public Services / Proc. Strategy	TF/LG	Ongoing	Mar 18	Med	Training provide on request. Help enforce use of TOTAL Orders.	Procurement Team to provide training and support if needed.
7.2	<b>Contracts</b> <ul style="list-style-type: none"> <li>Maintain a Contract Register &amp; use it for compliance and planning.</li> </ul>	Responsible resource mgmt Proc. Strategy	LB/EC	Jul 17	Mar 18	High	Up to date Contract Register. AD's aware of their division's contracts.	
7.3	<ul style="list-style-type: none"> <li>Work with services to let Contracts due or needed in 2017/18 e.g. :-                             <ul style="list-style-type: none"> <li>Kitchens and bathrooms.</li> <li>Electricity inspections.</li> </ul> </li> </ul>	Responsible resource mgmt Proc. Strategy	EC	Apr 17	Mar 18	High	Compliant contracts let and used.	
7.4	<b>E-procurement – In-Tend</b> <ul style="list-style-type: none"> <li>Ensure the use of In-Tend for all tenders and larger quote exercises.</li> </ul>	Responsible resource mgmt Proc. Strategy	EC	Ongoing	Mar 18	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"> <li>Engage with CSW on In-tend and other areas of joint interest.</li> </ul>	Responsible resource mgmt.	EC	Ongoing	Mar 18	Med		
7.6	<b>Supplier Relationships</b> <ul style="list-style-type: none"> <li>Work with suppliers (SME's &amp; Local) to encourage them to bid for work.</li> </ul>	Responsible resource mgmt Proc. Strategy	EC	Ongoing	Mar 18	Med	Encourage and support suppliers to register on and use In-tend.	
7.7	<b>Savings</b> <ul style="list-style-type: none"> <li>Work on procuring standard goods and services to achieve savings.</li> </ul>	Responsible resource mgmt Proc. Strategy	EC/TF /LG Services	Apr 17	Mar 18	High	Opportunities identified. Savings achieved, monitored and reported.	
7.8	<ul style="list-style-type: none"> <li>Investigate ways of identifying savings made on larger procurements.</li> </ul>	Responsible resource mgmt Proc. Strategy	EC/LB	Apr 17	Mar 18	Med	Best practice identified and implemented when possible.	

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

7.9	<b>Advice and Compliance</b> <ul style="list-style-type: none"> <li>Advise services and work with them to help ensure they procure compliantly.</li> </ul>	Public Services / Procurement Strategy	EC/TF /LG/LB	Ongoing	Mar 18	High	Effective and compliant procurement. Compliance with CSO's & Financial Regulations.	In-house advice and guidance provided.
7.10	<ul style="list-style-type: none"> <li>Ensure procurement documents, website &amp; In-tend information is up to date and consistent.</li> </ul>	Public Services / Procurement Strategy	EC/TF /LG	Apr 17	Dec 17	Med		
<b>8. Printing and Copying</b>								
8.1	<b>Print Room equipment &amp; MFD's</b> <ul style="list-style-type: none"> <li>Review the Council's Print and Copy needs.</li> </ul>	Responsible resource mgmt	EC/LG	Apr 17	Jun 17	Med	Identified, procured and implemented equipment & service provided.	
8.2	<ul style="list-style-type: none"> <li>Procure and implement required Print &amp; Copy equipment and services</li> </ul>	Responsible resource mgmt	EC/LG	Jul 17	Dec 17	High	Procurement and implementation complete Staff trained.	Funded over the term of the contract. Savings expected.
<b>9. Central Services</b>								
9.1	<b>Licensing</b> <ul style="list-style-type: none"> <li>Work with Environmental Health to implement Flare for Licensing.</li> </ul>	Env Health Service Plan.	PM	Ongoing	Mar 18	High	Taxi License Admin migrated as required by S Whiles.	System training done 16/17. Roll-out and staff training ongoing.
9.2	<b>Local Land Charges</b> <ul style="list-style-type: none"> <li>Respond to Land Registry's work on LLCR searches.</li> </ul>	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"> <li>Work on the Gazetteer to improve data quality for Land Registry.</li> </ul>	Govt Initiative	JS/PM	Ongoing	TBC	Low		Timing of work unclear may be 2018/19.
9.4	<b>Post</b> <ul style="list-style-type: none"> <li>Work to reduce incoming / outgoing post, mail outs and enveloping.</li> </ul>	Responsible resource mgmt	PM/CH	Ongoing	Dec 17	Med	Reduce unnecessary cost & work on post sorting and distribution.	Work with services to enforce good practice.
9.5	<ul style="list-style-type: none"> <li>Encourage staff to adopt alternative ways to communicate with customers / residents.</li> </ul>	Responsible resource mgmt	PM/GH	July 17	Mar 18	Med	Alternative methods e.g. email, SMS used.	
<b>10. Communications and Public Relations</b>								
<b>External Communications</b>								
10.1	<b>Local Media</b> <ul style="list-style-type: none"> <li>Maintain positive relations with local media.</li> </ul>	All priorities. Consultation and communication	KB	April 17	Mar 18	High	Positive news stories & response where we need to react or be proactive.	LB & GH to coordinate response when KB unavailable.

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

10.2	<b>Communications Campaigns</b> • Help identify, plan & deliver joined-up/focused campaigns to support Council and Divisional Priorities.	All priorities. Consultation and communication	KB	Apr 17	Mar 18	Med	Programme of campaigns developed. Specific campaign plans.	Funding to be identified as part of any campaign plan.
10.3	<b>north talk</b> • Produce North Talk - part funded through advertising.	All priorities. Consultation and communication	KB	Apr 17	Mar 18	High	Editions produced & distributed.	Additional or special editions depend upon need and funding.
10.4	<b>Promotional Material</b> • Help ensure promotional material is good quality through advice, assistance and proof reading.	All priorities. Consultation and communication	KB/GH/ LB	Ongoing	Mar 18	High		Range of staff provide support with advice and proof reading when necessary.
10.5	<b>Partnership and Networks</b> • Support communications activity of the NW Community Partnership.	Access to Services Consultation and communication	KB	Apr 17	Mar 18	Med		
10.6	• Support countywide comms. activity as agreed by the Heads of Communications Group.	Consultation and communication	KB	Apr 17	Mar 18	Med	Represent NWBC's needs and feedback any actions or decisions.	
10.7	<b>LGA Comms. Peer Review</b> • Support MT with actions arising from the LGA Peer Review & LGA Comms Health Check.	All priorities. Consultation and communication	LB/KB/ HH	Ongoing	TBC	High		
<b>Internal Communications</b>								
10.8	<b>Council's Communications Group</b> • Facilitate the work of a corporate Communications Group	Consultation and communication	LB/KB	Ongoing	Mar 18	Med	Group running effectively Comms/PR activity better coordinated.	
10.9	<b>Communications with Staff</b> • Produce Mid-week emails & ensure they are accessible to all staff.	Consultation and communication	KB	Apr 17	Mar 18	High	Produced regularly. Well regarded by staff.	
10.10	• Advise on and coordinate general communication with staff as needed	Consultation and communication	KB	Apr 17	Mar 18	Med		
<b>11. Community Plan, Corporate Plan, Vision and Political Priorities</b>								
11.1	<b>Corporate Plan Actions</b> • Progress and report on relevant actions.	Corp Plan	LB	Apr 17	Mar 18	High		

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

12. External Assessment and Audit (Internal and External)									
12.1	<b>Audit</b> <ul style="list-style-type: none"> <li>Ensure we implement agreed recommendations from past audits.</li> </ul>	Responsible resource mgmt	GH/LB/EC/PM	Apr 17	Mar 18	Med	Recommendations actioned as agreed.		
12.2	<ul style="list-style-type: none"> <li>Support planned External, Internal or ICT Audits. ...to be identified.</li> </ul>	Responsible resource mgmt	LB/EC/GH/PM	Apr 17	Mar 18	Med	Score => Adequate. Mgmt response actioned.	Cost identified as part of recommendations.	
13. Value for Money Review and Services Improvement									
13.1	<b>Service Reviews</b> <ul style="list-style-type: none"> <li>Assist with Service/Lean reviews as requested and within resources.</li> </ul>	Responsible resource mgmt	GH/TB	TBC	TBC	Med	Reviews completed.		
13.2	<b>Service Desk Review</b> <ul style="list-style-type: none"> <li>Carry out consultation / customer survey to help inform service and service desk development.</li> </ul>	Responsible resource mgmt	GH/NB/MV	Oct 17	Mar 18	Med	Service provided to service levels and with the resource available.	IT Apprenticeship ended and Support Officer (JT) left.	
13.3	<ul style="list-style-type: none"> <li>Carry out cost and service benchmarking for ICT.</li> </ul>	Responsible resource mgmt	GH/LB	Jul 17	Sept 17	Med	Socitm Benchmarking or with willing Councils.	Socitm Benchmarking has a cost.	
14. Performance Management and Indicators (Local and National)									
14.1	<ul style="list-style-type: none"> <li>Produce and report on agreed Service Performance Indicators.</li> </ul>	Responsible resource mgmt.	LB/GH	Jul 17	Mar 18	High	Performance against indicators identified.		
15. Risk Management									
15.1	<b>Service &amp; Operational risks.</b> <ul style="list-style-type: none"> <li>Formally review Risks Assessments and update containment plans.</li> </ul>	Responsible resource mgmt.	GH/EC/LB/PM	Sep 17	Dec 17	Med	Updated risks and mitigation.		
16. Business Continuity, Disaster Recovery and Emergency Planning									
16.1	<b>IT Disaster Recovery (DR)</b> <ul style="list-style-type: none"> <li>Test ICT DR for priority services.</li> </ul>	ICT Strategy. Responsible resource mgmt.	GH/NB	Dec 17	Mar 18	Med	Successful test & plan updated.		
16.2	<b>Emergency Planning/BC</b> <ul style="list-style-type: none"> <li>Support the Council and County in their preparation and response to emergency situations – Comms, Telecomms, Procurement, ICT etc.</li> </ul>	Consultation and Communication	KB, GH, LB, EC	Apr 17	Mar 18	High	Provide support in a variety of ways. Attend Warks Resilience Forum and Telecomms group.		

## CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2017/18

16.3	<b>Business Continuity</b> <ul style="list-style-type: none"> <li>Ensure sections BC and DR plans are up to date and communicated.</li> </ul>	Responsible resource mgmt.	EC/GH/LB/PM	Jul 17	Dec 17	High	BC / DR plans in-place and relevant staff aware of responsibilities.	
16.4	<ul style="list-style-type: none"> <li>Assist Policy with Corporate BC/DR planning and the development of our critical incident response.</li> </ul>	Responsible resource mgmt.	Policy /LB	Ongoing	Mar 18	High	Services and Corporate BC/DR plans up to date.	
<b>17. Health and Safety</b>								
17.1	<ul style="list-style-type: none"> <li>Do H&amp;S Assessments &amp; Audits to ensure assessments are sufficient and implement actions identified.</li> </ul>	Health and Safety	EC/GH/NB/PM	Sep 17	Mar 18	High	Up to date assessments & reviews. Actions completed.	
17.2	<ul style="list-style-type: none"> <li>Chair Council's H&amp;S Working Party.</li> </ul>	Health and Safety	LB	Apr 17	Mar 18	High	3 Meetings pa. held. Actions progressed or escalated.	
17.3	<b>Depot Refurbishment</b> <ul style="list-style-type: none"> <li>Specify IT &amp; Comms requirements and provide IT support for moves.</li> </ul>	Responsible resource mgmt. Health and Safety	GH	TBC	TBC	High		
<b>18. Skills &amp; Awareness</b>								
18.1	<b>Training and Awareness</b> <ul style="list-style-type: none"> <li>Provide workshops, information or guides for staff on processes and technology as required.</li> </ul>	Responsible resource mgmt.	GH/EC/PM	Jul 17	Feb 18	Med	Raised awareness of Division's services. Compliance with policy & processes.	
<b>19. Divisional Skills Development &amp; Staff Survey Issues</b>								
19.1	<b>Divisional Skills</b> <ul style="list-style-type: none"> <li>Ensure the development and delivery of Sections' Training Plans</li> </ul>	Responsible resource mgmt.	GH/EC/PM	Jun 17	Mar 18	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
19.2	<b>Divisional Sickness levels</b> <ul style="list-style-type: none"> <li>Monitor and aim to reduce</li> </ul>	Responsible resource mgmt.	LB/GH/PM/EC	Apr 17	Mar 18	Med	Sickness absence as low as possible and Policy implemented consistently	
19.3	<b>2016 staff survey results.</b> <ul style="list-style-type: none"> <li>Implement the 3 areas identified for improvement from 2016 Survey.</li> </ul>	Responsible resource mgmt.	LB/ EC/GH/PM	Sep 17	Mar 18	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
19.4	<b>Workforce Planning</b> <ul style="list-style-type: none"> <li>Implement areas identified in 17/18 Plan &amp; update plan as required.</li> </ul>	Responsible resource mgmt.	LB	Apr 17	Jan 18	High	Plan updated. Impacts understood and level of service maintained.	Savings through flexible retirement. Duties covered as needed.

**NORTH WARWICKSHIRE BOROUGH COUNCIL  
INTERNAL AUDIT SERVICE  
SUMMARY ACTION PLAN FOR SERVICE PLAN 2017-18**

Action	Community Plan Objective, Corporate Objective, Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Meet audit performance indicator targets	Performance Management Policy	B Haswell	April 2017	March 2018	H	Targets met	None
To establish a revised and appropriate audit plan	To provide assurance on internal control on all service areas in due course	B Haswell	Feb 2017	April 2017	H	Plan produced	None
To continue to explore the needs of future service delivery of the Internal Audit function.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	May 2017	March 2018	M	Appropriate resource maintained	None
Review risk matrices and update as necessary	Risk Management Policy	B Haswell	Jan 2017	March 2017	H	Completion of data by deadline	None
Create and distribute an annual manager's survey, update existing post audit survey forms.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	April 2017	June 2017	M	Survey distributed – forms updated	None

## **Agenda Item No 7**

### **Resources Board**

**30 January 2017**

**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 2017/18**

#### **1 Summary**

- 1.1 The report covers the fees and charges for 2016/17 and the proposed fees and charges for 2017/18.

#### **Recommendation to the Board**

**That the schedule of fees and charges for 2017/18, set out in the report be accepted.**

#### **2 Introduction**

- 2.1 At its meeting held in September, the Executive Board agreed the budget strategy for 2017/18, which included an allowance for price increases of 2% equating to £930.

#### **3 Fees and Charges proposed for 2017/18**

- ... 3.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2017/18. Some prices have been increased by 2% in line with the budget strategy for 2017/21 as agreed by Executive Board in September 2016, while fees for court summons costs and parking penalties have been kept the same as in 2016/17. The amounts shown have already been included in the revenue estimates for 2017/18.
- 3.2 No increases have been applied to register of electors sales, dog fouling, litter 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 us.

- 3.3 In November 2016 the fee for Borough Care was introduced with no further increases proposed until April 2018.
- 3.4 There are additional fees and charges for Parking Penalties following the introduction of Civil Parking Enforcements scheduled for November 2017. This relates to splitting the categories of parking enforcement as either Higher or Lower and allowing a reduction in the fee if payment is made within 14 days. The lower fee relates to overstaying the prescribed time limits and the higher fee relates to parking outside of the rules detailing where you can park (e.g. outside of white parking bay lines). There is also an introduction of a fee for cases sent to a Civil Enforcement Agent to collect the debt.
- 3.5 Traditionally the Council has not charged for its pest control service for rats and limited the charges for mice, to help the occupier eliminate rats and mice from their homes. However in order to support the Council's overall budget proposals and savings programme it is proposed that a charge is made for this service to cover some of the Council's costs. The Council does not have a statutory duty to provide pest control services and customers can make a choice to find alternative services if they wish to.
- 3.6 The charges for Housing Multiple Occupation and charges under the Mobile Homes Act have increased by more than the 2% as they have to reflect the average time spent on dealing with applications. An analysis of previous applications has been used as a guide for the proposed charges.

## **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 £950 above the revised budget for 2016/17. In addition there is the effect of a full years charge for Borough Care adding additional income of £147,930.
- 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 2017/18 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 £480.

## 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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2017**

	<b>2016/2017 TOTAL CHARGE £</b>	<b>2017/2018 TOTAL CHARGE £</b>	<b>VAT RATING</b>
<b>REGISTER OF ELECTORS (statutory)</b>			
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	265.00 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	96.50	"
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	"
<b>DOG FOULING PENALTIES (Statutory)</b>			
	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
<b>LITTERING PENALTIES (Statutory)</b>			
	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
<b>FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX REDUCTION (Statutory)</b>			
	70.00	70.00	Outside Scope
<b>FAILURE TO NOTIFY A CHANGE AFFECTING HOUSING BENEFIT (Statutory)</b>			
	50.00	50.00	Outside Scope
<b>ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 (Statutory)</b>			
Fixed penalty fine	100.00	100.00	Outside Scope
<b>THE REDRESS SCHEMES FOR LETTINGS AGENCY WORK AND PROPERTY MANAGEMENT WORK (REQUIREMENT TO BELONG TO A SCHEME ETC) (ENGLAND) ORDER 2014 (Statutory)</b>			
Fixed penalty fine	5,000.00	5,000.00	Outside Scope
<b>SMOKE &amp; CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 (Up to Statutory Maximum)</b>			
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 2017**

	<b>2016/2017 TOTAL CHARGE £</b>	<b>2017/2018 TOTAL CHARGE £</b>	<b>VAT RATING</b>
<b>PARKING PENALTIES</b>			
If paid within 7 days	25.00	25.00	Outside Scope
If paid after 7 days	50.00	50.00	"
<b>Following the introduction of Civil Parking Enforcement (planned for November 2017)</b>			
<b>Higher level</b>	N/A	70.00	Outside Scope
If paid within 14 days	N/A	35.00	"
Late payment	N/A	105.00	"
<b>Lower level</b>	N/A	50.00	Outside Scope
If paid within 14 days	N/A	25.00	"
Late payment	N/A	75.00	"
<b>STATEMENTS OF ACCOUNT (per copy)</b>	11.70	11.90	Outside Scope
<b>INSPECTION AND COPYING OF BACKGROUND PAPERS UNDER SECTION 100H OF THE LOCAL GOVERNMENT ACT 1972</b>			
a) Inspection of background papers to a part 1 report per item of business	2.60	2.70	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
<b>COURT COSTS</b>			
Summons Costs (Council Tax and NDR)	100.00	100.00	Outside Scope
<b>BOROUGH CARE</b>			
Charges for service users (per week)			
Existing customers at November 2016	3.00	3.00	Incl VAT at Standard Rate
New customers	4.20	4.20	"
<b>PROVISION OF CCTV IMAGES</b>			
Individuals	12.20	12.50	Incl VAT at Standard Rate
Third Parties			
Requests taking up to 1 hour of officer time	61.20	62.50	"
Requests taking over 1 hour of officer time	122.40	124.90	"

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2017**

	2016/2017 TOTAL CHARGE £	2017/2018 TOTAL CHARGE £	VAT RATING
<b>REMOVAL OF ABANDONED VEHICLES</b> (from private land)			
		Service now free of charge unless there are prohibitive difficulties	
<b>RODENT CONTROL</b> (commercial premises) Per hour (minimum 1 hour per visit)	52.00	53.00	Incl VAT at Standard Rate
	plus cost of materials	plus cost of materials	
<b>PEST CONTROL</b> (domestic premises) <b>Fleas, bedbugs, cockroaches etc.</b>	51.00	52.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	25.50	26.00	"
<b>Wasps' Nests-subject to service capacity</b>	51.00	52.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits	25.50	26.00	"
<b>Rats and mice</b>			
Rats in domestic premises	Free	10.00	Incl VAT at
Residents in receipt of means tested benefits	Free	5.00	"
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	31.00	36.00	"
Residents in receipt of means tested benefits	Free	18.00	"
A retention will be made for failed appointments and non-treatment (Applies to fees of £10 and over)	10.00	10.00	"
<b>MOLE TRAPPING</b>			
Initial assessment	Free	Free	N/A
Domestic premises (up to 6 visits)	102.00	104.00	Incl VAT at Standard Rate
Commercial premises	Case Specific	Case Specific	"
<b>STRAY DOGS</b>	52.00	53.00	Outside Scope
	Plus £12.00 per dog, per day plus vets' fees and fouling fines	Plus £12.20 per dog, per day plus vets' fees and fouling fines	
	(or the current kennel daily rate)	(or the current kennel daily rate)	

**NORTH WARWICKSHIRE BOROUGH COUNCIL**

**RESOURCES BOARD**

**FEES AND CHARGES FROM 1 APRIL 2017**

	<b>2016/2017 TOTAL CHARGE £</b>	<b>2017/2018 TOTAL CHARGE £</b>	<b>VAT RATING</b>
<b>HOUSING ACT 2004</b>			
Enforcement notice (service)	204.00	208.00	Outside Scope
<b>PRIVATE SECTOR HOUSING ENFORCEMENT</b>			
Work in default rate	cost + 20%	cost + 20%	Standard
<b>HOUSING MULTIPLE OCCUPATION REGISTRATION</b>			
New Application (Up to 5 Lets) (5-yearly charge)	648.00	682.00	Outside Scope
Transfer of Licence (Up to 5 Lets)	202.00	213.00	"
Variation of Licence (Up to 5 Lets)	202.00	213.00	"
New Application (6-10 Lets) (5-yearly charge)	752.00	791.00	Outside Scope
Transfer of Licence (6-10 Lets)	214.00	229.00	"
Variation of Licence (6-10 Lets)	214.00	229.00	"
New Application (11+ Lets) (5-yearly charge)	840.00	885.00	Outside Scope
Transfer of Licence (11+ Lets)	232.00	244.00	"
Variation of Licence (11+ Lets)	232.00	244.00	"
<b>MOBILE HOMES ACT 2013</b>			
<b>Single Units / Family Sites (incl. Gypsy, Roma &amp; Traveller Sites)</b>			
New Site Licence Application	190.00	201.00	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)	35.00	37.00	Outside Scope
Transfer of Site Licence	84.00	88.00	"
Variation of Site Licence	128.00	135.00	"
<b>Multiple Units on Commercial Sites</b>			
New Site Licence Application (2-5 Units)	190.00	201.00	Outside Scope
Annual licence administration (2-5 Units)	80.00	84.00	"
Site rules lodgement (incl. variation/deletion) (2-5 Units)	35.00	37.00	"
Transfer of Site Licence (2-5 Units)	84.00	88.00	"
Variation of Site Licence (2-5 Units)	128.00	135.00	"
New Site Licence Application (6-30 Units)	235.00	248.00	Outside Scope
Annual licence administration (6-30 Units)	125.00	131.00	"
Site rules lodgement (incl. variation/deletion) (6-30 Units)	35.00	37.00	"
Transfer of Site Licence (6-30 Units)	84.00	88.00	"
Variation of Site Licence (6-30 Units)	173.00	182.00	"
New Site Licence Application (31+ Units)	354.00	373.00	Outside Scope
Annual licence administration (31+ Units)	243.00	256.00	"
Site rules lodgement (incl. variation/deletion) (31+ Units)	35.00	37.00	"
Transfer of Site Licence (31+ Units)	84.00	88.00	"
Variation of Site Licence (31+ Units)	292.00	307.00	"

## Agenda Item No 8

### Resources Board

30 January 2017

Report of the  
Deputy Chief Executive

General Fund Revenue Estimates  
2017/18 - Services Recharged  
Across All Boards

## 1 Summary

- 1.1 This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

### Recommendation to the Board

- a To accept the revised budget for 2016/17; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2017/18, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 7 February 2017.**

## 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 2017/18 and this, together with a revised budget for 2016/17, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2015/16 are shown.
- ...
- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2017-2021 which required savings of £2.3 million over a four year period. This required budget savings of £730,000 in 2017/18 with additional savings of £500,000, £500,000 and £550,000 in 2018/19, 2019/20 and 2020/21 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:

	<b>Approved Budget 2016/17 £</b>	<b>Revised Budget 2016/17 £</b>	<b>Original Budget 2017/18 £</b>
Employee Costs	8,266,680	8,111,170	8,123,160
Premises	503,350	495,430	499,920
Supplies and Services	657,930	759,900	742,680
Transport	547,670	531,440	533,040
Miscellaneous	-	5,560	-
Earmarked Reserves	-	(22,400)	-
<b>Gross Expenditure</b>	<b>9,975,630</b>	<b>9,881,100</b>	<b>9,898,800</b>
Income	(166,390)	(227,320)	(209,610)
<b>Net Controllable Expenditure</b>	<b>9,809,240</b>	<b>9,653,780</b>	<b>9,689,190</b>
Recharged to Other Services	(11,805,960)	(11,495,000)	(11,578,160)
Departmental Support	29,490	29,000	27,330
Support Charges	1,494,230	1,405,520	1,454,940
Capital Charges	473,000	406,700	406,700
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

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 2016/17 Revised Budget

3.1 The revised budget to be recharged across all Boards for 2016/17 is estimated to be £11,495,000; a decrease of £310,960 on the approved provision. The main reasons for variations are set out below.

3.2 **Employee costs** have decreased by £155,510 and the main variations are as follows:

	<b>£</b>
Increase in agency staffing budgets to cover vacant posts and sickness	151,520
Payment In Lieu and redundancy costs	30,810
Reduction in national insurance and superannuation costs due to vacancies, reduced pay award and changes to NI threshold	20,140
Decrease in salaries recharged to divisional budgets	(28,510)
Deletion of Housing Management posts and Central Services Officer partially offset by new Tenancy Sustainment Officer post	(56,240)
Reduction in pay award of 1%	(60,030)
Reduction in salaries resulting from vacant posts	(210,240)
<b>TOTAL</b>	<b>(152,550)</b>

3.3 **Premises** have decreased by £7,920 and the main variations are as follows:

	£
Higher costs on building insurance at the Council Offices more than offset by reductions in the cost of utilities	(2,790)
Lower utility costs at the Depot	(2,470)
A reduced recharge to the Depot from the Buildings Maintenance Fund	(2,370)
<b>TOTAL</b>	<b>(7,630)</b>

3.4 **Supplies and Services** have increased by £101,970 and the main variations are as follows:

	£
Revenues and Benefits – increase in professional fees for services brought in from Nuneaton and Bedworth Borough Council (funded through salary vacancies) and a slight increase to software maintenance.	71,290
Increase in costs of vehicle repairs materials	11,150
Additional cost of occupational health services in 2016/17	10,320
Additional expenditure on corporate subscription to APSE for 2016/17 (virement from recycling budget)	5,980
Information Services – increase in professional services bought in funded from the Transparency reserve.	3,980
Central Telephones reduction due to change in supplier, in 2016/17 only	(4,130)
<b>TOTAL</b>	<b>98,590</b>

3.5 **Transport** budgets have decreased by £16,230 and the main variances are shown below:

	£
Less use of fuel, in combination with a lower price increase than anticipated.	(5,610)
Reduction in essential travel allowances within the Housing Division.	(10,430)
<b>TOTAL</b>	<b>(16,040)</b>

3.6 Use of **Earmarked Reserve** budgets have increased by £22,400 arising mainly from the following:

	£
Transport costs to be funded from DSO Benchmarking reserve	(5,000)
Additional spend on Revenue and Benefits staffing to be funded from reserves	(6,950)
Grant funding for Transparency and Digital Experts work to be used on professional fees bought in.	(9,450)
<b>TOTAL</b>	<b>(21,400)</b>

3.7 The increase in **income** of £60,930 arises mainly from the following:

	<b>£</b>
The revised recharge for use of facilities at Council Offices reflects the actual inflationary increase applied	2,170
A contribution received for LADS (Local Authority Data Share Programme) funding (Revenues and Benefits)	(18,740)
Shared services income from Nuneaton and Bedworth Borough Council to cover revenues and benefits salary costs	(42,690)
<b>TOTAL</b>	<b>(59,260)</b>

3.8 **Central support** charges have decreased by £88,710. This is due to the effect of deleted and vacant posts.

3.9 **Capital charges** have decreased by £66,300 reflecting a revision to the expected useful life of the Council Offices.

#### 4 **Comments on the 2017/18 Estimates**

4.1 The 2017/18 estimates have been prepared, taking into account the following assumptions:

- A 1% pay award from 1 April 2017;
- Increases in the Council's pension contribution rate for current employees of 0.75% per annum up to 2019/20;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;
- Savings of £156,280 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 2017/18 is estimated to be £11,578,160; an increase of £83,160 on the 2016/17 revised budget and a decrease of £227,800 on the 2016/17 original budget.

4.3 **Employee costs** have increased by £11,990 and the main variations are as follows:

	<b>£</b>
An increase in salaries following the reinstatement of vacant posts and secondments	106,940
The impact of budget provision for the pay award	60,310
An increase in superannuation costs to cover the 0.75% rise in the contribution rate and pension provision for the reinstated posts	66,540
Full year effect of Arley reduced opening times	(32,670)
Full year effect for removal of deleted Housing posts	(43,730)
Decrease in agency staff relating to Community Services, reflecting the budget provision for full establishment	(144,620)
<b>TOTAL</b>	<b>12,770</b>

4.4 The reduction in **supplies and services** of £17,220 arises mainly from the following changes;

	<b>£</b>
Following the replacement of a number of vehicles, repairs are not expected to continue at 2016/17 levels, so materials have been reduced	(13,630)
Removal of the Corporate subscription to APSE	(5,980)
A reduction in the cost of occupational health services	(4,270)
Additional Revenue and Benefits software was in 2016/17 only	(3,030)
Reinstatement of one off savings for Printing and inflationary increases for Postage and Financial Services	3,780
Reinstatement of Telephone costs (one off cost in 2016/17)	4,210
<b>TOTAL</b>	<b>(18,920)</b>

4.5 Use of **Earmarked Reserves** budgets has decreased by £22,400, as the use of the reserves was in 2016/17 only.

4.6 The decrease in **income** of £17,710 arises mainly from the removal of the one off contribution for LADS funding for Revenues and Benefits in 2016/17.

## 5 **Growth Items**

5.1 Provision for some unavoidable growth was built into the Council's Budget Strategy, approved in September 2016 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 2017/18. The table below provides a subjective summary for those services reporting to this Board:

	<b>Forecast Budget 2018/19 £</b>	<b>Forecast Budget 2019/20 £</b>	<b>Forecast Budget 2020/21 £</b>
Employee Costs	8,302,800	8,511,280	8,683,870
Premises	504,520	514,700	518,580
Supplies and Services	745,340	759,570	762,850
Transport	541,110	551,880	560,800
<b>Gross Expenditure</b>	<b>10,093,770</b>	<b>10,337,430</b>	<b>10,526,100</b>
Income	(213,430)	(217,320)	(221,270)
<b>Net Controllable Expenditure</b>	<b>9,880,340</b>	<b>10,120,110</b>	<b>10,304,830</b>
Recharged to Other Services	(11,803,730)	(12,080,860)	(12,291,900)
Departmental Support	27,950	28,630	29,240
Support Charges	1,488,740	1,525,420	1,551,130
Capital Charges	406,700	406,700	406,700
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>

7.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2018/19 to 2020/21, increases in contracts and general increases in supplies and services of 2% in 2017/18 and 2019/20. In total, the amount recharged to services is expected to increase by 1.95% in 2018/19, 2.35% in 2019/20 and 1.75% in 2020/21.

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## RESOURCES BOARD (RECHARGED)

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
Various	Chief Executive	197,180	187,380	186,350	188,700
Various	Deputy Chief Executive	3,853,896	4,427,420	4,354,900	4,318,840
Various	Assistant Chief Executive and Solicitor to the Council	1,245,976	1,328,480	1,339,090	1,358,620
Various	Assistant Chief Executive (Community Services)	1,283,118	1,342,120	1,327,910	1,316,680
3006-3039	Building Maintenance Fund	229,647	230,360	231,930	236,370
3040-3041	Council Offices	201,434	202,560	201,800	202,010
3043	Central Telephones	26,612	22,550	17,480	23,000
3045	Recruitment	23,934	21,710	21,710	22,140
3046	Printing and Stationery	62,690	70,270	69,790	71,930
3047	Training	18,495	88,400	29,420	90,220
3048	Depot and Stores	65,199	71,000	66,390	67,270
3110	Postal Services	65,129	68,550	68,530	69,850
3226	Central Services	258,357	271,830	250,980	247,740
3290	Information Services	666,738	678,670	668,990	684,690
3291	Procurement	64,702	66,130	67,190	67,980
3292	Staff Welfare	25,418	20,180	32,840	29,270
3300	Transport Management Account	843,370	711,630	718,480	693,880
	<b>Net Controllable Expenditure</b>	<b>9,131,895</b>	<b>9,809,240</b>	<b>9,653,780</b>	<b>9,689,190</b>
	<b>Recharged to Services</b>	<b>(10,902,450)</b>	<b>(11,805,960)</b>	<b>(11,495,000)</b>	<b>(11,578,160)</b>
	<b>Departmental Support</b>	<b>33,322</b>	<b>29,490</b>	<b>29,000</b>	<b>27,330</b>
	<b>Central Support</b>	<b>1,438,585</b>	<b>1,494,230</b>	<b>1,405,520</b>	<b>1,454,940</b>
	<b>Capital</b>	<b>254,521</b>	<b>473,000</b>	<b>406,700</b>	<b>406,700</b>
	<b>Resources Board (Recharged) Total</b>	<b>(44,127)</b>	<b>-</b>	<b>-</b>	<b>-</b>

Resources Board Summary

Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
Totals - Recharged Services	(44,127)	-	-	-
Totals - Services Remaining	3,086,337	3,651,520	3,362,870	3,217,580
Central Vacancy Factor	-	(150,000)	(70,000)	(150,000)
Increase in Insurance Premium Tax	-	7,340	-	1,400
<b>Resources Board Total</b>	<b>3,042,210</b>	<b>3,508,860</b>	<b>3,292,870</b>	<b>3,068,980</b>

**VARIOUS - CHIEF EXECUTIVE**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	192,889	183,330	182,090	184,380
Supplies and Services	3,623	3,350	3,380	3,440
Transport Related Expenditure	668	700	880	880
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>197,180</b>	<b>187,380</b>	<b>186,350</b>	<b>188,700</b>
Recharged to Services	(228,067)	(222,130)	(219,770)	(222,950)
Central Support	28,951	31,920	30,730	31,560
Capital Charges	1,936	2,830	2,690	2,690
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	3,960,983	4,270,450	4,205,150	4,165,230
Supplies and Services	125,411	128,680	136,890	133,400
Transport Related Expenditure	22,114	30,140	19,710	22,100
Miscellaneous Expenditure	(1,773)	-	-	-
Earmarked Reserves	(2,415)	-	(5,000)	-
<b>GROSS EXPENDITURE</b>	<b>4,104,320</b>	<b>4,429,270</b>	<b>4,356,750</b>	<b>4,320,730</b>
GROSS INCOME	(250,424)	(1,850)	(1,850)	(1,890)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>3,853,896</b>	<b>4,427,420</b>	<b>4,354,900</b>	<b>4,318,840</b>
Recharged to Services	(4,516,236)	(5,165,600)	(5,060,310)	(5,043,190)
Central Support	616,282	641,790	619,520	638,460
Capital Charges	51,058	96,390	85,890	85,890
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	1,200,394	1,300,790	1,312,550	1,330,290
Supplies and Services	71,564	36,000	36,500	37,240
Transport Related Expenditure	16,602	16,700	15,050	16,100
Miscellaneous Expenditure	97	-	-	-
Earmarked Reserves	(19,986)	-	-	-
<b>GROSS EXPENDITURE</b>	<b>1,268,671</b>	<b>1,353,490</b>	<b>1,364,100</b>	<b>1,383,630</b>
GROSS INCOME	(22,695)	(25,010)	(25,010)	(25,010)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,245,976</b>	<b>1,328,480</b>	<b>1,339,090</b>	<b>1,358,620</b>
Recharged to Services	(1,429,985)	(1,527,550)	(1,519,810)	(1,544,170)
Central Support	166,050	171,230	157,460	162,290
Capital Charges	17,959	27,840	23,260	23,260
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**VARIOUS - ASSISTANT CHIEF EXECUTIVE (COMMUNITY SERVICES)**

