

To: Deputy Leader and Members of the Resources Board
Councillors D Wright, Davey, Davis, N Dirveiks,
Henney, Simpson, Smitten, E Stanley 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

25 January 2016

The Resources Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday, 25 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 16 November 2015** – 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 ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact Amanda Tonks/Emma Humphreys on 01827 719221 or email democraticservices@northwarks.gov.uk.

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

6 **Corporate Plan 2016-17** – 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 2016-17 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 2016/17** – 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 2015/16 and the proposed fees and charges for 2016/17.

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

8 **General Fund Revenue Estimates 2016/17 – Services Recharged Across All Boards** – Report of the Deputy Chief Executive

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).

9 **General Fund Revenue Estimates 2016/17 – Services Remaining within the Board** – Report of the Deputy Chief Executive

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).

10 **General Fund Revenue Estimates 2016/17 - Summary** - Report of the Deputy Chief Executive

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 2016/17 and Rent Review** – Report of the Deputy Chief Executive – REPORT TO FOLLOW

Summary

The 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).

- 12 **Capital Programme 2016/17 to 2018/19 – 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 Steve Robbins (719337)

- 13 **Internal Audit – Performance for First Half 2015/16 – 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)

- 14 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2015 – 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)

- 15 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2016/17 – Report of the Deputy Chief Executive**

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2016/17.

The Contact Officer for this report is Stephen Robbins (719337).

- 16 **The Introduction of the Microchipping of Dogs Regulations 2015** – Report of the Assistant Director (Housing)

Summary

To inform and seek Members' approval of the enforcement of the Microchipping of Dogs Regulations 2015.

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

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

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

- 18 **Land at Sheepy Road, Atherstone**– Report of the Assistant Director (Streetscape)

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

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

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

- 20 **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

16 November 2015

Present: Councillor D Wright in the Chair

Councillors Davey, Davis, N Dirveiks, Henney, Simpson, Smitten, E Stanley and Waters

Councillor Humphreys was also in attendance.

36 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor Henney declared a Pecuniary Interest in Minute No 54, Land at Sheepy Road, Atherstone, left the meeting and took no part in the discussion and voting thereon.

37 **Minutes of the Resources Board held on 11 August and 8 September 2015**

The minutes of the meetings of the Board held on 11 August and 8 September 2015, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

38 **Presentation on the Work of the Community Services Division**

Bob Trahern, Assistant Chief Executive (Community Services) gave a presentation on the work of his Division.

39 **Treasury Management Update 2015/16**

The Deputy Chief Executive reported on the Treasury Management activity for the period up to the end of September 2015.

Resolved:

That the Treasury Management report for the period up to the end of September 2015 be noted.

40 **Capital Programme 2015/16 Period 6 Update**

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2015/16 Capital Programme in terms of expenditure up to the end of September 2015.

Resolved:

That the progress made against the 2015/16 Capital Programme be noted.

41 General Fund Budgetary Control Report 2015/16 Period Ended 30 September 2015

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the General Fund between 1 April 2015 and 30 September 2015.

Resolved:

That the report be noted.

42 Housing Revenue Account Budgetary Control Report 2015/2016 Period Ended 30 September 2015

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 2015.

Resolved:

That the report be noted.

43 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2015

The Chief Executive and the 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 2015.

Resolved:

That the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to September 2015 be noted.

44 Internal Audit – Performance for 2014-15

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

Resolved:

That the progress of the Council's Internal Audit function against the agreed plan of work for the year be noted.

45 Housing Revenue Account Business Plan

The Deputy Chief Executive provided an update on recent legislation which would impact on the Housing Revenue Account Business Plan.

Resolved:

That the issues contained within the report of the Deputy Chief Executive be considered again at the January 2016 meeting of the Board.

46 The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 and the Deregulation Act 2015 relating to the Private Rented Housing Sector

The Assistant Director (Housing) provided the Board with information in respect of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 and the Deregulation Act 2015 relating to the Private Rented Housing Sector and put forward a proposed approach for the Council to take to meeting these new arrangements.

Resolved:

- a That the changes in respect of private rented tenancies set out in the Deregulation Act 2015 be noted;**
- b That with regard to the Smoke and Carbon Dioxide Alarms (England) Regulations 2015:-**
 - 1. The Memorandum of Understanding be approved;**
 - 2. The Fixed fine and variable fee for Penalty Charge Notices is agreed;**
 - 3. The Warwickshire Fire and Rescue Service be appointed as the authorised person to carry out works in default on failure of landlords to comply; and**

Recommended:

- c That delegated authority be given for Environmental Health Officers to carry out enforcement of the new provisions.**

47 Recovery of Council Tax and Non-Domestic Rates – Court Authorisation

The Assistant Chief Executive (Community Services) sought authorisation for John Payne to prosecute or defend on the Council's behalf or appear in proceedings before a Magistrates' Court in relation to the recovery of Council Tax and Non-Domestic Rates in accordance with Section 223 of the Local Government Act 1972.

Resolved:

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

48 Proposed Discontinuation of Discretionary Taxi Voucher Scheme

The Assistant Chief Executive (Community Services) provided Members with information to support the proposed removal of the discretionary taxi voucher scheme.

Resolved:

That the discretionary taxi voucher scheme be discontinued from 1 April 2016.

49 Exclusion of the Public and Press

Resolved:

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

50 Request to Purchase Land at Willow Walk, Old Arley

The Assistant Director (Housing) detailed a request received from a resident in Old Arley to purchase a piece of land adjacent to their property.

Recommended:

- a That the land at Willow Walk, Old Arley, shown in Appendix A of the report of the Assistant Director (Housing) be declared surplus to the requirements of the Council; and**
- b That the request to purchase the land at Willow Walk, Old Arley be approved.**

51 Request for Licence for Access Over Land in Kingsbury

The Assistant Director (Housing) detailed a request from a resident in Kingsbury to be granted a licence to use the Council's land.

Resolved:

That the request for a licence to use the Council's land in Coventry Road, Kingsbury, as shown at Appendix A of the report of the Assistant Director (Housing) be granted.

52 Request to Purchase Land in Pear Tree Avenue, Kingsbury

The Assistant Director (Housing) detailed a request received from an owner in Pear Tree Avenue, Kingsbury to purchase a grassed area adjacent to their house.

Recommended:

- a That the land at Pear Tree Avenue, Kingsbury, shown in Appendix A of the report of the Assistant Director (Housing) be declared surplus to the requirements of the Council; and**
- b That the request to purchase the land in Pear Tree Avenue, Kingsbury be approved.**

53 Abbey Green Park Sheltered Scheme Communal Room and Sports Pavilion

The Assistant Director (Streetscape), Assistant Director (Housing) and Assistant Director (Leisure and Community Development) highlighted physical, operational and social issues regarding the Housing Sheltered Scheme Communal Room and Sports Pavilion in Abbey Green Park, Polesworth and sought Members' consideration of the permanent closure and demolition of the facility.

Resolved:

- a That the closure and demolition of the Housing Sheltered Scheme Communal Room and Sports Pavilion in Abbey Green Park, Polesworth be approved, subject to consultation with, and the consent of, Fields in Trust and the Council's Planning and Development Board; and**

Recommendation to the Executive Board:

- b That, subject to the required consultation, a supplementary estimate to the capital programme as set out in the report for the demolition of the Community Centre and Sports Pavilion be approved.**

54 **Land at Sheepy Road, Atherstone - Update**

The Assistant Director (Streetscape) updated Members on the progress at property owned, but not managed and operated, by the Borough Council in Sheepy Road, Atherstone, and the action taken by Officers to date.

Resolved:

- a **That the contents of the report of the Assistant Director (Streetscape) be noted;**
- b **That in consultation with the Chairman and Vice Chairman of the Board, the Assistant Director (Streetscape) be given delegated authority to take legal advice in relation to the issues identified in the report and arrange to undertake a site visit; and**
- c **That a further report be brought back to the Board, as necessary, updating Members on progress and any further action taken or required.**

55 **St Helena Road, Polesworth**

The Deputy Chief Executive informed Members of action taken, in consultation with the Chairman of the Board and the Leader of the Council under the Council's urgent business protocol relating to land and buildings in St Helena Road, Polesworth.

Resolved:

That the action taken under the Council's urgent business protocol by the Deputy Chief Executive, in consultation with the Chairman of the Board and the Leader of the Council, relating to land and buildings in St Helena Road, Polesworth, be noted.

D Wright
CHAIRMAN

**Report of the
Chief Executive**

Corporate Plan 2016 - 17

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 2016-17 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 Consultation

- 2.1 Councillors with responsibility for the relevant areas have been involved in discussions relating to issues contained within the Appendices.

3 Report

- 3.1 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.
- 3.2 At its September 2015 meeting the Council agreed a new Vision Statement for the Council and a revised Corporate Plan for the remainder of 2015/16 based on the Council's six new priorities. This report sets out proposals for taking forward those priorities in 2016-17.

- 3.3 Appendix A sets out proposals for those Corporate Targets which fall within the remit of the Resources Board. Members are requested to recommend to the Executive Board that the Corporate Targets set out in Appendix A are agreed. The proposals in relation to Safer Communities included within Priority 2 (Creating Safer Communities) may be subject to change following the completion of the Strategic Assessment for the North Warwickshire Community Safety Partnership.
- 3.4 A report will be presented to Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2015-16 Key Actions. Proposals for 2016-17 will form part of the 2016-17 Corporate Plan which covers the Council's top level priorities.
- 3.5 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.
- 3.6 The Service Plans for the Housing (to follow), 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.
- 3.7 Where there are any budget implications for another Board/Sub-Committee arising out of this work programme, those implications will be drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards/Sub-Committees are dealt with in the Budget Report also on this agenda.
- 3.8 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.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 Where possible, Targets and indicators for 2016-17 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.

4.2 Human Resources Implications

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

4.3 Risk Management Implications

4.3.1 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.

4.4 Links to Council's Priorities

4.4.1 These are set out in the Appendices.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

PRIORITIES AND KEY ACTIONS

<p>PRIORITY 1</p> <p>RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT</p>	<p>Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
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 2016.	Executive Board/Special Sub/DCE/AD (F&HR)	To be met within existing budgets.
To update the Medium Term Financial Strategy in September 2016 and February 2017, to take account of external funding changes relating to Business Rates.	Executive Board/DCE/AD (F&HR)	To be met within existing budgets.
To report on the Council's debt and reserves and options for narrowing the Council's capital funding gap by February 2017.	Executive Board/DCE/AD (F&HR)/AD (S)	To be met within existing budgets.
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.	Executive Board/Management Team	To be met within existing budgets.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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.</p>	Resources Board/AD (CS)	To be met within existing budgets.
<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. ▪ Health and Safety ▪ Workforce Planning, including Staff Development. 	Special Sub/Management Team/AD (F&HR)	To be met within existing budgets.
<p>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.</p>	Special Sub/Management Team	To be reported at the time initiatives are taken forward.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to seek opportunities to rationalise the Council's property portfolio, including:-</p> <p>(a) Working with partners in the public and voluntary sectors to share facilities.</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) To complete the review of leisure facilities and to report to relevant Boards by March 2017.</p>	<p>Resources Board/AD (S)/AD (L&CD)</p>	<p>The financial implications of any project will be included in the report.</p>
<p>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.</p>	<p>Resources Board/AD (H)</p>	<p>To be met within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(a) 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; and</p> <p>(b) 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.</p>	<p>Resources Board/AD (H)/ACE (CS)</p>	<p>Staffing capacity to collect the rent income when Universal Credit is introduced will be considered as one of the action plan objectives, as will reviewing the impact of other changes introduced.</p>

<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.</p>	<p>Executive Board/CE/AD (CS)</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to report annually in September.</p>	<p>Executive Board/AD (S)/ACE&StC</p>	<p>Investigations to be carried out within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2016-17 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 2016 – 2017 actions and targets for the 2016/17 strategic priorities relating to Violent Crime, Anti-Social Behaviour, Property Crime; Reducing Re-offending, Reducing killed and serious injury road accidents; Tackling anti-social use of cars and motorbikes and preventing displacement within the Borough; and supporting victims and vulnerable people to prevent victimisation and repeat victimisation.</p>	<p>Safer Communities Sub-Committee/CE/AD (L&CD)</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>
<p>To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.</p>	<p>Safer Communities Sub-Committee/CE/AD (L&CD)</p>	<p>External funding is often required to undertake appropriate actions.</p>
<p>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 2015/16.</p>	<p>Safer Communities Sub-Committee/CE</p>	<p>External funding has been sought to take initiatives forward specifically in relation to rural crime.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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 review. (Recommendations to be agreed no later than April 2016.)</p>	<p>Resources Board/AD (H)</p>	<p>Any financial implications will be identified as part of the review.</p>
<p>Carrying out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, including those relating to the Child Protection Policy and the Section 11 Audit Action Plan and to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community, when appropriate and to report on progress by March 2017.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant Members and colleagues throughout the Authority.</p>
<p>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.</p>	<p>Safer Communities Sub-Committee/CE</p>	<p>Any financial decisions will be reported as part of the decision-making process.</p>

<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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 & 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 & Environment Board/CE/ ACE (CS)/AD (L&CD)</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>(b) Will actively engage with the Warwickshire Third and Public Sector Partnership Group, with a view to ensuring the appropriate engagement of community groups, organisations 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 2017.</p>		
<p>To further review the new refuse and recycling service introduced in October 2013, to improve the efficiency and effectiveness of the service and maintain (subject to reviewing the impact of market changes) the Council's recycling rate and report to Board on the operational impact by March 2016.</p>	Community & Environment Board/AD (S)	Any financial implications will be reported as part of the decision-making process.
<p>To work in partnership with the County Council and other agencies on a review of car parking in the Borough, to include on and off street car parking and including exploring the introduction of civil parking enforcement.</p>	Community & Environment/AD(S)	Any financial implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To deliver the actions set out in the Housing Strategy to address housing need in the Borough. To report to the Resources Board annually.	Resources Board/AD (H)	Any financial implications will be identified as development schemes progress.
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 2016.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
To report annually in March on the work of the local Financial Inclusion Partnership including for 2016/17 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.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To report by March 2017 on progress on the delivery of the Customer Access Strategy, including the development of existing Community Hubs, the BOB bus, increased take-up of online services, the success of driving channel shift and the ongoing provision of welfare support, together with partners.</p>	<p>Community & Environment Board/ ACE (CS)/AD (CS)</p>	<p>Any financial implications will be reported as part of the decision-making process.</p>
<p>To build a model with Job Centre Plus to implement the requirements of Universal Credit and in particular our input into the Universal Support/Delivery local agenda. This will also be extended to supporting outcomes impacted by new disability rules.</p>	<p>Community & Environment Board/ ACE (CS)</p>	<p>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.</p>
<p>To work with public, voluntary and business partners to deliver ongoing food-related projects to support individuals and community organisations and report to Community & Environment Board by March 2017.</p>	<p>Community & Environment Board/ACE (CS)</p>	<p>To be met through existing budgets and external funding.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and made clear the opportunities for them to be involved in decision making via consultation, in line with the commitments in the Council's Customer Access Strategy and report on progress by February 2017.</p>	<p>Executive Board/AD (CS)/ACE&StC/ ACE (CS)</p>	<p>To be met within existing budgets.</p>

<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To develop an action plan based on the Economic Review and Impact Assessment and report on progress by March 2017.</p>	<p>Executive Board/ACE&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&StC</p>	<p>To be identified as part of the negotiating process.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide apprenticeships/training, including reporting by December 2016 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&StC/ ACE (CS)</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>To encourage new active rural businesses and, in particular, in partnership with the Local Action Group and Hinckley & Bosworth Borough Council, ensure the successful delivery of the second year of engagement with the new 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 2017.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
Looking to improve transport links to local employment and report on progress by March 2017.	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 2016.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

Vision for the Service

The provision of customer focussed services by well-trained, knowledgeable staff with tenants fully informed about the service and able to get involved in a range of ways.

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

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

Function	Activity	Customers & Stakeholders
Homelessness & Allocations Services	<p>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 Supporting People & other support services Allocates Council properties & garages</p>	<p>Housing Applicants Tenants Housing Associations Housing related support providers Citizens Advice Bureau Private Landlords County Council Adult and Children Services</p>
Tenancy & Estate Services	<p>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 Support services for older people</p>	<p>Tenants Citizens Advice Bureau Warwickshire Police Housing Associations Voluntary agency partners County Council Adult and Children Services Warwickshire PCT Age UK</p>
Asset Management	<p>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</p>	<p>Tenants Contractors Occupational Therapists</p>

Key to abbreviations:

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

Cross Cutting Divisional Objectives

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
To deliver the Asset Management Plan for the Council's stock..	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H), Planned Investment Manager, Housing Services Manager	April 2016	April 2019	High	<ul style="list-style-type: none"> Capital programmes to improve stock delivering high standard schemes. Response repairs service productive with positive feedback Low turn over of tenancies & estates & properties in good condition Health and safety a priority as part of service delivery Borough Wide Tenants Forum involved 	<p>The Asset Management Plan is underpinned by resources received from rent income from tenants.</p> <p>Available funding is set out in the HRA Business Plan</p> <p>There will be constraints on funding when the Housing & Planning Bill is enacted.</p> <p>Right to Buy sales will have an impact on income revenues.</p>	.
To deliver the agreed Housing Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H), Housing Strategy and Development Officer	May 2016	March 2019	High	<ul style="list-style-type: none"> Reports to Resources Board to provide updates on action plan Borough Wide Tenants Forum & partners involved in shaping the strategy 	<p>There are significant financial constraints with regard to delivering the Strategy. With regard to new rented homes the Housing Revenue Account will provide the main source of funding in partnership with Waterloo Housing Group in the first 3 years. The Homes and Communities Agency will only be funding Starter Homes – not rented accommodation.</p>	

Community Support

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
To 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 review.	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Assistant Director (Housing) Community Support Manager	April 2016	April 2017	High	Full consideration of different service models appropriate for the Borough Care service with recommendations made to the Resources Board about future options for the service.	There is an expectation that there will be a charging structure in place which will support the service with funding.	
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.	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 establish a shared service to deliver adaptations in the private sector.	Community Life Health and Well Being Social Inclusion	AD(H) Environmental Health Manager	June 2016	September 2016	High	<ul style="list-style-type: none"> o Proposals for the shared service model to be submitted to the Resources Board by June 2016 o Countywide shared service to be established by September 2016 o Performance returns are provided to the Warwickshire Better Together partnership as part of the Governance arrangements 	<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 2016	September 2016	High	<ul style="list-style-type: none"> o Revised action plan (including approach to enforcement, empty homes, condition issues and energy efficiency) to be submitted to the Resources Board by September 2016 	<p>Staff resources and capital funding are restricted.</p>	
To consider and take up commercial opportunities for pest control.	Community Life	Environmental Health Manager	April 2015	March 2015	Medium	<ul style="list-style-type: none"> o Additional income into the pest control service 	<p>Within current resources</p>	

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 Bill when it is enacted.	Social Inclusion	Housing Services Manager	April 2016	April 2017	High	<ul style="list-style-type: none"> Implementation of pay to stay requirements Implementation of insecure tenancies 	Both of these initiatives will require careful consideration about staff capacity levels	
To deliver a revised Tenant Partnership Agreement	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Housing Services Manager	April 2016	March 2017	High	<ul style="list-style-type: none"> Agreement submitted to Resources Board by June 2016 Actions delivered during the year 	Resources are provided for tenant participation from the Housing Revenue Account	
Deliver the actions against the Homelessness Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Housing Services Manager	April 2016	April 2018	Medium	<p>Actions to include:</p> <ul style="list-style-type: none"> Preventative services Proactively delivering options and advice Providing comprehensive decisions, advice and support to homeless applicants 	<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>Ensure the Lettings Scheme and procedures enable the Council to let properties quickly & provide for sustainable tenancies.</p>	<p>Community Life Health and Well Being Social Inclusion Customer Access Strategy</p>	<p>Housing Services Manager Options & Lettings Team Leader</p>	<p>April 2016</p>	<p>March 2017</p>	<p>High</p>	<ul style="list-style-type: none"> Customer orientated housing advice services for applicants and new tenants and quick turnaround of Less rent loss and expenditure on Council Tax Good satisfaction feedback from new tenants 	<p>Revised procedures should enable properties to be turned around more quickly with a reduction in income loss</p>	
<p>To implement agreed procedures maximise rent collection rates.</p>	<p>Community Life Health and Well Being Social Inclusion</p>	<p>AD (H) Housing Services Manager Housing Strategy & Development Officer</p>	<p>April 2015</p>	<p>March 2016</p>	<p>High</p>	<ul style="list-style-type: none"> Revised procedures which give clarity to officers and tenants about how the Council will act to safeguard its rent income. Clear communication with tenants about their responsibilities Reduction in numbers of tenants over 7 weeks in arrears Clear understanding & action to address Universal Credit arrangements 	<p>Current capacity should be sufficient to implement the procedures. However this will be reviewed as required</p>	

To deliver the Tenancy Fraud policy and action plan	Community Life Health and Well Being Social Inclusion	Housing Services Manager; Tenancy and Neighbourhoods Manager	April 2016	March 2017	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

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 up to date and can underpin the capital programme	To sustain the decent homes standard.	Planned Investment Manager	April 2016	April 2017	High	To be able to produce accurate reports to inform programmes of work and reporting requirements.	Accurate stock condition information is essential for improvement programmes & to underpin the 30 Year Business Plan	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Deliver the Councils capital programme for its Council stock to good quality and high levels of satisfaction	To sustain the decent homes standard.	Planned Investment Manager	April 2016	April 2017	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 condition. This will be under pressure as income levels fall however it remains priority work.	
Ensure the response repairs service meets regulatory standards and achieves high customer satisfaction	Quality Service Provision	Response Repairs Manager	April 2015	March 2016	High	Reporting measures which show consistently that the service is provided: <ul style="list-style-type: none"> • Right first time • Productive • Is cost effective • Provides safe services • High customer satisfaction 	The Council's trading account provides the budget framework for this service and indicates productivity levels	

Customer Service and Tenant Involvement

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Ensure the services we provide address the diverse needs of our customers.	Quality Services Customer Access Strategy	AD(H) 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 2016	March 2017	High	Staff have sufficient information to be able to act when they are concerned about the safety of children or adults	Staff Time Training Budgets	
Improve access to services for customers in rural areas & to access to information electronically	Quality Services Customer Access Strategy	Housing Services Manager Tenant Participation Officer	April 2016	March 2017	High	<ul style="list-style-type: none"> • Actions will include continuing contribution to the work of the Hub Project • Information on website clear and accessible with interactive enquiries made possible 	Within current budgets.	

Performance & Capacity to Deliver -

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money Implications	Update
Implement a training plan which reflects the priorities of the Forward Work Plan	Quality Services Staff Care	Performance & Quality Officer Team Leaders	April 2016	March 2017	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	Team Leaders	April 2016	March 2017	High	Reduction in sickness levels across the Division.	Staff Time	
Review Divisional risk register	Quality services	AD(H) with Principal Officers	April 2016	June 2017	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 2016	March 2017	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 2016	December 2017	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 the Annual Report to Tenants	

FINANCE AND HUMAN RESOURCES DIVISION

2016/17 DIVISIONAL PLAN - DRAFT

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

CORE TASKS

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

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

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

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

FINANCE AND HUMAN RESOURCES DIVISION

2016/17 DIVISIONAL PLAN - DRAFT

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 2015/16 training year against the agreed programme, and produce a 2016/17 training plan	Responsible Financial & Resource Management	HR	April 2016	May 2016	High	Training allocations issued to AD's	Existing budget
To complete insurance renewals for 2016	RF&RM	Fin Accts	April 2016	Aug 2016	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 2016	Sept 2016	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 2016	Sept 2016	Medium	Full information provided to Members for decision making	Existing budget
To complete the year end procedures for the 2015/16 financial year	RF&RM	Mgt Accts AD (F&HR) Fin Accts	March 2016	Sept 2016	High	Review of annual governance completed by end of March Statements of Assurance rec'd from EMT by April 2016 Accounts closed/Annual Governance Statement complete by end May Reports to Executive Board in June <ul style="list-style-type: none"> • 2015/16 Out-turn • Earmarked Reserves 	This may need to take priority over other areas

FINANCE AND HUMAN RESOURCES DIVISION

2016/17 DIVISIONAL PLAN - DRAFT

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
						<ul style="list-style-type: none"> Capital funding AGS Minimal report to those charged with governance to Executive Board in Sept by EY	
To carry out a mid year review of work undertaken on strategic and operational risks	RF&RM	AD (F&HR)	Oct 2016	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 2016	Dec 2016	High	Updated plan produced	
To roll out the 360 appraisal process to Principal Officers	RF&RM	HR	Oct 2016	Dec 2016	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	RF&RM	HR	Oct 2016	Dec 2016	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 2016	January 2017	High	To take amendments to Board for approval, if necessary To provide briefing sessions 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 2016	February 2017	High	Budget Strategy for 2017/18 approved in September 2016 Budget strategy updated in February 2017	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2016/17 DIVISIONAL PLAN - DRAFT

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To have updated and reported on the 30 year HRA Business Plan to the Resources Board	RF&RM	AD (F&HR) Mgt Accts	August 2016	February 2017	High	Mid Year Update reported to Board in Oct/Nov 2016 Further update reported in February 2017	Existing budget
To work with Divisions as required to ensure proposed savings are achieved	RF&RM	AD (F&HR) Mgt Accts	April 2016	February 2017	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 2016	March 2017	High	No unexpected costs for the Council. Maximum grant obtained	Existing budget
Production of the 2017/18 revenue estimates	RF&RM	Mgt Accts	August 2016	March 2017	High	To assess the 2017/18 finance settlement in December Budgets approved Budget books issued	Existing budget
Production of the 2017/18 capital estimates	RF&RM	Fin Accts	August 2016	March 2017	High	Capital Programme approved	Existing budget
To report on progress against the HR strategy to Special Sub Group	RF&RM	HR	April 2016	March 2017	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 2016	March 2017	High	Audits completed, and action plans produced	Existing budget