This includes the Revenues and Benefits and Customer Contact budgets.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	1,146,785	1,252,540	1,235,290	1,201,480
Supplies and Services	158,913	83,440	155,860	152,340
Transport Related Expenditure	1,845	6,140	6,140	6,190
Miscellaneous Expenditure	982	-	-	-
Earmarked Reserves	16,902	-	(7,950)	-
<b>GROSS EXPENDITURE</b>	<b>1,325,427</b>	<b>1,342,120</b>	<b>1,389,340</b>	<b>1,360,010</b>
GROSS INCOME	(42,309)	-	(61,430)	(43,330)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,283,118</b>	<b>1,342,120</b>	<b>1,327,910</b>	<b>1,316,680</b>
Recharged to Services	(1,559,932)	(1,651,180)	(1,610,280)	(1,606,170)
Central Support	240,881	254,830	236,210	243,330
Capital Charges	35,933	54,230	46,160	46,160
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	45,520	46,420	47,990	48,760
Premises Related Expenditure	178,924	183,780	183,780	187,450
Supplies and Services	1,734	160	160	160
Miscellaneous	334	-	-	-
Earmarked Reserves	3,135	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>229,647</b>	<b>230,360</b>	<b>231,930</b>	<b>236,370</b>
Recharged to Services	(247,250)	(247,770)	(248,660)	(253,470)
Central Support	17,603	17,410	16,730	17,100
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	59,955	61,840	61,680	63,390
Premises Related Expenditure	251,160	259,230	256,210	256,390
Supplies and Services	26,249	20,320	20,570	20,980
Miscellaneous	178	-	-	-
<b>GROSS EXPENDITURE</b>	<b>337,542</b>	<b>341,390</b>	<b>338,460</b>	<b>340,760</b>
GROSS INCOME	(136,108)	(138,830)	(136,660)	(138,750)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>201,434</b>	<b>202,560</b>	<b>201,800</b>	<b>202,010</b>
Recharged to Services	(361,310)	(396,110)	(354,510)	(358,450)
Central Support	90,826	92,220	83,330	87,060
Capital Charges	(7,671)	101,330	69,380	69,380
<b>NET EXPENDITURE</b>	<b>(76,721)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**KEY PERFORMANCE INDICATORS**

Area of Council Offices (m2)	3,855	3,855	3,855	3,855
Expenditure per square metre	£73.82	£102.75	£91.96	£92.98

**3043 - CENTRAL TELEPHONES**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	8,460	8,640	7,700	8,880
Supplies and Services	18,152	13,910	9,780	14,120
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>26,612</b>	<b>22,550</b>	<b>17,480</b>	<b>23,000</b>
Recharged to Services	(34,924)	(30,970)	(27,730)	(33,440)
Central Support	370	410	2,240	2,430
Capital Charges	7,942	8,010	8,010	8,010
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>KEY PERFORMANCE INDICATORS</b>				
Number of phones	190	190	190	190
Expenditure per phone line	£ 183.81	£ 163.00	£ 145.95	£ 176.00

**3045 - RECRUITMENT**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	18,808	16,630	16,630	16,960
Supplies and Services	5,126	5,080	5,080	5,180
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>23,934</b>	<b>21,710</b>	<b>21,710</b>	<b>22,140</b>
Recharged to Services	(25,594)	(23,580)	(23,040)	(23,930)
Central Support	1,660	1,870	1,330	1,790
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3046 - PRINTING AND STATIONERY**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	25,736	25,120	25,270	25,910
Supplies and Services	38,098	45,200	44,570	46,070
Transport Related Expenditure	-	-	-	-
<b>GROSS EXPENDITURE</b>	<b>63,834</b>	<b>70,320</b>	<b>69,840</b>	<b>71,980</b>
GROSS INCOME	(1,144)	(50)	(50)	(50)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>62,690</b>	<b>70,270</b>	<b>69,790</b>	<b>71,930</b>
Recharged to Services	(78,640)	(87,070)	(81,930)	(84,630)
Central Support	13,901	13,720	9,900	10,460
Capital Charges	2,049	3,080	2,240	2,240
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	16,240	84,950	25,910	86,650
Premises Related Expenditure	-	-	-	-
Supplies and Services	2,255	3,450	3,510	3,570
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>18,495</b>	<b>88,400</b>	<b>29,420</b>	<b>90,220</b>
Recharged to Services	(70,555)	(140,770)	(81,610)	(143,310)
Central Support	50,940	50,690	50,420	51,320
Capital Charges	1,120	1,680	1,770	1,770
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**KEY PERFORMANCE INDICATORS**

FTEs (full time equivalents)	358.7	358.8	354.2	354.2
Expenditure per FTE	£ 196.70	£ 392.34	£ 230.41	£ 404.60

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	6,815	6,870	7,070	7,230
Premises Related Expenditure	54,215	59,390	54,570	55,190
Supplies and Services	4,669	5,250	5,260	5,370
<b>GROSS EXPENDITURE</b>	<b>65,699</b>	<b>71,510</b>	<b>66,900</b>	<b>67,790</b>
GROSS INCOME	(500)	(510)	(510)	(520)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>65,199</b>	<b>71,000</b>	<b>66,390</b>	<b>67,270</b>
Recharged to Services	(88,990)	(89,800)	(84,290)	(85,090)
Central Support	15,099	15,510	14,580	14,500
Capital Charges	36,286	3,290	3,320	3,320
<b>NET EXPENDITURE</b>	<b>27,594</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>KEY PERFORMANCE INDICATORS</b>				
Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 31.95	£ 24.61	£ 23.10	£ 23.32

**3110 - POSTAL SERVICES**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	4,810	4,900	4,880	4,930
Supplies and Services	61,130	63,710	63,710	64,980
Earmarked Reserves	29	-	-	-
<b>GROSS EXPENDITURE</b>	<b>65,969</b>	<b>68,610</b>	<b>68,590</b>	<b>69,910</b>
GROSS INCOME	(840)	(60)	(60)	(60)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>65,129</b>	<b>68,550</b>	<b>68,530</b>	<b>69,850</b>
Recharged to Services	(85,988)	(91,220)	(88,340)	(91,680)
Central Support	20,859	22,670	19,810	21,830
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3226 - CENTRAL SERVICES**

The costs of the central administration function.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	254,572	268,300	247,550	244,250
Supplies and Services	3,495	3,520	3,090	3,150
Transport Related Expenditure	290	10	340	340
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>258,357</b>	<b>271,830</b>	<b>250,980</b>	<b>247,740</b>
Recharged to Services	(321,354)	(339,860)	(312,150)	(310,760)
Central Support	55,155	55,780	51,650	53,500
Capital Charges	7,842	12,250	9,520	9,520
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	530,109	537,410	527,660	540,430
Supplies and Services	140,103	140,070	144,050	143,080
Transport Related Expenditure	2,351	1,190	1,170	1,180
Misc	3,243	-	5,560	-
Earmarked Reserves	(1,262)	-	(9,450)	-
<b>GROSS EXPENDITURE</b>	<b>674,544</b>	<b>678,670</b>	<b>668,990</b>	<b>684,690</b>
GROSS INCOME	(7,806)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>666,738</b>	<b>678,670</b>	<b>668,990</b>	<b>684,690</b>
Recharged to Services	(816,990)	(887,670)	(870,300)	(889,160)
Central Support	58,347	58,640	53,940	57,100
Capital Charges	91,905	150,360	147,370	147,370
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**KEY PERFORMANCE INDICATORS**

Number of PCs	390	390	399	399
Expenditure per PC	£ 2,094.85	£ 2,276.08	£ 2,181.20	£ 2,228.47

**3291 - PROCUREMENT**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	64,002	65,400	66,200	66,980
Supplies and Services	579	630	860	870
Transport Related Expenditure	121	100	130	130
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>64,702</b>	<b>66,130</b>	<b>67,190</b>	<b>67,980</b>
Recharged to Services	(94,813)	(98,180)	(101,380)	(102,920)
Central Support	29,148	30,530	32,420	33,170
Capital Charges	963	1,520	1,770	1,770
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3292 - STAFF WELFARE**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	2,724	1,050	2,450	3,150
Supplies and Services	20,942	17,620	27,940	23,670
Transport Related Expenditure	1,752	1,510	2,450	2,450
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>25,418</b>	<b>20,180</b>	<b>32,840</b>	<b>29,270</b>
Recharged to Services	(26,248)	(21,100)	(33,700)	(30,230)
Central Support	830	920	860	960
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**3300 to 3999 - TRANSPORT MANAGEMENT ACCOUNT**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	132,233	132,040	135,100	124,260
Premises Related Expenditure	593	950	870	890
Supplies and Services	152,855	87,540	98,690	85,060
Transport Related Expenditure	524,793	491,180	485,570	483,670
Miscellaneous	(505)	-	-	-
Earmarked Reserves	35,294	-	-	-
<b>GROSS EXPENDITURE</b>	<b>845,263</b>	<b>711,710</b>	<b>720,230</b>	<b>693,880</b>
GROSS INCOME	(1,893)	(80)	(1,750)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>843,370</b>	<b>711,630</b>	<b>718,480</b>	<b>693,880</b>
Recharged to Services	(915,574)	(785,400)	(777,190)	(754,610)
Departmental Support	33,322	29,490	29,000	27,330
Central Support	31,683	34,090	24,390	28,080
Capital Charges	7,199	10,190	5,320	5,320
<b>NET EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Risk Analysis

	<b>Likelihood</b>	<b>Potential impact on Budget</b>
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

**APPENDIX D****SAVINGS INCLUDED WITHIN 2017/2018**

<b>Description</b>	<b>2017/2018</b>
Shared Service Restructure - Revenues and Benefits	£ 12,100
NDR Reduction for Council Offices/ Old Bank House	£ 2,900
Community Development restructure	£ 70,640
Lease Car Allowance	£ 13,850
Divisional salary savings - Corporate Services	£ 51,190
Divisional salary savings - Management Team Support	£ 5,600
<b>Resources Recharged Total</b>	<b>£ 156,280</b>

## Agenda Item No 9

### Resources Board

30 January 2017

Report of the  
Deputy Chief Executive

General Fund Revenue Estimates  
2016/17 - Services Remaining  
within the Board

#### 1 Summary

- 1.1 This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

#### **Recommendation to the Board**

- a To accept the revised budget for 2016/17; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2017/18, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 7 February 2017.**

#### 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 2017/18 and this, together with a revised budget for 2016/17, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2015/16 are shown.
- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2017-2021 which required savings of £2.3 million over a four year period. This required budget savings of £730,000 in 2017/18 with additional savings of £500,000, £500,000 and £550,000 in 2018/19, 2019/20 and 2020/21 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:

	<b>Approved Budget 2016/17 £</b>	<b>Revised Budget 2016/17 £</b>	<b>Original Budget 2017/18 £</b>
Employee Costs	1,889,050	1,783,610	1,843,050
Premises	177,280	207,180	180,940
Supplies and Services	479,450	532,700	477,540
Transport	36,890	43,010	38,470
Members Allowances	245,680	247,290	249,160
Transfer Payments	14,529,500	13,838,370	14,047,000
Earmarked Reserves	(228,380)	(177,270)	(11,510)
<b>Gross Expenditure</b>	<b>17,129,470</b>	<b>16,474,890</b>	<b>16,824,650</b>
Income	(15,861,960)	(15,421,290)	(15,684,340)
Recharged to Other Services	(274,000)	(269,530)	(269,020)
<b>Net Controllable Expenditure</b>	<b>993,510</b>	<b>784,070</b>	<b>871,290</b>
Departmental Support	969,410	945,900	1,010,390
Central Support	1,077,150	1,051,270	1,076,110
Capital Charges	611,450	581,630	259,790
<b>Net Expenditure</b>	<b>3,651,520</b>	<b>3,362,870</b>	<b>3,217,580</b>

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 2016/17 Revised Budget**

3.1 The revised budget for 2016/17 is estimated to be £3,362,870; a decrease of £288,650 on the approved position. The main variations are given below.

#### 3.2 **Cost of Democratic Services (£27,710)**

3.2.1 Employee expenses have decreased as the Democratic Services team are spending more time on Registration of Electors work. In addition there are reductions in the newspaper, advertising, telephones and corporate subscriptions budgets. There is also a one off decrease in the special responsibility allowances budget.

#### 3.3 **Business Rates £25,900**

3.3.1 The increase in costs is due to a reallocation of salaries to match current work demands, in addition to some staff costs moving between employee expenses and departmental support. There is also a small decrease in legal costs income.

#### 3.4 **Council Tax Collection £55,730**

3.4.1 There has been an increase of £81,470 in employee costs due to a reallocation of salaries to match the additional work being undertaken on arrears, in addition to some staff costs moving between employee expenses and departmental support. This has been partially offset by a reduction in the legal costs supplies and services

budget of £5,000 and an increase of £20,740 in the amount of income generated by legal costs fee income.

**3.5 Finance Miscellaneous £20,000**

3.5.1 The increase is due to the movement of budget from contingencies for the LEP payment.

**3.6 Compensation and Pension Increases (£7,920)**

3.6.1 There is a reduction in pension payments to Warwickshire County Council relating to past employees.

**3.7 Financed Unused Land £43,350**

3.7.1 Provision has been included in the revised budget to cover the holding costs of the old Coleshill Leisure Centre prior to its sale. In addition there are costs relating to the guide hut in Atherstone, following its return from the Girl Guides.

**3.8 Corporate and Democratic Core £3,970**

3.8.1 The increase is due to the payment to the Coventry and Warwickshire Local Enterprise.

**3.9 Unallocated Central Support Services (£73,130)**

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

**3.10 Coleshill Shops High Street £6,140**

3.10.1 The increase is due to a higher level of vacancies than expected, reducing rental income and increasing the levels of NDR and utility bills to be paid for.

**3.11 Innage Park Industrial Estate (£39,670)**

3.11.1 The improvement is due to the letting of some vacant units at Innage Park. This has generated additional rental income and reduced the levels of NDR and utility bills to be paid for.

**3.12 Homeless Persons (£9,330)**

3.12.1 The decrease in costs is due to the removal of the temporary Housing Options Officer post. In addition there is a small increase in the operating costs of the hostels.

**3.13 Rent Allowances / Housing Benefit Admin and Rent Rebates (£76,220)**

3.13.1 The decrease in costs is due mainly to a £61,940 reallocation of salaries to match current work demands, in addition to some staff costs moving between employee

expenses and departmental support. We have also received additional administration grant of £11,210.

**3.14 Council Tax Support (£23,030)**

3.14.1 The decrease in costs is due to a £19,600 reallocation of salaries to match current work demands, in addition to some staff costs moving between employee expenses and departmental support. We have also received additional administration grant of £3,430.

**3.15 Community Support (£123,650)**

3.15.1 The introduction of charging from 1<sup>st</sup> November 2016 for Lifeline services has generated new income. In addition employee costs have decreased due to staffing vacancies.

**3.16 Departmental and Central Support Services (£49,390)**

3.16.1 Departmental support charges have decreased due to changes in Revenue and Benefits time allocations to match current work demands, in addition to some staff costs moving between departmental support and employee expenses. Central support charges have decreased mainly due to vacancies in Financial Services, partially offset by increases in staff welfare costs.

**3.17 Capital Charges (£29,820)**

3.17.1 The reduction relates to the transfer of budget for delivering Disabled Facilities Grants to the Heart project, as a county wide programme administered by NBBC.

**4 Comments on the 2017/18 Estimates**

4.1 The 2017/18 estimate has been prepared, taking into account the following assumptions:

- A 1% pay award from 1 April 2017;
- Increases in the Council's pension contribution rate for current employees of 0.75% per annum up to 2020/21;
- 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 £82,090 have been incorporated into the estimates being considered and are shown in Appendix D.

4.2 The estimated budget for 2017/18 is £3,217,580; a decrease of £433,940 on the 2016/17 approved budget, and a decrease of £145,290 on the revised 2016/17 budget. The main variations are given below.

**4.3 Cost of Democratic Services £17,160**

4.3.1 This is mainly due to the reinstatement of the one off reduction in the special responsibility allowances from the 2016/17 budget.

**4.4 Non Domestic Business Rates (10,920)**

4.4.1 The decrease in costs is due to a change in salary allocations to match expected work demands. In addition some staff costs have moved between employee expenses and departmental support.

**4.5 Council Tax Collection (£27,850)**

4.5.1 Employee costs have decreased by £43,770 due to changes in salary allocations to match expected work demands. In addition some staff costs have moved between employee expenses and departmental support. This has been partially offset by the reinstatement of the £5,000 reduction in legal costs made in 2016/17. In addition there has been a reduction in legal cost income of £10,000.

**4.6 Compensation and Pension Increases (£5,110)**

4.6.1 The decrease is due to the reductions in pensions payments to Warwickshire County Council relating to past employees.

**4.7 Finance Unused Land (£40,620)**

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

**4.8 Unallocated Central Support Services £75,100**

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

**4.9 Coleshill Shops High Street (£3,380)**

4.9.1 An increased rental income and decreased the levels of NDR and utility bills to be paid for.

**4.10 Innage Park (£4,040)**

4.10.1 A reduction in vacancies at the end of 2016/17 has created a higher rental income and lowered utility costs.

**4.11 Public Conveniences £215,750**

4.11.1 There was a contribution from the New Initiatives Reserve in 2016/17 to fund the early termination of leases on the toilets. This has been removed in 2017/18. In addition, the first year's repayment to the Reserve has been made.

**4.12 Rent Allowances / Housing Benefit Admin and Rent Rebates £19,840**

4.12.1 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. In contrast a reduction in rent rebates has been used to reflect the reductions required in social rents, giving a small net benefit.

**4.13 Car Parks (£21,380)**

4.13.1 This decrease mainly relates to the removal of the one off growth bid from 2016/17 for the car parking review.

**4.14 Animal Control (£3,870)**

4.14.1 This decrease relates to a reduction in running and maintenance costs of the replaced vehicles.

**4.15 Community Support (£125,530)**

4.15.1 This reduction is predominantly due to the full year charging of the lifeline service. This has been partially off set by the reinstatement of employee costs to full staffing establishment.

**4.16 Departmental and Central Support Services £89,330**

4.16.1 Departmental support charges have increased due to changes in staff time allocations to match current work demands in addition to some staff costs moving between departmental support and employee expenses. Central support charges have increased mainly due the pay award and pension contribution increases.

**4.17 Capital Charges (£321,840)**

4.17.1 Capital costs have decreased by £242,460 as lease payments for the public conveniences at Coleshill, Polesworth and Water Orton are no longer payable. There is also a further reduction in Disabled Facilities Grants reflecting the full year position of transferring Private Sector Housing Assistance funding to the Heart project.

**5 Growth Items**

5.1 Provision for growth was built into the Council's Budget Strategy, approved in September 2016 by the Executive Board, to cover additional costs on insurance premiums, the contribution to the West Midlands Combined Authority and Insurance Premium Tax changes, which will continue in 2017/18 onwards.

**6 Income**

6.1 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.

**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 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;
- 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 2017/18. The table below provides a subjective summary for those services reporting to this Board:

	<b>Forecast Budget 2018/19 £</b>	<b>Forecast Budget 2019/20 £</b>	<b>Forecast Budget 2020/21 £</b>
Employee Costs	1,856,050	1,901,100	1,942,300
Premises	180,330	184,150	186,690
Supplies and Services	476,670	492,430	435,370
Transport	38,950	39,610	40,130
Members Allowances	252,690	256,540	260,210
Transfer Payments	14,249,220	14,464,800	14,694,210
Earmarked Reserves	14,330	14,100	13,860
<b>Gross Expenditure</b>	<b>17,068,240</b>	<b>17,352,730</b>	<b>17,572,770</b>
Income	(15,969,350)	(16,044,360)	(16,134,840)
Recharged to Other Services	(272,470)	(278,110)	(283,890)
<b>Net Controllable Expenditure</b>	<b>826,420</b>	<b>1,030,260</b>	<b>1,154,040</b>
Departmental Support	1,030,880	1,054,890	1,072,240
Central Support	1,098,010	1,123,980	1,142,340
Capital Charges	260,020	260,240	260,510
<b>Net Expenditure</b>	<b>3,215,330</b>	<b>3,469,370</b>	<b>3,629,130</b>

8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2018/19 to 2020/21, increases in contracts and general increases in supplies and services of 2% in 2017/18 and 2019/20. In total, net expenditure is expected to decrease marginally in 2018/19, increase by 7.9% in 2019/20 and 4.6% in 2020/21. The increase in net expenditure in 2019/20 relates to the costs of Borough Council elections and the expected reduction in the recovery of housing benefit overpayment following the move to Universal Credit. The increase in 2020/21 is less, as the election is a one off expense.

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**

<b>Code</b>	<b>Description</b>	<b>Actual 2015/2016 £</b>	<b>Approved Budget 2016/2017 £</b>	<b>Revised Budget 2016/2017 £</b>	<b>Original Budget 2017/2018 £</b>
3000	Cost of Democratic Services	387,131	387,800	360,090	377,250
3001	Election Expenses	50,685	5,220	5,170	5,220
3002	Registration of Electors	7,816	33,590	33,590	32,500
3003	Business Rates	(43,413)	(51,260)	(25,360)	(36,280)
3004	Council Tax Collection	(28,327)	34,010	89,740	61,890
3050	Finance Miscellaneous	5,153	-	20,000	20,000
3051	Compensation and Pension Increases	525,973	545,960	538,040	532,930
3052	Assisted Car Purchase	(844)	(490)	(260)	(260)
3054	Electricity at Work	19,281	18,000	18,000	18,360
3059	Finance Unused Land	26,282	-	43,350	2,730
3060	Corporate and Democratic Core	36,422	36,310	40,280	41,090
3061	Unallocated Central Support Services	497	103,470	30,340	105,440
3065	Coleshill Shops High Street	(68,476)	(68,050)	(61,910)	(65,290)
3067	The Pavilions, Holly Lane	(80,596)	(80,860)	(81,240)	(81,190)
3068	Carlyon Road Industrial Estate	(99,027)	(98,460)	(97,320)	(97,640)
3069	Innage Park Industrial Estate	(109,881)	(112,690)	(152,360)	(156,400)
3070	Polesworth Workspace Units	(4,171)	(4,900)	(3,110)	(2,980)
3079	Maya Bar and Restaurant	(12,053)	(12,050)	(11,640)	(11,590)
3080	Football Stadium	(118,000)	-	-	-
3084	Homeless Persons	70,024	71,600	62,270	62,670
3089	Public Conveniences	21,774	(177,870)	(175,120)	40,630
3094	Customer Contact	6,662	15,070	13,370	15,170
3097	Rent Allowances	(59,394)	(41,450)	(99,580)	(81,900)
3098	Housing Benefit Administration and Rent Rebates	(94,427)	(49,760)	(67,850)	(65,690)
3099	Concessionary Fares	12,306	(470)	2,070	-
3101	Council Tax Support	127,576	105,660	82,630	84,170
3102	Car Parks	36,887	66,110	66,310	44,930
3111	Broadband Delivery UK	100,011	50,000	50,000	50,000
5005	Animal Control	49,679	39,040	41,700	37,830
5006	Abandoned Vehicles	1,959	1,650	1,660	1,690
5008	Private Sector Housing Assistance	21,669	3,480	3,410	4,240
5035	CCTV	7,868	(1,760)	490	(1,830)
5036	Community Support	455,604	454,650	331,000	205,470
7360	North Warwickshire LEADER Partnership	-	-	-	-
7361	England's Rural Heart LEADER Partnership	(2,666)	(4,040)	(4,160)	(2,850)
	<b>Net Controllable Expenditure</b>	<b>1,249,984</b>	<b>1,267,510</b>	<b>1,053,600</b>	<b>1,140,310</b>
	<b>Recharged to Services</b>	<b>(268,160)</b>	<b>(274,000)</b>	<b>(269,530)</b>	<b>(269,020)</b>
	<b>Departmental Support</b>	<b>946,781</b>	<b>969,410</b>	<b>945,900</b>	<b>1,010,390</b>
	<b>Central Support</b>	<b>994,064</b>	<b>1,077,150</b>	<b>1,051,270</b>	<b>1,076,110</b>
	<b>Capital Charges</b>	<b>163,668</b>	<b>611,450</b>	<b>581,630</b>	<b>259,790</b>
	<b>Resources Board (Remaining) Total</b>	<b>3,086,337</b>	<b>3,651,520</b>	<b>3,362,870</b>	<b>3,217,580</b>

**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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	107,019	92,120	80,890	83,050
Premises Related Expenditure	720	1,190	1,190	1,210
Supplies and Services	29,660	36,470	31,040	31,260
Transport Related Expenditure	10,031	12,340	12,340	12,570
Members Allowances	239,701	245,680	234,630	249,160
<b>GROSS EXPENDITURE</b>	<b>387,131</b>	<b>387,800</b>	<b>360,090</b>	<b>377,250</b>
Gross Income	-	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>387,131</b>	<b>387,800</b>	<b>360,090</b>	<b>377,250</b>
Recharged to Services	(88,370)	(88,380)	(84,250)	(86,520)
Central Support	240,213	238,450	238,950	243,440
Capital Charges	20,113	31,380	27,330	27,330
<b>NET EXPENDITURE</b>	<b>559,087</b>	<b>569,250</b>	<b>542,120</b>	<b>561,500</b>

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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	777	-	30	-
Supplies and Services	49,908	5,220	5,140	5,220
<b>GROSS EXPENDITURE</b>	<b>50,685</b>	<b>5,220</b>	<b>5,170</b>	<b>5,220</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>50,685</b>	<b>5,220</b>	<b>5,170</b>	<b>5,220</b>
Departmental Support	11,690	11,700	11,520	11,770
Central Support	5,966	6,060	5,040	5,070
<b>NET EXPENDITURE</b>	<b>68,341</b>	<b>22,980</b>	<b>21,730</b>	<b>22,060</b>

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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	3,104	2,090	3,290	2,090
Supplies and Services	33,687	32,790	39,990	40,680
Transport Related Expenditure	249	-	-	-
Earmarked Reserves	24,610	-	29,990	(8,980)
<b>GROSS EXPENDITURE</b>	<b>61,650</b>	<b>34,880</b>	<b>73,270</b>	<b>33,790</b>
Gross Income	(53,834)	(1,290)	(39,680)	(1,290)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>7,816</b>	<b>33,590</b>	<b>33,590</b>	<b>32,500</b>
Departmental Support	13,390	13,410	26,110	26,930
Central Support	13,457	3,220	5,320	5,520
Capital Charges	-	3,300	3,300	3,300
<b>NET EXPENDITURE</b>	<b>34,663</b>	<b>53,520</b>	<b>68,320</b>	<b>68,250</b>

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	£0.71	£1.08	£1.39	£1.38

**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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	56,186	52,040	75,580	64,280
Supplies and Services	18,924	18,950	18,950	19,330
<b>GROSS EXPENDITURE</b>	<b>75,110</b>	<b>70,990</b>	<b>94,530</b>	<b>83,610</b>
Gross Income	(118,523)	(122,250)	(119,890)	(119,890)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(43,413)</b>	<b>(51,260)</b>	<b>(25,360)</b>	<b>(36,280)</b>
Departmental Support	78,043	78,450	82,950	88,230
Central Support	18,111	18,880	20,080	20,640
Capital Charges	3,291	6,630	6,630	6,630
<b>NET EXPENDITURE</b>	<b>56,032</b>	<b>52,700</b>	<b>84,300</b>	<b>79,220</b>

Contributes to corporate priority :

- Responsible financial and resource management

**KEY PERFORMANCE INDICATORS**

% of Business Rate Collection Rate	99.64%	75.98%	99.30%	99.30%
Number of Business Rate properties	2,266	2,266	2,270	2,270
Cost per Business Rate property	£24.73	£23.26	£37.14	£34.90

**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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	123,432	122,630	204,100	160,330
Supplies and Services	38,881	50,640	45,640	51,560
<b>GROSS EXPENDITURE</b>	<b>162,313</b>	<b>173,270</b>	<b>249,740</b>	<b>211,890</b>
Gross Income	(190,640)	(139,260)	(160,000)	(150,000)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(28,327)</b>	<b>34,010</b>	<b>89,740</b>	<b>61,890</b>
Departmental Support	176,590	185,870	189,840	198,060
Central Support	34,373	34,460	44,500	45,420
Capital Charges	7,810	13,250	13,250	13,250
<b>NET EXPENDITURE</b>	<b>190,446</b>	<b>267,590</b>	<b>337,330</b>	<b>318,620</b>

Contributes to corporate priority :

- Responsible financial and resource management

**KEY PERFORMANCE INDICATORS**

% of Council Tax Collection Rate	98.39%	75.98%	98.00%	98.00%
Number of households	27,494	27,722	28,000	28,000
Cost per household	£6.93	£9.65	£12.05	£11.38

**3050 - FINANCE MISCELLANEOUS**

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

DESCRIPTION	ACTUALS 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	24	-	-	-
Supplies and Services	17,468	-	23,670	20,000
Miscellaneous Expenditure	53,129	-	12,660	-
Earmarked Reserves	46,328	-	14,370	-
<b>GROSS EXPENDITURE</b>	<b>116,949</b>	<b>-</b>	<b>50,700</b>	<b>20,000</b>
Gross Income	(111,796)	-	(30,700)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>5,153</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>
Central Support	433	470	410	410
<b>NET EXPENDITURE</b>	<b>5,586</b>	<b>470</b>	<b>20,410</b>	<b>20,410</b>

**3051 - COMPENSATION AND PENSION INCREASES**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	525,973	545,960	538,040	532,930
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>525,973</b>	<b>545,960</b>	<b>538,040</b>	<b>532,930</b>
Recharged to Services	(103,990)	(107,720)	(106,050)	(105,050)
Central Support	721	800	810	810
<b>NET EXPENDITURE</b>	<b>422,704</b>	<b>439,040</b>	<b>432,800</b>	<b>428,690</b>

Contributes to corporate priority :

- Responsible financial and resource management

**3052 - ASSISTED CAR PURCHASE**

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	2	-	-	-
<b>GROSS EXPENDITURE</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gross Income	(846)	(490)	(260)	(260)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(844)</b>	<b>(490)</b>	<b>(260)</b>	<b>(260)</b>
Central Support	45	40	120	120
<b>NET EXPENDITURE</b>	<b>(799)</b>	<b>(450)</b>	<b>(140)</b>	<b>(140)</b>

**3054 - ELECTRICITY AT WORK**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	1,985	-	-	-
Premises Related Expenditure	17,296	18,000	18,000	18,360
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>19,281</b>	<b>18,000</b>	<b>18,000</b>	<b>18,360</b>
Departmental Support	4,710	4,750	4,720	4,790
Central Support	406	450	350	500
<b>NET EXPENDITURE</b>	<b>24,397</b>	<b>23,200</b>	<b>23,070</b>	<b>23,650</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	13	-	-	-
Premises Related Expenditure	33,210	-	35,040	2,730
Supplies and Services	559	-	8,310	-
<b>GROSS EXPENDITURE</b>	<b>33,782</b>	<b>-</b>	<b>43,350</b>	<b>2,730</b>
GROSS INCOME	(7,500)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>26,282</b>	<b>-</b>	<b>43,350</b>	<b>2,730</b>
Central Support	244	260	420	430
Capital Charges	(22,000)	2,650	-	-
<b>NET EXPENDITURE</b>	<b>4,526</b>	<b>2,910</b>	<b>43,770</b>	<b>3,160</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	28,885	-	-	-
Supplies and Services	7,537	36,310	40,280	41,090
<b>GROSS EXPENDITURE</b>	<b>36,422</b>	<b>36,310</b>	<b>40,280</b>	<b>41,090</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>36,422</b>	<b>36,310</b>	<b>40,280</b>	<b>41,090</b>
Recharged to Services	(75,800)	(77,900)	(79,230)	(77,450)
Central Support	554,549	608,940	570,740	579,790
Capital Charges	11,029	10,980	11,580	11,810
<b>NET EXPENDITURE</b>	<b>526,200</b>	<b>578,330</b>	<b>543,370</b>	<b>555,240</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	497	103,470	30,340	105,440
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>497</b>	<b>103,470</b>	<b>30,340</b>	<b>105,440</b>
Central Support	4,436	29,680	42,650	39,380
Capital Charges	84	(80)	(10)	-
<b>NET EXPENDITURE</b>	<b>5,017</b>	<b>133,070</b>	<b>72,980</b>	<b>144,820</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	213	-	-	-
Premises Related Expenditure	1,755	3,100	4,760	3,430
<b>GROSS EXPENDITURE</b>	<b>1,968</b>	<b>3,100</b>	<b>4,760</b>	<b>3,430</b>
Gross Income	(70,444)	(71,150)	(66,670)	(68,720)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(68,476)</b>	<b>(68,050)</b>	<b>(61,910)</b>	<b>(65,290)</b>
Central Support	4,028	4,180	3,650	3,920
<b>NET EXPENDITURE</b>	<b>(64,448)</b>	<b>(63,870)</b>	<b>(58,260)</b>	<b>(61,370)</b>

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

**KEY PERFORMANCE INDICATORS**

Occupancy rate	100%	100%	100%	100%
Number of shops	7	7	7	7
Annual income per shop	-£10,063	-£10,164	-£9,524	-£9,817

**3067 - THE PAVILIONS, HOLLY LANE**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	229	-	-	-
Premises Related Expenditure	4,020	4,070	3,690	3,780
Supplies and Services	350	360	360	370
<b>GROSS EXPENDITURE</b>	<b>4,599</b>	<b>4,430</b>	<b>4,050</b>	<b>4,150</b>
Gross Income	(85,195)	(85,290)	(85,290)	(85,340)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(80,596)</b>	<b>(80,860)</b>	<b>(81,240)</b>	<b>(81,190)</b>
Central Support	4,883	5,000	4,510	4,800
<b>NET EXPENDITURE</b>	<b>(75,713)</b>	<b>(75,860)</b>	<b>(76,730)</b>	<b>(76,390)</b>

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	-£10,649	-£10,661	-£10,661	-£10,668

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	246	-	-	-
Premises Related Expenditure	13,910	14,560	15,700	15,380
Supplies and Services	110	110	110	110
<b>GROSS EXPENDITURE</b>	<b>14,266</b>	<b>14,670</b>	<b>15,810</b>	<b>15,490</b>
Gross Income	(113,293)	(113,130)	(113,130)	(113,130)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(99,027)</b>	<b>(98,460)</b>	<b>(97,320)</b>	<b>(97,640)</b>
Central Support	5,412	5,530	5,510	5,850
Capital Charges	53,000	-	-	-
<b>NET EXPENDITURE</b>	<b>(40,615)</b>	<b>(92,930)</b>	<b>(91,810)</b>	<b>(91,790)</b>

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

**KEY PERFORMANCE INDICATORS**

Occupancy rate	81%	81%	81%	81%
Number of units / plots	16	16	16	16
Annual income per unit / plot	-£7,081	-£7,071	-£7,071	-£7,071

**3069 - INNAGE PARK, INDUSTRIAL ESTATE**

This development covers 39 small industrial units plus 2 units which are used as offices.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	739	-	-	-
Premises Related Expenditure	61,675	58,620	44,520	49,230
Supplies and Services	550	610	2,460	620
<b>GROSS EXPENDITURE</b>	<b>62,964</b>	<b>59,230</b>	<b>46,980</b>	<b>49,850</b>
GROSS INCOME	(172,845)	(171,920)	(199,340)	(206,250)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(109,881)</b>	<b>(112,690)</b>	<b>(152,360)</b>	<b>(156,400)</b>
Central Support	19,871	20,270	18,550	19,170
Capital Charge	101,000	101,000	111,000	121,000
<b>NET EXPENDITURE</b>	<b>10,990</b>	<b>8,580</b>	<b>(22,810)</b>	<b>(16,230)</b>

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

**KEY PERFORMANCE INDICATORS**

Occupancy rate	67%	64%	79%	79%
Number of units	39	39	39	39
Annual income per unit	-£4,432	-£4,408	-£5,111	-£5,288

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	161	-	-	-
Premises Related Expenditure	4,471	3,800	5,590	5,720
Supplies and Services	125	230	230	230
<b>GROSS EXPENDITURE</b>	<b>4,757</b>	<b>4,030</b>	<b>5,820</b>	<b>5,950</b>
GROSS INCOME	(8,928)	(8,930)	(8,930)	(8,930)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(4,171)</b>	<b>(4,900)</b>	<b>(3,110)</b>	<b>(2,980)</b>
Central Support	3,426	3,520	2,790	3,040
Capital Charge	250	-	-	-
<b>NET EXPENDITURE</b>	<b>(495)</b>	<b>(1,380)</b>	<b>(320)</b>	<b>60</b>

Contributes to corporate priority :

- Responsible financial and resource management
- Supporting employment and business

**KEY PERFORMANCE INDICATORS**

Occupancy rate	75%	75%	75%	75%
Number of units	8	8	8	8
Annual income per unit	-£1,116	-£1,116	-£1,116	-£1,116

**3079 - MAYA BAR AND RESTAURANT**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	18	-	-	-
Premises Related Expenditure	1,933	1,950	2,360	2,410
<b>GROSS EXPENDITURE</b>	<b>1,951</b>	<b>1,950</b>	<b>2,360</b>	<b>2,410</b>
GROSS INCOME	(14,004)	(14,000)	(14,000)	(14,000)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(12,053)</b>	<b>(12,050)</b>	<b>(11,640)</b>	<b>(11,590)</b>
Central Support	841	870	880	990
Capital Charge	(45,500)	-	-	-
<b>NET EXPENDITURE</b>	<b>(56,712)</b>	<b>(11,180)</b>	<b>(10,760)</b>	<b>(10,600)</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
GROSS INCOME	-	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital	(118,000)	-	-	-
<b>NET EXPENDITURE</b>	<b>(118,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>

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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	20,047	30,210	19,090	19,400
Premises Related Expenditure	11,040	14,190	19,110	19,040
Supplies and Services	35,280	48,290	47,170	48,110
Earmarked Reserves	12,547	(13,540)	(10,870)	(11,410)
<b>GROSS EXPENDITURE</b>	<b>78,914</b>	<b>79,150</b>	<b>74,500</b>	<b>75,140</b>
GROSS INCOME	(8,890)	(7,550)	(12,230)	(12,470)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>70,024</b>	<b>71,600</b>	<b>62,270</b>	<b>62,670</b>
Departmental Support	16,608	19,280	19,090	17,630
Central Support	6,319	7,030	9,860	10,120
Capital Charges	525	1,090	1,090	1,090
<b>NET EXPENDITURE</b>	<b>93,476</b>	<b>99,000</b>	<b>92,310</b>	<b>91,510</b>

Contributes to corporate priorities :

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

**3089 - PUBLIC CONVENIENCES**

The Council has maintained four public conveniences situated in Atherstone, Coleshill, Polesworth and Water Orton. The Council took the decision to close the facilities at Coleshill, Polesworth & Water Orton from September 2016.