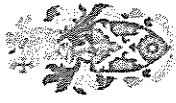
FINANCE AND HUMAN RESOURCES DIVISION
2016/17 DIVISIONAL PLAN - DRAFT

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To provide financial assessments for leisure projects eg. Leisure facilities	RF&RM	Fin Accts Mgt Accts	April 2016	March 2017	Medium	Full information provided to Members for decision making	These will need to be evaluated
To provide support to the Property Officer, including the evaluation of / work with PSP	RF&RM	Fin Accts	April 2016	March 2017	Medium	Full information provided to Members for decision making	These will need to be evaluated
To provide financial assessments for streetscape projects eg. restructuring the refuse rounds	RF&RM	Mgt Accts	April 2016	March 2017	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 2016	March 2017	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance	RF&RM	AD (F&HR)	April 2016	March 2017	Medium	Divisional actions completed	
To update the Business Continuity Plan for the Division	RF&RM	AD (F&HR) Mgt Accts Fin Accts HR	April 2016	March 2017	Medium	Divisional BCP in place	
To carry out tasks in the Health and Safety Action Plan	RF&RM	HR	April 2016	March 2017	High	All actions completed	
Monitor business rate income/appeals and assess impact on the financial strategy	RF&RM	Fin Accts Mgt Accts	April 2016	March 2017	High	Financial strategy updated	
To assist with modelling housing growth and the associated financial implications for services	RF&RM	Fin Accts Mgt Accts	April 2016	March 2017	High	Financial strategy updated	

FINANCE AND HUMAN RESOURCES DIVISION

2016/17 DIVISIONAL PLAN - DRAFT

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review policies in accordance with the timetable	RF&RM	HR	April 2016	March 2017	High	Revised policies approved by Board. Briefing sessions held	Existing budget
To review the Corporate Workforce Plan and update the action plan	RF&RM	HR	Jan 2017	March 2017	Medium	Workforce data collected Updated Divisional workforce plans	Existing budget
To review the HR Strategy and produce an action plan for 2017/18	RF&RM	AD (F&HR) HR	March 2017	March 2017	High	Updated NWBC workforce plan Action Plan produced	Existing budget
To carry out tasks in accordance with the FMS development plan	RF&RM	Mgt Accts Fin Accts	April 2017	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



North Warwickshire
Borough Council

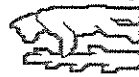
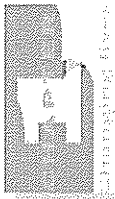
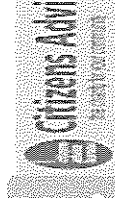
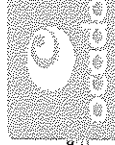
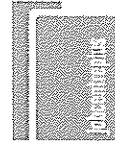


Nuneaton
Bedworth
United to Achieve

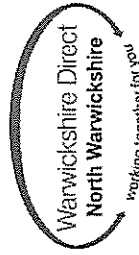
Working in Partnership With

Revenues, Benefits and Customer Services Service Plan 2016/17

“Striving to deliver Modern, Accessible Quality Services”



Warwickshire
County Council



Bristow
Sutor

Civil Enforcement Agents

CAPITA

Local Government 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.

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

<p>Fees Administration</p>	<ol style="list-style-type: none"> 1. The billing and recovery of council tax and business rates 2. The recovery of Former Tenant Arrears 3. The recovery of invoiced Housing Benefit Overpayments 4. Receiving and responding to council tax and business rate related enquiries via phone, letter, personal visit, email and fax 5. Advising the Valuation Office Agency of domestic and non domestic properties which either require banding, rating or reassessment 6. Processing schedules of alterations to domestic and non domestic properties received from the Valuation Office Agency 7. Liaising with the Councils Civil Enforcement Agents, insolvency practitioners and the Magistrates Court 8. Inspecting new, empty and altered domestic and non domestic properties 9. Investigating cases of alleged Council Tax and NDR fraud and error from whistle blowing, data matching or case referral 10. Making available council tax and rating information via leaflets, posters and the web-site 11. Providing financial and statistical information for Central Government and in respect of Pooling for NDR sub regionally 12. Responding and engaging with consultation papers surrounding Council Tax and NDR Changes 13. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 14. Responding to Government issued consultation papers 	<p>Council Taxpayers and Ratepayers Government Bodies including:- The Valuation Office Agency, CLG and External Audit Internal stakeholders including:- Benefits, Housing, Internal Audit, Debtors, Legal and ICT Other external stakeholders:- CAB, Credit Union and voluntary bodies, bailiffs, debt collection agencies, Magistrates Court, IT providers</p>
<p>Cost and Cost Savings Financial Inclusion Strategy</p>	<ol style="list-style-type: none"> 1. Managing services in the Customer Contact Centre 2. Assisting in the re-engineering of business processes 3. Undertaking development work to utilise functionality of the CRM system 4. Answering all the Councils telephone contact via the main number 5. Managing the Councils One Stop Facility and dealing with all face to face contact for all Council Services and partner services under the banner of "Warwickshire Direct" 6. Building relationships and promoting services internally and with other partners 7. Delivering consistent and communicated customer service standards 8. Management of the B.O.B bus 9. Coordination of the Community Hub and Information access points 10. Lead on the delivery of the Councils Customer Access Strategy and Access Theme 11. Delivery of the Councils Financial Inclusion Agenda (in partnership with others) 	<p>All residents in and outside North Warwickshire 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>

cronyms Used in this Service Plan:

WP (Department of Works and Pensions); WDP (Warwickshire Direct Partnership); CAPITA/ACADEMY (Councils Revenues and Benefits system); RM or Firmstep (Customer Relationship Management System used in Contact Centre (CC) and One Stop Shop (OSS)); JC+ (Job Centre Plus) /CC (Warwickshire County Council); FIP (Financial Inclusion Partnership); VFM (Value for Money); NDR (Non Domestic Rates); NBBC (Nuneaton & edworth BC); WCC (Warwickshire County Council); WLWS (Warwickshire Local Welfare Scheme); WWRS (Warwickshire Welfare Rights) AB (Citizens Advice Bureau); EHO (Environmental Health Officer); USDL (Universal Support – Delivering Locally)

D (CS) is Bob Trahern, Assistant Chief Executive (Community Services)
& B M or R&B Manager is Jo Robindon; Head of Revenues and Benefits
.CM or CC Manager is Jude Smith, Customer Contact Manager
& F I M is Sally Roberts, Benefits and Financial Inclusion Manager
SSM is Steve Farmer, Senior Systems Support Manager
.M is NBBC employed Revenues Manager
D (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 2015

Ongoing delivery of better than average and in a number of cases National Upper Quartile Performance levels across all our performance indicators
A cost effective and below average cost service demonstrated via benchmarking as part of a shared service review undertaken
Going live, expanding and formalising the Shared Service Management Delivery structure with NBBC delivering costs savings in excess of target
Unqualified audits across benefits, council tax and NDR and Maximisation of subsidy by operating below the lowest error rate thresholds
Reviewed the Taxi Voucher, Post Office, Civil Enforcement Agent and Annual Billing contracts delivering divisional savings in excess of target
Completion of a Second Home and Empty Properties review which identified additional New Homes Bonus to the Council
Expansion of the food bank project to incorporate Aldi and supply new partners in particular the Super Kitchen project and a wide range of community and voluntary groups
The successful delivery of cooking, ICT courses & B.O.B Bus project resulting in many vulnerable people moving into employment and volunteering
The successful opening of 3 new Community Hubs
Went live with Universal Credit signing the DPA on time and supported a number of ESA Events with JC+
Significant corporate debt evaluation exercise completed of outstanding and doubtful debts resulting in significant operational/housekeeping benefits
Went live with the improved website and implemented the new benefit on line form, DD on line, improved e billing and DD enhancement for Housing
Successfully employed an apprentice and provided 10 work placement opportunities for unemployed people
Reviewed opening arrangements for OSS / Contact Centre
Firm step implementation review of the top 10 services has been completed in line with implementation plan

Future Issues and Priorities

- Ongoing review of the impact of CTS cuts and wider welfare and CSR reforms
- The move to Universal Credit and the potential delivery of the Universal Support – Delivering Locally agenda aligned with the ongoing uncertainty on funding and reducing administration subsidy. Due to the current uncertain climate, additional ad hoc grants are being paid to undertake new burdens but managing this in the current uncertain environment is proving very difficult
- The ongoing support of B.O.B Hubs and the Food bank (reliant on ongoing demand) - attracting volunteers and working with communities is a key threat to the sustainability of both initiatives
- The challenge to getting people on line and improving our online offer to customers as part of the delivery of the Customer Access Strategy
- The need for a more corporate and 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 continues to reduce as a result of ongoing CSR expectations, the transfer of fraud and potentially Housing Benefit being replaced by ad hoc & payment by results grants
- Staff retention, morale and motivation
- Relationship with WCC and Jobcentre Plus – more work is needed to maintain positive relationships and deliver on joint Government and Member agendas and priorities around the long term unemployed and our most vulnerable customers

Action	Corporate, Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light/ Priority	Measurement of Success	Resources
Perforce Management							
Ensure all performance indicators delivered in line with targets set for 2016/17, and where possible to upper quartile levels	Quality Service Provision VFM	ACE (CS) R&B Mgr, CCM	April 2016	March 2017	H	Maintain levels to ensure performance indicator targets are achieved across the service Production of monthly performance report	None other than already committed Built into existing plans
Monitor report them on a monthly basis		SSSO					
Maximize subsidy by operating below Authority Error threshold.	Quality Service Provision VFM	R&B Mgr B & FI Mgr	April 2016	March 2017	H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice Non Qualification Letter	None other than already committed
Subsidy-qualified Subsidy assessment, a timely tax base and unified NDR return		R&B Mgr RM	April 2016	January 2017	H		
Under external data match National Fraud Initiative and Right First Time review appropriate	Quality Service Provision VFM	ACE (CS) R&B Mgr SSSM	April 2016	March 2017	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 the Single Fraud Investigation Service & Bristol & Sutor Civil Enforcement Agency	Quality Service Provision VFM	R&B Mgr RM FI & B Mgr	April 2016	March 2017	H	Production of monthly performance report	None other than already committed

Action	Corporate/ Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Efficacy / Technical							
Under an exercise to review future potential savings prior to the budget setting process for 2017 these will take into account increasing demands on the Dn	Quality Service Provision VFM	ACE (CS), R&B Mgr, Customer Contact Manager	October 2016	December 2016	H	Exercise completed and reported to Management Team and Members	Existing Resources to complete exercise
Prom: billing for both Council & NDR	VFM Quality Service provision	R&B Manager	April 2016	March 2017	H	Increase take up of e billing by 3% by March 2017	None other than already committed
Prom: greater number of payments by electronic means and debits		R&B Manager / Customer Contact Manager	April 2016	March 2017	M	Increase the number of electronic payments & DD's on March 2016 levels	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Prom: setting online			April 2016	March 2017	H	90% of all new applications for CTS and HB received on line by March 2017	Greater work with other internal departments
Prom: support the use of the "e benefit form" and other e-forms			April 2016	March 2017	H	Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	None other than committed.
Monitor report ongoing change the tax base and NDR specifically around the impact of successful appeals as part of improved monthly reporting protocol	VFM Quality Service provision	ACE (CS), AD (F & HR), R&B Manager SSSM R Mgr	April 2016	March 2017	H	Completion of the reviews on time	A request will need to be made to WCC to share costs. If refused review of the decision is needed
Under a Single Person Disclosure	Quality Service Provision	ACE (CS), R&B Mgr R Mgr	May 2016	September 2016	M		
Under a Second Homes / Long Empty Review	VFM						

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review to amend the charge decisions on second home-ong Term Empty dwell prior to agreeing the 2017/x base	Quality Service Provision VFM	ACE (CS), R&B Mgr	September 2016	December 2016	H	Completion of the exercise and revised tax base notified and approved by Members	Existing Resources to complete exercise
<ul style="list-style-type: none"> Implement legislative and operational changes, produce promal materials and underspecific testing and impadiews of the following • Ticalised Council Tax Srt scheme for 2016/17 • Tilgoing roll out of the Usal Credit Roll Out • Tinsition from ESA to thw Personal Indence Payments • Ring the backdating pto one month only • Inicing the reduced Bt Cap at £20,000. • Rving the family prm on new HB claims • Pted Tax Credit chs (CSR dependent) 	Quality Service Provision New Legislation	ACE (CS), R&B Mgr B & FI Manager, SSO AD (F & HR)	May 2016 April 2016 April 2016 April 2016 October 2016 April 2016 April 2016	December 2016 March 2017 March 2017 April 2016 March 2017 March 2017 March 2017	H H H H H H H	<p>Implemented on time and affected customers notified</p> <p>Reports and briefings completed for Members and other interested groups as appropriate</p> <p>In order to achieve what is as yet an unknown amount of work – success of other service plan commitments may need to be sacrificed or moved to accommodate the amount of “known and as yet unknown” work necessary to introduce changes effectively</p>	<p>Existing Internal Resources to complete exercises in with on occasion temporary resources recruited with specific New Burdens funding provided</p> <p>Working with :- Housing Division ICT Division</p> <p>Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations</p>