DESCRIPTION	ACTUALS 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	9,930	8,600	7,850	8,740
Premises Related Expenditure	10,733	10,150	10,630	10,960
Supplies and Services	1,166	1,450	1,470	1,500
Earmarked Reserves	-	(198,000)	(195,000)	19,500
<b>GROSS EXPENDITURE</b>	<b>21,829</b>	<b>(177,800)</b>	<b>(175,050)</b>	<b>40,700</b>
GROSS INCOME	(55)	(70)	(70)	(70)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>21,774</b>	<b>(177,870)</b>	<b>(175,120)</b>	<b>40,630</b>
Departmental Support	3,690	3,720	6,680	6,780
Central Support	2,034	2,100	2,050	2,220
Capital Charges	78,239	261,610	257,670	15,210
<b>NET EXPENDITURE</b>	<b>105,737</b>	<b>89,560</b>	<b>91,280</b>	<b>64,840</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	29,050	32,510	30,100	33,420
Supplies and Services	297	320	320	330
<b>GROSS EXPENDITURE</b>	<b>29,347</b>	<b>32,830</b>	<b>30,420</b>	<b>33,750</b>
GROSS INCOME	(22,685)	(17,760)	(17,050)	(18,580)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>6,662</b>	<b>15,070</b>	<b>13,370</b>	<b>15,170</b>
Departmental Support	64,281	66,860	64,620	68,390
Central Support	769	820	1,250	2,320
<b>NET EXPENDITURE</b>	<b>71,712</b>	<b>82,750</b>	<b>79,240</b>	<b>85,880</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	121,370	128,200	67,520	65,110
Supplies and Services	7,241	23,060	26,380	26,510
Transfer Payments	8,092,947	8,378,300	7,877,450	8,192,550
<b>GROSS EXPENDITURE</b>	<b>8,221,558</b>	<b>8,529,560</b>	<b>7,971,350</b>	<b>8,284,170</b>
GROSS INCOME	(8,280,952)	(8,571,010)	(8,070,930)	(8,366,070)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(59,394)</b>	<b>(41,450)</b>	<b>(99,580)</b>	<b>(81,900)</b>
Departmental Support	100,312	106,590	93,220	104,420
Central Support	8,651	9,160	5,830	6,590
Capital Charges	1,645	2,900	2,900	2,900
<b>NET EXPENDITURE</b>	<b>51,214</b>	<b>77,200</b>	<b>2,370</b>	<b>32,010</b>

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

**KEY PERFORMANCE INDICATORS**

Number of claimants	1,702	1,675	1,710	1,710
Rent Allowance per claimant	£4,754.96	£5,001.97	£4,606.70	£4,790.96
Cost of administration per claimant	£30.09	£46.09	£1.39	£18.72

**3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	64,154	60,230	59,240	55,390
Supplies and Services	4,679	43,780	51,520	51,610
Transfer Payments	6,340,407	6,151,200	5,960,920	5,854,450
<b>GROSS EXPENDITURE</b>	<b>6,409,240</b>	<b>6,255,210</b>	<b>6,071,680</b>	<b>5,961,450</b>
GROSS INCOME	(6,503,667)	(6,304,970)	(6,139,530)	(6,027,140)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(94,427)</b>	<b>(49,760)</b>	<b>(67,850)</b>	<b>(65,690)</b>
Departmental Support	69,578	72,120	80,440	90,920
Central Support	8,709	9,110	6,460	7,190
Capital Charges	897	1,720	1,720	1,720
<b>NET EXPENDITURE</b>	<b>(15,243)</b>	<b>33,190</b>	<b>20,770</b>	<b>34,140</b>

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

**KEY PERFORMANCE INDICATORS**

Number of claimants	1,559	1,555	1,585	1,585
Housing benefit per claimant	£4,066.97	£3,955.76	£3,760.83	£3,693.66
Cost of administration per claimant	-£10	£21.34	£13.10	£21.54

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	401	-	-	-
Supplies and Services	12,465	-	2,540	-
<b>GROSS EXPENDITURE</b>	<b>12,866</b>	<b>-</b>	<b>2,540</b>	<b>-</b>
GROSS INCOME	(560)	(470)	(470)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>12,306</b>	<b>(470)</b>	<b>2,070</b>	<b>-</b>
Departmental Support	5,538	6,200	650	-
Central Support	2,347	2,540	870	-
<b>NET EXPENDITURE</b>	<b>20,191</b>	<b>8,270</b>	<b>3,590</b>	<b>-</b>

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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	183,239	149,440	129,840	125,210
Supplies and Services	10,956	12,090	12,090	12,330
<b>GROSS EXPENDITURE</b>	<b>194,195</b>	<b>161,530</b>	<b>141,930</b>	<b>137,540</b>
GROSS INCOME	(66,619)	(55,870)	(59,300)	(53,370)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>127,576</b>	<b>105,660</b>	<b>82,630</b>	<b>84,170</b>
Departmental Support	138,299	132,740	114,550	127,610
Central Support	6,394	6,690	6,190	6,720
Capital Charges	2,692	2,820	2,820	2,820
<b>NET EXPENDITURE</b>	<b>274,961</b>	<b>247,910</b>	<b>206,190</b>	<b>221,320</b>

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	£63.15	£57.63	£47.29	£50.76

**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 2015/2016	APPROVED BUDGET 2016/2017	REVISED BUDGET 2016/2017	ORIGINAL BUDGET 2017/2018
Employee Expenditure	7,475	6,980	6,000	6,060
Premises Related Expenditure	45,216	47,250	46,160	48,250
Supplies and Services	9,481	32,500	32,610	9,450
<b>GROSS EXPENDITURE</b>	<b>62,172</b>	<b>86,730</b>	<b>84,770</b>	<b>63,760</b>
GROSS INCOME	(25,285)	(20,620)	(18,460)	(18,830)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>36,887</b>	<b>66,110</b>	<b>66,310</b>	<b>44,930</b>
Departmental Support	15,950	21,210	20,860	21,180
Central Support	8,138	8,080	8,960	10,050
Capital Charges	346	1,330	1,330	1,330
<b>NET EXPENDITURE</b>	<b>61,321</b>	<b>96,730</b>	<b>97,460</b>	<b>77,490</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenses	12	-	-	-
Supplies and Services	69,082	76,080	76,080	50,000
Earmarked Reserves	30,917	(26,080)	(26,080)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>100,011</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
Central Support	217	240	230	320
<b>NET EXPENDITURE</b>	<b>100,228</b>	<b>50,240</b>	<b>50,230</b>	<b>50,320</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenses	43,440	41,950	39,330	40,330
Supplies & Services	6,562	8,640	8,630	8,780
Transport Related Expenditure	13,926	8,220	13,460	8,840
<b>GROSS EXPENDITURE</b>	<b>63,928</b>	<b>58,810</b>	<b>61,420</b>	<b>57,950</b>
GROSS INCOME	(14,249)	(19,770)	(19,720)	(20,120)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>49,679</b>	<b>39,040</b>	<b>41,700</b>	<b>37,830</b>
Departmental Support	23,530	22,390	17,170	20,070
Central Support Services	11,149	12,190	10,970	11,520
Capital Charge	97	4,290	4,290	4,290
<b>NET EXPENDITURE</b>	<b>84,455</b>	<b>77,910</b>	<b>74,130</b>	<b>73,710</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	308	-	-	-
Supplies & Services	1,651	1,650	1,660	1,690
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,959</b>	<b>1,650</b>	<b>1,660</b>	<b>1,690</b>
Departmental Support	6,220	6,160	6,420	6,140
Central Support Services	1,001	1,050	1,040	1,050
<b>NET EXPENDITURE</b>	<b>9,180</b>	<b>8,860</b>	<b>9,120</b>	<b>8,880</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	29,817	27,860	28,260	29,090
Supplies and Services	44	620	150	150
<b>GROSS EXPENDITURE</b>	<b>29,861</b>	<b>28,480</b>	<b>28,410</b>	<b>29,240</b>
GROSS INCOME	(8,192)	(25,000)	(25,000)	(25,000)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>21,669</b>	<b>3,480</b>	<b>3,410</b>	<b>4,240</b>
Departmental Support	46,100	41,410	36,800	41,020
Central Support	3,738	4,270	3,580	3,840
Capital Charges	37,602	119,500	89,620	-
<b>NET EXPENDITURE</b>	<b>109,109</b>	<b>168,660</b>	<b>133,410</b>	<b>49,100</b>

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	6,092	-	-	-
Supplies and Services	18,672	14,910	16,530	14,840
Earmarked Reserves	15,450	15,450	15,450	15,450
<b>GROSS EXPENDITURE</b>	<b>40,214</b>	<b>30,360</b>	<b>31,980</b>	<b>30,290</b>
GROSS INCOME	(32,346)	(32,120)	(31,490)	(32,120)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>7,868</b>	<b>(1,760)</b>	<b>490</b>	<b>(1,830)</b>
Departmental Support	107,102	112,820	105,500	112,180
Central Support	1,898	1,930	340	340
Capital Charges	-	18,250	18,250	18,250
<b>NET EXPENDITURE</b>	<b>116,868</b>	<b>131,240</b>	<b>124,580</b>	<b>128,940</b>

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. The scheme also provides some support for neighbouring authorities.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	439,908	440,660	420,370	467,220
Premises Related Expenditure	141	150	180	180
Supplies and Services	27,309	31,060	35,820	38,140
Transport Related Expenditure	14,046	14,710	15,590	15,440
Balance Sheet Items	-	(6,210)	(5,130)	(26,070)
<b>GROSS EXPENDITURE</b>	<b>481,404</b>	<b>480,370</b>	<b>466,830</b>	<b>494,910</b>
GROSS INCOME	(25,800)	(25,720)	(135,830)	(289,440)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>455,604</b>	<b>454,650</b>	<b>331,000</b>	<b>205,470</b>
Departmental Support	65,150	63,730	64,760	64,270
Central Support	5,057	5,510	4,750	4,900
Capital Charges	30,586	28,480	28,480	28,480
<b>NET EXPENDITURE</b>	<b>556,397</b>	<b>552,370</b>	<b>428,990</b>	<b>303,120</b>

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

**KEY PERFORMANCE INDICATORS**

Number of Connections	5,162	5,300	5,107	5,107
Cost per Connection	£107.79	£104.22	£84.00	£59.35

**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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	26,283	44,100	43,740	44,960
Premises Related Expenditure	200	250	250	260
Supplies and Services	1,168	3,310	3,550	3,630
Transport Related Expenditure	1,188	1,620	1,620	1,620
<b>GROSS EXPENDITURE</b>	<b>28,839</b>	<b>49,280</b>	<b>49,160</b>	<b>50,470</b>
GROSS INCOME	(31,505)	(53,320)	(53,320)	(53,320)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(2,666)</b>	<b>(4,040)</b>	<b>(4,160)</b>	<b>(2,850)</b>
Central Support	16,228	25,350	23,610	29,630
Capital Charges	212	350	380	380
<b>NET EXPENDITURE</b>	<b>13,774</b>	<b>21,660</b>	<b>19,830</b>	<b>27,160</b>

**Contributes to corporate priorities :**

- Promoting sustainable and vibrant communities
- Supporting employment and business

## Risk Analysis

	<b>Likelihood</b>	<b>Potential impact on Budget</b>
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

**APPENDIX D****SAVINGS INCLUDED WITHIN 2017/18**

<b>Description</b>	<b>2017/18</b>
Borough Care Lifeline Charges	£ 265,040
Cost of Democratic Service – telephones and advertising	£ 2,990
Cost of Democratic Service – Corporate Subs	£ 2,640
Corporate & Democratic Core - Advertising	£ 720
Compensation and Pensions – reduced contributions on past pension payments	£ 9,030
	<b>£ 280,420</b>



## **Agenda Item No 12**

### **Resources Board**

**30 January 2017**

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

**Capital Programme 2016/17 to  
2019/20**

## **1 Summary**

- 1.1 This report identifies changes to the Council's 2016/17 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 2016/17 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 2019/20 additions relating to previously approved schemes;**
- c That the Board supports the growth bids 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 2016/17 to 2018/19 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 2017/18 to 2019/20.

## **3 2016/17 Revised Capital Programme**

- 3.1 The table below summarises the overall change in the 2016/17 revised capital programme with the main movements explained below:

	<b>2016/17 Original</b>	<b>2015/16 Carry Forward</b>	<b>Additions</b>	<b>2016/17 Revised</b>
HRA (Housing)	5,895,460	3,506,400	(349,890)	9,051,970
General Fund (Housing)	380,500	310,660	(150,240)	540,920
General Fund (Other Services)	668,210	377,050	(288,770)	756,490
<b>Total</b>	<b>6,944,170</b>	<b>4,194,110</b>	<b>(788,900)</b>	<b>10,349,380</b>

- 3.2 Within the HRA Housing programme budgeted expenditure on roofing, kitchens and bathrooms, and electrical work has been pushed back into 2017/18 due to a change in the timing of contracts. This has been partially offset by a planned increase in expenditure on New Build Schemes, following approval by Executive Board for the purchase of properties at Spon Lane, Grendon.
- 3.3 Projected underspends of £150,000 on the roofing programme have been re-allocated to the heating programme to support additional properties in need of essential heating upgrades.
- 3.4 Within the General Fund Housing programme there is reduction of £146,235 to the Decent Homes allocation for the private sector, as £126,235 is no longer needed. The remaining £20,000 has been moved back, as the identified project will not occur until 2017/18.
- 3.5 The cost of the Innage Park Phase 1 Roof Replacement programme is less than expected by £35,000.
- 3.6 Underspends on the Disabled Discrimination Adaptation scheme of £288,507 have been pushed back into 2017/18 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.
- 3.7 Changes in the timing of vehicle replacements have increased costs by £25,130. In addition, there has been additional expenditure of £12,860 on mobile CCTV and improvements at Abbey Green Park, which has been funded from earmarked reserves.

#### 4 **Updating the Approved Capital Programme**

4.1 A number of schemes relating to this Board were included in the 2016/17 to 2018/19 approved capital programme and these are detailed in Appendix A, including any 2019/20 additions associated to these programmes.

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 Bids Included in the Approved Capital Programme**

5.1 There are two new schemes and additional spend on an existing scheme to be considered for approval in the three year capital programme.

5.2 A budget of £40,000 has been included in 2017/18 to upgrade the Payment Management System in order to meet new encryption standards. The new encryption standards are required by the banks, if the Council is to continue to accept card payments. However the upgrade will enable the Council to introduce contactless payments, improving the service we can provide to users of the Leisure facilities.

5.3 A budget of £195,000 has been included in 2019/20 for roofing works at Innage Park Phase 2. This is planned to coincide with similar work to be undertaken at the Pavilions, which should allow some economies of scale to be achieved.

5.4 The Atherstone Leisure Complex Roof Replacement programme is expected to cost a further £50,000 than has been previously included in the capital programme. £15,000 of the growth has been included in 2017/18 in order to carry out preliminary surveys to investigate the extent and timing of the work required. The remaining £35,000 of the growth has been added to the existing budget provision of £250,000 in 2018/19.

#### 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 Sue Garner (719374).

### Background Papers

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

**1) HRA Approved 3 year Capital Programme 2017/18 to 2019/20**

**Appendix A**

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2017/18	2018/19	2019/20	3 Year Programme
Electrics	A scheduled programme to replace consumer units and bring wiring in Council properties up to date	£409,000	£477,410	£491,730	£1,378,140
Staffing	Housing officers who deliver the capital programme to Council properties.	£130,270	£113,030	£115,820	£359,120
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	£763,500	£716,110	£737,590	£2,217,200
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.	£309,000	£318,270	£163,910	£791,180
Windows and Doors	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	£257,500	£530,450	£546,360	£1,334,310
Energy Saving Measures	External Wall Insulation & Loft Insulation programmes will be required to ensure properties meet the necessary levels for energy usage.	£103,000	£106,090	£109,270	£318,360
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	£180,250	£185,660	£191,230	£557,140
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	£1,065,000	£530,450	£546,360	£2,141,810
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.	£831,220	£106,090	-	£937,310
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	£99,000	£18,000	-	£117,000
Replacement of housing Vehicles	Replacement as per the vehicle replacement schedule.	£74,000	-	-	£74,000
Replacement of neighbourhood warden vehicles	Replacement as per the vehicle replacement schedule.	£96,000	-	-	£96,000
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.	£206,000	£212,180	£218,550	£636,730
New Build	Redevelopment of Lister Rd and Church Walk. Includes purchase of 34 New Homes in Polesworth and 18 New Homes in Grendon.	£2,927,700	£828,820	£1,000,000	£4,756,520
		<b>£7,451,440</b>	<b>£4,142,560</b>	<b>£4,120,820</b>	<b>£15,714,820</b>

## 2) General Fund Approved 3 year Capital Programme 2017/18 to 2019/20

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2017/18	2018/19	2019/20	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.	£77,500	£57,500	£57,500	£192,500
Borough Care Lifelines	Provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	£23,000	£23,000	£23,000	£69,000
Computer hardware & software purchase & 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.	£30,000	£40,000	£40,000	£110,000
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
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 contact less payments.	£40,000	-	-	£40,000
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 will need replacing in 2018/19.	£15,000	£285,000	-	£300,000

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2017/18	2018/19	2019/20	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	£15,000	-	£45,000
Disabled Discrimination Adaptations	To undertake work where appropriate to improve access to and around our facilities for disabled users of the service.	£288,510	-	-	£288,510
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.	£258,000	-	-	£258,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	£73,100	£122,740	£38,950	£234,790
Replacement of horticulture vehicles	Replacement as per the vehicle replacement schedule.	£47,440	£25,000	£33,870	£106,310
Replacement of leisure services vehicles	Replacement as per the vehicle replacement schedule.	-	£14,820	-	£14,820
Replacement of warden call scheme vehicles	Replacement as per the vehicle replacement schedule.	£70,000	-	-	£70,000
Capital Salaries - Management	General Fund staffing.	£18,580	£19,040	£19,490	£57,110
		£991,130	£1,033,800	£632,810	£2,657,740

## 1) General Fund Schemes Not Included in the Approved 3 Year Capital Programme 2017/18 to 2019/20

Appendix B

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	Total
			2017/18	2018/19	2019/20	3 Year Programme
Replacement Financial Management System (FMS)	The current financial system (TASK/TOTAL) will be more than 10 years old and it is Council practice to review and assess system to ensure they still meets user needs	Non-Essential	-	-	£70,000	£70,000
Replacement Revenues and Benefits	The Academy system is likely to need reviewing and potentially a major upgrade. However, this will be very dependant on the outcome of the proposed changes to benefits.	Non-Essential	-	£100,000	-	£100,000
Replacement Housing/Rents	The current system (IBS) will be more than 10 years old and it is Council practice to review and assess system to ensure they still meets 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 they still meets user needs and replace if required	Non-Essential	-	-	£70,000	£70,000
CRM Customer Access Solutions	To continue the development of the CRM, One Stop Shop and Customer Access technology following the Warwickshire direct partnership.	Non-Essential	£12,290	£12,720	£13,170	£38,180
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 Rd - 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
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	£80,000	-	-	£80,000

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	Total
			2017/18	2018/19	2019/20	3 Year Programme
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 it's replacement will be costly	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
			£1,592,290	£152,720	£1,708,170	£3,453,180

**Appendix C – Vehicle Renewal Schedule 2017/18 to 2019/20**

<b>Registration</b>	<b>Purchase Date</b>	<b>Expected Life</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Refuse Vehicles</b>					
KU06 YDE	01/03/2006	7 Years	£20,000		
BF10 JWD	14/08/2010	7 Years	£119,000		
BF10 JWD	14/08/2010	7 Years	£119,000		
<b>Street Cleansing</b>					
KU13 UET	04/03/2013	7 Years			£38,950
KV08 KVP	01/04/2008	7 Years	£19,100		
KU06 YDP	07/03/2006	7 Years	£18,000		
KU06 YDJ	07/03/2006	7 Years	£18,000		
KU06 YDO	07/03/2006	7 Years	£18,000		
LK63 ODB	04/03/2014	5 Years		£122,740	
<b>HDW Vehicles</b>					
KV08 KVV	01/04/2008	7 Years	£16,500		
KV08 KWK	01/04/2008	7 Years	£16,500		
KV08 KWB	17/03/2008	7 Years	£16,500		
KN58 WRJ	25/11/2008	7 Years	£16,500		
KN58 WRG	29/11/2008	7 Years	£16,500		
KN11 NCC	31/05/2011	7 Years		£18,000	
KV08 KWH	01/04/2008	7 Years	£16,500		
<b>Housing Inspectors Vehicles</b>					
KR08 YPF	31/07/2008	7 Years	£12,000		
KX58 WZV	05/09/2008	7 Years	£12,000		
KM59 XZV	21/01/2010	7 Years	£10,000		
KM59 XZY	21/01/2010	7 Years	£10,000		
KW08 TVJ	30/06/2008	7 Years	£10,000		
KW08 TVL	30/06/2008	7 Years	£10,000		
KW08 TVK	30/06/2008	7 Years	£10,000		
<b>Wardens Vehicles</b>					
KV08 KWO	05/03/2008	7 Years	£12,000		
KR08 YPJ	31/07/2008	7 Years	£12,000		
KV08 KVL	05/03/2008	7 Years	£12,000		
KV08 KWJ	17/03/2008	7 Years	£12,000		
KS58 KZK	31/01/2009	7 Years	£12,000		
KV08 KWF	31/07/2008	7 Years	£12,000		
KR08 YPG	31/07/2008	7 Years	£12,000		
KP58 DLX	16/12/2008	7 Years	£12,000		

<b>Registration</b>	<b>Purchase Date</b>	<b>Expected Life</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Horticulture Vehicles</b>					
Unregistered (Mower)	23/08/2014	5 Years			£12,350
KV08 KWS	01/04/2008	7 Years	£19,100		
KS57 PNO	14/02/2008	7 Years		£10,000	
KM59 XZW	21/01/2010	7 Years		£10,000	
BX13 NZT	09/07/2013	5 Years	£23,340		
BX14 WCF	02/07/2014	5 Years			£16,520
Trailers		1 Year	£5,000	£5,000	£5,000
<b>Leisure Vehicles</b>					
KR09 AUN	03/07/2009	7 Years		£14,820	
<b>Warden Call Scheme</b>					
KS57 POH	14/02/2008	7 Years	£10,000		
KS57 PMY	14/02/2008	7 Years	£10,000		
KS57 PMX	14/02/2008	7 Years	£10,000		
KS57 PKX	14/02/2008	7 Years	£10,000		
KS57 POJ	22/01/2008	7 Years	£10,000		
KS57 PNZ	22/01/2008	7 Years	£10,000		
KS57 PMO	22/01/2008	7 Years	£10,000		

## Agenda Item No 13

### Resources Board

30 January 2017

Report of the  
Deputy Chief Executive

Treasury Management Strategy  
Statement, Minimum Revenue  
Provision Policy Statement and  
Annual Investment Strategy for  
2017/18

#### 1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2017/18.

#### **Recommendation to the Council**

**That the proposed strategies for 2017/18 be approved.**

#### 2 Introduction and Background

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) recommends that the Council adopts the following form of words to define the policies and objectives of its treasury management activities:
- “The management of the local authority’s 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 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.
- 2.3 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

### **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.

### **4 CIPFA requirements**

- 4.1 The CIPFA Code of Practice on Treasury Management (2011 revision) was adopted by this Council on 22 February 2012. The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the way in which the Council will seek to achieve those policies and objectives.
- Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-Year Review Report and an Annual Report covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Resources Board.

- 4.2 The Code also emphasises the importance of Risk Management within treasury activities and also highlights effective performance management.

- 4.3 The three main reports identified above incorporate a variety of policies, estimates and actuals. These reports are required to be adequately scrutinised by Board before being recommended to the Council. This role is undertaken by the Resources Board.

### **5 Treasury Management Strategy for 2017/18**

- 5.1 The suggested strategy for 2017/18 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, Capita 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 2017/18 to 2019/20**

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 amount so determined is termed the "Affordable Borrowing Limit". 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 Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate 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 31/12/2016 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	12.500	0.72
Variable Rate Funding	4.000	0.70*
Short Term Funding	9.016	0.29*
<b>Total Net Investments</b>	<b>25.516</b>	<b>0.69</b>

\* - 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 £68,528,025 at 1 April 2017.

## 10 Prudential and Treasury Indicators for 2017/18 to 2019/20

... 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 Capita 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 2017	June 2017	Sept 2017	Dec 2017	March 2018	June 2018	Sept 2018
Bank Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%
25yr PWLB Rate	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%
50yr PWLB Rate	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%

11.2 Following the UK's decision to leave the EU, growth forecasts were significantly lowered in August. However economic data since August has indicated much stronger growth in the second half of 2016 than that forecast. As a result, the November Bank of England Inflation Report included a revised forecast for growth of 1.4 – 1.5% over the next two years. Consequently, it now appears unlikely that there will be another cut in the Bank Rate, although that cannot be completely ruled out if there was a significant dip downwards in economic growth.

11.3 Inflation forecasts were revised up due to the dramatic fall in the value of the sterling, and consumer prices are now forecasted to reach 2.7% for both 2017 and 2018 before falling to 2.5% in 2019. This will feed through into a sharp increase in the cost of imports and materials used in the UK. However, the MPC has given a clear warning that if wage inflation were to rise significantly as a result of these cost pressures on consumers, then they would take action to raise the Bank Rate.

11.4 Further uncertainties on the terms of Britain's exit from the EU makes it difficult to forecast the timing of the next rate change. However, the bank has warned they would take action to raise or lower interest rates as necessary to stimulate the UK economy.

## 12 Borrowing rates

12.1 The Council has a borrowing or Capital Financing Requirement of £68.528 million. Of this, £53.973 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 £25.778 million at the beginning of 2016/17.

- 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. As the Council is generally holding higher levels of investments, due largely to the appeal provision held for business rates, the investment limit for cash funds has been increased by £1 million to £3 million. This would give some additional flexibility to place funds and if needed, would be with a highly rated institution.

## 15 **Creditworthiness Policy**

- 15.1 This Council applies the creditworthiness service provided by Capita 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 Capita 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 Capita 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 August 2016, the Bank of England decided unanimously to cut interest rates for the first time since 2009 to 0.25% from the historical low of 0.5%. 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 leading analysts currently suggest that rates aren't likely to increase until Q2 2019 at the earliest. The Council will avoid locking into longer term deals when investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this Council.

17.3 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 Capita 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 Capita, 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 Section 151 Officer for the Council is the Deputy Chief Executive. The treasury management role 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 2017/18 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 Sue Garner (719374).

## APPENDIX A

### Treasury Indicators

<b>Treasury Indicator</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Authorised Limit for External Boundary	85,528	84,304	82,655	80,856
Operational Boundary	68,528	67,024	65,089	62,997
Upper Limit for Fixed Interest Rate Exposure	67,000	67,000	67,000	67,000
Upper Limit for Variable Rate Exposure	31,000	31,000	31,000	31,000
Upper Limit for Total Principal Sum Invested for over 364 days (per maturity date)	50%	50%	50%	50%

<b>Maturity Structure of New Fixed Rate Borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>
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
<b>Money Market Funds (MMF) - Including eMMFs</b> <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
<b>Debt Management Agency Deposit Facility<sup>1</sup></b>	Yes	N/A	In-house	365 days
<b>Term Deposits- Local Authorities</b>	Yes	N/A	In-house	365 days
<b>Term Deposits- Banks and Building Societies</b>	Yes	See Strategy	In-house	365 days
<b>Banks nationalised by high credit rated countries (sovereign rating)</b>	Yes	Sovereign rating	In-house	365 days
<b>Government guarantee on ALL deposits by high credit rated countries (sovereign rating)</b>	Yes	Sovereign rating	In-house	365 days
<b>UK government support to the banking sector (implicit guarantee)</b>	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

<b>Maturities in excess of 1 year Investment</b>	<b>(A) Why use it? (B) Associated risks?</b>	<b>Repayable/ Redeemable within 12 months?</b>	<b>Security / Minimum credit rating **</b>	<b>Circumstance of use</b>	<b>Max % of overall investments</b>	<b>Maximum maturity of investment</b>
<b>Term deposits</b> 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>
<b>Callable deposits</b> 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 Capita		<i>Suggested limit : 5 years</i>
<b>Term deposits- local authorities</b>	Going concern	No	N/A	In house		

<b>Property Funds</b>	(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 Capita		<i>Suggested limit : 10 years</i>
<b>UK Gilt Government</b>	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 Capita		<i>Suggested limit 10 years</i>
<b>Bonds issued by a financial institution guaranteed by the UK Government</b>	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 Capita		<i>Suggested limit 10 years</i>
<b>Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)</b>	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 Capita		<i>Suggested limit 10 years</i>
<b>Sovereign Bonds (i.e. other than the UK Government)</b>	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 Capita		<i>Suggested limit 10 years</i>

<b>Bonds issued by Multilateral Development Banks</b>	<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 Capita		
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Treasury Management Strategy Statement 2017/18

**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  
Qatar  
United Arab Emirates  
United Kingdom

**AA-**

Belgium (AA with S&P)

**Minimum Revenue Provision Policy Statement 2017/18**

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 1<sup>1</sup> 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 3<sup>2</sup>.

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

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<sup>1</sup> Option 1 – for debt which is supported by the Government. This is subject to a 4% charge per annum.

<sup>2</sup> 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
Money Market 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**

<b>Fitch Ratings</b>	<b>Investment Duration</b>	<b>Investment Limit</b>
AAA – Money Market Fund (MMF)	12 months and over	£5,000,000
AAA – Cash Fund (eMMF)	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 14**

### **Resources Board**

**30 January 2017**

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

**Procurement and Commissioning  
Strategy 2017 - 2021**

#### **1 Summary**

- 1.1 This report presents the draft Procurement and Commissioning Strategy 2017 - 2021 to Members for their consideration, comment and approval.

#### **Recommendation to the Executive Board**

**That the Board approves the draft Strategy provided as Appendix A.**

#### **2 Consultation**

- 2.1 Both Councillors D Wright and J Chambers have been sent a copy of the Strategy and comments received from them will be incorporated into this report or reported verbally to the Board.

#### **3 Background**

- 3.1 This Strategy provides an update on what has been achieved through the implementation of the 2013 – 2017 Strategy and the actions in Annual Service Plans which have supported it. However, its main purpose is to describe how the Council will procure and commission goods, services and works over the next five years.
- 3.2 The main change to the procurement landscape has come as a result of the European Union's review of public procurement. New EU Procurement Directives published in 2014, which were brought into UK law as the Public Contracts Regulations 2015 meant we had to update our Contract Standing Orders, Contract Terms and Conditions and some procurement documents and practices during 2015/16. The implications of the Regulations have been incorporated into new Strategy.
- 3.3 Britain's decision to withdraw from the EU will have implications for public sector procurement as it is based on EU Treaty principles and operates within a framework developed by the European Commission. However, as EU Directives have been made into UK law, it is unlikely that there will be any major changes that will affect the Strategy in the short to medium term.

3.4 The need to deliver savings and efficiencies will continue to be essential over the period of the Strategy. Procurement and commissioning is one of the tools the Council has available to it to help it achieve savings, implement different service delivery models, create capacity and deliver good value for money.

#### **4 The Procurement and Commissioning Strategy 2017 - 2021**

4.1 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 our communities.

4.2 The Procurement Principles that we have been using to guide the development of procurement have been reviewed and updated and are:

- Procure and commission strategically, compliantly and fairly.
- Deliver choice, good quality and positive social outcomes.
- Seek Best Value through Procurement.
- Build skills and capacity.

4.3 The high level objectives and aims for the next 5 years are described in Section 5 of the Strategy (Appendix A). These will be reviewed each year and specific, measurable tasks or actions; with timescales, named responsible officers and outcomes, will be included in Annual Service Plans which are provided to Boards and Members as part of the Corporate Plan.

#### **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 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.

### 5.3 Environment and Sustainability 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 (Appendix A - section 3.2).

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.

### 5.6 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

# North Warwickshire Borough Council

## Procurement and Commissioning Strategy

**2017 - 2021**



North Warwickshire  
Borough Council

Draft v2: Dec 2016

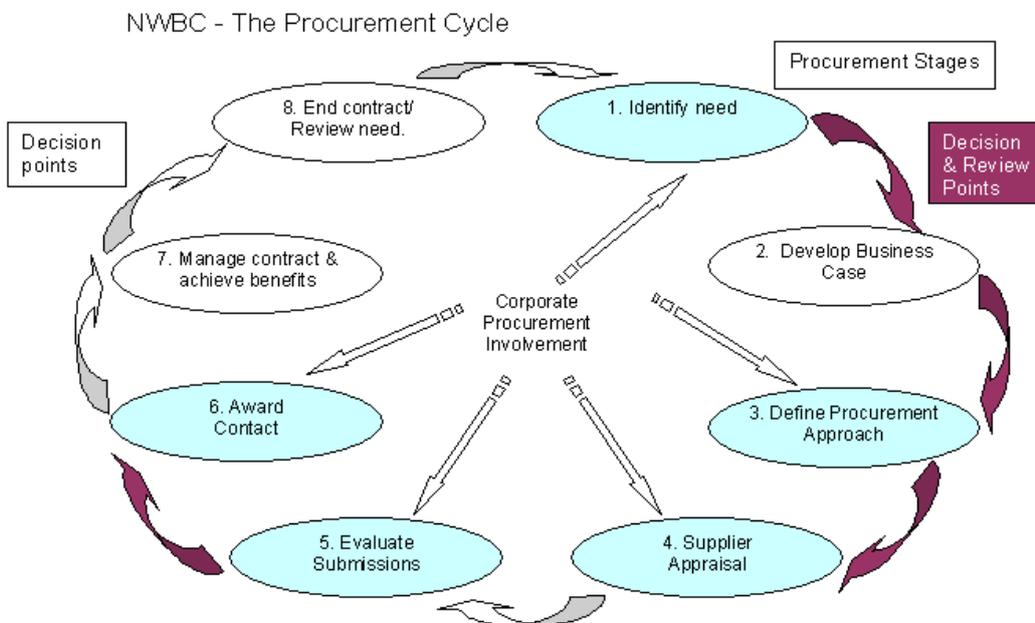
## 1. INTRODUCTION

The purpose of the strategy is to communicate to staff, members, partners and suppliers the Council’s aim to deliver excellence in the procurement and commissioning of goods, services and works. It supports the delivery of the Council’s priorities and strategies in other areas such as equality and asset management.

The need to respond to the changing demographic of the Borough and Government reforms, whilst delivering savings and efficiencies is challenging and essential. The anticipated level of saving required mean the Council will have to continue to change and question what we do and how we do it. Procurement and commissioning can be used to help achieve change and are tools the Council can use to help it meet its objectives and deliver on priorities for the area.

**Procurement** covers the buying process from agreeing there is a need for a good or service through to eventually disposing of an asset or ending a contract. This procurement process is described in the diagram below.

Figure 1.



**Commissioning** usually includes procurement activities, but it also encourages the consideration of wider social, economic and environmental impacts and outcomes from procurement decisions. Commissioning also stresses the need to include the public, customers and people who are the ultimate users of services in their design, selection and delivery, where appropriate.

The Council has a good track record of working in partnership with others such as the County Council, other District Councils, professional buying organisations and specialist procurement consultants. The Procurement Team will continue to encourage working in partnership on procurement and raising awareness of the opportunities this provides.

## 2. WHERE ARE WE NOW?

Procurement is one of the areas Assistant Directors (AD's) are expected to plan for and include in their Division's Annual Service Plans. The Procurement Manager provides information on areas of spend where a contract may be needed and on contracts which are coming to an end. Progress against the 2013 - 2017 Procurement and Commissioning Strategy is summarised below.