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
ICT systems Development							
<p>Contio develop the Firms:RM solution to supple Councils customer accessk. This will involve</p> <ul style="list-style-type: none"> • sting • iining • porting and • velopment of the duct <p>along colleagues from other divisind supported by ICT and thbmaster</p>	Customer Access Strategy Quality Service Provision VFM	ACE (CS), AD (ICT) Customer Contact Mgr Webmaster	April 2016	March 2017	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 now shared revenues and benefits services
<p>Chanhiff - Increase the numbq quality of web formssible on line to the publicising the functionality of the Step product, other coposystems and JADU</p> <p>Adopornance indicators to reporteliverty of this aim</p>	Customer Access Strategy Quality Service Provision	ACE (CS), CCM, AD (ICT) CCM Webmaster	April 2016 April 2016	March 2017 June 2016	H	Interactive forms available to access via website developed in line with the On Line Service report Include in monthly performance report	None other than existing resources. It may be possible to share with other Warwickshire Councils as outlined above
<p>Work the Corporate Comration Group to agree promal campaigns & apprcaround getting servind people online</p> <p>Promood case studies</p>	Customer Access Strategy Quality Service Provision VFM	AD (ICT) ACE (CS) CCM PR Officer PR Officer	April 2016	March 2017	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

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review social media is manaresponded too, kept up to and reported	Customer Access Strategy Quality Service Provision VFM	AD (ICT) ACE (CS) CCM Webmaster	April 2016	October 2016	H	Acceptable levels of understanding and monitoring put in place	May require business case to be made if any reporting tools are required
Maintnd Improve Web Conte	Customer Access Strategy Quality Service Provision VFM	R&B Mgr CCM Webmaster SSSM	April 2016	March 2017	H	An informative, up to date and interactive website	None other than existing resources.
Review customer feedback is obtl to comment on the qualitt ease of access to inform and service received	Customer Access Strategy Quality Service Provision VFM	R&B Mgr CCM	April 2016	December 2016	H	Feedback received on general service provision	As above
Revie effectiveness of using; texting to chase missinefit information and promymment as appropriate	Customer Access Strategy Quality Service Provision VFM	SSSM R&B Mgr B & FI Mgr R M	April 2016	October 2016	M	Introduce prompts where it is cost effective to do so	Financed from savings in postage and production of paper documents
Introd robust mobile worknilution predominantly for usstaff undertaking inspes and visits	Customer Access Strategy Quality Service Provision VFM	SSSM R&B Mgr AD (ICT)	April 2016	June 2016	H	Inspections being undertaken using technology	Will require business case to be made to demonstrate VFM
Revieerational benefits of introd; bar coding on Housient documents	Quality Service Provision VFM	SSSM R&B Mgr AD (Hsg)	April 2016	October 2016	M	Bar Coding technology live	Will require business case to be made to demonstrate VFM
Revie ongoing support of a robuseo Conferencing platfoort of the hubs	Customer Access Strategy VFM	ACE (CS) AD (ICT) CCM	April 2016	December 2016	H	VC solution is robust and being used by customers	Will require business case to be made to demonstrate VFM

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Staff/ Human Resource Matters							
Hold 1st quarterly meetings of the Service governance board	Quality Service Provision VFM	ACE (CS) R&B Manager	April 2016	March 2017	H	Meetings held	None other than already committed
Review interim shared management and operational arrangements put in place with NBBG make recommendations to Members as to proposals on the future of the service delivery model. These will include are not limited to	Quality Service Provision VFM	ACE (CS) R&B Manager	April 2016	February 2017	H	Review completed and reported to Members by March 2017	If any changes are proposed and approved, the existing budget will need reviewing Identify success of jointly employed joint fraud officer and agree resources needed to investigate CTS fraud in consultation with the Section 151 Officers
<ul style="list-style-type: none"> Reviewing ICT systems Tied for a fraud officer Frapprenticeship opportunities Reviewing job roles in light of welfare reform & policy changes Reviewing funding impacts on service 	Quality Service Provision VFM	ACE (CS) CCM	April 2016	February 2017	H	Review completed and reported to Members by March 2017	None other than those already identified
Review structure of the Customer Services Team and make recommendations on any proposed future direction. Advise the demands on the team as a result of access/welfare impacts	Quality Service Provision VFM	ACE (CS) CCM	April 2016	February 2017	H	Review completed and reported to Members by March 2017	None other than those already identified

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Partnrip and Financial Inclusion Commitments							
Overse operation of the NW F deliver and coord Financial Inclusion (F.I) ay in the borough and reviewed for an F.I. strategy	Health and Well Being Theme Quality Service Provision	ACE (CS) B & FI Manager	April 2016	March 2017	H	Regular meetings and Action Points implemented	Activity of the CAB, Credit Union and Warwickshire Welfare Rights is currently being reviewed as part of the wider borough wide and countywide commissioning of advice services by WCC
Work the Countywide FIP as weNBBC via our shared work is agenda to deterthe best approach aroun commissioning and fundiradvice services and compitary activity. This will focusing party to ESIF, Lottedr WLWS bids coordd regionally	Customer Access WCC Priority	ACE (CS) R&B Mgr B & FI Mr AD (CD) Policy	April 2016	March 2017	H	FI Strategy adopted if Considered necessary An agreed approach to funding is agreed for advice activity to be undertaken internally and with partners	Internal FI support will continue to be delivered by R&B and Housing staff
Contio develop effective operal & liaison arranants with the DWP in any ad role for the Council in delig the Universal SuppDelivered Locally agemis will be based on havinnancial and political mandb undertake UC work	Customer Access Strategy Quality Service Provision VFM	ACE (CS) R&B Mgr CCM B & FI M	April 2016	March 2017	H	New working practices agreed	None other than those already identified New burdens funding has been provided in 2015/16 and we await future funding proposals from 2016 onwards by the DWP
Contio look for funding and other working opportunities to pre people for Universal Credit		ACE (CS) B & FI Manager R & B Mgr	June 2016	March 2017	M	Successful Funding Bids	Additional support will be available from Jobcentre plus staff

Action	Community Plan Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<ul style="list-style-type: none"> • Continuing to support along and support the work of the CAB. This work undertaken by providing the service, agreements to be followed making better referrals. These include but are not limited to • Reviewing the lessons learned from the 100 debtors project • Continuing to be the best approach to dealing with customers in debt a corporate with • Developing a low level debt process • Reviewing the agreement to be used • Putting the Fine Worker Tc • Reviewing ongoing funding 	<p>Quality Service Provision Health and Well Being Customer Access Strategy VFM The Local Economy WCC Priority</p>	<p>ACE (CS) R&B Mgr B & FI Manager AD (H) AD (CD)</p>	April 2016	March 2017	H	<p>A customer focused debt advice and information service being delivered and accessible to all residents</p> <p>Improved Collection Rates</p> <p>Cost effective and realistic enforcement methods deployed</p> <p>Write offs approved in appropriate cases</p> <p>A low level debt process agreed with CEA</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 2016 onwards by the DWP</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 work with other councils and welfare agencies to promote awareness of ongoing welfare. Reform and maximise entitlement/ access to help 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 WCC Lead	April 2016	March 2017	H	Advice and Signposting being provided by a number of mediums in a coordinated way via <ul style="list-style-type: none"> • North Talk • Website • Targeted letters Increased take up of benefits or schemes	Within existing resources Any future activity will have to be subject of any successful ESIF / Lottery bids or utilising Government funding specifically provided to help promote awareness or take up campaigns
Review WCC the possibility of increased involvement in FSM or social assessments			April 2016	January 2017	M		Will require business case to be made to demonstrate VFM
Continue to promote positive messages around affordable borrowing options having regard to work being led by WCC	Customer Access Quality Service Provision The Local Economy WCC Priority	AD (CS) R & B Mgr B & F.I Manager	April 2016	March 2017	H	Greater take up of credit union services – basic bank accounts and budgeting	None internally – funding to run the service is reliant on agreed funding being identified either from, WCC or the DWP.
Continue to promote fuel poverty water saving measures with Public and Fe Sector partners well as the Housing / Public Health CAB having regard to work being led by WCC	Quality Service Provision, Health and Well Being WCC Priority	R & B Mgr B & F.I Manager AD (H) Policy	April 2016	March 2017	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

action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Contio work along Chapter One to define the future ongoing delivery model of the bank provide business case we agreed that make financially sustainable	Health and Well Being Theme Quality Service Provision Customer Access	ACE (CS)	April 2016	December 2016	H	Food Banks operating successfully in support of the WLWS scheme and the Councils own referral process Complimentary support to our welfare and health commitments Making a positive difference on welfare, health and well being grounds	WCC Funding will be requested to enable this to happen in 2016/17. If refused, discussions will be undertaken with members to fund locally for a further year and to determine ongoing local support via Members to continue this initiative This may involve seeking to get contributions from other agencies and organisations benefitting from these provisions
Assist in identifying future streams with V Public Health and external fund providers		ACE (CS) B & FIM	April 2016	December 2016	H		
Embedding & identify any mod suppliers		ACE (CS) B & FIM	April 2016	March 2017	M		
Improve referral process for food as part of Councils debt / well approach		R & B Mgr B & FIM Mgr R Mgr	April 2016	June 2016	H		
Agree partners and pts to utilise food shed		ACE (CS) AD (CD) B & FIM CCM	April 2016	March 2017	M		
Under the Ocado ChristEve project		ACE (CS) CCM	October 2016	December 2016	M		

Action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Assisupporting the ongoing develent of the Community Hubs: will involve prombut not directly delive</p> <ul style="list-style-type: none"> • A ty of Community Fcd Activities around hé well being, cooking et • Pmg coordinated sut to hub coordinators • Pring the facilities and thnology within them asmaton points • Wg with new and ex partners to deliver thrtary bid ambitions artcomes • Ashe hubs identify voers to help resource this and the B.O.B Bus deoutcomes 	<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</p> <p>Theme links</p>	<p>ACE (CS) / CCM AD (CD) B& FI Mgr</p>	<p>April 2016</p>	<p>March 2017</p>	<p>H</p>	<p>Each B.O.B Hub open for over 15 hours per week (where agreed by Year 3) and support a variety of programmes to local communities</p> <p>Task and Finish Group meetings held and reporting to the C&E Board</p> <p>Use of the facilities by communities making the facilities sustainable and vibrant.</p> <p>Increased use of Video Conference technology</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>Contio support FIP Partn particular WCC, Publialth and JC Plus to promnd develop activities that srt the better delivery of thencils Community Partnp Agenda and the Prioritmiles Programme</p>	<p>Corporate themes of</p> <p>Health and Well Being</p> <p>Better Access</p> <p>Improving Skills and Aspirations</p>	<p>ACE (Solicitor to the Council) ACE (CS) AD (CD) AD (H) WCC Lead</p>	<p>April 2016</p>	<p>March 2017</p>	<p>H</p>	<p>Agreed projects being delivered</p> <p>Outcome reports communicated to Members via the NWCP, C&E Reports and Task & Finish Group</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>

action	Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Under Health & Safefits in line with division programme	Strategic Resource Management	R&B Mgr/CCM	April 2016	March 2017	H	Exercise completed in line with timetable	Build into existing work plans
Under all Risk Assessments in line with division programme	Strategic Resource Management	R&B Mgr/CCM	April 2016	March 2017	H	Exercise completed in line with timetable	Build into existing work plans
Under Equality Impassessments of any posed changes	Quality Service Provision	AD (CS) R&B Mgr/CCM	April 2016	March 2017	M	Exercise completed in line with timetable	Build into existing work plans
Under disaster recovery processes & business continuity plans are rnt and up-to-date.	Strategic Resource Management	R&B Mgr/CCM	April 2016	March 2017	H	Exercise completed in line with timetable	Build into existing work plans
Delivering in line with alsals	Quality Service Provision, Strategic Resource Management	R&B Mgr, CCM	April 2016	March 2017	H	Undertaken in line with programme	Deliver within agreed plan
Under annual staff survey	Quality Service Provision	ACE (CS)	October 2016	January 2017	H	Exercise completed in line with timetable	Build into existing work plans
Agree to act on any outco			February 2017	March 2017			
Ensuroices are paid on tinthin 30 days)	Quality Service Provision	R&B Mgr, CCM	April 2016	March 2017	H	Above average performance in Council – at least 975 achieved	None
Contip participate in benching exercises and bracece discuss with external group	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

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2016/17

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
1. Strategy – Development & Implementation								
ICT Strategy								
1.1	Ensure ICT Strategy actions are included in 2017/18 Service Plan	Responsible financial & resource mgmt	LB/GH	Sep 16	Mar 17	High	Strategy reviewed and actions to progress included in Service Plan.	
Procurement Strategy								
1.2	Develop and seek approval for 2017 – 2021 Procurement and Commissioning Strategy.	Responsible financial & resource mgmt	LB/EC	Jun 16	Dec 16	High	Strategy reviewed, updated and approved.	
1.3	Ensure Procurement Strategy actions are included in 2017/18 Service Plan	Responsible financial & resource mgmt	LB/EC	Sep 16	Mar 17	High	Strategy reviewed and actions to progress included in Service Plan.	
Customer Access Strategy								
1.4	Community Hubs • Provide technical advice & support to existing hubs.	Promoting Sustainable & Vibrant Communities.	NB	Ongoing	Mar 17	Med	Support provided to agreed service levels.	
1.5	• Work with ACE(CS) staff to review conferencing solution used.		ACE(CS) /NB	TBC	TBC	Med	Preferred Solution identified.	
1.6	Broadband • Work with CSW Project Team on the BDUK project.	Supporting employment and business	LB/GH	Ongoing	Mar 17	High	BDUK funding allocated to Council's priority areas.	BDUK funding and Council Match funding.
1.7	Support Councils access ambitions • Help deliver Channel Strategy and Customer Access Projects.	Customer Access Strategy.	LB/GH	Apr 16	Mar 17	Med	Access projects achieve agreed aims.	
1.8	Digital Agenda – Online Services • Raise awareness and work with services to improve and move service to the best channels.	Customer Access Strategy.	LB/HH	Apr 16	Mar 17	Med	Awareness raised. Digital services promoted Online Service report plan implemented.	Focus on customer benefits/high volume services and services channel shift projects.

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

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2016/17

2. Standards and Policy – Development and Implementation

2.1	PSN (Gov. Connect) <ul style="list-style-type: none"> Ensure actions identified as part of 2015/16 submission are acted on. 	ICT Strategy, IS Policy, Govt requirement.	GH/NW	April 16	Sept 16	High					
2.2	<ul style="list-style-type: none"> Commission Health Check and prepare for and submit the annual Code of Connection. 	ICT Strategy, IS Policy, Govt requirement	NW/GH	Jul 16	Nov 16	High	Health check completed "high" issues resolved. CoCo approved				Cost of compliance will depend on mandated security requirements
2.3	PCI DSS <ul style="list-style-type: none"> Be compliant with the standard and promote awareness of it. 	IS Policy, Banking Requirement. Resp resource mgmt.	GH/LS	Jul 16	Mar 17	Med	Approved assessment. Implications understood.				No costs anticipated. Training provided by relevant managers.
2.4	Transparency Code <ul style="list-style-type: none"> Coordinate response to Code and ensure mandatory data is published 	Govt legislation	LB	Ongoing	Mar 17	High	Mandatory data published.				Staff resources needed from Finance, HR and Information Services
2.5	IT and Cyber Security <ul style="list-style-type: none"> Improve control of HTTPS web browsing traffic. 	IS Policy, Responsible resource mgmt.	NW	Apr 16	Sept 16	Med	Ability to recognise, filter or block web traffic as required.				Any hardware cost will be funded from Capital Infrastructure Budget.
2.6	<ul style="list-style-type: none"> Review IT/Cyber Security measures and identify ways to improve the security of our systems and data. 	IS Policy, Safer Communities.	GH/NW	Jun 16	Mar 17	Med	Issues identified. Proposals to improve security developed.				Financial implications, if any, will be identified in any proposals.
2.7	<ul style="list-style-type: none"> Maintain Cyber Security Certification while it is required. 	IS Policy, Safer Communities.	GH/NW	Jun 16	Sept 16	Med	Reassessed by 24/9/16. At least Cyber Essentials obtained.				Certifications around £800 if done with the PSN Health Check.
2.8	Data Management <ul style="list-style-type: none"> Work with Policy to improve data classification & its management 	IS Policy, Responsible resource mgmt.	Policy GH/TB	Sept 16	Mar 17	Med	Agree & implement approach to data management.				Staff briefing and possibly formal training.
2.9	<ul style="list-style-type: none"> Work with Policy to review the Retention and disposal policy and implement any changes in Trim. 	IS Policy, Responsible resource mgmt.	Policy TB/GF	Sept 16	Mar 17	Low	Agree & implement any Policy Changes.				
2.10	<ul style="list-style-type: none"> Review how data is stored & ensure important data remains accessible. 	Responsible resource mgmt.	GH/NB	Sept 16	Dec 16	Low	Data accessibility and integrity maintained.				

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3. Use of Information Technology – Development Programme									
EDRMS			TB/DC						
3.1	TRIM • Work corporately or with services to improve the use of Trim & workflow	Responsible resource mgmt.		Apr 15	Mar 16	Low	Work with service to meet their needs. Processes improved.		
3.2	• Upgrade Trim System and replace hardware.	Responsible resource mgmt.	TB/NW	Apr 16	Sept 16	High	Trim upgraded & running on suitable hardware.		Funded from approved capital budgets.
Website & Social Media									
3.3	Website • Work with Services so that they can maintain and improve their content.	Customer Access Strategy.	HH/TF ChH	Apr 16	Mar 17	High	Content relevant, up to date and useable.		Needs staff resource from all divisions.
3.4	Social Media • Ensure Social Media is managed, responded to and kept up to date.	Customer Access Strategy.	HH/TF ChH	Apr 16	Mar 17	High	Ensure information is up to date and relevant.		Training to use Social Media in a work context
3.5	• Investigate if there is a need for Social Media management tools.	Customer Access Strategy.	GH/ HH ChH	Apr 16	Mar 17	Low	Investigation complete & recommendations made.		Training to use Social Media in a work context
GIS, LLPG & Street Naming & Numbering									
3.6	LLPG Improvement Schedule • Work to meet National targets and improve LLPG data quality.	CAS. Responsible resource mgmt. National Initiative	JS	Ongoing	Mar 17	High	Work to maintain Bronze level of National Standard.		
3.7	• Develop 2017/18 Improvement Plan/Schedule.	National Initiative	JS	Oct 16	Mar 17	Med	Improvement Plan produced.		
3.8	• Support data matching work for Individual Electoral Registration.	Responsible resource mgmt.	JS	Ongoing	Mar 17	High			Project Sponsor – David Harris.
3.9	GIS • Work to support Services GIS/LLPG needs.	CAS. Responsible resource mgmt.	JS	Ongoing	Mar 17	Med	Project(s) completed to meet agreed Service needs.		
3.10	• INSPIRE – provide data as required for national INSPIRE project. • Complete Defra return by 31/3/17	National Initiative.	JS		Mar 17	Med	Requests for data fulfilled.		Work with other Districts and WCC.
Service Specific Projects									
3.11	Contact Centre – CRM Contract • Work with Customer Services and Divisions to develop the CRM.	CAS. Responsible resource mgmt.	HH/ ChH/CH	Ongoing	Mar 17	High	Ongoing development of forms, services and reporting.		

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3.12	<p>Upgrade Business Application</p> <ul style="list-style-type: none"> Upgrade applications and/or review the hardware they use to meet upgrade cycles and user needs. 	Responsible resource mgmt.	LS/CH/NW	Ongoing	Mar 17	High	Academy, Total, Flare, Open Housing, ILAP Payments.	
3.13	<p>Leisure System</p> <ul style="list-style-type: none"> Work with Leisure Services on any further developments to Gladstone required after go live. 	Leisure Facilities Service Plan.	TB/GH	Ongoing	Sep 16	High	Additional functionality implemented and live.	
3.14	<ul style="list-style-type: none"> Work with Leisure on the Learn 2 module implementation and go-live. 	Leisure Facilities Service Plan.	TB/GH	Ongoing	Sep 16	High	Swimming module, DD Payments & Parents' portal live.	
3.15	<p>Housing – Open Housing Modules</p> <ul style="list-style-type: none"> Assist with the implementation of Open Housing modules as required. 	Housing Service Plan.	LS/GH	Apr 16	Mar 17	Med	Technical implementation of new modules.	Housing Capital
3.16	<p>Revenues and Benefits</p> <ul style="list-style-type: none"> Support the review of mobile working functionality. 	ACE (CS) Service Plan. CAS	LS/GH	TBC	TBC	Med	Review options for enabling VO's to mobile work.	
3.17	<p>e-payments</p> <ul style="list-style-type: none"> Continue to improve and increase online payment for services. 	CAS. Responsible resource mgmt.	LS/HH	Apr 16	Mar 17	Med	More e-payments. Fewer Cheque & cash payment.	
3.18	<p>Small Application Support</p> <ul style="list-style-type: none"> Support and develop existing small database applications e.g. licensing 	Responsible resource mgmt.	MV	Ongoing	Mar 17	Med	Systems supported and agreed developments completed.	
3.19	<p>Recording Council Meetings</p> <ul style="list-style-type: none"> Identify, cost and present options for recording Board meetings. 	Responsible resource mgmt..	GH/LB	TBC	TBC	High	Preferred option identified and implemented if required.	No funding identified for the project.
4. Use of Information Technology – Technical and Infrastructure Improvements								
4.1	<p>Backup</p> <ul style="list-style-type: none"> Identify, procure and implement an appropriate solution for backup. 	Responsible resource mgmt. ICT Strategy.	NB	Apr 16	Sep 16	High	Suitable backup solution implemented and live.	Budget identified as part of the Capital Programme.
4.2	<p>Resilience</p> <ul style="list-style-type: none"> Review hardware, software and particularly communication line resilience and scope improvements. 	Responsible resource mgmt. ICT Strategy. DR/BC	GH/NW /NB	Apr 16	Mar 16	High	Issues and options for solutions identified. Decisions on Risk and resolution made.	Costs will be identified during investigations. Improvement funded from existing budgets.

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4.3	Desktop Hardware & software <ul style="list-style-type: none"> Ensure staff have adequate PC's and ICT equipment for their roles. 	Responsible resource mgmt. ICT Strategy.	NB/MV	Apr 16	Dec 16	Med	ICT hardware replaced in line with ICT strategy.	Capital and Revenue Budgets.	
4.4	Unified Communications <ul style="list-style-type: none"> Investigate how Mitel and Email can be used to improve communication 	Responsible resource mgmt. ICT Strategy.	NB/NW /CH	Sep 16	Mar 17	Med	Options identified and implemented if cost effective.	Any costs will be identified during investigations.	
5. Procurement									
5.1	E-procurement - TOTAL <ul style="list-style-type: none"> Provide training, advice & support for use of TOTAL for procurement. 	Public Services / Proc. Strategy	TF/JH	Ongoing	Mar 17	Med	Training provide on request. Help enforce use of TOTAL Orders.		
5.2	Contracts <ul style="list-style-type: none"> Maintain a Contract Register & use it for compliance and planning. 	Responsible resource mgmt Proc. Strategy	LB/EC	Jul 16	Nov 16	High	Up to date Contract Register. AD's aware of their division's contracts.		
5.3	E-procurement – In-Tend <ul style="list-style-type: none"> Ensure the use of In-Tend for all tenders and larger quote exercises. 	Responsible resource mgmt Proc. Strategy	EC	Ongoing	Mar 17	High	Users & Procurement team trained. Used for all Tenders & larger Quotes.	Procurement Team to provide training and support if needed.	
5.4	<ul style="list-style-type: none"> Engage with CSW on In-tend and other areas of joint interest. 	Responsible resource mgmt.	EC	Ongoing	Mar 17	Med			
5.5	<ul style="list-style-type: none"> Work with services to let Contracts due or needed in 2016/17 e.g. :- o....To be agreed. 	Responsible resource mgmt Proc. Strategy	EC	Apr 16	Mar 17	High	Compliant contracts let and used.		
5.6	Supplier Relationships <ul style="list-style-type: none"> Work with suppliers (SME's & Local) to encourage them to bid for work. 	Responsible resource mgmt Proc. Strategy	EC	Jul 16	Mar 17	Med	Encourage and support suppliers to register on In-tend.		
5.7	<ul style="list-style-type: none"> Identify and work with key suppliers to ensure efficiency. 	Responsible resource mgmt Proc. Strategy	EC	Jul 16	Mar 17	Med	Suppliers identified from spend & arrangements to manage them in place.		
5.8	Savings <ul style="list-style-type: none"> Work on procuring standard goods to achieve savings. 	Responsible resource mgmt Proc. Strategy	EC/TF /JH Services	Apr 16	Mar 17	High	Opportunities identified. Savings achieved, monitored and reported.		
5.9	Advice and Compliance <ul style="list-style-type: none"> Advise services and work with them to ensure compliance with CSO's. 	Public Services / Procurement Strategy	EC/TF /JH	Ongoing	Mar 17	High	Effective and compliant procurement.	In-house advice and guidance provided.	