### 2.1 PROGRESS AGAINST THE 2013 - 2017 STRATEGY.

The 2013 – 2017 Strategy identified actions to deliver efficiencies and improvement, the majority of which were achieved:-

#### PROVIDING LEADERSHIP AND BUILDING CAPACITY

- **Roles and Responsibilities** – The Procurement Team lead on corporate procurements and assist with service specific tenders. EMT provides strategic direction and help to set priorities.
- **Legislative changes** – Contract Standing Orders and the Council's Standard Contract Terms were updated and approved in 2016 to take account of the Public Contract Regulations 2015 and other relevant legislation.
- **Contract Register** – The Council's Contract Register is now updated quarterly and discussed with Assistant Directors to help manage existing contracts and plan future procurements.
- **Equality** – The Procurement Team has reviewed the Council's procurement documentation to ensure it is consistent with meeting the Public Sector Equality Duty.
- **Networking** – Participate in Procurement networking groups, such as the Worcester & Warwickshire District Council group, to share good practice and identify joint opportunities.
- **Challenge** – Officers are encouraged to challenge buying behaviour and the Procurement Team helps to discourage "spend to keep" and "business as usual" approaches. Challenging initial costs for simple purchases, such as train travel, has saved £3,600 in 18 months.
- **Standard Procurement Documentation** – Procurement documentation including the Invitation to Tender, Evaluation Guidance and our standard letters have been reviewed and updated.
- **Skills** – Staff were briefed on the updated Contract Standing Orders. The Procurement Team provides training to teams on request. The Procurement Manager is trained to Level 6 MCIPS (Member of the Chartered Institute of Procurement and Supply) and the Procurement Officer to 4 NVQ MCIPS.
- **Spend Profile** – Spend by supplier is updated quarterly and analysed by type of spend and supplier profile annually.
- **Transparency** – The Council meets the government's mandatory Transparency requirements.
- **Expertise** – The Council has fewer than 2 staff dedicated to Corporate Procurement and only a few other officers who have Procurement as a major part of their job. Therefore, we have sourced and use experts to assist with procurements when specific skills and advice is needed.

#### PARTNERING AND COLLABORATION

- **Savings** – Procuring Officers are asked to record savings made, where possible.

- **Collaboration** – Collaborated to procure and implemented partnerships and shared service arrangements where they provide capacity and deliver benefits. Examples include the Housing Assessment Team and shared Revenues and Benefits staff.
- **Supplier Relationships** – Procuring Officers are encouraged to put in place supplier and contract management processes for major or corporate procurements. Regular contract management meetings are help with key suppliers
- **Consortia & Frameworks** – Used framework agreements setup by Professional Buying Organisations, such as ESPO<sup>1</sup>, CCS and EMPA to buy works, goods and services, where they deliver value. For example a supplier from the EMPA framework was used to build Coleshill Leisure Centre and the Contact Centre software was purchased off the Government’s G-Cloud .
- **Council Standards** - Ensure partners who provide services on the Councils behalf adhere to our standards, aims and values as laid out in Council strategy, standing orders and policy.

#### DOING BUSINESS ELECTRONICALLY

- **E-tendering** – We have implemented the sub-regional CSW-Jets system for advertising procurement opportunities and receiving supplier responses; and for recording and publishing contact award information.
- **E-Ordering** – Orders and statements are emailed to suppliers when we can.
- **Procurement Information** – Procurement and “Supplying to the Council” information on the website has been updated and information is held on the sub-regional CSW-Jets tendering system.
- **E-payments** – Authorised Officers use Council credit cards for some purchases from online retailers or when paying to an invoice isn’t possible or is less cost effective. The Council has made significant progress in the use of e-payment methods for its customers and suppliers.

#### STIMULATING MARKETS AND ACHIEVING COMMUNITY BENEFIT

- **Carbon Reduction** – We have worked to reduce the number of deliveries by suppliers and at the routes taken by our own fleet as part of Council’s commitments on Carbon Reduction.
- **Climate Change** – A number of projects including those commissioned as part of the Accommodation Project helped reduced energy use and as such decreased carbon emissions.
- **Sustainability Accreditation & Criteria** – We have specified environmental improvement criteria, purchased goods with sustainability/”green” accreditations and commissioned works and services to improve energy efficiency. For example energy saving lighting, fuel efficient vehicles and works which result in better energy efficiency in our housing stock.
- **Local Suppliers (SME’s)** - Worked with Worcestershire and Warwickshire District and Borough Councils on meet the buyer events for local businesses and helped companies register with CSW-Jets so that they are aware of and able to bid for work. Contracts let through EMPA included the requirement for main contractors to use local sub-contractors and suppliers.

<sup>1</sup> ESPO – Eastern Shires Purchasing Organisation, CCS – Crown Commercial Services, EMPA – East Midlands Property Alliance.

### 3. PROCUREMENT PRINCIPLES AND APPROACH

#### 3.1 PROCUREMENT THEMES & PRINCIPLES

Good procurement helps the Council achieve its priorities. If procurement is ineffective there will be less capacity, fewer goods, limited benefits, financial uncertainty and/or poorer outcomes.

For a number of years we have used the four objectives, listed below, to focus our Procurement Strategy, Plans and actions:-

- Providing Leadership and Building Capacity
- Partnering and Collaboration
- Stimulating Markets and Achieving Community Benefit
- Doing Business Electronically

In this Strategy we are replacing these old objectives with the similar, but clearer, themes used in the National Procurement Strategy (NPS) for Local Government in England (2014), which are:

#### 2017 – 2021 THEMES

- **Leadership**
- **Making Savings**
- **Supporting Local Economies**
- **Modernisation**

#### 2017 – 2021 PROCUREMENT PRINCIPLES

In addition to the Themes we have a set of principles to guide how we procure. The Procurement Principles are:-

- **Procure and Commission Strategically, Compliantly and Fairly** - We will procure:
  - To support the delivery of the Council's priorities.
  - Using fair, transparent and open processes and systems.
  - Compliantly in-line with legislation, recognised good practice and Council policy.
- **Deliver Choice, Good Quality and Positive Social Outcomes** – We will procure:
  - By involving customers, staff and specialists, where appropriate, in the design and selection processes to help ensure that we get it right for the Council and the Borough.
- **Seek Best Value** – We will procure:
  - Goods, works and services which are fit for purpose and based on value for money criteria (cost and quality) and where relevant whole life cost.
  - Collaboratively with other organisations and internal to get savings and efficiencies.
- **Build Skills and Capacity** – We will:
  - Develop the skills and capacity needed to procure well and ensure it contributes to priorities and aids corporate governance.
  - Support suppliers so that they have the opportunity to bid for our opportunities.



## 4. STRATEGIC ISSUES INFLUENCING THE PROCUREMENT STRATEGY

There are a number of laws, issues and initiatives that impact on this Strategy and which will influence how we commission and procure goods, services and works over the next 5 years.

### 4.1 LEGISLATION

The Council must continue to develop its approach to procurement in order to reflect, accommodate and comply with legislation and good practice. Currently the main legislation that guides how the public sector purchases is the Public Contracts Regulations 2015.

#### 4.1.1 EU PROCUREMENT DIRECTIVES

Public sector procurement is based on European Treaty principles and operates within a legal framework developed by the European Commission. Britain's decision to withdraw from the European Union will have implications for public procurement. However, as EU Directives have been made into UK law, it is unlikely that there will be any major changes that will affect this Strategy in the short to medium term.

The review of public procurement that led to the EU Public Contracts Directive 2014 also resulted in the publication of two additional Directives which were transposed into UK law as The Concession Contracts Regulations 2016 and The Utilities Contracts Regulations 2016. Neither of these is particularly relevant to how the Council purchase goods, services or works but any procurement in these areas would have to be carried out under these Regulations. The implications of the new Regulations are incorporated in this Strategy.

The EU sets monetary thresholds above which procurements have to be advertised in the Official Journal of the European Union (OJEU). The thresholds are relatively high and so the Council carries out few OJEU procurements. Guidance on the OJEU thresholds and process is provided by the Procurement Team.

#### 4.1.2 PUBLIC SERVICES (SOCIAL VALUE ACT) 2012

This Act places a duty on Councils to consider how services being procured could improve the economic, social and environmental well-being of their areas. Social value is about getting additional benefits from procuring or commissioning services, above and beyond the benefit of the services themselves. The Act requires social value to be considered at the pre-procurement stage but only for the procurement of services valued above the OJEU thresholds. However, the government promotes the consideration of social value in relevant contracts as best practice.

#### 4.1.3 DATA PROTECTION ACT 1998 AND FOI

Both the Data Protection Act and the Freedom of Information Act (FOI) have implications for procurement. Under the DPA we are required to keep personal information private. Under FOI we are required to make non-personal information available to the public. Guidance on how these Acts relate to procurement and contract information is available on the Council's Internet / Intranet and from the Procurement Team and Policy Section.

#### 4.1.4 EQUALITY AND DIVERSITY LEGISLATION – EQUALITY ACT 2010

The Public Sector Equality Duty covers age, sex disability, race, sexual orientation, religion or belief, pregnancy and maternity, gender reassignment and marriage and civil partnership.

To comply with the Equality Duty the Council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relationships between different groups.

To comply with the Equality Duty our procurement systems and processes should be fair, accessible to all and transparent. Our approach to procurement will be guided by best practice advice such as the Equality and Human Rights Commission's "Buying Better Outcomes."

#### 4.1.5 LOCALISM ACT 2011

This Act has wide ranging implications for public services; the element that affects procurement is the "Community Right to Challenge". Under the Act bodies such as voluntary and community organisations, charities, parish councils and staff groups can submit an "expressions of interest" in providing services. If the Council receives an expression of interest it must consider whether accepting it will promote or improve the social, economic or environmental well-being of the area and if it decided it will the Council must run a procurement exercise. Guidance and regulation on this is complex and advice should be sought from Legal Services and the Procurement Team if a community challenge is received.

#### 4.1.6 LOCAL GOVERNMENT TRANSPARENCY CODE 2014

The Government believes that data held and managed by local authorities should be made available to local people, unless there are specific sensitivities, so that they can play a bigger role in society and help shape their local services.

The Local Government Transparency Code sets out the information that Councils are mandated to publish. This includes data about how the Council spends public money, the contracts it lets and the management of some assets. The Council complies with the mandatory parts of the code.

## 4.2 GOVERNMENT INITIATIVES AND NATIONAL ISSUES

In addition to the impact of legislation a number of Government and regional initiatives will affect our Procurement Strategy and practices.

### 4.2.1 EMPLOYMENT, SKILLS AND LOCAL BUSINESSES

The Council is a major local employer and purchaser. It is important that the Council is mindful of the impact purchasing decisions can have on local traders and small businesses.

The Public Contracts Regulations 2015 included reforms to make public procurement more accessible to businesses, in particular, Small and Medium-Sized Enterprises (SME's). The reforms support SME's by introducing prompt payment policies, simplifying tendering and making it easier for companies to find opportunities to supply to the public sector.

The Council is a signatory to the Federation of Small Businesses, Small Business Friendly Procurement Charter. We will continue to review and implement its recommendations and other good practice as appropriate.

#### 4.2.2 PUBLIC SECTOR FINANCE AND FRAUD PREVENTION.

The Council is continually updating its plans to deliver a balanced budget and achieve savings targets whilst delivering on its priorities. Good procurement is one of the routes for delivering cash savings and achieving efficiencies. The Council also looks to collect income for services to help offset cost and reduce savings targets.

The Public Contracts Regulations 2015 introduced mandatory grounds for excluding suppliers convicted of specific crimes including bribery, corruption, terrorism, fraud and money laundering. It also introduced exclusions for suppliers who have not met tax or social security obligations.

In addition to good procurement practices, the management of creditors helps protect public finances. Under National Fraud Initiatives we have to submit creditor information to assist in the prevention and detection of fraud.

#### 4.2.3 SERVICE PROVISION, PARTNERSHIPS AND THE VOLUNTARY SECTOR

The government, through the Social Value Act and the Localism Act has put the need to consider the rights and needs of communities and the benefits of working with the third sector on to a statutory basis.

Current good practice in procurement recommends that smaller councils work in partnership and take advantage of contracts established by larger councils and professional buying organisations to achieve efficiencies. This strategy supports this approach for commodity items, but also recognises the need for flexibility and the opportunity to encourage local, small businesses to bid.

A number of Councils are pursuing commissioning or commercialisation strategies. It is anticipated that decisions about how the Council chooses to provide services (in-house, shared, outsourced etc.) and which services it provides will become increasingly important during the life of this Strategy as it strives for savings, efficiencies and social and economic outcomes.

The Government's Devolution Agenda has led to the formation of the West Midlands Combined Authority (WMCA). The Council is a non-constituent member of the WMCA, which along with the Welfare Reform Agenda, is likely to result in changes to how we work in partnership and ultimately how services are procured and delivered.

#### 4.2.4 SUSTAINABILITY AND CARBON REDUCTION

Sustainable procurement aims to balance getting value for money for goods, work and services for an organisation with generating additional benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

The Council will consider sustainability in all relevant procurements, but will focus on those over the Tender limit (£45,001 in 2016/17) and those which have specific environmental impact e.g. water, energy, fuel, paper, waste and recycling and building material.

The re-use, recovery, recycling and disposal of assets is part of sustainable procurement. The WEEE directive (Waste from Electronic and Electrical Equipment) impacts on what we can do with certain items coming to the end of their life and on the recycling services we provide to our residents and customers.

## 5. OBJECTIVES AND AIMS

As a council we want to carry procurement which delivers value for money and helps us provide good quality services.

The Council's procurement activity will be driven by:

- Developing procurement to meet Council priorities and service needs.
- Delivering actions which address the Strategic issues identified in Section 4 of this Strategy.
- Realising the Council's Procurement Principles.

The main objectives and aims are summarised below and the detailed tasks and projects to achieve them will be included in Division's Annual Service Plans which are approved by Boards.

### 5.1 LEADERSHIP

Objectives in this theme cover the Council's commitment to good procurement by promoting and managing procurement strategically and resourcing and skilling it appropriately. We will:

- **Roles and Responsibilities** - Continue to develop the role of the Corporate Procurement Team and procurement specialist in services. EMT and AD's to oversee procurement planning, help set priorities and support compliance.
- **Legislative changes** – Ensure relevant changes to legislation and good practice advice are incorporated in Standing Orders and in procurement strategy, policy and practices. Ensure that staff are made aware of any such change.
- **Safeguarding** – Where appropriate ensure our contracts and supplier relationships recognise the Council's duty to safeguard children and vulnerable adults.
- **Expertise** - Recognise our limitations and source experts, brokers or agents where they are needed to provide specific procurement advice.
- **Procurement Planning** – Maintain the Council's Contract Register and use it to plan and prioritise future quotes and tenders. Officers must plan procurements to give suppliers time to respond and ensure that evaluation and award is done in a timely manner.
- **Equality** – The Procurement Team will review the Council's procurement processes and documentation to ensure they are consistent with meeting the Public Sector Equality Duty.
- **Networking** – Participate in Procurement networking groups to share good practice and identify joint buying opportunities.
- **Challenge** – Challenge poor buying behaviour and discourage "spend to keep" and "business as usual" approaches.
- **Standard Procurement Documentation** – Develop, promote and where necessary enforce the use of standard procurement documentation
- **Training & Skills** – Ensure staff are trained in how to procure effectively and briefed, as necessary, in procurement practices and legislative requirements.
- **Partnering** – Continue to investigate and enter into collaborations, sustainable partnerships and shared services arrangements where they provide capacity and deliver efficiencies and service benefits.

- **Council Standards** - Ensure partners who provide services on the Councils behalf adhere to our standards, aims and values as laid out in Council strategy, standing orders and policy.
- **Transparency** – Continue to provide information that meets government’s requirements for transparency
- **Process Improvement** – Review and develop procurement processes, documents and practices to ensure efficiency and effectiveness.
- **Contract Standing Orders** - Ensure Contract Standing Orders are up to date and fit for purpose and that they are being followed and compliance monitored.

## 5.2 MAKING SAVINGS

The objectives in this theme cover continuous improvement in the procurement of goods and delivery of services and works to help generate savings and efficiencies. We will:

- **Efficiencies** – Use and improve mechanisms for realising and measuring efficiencies, cost avoidance, savings and benefits.
- **Understand our spend** – Maintain an understanding of the Council’s spend and supplier profile and use this information to help with planning and decision making.
- **Savings** – Identify, monitor and deliver savings through procurement exercises.
- **Benchmarking** – Carry out cost benchmarking and market testing to understand value for money and help identify savings.
- **Robust Procurement** – Ensure procurement processes are robust to help mitigate the risk of supplier challenge.
- **Supplier Relationships** – Continue to implement supplier and contract management processes whereby we manage the relationships as well as the contract.
- **Joint Working** - Procure and commission jointly where possible and practical.
- **Consortia & Frameworks** - Where they deliver value and efficiencies we will make use of contracts and framework agreement established by professional buying organisations such as ESPO, CCS and EMPA.
- **Service Delivery** – Consider the options for delivering services (public, private, third sector, outsourced etc.) so that they give the desired outcomes.
- **Income Generation** – Consider commercial approaches for service delivery and income management where appropriate.
- **Whole Life Costing** - The Council will work toward the identification of whole life costs and benefits for purchases at or above Band C (£45,001 to £110,000).

## 5.3 MODERNISATION

The objectives in this theme support the development and use of technology and modern work practices to get improvements and efficiencies in the procurement cycle including reducing the time and cost of purchasing. We will:

- **Innovation** – Maintain an awareness of innovative procurement approaches and technology.
- **TOTAL Ordering** – Encourage the use of TOTAL for orders not covered by a Finance exemption.

- **E-Ordering** – Continue to develop the electronic distribution of orders and electronic communication with suppliers.
- **Electronic Catalogue** – Maintain and develop the TOTAL e-catalogue and look to integrate it with suppliers catalogues to make price and item maintenance easier.
- **Procurement Information** – Continue to develop procurement and “Supplying to the Council” information on the website, social media and Intranet.
- **E-tendering** – Use an e-tendering system, currently CSW-Jets, for advertising opportunities to supply to the Council and for receiving online tender and quotation responses.
- **E-auctions** – Take advantage of opportunities to participate in e-auctions organised by larger councils and consortia.
- **E-payments** – Continue to develop the use of e-payment services and reduce costly payment methods such as cheque payment.

#### 5.4 SUPPORTING LOCAL ECONOMIES

Objectives in this theme focus on working with suppliers and using procurement to help deliver the Council’s priorities and targets and delivering economic, social and environmental outcomes. We will:

- **Climate Change Reduction** – We will aim to consolidate supplier deliveries and seek carbon reduction in the supply chain and through our own vehicle fleet and fuel purchasing.
- **Sustainability Accreditation** - Look for suppliers and goods with sustainable or “green” accreditations and who comply with standards and have good energy efficiency ratings.
- **Sustainability Criteria** - Include environmental and sustainability requirements and implications in the procurement process, documentation and selection criteria for relevant procurements
- **Re-use, Recycling and Disposal** – Re-use goods and recycle assets where possible or dispose of them appropriately.
- **Local and small suppliers (SME’s)** - Encourage a diverse and competitive supply market including small firms, local firms, social enterprises and the voluntary and community sector.
- **Staff Implications** - Where procurement impacts on staff employment, we will ensure the procurement process includes staff consultation in line with Council employment policy and that contracts address workforce matters.
- **Community Benefits** - Where it would be possible and practical we will encourage procuring officers to invite costed proposals for the delivery of community benefits.
- **Customer Choice** - Assess the implications of the ongoing move towards customer choice and its impact on supplier and service selection.
- **Contract and supplier management** – Work with key suppliers to ensure contracts are delivered and expected outcomes achieved.

## 6. RISKS AND MAINTAINING THE STRATEGY

### 6.1 RISKS

The main risks that may prevent us from achieving our objectives and getting the benefits from better procurement include:

- Using poor data as the basis for procurement decisions.
- Cash savings get swallowed up and are not ring fenced or re-deployed to meet corporate priorities.
- The need to achieve savings may impact on quality, sustainability and outcomes.
- There is a risk that we could fail to meet the public sector equality duty in the procurement of goods, services or works.
- Lack of support for corporate buying and non-adoption of standard documents and processes.
- New procurement processes, documents and standards are unworkable and processes become non-compliant.
- Insufficient resource to achieve the objectives set or carry out actions in Service Plans.
- Collaborative procurements have an adverse effect on local suppliers.
- Failure of staff to adhere to set procedure or follow Contract Standing Orders.

It is anticipated that the actions identified in this strategy will help mitigate against the impacts of these risks. Specific risks to individual procurements will be identified as part procurement projects.

### 6.2 OWNERSHIP AND MAINTAINING THE STRATEGY

This Strategy covers the period 2017 – 2021, minor changes will be made if required and a major review will take place in 2020/21.

Corporate Services Division takes a lead role in procurement; developing the strategy and overseeing its implementation.

The Procurement Team focuses on developing good practice, establishing corporate contracts and providing advice and support.

Management Team (MT), Extended MT (EMT), Service Managers and Members, particularly through Resources Board, have an important role in approving and, if necessary, challenging procurement decisions and ensuring benefits are achieved. The Procurement Cycle diagram, figure 1 page 2, identifies a number of decision and review points where challenge can take place.

However, good procurement and delivering value for money from the Council's spend is our collective responsibility with certain services such as Financial Services, Legal and Audit playing specific and crucial roles

Tasks and actions to take the Strategy forward will be included in Divisions' Annual Service Plans.

## **Agenda Item No 15**

### **Resources Board**

**30 January 2017**

#### **Report of the Assistant Chief Executive (Community Services)**

#### **Recovery of Council Tax, and Non-Domestic Rates – Court Authorisation**

### **1 Summary**

- 1.1 This report requests that authorisation be granted to David Sims to prosecute or defend on the Council's behalf or appear in proceedings before a Magistrate Court in relation to the recovery of Council Tax, and Non-Domestic Rates in accordance with Section 223 of the Local Government Act 1972.

#### **Recommendation to the Board**

**That David Sims be authorised to appear on the Council's behalf in relation to the recovery of Council Tax and Non Domestic Rates.**

### **2 Background**

- 2.1 This report is necessary to allow David Sims who has recently been appointed as the Senior Revenues Officer to represent the Council in requesting Liability Orders and taking Committal proceedings in the Magistrates' Court. It is a requirement in law that in order to carry out this duty, authority by Council Members must be granted.

### **3 Report Implications**

#### **3.1 Financial Implications**

- 3.1.1 None

#### **3.2 Legal and Human Rights Implications**

- 3.2.1 Only authorised officers can represent the Authority before a Magistrates Court.

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

## **Agenda Item No 16**

### **Resources Board**

**30 January 2017**

**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 2016/17 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 the Lead Councillor on IT Cllr Jones and Cllr Morson as Shadow, comments made by them will be reported verbally to the Board.
- 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 aware of the progress made, during the financial year, 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. The 2017/18 Service Plan is provided elsewhere on this agenda.
- 2.5 Separate, but related, reports have been provided to this Board on the progress made to improve Broadband access and speeds in the Borough (May 2016 – Broadband Update Reports) and on the services we have made available online (September 2016 – Online Services Update and Plans).
- 2.6 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 2016/17**

3.1 In 2015 we worked with Nuneaton and Bedworth Borough Council on a successful bid for a Local Government Association (LGA) Digital Experts Grant of £25,000. During 2016 we used the grant to fund improvements to our website content management system, to pay for social media training, to enable us to make a saving by helping to fund bringing the hosting of the website back into the Council and to introduce webchat. The LGA have done a case study about the Councils' Digital Experts Project.

3.2 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 2016/17, by theme, is described in the following sections.

#### 3.3 **Standards, Legislation and Good Practice**

3.3.1 The Council must abide by legislation, adopt standards and apply good practice approaches to security, information management and technology. The following projects or actions have been completed or are progressing as planned:-

- **IT (Cyber) Security**
  - **Cyber Essentials** - Successfully assessed against the Cyber Essentials Scheme and achieved the highest level of certification (Cyber Essentials Plus.)
  - **PSN** - Had an IT Security Health Check, by an external assessor, which will be included in our submission of the PSN Code of Compliance which we are required to have by the Government.
  - **Transparency** – The Council has published all the data it is required to by the Governments Transparency Code 2015. The data required annually has to be published by January 31<sup>st</sup>.

### 3.4 ICT Governance

3.4.1 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:

- **Community Hubs**
  - Implemented the technical changes needed to support the new operating model for the Hubs and Information Points.
- **Service Management**
  - During the last 18 months 2 of the 4 Service Desk staff have resigned and not been replaced. Information Services has reviewed its work practices and changed reporting processes with the aim of still providing an effective ICT support service.
- **Mobility**
  - Housing Maintenance has completed the roll out of a job allocation module to enable tradesmen to receive and manage their work, while they are out and about using, an iPad.

### 3.5 Infrastructure and Hardware

3.5.1 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:

- **Data Backup**
  - Replaced our backup solution to provide more capacity and ensure that the backup can be completed within the available night-time slot.
- **Computers**
  - 14 personal computers were purchased to replace those which were causing problems or are at the end of their life.
- **Thin Client**
  - Our Citrix licensing and server hardware were due to be out of support therefore we reviewed and replaced the Citrix infrastructure. This is used to provide secure access to applications for home working and enables the efficient deployment of applications in the office. This was a major project as it impacted on most staff and applications.
- **Chamber Audio Services**
  - Worked with other services to provide some audio capability for specific board meetings; providing microphones for speakers and amplifiers so people outside the Council Chamber could hear the debate. We are currently investigating a more robust audio solution and monitoring options for recording and broadcasting meetings.

### 3.6 Applications, Software and Information

3.6.1 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.

3.6.2 Each year we have to upgrade a number of our corporate and business applications. Some suppliers have now gone 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 (Total). A few systems only need upgrading when the developer makes a major change. 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:

- **Geographical Information Systems (GIS – Cadcorp)**
  - We completed an upgrade to the corporate GIS system, updated the map base it uses and did development to ensure the upgraded version worked with our Planning and Local Land Charges System.
- **Planning and Local Land Charges System (iLap)**
  - The iLap system was upgraded to ensure we were on the latest release and as part of moving the applications from old servers and a de-supported operating system.
- **Finance and e-Procurement (Total)**
  - 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**
  - Debit payment was introduced for swimming sessions and gym courses.
  - We had to move to a version of our payments gateway solution that is compatible with mandatory updates to encryption security protocols which are used to transfer payments to the Banks BACS service.
- **Revenues and Benefits (Academy)**
  - Upgraded the application and moved it from its old Sun Solaris servers to the Council's virtual server environment.

- **Document Management System (Trim)**
  - Working to upgrade the Council's document management system and move it onto new servers. This is a complex upgrade as Trim integrates with a number of other systems and is used by the majority of staff.

3.6.3 Business Applications used by Services 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 the business need or if we believe there are issues with its supply or development that presents a risk to the service. During the last 12 months the Council:

- **Licensing (Flare)**
  - Staff from Environmental Health, IT and Central Services were trained to use the Licensing functionality of the Flare System (also used for Environmental Health services). Environmental Health staff are now leading on the development and implementation of Flare for Licensing.
- **Leisure System (Gladstone)**
  - The main membership management modules of the new Leisure System were implemented in 2015. During 2016 the ability to pay online and by Direct Debit was added. A module to manage swimming and gym courses was also implemented and has gone live. Where possible the broadband lines used by Leisure Centres have been upgraded.
- **Fly tipping Data**
  - Worked with Streetscape and Policy to implement coordinate logging by operatives, against fly tipping incidents, to allow better analysis and to inform decision making.

3.6.4 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**
  - **Upgrade** – Worked with NBBC to complete the implementation of responsive (mobile friendly) websites for both Councils. The new sites have performed well in tests which look at usability and accessibility.
  - **Online Content** - Services reviewed, updated and improved their web content as part of the upgrade.
  - **Webchat** – Worked with Customer Services to select and implement a low cost webchat solution as part of our Digital Experts Project.
  - **Hosting** – Brought the servers needed for the website back into the Council, saving both NWBC and NBBC around £9,000 per annum.
- **Customer Contact System (CRM)**

- **Online services** – Continue the development to enable services to be delivered, from start to finish, online where possible. Recent developments include updating the form and process for parking fine payment and for registering for Council Tax single person discount.
- **Social Media**
  - **Response** – Customer Contact staff now answer service enquires made on Social Media to help provide a speedy response and to ensure the Council has a more complete view of the enquiries it gets.
  - **Proactive Use** – A number of staff are trained to post information on our Social Media accounts, which are overseen by our Public Relations Officer and Web Team. During the year we investigated a number of Social Media management tools and decided that they were currently too costly, given the number of accounts we have and the control processes we have in place.

### 3.7 Skills

- 3.7.1 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 Awareness training to 121 staff and 18 members across this Council and NBBC.
  - Provided IT (Cyber) Security awareness sessions which were attended, and very well received, by the majority of staff and members.
  - Staff within Corporate Services Division have provided a number of one to one training sessions for staff 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.
- 3.8 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 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 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 the Data Protection Act 1998 and the Freedom of Information Act.

## **4.4 Environment and Sustainability 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.

## **4.5 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.

#### 4.7 Equality 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 Increasingly government and other agencies are pursuing a “digital” transformation agenda and only providing their services online. The council is likely to have to support some of our residents 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

## Agenda Item No 17

### Resources Board

30 January 2017

#### Report of the Deputy Chief Executive

#### Internal Audit – Performance for Third Quarter 2016-17

### 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.

### 2 Recommendation to the Board

**That the report be noted.**

### 3 Introduction

- 3.1 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 2016 to December 2016.

### 4 Summary of Work Completed

- ... 4.1.1 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 improving the efficiency and effectiveness of the internal audit function benefitting to the maximum, service provision. Appendix B provides definition for the levels of assurance applied.
- ... 4.1.2 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; creditors, council tax and housing rents.
- 4.1.3 Audits have been finalised on service areas in council house sales, corporate governance and council house voids.  
A substantial level of assurance was given on the first two areas and adequate assurance for voids.

#### Council House Sales

## Scope

To ensure that the sale of council houses complied with legislation and council policy; that appropriate records were maintained; and that processes were efficient and effective.

## Work Done

Obtain details of all houses sold in the period April 15 – November 16 and select an appropriate sample size (100% if under 10) for checking. Ensure that all sales tested comply with legislation and policy and have detailed supporting evidence to support approval, price and costs. Confirm that all related council records i.e. asset register, housing records etc. are updated to reflect each transaction. Ensure that rent records have been amended accurately in relation to cessation of rent due etc.

A substantial level of assurance was given as all relevant paperwork was recorded on Trim; discounts were applied correctly; and all sold properties were recorded in the relevant systems (rent and asset records) properly.

## **Corporate Governance**

### Scope

To confirm that the Council follows practices in governance that meet the requirements of the external auditors and that the accepted Council Code of Governance is consistent with the Delivering Good Governance in Local Government Framework (CIPFA/SOLACE). To ensure that adequate and demonstrable evidence is available to support the Council's Annual Governance Statement 2015/16 approved at the Executive Board meeting held on 14 June 2016. To ensure that progress had been made with implementation of the 2015/16 Corporate Governance Action Plan.

### Work Done

Confirmed adoption of CIPFA/SOLACE approved Code of Governance and publication of this on the Council website. Identified evidence to support the Annual Governance Statement 2015/16 approved by Executive Board on 14 June 2016. Gathered evidence of progress with implementation of the appropriate action plan.

A substantial level of assurance was given as the review was able to trace documentary evidence to support the assertions made in the 2015/16 Annual Governance Statement (AGS). The CG Action Plan 2015/16 had been implemented, although some actions, by their nature, are continuously ongoing/in-progress.

## Council House Voids

### Scope

To review the new procedures for managing void properties and their effect on performance. To review the various stages in the process between the end of one tenancy and start of the next and identify areas with potential for improvement.

### Work Done

Review of standards required by the council from tenants and for re-letting properties. Discussion with Voids Manager re new procedures and timetable for implementation.

Attendance at meeting with the Manager, Supervisor and Gas Engineer to discuss the voids monitoring spreadsheet.

Visits to properties to observe the Supervisor's inspection to record work required and specification of materials needed; to observe procedures to certify as ready to be re-let; where work is in progress to observe practices and talk to operatives.

Analysis of driver log details to ascertain times spent at depot and properties. Visit to a property being handed over to new tenant to observe procedures. Review of process to record work and job tickets on IBS- housing repairs system.

Establishing the pre-void process and standard of properties handed in for letting.

Reviews of sick leave management; Performance Management; IBS access controls; and risk management.

An adequate level of assurance was given due to the need to improve the organisation and work of the tradesmen; improve the achievement of compliance with the new procedures timetable; and change the delivery arrangements of materials to increase workforce time at properties.

- 4.2 The Internal Audit Section has undertaken an increased amount of work recorded under contingency audits namely in vehicle management and HDW. These are reviews carried out either resulting from departmental requests, external audit suggestions, counter fraud activity or monitoring of reporting information from the National Fraud Initiative.
- 4.3 The performance standards set by the Audit Commission require that Internal Audit 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.

**5 Report Implications**

**5.1 Risk Management Implications**

5.1.1 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.

**5.2 Links to Council's Priorities**

5.2.1 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 Barbara Haswell (719416).

**Background Papers**

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

## Planned Audits Completed third quarter 2016-17

<b>Audit</b>	<b>Quarter Due</b>	<b>Status</b>	<b>Assurance Level</b>	<b>Tot No. of Recs</b>	<b>Priority1</b>	<b>Priority2</b>	<b>Not Agreed</b>
Corporate Governance	3	Final	Substantial	0			
Council house voids	3	Final	Adequate	7	7		
Council House Sales	3	Final	Substantial	0			
Fees and Charges	3	Draft					

## Progress Against Audit Plan

<b>Audit</b>	<b>Status</b>	<b>Due</b>	<b>Audit</b>	<b>Status</b>	<b>Due</b>
Community & Corporate Plan	Final	Qtr 2	Democratic Services	Final	Qtr 2
Performance Information & Management	Final	Qtr 2	DBS checks	Final	Qtr 2
Corporate Governance	Final	Qtr 2	Creditors	Ongoing	Qtr 3
Emergency Planning	Final	Qtr 1	Fly tipping	Final	Qtr 1
Leisure Centres	Final	Qtr 1	Responsive repairs	Final	Qtr 1
Council House Voids	Final	Qtr 3	Council house sales	Final	Qtr 3
Officers Travel	Ongoing	Qtr 4	Council Tax	Ongoing	Qtr 4
Support to Voluntary Organisations	Ongoing	Qtr 4	Office cleaning	Ongoing	

<b>Performance of Audit 2016-17 for Quarterly Indicators</b>			
<b>No.</b>	<b>Indicator</b>	<b>Suggested Frequency</b>	<b>Performance for 2016-17</b>
1	Performance reports to Resources Board	Quarterly	September & November 2016, January 2017
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	8 of 11 - in depth audits original estimated times varied due to complexity of reviews
4	Number of audits completed by set deadline	Quarterly	11
5	Final report issued within 4 weeks of completion of fieldwork	Quarterly	11
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	2.1% to date



## Agenda Item No 18

### Resources Board

30 January 2017

#### Report of the Chief Executive and the Deputy Chief Executive

#### Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2016

#### 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 2016.

#### **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 2016/17. This is the third report showing the progress achieved so far during 2016/17.

#### 4 Progress achieved during 2016/17

- 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 2016/17 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 2016/17 year.

## 6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 82% 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	9	82%
Amber	2	18%
Red	0	0%
Total	11	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 customer access strategy, outreach services, financial inclusion, health and well being services and decent and affordable housing.

### 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 procurement strategy and practices.

### 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

NWCP Resources Board 16/17

	Action	Priority	Reporting Officer	Update	Quarter 2 update	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 2017	Responsible Financial & Resource Management	Linda Bird	Project to update and improve the Council's data backup solution is nearing completion. Other ICT Strategy related work is progressing as planned.	Projects are progressing as planned. A progress report will be produced for Resources Board.	Projects are progressing as planned. A report is being prepared for the January meeting of Resource Board.	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 to share facilities	Responsible Financial & Resource Management	Richard Dobbs	Work in this area continues including discussions with Warwickshire Police around shared office accommodation	There have been further discussions with the Police about their accommodation requirements and a decision on their part is expected within the next few months	Officers are looking at options to make more efficient use of space within the Council Offices as well as exploring potential partnership arrangements at other locations	Amber	
	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	Still looking at options for improvements to the depot and other council buildings over the coming months	A revised depot options report and associated specification is nearing completion	The revised depot report has been finalised and considered by Leaders' Group - further cost information is now being collated	Amber	
	c) To complete the review of leisure facilities and to report to relevant Boards by March 2017	Responsible Financial & Resource Management	Simon Powell	The strategic review of leisure, health and well-being services in North Warwickshire is likely to commence in August 2016. The commission will take external consultants 12 months to complete. The commission will include the production of a Leisure Facilities Strategy.	The strategic review of leisure, health and well-being services in North Warwickshire commenced in August 2016. The commission will take external consultants 12 months to complete. The commission will include the production of a Leisure Facilities Strategy.	The strategic review of leisure, health and well-being services in North Warwickshire commenced in August 2016. The commission will take external consultants 12 months to complete and will include the production of a Leisure Facilities Strategy. A progress report was presented to the C&E Board in January 2017	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 2016	Supporting Employment & Business	Linda Bird	Update on CSW Broadband Project approved by Resources Board 23 May 2016. Email's sent to relevant Members informing them of developments in the ward.	The CSW Partner Group met on the 13/10/16. Data on take up by Ward for Contract 1 is being made available and will be sent to Members. Contract 2.1 is progressing to plan. The Bids for LEP & ERDF funding are progressing and decisions are expected at the end of Nov.	The CSW Partner Group next meets on 10/1/2017. The CSW Project Team has submitted bids to the Coventry and Warwickshire Local Enterprise Partnership for £4.3m Local Growth Deal funding and for £5.8m ERDF funding, decisions on both are awaited. Contract 2.1 is progressing and plans for Contract 2.2 and 3 are being finalised. Latest information is available at <a href="http://www.cswbroadband.org.uk">http://www.cswbroadband.org.uk</a>	Green	
NWCP 084	To implement the work directed by the Borough Task and Finish Group and deliver any actions agreed by the Resources Board as part of the review. (Recommendations to be agreed no later than April 2016)	Creating Safer Communities	Angela Coates	The recommendations made by to the Resources Board are being implemented.	There were two main directions from the Board to implement charging and to review the shape of the service & how it is delivered. The first is being implemented and the Task and Finish Group are directing the second.	There were two main directions from the Board to implement charging and to review the shape of the service & how it is delivered. The first has been implemented and the Task and Finish Group are directing the second.	Green	
NWCP 037	To work in partnership with other organisations to provide a shared service to deliver adaptations in the private sector. This will include revising the Business Plan and reporting proposals to the Resources Board by July 2017	Promoting Sustainable & Vibrant Communities	Angela Coates	The shared service partnership agreement will be finalised to allow for the arrangements to be in place by 1st October 2016.	Warwickshire County Council requested changes to the proposed partnership agreement on 1st October. This has caused a delay. The agreement should be signed on 1st November 2016	The partnership agreement for the shared service has been signed and the oversight Board has had its first meeting.	Green	
NWCP 062(1)	To review and develop a revised Asset Management Plan for the Council's stock (To be done between November 2015 & March 2016) and to report on the delivery of the action plan by March 2017	Responsible Financial & Resource Management	Angela Coates	This piece of work will be delayed until the Government decides what the arrangements are for the levy to be paid for the sale of higher cost voids in accordance with the Housing & Planning Act. The change in Ministers has caused a delay in Civil Servants finalising the regulations.	We are expecting to have clarity on the HRA finances following the Autumn budget statement. The Asset Management Plan will be developed as soon as there is a clear understanding with regard to the HRA	The Housing Minister has set out the budget arrangements for the Housing Revenue Account. Pay to Stay will no longer be implemented and the higher cost voids levy will be deferred for 1 year. The Plan can now be revised and timescales are in the new Corporate Plan.	Green	

	Action	Priority	Reporting Officer	Update	Quarter 2 update	Quarter 3 update	Status	Direction
NWCP 098	To act to ensure that the Council's revenue from housing rent income is collected by reviewing and acting on the action plan to mitigate the impact of welfare reforms and other legislative changes affecting the Housing Revenue Account and to report quarterly on progress	Responsible Financial & Resource Management	Angela Coates/Bob Trahern	Rent collection rates continue to be good. A review of procedures to ensure welfare reform changes are captured is nearly finalised.	As previously advised. It is pleasing to note that the Council has been nominated as a finalist in the Public Sector Collections Team of the Year, the winner to be announced in November 2016 by a high profile National institute. This acknowledges both its success and approach in recovering monies due to the Council at these challenging times.	Excellent progress continues to be made in terms of revenue collection which continue to be improved on already very high levels helped by the Councils joined up approach to working with its financial inclusion partners. The biggest recognition that the Council continues to deliver excellence at these challenging times is that along with Housing the Council was announced as the National Public Sector Collections Team of the Year in November demonstrating our innovative and joined up approach to collecting monies in an holistic way is well embedded and regarded.	★ Green	➡
NWCP 112	To review the Council's Corporate Debt Framework by November 2016, to ensure that debts due to the Council are recovered in accordance with the framework	Responsible Financial & Resource Management	Bob Trahern	This was reviewed and adopted by the Resources Board in May 2016	This was reviewed and adopted by the Resources Board in May 2016. An exercise to analyse all arrears using the new framework is currently underway	This was reviewed and adopted by the Resources Board in May 2016. The exercise to analyse all arrears using the new framework is progressing well and we anticipate will be completed by March. This will see new ways of recovery being tried by the Council	★ Green	➡
NWCP 113	To deliver the actions set out in the Housing Strategy to address housing need in the Borough. To report to the Resources Board annually	Promoting Sustainable & Vibrant Communities	Angela Coates	Delivery of the strategy has been delayed to incorporate matters from the Housing and Planning Act.	Delivery of the strategy has been delayed to incorporate matters from the Housing and Planning Act. The Autumn statement should provide a direction with regard to the Government's intentions about spend on affordable housing.	Funding arrangements for affordable housing were published in January 2017. The Government is introducing new legislation for homelessness and bringing an end to lifetime homes. The implications of the changing landscape will be considered and the provision of a new housing strategy has been included in the Housing Division's Forward Work Plan and will be delivered by September 2017.	★ Green	➡

NWPI Resources 16/17

Ref	Description	Section	Priority	Year End Target 2016/17	Outturn 2015/16	April - Dec Performance	Traffic Light	Direction of Travel
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	96.11%	96.14%	Amber	
NWLPI 57	Percentage of calls answered through the Central Control system within 60 seconds. (TSA national standard 96.5%):	Community Support	Housing	99	99.00%	99.00%	Green	
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	92.00%	88.70%	89.43%	Amber	
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	99.83%	100.00%	Green	
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	6	6	Green	
NWLPI 136	Number of tenants with more than 7 weeks rent arrears - as an average over the year	Housing Management	Housing	2.75%	2.21%	2.86%	Amber	
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	25 days	33.60 days	52 days	Red	
NWLPI 039	The percentage availability of corporate systems available to users Monday to Friday 8.00 am to 5.30 pm :	Computer Services	Public Services & Council Tax	99.7	99.9%	100.0%	Green	
NWLPI 040	The percentage of initial response to helpdesk calls within four hours of a call being placed :	Computer Services	Public Services & Council Tax	95	97%	96%	Green	
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	97%	95%	Green	

Ref	Description	Section	Priority	Year End Target 2016/17	Outturn 2015/16	April - Dec Performance	Traffic Light	Direction of Travel
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	73%	80%	 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	6.78	10.81	 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	99.63	86.05	 Green	
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	98.39	86.99	 Green	
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5	5	3	 Green	

Comments
performance continues to improve.
The overall collection rate is improving and is in line with expected levels. The target level is in line to be achieved by the year end. Early intervention is a critical part of the rent collection procedure however Universal Credit arrangements can cause delays in payments.
The time taken to repair a vacancy to bring it to a letting standard is an average of 30 days. We are working to improve this. However the delay in letting properties is also linked to hard and difficult to let vacancies. We are analysing the reasons for this and are reporting to the Resources Board with regard to issues and options to address them.

Comments
<p>On target for end of year. The annual uprating of rents and DWP benefits change events in late February results in a drop in the days to process figure for March.</p>
<p>On target for end of year, performance at December 2015 was 85.95%</p>
<p>On target for end of year, performance is at the same level as last year.</p>

**Agenda Item No 19**

**Resources Board**

**30 January 2017**

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

**Borough Care Service**

**1 Summary**

- 1.1 This report provides information for the Board about the implementation of the Council's charging policy for the Borough Care service.

**Recommendation to the Resources Board**

- a That the progress made to implement the charging policy for the Borough Care service be noted; and**
- b That the Borough Care Task and Finish Group continues to meet to provide oversight with regard to the promotion of the service and to consider any service improvements which would benefit customers and support the Council's health and well-being objectives.**

**2 Consultation**

- 2.1 The report is based on the discussions of the Borough Care Task and Finish Group at its meeting on 24 October 2016. The Members on Borough Care Task and Finish Group are Councillors D Wright, Smith, Bell, Davey, Clews, Chambers, and Phillips.

**3 Background**

- 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.

**4 Implementation of a charge for the service**

- 4.1 A charge was implemented for new customers of the Borough Care Service from 1 April 2016. A reduced charge was introduced for current customers from 1 November 2016.

- 4.2 The charge for current customers was introduced following a range of contacts – both correspondence and personal visits. A letter was sent to all Borough Care customers on 22nd July advising them of the Council's decision to charge for the service. Following the guidance of the Task and Finish Group meeting on 15 August 2016 a reminder was sent out on 1 September 2016.
- 4.3 In addition to the letter the Visiting Officers delayed routine visits and proactively visited customers to support them to complete documentation and talk to them about the service.
- 4.4 During the implementation we received 2853 responses with 2031 customers (72%) deciding to continue receiving the service. The current position is that 2054 households receive the Borough Care service. When support for housing association and Nuneaton and Bedworth Borough Council sheltered schemes are included the service is currently monitoring 3420 alarms and supporting 4202 individuals.
- 4.5 Customers retaining the service were asked to pay the charge from 1<sup>st</sup> November 2016. We have retrieved the alarm equipment from those who decided not to continue with the service.
- 4.6 New customers have the choice of paying by direct debit or debit card. Current customers have been given a wider choice. The majority of customers (80%) have chosen to pay by direct debit. This is helping to keep the transaction costs of the service to a minimum. Some have chosen to pay monthly by standing order and others quarterly by debit card. A small number of customers asked to pay by bar code in the same way that is accommodate for Council Tax payments. This method will be fully implemented and offered from April 2017. In the meantime some customers are paying the charge using their Council Tax bar code.
- 4.7 The consultation feedback indicated that most of our customers were of the opinion that because of their long term medical condition they should not pay VAT for the charge. The Community Support Manager has personally overseen the customer returns about VAT exemptions. If a customer had not returned the form or indicated they didn't think they qualified he considered the information we have on file and gave advice. The majority of our customers receive the exemption.

4.8 The Visiting Officers were asked to identify customers who would be particularly vulnerable if they decide not to retain the service. Where appropriate we have discussed the decision with family as well as the customer. We reviewed all of the customers who said that they would not continue with the service. We have considered whether they have family who support them and whether they have carers. We considered particularly those customers who do not have family or visiting carers and for whom the Borough Care lifeline service is their only support. We have helped customers who felt they might not be able to afford the service by providing appropriate advice ourselves and through referrals to Warwickshire Welfare Rights.

4.9 A report was provided by Warwickshire Welfare Rights about the take up they have had following our correspondence. The service received 290 referrals. Warwickshire Welfare Rights advised us that some customers did not engage with the service and that contact has been difficult. Where appropriate Borough Care Visiting Officers have assisted with the completion of documentation and encouraging customers to respond and provide the information required. We have been advised that Warwickshire Welfare Rights secured an additional benefit entitlement for clients totalling £38,690.

## **5 Promoting the Service**

5.1 Following the guidance given by the Task and Finish Group and a decision by the Special Sub Group a new post of 'Borough Care Promotional Officer' has been created. The post has been advertised and appointment has been made. The post is temporary for 12 months and part time.

5.2 It is anticipated that there will be different levels of activity in promoting the service. There is the strategic level which requires influencing health and social care commissioners to work in partnership with the Council to utilise its Borough Care service to support their objectives – keeping people independent at home, delaying admissions and supporting timely admissions. There is also a requirement to raise the profile of the service locally by attending meetings to inform professionals about it and getting promotional material out to as wide an audience as possible. With the appointment to the post this work will begin in earnest in February 2017.

## **6 Task and Finish Group**

6.1 It is proposed that the Task and Finish Group continues to meet to provide cross party oversight of the Borough Care service and its future development and direction. A number of recommendations to the Resources Board in 2016 will be considered further by the Group. These include:

- Promoting the service and improving links with health and social care commissioners and practitioners.

- Reviewing the technology we can provide for customers to support them.
- Expanding the service by working in partnership with a neighbouring Borough.
- Considering whether offering a menu of service options for customers with different charging rates would be of benefit – this could include different technology as well as different levels of support.

6.2 Considerations around the future shape of the service were dependent on the response of customers to the introduction of charging. It is clear now that they value the service they currently receive and this has caused customers to decide to remain with the service and we will have a strong customer base to work from. It is also worth noting that customers who gave us feedback overwhelmingly commended the simplicity of the current system and indicated that what was important to them was the quality of the response they receive from the staff. A small sample of the responses received is included in this report (Appendix A).

...

## **7 Report Implications**

### **7.1 Finance and Value for Money**

7.1.1 The consultation feedback commended the value of this service to residents who receive it. The charging structure which has been introduced has the objective of having an affordable service whilst bringing in an income to sustain the service and assist with the Council's overall budget position.

7.1.2 The introduction of charging for Borough Care from April 2016 is expected to generate an income of £111,910 which should increase to £265,040 from April 2017 for the next financial year if customer levels are sustained.

### **7.2 Safer Communities Implications**

7.2.1 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.

### **7.3 Human Resources Implications**

7.3.1 Keeping over 70% of our customer base has allowed us to sustain current staffing levels. A number of temporary posts have now been made permanent. This will help to stabilise the provision of the service to ensure we maintain the high standards customers expect and receive.

### **7.4 Equality Implications**

7.4.1 The revised policy criteria 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.

## **7.5 Risk Management Implications**

- 7.5.1 There is a risk that charging for the service will be a barrier to some potential customers. However the Council has the intention of keeping the charge affordable whilst ensuring there is sufficient income to support the service which is not a statutory provision.
- 7.5.2 The Council is asking customers to pay a rate for the service they receive that is less than most competitors. Some residents may be concerned about their ability to pay for the service. If this is the case advice and support can be given. This will include advice about income maximisation. The Council is aware that residents who need support can ask for a Care Act assessment which would consider their eligibility for a Personal Budget (367 are currently provided in the Borough) and Personal Independence Payments or Attendance Allowance which are intended to pay for services that support people's independence in their homes or additional living costs of being disabled. The Warwickshire Welfare Rights Service can continue to assist the Council to support customers where income levels and affordability is of concern.

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

### Sample of Customer Feedback Following Consultation in April 2016

Each of the following is a direct quote from a customer. It is worth noting that a service does not have to be 'high tech' to be effective however it is crucial that the technology we use is reliable. A strong theme through the consultation feedback was the benefit the service provides for people who live on their own. One customer said that they live on their own and feel safe being active in their home and garden because they know the service will help if they need it. When expressing the value of the system for them customers said:

- "I can press my button if in trouble because I live alone"
- "...trying to find telephone numbers at night or when ill is difficult"
- It makes me feel "safe and secure"
- It gives me a "sense of security"
- "I can get help if needed"
- "You know that you are not alone"
- The system is "effective and not complicated"
- "Immediately in an emergency can get someone to help"
- "Immediate assistance day or night"

Comments give by our customers following our consultation:

It is a unique service you have offered over the years and, although I've been fortunate not to have to use the service in the past now I am older and living on my own feel I wouldn't like to be without it, as it gives you confidence to know that someone is at the end of the phone in an emergency.

I have been very pleased with this service. As I have had a small stroke and have 2 replacement knees it gives my husband peace of mind as he is 10 years younger than I. He still works and is currently working away in Liverpool. I think I would still like to have this service even if I had to pay.

I very much value this service as I have in the past had a number of falls in the garden so it gives me peace of mind that also my eldest son has a set of keys which you would be able to get in with. It gives me confidence to do the things I like doing, like gardening. I also look forward to the visits which I haven't had of late. So I would be very pleased to keep this service even at a small charge.

Thank you for the support you provide. Although I have not had to use it in an emergency thankfully, I do find it reassuring that I can summon help quickly if needed.

I am very grateful for the telephone link which I find reassuring and helpful in keeping me safe and independent. Whilst I appreciate this support, the service needs to be funded, given the economic climate now.

The equipment was put into my home when I was looking after my son, who had Parkinson's Disease, until he went into a nursing home. He died 3 years ago. Knowing I only had to press the pendant to get help gave me peace of mind. I live on my own so I have that same peace of mind knowing that I can get help. I would pay for the service.

I'm very grateful for this service. I live on my own and it is peace of mind to know I've got help if needed just by pressing a button.

Never having lived in Council property before I have been most surprised and pleased at all the help I have received. I have the security button and may I say the staff in attendance are excellent, always most pleasant and helpful.

The reason I like having the care line is the reassurance that at the push of a button there is someone there straight away to ask what's wrong. It makes me and my husband feel safer in our home. We won't mind paying a bit more towards the line, it just worries us how we will have to pay it. If it's put on our Council Tax that would be great or on to our rent. Me we both thank you for this service over the past years and say a BIG thank you to the lovely ladies past and present that visit us to check the line is working okay.

From COPD, Macula degeneration, glaucoma and March 1st 1914 suffered a stroke, so for me to contact someone quickly in any emergency is invaluable, and I have used the service on at least two occasions, when your staff have been most helpful. Also on the very few occasions that my husband is left alone I have more peace of mind knowing with his pendant he can get help if needed.

I think the most important value of the service, it allows you to feel safe and secure in your home if you live alone as many of us do. My family also value the service too as they know they will be contacted if it is needed.

The Borough Care service is an excellent service and has provided myself and my daughter with 'peace of mind' I have had to use the response option a couple of times and have been extremely impressed.

I feel I have benefited greatly from what is a truly excellent service. I can summarise my benefits as:-

- the sense of security provided by the two "panic buttons", one fixed, one wearable
- the excellent, prompt response on those occasion when I have needed help
- the patient, cheerful response when I've accidentally pressed the button by mistake
- the two or three times a year I'm visited by one of the team, to check all is in working order; a check-up most valued, and a helpful relationship built up with supportive friendliness.

Technology that provided support away from home sounds like a great idea (if affordable?). For example, as part of my post-operation rehabilitation I try to take a daily walk "around the block"; I often feel unsure of my strength, on those walks.

"Joined-up" services are always a good idea – health, social care, security – as far as is possible.

Additional equipment for independence – yes, good, as part of a policy to support people remaining in their own homes.

It ensures that if my wife needs assistance of any kind she can press her buzzer and someone will be able to offer her assistance. I am my wife's main carer. I am often out doing shopping and paying bills etc. I work as a Care Assistant, I do long days 8am – 8pm. I leave my house at 6.30am and return home at 8.50pm. It is very reassuring that Pam has her buzzer and if she needs assistance at any time it is available. Also myself or Pam's daughter can be contacted if required. I am very happy about the service provided and the professional manner in which Borough Care conducts itself. It is of great benefit to Pam and myself.

Being under 62 I have paid for the last few years. I agree with being charge for this service. Last year have fell twice and knocked myself out and suffering from concussion it was a relief for my husband who was at work during the day knowing that I was wearing my pendant. I do worry that older people who could possibly need this service would be put off from using the service by having to pay even though they could afford it.

I am 91 years of age living alone. I have very good sons and daughter in laws but they live quite a distance from me in Staffordshire and Cheshire. Two years ago I was most grateful for the red button service during the night when admitted to hospital for a hip operation. The service gives me a great feeling of security. I will do my best to pay for this service. Thank You.

I have been using the service for the past 5-6 years. Living on my own and being subjected to three major operations and five emergency ambulance call outs (Mainly heart related) I have found the current service to be invaluable knowing that help can be obtained at the press of a button gives me the confidence to continue living alone. I always look forward to Sheila's twice yearly visits as I now see her as a friend and appreciate her checking that I am ok and that my alarm system is working correctly.

Someone 24 hours a day at the end of the phone when my husband had a fall and you got me help at New Year when I had a break in and someone shining a light in my face at 3:15 am when I was asleep and pressed my lifeline – you were at the end of the phone and got the police who arrived at 3:25. I was so grateful.

I am 84 this December and live on my own. This service is a Godsend. Living on my own limits me to what I can do. If I was to take ill without this service I would be all alone with nobody to help me. All I need to do is press the lifeline button and help would be there in a matter of minutes. I would not be without mine. If it comes that I have to pay then I would pay it. It's a must thing I need. I know I'm not on my own with lifeline fitted there always someone on the end of the phone. Thank you

I value this service with my life. Without it I would be isolated from the outside world. No one would know if I was ill or anything if I could not contact anyone. Lifeline gives me independence. I don't have to rely on anyone else.

I agree that one charge for everyone is a fair way to deal with the cost. I do appreciate that our Borough Care is unique and family is scattered with our daughter in Cornwall and Buckingham and my brother (now deceased) in Worcestershire. None of these Councils have a care system like ours so, of course we shall pay this small monthly sum. We have a light budget but it is essential.

As my wife and I are in our 80's the Borough Care is very important to us. The security of knowing that should we need it there is help at the touch of the red button. Having the two visits a year from your staff is invaluable – so reassuring. (Our daughters are in Cornwall and Buckingham) They too are thankful that we have a lifeline ? they could be with us – some 5 hours distant.

Dear Sir / Madam

I would like to provide you with Care Service feedback on behalf of my mum who lives alone but I visit most days and I am her only carer.

We have used the service on several occasions over the past couple of years since my father passed away. The majority of the calls were health related, but my mum has also used the service when she was unable to contact me and there was a serious problem with house facilities or utilities.

We have always rated the overall service provided to be Excellent.

What we most value about the service -

- 1) It provides me with a 'back up' availability especially at night when generally my mum is on her own. In my experience this is when most elderly folk have raised anxiety
- 2) Combined with the home visits, my mum feels she is speaking to someone she knows and can trust.
- 3) With illness related calls, I have found that speaking to the attendant is helpful and (I believe) results in the best course of action being taken on behalf of my mum. Just to expand slightly - My mum has called me out during the night, after driving over to my mum's I'm not always certain what I will or have walked into. Having perhaps decided that further medical assistance may be required 'pressing the red button' and speaking to an attendant, explaining the situation, the situation is moved forward with the best interests of my mum to the fore.
- 4) That the service is simple to use – please, please do not initiate a different 'levels of service' or a press 1 for....., press 2 for....., press 3 for..... My opinion is that this would kill the service dead.
- 5) That it is free

Can I raise a couple of points -

1. If people stopped using the service (because of cost say), how may this impact on them as far as their continuing independent living ability?
2. Is there a view on how the Emergency services or Council departments may be impacted if there were no/ reduced attendant service? (non effective calls etc.)

## **Agenda Item No 20**

### **Resources Board**

**30 January 2017**

#### **Report of the Assistant Director (Housing)    Amenity Standards for Houses in Multiple Occupation**

### **1     Summary**

- 1.1    The Council has a responsibility with regard to Houses in Multiple Occupation in the Borough. This report provides information about this responsibility and proposes that standards are agreed which provide a guide for landlords about how they should act when they own such premises.

#### **Recommendation to the Resources Board**

**That the proposed amenity standards for Houses in Multiple Occupation are approved and adopted.**

### **2     Consultation**

- 2.1    The Chair (Councillor Wright) and Shadow Chair (Councillor Chambers) of the Resources Board have been sent an advance copy of this report.

### **3     Introduction**

- 3.1    There has been an increase in the number of properties within the borough being occupied as Houses in Multiple Occupation. Much of this increase is due to locally expanded employment opportunities made available by business park developments and the general increase in the cost of both home ownership and rental costs within the private rented sector. The Council does not have any standards to guide landlords about their responsibilities. The adoption of standards would help to promote understanding and improve the quality of this type of accommodation throughout the borough in what is generally the cheapest type of privately rented housing available.
- 3.2    The Government prescribed certain standards that must be met in Houses in Multiple Occupation (HMOs) that are licensable under the Housing Act 2004. These prescribed minimum standards are for deciding the suitability for occupation of an HMO by a particular maximum number of households or persons. Whilst some properties require licensing many more fall out of the scope of the current licensing regime.
- 3.3    The Housing Act 2004 introduced a definition of Houses in Multiple Occupation (HMOs). This includes bed-sits, shared houses, hostels and

some buildings containing self-contained flats. The living accommodation must be occupied by persons who do not form a single household (i.e. not members of the same family) and the occupiers must occupy the living accommodation as their “only or main residence”.

- 3.4 In addition where the building is fully converted into self-contained flats if the conversion work does not comply with the building standard of the 1991 Building Regulations and less than 2/3rd of the flats are occupied by long term leaseholders, this type of building is still an HMO.
- 3.5 The definition of mandatory licensable HMOs is set out in Licensing of Houses in Multiple Occupation (Prescribed Descriptions) (England) Order 2006. This states any property comprising of 3 or more storeys, with 5 or more occupiers (living as 2 or more households) containing shared facilities such as a kitchen, personal washing facilities or WC will require a HMO licence. The Council receive a fee from the owner as part of the licence application with licences lasting for five years.
- 3.6 There is currently consultation taking place on the extension of the mandatory licensing scheme to include HMO properties, regardless of the number of storeys, occupied by five or more persons. It is not envisaged that the proposed standards will need to be altered if the requirements set out in consultation are adopted however the number of HMO’s subject to licensing within North Warwickshire would increase.

#### **4 Proposal**

- 4.1 It is recommended that the Council adopts the proposed standards found at Appendix A. These would be the recommended standards in all Houses in Multiple Occupation unless particular circumstances make them impracticable or unsuitable. The standards would be applicable to both licensable and non-licensable HMOs and would be used to supplement the prescribed standards for licensable HMOs and provide assistance to landlords to help them meet legislative requirements.
- 4.2 It is proposed that the Council would have discretion to allow flexibility from the standards where appropriate. However Houses in Multiple Occupation pose a greater risk to occupiers’ health and safety than single family households and therefore clarity about standards is important. The independent and sometimes transient nature of the separate households means that occupiers sometimes do not know everyone they are sharing with, and the risks of fire and infection are increased. Management Regulations which apply to apply HMOs set out the way in which such properties should be managed and places duties on both the manager and occupiers.
- 4.3 The proposed Standards are to be applied flexibly depending on the specific property and at the discretion of inspecting officers to allow the variation in property occupation, layout and facilities.

#### **5 Report Implications**

##### **5.1 Finance and Value for Money Implications**

5.1.1 Licensable HMOs are subject to a licence application fee which is payable every 5 years. The fee varies dependent on the number of lettable rooms.

5.1.2 There are currently 5 HMOs in the Borough which require a licence. This provides an income of £2,950.

## 5.2 Legal Implications

5.2.1 The Housing Act 2004 introduced a definition of Houses in Multiple Occupation (HMOs). The Licensing and Management of Houses in Multiple Occupation and other Houses (Miscellaneous Provisions) (England) Regulations 2006 and The Licensing and Management of Houses in Multiple Occupation and other Houses (Additional Provisions) (England) Regulations 2007 also apply. It is the Licensing of Houses in Multiple Occupation (Prescribed Descriptions) (England) Order 2006 that sets out the mandatory definition of a House in Multiple Occupation.

## 5.3 Risk Management Implications

5.3.1 The Council has specific duties in law to act to protect the occupants of HMO's which require a licence. The publication of standards will help to support these duties. The proposed amenity standards and their application to all HMOs in the Borough are intended to assist to secure better standards of accommodation for those living in HMOs whether they are licensable or not. The standards will also ensure consistency and provide clarity to landlords and assist in enforcement when necessary.

## 5.4 Links to Council's Priorities

5.4.1 The provisions provide better standards to tenants in private rented properties and meet the Council's corporate priority to improve housing in the Borough.

The Contact Officer for this report is Wendy Smith (719305).

### 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**

**Standards for Houses in Multiple Occupation  
(excluding fire standards)**

**A Guide for landlords, owners, managing agents,  
tenants and other interested parties**

Revised September 2016

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## **Section 1**

### **1.1 INTRODUCTION**

The Housing Act 2004 introduced mandatory licensing of certain higher risk houses in multiple occupation (HMO's) and a new system of assessing housing conditions, this is known as the Housing Health and Safety Rating System (HHSRS). This covers a wide variety of issues which may pose a threat to the health and safety of the occupiers or visitors.

Essentially a HMO must be licenced if it meets the following criteria:

- Has three or more storeys and
- Has five or more tenants living as two or more households and
- Share facilities such as a kitchen, bathroom or toilet

All of the above criteria must apply for the HMO to require licensing. A copy of the Council's HMO Licence Application form and details of the licence fee can be found on the Council website [www.northwarks.gov.uk](http://www.northwarks.gov.uk) or by telephoning the Private Sector Housing Team on 01827 719305. The Management of Houses in Multiple Occupation (England) Regulations 2006 also apply to all non-licensable HMO's and must be complied with at all times, the requirements of these Regulations are discussed in Section 3.8.

This booklet provides basic information on the standards required within the types of HMO's most commonly found in the area and defines what a house in multiple occupation is.

Whilst general standards are detailed in this guidance fire safety precautions are not included and are contained within the National Guidance document published by LACORS entitled "Guidance on Fire Safety Provisions for Certain Types of

Existing Housing”. This can be downloaded free of charge from the <http://homestamp.com/wp-content/uploads/2012/10/LACORS-Guidance2008.pdf>

It includes guidance on fire safety measures for various types of property, including different types of HMO's and provides worked examples. Regard should be made to this guidance when determining what fire safety measures will be appropriate.

The Homestamp Consortium have also produced a Guide to Fire and Security which can be found at <http://homestamp.com/landlords/fire-and-security-protection/>. Within this Guide there are numerous different property layouts which show the fire protection measures necessary. The <http://homestamp.com> site also contains numerous other guidance and information for both landlords and tenants, including much of the content in other languages.

## **1.2 WHAT IS A HOUSE IN MULTIPLE OCCUPATION?**

Under the Housing Act 2004, if you let a property which is one of the following types, it will be classed as a house in multiple occupation:

- An entire house or flat let to 3 or more tenants who form 2 or more households whilst sharing a kitchen, bathroom or toilet.
- A house converted entirely into bedsits or non-self contained accommodation and let to 3 or more tenants who form 2 or more households whilst sharing a kitchen, bathroom or toilet.
- A converted house containing 1 or more flats which are not self contained (i.e. do not contain kitchen, bathroom and toilet) and which is occupied by 3 or more tenants who form 2 or more households.
- A building which is converted entirely into self-contained flats and the conversion did not meet the standards of the 1991 Building Regulations and more than one-third of the flats are let on short-term tenancies.

A property with a live-in resident landlord who has three or more lodgers will also be deemed to be a HMO. These types of HMO's can also require licensing if the property has three or more storeys, is occupied by five or more persons and there is sharing of facilities.

## **1.3 DEFINITION OF HOUSEHOLD**

A household as defined under the Housing Act 2004:

- Couples married to each other or living together as husband and wife and couples in same sex relationships.
- Relatives living together, including parents, grandparents, children and step children, grandchildren, brothers, sisters, uncles, aunts, nephews, nieces or cousins.

Domestic staff are also to be treated as forming part of the household if they are living rent free in accommodation provided by their employer.

Three unrelated friends living together would be deemed to be three households, whether occupying the property on a single tenancy or not and as such would meet the definition of a HMO. However two unrelated single persons occupying a property are exempt from the definition and therefore this would not be classed as a HMO.

## **1.4 CATEGORIES OF HMOs**

The most common arrangements are described however there will always be circumstances which do not exactly match those given. If this is the case then it is advisable to contact the Private Sector Housing Team for guidance.

### **Category A (Bedsit Type)**

Houses occupied by a number of unrelated persons living as more than one household where each occupant lives independently of all others. Within this category there is some exclusive occupation (usually bedroom/living room) and some sharing of amenities (bathroom, toilet and/or kitchen). There will often be no communal living or dining room. This category can be divided into two groups, those with cooking in lets and those with a shared kitchen and both are considered in this guidance.

### **Category B (Shared houses and flats)**

Houses occupied on a shared basis. These would normally be occupied by members of a defined social group e.g. students or a group of young single adults under a single tenancy. The occupiers each enjoy exclusive use of a bedroom but would share other facilities including a communal living space.

### **Category C (Lodgings)**

These are properties with a resident live-in landlord who will often provide a service such as cleaning, laundry and will provide meals.

### **Category D (Hostels / Bed & Breakfast)**

Generally referred to as 'hostels', 'guest houses' and will provide accommodation to those with no other permanent home elsewhere.

### **Category F (Self-contained flats)**

Houses converted completely into self-contained flats with living, cooking, bathroom and sleeping facilities within the flat.

## 1.5 WHAT IS A SHARED HOUSE?

The majority of HMO's within North Warwickshire will be described as either "Shared House" or "Bedsit" type HMO's. This section is taken from Homestamp Guidance used by authorities across the West Midlands. LACORS recognises that, there are some differences between these types of accommodation. There are aspects of living in a shared house which may reduce the risk of fire and therefore the necessary fire precautions can be reduced to some extent.

The working guidance given in LACORS is that for an HMO to be regarded as a shared house, it should:

- be rented by an identifiable group of sharers, such as students, work colleagues or friends, as **joint tenants**. This means that they will generally commence their occupation at roughly the same time and be jointly and severally liable for paying the rent and complying with tenancy conditions
- each occupant will have a designated study/bedroom but will share the kitchen, bathroom, living and dining rooms and all other parts of the house. Each tenant will have a right of access to **all** parts of the house, including others' study/bedrooms.

In addition, the following criteria can also be used to help decide whether the house can be regarded as shared:

- there will be a significant degree of social interaction between the tenants
- the tenants will share facilities such as laundry equipment, TV etc.
- there will be arrangements in place for the tenants to share the cleaning and general management of the whole house
- bedroom/study doors will not have locks.
- the responsibility for finding a new tenant, if one moves out, will rest with the remaining tenants rather than the landlord
- tenants will decide amongst themselves who is to occupy each study/bedroom

- the total occupancy of the house will be relatively small. Shared houses rarely have more than seven tenants
- the occupancy of the house will be relatively stable. Frequent changes in occupier would suggest a bedsit
- there will be a degree of co-operation and sharing of common tasks such as shopping, cooking, cleaning etc.
- tenants will normally be aware of who is in the house

The listed criteria are important but are not prescriptive. Some variation is acceptable. The important thing is that to be regarded as a shared house, the occupants must live together in a manner which approximates to single family occupation.

If an HMO is not a shared house then it will be regarded as bedsits. In some instances, however, a house will not fall neatly into one classification or the other, and in such a case will need to be treated on its merits. As long as the risk assessment takes into account the risks associated with the true manner of occupation, it is likely to be accepted.

## **Section 2: Property Standards**

### **2.1 CATEGORY A HMO'S (BEDSIT TYPE)**

Houses occupied as individual rooms, where there is some exclusive occupation (usually bedroom/living room) and some sharing of amenities (bathroom and/or toilet and/or kitchen). Each occupant lives otherwise independently of others. There is typically no shared living room.

The principles below should be considered to be the general principles of occupation for all Category A (bedsit type) HMO's.

- In no case shall any room be occupied by more than two persons
- Persons of the opposite sex over the age of 10 shall not be permitted to share the same room for sleeping purposes unless they are of marriageable age and are either married or living as partners.
- The sharing of a room for sleeping purposes by persons who are neither related nor living as a married couple or partners shall be permitted only when both persons give their consent.
- No unit of accommodation shall be occupied on the basis of a divided or shared tenancy. This is to avoid the situation arising whereby a unit of accommodation may be occupied by different persons at different times of the day or different days of the week (for instance shift workers or seasonal / migrant workers who occupy a property in connection with their employment).
- Only rooms designated as living rooms, bedrooms or bed/sitting rooms may be used for living or sleeping purposes.

- Irrespective of overall floor area, consideration will be given to the shape and useable living space within the room when determining its suitability for occupation. No account will be taken of any part of a room where the ceiling height is less than 1.525 m (5ft).
- A single bed/sitting room containing cooking facilities is not suitable for accommodating a child below the age of 5 years.

Where dimensions and areas are specified below they shall, unless the context requires otherwise, be regarded as the minimum. Irrespective of such recommendations however, consideration should be given to the shape and usable living space of any room in determining whether and by how many people it is suitable for occupation. This is a matter of functionality; whether given its shape and size the particular room is reasonably capable of performing the role assigned to it for the number of persons who need to use it.

## **MINIMUM ROOM SIZES**

### **2.2 BEDSITS WITH COOKING IN LETS**

#### (a) One person units of accommodation

##### (i) One room units

- A single room containing kitchen facilities 13 m<sup>2</sup>
- A bed / sitting room with a separate shared kitchen 10 m<sup>2</sup>

##### (ii) Two or more roomed units

- Each combined living room/kitchen 11 m<sup>2</sup>
- Each living room (without kitchen facilities) 9 m<sup>2</sup>
- Each bedroom 6.5 m<sup>2</sup>
- Each separate kitchen 3.5 m<sup>2</sup>

(b) Two or more person units of Accommodation

(i) One room units

- A bed / sitting room including kitchen facilities  
for two persons 20 m<sup>2</sup>
- A bed / sitting room for two persons  
with separate kitchen facilities 15 m<sup>2</sup>

(ii) Two or more roomed units

- Each combined living room / kitchen 15 m<sup>2</sup>
- Each living room 12 m<sup>2</sup>
- Each bed / sitting room 15 m<sup>2</sup>
- Each single bedroom 6.5 m<sup>2</sup>
- Each double bedroom 10 m<sup>2</sup>
- Each separate kitchen for exclusive use of up  
to three occupants, living as one household 4.5 m<sup>2</sup>

## 2.3 BEDSITS WITH COMMUNAL KITCHEN

Separate kitchens, whether shared or for exclusive use shall be of sufficient size for their purpose. As a general guide the sizes below should be met for communal kitchens however minor variations will be permitted provided there are suitable facilities:

- Kitchens for 2 to 5 persons 7 m<sup>2</sup>
- Kitchens for 6 to 10 persons 10 m<sup>2</sup>
- Kitchens for 11 to 15 persons 13.5 m<sup>2</sup>

### (a) One person units of accommodation

- Each bedroom / study where all occupants of the house have access to a separate communal living room 6.5 m<sup>2</sup>
- Each bedroom with no access to a separate communal living room 10 m<sup>2</sup>

### (b) Two or more person units of Accommodation

- Each bedroom where all occupants have access to a separate communal living room 11 m<sup>2</sup>
- Each bedroom where all occupants do not have access to a separate communal living room 15 m<sup>2</sup>

## 2.4 KITCHEN FACILITIES (BEDSITS)

Each occupancy shall have adequate facilities for the storage, preparation and cooking of food and the disposal of waste water. Where possible this should be located within the unit of accommodation. Where this is not practicable, the kitchen must be located not more than one floor distant from the accommodation.