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5.10	<ul style="list-style-type: none"> Review procurement documents & ensure website & In-tend info is up to date and consistent. 	Public Services / Procurement Strategy	EC/TF /JH	Apr 16	Dec 16	Med		
6. Printing and Copying								
6.1	<ul style="list-style-type: none"> Printer and Copier Provision Complete the review of and implement agreed changes to print room cover and use. 	Responsible resource mgmt	JH/EC	Apr 16	Jan 17	High	Cover provided to meet service needs.	
6.2	<ul style="list-style-type: none"> Print Room equipment & MFD's Procure and implement Print and Copy equipment and services. 	Responsible resource mgmt	JH/EC	Jun 16	Jan 17	High	Identified, procured and implemented equipment & service provided. Funded over the term of the contract. Savings expected.	
7. Central Services								
7.1	<ul style="list-style-type: none"> Licensing Work with Environmental Health to implement Flare for Licensing. 	Env Health Service Plan.	SS/PM	TBC	Mar 17	High	Admin complaint and system used as required by S Whiles. Training and familiarisation needed.	
7.2	<ul style="list-style-type: none"> Local Land Charges Respond to Land Registry's work on LLCR searches. 	Govt Initiative.	YB/PM	Ongoing	TBC	Med	Time spent recorded for burdens payment.	
7.3	<ul style="list-style-type: none"> Work on the Gazetteer to improve data quality Land Registry. 	Govt Initiative	JS/PM	Ongoing	TBC	Low	Timing of work unclear may be 2017/18.	
7.4	<ul style="list-style-type: none"> Post Continue to work to reduce incoming / outgoing post. 	Responsible resource mgmt	SS/PM	Ongoing	Dec 16	Med	Reduce unnecessary cost & work on post sorting and distribution. Work with staff to enforce good practice.	
7.5	<ul style="list-style-type: none"> To review the postal service provision and investigate options. 	Responsible resource mgmt	PM/SS/EC	Jun 16	Mar 17	Med	Options identified and preferred options chosen	
7.6	<ul style="list-style-type: none"> Review and work with service to reduce the amount of enveloping and mail outs done. 	Responsible resource mgmt	PM/SS/CH	Jul 16	Dec 16	Med	To be decided after investigation.	
7.7	<ul style="list-style-type: none"> Encourage staff to adopt alternative forms of communication if possible and appropriate. 	Responsible resource mgmt	PM/SS	July 16	Mar 17	Med	Reduction in outgoing post or alternative methods used.	
8. Communications and Public Relations								
8.1	<ul style="list-style-type: none"> Local Media Maintain positive relations with local media. 	All priorities. Consultation and communication	KB	April 16	Mar 17	High	Positive news stories & response where we need to react or be proactive. LB & GH to coordinate response when KB unavailable.	

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8.2	<p>Council's Communications Group</p> <ul style="list-style-type: none"> Facilitate the work of a corporate Communications Group 	Consultation and communication	LB/KB	Ongoing	Mar 17	High	Group running effectively Comms/PR activity better coordinated.	
8.3	<p>north talk</p> <ul style="list-style-type: none"> Produce three editions of North Talk part funded through advertising. 	All priorities. Consultation and communication	KB	Apr 16	Mar 17	High	Three editions produced & distributed. Readers' survey	Additional or special editions depend upon funding.
8.4	<ul style="list-style-type: none"> Support the Scrutiny Board T&F Group review of Communications. 	Scrutiny.	LB/KB	Ongoing	Jul 16	Med	Implement changes agreed by MT & Council.	
8.5	<p>Internal Communications</p> <ul style="list-style-type: none"> Produce Insider emails & ensure they are accessible to all staff. 	Consultation and communication	KB	Apr 16	Mar 17	High	Produced regularly and well regarded by staff.	
8.6	<ul style="list-style-type: none"> Advise on and coordinate general communication with staff as needed 	Consultation and communication	KB	Apr 16	Mar 17	Med	Produced regularly and well regarded by staff.	
8.7	<p>Communications Campaigns</p> <ul style="list-style-type: none"> Help identify, plan & deliver joined-up/focused campaigns to support Council and Divisional Priorities. 	All priorities. Consultation and communication	KB	Apr 16	Mar 17	Med	Continue campaigns for Hubs and Online and any new campaigns for 16/17.	Funding to be identified as part of any campaign plan.
8.8	<p>NW Community Partnership</p> <ul style="list-style-type: none"> Support communications activity of the Community Partnership. 	Access to Services Consultation and communication	KB	Apr 16	Mar 17	Med	Number of positive items in local press, north talk & websites	
8.9	<p>Heads of Comms Group</p> <ul style="list-style-type: none"> Support countywide comms. activity as agreed by the Heads of Communications Group. 	Consultation and communication	KB	Apr 16	Mar 17	Med	Represent NWBC's needs and feedback any actions or decisions.	
9. Community Plan, Corporate Plan, Vision and Political Priorities								
9.1	<p>Corporate Plan Actions</p> <ul style="list-style-type: none"> Progress and report on relevant actions. 	Corp Plan	LB	Apr 16	Mar 17	High		
10. External Assessment and Audit (Internal and External)								
10.1	<p>Scrutiny</p> <ul style="list-style-type: none"> To provide support for the Scrutiny Board and assist in the Council's Scrutiny exercises as required. 	Responsible resource mgmt	LB	Apr 16	Mar 17	High	Reports prepared and officer support for Scrutiny Board provided.	

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10.2	Audit (Internal and Computer) <ul style="list-style-type: none"> Ensure we implement agreed recommendations from past audits. 	Responsible resource mgmt	GH/LB/EC/PM	Apr 16	Mar 17	Med	Recommendations actioned as agreed.
10.3	<ul style="list-style-type: none"> Support any ICT Audits. <ul style="list-style-type: none"> Areas to be identified by Internal Audit. 	Responsible resource mgmt	GH/LB	Apr 16	Mar 17	High	Score => Adequate Management responses provided and actioned. Any cost identified as part of agreeing recommendations.
10.4	<ul style="list-style-type: none"> Support planned Internal Audits. ...to be identified. 	Responsible resource mgmt	LB/EC/GH/PM	Apr 16	Mar 17	Med	Score => Adequate. Mgmt response actioned. Cost identified as part of recommendations.
11. Value for Money Review and Services Improvement							
11.1	Review of Development Control <ul style="list-style-type: none"> Participate in and support the Systems Thinking review of DC 	DC Service Plan	PM/AH/CH	Ongoing	TBC	High	Review complete and improvements implemented.
11.2	<ul style="list-style-type: none"> Assist with the implementation of the outcomes of the DC Review. 	DC Service Plan	PM/CH	TBC	TBC	High	Agreed improvements implemented.
11.3	Service Desk Review <ul style="list-style-type: none"> Review the effectiveness of any operational changes. 	Responsible resource mgmt	GH/NB/NV	Oct 16	Mar 17	High	Service provided to service levels and with the resource available. IT Apprenticeship ends and this will impact on resource levels.
11.4	<ul style="list-style-type: none"> Carry out a customer survey to help inform service desk development. 	Responsible resource mgmt	GH/LB	Jul 16	Sept 16	Med	If not done in 2015/16
12. Performance Management and Indicators (Local and National)							
12.1	<ul style="list-style-type: none"> Produce and report on agreed Service Performance Indicators. 	Responsible resource mgmt.	LB/GH	Apr 16	Mar 17	High	Performance against indicators identified.
13. Risk Management							
13.1	Service & Operational risks. <ul style="list-style-type: none"> Formally review Risks Assessments and update containment plans. 	Responsible resource mgmt.	GH/EC/LB/PM	Sep 16	Dec 16	Med	Updated risks and mitigation.
14. Business Continuity, Disaster Recovery and Emergency Planning							
14.1	IT Disaster Recovery (DR) <ul style="list-style-type: none"> Test ICT DR for priority services. 	ICT Strategy. Responsible resource mgmt.	GH/NB	Dec 16	Mar 17	Med	Successful test & plan updated.
14.2	Emergency Planning/BC <ul style="list-style-type: none"> Support the Council and County in their preparation and response to emergency situations – Comms, Telecomms, Procurement etc. 	Consultation and Communication	KB, GH, LB, EC	Apr 16	Mar 17	High	Provide support in a variety of ways. Attend Works Resilience Forum and Telecomms group.

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14.3	Business Continuity • Ensure sections BC and DR plans are up to date and communicated.	Responsible resource mgmt.	EC/GH/LB/PM	Jul 16	Dec 16	High	BC / DR plans in-place and relevant staff aware of responsibilities.
15. Health and Safety							
15.1	• Do H&S Assessments & Audits to ensure assessments are sufficient and implement actions identified.	Health and Safety	EC/GH/NB/PM	Sep 16	Mar 17	High	Up to date assessments & reviews. Actions completed.
15.2	• Chair H&S Working Party.	Health and Safety	LB	Apr 16	Mar 17	High	Meetings take place and actions progressed.
16. Skills & Awareness							
16.1	Training and Awareness • Provide workshops, information or guides for staff on processes and technology (How To's) as required.	Responsible resource mgmt.	GH/EC/PM	Jul 16	Feb 17	Med	Raised awareness of Division's services. Staff understand and comply with processes.
16.2	IT/Cyber Security Training • Identify and provide IT/Cyber Security training for all staff.	IS Policy. Responsible resource mgmt.	GH	Apr 16	Dec 16	High	Raise staff awareness of threats & actions to take. Liaise with HR and Policy.
17. Divisional Skills Development & Staff Survey Issues							
17.1	Divisional Skills • Ensure the development and delivery of Sections' Training Plans	Responsible resource mgmt.	GH/EC/PM	Jun 16	Mar 17	High	Plans developed and delivered and skills used. Resourced through Development Programme.
17.2	Divisional Sickness levels • Monitor and aim to reduce	Responsible resource mgmt.	LB/GH/PM/EC	Apr 16	Mar 17	Med	Sickness absence as low as possible and Policy implemented consistently
17.3	2015 staff survey results. • Implement the 3 areas identified for improvement from 2015 Survey.	Responsible resource mgmt.	LB/ EC/ GH/PM	Sep 16	Mar 17	Med	Maintain or improve where necessary for future surveys. Training implications may arise from improvement plan.
17.4	Workforce Planning • Implement areas identified in 16/17 Plan & update plan as required.	Responsible resource mgmt.	LB	Apr 16	Jan 17	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 2016-17**

Action	Community Plan Objective, Corporate 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 2016	March 2017	H	Targets met	None
Secure reliance on audit work from the External Auditors.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	April 2016	April 2017	H	Reliance placed by External Auditor	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 2016	April 2016	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 2016	March 2017	M	Appropriate resource maintained	None
Review risk matrices and update as necessary	Risk Management Policy	B Haswell	Jan 2016	Jan 2016	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	September 2016	January 2017	M	Survey distributed – forms updated	None

Agenda Item No 7

Resources Board

25 January 2016

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 2016/17

1 Summary

- 1.1 The report covers the fees and charges for 2015/16 and the proposed fees and charges for 2016/17.

Recommendation to the Board

That the schedule of fees and charges for 2016/17, set out in the report be accepted.

2 Consultation

- 2.1 The Chairman, Vice Chairman and Opposition Spokesperson have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Introduction

- 3.1 At its meeting held in September, the Executive Board agreed the budget strategy for 2016/20, which included an allowance for price increases of 2% equating to £730 additional income.

4 Fees and Charges proposed for 2016/17

- ... 4.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2016/17. Some prices have been increased by 2% in line with the budget strategy for 2016/20 as agreed by Executive Board in September 2015, while fees for court summons costs, statements of account copies and parking penalties have been kept the same as in 2015/16. The amounts shown have already been included in the revenue estimates for 2016/17.

- 4.2 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.

- 4.3 No increases have been applied to Borough Care Charges for 2016/17 as these charges are subject to a separate board report on the agenda.
- 4.4 The variations in the fees for the Mobile Homes Act 2013 reflect the charges agreed by Resources Board on 8 September 2015 and new fees have been added for penalties allowable in the Smoke and Carbon Monoxide Alarms (England) Regulations 2015 as reported to Resources Board on 16 November 2015.
- 4.5 The Anti-Social Behaviour, Crime and Policing Act 2014 is a new Act refreshing the powers available to the police, local authorities and others to tackle anti-social behaviour. The tools under Parts 2-6 of the Act have been available to use from 20 October 2014. These tools include Community Protection Notices. Breach of a Community Protection Notice can result in the service of a fixed penalty fine of £100.
- 4.6 The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 made it a legal requirement for all lettings agents and property managers in England to join a Government-approved redress scheme by 1 October 2014. This means that tenants, prospective tenants, landlords dealing with lettings agents in the private rented sector; as well as leaseholders and freeholders dealing with property managers in the residential sector can complain to an independent person about the service received. This will make it easier for tenants and landlords to complain about bad service and prevent disputes escalating. The order is enforced by local housing authorities. The enforcement authority can impose a fine of up to £5,000 where it is satisfied, on the balance of probability that someone is engaged in letting or management work and is required to be a member of a redress scheme, but has not joined. A fixed penalty of £5,000 has been added.
- 4.7 HMO licencing was introduced under the Housing Act 2004 and became operative in 2006. Licences last for 5 years and after two periods of licence renewals it was deemed necessary to review the authorities fees charged for applications and renewals. The method of calculation of fees is now compliant with current financial regulations.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 The pricing structure contained within this report is expected to generate additional income of £890 above the revised budget for 2015/16.
- 5.1.2 This will contribute to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates

2016/17 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 £450.

5.2 Risk Management

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD
FEEES AND CHARGES FROM 1 APRIL 2016

	2015/2016 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	VAT RATING
REGISTER OF ELECTORS (statutory)			
a) Paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	Outside Scope
b) Charge per full register in paper form	255.00 plus postage	255.00 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	93.50	93.50	"
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	"
DOG FOULING PENALTIES (Statutory)			
	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
LITTERING PENALTIES (Statutory)			
	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX REDUCTION (Statutory)			
	70.00	70.00	Outside Scope
FAILURE TO NOTIFY A CHANGE AFFECTING HOUSING BENEFIT (Statutory)			
	50.00	50.00	Outside Scope
ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 (Statutory)			
Fixed penalty fine	100.00	100.00	Outside Scope
THE REDRESS SCHEMES FOR LETTINGS AGENCY WORK AND PROPERTY MANAGEMENT WORK (REQUIREMENT TO BELONG TO A SCHEME ETC) (ENGLAND) ORDER 2014 (Statutory)			
Fixed penalty fine	5000.00	5000.00	Outside Scope
SMOKE & CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 (Up to Statutory Maximum)			
First Offence	2500.00 plus work in default costs	2500.00 plus work in default costs	Outside Scope
Second Offence	5000.00 inclusive of work in default costs	5000.00 inclusive of work in default costs	"

RESOURCES BOARD
FEES AND CHARGES FROM 1 APRIL 2016

	2015/2016 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	VAT RATING
PARKING PENALTIES			
If paid within 7 days	25.00	25.00	Outside Scope
If paid after 7 days	50.00	50.00	"
STATEMENTS OF ACCOUNT (per copy)			
	11.70	11.70	Outside Scope
INSPECTION AND COPYING OF BACKGROUND PAPERS UNDER SECTION 100H OF THE LOCAL GOVERNMENT ACT 1972			
a) Inspection of background papers to a part 1 report per item of business	2.50	2.60	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
COURT COSTS			
Summons Costs (Council Tax and NDR)	100.00	100.00	Outside Scope
BOROUGH CARE			
Charge for service users under 62 years not in receipt of low income subsidy (per week)	4.50	4.50	Standard
Monitoring only service (existing customers only-per year)	76.30	76.30	"
PROVISION OF CCTV IMAGES			
Individuals	12.00	12.20	Standard
Third Parties			
Requests taking up to 1 hour of officer time	60.00	61.20	"
Requests taking over 1 hour of officer time	120.00	122.40	"
REMOVAL OF ABANDONED VEHICLES (from private land)			
		Service now free of charge unless there are prohibitive difficulties	
RODENT CONTROL (commercial premises)			
Per hour (minimum 1 hour per visit)	51.00	52.00	Incl VAT at Standard Rate
	plus cost of materials	plus cost of materials	
PEST CONTROL (domestic premises)			
Fleas, bedbugs, cockroaches etc.	50.00	51.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	25.00	25.50	"
Wasps' Nests-subject to service capacity			
Residents in receipt of income related supplementary benefits	50.00	51.00	Incl VAT at Standard Rate
	25.00	25.50	"
Rats and mice			
Rats in domestic premises	Free	Free	N/A
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	30.00	31.00	Incl VAT at Standard Rate
Mice only- residents in receipt of means tested benefits or in receipt of a pension	Free	Free	N/A
MOLE TRAPPING			
Initial assessment	Free	Free	N/A
Domestic premises (up to 6 visits)	100.00	102.00	Incl VAT at Standard Rate
Commercial premises	Case Specific	Case Specific	Plus VAT at Standard Rate
STRAY DOGS			
	51.00	52.00	Outside Scope
	Plus £12.00 per dog, per day	Plus £12.00 per dog, per day	"
	Plus vets' fees and fouling fines (or the current kennel rate)		

RESOURCES BOARD
FEES AND CHARGES FROM 1 APRIL 2016

	2015/2016 TOTAL CHARGE £	2016/2017 TOTAL CHARGE £	VAT RATING
HOUSING ACT 2004			
Enforcement notice (service)	200.00	204.00	Outside Scope
PRIVATE SECTOR HOUSING ENFORCEMENT			
Work in default rate	cost + 20%	cost + 20%	Standard
HOUSING MULTIPLE OCCUPATION REGISTRATION			
Per occupied room (5-yearly charge)	75.00		Outside Scope
New Application (Up to 5 Lets) (5-yearly charge)		648.00	Outside Scope
Transfer of Licence (Up to 5 Lets)		202.00	"
Variation of Licence (Up to 5 Lets)		202.00	"
New Application (6-10 Lets) (5-yearly charge)		752.00	Outside Scope
Transfer of Licence (6-10 Lets)		214.00	"
Variation of Licence (6-10 Lets)		214.00	"
New Application (11+ Lets) (5-yearly charge)		840.00	Outside Scope
Transfer of Licence (11+ Lets)		232.00	"
Variation of Licence (11+ Lets)		232.00	"
MOBILE HOMES ACT 2013			
Single Units / Family Sites (incl. Gypsy, Roma & Traveller Sites)			
New Site Licence Application	50.00	190.00	Outside Scope
Annual licence administration	Free	Free	"
Site rules lodgement (incl. variation/deletion)	50.00	35.00	"
Transfer of Site Licence	50.00	84.00	"
Variation of Site Licence	50.00	128.00	"
Multiple Units on Commercial Sites			
New Site Licence Application (per pitch)	25.00		Outside Scope
Annual licence administration (per pitch)*	12.00		"
Site rules lodgement (incl. variation/deletion)	50.00		"
Transfer of Site Licence	100.00		"
Variation of Site Licence	200.00		"
New Site Licence Application (2-5 Units)		190.00	Outside Scope
Annual licence administration (2-5 Units)		80.00	"
Site rules lodgement (incl. variation/deletion) (2-5 Units)		35.00	"
Transfer of Site Licence (2-5 Units)		84.00	"
Variation of Site Licence (2-5 Units)		128.00	"
New Site Licence Application (6-30 Units)		235.00	Outside Scope
Annual licence administration (6-30 Units)		125.00	"
Site rules lodgement (incl. variation/deletion) (6-30 Units)		35.00	"
Transfer of Site Licence (6-30 Units)		84.00	"
Variation of Site Licence (6-30 Units)		173.00	"
New Site Licence Application (31+ Units)		354.00	Outside Scope
Annual licence administration (31+ Units)		243.00	"
Site rules lodgement (incl. variation/deletion) (31+ Units)		35.00	"
Transfer of Site Licence (31+ Units)		84.00	"
Variation of Site Licence (31+ Units)		292.00	"

* Invoiced each March

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2016/17 - Services Recharged
Across All Boards

1 Summary

- 1.1 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.

Recommendation to the Board

- a To accept the revised budget for 2015/16; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2016/17, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 9 February 2016.**

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson have been sent an advanced copy of this report for comment. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2016/17 and this, together with a revised budget for 2015/16, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2014/15 are shown.
- ...
- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2016-2020 which required savings of £1.71 million over a four year period. This required budget savings of £535,000 in 2016/17 with additional savings of £475,000, £350,000 and £350,000 in 2017/18, 2018/19 and 2019/20 respectively. Some limited growth was built into the strategy in specific areas.
- 3.3 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.

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

	Approved Budget 2015/16 £	Revised Budget 2015/16 £	Original Budget 2016/17 £
Employee Costs	8,078,490	7,930,570	8,266,680
Premises	511,930	496,200	503,350
Supplies and Services	681,300	795,680	657,930
Transport	560,140	595,990	547,670
Earmarked Reserves	(6,920)	(10,190)	0
Gross Expenditure	9,824,940	9,808,250	9,975,630
Income	(168,530)	(183,650)	(166,390)
Net Controllable Expenditure	9,656,410	9,624,600	9,809,240
Recharged to Other Services	(11,663,070)	(11,619,440)	(11,805,960)
Departmental Support	12,350	29,150	29,490
Support Charges	1,557,900	1,497,150	1,494,230
Capital Charges	442,910	468,540	473,000
Net Expenditure	6,500	0	0

3.5 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.

4 **Comments on the 2015/16 Revised Budget**

4.1 The revised budget to be recharged across all Boards for 2015/16 is estimated to be £11,619,440; a decrease of £43,630 on the approved provision. The main reasons for variations are set out below.

4.2 **Employee costs** have decreased by £147,920 and the main variations are as follows:

	£
Increase in agency staffing budgets to cover vacant posts, maternity and sickness	108,570
Central training budget allocated to divisional budgets in line with the training plan	(16,270)
Central recruitment budgets allocated to divisional budgets in line with recruitment costs	10,930
Increase in salaries recharged to divisional budgets	23,580
Reduction in national insurance and superannuation costs due to vacancies	(39,680)
Reduction in salaries resulting from vacant posts	(232,960)
TOTAL	(145,830)

4.3 **Premises** have decreased by £15,730 and the main variations are as follows:

	£
Higher costs on alarms at the Council Offices more than offset by reductions in the cost of utilities	(2,140)
Lower utility costs at the Depot	(4,700)
A reduced recharge to the Council Offices from the Buildings Maintenance Fund	(9,100)
TOTAL	(15,940)

4.4 **Supplies and Services** have increased by £114,380 and the main variations are as follows:

	£
Increase in materials used for vehicle repairs	95,290
Additional spending on software for Revenue and Benefits	12,850
Additional expenditure relating to transparency work and the Inspire programme (funded from earmarked reserves)	10,190
Additional cost of occupational health services in 2015/16	9,660
Reduction in spending on professional services	(14,170)
TOTAL	113,820

4.5 **Transport** budgets have increased by £35,850 and the main variances are shown below:

	£
Increase in hired transport used by the refuse, streetscape and housing services	40,510
Reduction in essential travel allowances within the Housing Maintenance section	(3,590)
TOTAL	36,920

4.6 The increase in **income** of £15,120 arises mainly from the following;

	£
Ongoing loss of income from WCC, as they have stopped using our postal service.	3,200
The revised recharge for use of facilities at Council Offices reflects the actual inflationary increase applied	1,090
A contribution received for the purchase of Revenues and Benefits software.	(19,770)
TOTAL	(15,980)

4.7 **Departmental and central support** charges have decreased by £43,950. This is due to the effect of deleted, frozen and vacant post savings.

5 Comments on the 2016/17 Estimates

5.1 The 2016/17 estimates have been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2016;
- 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 £114,850 have been incorporated into the estimates being considered and are shown in Appendix D.

5.2 The original budget to be recharged across all Boards for 2016/17 is estimated to be £11,805,960; an increase of £186,520 on the 2015/16 revised budget and an increase of £142,890 on the 2015/16 original budget.

5.3 **Employee costs** have increased by £336,110 and the main variations are as follows:

	£
An increase in salaries following the reinstatement of vacant posts, maternity leave, sickness and secondments	203,400
The impact of budget provision for the pay award	120,350
An increase in superannuation costs to cover the 0.75% rise in the contribution rate and pension provision for the reinstated posts	114,160
Training budgets have been re-instated for 2016/17	16,270
Removal of Recruitment budget as this is held centrally until required	(10,930)
Decrease in agency staff (increased in 2015/16 for Community Services), reflecting the budget provision for full establishment	(107,960)
TOTAL	335,290

5.4 The reduction in **supplies and services** of £137,750 arises mainly from the following changes;

	£
Vehicle repairs are not expected to continue at 2015/16 levels, so materials have been reduced	(88,980)
Additional Revenue and Benefits software was in 2015/16 only	(19,770)
A reduction in the cost of occupational health services	(4,830)
Savings in Information Services hardware and telephones	(10,700)
Additional Information Services expenditure in 2015/16 has been removed	(10,190)
TOTAL	(134,470)

5.5 The decrease in **transport** of £48,320 is accounted for by the following;

	£
Decrease in hired transport	(66,380)
Reduced cost of tyres	(5,420)
Increase in expenditure on fuel	21,610
Increase in vehicle insurance costs	2,270
TOTAL	(47,920)

5.6 Use of **Earmarked Reserves** budgets has decreased by £10,190 and the variance is shown below:

	£
Information Services reserves not required to fund consultancy and software costs in 2016/17	10,190
TOTAL	10,190

5.7 The decrease in **income** of £17,260 arises mainly from the following item;

	£
One off contribution towards software purchases for Revenues and Benefits in 2015/16 has been removed	19,770
TOTAL	19,770

6 Growth Items

6.1 Provision for growth was built into the Council's Budget Strategy, approved in September 2015 by the Executive Board, to cover additional haulage costs faced by the recycling service, an increase in insurance premium tax, the move to the national living wage and additional funding for BDUK. There are no growth items relating to the services covered by this report.

7 Risks to Services

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

- Further changes to the employee taxation system (National Insurance)
- 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

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 2016/17. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2017/18 £	Forecast Budget 2018/19 £	Forecast Budget 2019/20 £
Employee Costs	8,475,580	8,682,120	8,894,890
Premises	516,230	521,110	534,520
Supplies and Services	670,810	672,860	685,630
Transport	569,150	588,220	611,160
Earmarked Reserves	0	0	0
Gross Expenditure	10,231,770	10,464,310	10,726,200
Income	(169,720)	(173,110)	(176,570)
Net Controllable Expenditure	10,062,050	10,291,200	10,549,630
Recharged to Other Services	(12,096,410)	(12,355,850)	(12,653,820)
Departmental Support	30,140	30,770	31,470
Support Charges	1,531,220	1,560,880	1,599,720
Capital Charges	473,000	473,000	473,000
Net Expenditure	0	0	0

8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2017/18 to 2019/20, 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 2.5% in 2017/18, 2.1% in 2018/19 and 2.4% in 2019/20.