The kitchen facilities appropriate for any of the circumstances mentioned above are:-

### (a) Bedsitting room with combined kitchen (cooking in lets)

The facilities must comprise as a minimum:

- Cooking

Single person - a gas or electric cooker with a minimum of two burners/hobs, an oven and grill.

Two persons - a gas or electric cooker with a minimum of four burners/hobs, an oven and grill.

Alternatively a combination microwave oven may be substituted for one (in single) or two (in double) of the burners/hobs respectively or in place of a conventional oven.

- A metal or ceramic kitchen sink and drainer with a constant supply of hot and cold water. The sink shall be connected to the drainage system via a suitable trap. A wash-hand basin shall not be used in place of a sink.
- Sufficient fixed smooth, impervious work surface to enable each user to prepare food safely and hygienically. A minimum of 500 mm

clear run of work surface will be required for a single person bedsit and 1000 mm for a double room.

- A suitable refrigerator of sufficient size to store an average persons dietary requirements on a day to day basis. A freezer compartment is desirable but not essential in a single person bedsit.
- Sufficient storage cupboard space for dry and canned food goods plus cooking utensils, crockery and cutlery (e.g. 500mm wide wall or base unit per occupier).
- Electric power sockets: two twin switched power sockets set at a convenient height and safe position in relation to the kitchen facilities.

Additional requirements specific to kitchen areas within bed sitting rooms:-

- The kitchen area must be provided with an easily cleansable non-slip floor covering to an adequate extent and separated from any adjoining carpeted floor area by suitable dividing strips securely fixed in position.
- Cookers must be safely positioned within the room such that they do not compromise escape in the event of a fire associated with the cooker i.e. they must not be positioned adjacent to the exit doorway – in particular gas cookers must not be positioned directly adjacent to openable windows where flames are likely to be extinguished by excessive draughts or where curtains are likely to catch fire.

### **(b) Separate Kitchen Directly Off the Bedsitting Room**

The kitchen must be of sufficient size and layout to enable food to be prepared safely and hygienically. A minimum floor area of 3.5 m<sup>2</sup> for a single person letting and 4.5 m<sup>2</sup> for a two person letting is normally required for this purpose. The facilities to be provided are as those for kitchens within the bedsitting room.

### **(c) Bedsits with Communal Kitchen**

A shared kitchen should ideally be not more than one floor distant from any unit of accommodation having use of it. It is however, acceptable for a kitchen to be a maximum of two floors distant where there is a communal room adjacent to the kitchen suitable for dining purposes or where the kitchen is of sufficient size to serve as a kitchen / dining room.

Each shared kitchen shall comprise as a minimum:

#### Cooking

The kitchen must be provided with sufficient cooking appliances suitably located to enable users to cook food safely and hygienically and to minimise waiting time when more than one person wishes to cook food at the same time. In particular:

- For every five persons there must be a conventional gas or electric cooker with at least 4 burners/hobs, oven and grill.
- For up to and including 7 persons a combination microwave oven of minimum 20 litres capacity, suitably located on a fixed worktop may be provided in place of an additional conventional cooker.

- For 8 to 10 persons there must always be at least 2 conventional cookers and for 11 to 15 persons at least 3 conventional cookers, whether or not any supplementary microwave ovens are provided.

#### Sinks

- For every 5 persons there must be a kitchen sink complete with hot and cold water supplies and trapped waste.
- For up to and including 7 persons a double bowl sink and drainer will be regarded as adequate in place of providing an additional sink. Alternatively, a standard sink plus an electric dishwasher will be acceptable for up to and including 7 persons.
- For 8 to 10 persons there must always be at least two standard sinks and for 11 to 15 persons at least three standard sinks whether or not any supplementary dishwasher is provided.

#### Food Preparation

- There must be sufficient fixed work surfaces to enable each user to prepare food safely and hygienically. A 0.5 metre run of work surface for each user will generally be sufficient although minor variations of up to 20 per cent shortfall may be acceptable provided there is still a good practical working area.
- For properties with more than 10 occupants sharing the same kitchen, a reduction in this standard may be appropriate as it is unlikely that all persons in the group will be preparing food at the same time.
- At least 2 twin switched power sockets set at a convenient height and safe position in relation to the kitchen facilities and work surfaces must be provided for every 5 persons. This is in addition to any dedicated sockets

serving major appliances such as dishwashers, washing machines and refrigerators.

### Food Storage

Shared kitchens within bedsit type accommodation should not generally be used for communal food storage purposes (either refrigerated or dry food storage) where this leads to conflict between residents.

Lockable food cupboards (a minimum 500mm wide wall or base unit per person) and refrigerators ( $0.075\text{m}^3$  (one shelf)) can be considered although providing them in each unit of accommodation will be preferable if there is space to do so where problems do arise.

Any refrigerator within the individual unit of accommodation must be of sufficient size to store an average person's dietary requirements on a day to day basis. A freezer compartment is desirable but not essential within a single person bedsit room.

### Ventilation

- All shared kitchens must be provided with adequate mechanical extract ventilation of minimum 60 litres / second flow rate.

## **2.5 PERSONAL WASHING AND BATHING FACILITIES (BEDSITS)**

### **(a) Baths and showers**

For bedsit type accommodation where all or some of the units of living accommodation do not contain bathing facilities for the exclusive use of each individual household, there must be an adequate number of suitably located bathroom to enable those facilities to be used on a shared basis.

Either a bath or shower is suitable for this purpose. Any shower must be provided with thermostatically controlled hot water.

Facilities must be provided not more than one floor distant from users and should be accessible from a common area. There must be a shower or bath on a ratio of one bath or shower to every 5 persons sharing.

**(b) Wash hand basins**

Where some or all of the units of accommodation do not contain wash hand basins for the exclusive use of the individual unit there must be an adequate number of wash hand basins to a ratio of one for every four persons sharing.

Shared wash hand basins may be located within shared bathrooms, WC's or other suitable room however all rooms containing a WC must also be provided with a wash hand basin.

**2.6 TOILET FACILITIES (BEDSITS)**

Toilet facilities should be provided not more than one floor distant from any user on a ratio of at least:

- One WC per five persons sharing where the WC is separate from the bathroom (and is accessible from a communal area without going through the bathroom)
- One WC per four persons sharing where the WC is located within the bathroom

Examples of acceptable minimum combinations of WCs and bathrooms are given in the table below. (Other combinations may achieve the same required minimum provisions, however).

<b>NUMBER OF PERSONS SHARING</b>	<b>FULL SUITE</b>	<b>BATH ONLY</b>	<b>SEPARATE WC</b>
<b>4 or less</b>	<b>1</b>		
<b>5</b>	<b>1</b>		<b>1</b>
<b>5</b>		<b>1</b>	<b>1</b>
<b>6, 7, 8</b>	<b>2</b>		
<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>9 or 10</b>	<b>2</b>		<b>1</b>
<b>11 or 12</b>	<b>3</b>		
<b>13, 14, 15</b>	<b>3</b>		<b>1</b>
<b>16</b>	<b>4</b>		
<b>17, 18, 19, 20</b>	<b>4</b>		<b>1</b>

## **2.7 CATEGORY B HMO's (SHARED HOUSES/FLATS)**

Houses or flats occupied on a shared basis. These would normally be occupied by members of a defined social group, e.g. students or a group of young single adults who, in the main will have rented the house as one group. The occupiers each enjoy exclusive use of a bedroom but would share other facilities including a communal living space, bathroom and all other parts of the house.

All the tenants will have exclusive legal possession and control of all parts of the house. The anticipated duration of the occupancy will often be finite and numbers of occupiers above about six are probably more suggestive of Category A bedsit accommodation. This standard is not intended to apply to purpose-built student accommodation.

The principles below should be considered to be the general principles of occupation for all Category B (shared house) HMO's.

- In no case shall any room be occupied by more than two persons
- Persons of the opposite sex over the age of 10 shall not be permitted to share the same room for sleeping purposes unless they are of marriageable age and are either married or living as partners.
- The sharing of a room for sleeping purposes by persons who are neither related nor living as a married couple or partners shall be permitted only when both persons give their consent.
- No unit of accommodation shall be occupied on the basis of a divided or shared tenancy. This is to avoid the situation arising whereby a unit of accommodation may be occupied by different persons at different times of the day or different days of the week (for instance shift workers or

seasonal / migrant workers who occupy a property in connection with their employment).

- Only rooms designated as living rooms, bedrooms or bed/sitting rooms may be used for living or sleeping purposes.
- Each separate bedroom within a shared house is regarded as a unit of accommodation for the purpose of assessing amenity standards.
- Irrespective of overall floor area, consideration will be given to the shape and useable living space within the room when determining its suitability for occupation. No account will be taken of any part of a room where the ceiling height is less than 1.525 m (5ft).

## 2.8 MINIMUM ROOM SIZES

For the most common arrangement found in North Warwickshire, that is, one person per room, the room needs to be 10m<sup>2</sup> if there is just a shared kitchen, or 6.5m<sup>2</sup> if there is a shared kitchen and living room of the minimum size given in the lower half of the table.

<b>Category B HMO's Minimum Room Sizes (m2)</b>				
<b>Persons in bedroom</b>	<b>Minimum Room Size</b>	<b>Minimum Room Size if separate Living Room provided</b>		
1	10	6.5		
2	15	11		
<b>Minimum sizes of other rooms (m2)</b>				
<b>Total Residents in House</b>	<b>Kitchen (obligatory)</b>	<b>Dining kitchen (optional)</b>	<b>Living Room (optional)</b>	<b>Dining Rooms (optional)</b>
2-5	7	11.5	11	11
6-10	10	19.5	16.5	16.5
11-15	13.5	24	21.5	21.5
<p>All category B houses must have a shared kitchen. To take advantage of the lower bedroom size they must also have at least a separate living room but can have additional shared rooms</p>				

### **Combined Kitchen, Living, Dining Space**

Used by 2-5 persons 16m<sup>2</sup>

Used by 6-10 persons 25.5m<sup>2</sup>

The kitchen facilities must be suitably arranged so that the food preparation and cooking areas are safely separated from the dining/living areas.

Adequate structural support must be provided in accordance with current Building Regulations where walls are being removed to create the open plan room.

### **Dining kitchens**

Where the kitchen is large enough to accommodate a dining table, there must be adequate space to allow the majority of tenants to sit without decreasing the kitchen working space.

Note: The above are minimum space standards based on optimum shape and layout. In practice, it may be necessary to have a larger space standard to ensure that there is sufficient space to fit in all the facilities required and provide a circulation area which permits safe use for the number of users.

## **2.9 KITCHEN FACILITIES (SHARED HOUSES)**

A shared kitchen should ideally be not more than one floor distant from any unit of accommodation having use of it. It is however, acceptable for a kitchen to be a maximum of two floors distant where there is a communal room adjacent to the kitchen suitable for dining purposes or where the kitchen is of sufficient size to serve as a kitchen / dining room.

Each shared kitchen shall comprise as a minimum:

### Cooking

The kitchen must be provided with sufficient cooking appliances suitably located to enable users to cook food safely and hygienically and to minimise waiting time when more than one person wishes to cook food at the same time. In particular:

- For every five persons there must be a conventional gas or electric cooker with at least 4 burners/hobs, oven and grill.
- For up to and including 7 persons a combination microwave oven of minimum 20 litres capacity, suitably located on a fixed worktop may be provided in place of an additional conventional cooker.
- For 8 to 10 persons there must always be at least 2 conventional cookers and for 11 to 15 persons at least 3 conventional cookers, whether or not any supplementary microwave ovens are provided.

#### Sinks

- For every 5 persons there must be a kitchen sink complete with hot and cold water supplies and trapped waste.
- For up to and including 7 persons a double bowl sink and drainer will be regarded as adequate in place of providing an additional sink. Alternatively, a standard sink plus an electric dishwasher will be acceptable for up to and including 7 persons.
- For 8 to 10 persons there must always be at least two standard sinks and for 11 to 15 persons at least three standard sinks whether or not any supplementary dishwasher is provided.

#### Food Preparation

- There must be sufficient fixed work surfaces to enable each user to prepare food safely and hygienically. A 0.5 metre run of work surface for each user although minor variations of up to 20 per cent shortfall may be acceptable provided there is still a good practical working area.

- Kitchens must be provided with floor covering which is impervious, reasonably smooth and easily cleansable. Ideally floor coverings should be slip resistant. Walls and ceilings must also be reasonably smooth such that they can be kept clean and easily redecorated.
- For properties with more than 10 occupants sharing the same kitchen, a reduction in this standard may be appropriate as it is unlikely that all persons in the group will be preparing food at the same time.
- At least 2 twin switched power sockets set at a convenient height and safe position in relation to the kitchen facilities and work surfaces must be provided for every 5 persons. This is in addition to any dedicated sockets serving major appliances such as dishwashers, washing machines and refrigerators.

#### Food Storage

- Adequate refrigerated food storage must be provided either within the shared kitchen or within a room directly adjacent to the kitchen if space is a particular problem.

For every 3 persons there must be a standard domestic refrigerator of at least 100 litres capacity and a freezer compartment of at least 15 litres capacity.

Alternatively a tall upright fridge freezer will be acceptable for every 5 persons. These usually have a fridge capacity of around 140 to 180 litres and a freezer capacity of around 70 to 90 litres.

A combination of separate larder refrigerators and freezers will also be acceptable provided they give an approximate equivalent standard.

- Adequate dry/canned food storage and utensil storage cupboards must also be provided. A 500mm wall or base unit per person will be acceptable for this purpose. The space beneath a sink is not acceptable for food storage purposes.
- In shared kitchens where it is likely that there will be a high degree of communality (for example students or professionals) it is not normally a requirement for refrigerators or storage cupboards to be locked.

In shared kitchens where a lesser degree of communality may be expected, the sharing of refrigerators and storage cupboards may lead to poor storage practice and conflict between residents. In such cases the house will more likely be regarded as a Category A2 HMO (Bedsits with communal kitchen) rather than a Category B HMO and lockable food storage cupboards may be necessary.

#### Ventilation

- All shared kitchens must be provided with adequate mechanical extract ventilation with an extract rate of at least 60 litres per second venting directly to the external air.

## **2.10 PERSONAL WASHING AND BATHING FACILITIES (SHARED HOUSES)**

### **(a) Baths and Showers**

A bathroom containing a bath or shower shall be provided on a ratio of at least one bath to every five persons sharing. Bathroom in properties housing up to five persons should ideally not be more than one floor distant from every bedroom

In properties housing over five persons there will be a need for additional bathroom(s).

### **(b) Wash hand basins**

Any bathroom of separate room containing a WC must be provided with a wash hand basin.

## **2.11 TOILET FACILITIES (SHARED HOUSES)**

Toilet facilities should be provided not more than one floor distant from any user on a ratio of at least:

- One WC per five persons sharing where the WC is separate from the bathroom (and is accessible from a communal area without going through the bathroom)
- One WC per four persons sharing where the WC is located within the bathroom

**Examples of acceptable minimum combinations of WCs and bathrooms are given in the following table. (Other combinations may achieve the same required minimum provisions, however).**

<b>NUMBER OF PERSONS SHARING</b>	<b>FULL SUITE</b>	<b>BATH ONLY</b>	<b>SEPARATE WC</b>
<b>4 or less</b>	<b>1</b>		
<b>5</b>	<b>1</b>		<b>1</b>
<b>5</b>		<b>1</b>	<b>1</b>
<b>6, 7, 8</b>	<b>2</b>		
<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>9 or 10</b>	<b>2</b>		<b>1</b>
<b>11 or 12</b>	<b>3</b>		
<b>13, 14, 15</b>	<b>3</b>		<b>1</b>
<b>16</b>	<b>4</b>		
<b>17, 18, 19, 20</b>	<b>4</b>		<b>1</b>

## CATEGORY C HMO'S (Lodgings)

### MINIMUM ROOM SIZES

(a) Each bedroom

- Single room 6.5 m<sup>2</sup>
- Double room 10 m<sup>2</sup>

(b) Common Living room

- 1-5 residents 11 m<sup>2</sup>
- 6-10 residents 16.5 m<sup>2</sup>

The provision of facilities is to be the same as category B HMO's (shared houses/flats). Either a resident landlord must provide use of their own kitchen or provide a separate facility.

### **2.13 CATEGORY D HMO'S (Hostels / Bed & Breakfast)**

Houses generally referred to as 'hostels', 'guest houses' and 'bed and breakfast hotels' or similar. There would ordinarily be exclusive use of a bedroom and some sharing of bathroom/toilet facilities. Meals may be provided on a catered or self catering basis, there is usually a communal living and dining room.

These provide accommodation for unrelated persons with no other permanent place of residence. This must constitute a significant use of the accommodation to be classified as a HMO as distinct from hotels which only provide accommodation for temporary visitors who have alternative accommodation elsewhere.

A significant use is defined as where 25% or more of the total number of sleeping rooms are occupied by persons in receipt of housing benefit or paying a weekly or monthly rent as opposed to an overnight charge. This would include temporary accommodation used by the local authority to house homeless families or persons pending alternative accommodation. It would also include hotels housing both homeless households and visitors. The Council may declare the building to be a HMO if it meets this criteria.

General principles of occupation for all Category D (hostel) HMO's:

- In no case shall any room be occupied by more than two unrelated persons however, provided the room is large enough, it may be used by more than two persons subject to them all being family members (family includes married couples, couples living together as partners, parent, grandparent, child, step-child, grandchild, brother, sister, uncle, aunt, nephew, niece or cousin).
- Persons of the opposite sex over the age of 12 shall not be permitted to share the same room for sleeping purposes unless they are of

marriageable age and are either married or living as partners. (An exception to this rule would be where a family is placed in emergency accommodation and their stay does not exceed five nights and there is no other appropriate accommodation available in the same premises or locality).

- Family rooms are to be used by a maximum of four persons.
- No unit of accommodation shall be occupied on the basis of a divided or shared tenancy. This is to avoid the situation arising whereby a unit of accommodation may be occupied by different persons at different times of the day or different days of the week (for instance shift workers or seasonal / migrant workers who occupy a property in connection with their employment).
- Only rooms designated as living rooms, bedrooms or bed/sitting rooms may be used for living or sleeping purposes.
- Room containing cooking facilities are not suitable for children under five years old.
- Rooms accessed via the external air where residents would need to go outside to access facilities within the main part of the premises are not suitable for living / sleeping purposes.
- Irrespective of overall floor area, consideration will be given to the shape and useable living space within the room when determining its suitability for occupation. No account will be taken of any part of a room where the ceiling height is less than 1.525 m (5ft).

## 2.14 MINIMUM ROOM SIZES

Bedroom sizes where no communal living room is available are shown in brackets.

### (a) Bedrooms where separate kitchen provided

• Single room	6.5 m <sup>2</sup>	(10m <sup>2</sup> )
• Double room	11 m <sup>2</sup>	(15 m <sup>2</sup> )
• 3 person (family room)	15 m <sup>2</sup>	(20 m <sup>2</sup> )
• 4 person (family room)	19.5m <sup>2</sup>	(24 m <sup>2</sup> )

### (b) Bedrooms with kitchen provided within room

• Single room	10 m <sup>2</sup>	(13 m <sup>2</sup> )
• Double room	14 m <sup>2</sup>	(20 m <sup>2</sup> )
• 3 person (family room)	18.5 m <sup>2</sup>	(24 m <sup>2</sup> )
• 4 person (family room)	23m <sup>2</sup>	(28 m <sup>2</sup> )

### (c) Kitchen

• 2-5 residents	7 m <sup>2</sup>
• 6-10 residents	10 m <sup>2</sup>

## Communal Rooms

In general need or short term accommodation there must be a communal living room (or rooms) provided unless the bedrooms meet the higher standard above. A communal room of at least 15m<sup>2</sup> must be provided for the first four persons plus 1m<sup>2</sup> for each additional person.

## **2.15 Kitchen Facilities**

For self-catering hostels kitchens must meet the standard required by category B HMO's (shared houses) or where there is cooking within the letting room, category A standards (bedsits).

### **Kitchen Facilities for Hostel Type Accommodation**

#### **a) CATERED ACCOMMODATION**

Where any meals are provided for residents, all food must be stored, handled, prepared and served in accordance with the provisions of the Food Safety Act 1990 and associated regulations (in particular the Food Hygiene (England) Regulations 2006).

All persons who are employed to handle food must have received appropriate and approved food hygiene training and the operation must be registered as a food business with the Council's Environmental Health Department.

Kitchens must be adequately equipped according to the number of meals expected to be served on a daily basis.

Further information on food hygiene matters and the adequacy of kitchen facilities can be found on the Government's website [www.food.gov.uk](http://www.food.gov.uk) and follow the link to 'Safer Food Better Business' using the A-Z directory.

The following general principles apply to catered accommodation.

- Meals must be served and consumed in the premises in which the occupants reside (i.e. residents should not be expected to travel to another hostel/hotel or café premises in the locality to obtain their meals).

It is acceptable for hotels which have an annexe building within the same curtilage to serve meals in the main building provided there is safe and well lit access between the buildings.

- Where there are insufficient catering facilities within a particular premises, meals may be prepared elsewhere and brought in, provided the food is prepared in a food safety compliant kitchen and transported in hygienic conditions under proper temperature control.
- An appropriate dining room must be provided together with sufficient tables and chairs for the number of users. (Meals may be served on a sitting basis)
- Residents must not generally have access to any catering kitchen in order to prepare their own meals.
- In some small hostels (ie those with six or less occupants in total), it may be acceptable for residents to prepare some meals within the kitchen which is also used for catering purposes provided such meals are prepared under the supervision of a person having undertaken appropriate food hygiene training.

This will normally be 'Supported Lodgings' type accommodation where residents are assisted to gain skills which may help them to live independently in the community.

- The extent that meals are provided for residents will vary from premises to premises with some providing breakfast only, and some providing full board. Meal provision may also vary between weekdays and weekends. There may also be variation from person to person with some choosing to take meals and some choosing to cater for themselves.

Whatever the arrangements, all residents must have access to adequate kitchen facilities (separate from any catering kitchen) in order to prepare their own food.

The following separate kitchen facilities shall be provided for use by residents according to the predominant characteristics of the catering operation:

### **All Meals Provided (Three Meals per Day)**

Kitchen facilities must be sufficient for residents to prepare light meals and hot drinks.

One set of facilities shall be provided for every **fifteen** persons consisting as a minimum of:

- One kitchen sink complete with hot and cold water supplies and trapped waste.
- A conventional four burner/hob cooker with oven and grill or a combination microwave oven/grill of minimum 20 litres capacity,
- A minimum two metre run of fixed work surface (minimum 500mm depth).
- A standard domestic refrigerator incorporating a freezer compartment.
- Two twin 13 amp switched power sockets suitably sited in relation to the work surface and in addition to any sockets serving major appliances.
- Adequate storage for cooking utensils, crockery and cutlery etc.
- A kettle for making hot drinks or a vending machine if considered appropriate.

Such facilities may be located within an appropriately laid out area within a communal room but should preferably be located within a separate kitchen or kitchens.

A minimum floor area of 10 m<sup>2</sup> per set of such kitchen facilities is required.

### **Breakfast and evening Meals Provided**

A set of kitchen facilities as described above for premises providing all meals shall be provided on a ratio of one set of facilities to every **ten** persons.

### **Breakfasts Only Provided**

One set of kitchen facilities shall be provided for every **seven** persons, consisting as a minimum of:

- One kitchen sink complete with hot and cold water supplies and trapped waste.
- A conventional four burner/hob cooker with oven and grill or two combination microwave ovens/grills of minimum 20 litres capacity each.

The use of microwave ovens may be more appropriate if there are any concerns over the ability of residents to prepare hot food safely.

The use of deep fat fryers shall not be generally permitted unless supervision of cooking activity is likely to take place.

- A minimum two metre run of fixed work surface (minimum 500mm depth).
- Two twin 13 amp switched power sockets suitably sites in relation to the work surface and in addition to any sockets serving any major appliances.

A minimum kitchen floor area of 10m<sup>2</sup> per set of such kitchen facilities is required.

- For food storage purposes a refrigerator plus adequate storage for dry/canned foods and utensils/crockery/cutlery shall be provided within each unit of accommodation.

### **b) SELF CATERING ACCOMMODATION**

For hostels providing fully self-catered accommodation, food preparation facilities may be located either within each unit of accommodation or within shared kitchens.

## **Food Preparation Facilities within the Unit of Accommodation**

The facilities shall comprise as a minimum:

- **Cooking:**

Single Person: a gas or electric cooker with two burners/ hobs, oven and grill  
Two Persons or Family Room: a gas or electric cooker with four burners/hobs, oven and grill.

A microwave oven may be substituted for one or two of the burners/hobs respectively and a combination microwave oven / grill in place of a conventional oven.

- A metal or ceramic kitchen sink and drainer with a constant supply of hot and cold water.
- Sufficient fixed work surface to enable food to be prepared safely and hygienically.
- A suitable refrigerator of adequate size according to the number of occupants. A family room would require a standard work top height refrigerator with freezer compartment.
- Sufficient storage cupboard space for dry and canned food goods plus cooking utensils, crockery and cutlery.
- Electric power sockets: two twin switched power sockets set at a convenient height and safe position in relation to the kitchen facilities.
- The kitchen area must be provided with an easily cleansable non-slip floor covering to an adequate extent and separated from any adjoining carpeted floor area by suitable dividing strips securely fixed in position.
- Cookers must be safely positioned within the room such that they do not compromise escape in the event of a fire associated with the cooker, ie they must not be positioned adjacent to the exit doorway. In particular gas cookers must not be positioned directly adjacent to openable windows

where flames are likely to be extinguished by excessive draughts or where curtains are likely to catch fire.

## **2.16 Shared Kitchens**

One set of kitchen facilities shall be provided for every five persons, consisting as a minimum of:

- One kitchen sink complete with hot and cold water supplies and trapped waste.
- A conventional four burner/hob cooker with oven and grill or two combination microwave ovens/grills of minimum 20 litres capacity each.

The use of microwave ovens may be more appropriate if there are any concerns over the ability of residents to prepare hot food safely.

The use of deep fat fryers shall not generally be permitted unless supervision of cooking activity is likely to take place.

- A minimum two metre run of fixed work surface (minimum 500 mm depth).
- Two twin 13 amp switched power sockets suitably sited in relation to the work surface and in addition to any sockets serving any major appliances.
- A minimum kitchen floor area of 7m<sup>2</sup> per set of such kitchen facilities is required.
- For food storage purposes a refrigerator plus adequate storage for dry/canned foods and utensils/crockery/cutlery shall be provided within each unit of accommodation.

## **2.17 Personal Washing and Bathing Facilities for Hostel Type Accommodation**

### **Baths and Showers**

Where it is not practicable to provide each unit of accommodation with its own bathroom, a readily accessible bathroom containing a bath or shower shall be provided on a ratio of one bath or shower to every five persons on occupation.

A bathroom must be available within one floor of any unit of accommodation. A shower facility installed over a bath will not count as an additional shower.

Institutionalised bathrooms with communal changing facilities shall not be permitted.

### **Wash Hand Basins**

Each separate occupancy shall be provided with a wash hand basin together with constant supplies of hot and cold water and sited within the unit of accommodation.

If a sink is fitted within a room then a separate wash hand basin will not be required.

All bathrooms or separate compartments containing a WC must be provided with a wash hand basin.

## **2.18 Toilet Facilities for Hostel-type Accommodation**

Toilet facilities being not more than one floor distant from any unit of accommodation shall be provided in the following ratios in relation to the total number of occupiers of the accommodation.

1 – 4 persons -	1 WC which may be separate or located within a shared bathroom.
5 persons -	1 WC which must be separate from the bathroom but can be contained within a second bathroom.
6 – 10 persons -	2 separate WCs but one of the WCs can be contained within a bathroom.
11 – 15 persons -	3 separate WCs but 2 of the WCs can be contained within 2 bathrooms

This sequence would continue proportionally for every additional five persons.

Institutionalised toilets where there is more than one WC cubicle within the same room shall not be permitted.

### **Fire Precautions Hostel Type Accommodation**

Hostel type accommodation may vary greatly in its size and complexity, ranging from small 'Supported Lodgings' schemes to large hostels.

Each case must be assessed individually in consultation with Staffordshire Fire and Rescue Service. Owners must also have regard to 'The Regulatory Reform (Fire Safety Order) 2005.

### **Heating in Hostel Type Accommodation**

All habitable rooms within a hostel or bed and breakfast establishment must be provided with an adequate fixed form of heating capable of achieving a room temperature of 21oC within one hour of turning on when the air temperature outside is –1oC.

For heating to be properly used by residents, it must be affordable. Central heating is the preferred option but electric night storage heaters and balanced flue gas heaters are also satisfactory.

Where open-flue gas fires are provided in a room used for sleeping purposes, they must be of modern design and fitted with an automatic oxygen depletion cut-off device.

Heaters which use full price electricity are not normally acceptable as the main form of heating.

In many hostels, the heating is operated by timer and under control of the landlord or manager. This is acceptable provided adequate temperatures are maintained and adjustments are quickly made when problems of cold or excessive heat are brought to attention.

Central heating radiators in residents rooms should be fitted with a thermostat under control of the occupier.

All heaters, other than water filled radiators, must be suitably positioned such that there is at least two metres between the heater and any bedding and such heaters must also not be located where curtains/blinds are likely to catch fire.

Paraffin heaters, LPG heaters and free standing plug-in electric heaters are not acceptable.

All heating appliances must be fixed to either the wall or the floor and be provided with an appropriate base or surround if one is specified by the appliance manufacturer.

All gas heaters or boilers of any type must be properly serviced and maintained in a safe condition in accordance with the manufacturer's recommendations and the Gas Safety (Installation and Use) Regulations 1998 (as amended).

All bathrooms, whether for exclusive use or shared use, must also be provided with a fixed form of heating. Electric fan or radiant wall heaters are acceptable in bathrooms provided they are design to operate in moist atmospheres.

Where heating is provided to any communal rooms or areas, the running costs must be met out of general rental charges or general energy charges rather than any type of pre-payment meter.

## **2.19 CATEGORY F HMO'S (SELF-CONTAINED FLATS)**

These standards apply to houses converted into self contained flats where the conversion did not, and still does not meet the standards of the Building Regulations 1991 (approved document B standard). Houses converted into self contained flats where the conversion met standards of the Building Regulations 1991 are exempt from the HMO definition.

The flats should be occupied by a single household and where any flat is occupied by groups of three or more unrelated persons then the flat would be regarded as a house in multiple occupation in its own right.

## **2.20 MINIMUM ROOM SIZES**

Planning consent and Building Regulation approval should be obtained where houses are being converted into self contained flats and these departments may specify higher standards than those listed below.

### One person flat

Bedroom (one occupant)	7 m <sup>2</sup>
Living room	11.5 m <sup>2</sup>
Living/kitchen	14.5 m <sup>2</sup>
Bed/living room	13 m <sup>2</sup>
Kitchen	5.5 m <sup>2</sup>

### Two person, one bed flat

Main bedroom	10.5 m <sup>2</sup>
Living room	13 m <sup>2</sup>
Living/kitchen	14.5 m <sup>2</sup>
Bed/living room	16.5 m <sup>2</sup>
Kitchen	5.5 m <sup>2</sup>

### Two bedroom flat

Main bedroom	10.5 m <sup>2</sup>
Secondary bedrooms	7 m <sup>2</sup>
Living room	16 m <sup>2</sup>
Kitchen	7 m <sup>2</sup>

### Three bedroom flat

Main bedroom	10.5 m <sup>2</sup>
Secondary bedrooms	7 m <sup>2</sup>
Living room	18 m <sup>2</sup>
Kitchen	7 m <sup>2</sup>

## **2.21 KITCHEN FACILITIES (SELF-CONTAINED FLATS)**

All kitchens must be provided with:

- a) A sink
- b) Adequate food preparation surface (of at least 0.75m<sup>2</sup>)
- c) 30amp electric cooker point or gas supply point
- d) Fixed storage cupboards either below food prep surface or wall mounted with minimum storage space of 0.5m<sup>3</sup>.
- e) Four 13A sockets, at least two of least to be located above work surface.
- f) A refrigerator

## **2.20 PERSONAL WASHING AND BATHING FACILITIES (SELF-CONTAINED FLATS)**

Each flat must be provided with its own bath or shower with constant supplies of hot and cold water meeting the standards laid out in Section 3.

Each flat must also be provided with a suitable wash hand basin with constant supply of hot and cold water, this may be sited within the bathroom or bedroom.

## **2.21 TOILET FACILITIES (SELF-CONTAINED FLATS)**

Each flat must be provided with its own WC which must be located within a bathroom or other separate compartment. Any room containing a WC must be provided with a wash hand basin.

## **Section 3: General Standards Applicable to all HMO Categories**

### **3.1 SPACE HEATING**

Each unit of accommodation in a HMO must be equipped with adequate means of space heating. Where heating is provided to communal rooms or areas this cost should be met by the general rental or energy charges rather than via a pre-payment meter.

All bedrooms and communal living rooms shall be provided with a fixed heating appliance capable of heating the room to a temperature of 21 degrees centigrade within one hour when the outside temperature is -1 degree centigrade. The heating should be efficient, safely designed and be sited / guarded as to minimise the risks to health and safety. Any such appliances shall be maintained by a competent person. Any electric heating, where provided, must be hard wired into the electrical installation.

All forms of heating must be controllable by the occupants at all times. Paraffin, LPG heaters and freestanding plug in electric heaters are not acceptable.

Any bathroom, whether for shared or exclusive use must also be provided with suitable heating. Electric fan or radiant wall heaters are acceptable in bathrooms provided they are designed to operate in moist atmospheres.

Proper provision for space heating is important. In addition to maintaining a comfortable temperature for the tenants, good heating will also reduce the maintenance and redecoration needed where condensation forms and leads to mould growth. Therefore good heating is also likely to protect the structure of the building.

## **3.2 LIGHTING**

All habitable rooms shall have an adequate level of natural lighting, provided via a clear glazed window or windows, and/or door(s) the glazed area to be equivalent to at least one-tenth of the floor area and to extend normally to a point 1.75m above floor level.

Basement rooms used for human habitation should, in addition to the requirement in the first paragraph, have sufficient natural lighting for their purpose.

All staircases, landings, passages, kitchens, bathrooms and water closets are to be provided, where practicable, with a window. Windows to bathrooms and water closets are to be glazed with obscured glass.

Adequate electric lighting points are to be provided to all habitable rooms, staircases, landings, passages, kitchens, bathrooms and water closets. Lighting to staircases, landings and passages may be controlled by time switches or other devices having a similar effect.

## **3.3 PERSONAL WASHING FACILITIES**

Baths should be a minimum of 1.67m in length and provided with a tiled splash back abutting walls. Any shower trays, should be a minimum size of 800mm x 800mm and have fully tiled walls or be complete self standing cubicles. A waterproof seal between any shower/bath must be provided using a flexible waterproof sealant. Constant hot and cold water supplies must be adequate and available at all times with hot water being delivered at a thermostatically controlled temperature.

- The walls and floor of any bathroom or shower room should be reasonably smooth, non-absorbent and capable of being easily cleaned.

- Privacy door locks must be provided
- Natural or mechanical extract ventilation; the latter is desirable even if natural ventilation is present and is essential for shared facilities
- Artificial lighting must be provided
- Bathrooms must be provided with an adequate fixed space-heating appliance

### **3.4 VENTILATION**

All habitable rooms, kitchens, bathrooms, and water closet compartments shall have a minimum floor to ceiling height of 2.3m. All habitable rooms shall be ventilated directly to the external air by a window which has an openable area not less than 1/20th of the floor area.

Existing attic rooms shall have a minimum height of 2.3m over an area of the floor equal to not less than half of the area of the room. Any floor area with a ceiling height of less than 1.53 metres shall be disregarded.

In addition to any natural ventilation, all shared kitchens must be provided with adequate mechanical extract ventilation with an extract rate of at least 60 litres per second venting directly to the external air providing at least three air changes per hour.

Bathrooms shall be ventilated directly to the external air, either by a window, the openable area of which shall be equivalent to at least 1/20th of the floor area of the room; or by suitably sited 100mm mechanical ventilation providing a minimum of one air change per hour operated from the lighting circuit of the room and fitted with a 20 minute overrun (it may alternatively be humidistat controlled).

Basement rooms used as habitable rooms should be provided with natural ventilation direct to the external air. In addition, there should normally be an

unobstructed space immediately outside the window opening which extends the entire width of the window or more and has a depth of not less than 0.6m measured from the external wall or not less than 0.3m in the case of a bay window with side lights.

Suitable and sufficient permanent ventilation shall be provided and maintained in any room in which there is a gas heating appliance in accordance with the Gas Safety (Installation and Use) Regulations 1998 (as amended).

### **3.5 KITCHENS**

A shared kitchen must be no more than one floor distant from the large majority of users and, in any event, not more than two floor distant from any user. Where in the case of any occupancy this is not practicable, that occupancy shall have its own kitchen facilities within the unit of accommodation.

**Layout** - Kitchen must be arranged to enable the occupiers to handle and prepare food safely. Any cooking appliance should be sited away from a doorway or position where collisions are likely. There should also be fixed work surfaces to both sides of any cooker to enable hot food to be put down and handles guarded etc.

All kitchens must have floor coverings which are smooth, impervious, easily cleansable and laid to prevent trip hazards.

**Lighting** – Adequate ceiling mounted lighting must be provided to the kitchen ensuring all areas are suitably lit.

**Food Preparation** – Must be of heat resistant, impermeable and easily cleansable materials. Any joint abutting walls should be watertight with a suitable splashback should be provided above sinks.

**Sink** - A stainless steel, ceramic or other comparable easily cleansable sink and drainer in good condition with sink top (or surface into which it is inset) must be a minimum of 500mm x 900mm with a constant supply of hot and cold water. A tiled splashback of up to 150mm shall be provided with watertight seal abutting walls. The sink(s) shall be connected to the drainage system via a suitable trap.

**Food Storage** – Must be a minimum size of 0.1 cubic metres (equivalent to a standard single wall unit). Surfaces must be easily cleansable and securely fixed. Food storage beneath a sink is not acceptable. Adequate provision for the storage of kitchen utensils shall be provided in the kitchen, in addition to the space provided for food storage.

Appropriate refuse disposal facilities must be provided for the number of occupants.

### **3.6 BATHROOMS (INCLUDING SHOWER ROOMS)**

**The Room** - Floor covering must be smooth, impervious and easily cleansable. Walls and ceilings must also be reasonably smooth so that they can be easily decorated and kept clean.

Obscure glazing must be provided to all bathroom windows and doors to any shared bathroom must be fitted with a privacy lock.

**Ventilation** – Bathroom must be well ventilated. Where there is no natural means of ventilation via an openable window, mechanical ventilation giving an extract rate of at least 15 litres per second must be provided.

Any extractor fan in a room containing a bath or shower must be provided with an overrun of at least 20 minutes (or at least one air change) or should be humidistat controlled to prevent condensation related mould growth.

One water closet shall be provided and maintained for every five persons or lesser number. Every such water closet shall be in a separate room within the building and where shared by two or more households, be entered from a common passageway or hallway and shall not be more than one floor distant from any individual letting. Each WC compartment must be provided with a suitable wash hand basin with constant hot and cold water.

External WCs shall be ignored. Fifty per cent of WCs shall be provided in separate compartments except that where a sole WC is provided and maintained for not more than four persons it may be within a bathroom.

### **3.7 MEANS OF ESCAPE AND OTHER FIRE PRECAUTIONS**

Appropriate fire safety measures must be installed within all HMO's given the increased risk of fire associated with their use. The fire safety precautions outlined in the LACORS 'Housing – Fire Safety' document which provides guidance on fire safety provisions for certain types of existing housing should be referred to. This guidance contains examples of the most commonly found layouts for various types of HMO's.

If you require further information or guidance on anything then you should contact the Private Sector Housing Team on 01827 719305 or email [environmentalhealth@northwarks.gov.uk](mailto:environmentalhealth@northwarks.gov.uk).

### **3.8 MANAGEMENT OF HOUSES IN MULTIPLE OCCUPATION REGULATIONS 2006**

These regulations detail the management standards to be met and require the manager of the premises to carry out certain duties to maintain their property, taking account of the age, character, locality and prospective life of the house.

The duties of the manager are as follows:

- **To display their contact details** – the manager's name, address and contact telephone number must be clearly displayed in a prominent position. On the wall in the entrance hall is usually the best place. (Regulation 3)
- **To maintain all means of escape from fire** – all fire doors must be maintained in a good condition, free from damage and fully self-closing so that they will close fully into the rebates of the frame. The main routes of escape e.g. exit doors, landings, staircases and hallways must be kept free from obstruction. Escape routes must also be clearly indicated by fixing notices in appropriate places in all HMOs having five or more occupants. The fire detection and warning system and emergency lighting system must be tested regularly. For most small and medium sized HMOs a monthly test by the landlord should suffice in addition to a thorough annual test by a suitably competent person (such as a qualified electrician or specialist fire alarm engineer). For larger HMOs more regular testing may be required. Fire fighting equipment, where provided, must also be maintained in good working order. (Regulation 4).
- **To take safety measures** – all necessary measures to protect the occupiers from injury must be taken, having regard to the design, the structural condition and the number of occupiers in an HMO. In particular

this relates to the prevention of accidents associated with access to any roof or balcony and any low window sill (Also Regulation 4).

- **To maintain the water supply and drainage system** – the water supply or drainage system must be maintained in a good, clean and working condition. They must not be unreasonably interrupted from use by any occupier and any water storage tank must be covered and kept clean. Any water fitting which is liable to damage by frost must be suitably protected (Regulation 5).
- **To maintain gas and electrical supplies and to provide safety certificates** – the gas installation and any appliances must be tested annually by a Gas Safe registered engineer who will issue a ‘Landlords gas safety certificate’. This must be supplied to the local authority within 7 days of any written request to do so. The electrical installation must be inspected and tested at least every five years by a qualified electrician who must issue a test certificate. Again, this must be supplied to the local authority within 7 days of a written request to do so. Neither the gas or electricity supplies must be unreasonably interrupted. (Regulation 6).
- **To maintain all common parts and installations within the property** – all common parts of the HMO e.g. Entrance hallways, entrance doors, porches, steps, staircases, landings, shared bathrooms and kitchens plus all shared fittings and appliances must be maintained in a good state of repair and safe and working condition and kept clear from obstruction. Communal areas must also be kept clean and well decorated. In HMOs where the occupants are previously acquainted with each other and rent the house under the terms of a single tenancy agreement, for example a student shared house, it may be acceptable to expect the tenants to undertake the cleaning of the common areas on a group basis. The manager should visit from time to time, by prior appointment, to ensure

that the common areas are being maintained to a satisfactory standard of cleanliness. In all other types of HMO, cleaning of communal areas will normally be the responsibility of the manager (Regulation 7).

- **To maintain in good order and repair any outbuildings, yards, gardens or boundary fences** – any outbuilding, yard, forecourt, boundary wall, fence or railing belonging to the HMO must be maintained in good and safe repair so as not to constitute a danger to the occupiers. Any yard or garden belonging to the HMO must be kept in a safe and tidy condition (also Regulation 7).
- **To maintain each unit of accommodation** – each unit and any furnishings must be clean at the beginning of a person's occupation of it. The internal structure, any fixtures, fittings or appliances, any window or other means of ventilation must be maintained in good repair as long as the tenant has treated the accommodation properly in accordance with the conditions contained within his lease or tenancy agreement (Regulation 8).
- **To ensure refuse is stored and disposed of adequately** – a sufficient number of bins must be provided for the storage of refuse pending disposal. Arrangements must be in place to ensure that all refuse is removed and disposed of on a regular basis; generally this will be undertaken by the Local Authority. It would be expected that one standard refuse bin be provided per three occupiers and that appropriate instructions are provided to each tenant at the beginning of the tenancy as to the refuse collection arrangements. For larger hostel type premises (10 or more occupiers), a Trade Refuse Contract with the local authority would be expected. This may also be necessary for smaller premises, particularly where meals are provided (Regulation 9).

The regulations (Regulation 10) also place a duty on all occupiers of an HMO to:

- Conduct themselves in a way that will not hinder or frustrate the manager in the performance of his duties.
- Allow the manager at all reasonable times to enter any living accommodation to enable him to carry out any duty. Except in the case of emergencies, at least 24 hours notice either in writing or by phone of any intended visit should be given to the occupiers.
- Provide the manager with any information requested to enable him to carry out his duties.
- Take reasonable care to avoid causing damage to the property and its contents.
- Store and dispose of refuse in accordance with the arrangements made by the manager.
- Comply with the reasonable instructions of the manager in respect of any means of escape from fire, the prevention of fire and the use of fire equipment.

Under regulation 11, the manager is not expected to carry out any works or actions with respect to the supply of water, gas or electricity or to the drainage of the house where responsibility for a particular fault or problem lies with either the local authority or the supply company. The manager is however expected to bring any such faults or problems to the attention of the appropriate person, authority or company as necessary as soon as he becomes aware of the matter (for example a blocked sewer or power failure).

It is an offence not to comply with these regulations. This applies to both the manager of a property and to the occupiers as appropriate.

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

**Lettings Policy**

**1 Summary**

- 1.1 This report provides the Board with information about the pressures on the Council's Lettings Policy, proposes some changes to how properties in one of its sheltered schemes are let and sets out future options.

**Recommendation to the Sub-Committee**

- a That the current context for the Lettings Scheme are noted and considered; and**
- b That consideration is given to letting the flats in Stewart Court as general purpose and not sheltered as they are now. In order to make the transition initially priority will be given to applicants who are over 55 and may have a medical need for a ground floor property.**

**2 Consultation**

- 2.1 An advanced copy of this report has been sent to the Ward Members for the Arley and Whitacre Ward for comment. Any comments received will be reported verbally at the meeting.

**3 Background**

- 3.1 During 2013 and 2014 the Housing Sub-Committee reviewed the Council's Lettings Scheme and made changes. The most significant change was the inclusion of qualification criteria which set out which residents it expects to rehouse in its own stock and housing association rented properties.
- 3.2 In addition to revising the Lettings Scheme the Housing Sub-Committee also agreed to change the policy criteria when some of its sheltered scheme flats are let. This was because flats in some schemes had become hard to let to applicants over 60 and rent was being lost because of extended vacancy times.
- 3.3 This report provides information about the Council's housing register and Lettings Scheme and the impact register of welfare benefit changes and our ability to let certain properties.

## 4 Current Position of the Lettings Scheme

4.1 In 2013 the following qualification criteria were introduced for applicants who wanted to be considered for the Council's stock of rented properties. Applicants are only registered and considered for social rented vacancies where the applicant(s):

- Is aged 16 or over.
  - Has a local connection to the area.
  - Have a housing need assessed in accordance with the Lettings Scheme.
  - Do not have current rent arrears, or a history of serious rent arrears, owed to social or private landlord where the Council is satisfied about the reasons why the arrears have accrued or by the actions taken by the applicant to resolve the debt.
  - Has not perpetrated unacceptable or anti-social behaviour in their accommodation which has led to legal action and where the Council is satisfied that the behaviour has been addressed.
  - Is not a home owner.\*
  - Based on the average wage levels for North Warwickshire does not have a total income of £26K if it is a single applicant or £39K if it is an application from a couple or capital assets which would enable the applicant to source their own alternative accommodation.
- \* This was a change which removed most owner occupiers from the housing register and it continues to stop their inclusion unless there are exceptional circumstances such as threatened homelessness or significant medical circumstances related to housing need.

4.2 The effect of the changes to the Lettings Scheme in 2013 was to reduce the number of applicants on the housing register by more than half. With regard to total numbers of applicants the current position of the lettings scheme has not changed significantly since it was reported to the Housing Sub-Committee 2014. However at that meeting it was agreed to include a Band 4 to allow the inclusion of certain applicants so that is in the information in the table below. There has been a 50% increase in those applicants placed in the urgent Band 1 due to an increase in homeless applications. There has been an overall increase from 313 when the list was reported in 2014 to 350 at December 2016. The current list broken down by band category is given below. Enquiries from prospective applicants have been consistently around 6 per day over the last 2 years. However there has been a noticeable increase over the last 6 months.

<b>Band Category</b>	<b>Number of applications</b>
1+	3
1	41
2	121
3	107
4	46
Transfer A	27
Transfer B	5
<b>Total</b>	<b>350</b>

- 4.3 The Council has to be clear who it wants to prioritise for its housing stock and that needs to be set out in policy terms in accordance with the relevant legislation and reflect legal requirements to rehouse people who meet those that the Government state are in reasonable preference categories (reflecting homelessness, overcrowding, poor housing conditions, medical needs). However there is also the practical need to ensure there are enough applicants registered in order to let the Council's properties and those of its housing association partners. There are 160 to 180 vacancies in the Council's own stock annually. This increases when new build schemes are ready to let.
- 4.4 The Lettings Officers who make the property offers are tasked to ensure that the housing register is pro-actively managed and kept up to date by reviewing applicants and contacting applicants regarding their housing needs. It is no longer the case that someone can remain on the register year after year with an inactive ('just in case') application. If they are in housing need we expect them to express interest on suitable properties and appear on short-lists otherwise there is little point of them being on the housing register and their housing need may need to be validated.
- 4.5 The principles of the current Lettings Scheme have brought about many positive changes to ensure that those applicants who are in housing need are rehoused as quickly as possible and the service does not waste time managing a substantial housing register of applicants who have no need for rehousing. However, the combined effect of the impact of the welfare reforms and new properties being built in certain areas has made some of the Council's properties more difficult to let particularly as we have narrowed down the number of applicants who qualify to join the waiting list.
- 4.6 The addition of a Band 4 category was intended to address difficulties in letting certain properties in certain areas and increase demand to help let properties in a timely way. It allowed us to accept applications from tenants who are privately renting with a low priority need and single persons and couples living with family and/or friends. The inclusion of a Band 4 category has assisted to increase the number of applicants who can register however whilst demand pressure remains high on family housing welfare reforms have meant that some two bedroom flats in the stock are still difficult to let. In addition some flats for older people have also been difficult to let.
- 4.7 The welfare benefit changes which are having an impact on the two bedroom flats are the under occupation charge and the limit to Local Housing

Allowance rates as they apply to single people. The forthcoming single room rate allowance for single people from 2018 will also have an impact on the range of applicants who can afford to rent our two bedroom flats. This will be single people who are in secure employment or couples.

- 4.8 The fitness of the Lettings Scheme to provide a framework to let the Council's properties is inextricably linked to asset management considerations for the stock. Some properties are not popular because of their location whilst others are difficult to let because of their size and layout. The Asset Management Plan for the Council's own stock is being reviewed now that the stock condition survey is complete. Our intention is to make recommendations about the Lettings Scheme in conjunction with the review of property assets.
- 4.9 When the asset review is complete the Board will be asked to consider a number of options to improve our ability to let properties quickly. These will include changing the Lettings Scheme qualification criteria, capital investment to change the layout some hard let properties, changing the designation of properties (so that they are no longer just for older people or can be shared), delivering regeneration schemes which may involve some demolition of properties which are routinely hard to let, market sale of properties and renting properties out commercially if the Council decides to set up a trading company.

## **5 Flats in Sheltered Schemes**

- 5.1 As part of the current Asset Management Plan the Housing Sub-Committee agreed to consider the policy which is applied to letting flats in sheltered schemes. Sheltered schemes are defined as a group of properties, with a communal room facility, which are let to applicants over 60. This is because some of them were becoming difficult to let to applicants of pensionable age. The evidence for this is that on some occasions when certain flats become vacant there are either none or very few applicants expressing an interest in them.
- 5.2 There are a number of issues to be considered in changing the policy for the allocation of sheltered scheme flats:
- Whether the reason for lack of interest is that other, more acceptable, housing options are available in the vicinity
  - The overall mix of Council stock available in the area concerned
  - Whether the reason for the lack of interest is because there are access difficulties
  - The impact of the change on the sheltered scheme and use of the communal room
  - The impact of the change with regard to the Right to Buy
  - The impact of having properties empty for long periods of time because they are hard to let in financial terms as well as meeting housing needs.
- 5.3 The policy with regard to letting sheltered scheme flats is that applicants have to be 60 years or older. In general terms what has been noted is that fewer applicants are expressing an interest in these flats. Now there are more

bungalows for applicants to choose from the flats are becoming less popular with elderly tenants. Their design means that they are often not readily accessible for people with a disability.

- 5.4 In accordance with these considerations the Housing Sub Committee agreed with a recommendation to change the lettings criteria for the sheltered schemes at Eastlang Road Fillongley, Long Street Dordon, Alexandra Court, Atherstone and Wall Avenue/ Digby Road Coleshill. These schemes have now changed and the flats are let to younger applicants.
- 5.5 Over the last few years the Lettings Team have been concerned about decreasing demand for the sheltered scheme flats at Stewart Court Arley. In July 2015 a flat was vacant for 70 days before it was let (May to July) and in 2016 one flat took 161 days (February to July) to let and another took 126 days (August to December). There is currently a flat in the scheme which has been vacant since September 2016. No registered applicants are showing an interest in this flat. The total rent loss for these vacancies is over £4000 and the Housing Revenue Account has had to cover council tax payments for vacancies too.
- 5.6 Stewart Court is the last 'complete' sheltered scheme that the Council has in that all properties are for applicants who are over 60 only. It has 16 flats (1 bedroom flats downstairs and 2 bedroom flats upstairs) and 4 one bedroom bungalows). However a significant consideration in the current and future ability to let these properties is the number of bungalows there are in both the Council's and housing association stock in New and Old Arley. The Council has established bungalow sheltered schemes at Meadow Croft and Rowland Court/ Bournebrook View. Midland Heart has a bungalow scheme in Old Arley too and they completed a development of 16 two bedroom bungalows off Spring Hill New Arley in 2014.
- 5.7 Whilst there are a relatively large number of bungalows in Old and New Arley there are no general purpose flats in either village which are for social housing for rent.

- 5.8 Given the lack of popularity of the flats at Stewart Court for applicants the proposal is to re-designate the flats at Stewart Court Arley so that younger people can apply to rent them. We can give a priority to those over the age of 55 initially when they are advertised in order to change the scheme occupants over a period of time but if there is no interest then we will consider other applicants. In order to protect the older tenants already living at the scheme and achieve a sustainable mix of occupants a local lettings policy will be applied so that the flats can be sensitively let over the first 2 years of the removal of the sheltered scheme status.
- 5.9 Stewart Court has a communal room for activities. Unfortunately the room is not used by the tenants of the sheltered scheme. If the proposal to change how the flats are let is agreed we will need to consider how the room can be utilised in the future.
- 5.10 The changes proposed for the scheme will be subject to consultation with Local Ward Members and with Tenants. Any issues will be reported back to the Chair of the Resources Board.

## **6 Report Implications**

### **6.1 Finance and Value for Money Implications**

- 6.1.1 Having properties empty for long periods of time has a financial implication for the Council with regard to loss of rent as well as Council tax liabilities. It is important to take action to reduce these costs. This includes ensuring properties can be let to applicants who are interested in renting them.

### **6.2 Legal and Human Rights Implications**

- 6.2.1 The freedoms in the Localism Act 2011 which allow Councils to better manage their waiting lists and promote mobility for existing social tenants came into force on 18 June 2012. There is also new Guidance in place for the allocation of social housing and changes to legislation with regard to lettings to armed services personnel.
- 6.2.2 Designating flats as general purpose will have an implication for the status of the sheltered scheme concerned as it applies to flats. If the proposals set out here for Stewart Court, Arley are progressed it will expose all of the flats to the Right to Buy.

### **6.3 Equality Implications**

- 6.3.1 Public authorities are required to have due regard to the general aims of the general equality duty when making decisions and setting policies. The Lettings Scheme includes details about how it is consistent with meeting the requirements of the Equality Act 2010. The Scheme includes how it will prioritise applicants with differing housing needs.

### **6.4 Human Resources Implications**

- 6.4.1 The Housing Division is currently monitoring resource requirements for delivering the service. The Housing Options and Lettings Team was re-structured in 2012 to support the implementation of the new Scheme however an increase in homeless applicants is putting additional pressure on the team. The structure will be considered again as the Government's plans to introduce fundamental changes to homelessness legislation become clear during 2017.

### **6.5 Environment and Sustainability**

- 6.5.1 Letting properties quickly prevents blight to estates and ensures applicants are not waiting on the housing register longer than necessary.
- 6.5.2 Giving choice to applicants ensures they are able to live where they want and prevents the churn of vacancies which can arise if they feel they are being pressurised into accepting a home that does not meet their long term needs.
- 6.5.3 It is about helping to make suitable housing available and affordable for everyone.

### **6.6 Safer Communities Implications**

- 6.6.1 Giving choice to applicants ensures they are able to live where they want and prevents the churn of vacancies which can otherwise arise however with a mix of varying ages, mobility and needs this can often lead to other problems including anti-social behaviour. Well thought out procedures and careful allocations will help to minimise these risks.

## 6.7 Links to Council's Priorities

6.7.1 One of the Council's priorities is to listen and work with our tenants to maintain and improve our housing stock and provide affordable housing in the right places.

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

**Agenda Item No 22**

**Resources Board**

**30 January 2017**

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

**Civil Parking Enforcement -  
Update**

**1 Summary**

- 1.1 This report updates Members on progress to date with the implementation of Civil Parking Enforcement within North Warwickshire and outlines the next stages in the process.

**Recommendation to the Board**

- a That Members note the contents of the report; and**
- b That the Board agrees to the wording set out in para 4.2 in respect of the Financial Statement for formal submission to the Department for Transport.**

**2 Consultation**

- 2.1 The Members of the Parking Task and Finish Group have been sent an advance copy of this report and any comments received will be reported at the Board meeting.

**3 Background**

- 3.1 Warwickshire County Council and North Warwickshire Borough Council are working together on the implementation of Civil Parking Enforcement (CPE) within the Borough of North Warwickshire whereby the transfer of powers under the Traffic Management Act 2004 (Part 6) from the Police to local authorities for enforcing most on-street parking contraventions will take effect. The implementation of CPE in relation to on-street enforcement will clearly have an impact on off-street parking provision and the Council has established a Task and Finish Group to oversee both the implementation of CPE and to recommend any subsequent changes to the way in which the Council's off-street car parks are operated in order to support the introduction of CPE.

## 4 Progress to Date

4.1 The following is a bullet point summary of the steps taken to date:

- North Warwickshire have agreed to work in partnership with Warwickshire County Council to introduce Civil Parking Enforcement (CPE) across the Borough.
- The Borough Council has appointed a cross party CPE Task and Finish group to consider all aspects of the implementation and its effect on off-street parking and how such effects can be mitigated
- Meetings have been undertaken with Warwickshire County Council to prepare the submission document to the Department for Transport (DfT).
- An external consultant has been appointed to undertake an Off Street Parking Study across the Borough. This piece of work was to look at capacity constraints, growth opportunities and the impact of Civil Parking Enforcement as well as looking at options to manage off-street parking following its implementation
- A fact-finding meeting was held with NSL (an external service provider which currently undertakes on-street parking enforcement on behalf of WCC) to discuss the scope of deployment and back office services that could be provided as part of the existing framework agreement. Other models for delivering off-street management and enforcement will also be explored and considered by the Task and Finish Group over coming months.
- The Task and Finish Group have recommended a Financial Statement to be incorporated into the DfT submission which sets out the overall financial aim of the scheme.
- A second draft of the Off Street Parking Study was received in December 2016, comments/observations have been compiled and a final draft is awaited. The author of that report is due to present his interim findings to the Task and Finish Group at its next meeting before finalising the report.

4.2 The DfT submission highlighted earlier is a critical requirement of the CPE implementation process. As part of that submission, the Borough Council is required to include a Financial Statement on its proposed off-street parking management arrangements. Clearly, it is too early in the process to determine how off-street parking will finally look following the implementation of CPE, but a form of words was discussed by the Task and Finish Group at its meeting on 29 November, 2016. The following wording is proposed: "North Warwickshire Borough Council will implement a cost-neutral and financially sustainable off-street parking management strategy as part of the implementation of CPE within the Borough."

## 5 Next Steps

5.1 The following is a bullet point summary of the next steps to be taken as part of the CPE implementation process:

- To meet with the external consultant and discuss content/recommendations in the Off Street Parking study (24 January 2017).
- To receive the finalised Off Street Parking Study (likely late February 2017).
- Task and Finish group meeting (February 2017) to discuss the outcome of the Off Street Parking study.
- Ongoing dialogue to be undertaken with the County Council to finalise the CPE application prior to submission to DfT in March 2017.
- WCC to undertake briefings with WCC Councillors /Borough Councillors.
- Car park capacity constraints – the Council will need to plan and initiate changes to car parks (to be implemented through the Parking Places Order and listed in the associated Schedule) prior to CPE live date.
- Formal statutory consultation (including parish & town councils) will need to be undertaken.
- Determining Staffing structures/roles to accommodate CPE. This may also include any TUPE impacts.
- Should any form of charging be implemented in our car parks (even on a limited basis) the details will need to be agreed for each car park and incorporated into new Parking Schedules. Consideration for establishing cash collection processes will also need to be developed.
- New Off-Street Parking Orders will need to be drafted. This will include stakeholder consultation.
- Parking equipment will need to be ordered to ensure these are in situ prior to live date. Framework agreements already exist so these can be “called off”, but an evaluation as to type of equipment required needs to be undertaken.
- Order and erect new signage.
- Establish a contract with an external service provider or make arrangements for an in-house delivery team to be assembled.
- Consultation on proposed changes to Traffic Regulation Orders (TRO - which govern On-Street parking restrictions) – Warwickshire County Council.

- Ensure all Lines and Signs are compliant with the TRO and updated accordingly – Warwickshire County Council
- CPE implemented (currently anticipated in November 2017).

## **6 Report Implications**

### **6.1 Safer Communities Implications**

- 6.1.1 The appropriate provision, management and enforcement of on-street and off-street parking can have an impact on local communities and the safety of the road network.

### **6.2 Sustainability Implications**

- 6.2.1 Effective parking policies, properly managed and enforced can significantly improve the local environment.

### **6.3 Equalities Implications**

- 6.3.1 Effective off-street and on-street parking provision and enforcement should meet the needs of car users with disabilities and improve accessibility.

The Contact Officer for this report is Richard Dobbs (719440).

## **Agenda Item No 23**

### **Resources Board**

**30 January 2017**

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

**Government Consultation –  
Funding for Supported Housing**

#### **1 Summary**

- 1.1 In November 2014 the Resources Board considered a report about the budget cuts Warwickshire County Council intended to make to the Supporting People Programme. Those budget reductions have now been implemented. This report informs the Board about a Government consultation which sets out its intention to provide a fund for supported housing which will be directed to through the County Council.

#### **Recommendation to the Resources Board**

**That the response to the consultation set out at appendix A of the report be agreed.**

#### **2 Consultation**

- 2.1 The Spokesperson for Health, Well Being and Leisure (Councillor Bell) and the Shadow Spokesperson for Health, Well Being and Leisure (Councillor Chambers) have been sent a copy of this report and asked for their comments.

#### **3 Background**

- 3.1 The Supporting People Programme, created in 2003, was a central government grant programme which aimed to develop housing related support services to help vulnerable people to live independently in the community and enhance their quality of life. It was created as a coherent fund from a number of funding streams (including Housing Benefit). The funding was used for accommodation based support as well as support for people in their own homes. The Supporting People programme was a partnership across each local area to commission housing related support services to meet the needs of the local population.

3.2 The programme is administered by the County Council. Changes in the way funding was defined meant that when Government no longer provided the grant as designated core funding and it was no longer ring fenced for housing related support services combined with the County Council's need to make budget reductions meant that the budget of £8.6m was reduced to £4.5m in 2014. Further reductions may be forthcoming as part of the County's overall spending plans. The County Council makes the commissioning decisions and tenders the contracts for support providers.

#### **4 The Supporting People Programme in North Warwickshire**

4.1 Housing related support funding through the Supporting People Programme was developed as a distinct funding arrangement to provide for early intervention and preventative services. Providers work to deliver services to sustain independence. It has tended to be outside of the social care eligibility criterion which can have a high bar to cross before services are provided. It has traditionally had an aim to prevent people falling into crisis and needing social care services. Nonetheless in order to make savings the assessment criteria currently sets a higher bar than previously used for access to housing related support. This has been the case in North Warwickshire as in other districts. The funding is for accommodation based support and for support for people in their own homes.

4.2 As part of the funding cuts to the budget specific funding for delivering support for older people was removed. This resulted in the Council's support service for older people coming to an end in 2016. Nonetheless the Housing Division continues to work in conjunction with organisations that are funded by housing related support - with Doorway (who works with young people), with Chapter One (who work with young people and families) and Refuge's Domestic Abuse Support Service.

4.3 The Council does not own or manage any supported housing in its own stock. There is accommodation for young families in a with support scheme in Atherstone which the Housing Division regularly refers applicants to so that their skills for independent living can be developed before they move into a tenancy.

4.4 The Housing Services Manager attends regular meeting with County Council commissioners and District and Borough colleagues to support the commissioning and monitoring of support services in the County. When the new fund is delivered there may be opportunities to develop new supported schemes in the Borough.

## 5 Consultation Proposals

- 5.1 As part of its welfare reform the Government is rolling out its Universal Credit programme. Universal Credit will pay for core rent and service charges up to the Local Housing Authority rate limit. It does not fund support costs in supported accommodation. The Government is proposing a new model to devolve funding to local authorities to provide a 'top up' for supported accommodation providers to pay for the higher costs of offering supported housing.
- 5.2 The Department for Communities and Local Government and Department for Work and Pensions have issued a consultation to seek views on their proposal for a new model to fund accommodation based support services. The consultation is attached at Appendix A of this report. The closing date for responses is 13 February 2017.
- 5.3 The paper defines supported housing as any housing scheme where housing is provided alongside care, support or supervision to help people live as independently as possible in the community. It sets out at why the Government sees such as accommodation as important and refers to vulnerable people, homelessness, recovery and the necessity for refuges.
- 5.4 The consultation paper notes that funding for supported housing is complex and comes from a number of sources but that Housing Benefit plays a significant role. It estimates that annualised Housing Benefit expenditure for supported housing at December 2015 was £4.2 billion and this is about 17% of the total. However it raises a concern that good practice in commissioning practice is patchy.
- 5.5 The consultation report states that a new funding mechanism is required to work in conjunction with Universal Credit to provide funding for support costs. The new framework for future supported housing costs is set out at Section 3 of the document at Appendix A.
- 5.6 The proposal that the Government has set out is to devolve funding to local authorities to provide additional 'top up' funding to providers of supported housing. The intention is to give local commissioners a clear role in the supported housing that is provided in their area. The intention is to ring fence the 'top up fund' and to provide the funding to unitary authorities or upper tier authorities.
- 5.7 At Section 4 of the consultation paper local authorities are asked to respond to a number of questions. Answers are suggested at Appendix B for the Resources Board to comment on, change or agree.

## 6 Report Implications

### 6.1 Financial and Value for Money

6.1.1 Housing related support funding is worth over £4m across the County. This may be subject to further budget reductions as part of the County Council's saving programme. The consultation paper suggest that these current budgets would remain part of the funding mix for supported housing and that the new 'top up' fund would be used in conjunction with the wide range of funding dedicated to local commissioning. The new fund is for accommodation based support only.

6.1.2 Some commentators have expressed concern that the proposals replace a demand led funding system for one which is a cash limited.

### 6.2 Equalities

6.2.1 The housing related support funding and the Supporting People programme have been concerned with providers that deliver early intervention and prevention services. They aim to ensure clients can live independently. The nature of the services which often support the most vulnerable in society mean that they ensure equal access to housing provision and help to sustain tenancies.

### 6.3 Safer Communities

6.3.1 Whilst there have been cuts to support services the County Council has acted to retain some early intervention housing related support contracts for vulnerable young people and adults including offenders and those at risk of becoming offenders. Funding has also been retained for domestic abuse services. Nonetheless reductions in service provision is likely to have an impact over time on services which contribute to community safety, reducing reoffending and other prevention work.

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

**North Warwickshire Borough Council**

Funding for Supported Housing

Consultation Questions & Proposed Responses

Q1 The local 'top up' funding will be devolved to local authorities. Who should hold the funding? Should the upper tier authority hold the funding in a two tier authority?

For commissioning purposes it is practical for the upper tier authority to hold the funding. However we would recommend that the regulations for the funding state clearly that they are the holding authority but that decisions about commissioning have to be made in partnership with agreed provisions for governance. This is because our experience of the Supporting People arrangements was that if the partnership arrangements which are meant to include District and Boroughs and other organisations are not robust their involvement is marginalised and this can be detrimental to decision making and the provision of local services. We would ask that protection be put into the regulations by way of mandatory requirements for decisions about commissioning for housing related support using the new fund to be made by a multi agency partnership and not the local authority which holds the funding in isolation.

Q2 How should the funding model be designed to maximise the opportunities for local agencies to collaborate, encourage planning and commissioning across service level boundaries and ensure that different local commissioning bodies can have fair access to funding?

Existing arrangements should be used where possible to avoid bureaucratic considerations becoming a distraction from commissioning services. Those already in place for Health and Well Being Boards would seem appropriate. Oversight by local Health and Well Being Boards would allow for representation from the relevant partners across service boundaries with an interest in delivering good support services in their locality to promote well being in their community. Commissioning priorities could be agreed by the Health and Well Being Board strategically and provided through an appropriate delivery board. Equal contribution in decision making would be critical to protect commissioning across service level boundaries. Wider accountability could be achieved through the publication of strategic purpose and annual reports.

Q3 How can we ensure that local allocation of funding by local authorities matches local need for supported housing across all client groups?

Locally in Warwickshire we would expect to use the Joint Strategic Needs Assessment to assess the needs of client groups and commission services. This would be combined with information on housing need provided by Borough and District Councils.

Q4 Do you think other funding protections for vulnerable groups, beyond the ring fence, are needed to provide fair access to funding for all client groups, including those without existing statutory duties?

The ring fence is critical. Without it budget pressures generally, and specifically on social care, will reduce the level of funding for supported housing. However there should be an additional requirement for the funding to ensure it is distinct from funding for other social care services. Rather than using a high bar as a criteria and closing the door on people who would benefit from early intervention and preventative services we would suggest using an assessment criteria which ensures that services must aim to prevent and/ or reduce the escalation of the client's need and act to protect and enhance their opportunity of well being. This objective combined with equalities duties should help to enable services to be provided for a wide range of vulnerable groups. The criteria for grant fund should be concerned with supporting people to be independent and reduce their risk of needing long term, intensive service intervention.

Q5 What expectations should there be for local roles and responsibilities? What planning, commissioning and partnership monitoring arrangements might be necessary, both nationally and locally?

The emphasis should be on meeting local needs. The Supporting People programme provided for national criteria around specifically defined vulnerable groups. The criteria did not always reflect local demand. Nonetheless how the criterion for the funding is defined is critical. Arrangements should allow for the funding to be held by the upper tier authority but the criteria for spending it should set out clearly that decisions must be made in partnership and promote integrated commissioning decisions. The Better Care fund arrangements nationally could be used to set out requirements for the fund and allow for monitoring locally and nationally.

Oversight by local Health and Well Being Boards would be appropriate as representation is across service boundaries. Commissioning priorities should be agreed by the Health and Well Being Board strategically and delivered through delivery boards. Government sets a framework and required outcomes for Health and Well Being Boards. Monitoring activity around this new fund could be included in those arrangements.

Q6 For local authority respondents what administrative impact and specific tasks might this new role involve for your local authority?

As a Borough Council we would not expect to have an additional administration with regard to procurement and contract management. However we would need to provide resources to meet obligations with regard to assessing needs and be involved making decisions about and commissioning services and agreeing service specifications as well as contract monitoring.

Q7 What features of the new model should include greater oversight and assurance to tax payers that supported housing services are providing value for money, good quality and delivering outcomes?

The national framework criteria for the funding should include requirements for spending authorities to provide robust contract monitoring and provisions for reporting outcomes to the governing body locally and the public by way of annual reporting.

Q8 How should a balance be struck between local flexibility and provider certainty and simplicity? How can greater certainty be given to providers/ developers?

Sustaining the ring fence for the new fund in perpetuity will be critical. When the ring fence around Supporting People funding was removed the fund for supported housing nationally dissipated.

The national criteria for the funding should encourage commissioners to provide longer term contracts to providers. Quality should be assured through robust contract management and monitoring rather than perpetual retendering.

Q9 Should there be a national statement of expectations or national commissioning framework within which local areas tailor their funding?

Care needs to be taken that prescription nationally does not go against the principle of a devolved budget. It is our view that the previous Supporting People national commissioning framework was too prescriptive and much time was spent meeting the national administrative requirements rather than meeting local needs.

Local commissioners should be able to deliver supported housing models which will support local needs within the governance of the Health and Well Being Board. However there should be some national guiding principles to safeguard the new fund to provide the outcomes expected.

Q10 The Government wants a smooth transition to the new funding arrangement on 1 April 2019. What transitional arrangements might be helpful in supporting the transition to the new regime?

Once the arrangements for the fund are set out nationally sufficient lead in time for the local commissioning body to agree spending priorities and for service commissioners to act together to support current services and commission new ones. There needs to be an early indication about the level of funding for individual local authorities and that it will be sustained over the long term.

Q11 Do you have any other views about how the local top up model can be designed to ensure it works for tenants, commissioners, providers and developers?

No answer proposed.

Q12 We welcome your views on how emergency and short term accommodation should be defined and how funding should be provided outside Universal Credit. How should funding be provided for tenants in these situations?

(Note for Board: This question is concerned with the arrangements for Universal Credit not the 'top up' fund. Universal Credit payments are made monthly. This can cause difficulties with regard to rent payments for short stay accommodation.)

We would propose that people who need to access short term accommodation continue to receive Housing Benefit and do not come within the Universal Credit requirements until they are in more settled accommodation.



Department for  
Communities and  
Local Government



Department  
for Work &  
Pensions

# Funding for Supported Housing

Consultation



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## Scope of the consultation

Topic of this consultation:	This consultation seeks views on the design of the Government's new housing costs funding model for supported housing, as well as views on how funding for emergency and short term placements should work. It covers the following areas: <ol style="list-style-type: none"> <li>1. Devolved top-up funding to local authorities in England; and</li> <li>2. Funding for emergency and short term supported housing placements across Great Britain.</li> </ol>
Scope of this consultation:	Housing costs funding for supported housing.
Geographical scope:	This consultation seeks views on arrangements for funding the additional housing costs associated with providing supported housing in England, and on funding for emergency and short term placements across Great Britain.
Impact Assessment:	Not needed at this stage.

## Basic Information

To:	This consultation is aimed at supported housing commissioners and providers, developers and investors, residents and those who represent their views.
Body/bodies responsible for the consultation:	The Secretary of State for Communities and Local Government and Secretary of State for Work and Pensions.
Duration:	This consultation will last for 12 weeks from 21 November (closing on Monday 13 February 2017).
Enquiries:	For any enquiries about the consultation please contact: <a href="mailto:supportedhousing@communities.gsi.gov.uk">supportedhousing@communities.gsi.gov.uk</a>
How to respond:	You may respond by emailing your response to the questions in this consultation to: <a href="mailto:supportedhousing@communities.gsi.gov.uk">supportedhousing@communities.gsi.gov.uk</a>  Please title the email:  "Supported housing consultation response".  If you are responding in writing, please make it clear which questions you are responding to.

Written responses should be sent to:

Department for Communities and Local Government  
Supported Housing Programme  
Fry Building  
3<sup>rd</sup> Floor  
2 Marsham Street  
London  
SW1P 4DF

When you reply it would be very useful if you confirm whether you are replying as an individual or submitting an official response on behalf of an organisation and include:

- your name,
- your position (if applicable),
- the name of organisation (if applicable),
- an address (including post-code),
- an email address,
- a contact telephone number, and
- if you are responding about arrangements for short term accommodation whether you are responding with regards to England, Scotland or Wales.

# Introduction

1. One of the Government's key commitments is to protect the most vulnerable. Supported housing helps to underpin this obligation and supports hundreds of thousands of the most vulnerable people across the country. From helping those with learning disabilities to providing older people with support needs with somewhere to live that can meet their changing needs as they age, crisis accommodation for people fleeing domestic abuse or emergency places for rough sleepers, help for those recovering from drug or alcohol dependency, or support to vulnerable young people such as care leavers to get the help they need to move on and get a job and to live independently.
2. The Government is committed to protecting and boosting the supply of supported housing and ensuring it provides value for money and works for those who use it as well as those who pay for it. Over the past months, we have talked extensively to supported housing commissioners, providers, and developers as well as representatives of supported housing residents about what a workable and sustainable funding model for the sector should look like.
3. Two things are absolutely clear. Firstly, doing nothing is not an option. Universal Credit is being rolled out to working age claimants across Great Britain and is an important reform to improve work incentives and enhance simplicity for claimants. In this context, we need to consider how best to fund the supported housing sector to cater for its specific needs and circumstances. Secondly, it is absolutely critical that we get the detail right to ensure we deliver a funding model that is flexible enough to reflect the diversity of the sector and meets the needs of individual tenants, providers and commissioners. In particular, we recognise the vital importance of ensuring that providers are able to develop new, much needed, supported housing and we want the long-term funding model to support this. As part of this reform we also want to increase the role that quality, individual outcomes and value for money play in the funding model.
4. That is why we have confirmed to Parliament in a Written Ministerial Statement that we will defer the application of the Local Housing Allowance (LHA) rates to supported housing until 2019/20.<sup>1</sup> From 1 April 2019, we will bring in a new funding model which will ensure that supported housing continues to be funded at the same level it would have otherwise been in 2019/20, taking account of our plans on social rents.

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<sup>1</sup> Written Ministerial Statement (15 September 2016): <http://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2016-09-15/HCWS154/>

5. The new model will mean that core rent and service charges will be funded through Universal Credit (or Housing Benefit for pensioners and where Universal Credit has yet to be fully rolled out) up to the level of the applicable LHA rate. Local authorities are best placed to make decisions about how to support vulnerable people in their areas and to commission the supported housing services that are needed locally. The new model will devolve funding to local authorities in England to provide a 'top-up' where necessary to providers, reflecting the often higher costs of offering supported housing. We recognise a different approach may be needed for short term accommodation, including hostels and refuges, but this type of accommodation will benefit from the same protection as supported housing in general.
6. In England, this will give local authorities an enhanced role in commissioning supported housing in their area. This will also allow local authorities to take a more coherent approach to commissioning for needs across housing, health and social care. Better local knowledge will help drive transparency, quality and value for money from providers in their area.
7. We want to continue the conversation we have begun with the supported housing sector and work with them to develop the detail for the new model. This document begins the consultation process alongside a programme of task and finish groups working with the sector on key design components of the model and designing a new approach for short term accommodation. We will also work with local authorities and other partners to determine how funding should be distributed among individual local authorities.
8. While the framework for the new funding model has been set, this consultation seeks views on key system design elements to ensure the model will work for tenants, commissioners, providers and developers.
9. Across the United Kingdom, core rent and service charges will continue to be funded through Universal Credit (or Housing Benefit for pensioners or where Universal Credit has yet to be fully rolled out) up to the level of the applicable LHA rate. The Scottish Government and Welsh Government have devolved responsibility for housing policy and already determine their own priorities in relation to supported housing. Alongside the transition to a new funding model in England, the UK Government will therefore also ensure that the devolved administrations receive a level of funding in 2019/20 equivalent to that which would otherwise have been available through the welfare system in order to meet the additional costs of supported housing.
10. This consultation will run for 12 weeks until 13 February 2017. There will then be a Green Paper on the detailed arrangements for the local top-up model and approach to short term accommodation in the spring. A final package will be announced in autumn 2017 to allow time for transitional arrangements and any necessary legislation to be made ahead of the new model commencing on 1 April 2019. We propose to put shadow arrangements on the detail and allocation of funding in place from April 2018 to allow full transition to a new model.
11. While designing the mechanics of a new funding model is important to provide certainty for service users, commissioners, providers and developers, the

Government views this as the start of a longer term process in England. During this consultation process we want to work with the sector to consider wider strategic goals such as responding to growing future demand for support to maintain people's independence as well as looking for opportunities for service transformation, for example, to strengthen links across public service commissioning, including health, housing, social care and criminal justice. We are also keen to explore with the private, social and public sector the potential for alternative finance and delivery models for increasing supported housing supply through the use of social investments. We will set out any conclusions on these broader considerations in the Green Paper next spring.

# 1. Supporting people to live independently

## Who needs support?

12. Supported housing plays a crucial role in supporting hundreds of thousands of the most vulnerable people. The Supported Accommodation Evidence Review, published alongside this consultation, suggests up to 716,000 people were using supported housing across Great Britain at any given point in time at the end of 2015.<sup>2</sup>
13. Providing a safe, stable and supportive place to live can be the key to unlocking better outcomes for vulnerable people, from tackling poverty and disadvantage to managing crises, rehabilitation or maintaining people's independence. For many, it is a stepping stone to independent living in the longer term. For some, it is vital life-long support that helps them to live independently in the community.
14. The types of people in supported housing include:
  - Older people with support needs;
  - People at risk of or recovering from homelessness;
  - People with learning disabilities;
  - People with mental health problems;
  - People with physical or sensory disabilities;
  - People with drug or alcohol problems;
  - People experiencing or at risk of domestic abuse;
  - Vulnerable young people (such as care leavers or teenage parents);
  - Ex-offenders;
  - Vulnerable armed forces veterans; and
  - Others (such as refugees with support needs).

## What is supported housing?

15. Supported housing is any housing scheme where housing is provided alongside care, support or supervision to help people live as independently as possible in the community. It covers a range of different housing types, including hostels, refuges, supported living complexes, extra care schemes and sheltered housing. Supported housing can provide long term support for years for some vulnerable groups such as

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<sup>2</sup> Supported Accommodation Review: the scale, scope and cost of the supported housing sector (2016), see: <https://www.gov.uk/government/publications/supported-accommodation-review>

older people and disabled people or very short term immediate emergency help for when people are in times of crisis, such as use of hostels and refuges.

16. Accommodation is predominantly provided by social landlords, including housing associations and local authorities, as well as charitable and voluntary organisations. Housing associations provide over 70 percent of supported housing units in Great Britain. Some private sector “for profit” organisations also provide supported housing, both as landlords and/or support providers.
17. The Supported Accommodation Evidence Review provides a national level snapshot estimate of the size and composition of the sector at the end of 2015. It suggests there were approximately 651,500 supported housing units in Great Britain. The majority in England (85%), with nine percent in Scotland and six percent in Wales.
18. We use a broad umbrella term 'supported housing' to cover both supported housing in general and sheltered housing for older people. This consultation considers both types of provision and both working and pension age residents. Also covered are the two complementary definitions used in the benefits system, Supported Exempt Accommodation<sup>3</sup> and Specified Accommodation.<sup>4</sup>

## Why supported housing is important

19. Supported housing provides vital support to some of our country's most vulnerable people. It helps many people to lead independent lives or turn their lives around and is a vital service for a country that works for all. It is also an investment which brings savings to other parts of the public sector, such as health and social care and underpins a range of policy objectives across Government including:
  - **Supporting vulnerable people:** such as frail, older people and disabled people, people with mental health problems, and vulnerable ex-service veterans;
  - **Tackling homelessness:** preventing homelessness in the first place and helping people recover and move on from homelessness;

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<sup>3</sup> Supported Exempt Accommodation is defined as being either: a resettlement place; or accommodation which is provided by a county council, housing association, registered charity or voluntary organisation where that body, or person acting on their behalf, provides the claimant with care, support or supervision.

<sup>4</sup> Specified Accommodation includes supported exempt accommodation, and adds three more categories: (i) Managed properties, which includes supported housing which would meet the definition of supported exempt accommodation but for the care support or supervision being provided by someone other than the landlord; (ii) Refuges provided for someone who has left their home as a result of domestic violence; and (iii) Hostels, including hostels provided by local authorities where care, support or supervision is provided. People living in specified accommodation are eligible to continue to receive Housing Benefit in respect of their housing costs, even where they claim Universal Credit, and the housing support paid through Housing Benefit does not count towards the Benefit Cap.

- **Providing refuge:** through crisis and follow-on accommodation and support services for those fleeing domestic abuse;
- **Tackling poverty and disadvantage:** such as helping people with learning disabilities or vulnerable young people, including care leavers', transition to independent living;
- **Recovery:** such as support and treatment for those with drug and or alcohol problems or helping ex-offenders to integrate back into the community; and
- **Improving public health and supporting the health and care system:** by helping older people or people with disabilities to lead healthy and independent lives keeping them out of acute health settings and residential care or smoothing their discharge from hospital.

20. DCLG analysis, based on the Frontier Economics report for the Homes and Communities Agency on Specialist Housing in 2010, estimates that the net fiscal benefit of providing supported housing is £3.53 billion per year.<sup>5</sup>

## The Government's commitment to supported housing

21. The Government has a strong track record in protecting individuals living in the supported housing sector. For example, the Housing Benefit paid in respect of most types of supported housing is not taken into account for Benefit Cap purposes. While work has been ongoing to align the funding approach to supported housing and Universal Credit, temporary provision has been made to allow claimants living in supported housing to continue to receive Housing Benefit for their housing costs alongside Universal Credit for their other living costs.
22. The Government also has a strong track record of boosting supply of supported housing. Between 2011 and 2015 the Government delivered over 18,000 new supported homes across England.
23. At the Spending Review we committed £400 million to deliver a further 8,000 supported housing units through the Department for Communities and Local Government's Shared Ownership and Affordable Homes Programme. In addition, the Department of Health's Care and Support Specialised Housing (CASSH) fund was launched in 2012 with over £200 million being invested to build over 6,000 supported homes over the next few years.
24. The Department of Health has also recently launched a £25 million Capital Fund for Housing and Technology for People with Learning Disabilities. A further £40 million was invested in the Homelessness Change/Platform for Life programme to upgrade

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<sup>5</sup> Frontier Economics (2010) Financial benefits of investment in specialist housing for vulnerable and older people, see: <https://www.frontier-economics.com/documents/2014/06/financial-benefits-of-investment-frontier-report.pdf>

homeless hostels and improve health facilities. We are also fully committed to ensuring that no victim of domestic abuse is turned away from the support they need, as reaffirmed in the strategy to end Violence Against Women and Girls (VAWG) published in March. As part of this we have committed £80 million of extra funding up to 2020 to tackle violence against women and girls, including funding for securing the future of refuges and other accommodation based services. As part of this, a £20 million fund was launched on 3 November for local authorities to bid to increase refuge spaces and other accommodation for women fleeing domestic violence.<sup>6</sup>

## Current delivery and costs

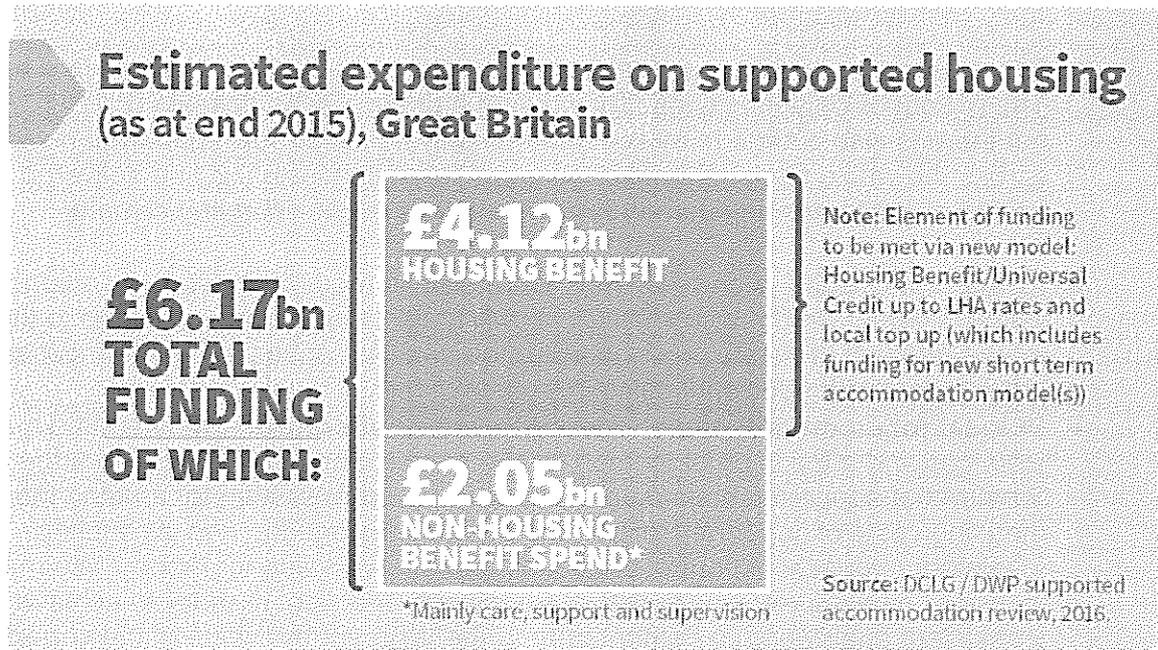
25. Supported housing is enormously diverse, with provider type, scheme characteristics and delivery models and commissioning structures varying across Great Britain.
26. The Government recognises that supported housing costs can often be higher than mainstream housing for a variety of reasons. This includes higher maintenance, repairs and rates of turnover and the specific needs and characteristics of residents, which may require the provision of communal areas and facilities as well as enhanced security. We also recognise that retirement housing, including sheltered housing and extra care, can also often have higher housing costs. We wish to ensure the new funding model works for the whole sector.
27. Funding for supported housing is complex and comes from a variety of sources. Housing Benefit plays a significant role. It meets eligible housing-related costs, including core rent and eligible service charges (which can include for example, the cost of repairs, renewing communal furnishing and fittings and some intensive housing management costs). The Supported Accommodation Evidence Review estimates that the annualised Housing Benefit expenditure for supported housing across Great Britain as at December 2015 is £4.12 billion. This represents around 17 percent of the total expenditure on Housing Benefit. The majority of supported housing expenditure from Housing Benefit is for older people, at an estimated £2.4 billion, with an estimated £1.7 billion spent on working-age provision.
28. The Supported Accommodation Evidence Review conservatively estimates at the end of 2015 that around £2.05 billion is spent in addition to Housing Benefit, on mainly support and care services for tenants in supported housing (see Figure 1 below). The principal sources of separate care and support funding are local authority adult social care services, housing and homelessness funding. Further funding comes from sources such as children's services, substance misuse

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<sup>6</sup> DCLG, 2016-2018 Domestic Abuse Fund: prospectus, see: <https://www.gov.uk/government/publications/domestic-abuse-fund-prospectus>

services, charitable grants and Big Lottery funding, as well as from health sources and a small amount from fundraising and donations.

Figure 1



29. Work towards the Supported Accommodation Evidence Review found many examples of excellent practice in terms of local areas strategically assessing and identifying need for supported housing, strong commissioning and regular review of provision for individuals to support those who are able to move on into independent living and to make best use of provision.
30. The review also found some circumstances of patchy commissioning practice, alongside some frustration among commissioners about providers only being required to comply with welfare rules. This has resulted in some providers setting up provision outside local commissioning structures or scrutiny with poor assurance of outcomes, quality or value for money. Both issues further support the case for change.

## 2. The case for change

### Rationale and objectives

31. There are two clear reasons for seeking to reform the funding of supported housing. The roll out of Universal Credit for working age people, as described above, is one but there is also a need to more fundamentally consider how supported housing across the whole sector should be planned for, commissioned and delivered and how to manage growing demand within a tighter public spending climate:

- **Universal Credit** – a new funding mechanism is required to work in conjunction with Universal Credit. Universal Credit will meet core housing costs, up to the level of the relevant LHA rate, and therefore the question arises about the most effective way to deal with additional costs in excess of this.
- **A local focus on outcomes, oversight and cost control** – we want the quality of services and a focus on outcomes for the people who use them to be at the forefront of supported housing provision. The current system for funding the housing costs of supported housing is not well designed to ensure effective oversight of quality or control of spending to ensure value for money. We must consider new approaches to transparency and oversight in order to achieve consistent quality and to demonstrate to the taxpayer the value of the considerable public investment in these services.

32. In addition, supported housing plays a critical role in meeting our objectives for supporting vulnerable people across Government. Our overall objectives for reform are:

- To ensure that vulnerable people receive the support they need;
- To establish a funding system that protects genuine supported housing and provides certainty to maintain and encourage the development of new supply;
- To deliver provision that focusses on service users – getting access at the right time as well as, where possible, help to move on at the right time – and focusses on their individual outcomes as well as the quality of provision;
- To better align responsibility for commissioning services with greater control of the budgets to ensure improvements in quality, value for money, appropriate oversight, transparency and accountability; and
- To seek opportunities for greater collaboration and innovation through local commissioning across public sector commissioning, including strengthening the links between health, housing and social care.

### Universal Credit and the impact on Supported Housing

33. Universal Credit, which is currently being rolled out nationwide, is a benefit for working age people who are both in and out of work. It replaces six existing benefits, and includes support for rental costs where applicable. Universal Credit is paid monthly directly to claimants. Universal Credit is currently available in every Jobcentre in Great Britain for single jobseekers. Full rollout of Universal Credit for all

claimant types is currently underway and will be complete in 2022. Housing costs for those of pension age will also continue to be met through the welfare system. For those in supported housing, welfare payments up to the level of the LHA rate will be supplemented where necessary by the local top-up fund from April 2019.

34. Universal Credit offers significant benefits, in terms of simplicity, ease of access and improved work incentives for all claimants, including those individuals living in supported housing.
35. Local knowledge is central to the current system for funding supported housing through Housing Benefit. In addition, much supported housing provision is developed in consultation with and is commissioned by local authorities to meet the needs of local people and this requires close co-operation at the local level. Determining individual entitlement where the claimant lives in supported housing requires very detailed consideration of which costs are eligible and whether the costs cited are reasonable. Such a system usually requires local knowledge, expertise and involvement.
36. For providers of certain types of short term accommodation, Universal Credit, which is typically paid monthly, presents challenges. Shorter term accommodation may include provision such as:
  - hostels for homeless people or domestic violence refuges;
  - short term emergency accommodation provided by a local authority whilst their duty to house a homeless person is assessed; and
  - other supported housing settings where stays may be short term.
37. The Government also recognises that different funding models for the short term accommodation types set out above may also be applicable to Temporary Accommodation provided by local authorities in discharging their homelessness duties.
38. We are seeking views on how best to provide support for short term stays alongside the monthly assessment and payment in Universal Credit. Challenges include ensuring we remain responsive to housing needs at the start of someone's Universal Credit claim while entitlement is determined and first payments are made.

## A local focus on outcomes

39. As we have set out above, local knowledge is of crucial importance in ensuring supported housing is commissioned in the right way. In addition to preparing for a new local role as part of the implementation of Universal Credit, many local authorities have also told us that they would welcome an enhanced local commissioning role. Some councils have raised concerns about the existing Housing Benefit regime, in particular regarding insufficient local control over the establishment and location of supported housing services and quality of some services being provided outside of their commissioning arrangements. Supported housing providers and developers have been clear that they are seeking as much

clarity as possible about what funding is available as well as a strong desire for consistency around the availability of funding and its administration.

40. Concerns have also been raised that the current Housing Benefit regulations restrict who can provide supported housing, and receive the enhanced funding through the supported exempt provisions, to non-metropolitan county councils, housing associations, registered charities and voluntary organisations. This leaves no room for other providers and can restrict the claimants' choice of who delivers support services, since to qualify for the enhanced funding through Housing Benefit the care, support or supervision must be provided by, or on behalf of, the landlord.
41. Longer term, we also need to build a system which is better able to manage future demand as the population is ageing and medical advances also mean that more people with severe physical and learning disabilities are enjoying longer lives. This makes it even more important that spending provides value for money and is targeted effectively and providers are able to develop new supported housing supply.

### 3. A new framework for future supported housing costs

42. On 15 September, the Government announced a new funding model for supported housing. Government has deferred the application of the Local Housing Allowance (LHA) policy for supported housing until 2019/20. At this point we will bring in a new funding model which will ensure that supported housing continues to be funded at the same level it would have otherwise been in 2019/20, taking into account the effect of Government policy on social sector rents.
43. We also announced that, as planned, the Government would apply the social rent reduction to supported housing, with rents in these properties decreasing by 1% a year for 3 years, up to and including 2019/20. The existing exemption for specialised supported housing will remain in place and will be extended over the remaining 3 years of the policy for fully mutuals/co-operatives, almshouses and Community Land Trusts and refuges.
44. It is our intention that from 2019/20 core rent and service charges will be funded through Housing Benefit or Universal Credit up to the level of the applicable LHA rate. This will apply to all those living in supported accommodation from this date. The Shared Accommodation Rate will not apply to people living in the supported housing sector, in recognition of the particular challenges this would have placed upon them.
45. In England, we will devolve funding to local authorities to provide additional 'top-up' funding to providers where necessary, reflecting the higher average costs of offering supported accommodation, compared to general needs. This will give local authorities an enhanced role in commissioning supported housing in their area. This will also allow local authorities to ensure a more coherent approach to commissioning for needs across housing, health and social care, using local knowledge to drive transparency, quality and value for money from providers in their area.
46. Separate existing funding streams for care, support and supervision (such as legacy Supporting People funding) would remain part of the funding mix for supported housing but will not be changed by these reforms. The intention would be for the top-up fund to be used in conjunction with the wide range of funding dedicated to local commissioning.
47. We will ring-fence the top-up fund to ensure it continues to support vulnerable people. The amount of top-up funding will be set on the basis of current projections of future need. This will also help to provide certainty for providers that reductions in funding from Housing Benefit or Universal Credit due to LHA rates, can be met elsewhere as well as to give greater assurance to developers of new supported housing supply.

48. While we are confident that this model will meet the needs of the majority of the sector, we recognise some particular challenges may remain for very short term accommodation, including hostels and refuges. We will work with the sector to develop further options to ensure that providers of shorter term accommodation continue to receive appropriate funding for their important work. Whilst the mechanism may be different, funding for this type of accommodation will benefit from the same protection as supported housing in general.

## 4. Consultation: key issues and questions

49. This is a consultation on how the new local funding model should work in England.

50. There are five key issues that we would like to explore through this consultation to develop the detail that will underpin the new approach to funding for supported housing set out on 15 September. These are:

- I. Fair access to funding, the detailed design of the ring-fence and whether other protections are needed for particular client groups to ensure appropriate access to funding, including for those without existing statutory duties;
- II. Clarifying expectations for local roles and responsibilities, including what planning, commissioning and partnership arrangements might be necessary locally;
- III. Confirming what further arrangements there should be to provide oversight and assurance for Government and taxpayers around ensuring value for money and quality outcomes focussed services;
- IV. Exploring the appropriate balance between local flexibility and provider certainty, including what other assurance can be provided beyond the ring-fence, for developers and investors to ensure a pipeline of new supply; and
- V. Developing options for workable funding model(s) for short term accommodation, including hostels and refuges.

Issues I – IV relate to the detailed arrangements for the local top up model in England. Issue V relates to short term accommodation provision across Great Britain, as it is currently funded through the welfare system.

- I. **Fair access to funding, the detailed design of the ring-fence and whether other protections are needed for particular client groups to ensure appropriate access to funding, including for those without existing statutory duties.**

51. Local authorities will administer the local top-up, and in two tier areas, there is a case for the upper-tier local authority to hold the funding as they tend to be responsible for commissioning the bulk of supported housing services.

52. Different types of supported housing provision and services are commissioned by different bodies locally, such as Clinical Commissioning Groups and district housing authorities. It will be important to ensure that funding streams are better aligned so they can deliver their respective commissioning objectives.

*Q1. The local top-up will be devolved to local authorities. Who should hold the funding; and, in two tier areas, **should the upper tier authority hold the funding?***

*Q2. How should the funding model be designed to maximise the opportunities for local agencies to collaborate, encourage planning and commissioning across service boundaries, and ensure that different **local commissioning bodies can have fair access to funding**?*

53. We will ring-fence the top-up fund to ensure it continues to support vulnerable people. We propose that the ring-fence should be set to cover expenditure on a general definition of supported housing provision, rather than there being separate ring-fenced pots for different client groups.
54. Many people who rely upon supported housing have multiple and complex needs and supported housing services often address a combination of these needs (e.g. homelessness, mental health issues and substance misuse problems) and therefore, breaking down funding between different client groups becomes complicated and could limit flexibility for local areas to manage changing circumstances. Local authorities will, of course, need to comply with the public sector equality duty under section 149 of the Equality Act 2010 when deciding how to allocate funding.
55. However, some stakeholders have raised concerns that certain vulnerable groups could be overlooked, or particular groups could be prioritised for funding at the expense of others. We are keen to understand what, if any, statutory provision could be made to provide reassurance, including what potential role additional statutory duties for local authorities in England could play, particularly in terms of protecting provision for specific vulnerable groups within the context of the overall ring-fence.

*Q3. How can we ensure that **local allocation** of funding by local authorities matches local need for supported housing across all client groups?*

*Q4. Do you think **other funding protections for vulnerable groups**, beyond the ring-fence, are needed to provide fair access to funding for all client groups, including those without existing statutory duties (including for example the case for any new statutory duties or any other sort of statutory provision)?*

## **II. Clarifying expectations for local roles and responsibilities, including what planning, commissioning and partnership arrangements might be necessary locally.**

56. The new model will give local authorities in England an enhanced role in commissioning supported housing in their areas. In addition, local partnerships could combine this funding with existing care, support and supervision funding to commission services. This could be helpful in encouraging local authorities to consider all supported housing funding in the round. It should incentivise efficiencies and join up existing care and support funding, helping with health and social care integration across the life course.
57. We will consider what level of new burdens funding would be appropriate to enable local authorities to fulfill their new role.

Q5. *What expectations should there be for **local roles and responsibilities**? What planning, commissioning and partnership and monitoring arrangements might be necessary, both nationally and locally?*

Q6. *For local authority respondents, what **administrative impact and specific tasks** might this new role involve for your local authority?*

**III. Confirming what further arrangements there should be to provide oversight and assurance for Government and taxpayers around ensuring value for money and quality outcomes focussed services.**

58. Supported housing is of vital importance to vulnerable people and we want to continue to work with providers to ensure that services are as good as they can be. We want to build on the work of excellent providers to drive all quality and value for money up to the level of the best. These reforms, giving local areas greater control and strategic oversight, represent the first step towards that goal, whilst giving the sector the necessary certainty over the total amount of funding available nationally. We also want quality and a focus on individual outcomes to play a greater role in how we fund the sector.

Q7. *We welcome your views on what features the new model should include to provide **greater oversight and assurance** to tax payers that supported housing services are providing value for money, are of good quality and are delivering outcomes for individual tenants?*

**IV. Exploring the appropriate balance between local flexibility and provider certainty, including what other assurance can be provided beyond the ring-fence, for developers and investors to ensure a pipeline of new supply.**

59. Providers have told us that within a localised funding model they would prefer a degree of standardisation with regards to the administration of a local top-up as well as the underpinning framework for reaching a funding decision – for example, via a national statement of expectations or a national commissioning framework. This is particularly important for larger providers who operate across many different local areas and would welcome a degree of standardisation and consistency. However, it is important to balance this against the need to preserve flexibility for local areas to design the delivery of the top-up in their area in a way which best meets the needs and circumstances of supporting vulnerable people in their areas.

Q8. *We are interested in your views on how to strike a balance between local flexibility and provider/developer certainty and simplicity. What features should the funding model have to provide **greater certainty to providers** and in particular, developers of new supply?*

Q9. *Should there be a **national statement of expectations or national commissioning framework** within which local areas tailor their funding? How should this work with existing commissioning arrangements, for example across health and social care, and how would we ensure it was followed?*

Q10. The Government wants a **smooth transition** to the new funding arrangement on 1 April 2019. What transitional arrangements might be helpful in supporting the transition to the new regime?

Q11. Do you have **any other views** about how the local top-up model can be designed to ensure it works for tenants, commissioners, providers and developers?

**V. Developing options for workable funding model(s) for short term accommodation, including hostels and refuges.**

60. While we are confident that the local top up model will meet the needs of the majority of the sector, we recognise some particular challenges, such as the monthly payment of Universal Credit, may remain for very short term accommodation, including hostels and refuges. We will work with the sector to develop further options to ensure that providers of shorter term accommodation continue to receive appropriate funding for their important work. Whilst the mechanism or mechanisms (if more than one model is necessary) may be different, funding for this type of accommodation will benefit from the same protection as supported housing in general.

Q12. We welcome your views on how **emergency and short term accommodation** should be defined and how funding should be provided outside Universal Credit. How should funding be provided for tenants in these situations?

## Task and finish groups

61. There will be four task and finish groups working across these key issues outlined through this consultation, which will include membership from key stakeholders and partners from across the sector and from across Government departments and the devolved administrations where appropriate. This work will run in tandem with this consultation exercise and report back to Government. The task and finish groups will cover the following:

- A. **Fair access to funding** (issue I above);
- B. **Local roles & responsibilities including ensuring value for money, quality and appropriate oversight** (combining issues II and III above): exploring how the new model should work in practice and how to assure quality;
- C. **Ensuring new supply of supported housing** (issue IV above): looking at how to provide assurance and certainty for developers as well as maintaining local flexibility for commissioners; and
- D. **Short term accommodation** (issue V above): developing options for a workable and sustainable funding model or models for short term accommodation.

## Timetable

62. This document begins the consultation process alongside a programme of task and finish groups working with the sector on key design components of the model and designing a new approach for short term accommodation.
63. While the framework for the new funding model has been set, this consultation seeks views on key system design elements to ensure the model(s) will work for tenants, commissioners, providers and developers. The specific issues we wish to resolve through this consultation include fair access to funding; clarifying expectations for local roles and responsibilities; confirming what further arrangements there should be to provide oversight and assurance; exploring the appropriate balance between local flexibility and provider certainty; and gathering views on developing a workable funding model(s) for short term accommodation, including hostels and refuges.
64. This consultation will run for 12 weeks until 13 February 2017. There will then be a Green Paper on the detailed arrangements for the local top-up model and approach to short term accommodation in the spring. A final package will be announced in autumn 2017 to allow time for transitional arrangements to be made ahead of the new model commencing on 1 April 2019.

Timetable	Delivery phase
Nov 2016 To Feb 2017	Consultation: consultation document
Nov/Dec/Jan/Feb	Stakeholder engagement and task and finish groups
Spring 2017	Green Paper on detailed model(s) and funding distribution consideration
Autumn 2017	Announce detailed funding model(s) and local authority funding allocations
April 2018	Shadow year arrangements in place on detail and allocation of funding to allow full transition to new model
April 2019	Commencement of new funding model(s)

# About this consultation

This consultation document and consultation process have been planned to adhere to the Consultation Principles issued by the Cabinet Office.

Representative groups are asked to give a summary of the people and organisations they represent, and where relevant who else they have consulted in reaching their conclusions when they respond.

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004.

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department for Communities and Local Government will process your personal data in accordance with DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

Individual responses will not be acknowledged unless specifically requested.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

**Notes of Scrutiny Board – Communications Task and Finish Group Meeting  
30<sup>th</sup> November 2016 – 16:00**

**Present:**

Councillors, Clews, L Dirveiks, Philips and Reilly (Chair)

Linda Bird – Assistant Director (Corporate Services)

**1. Apologies:**

Councillor A Lewis

**2. Notes of the last meeting.**

2.1 The notes of the meeting held on the 22<sup>nd</sup> August, and distributed via email on the 10<sup>th</sup> November, were taken as approved.

**3. Discussion and Actions arising from the last meeting.**

3.1 Very little interest had been expressed by companies who had been asked about producing, marketing and distributing North talk. The most complete response, from a supplier, suggested half the publication would need to be advertising; Members were concerned that making it more commercial would put people off reading it.

3.2 There was a discussion about North talk and Area Forums. It was noted that the North talk and Area Forums survey had a very poor response rate (0.39% returned).

3.3 Members agreed that the Council needs a way of communicating with local people and businesses and that North Talk currently provides a route for doing this. The content, editorial approach and format were discussed.

3.4 It was proposed that, subject to discussions with the Chief Executive and Management Team, options based on good practice and legal constraints should be presented for discussion by Leaders Group and then form a report for Executive Board.

3.5 There were a range of views about Area Forums, with some members feeling their Area's worked and others seeing little value in the current meetings. It was agreed that a model for meetings, or other approaches, is needed. It is anticipated that on-going discussions with the County Council and other partners will result in options for public meetings and engagement.

3.5 The group requested that any report for Leaders Group provides options on approaches to communication which encompass online methods (text, email, web, social media, online newsletter etc.) and our traditional methods and publications such as north talk and other newsletters. The expectation being that the need for north talk and some other traditional methods will decrease and overtime can be ceased, subject to online and other methods becoming embedded and proving effective.

**4. Update on activity since the last meeting.**

- 4.1 The report from the LGA's Communications Health Check, which took place on the 10<sup>th</sup> November, has not been received yet. It is likely to include good practice suggestions which can be built into options and reports.
- 4.2 Examples of email newsletters produced by WCC, Coventry City Council, Solihull Metropolitan Borough Council and Birmingham City Council, using a system that officers have evaluated, were distributed.

**5. Next Steps.**

- 5.1 The group felt that the discussion and recommendation to prepare an options report based on a retaining North talk, in the short to medium term, while further developing and integrating other communications methods brought the work of the group to a natural conclusion. The Group felt that they had reached the limit of their knowledge and understanding of what constituted effective and cost efficient communications processes. It was agreed that officers be asked to produce an options paper for consideration by Management Team and Leaders Group that outlines a costed communications strategy that links the publication and distribution of printed and electronic media with public meetings. Members were in agreement that any future meeting and publication model proposed to Leaders Group should be based on a joined up borough and county council engagement and communication framework.
- 5.2 There was a suggestion that the group could be put on hold and then, if needed, act as a 'sounding board' for communications. This will be included in any report produced for consideration.

**Agenda Item No 25**

**Resources Board**

**30 January 2017**

**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 26**

**Sale of Land** – Report of the Assistant Director (Housing)

Paragraph 3 - by reason of the report relating to the financial or business affairs of any particular person (including the authority holding that 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.

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