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 (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
Various	Chief Executive	197,432	199,940	198,260	187,380
Various	Deputy Chief Executive	4,167,098	4,351,440	4,250,860	4,427,420
Various	Assistant Chief Executive and Solicitor to the Council	1,250,140	1,288,750	1,230,450	1,328,480
Various	Assistant Chief Executive (Community Services)	1,251,376	1,319,640	1,343,490	1,342,120
3006-3039	Building Maintenance Fund	207,210	211,630	229,460	230,360
3040-3041	Council Offices	230,535	206,590	198,020	202,560
3043	Central Telephones	25,983	27,770	27,790	22,550
3045	Recruitment	21,219	22,160	21,190	21,710
3046	Printing and Stationery	67,233	69,120	69,630	70,270
3047	Training	31,362	88,450	29,360	88,400
3048	Depot and Stores	67,840	68,770	67,200	71,000
3110	Postal Services	81,326	63,880	66,990	68,550
3226	Central Services	285,855	260,460	266,570	271,830
3290	Information Services	672,875	684,060	685,630	678,670
3291	Procurement	65,315	64,030	65,260	66,130
3292	Staff Welfare	24,688	17,920	27,980	20,180
3300	Transport Management Account	818,272	711,800	846,460	711,630
	Net Controllable Expenditure	9,465,759	9,656,410	9,624,600	9,809,240
	Recharged to Services	(11,614,289)	(11,663,070)	(11,619,440)	(11,805,960)
	Departmental Support	10,900	12,350	29,150	29,490
	Central Support	1,640,104	1,557,900	1,497,150	1,494,230
	Capital	515,932	442,910	468,540	473,000
	Resources Board (Recharged) Total	18,406	6,500	-	-

Resources Board Summary

Description	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
Totals - Recharged Services	6,500	-	-
Totals - Services Remaining	3,712,050	3,454,750	3,603,120
Central Vacancy Factor	(80,000)	-	(150,000)
FRS17 Pension Adjustments	-	-	-
Use of Earmarked Reserves	-	-	-
Resources Board Total	3,638,550	3,454,750	3,453,120

VARIOUS - CHIEF EXECUTIVE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	193,630	195,880	193,710	183,330
Supplies and Services	2,780	3,370	3,860	3,350
Transport Related Expenditure	1,022	690	690	700
NET CONTROLLABLE EXPENDITURE	197,432	199,940	198,260	187,380
Recharged to Services	(234,306)	(235,400)	(232,380)	(222,130)
Central Support	34,184	32,770	31,290	31,920
Capital Charges	2,690	2,690	2,830	2,830
NET EXPENDITURE	-	-	-	-

VARIOUS - DEPUTY CHIEF EXECUTIVE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	3,957,979	4,178,680	4,089,410	4,270,450
Supplies and Services	169,599	140,480	133,600	128,680
Transport Related Expenditure	66,748	34,130	29,700	30,140
Miscellaneous Expenditure	(948)	-	-	-
Earmarked Reserves	(5,900)	-	-	-
GROSS EXPENDITURE	4,187,478	4,353,290	4,252,710	4,429,270
GROSS INCOME	(20,380)	(1,850)	(1,850)	(1,850)
NET CONTROLLABLE EXPENDITURE	4,167,098	4,351,440	4,250,860	4,427,420
Recharged to Services	(4,931,883)	(5,082,090)	(4,987,010)	(5,165,600)
Central Support	680,797	643,350	639,760	641,790
Capital Charges	83,988	87,300	96,390	96,390
NET EXPENDITURE	-	-	-	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	1,188,073	1,259,910	1,203,170	1,300,790
Supplies and Services	78,448	36,620	35,980	36,000
Transport Related Expenditure	41,904	17,230	16,310	16,700
Miscellaneous Expenditure	60	-	-	-
Earmarked Reserves	(8,455)	-	-	-
GROSS EXPENDITURE	1,300,030	1,313,760	1,255,460	1,353,490
GROSS INCOME	(49,890)	(25,010)	(25,010)	(25,010)
NET CONTROLLABLE EXPENDITURE	1,250,140	1,288,750	1,230,450	1,328,480
Recharged to Services	(1,460,798)	(1,491,100)	(1,429,980)	(1,527,550)
Central Support	184,668	176,410	171,690	171,230
Capital Charges	25,990	25,940	27,840	27,840
NET EXPENDITURE	-	-	-	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE (COMMUNITY SERVICES)

This includes the Revenues and Benefits and Customer Contact budgets.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	1,173,593	1,220,160	1,253,730	1,252,540
Supplies and Services	92,274	99,830	103,210	83,440
Transport Related Expenditure	9,639	6,570	6,320	6,140
Miscellaneous Expenditure	858	-	-	-
Earmarked Reserves	(6,915)	(6,920)	-	-
GROSS EXPENDITURE	1,269,449	1,319,640	1,363,260	1,342,120
GROSS INCOME	(18,073)	-	(19,770)	-
NET CONTROLLABLE EXPENDITURE	1,251,376	1,319,640	1,343,490	1,342,120
Recharged to Services	(1,582,107)	(1,654,100)	(1,653,370)	(1,651,180)
Central Support	285,977	269,440	255,650	254,830
Capital Charges	44,754	65,020	54,230	54,230
NET EXPENDITURE	-	-	-	-

3006 to 3039 - BUILDING MAINTENANCE FUND

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2014/2015	BUDGET 2015/2016	BUDGET 2015/2016	BUDGET 2016/2017
Employee Expenditure	33,669	27,690	45,520	46,420
Premises Related Expenditure	174,899	183,780	183,780	183,780
Supplies and Services	1,394	160	160	160
Earmarked Reserves	(2,752)	-	-	-
NET CONTROLLABLE EXPENDITURE	207,210	211,630	229,460	230,360
Recharged to Services	(240,380)	(238,580)	(247,250)	(247,770)
Central Support	33,170	33,450	17,790	17,410
NET EXPENDITURE	-	6,500	-	-

3040 to 3041- COUNCIL OFFICES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2014/2015	BUDGET 2015/2016	BUDGET 2015/2016	BUDGET 2016/2017
Employee Expenditure	49,103	54,930	58,320	61,840
Premises Related Expenditure	259,322	269,890	255,490	259,230
Supplies and Services	19,758	18,970	20,320	20,320
GROSS EXPENDITURE	328,183	343,790	334,130	341,390
GROSS INCOME	(97,648)	(137,200)	(136,110)	(138,830)
NET CONTROLLABLE EXPENDITURE	230,535	206,590	198,020	202,560
Recharged to Services	(434,915)	(388,940)	(395,290)	(396,110)
Central Support	103,036	105,150	95,940	92,220
Capital Charges	94,839	77,200	101,330	101,330
NET EXPENDITURE	(6,505)	-	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m2)	3,855	3,855	3,855	3,855
Expenditure per square metre	£111.13	£100.89	£102.54	£102.75

3043 - CENTRAL TELEPHONES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	9,040	9,140	8,460	8,640
Supplies and Services	16,943	18,630	19,330	13,910
NET CONTROLLABLE EXPENDITURE	25,983	27,770	27,790	22,550
Recharged to Services	(33,537)	(36,090)	(36,210)	(30,970)
Central Support	330	310	410	410
Capital Charges	7,224	8,010	8,010	8,010
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of phones	190	190	190	190
Expenditure per phone line	£ 176.51	£ 189.95	£ 190.58	£ 163.00

3045 - RECRUITMENT

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	15,859	17,770	16,630	16,630
Supplies and Services	5,360	4,390	4,560	5,080
NET CONTROLLABLE EXPENDITURE	21,219	22,160	21,190	21,710
Recharged to Services	(23,047)	(23,990)	(23,040)	(23,580)
Central Support	1,828	1,830	1,850	1,870
NET EXPENDITURE	-	-	-	-

3046 - PRINTING AND STATIONERY

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	24,579	24,170	24,480	25,120
Supplies and Services	44,009	45,200	45,200	45,200
Transport Related Expenditure	10	-	-	-
GROSS EXPENDITURE	68,598	69,370	69,680	70,320
GROSS INCOME	(1,365)	(250)	(50)	(50)
NET CONTROLLABLE EXPENDITURE	67,233	69,120	69,630	70,270
Recharged to Services	(82,565)	(83,200)	(86,570)	(87,070)
Central Support	12,812	11,560	13,860	13,720
Capital Charges	2,520	2,520	3,080	3,080
NET EXPENDITURE	-	-	-	-

3047 - TRAINING

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	25,539	84,950	25,910	84,950
Premises Related Expenditure	2,760	-	-	-
Supplies and Services	3,063	3,500	3,450	3,450
NET CONTROLLABLE EXPENDITURE	31,362	88,450	29,360	88,400
Recharged to Services	(83,957)	(140,460)	(82,870)	(140,770)
Central Support	50,905	50,320	51,830	50,690
Capital Charges	1,690	1,690	1,680	1,680
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

FTEs (full time equivalents)	354.9	351.7	358.7	358.8
Expenditure per FTE	£ 236.55	£ 399.36	£ 231.00	£ 392.39

3048 - DEPOT AND STORES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	6,297	6,250	6,480	6,870
Premises Related Expenditure	56,716	57,520	55,980	59,390
Supplies and Services	5,227	5,000	5,240	5,250
GROSS EXPENDITURE	68,240	68,770	67,700	71,510
GROSS INCOME	(400)	-	(500)	(510)
NET CONTROLLABLE EXPENDITURE	67,840	68,770	67,200	71,000
Recharged to Services	(81,985)	(83,250)	(85,800)	(89,800)
Central Support	10,850	11,250	15,310	15,510
Capital Charges	423	3,230	3,290	3,290
NET EXPENDITURE	(2,872)	-	-	-

KEY PERFORMANCE INDICATORS

Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 21.68	£ 22.82	£ 23.52	£ 24.61

3110 - POSTAL SERVICES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	4,840	4,900	4,810	4,900
Supplies and Services	76,921	62,460	62,460	63,710
Earmarked Reserves	(435)	-	-	-
GROSS EXPENDITURE	81,326	67,360	67,270	68,610
GROSS INCOME	-	(3,480)	(280)	(60)
NET CONTROLLABLE EXPENDITURE	81,326	63,880	66,990	68,550
Recharged to Services	(106,342)	(86,130)	(89,160)	(91,220)
Central Support	25,016	22,250	22,170	22,670
Capital Charges				
NET EXPENDITURE	-	-	-	-

3226 - CENTRAL SERVICES

The costs of the central administration function.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	282,100	256,860	263,040	268,300
Supplies and Services	3,690	3,590	3,520	3,520
Transport Related Expenditure	65	10	10	10
NET CONTROLLABLE EXPENDITURE	285,855	260,460	266,570	271,830
Recharged to Services	(360,485)	(330,410)	(335,010)	(339,860)
Central Support	63,590	58,930	56,190	55,780
Capital Charges	11,040	11,020	12,250	12,250
NET EXPENDITURE	-	-	-	-

3290 - INFORMATION SERVICES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	521,825	537,130	538,310	537,410
Supplies and Services	140,332	145,010	155,190	140,070
Transport Related Expenditure	10,192	1,920	2,320	1,190
Earmarked Reserves	30,191	-	(10,190)	-
GROSS EXPENDITURE	702,540	684,060	685,630	678,670
GROSS INCOME	(29,665)	-	-	-
NET CONTROLLABLE EXPENDITURE	672,875	684,060	685,630	678,670
Recharged to Services	(884,681)	(893,420)	(895,080)	(887,670)
Central Support	70,737	62,570	59,090	58,640
Capital Charges	168,852	146,790	150,360	150,360
NET EXPENDITURE	27,783	-	-	-

KEY PERFORMANCE INDICATORS

Number of PCs	390	390	399	399
Expenditure per PC	£ 2,268.41	£ 2,290.82	£ 2,243.31	£ 2,224.74

3291 - PROCUREMENT

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	62,106	63,320	64,530	65,400
Supplies and Services	629	690	630	630
Transport Related Expenditure	2,580	20	100	100
NET CONTROLLABLE EXPENDITURE	65,315	64,030	65,260	66,130
Recharged to Services	(106,099)	(104,800)	(96,890)	(98,180)
Central Support	39,384	39,370	30,110	30,530
Capital Charges	1,400	1,400	1,520	1,520
NET EXPENDITURE	-	-	-	-

3292 - STAFF WELFARE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	2,001	3,850	3,790	1,050
Supplies and Services	21,565	12,790	22,450	17,620
Transport Related Expenditure	1,122	1,280	1,740	1,510
NET CONTROLLABLE EXPENDITURE	24,688	17,920	27,980	20,180
Recharged to Services	(25,618)	(18,910)	(28,900)	(21,100)
Central Support	930	990	920	920
NET EXPENDITURE	-	-	-	-

3300 to 3999 - TRANSPORT MANAGEMENT ACCOUNT

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	132,685	132,900	130,270	132,040
Premises Related Expenditure	811	740	950	950
Supplies and Services	136,031	80,610	176,520	87,540
Transport Related Expenditure	561,595	498,290	538,800	491,180
Miscellaneous	(3,191)	-	-	-
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	827,931	712,540	846,540	711,710
GROSS INCOME	(9,659)	(740)	(80)	(80)
NET CONTROLLABLE EXPENDITURE	818,272	711,800	846,460	711,630
Recharged to Services	(941,584)	(772,200)	(914,630)	(785,400)
Departmental Support	10,900	12,350	29,150	29,490
Central Support	41,890	37,950	33,290	34,090
Capital Charges	70,522	10,100	5,730	10,190
NET EXPENDITURE	-	-	-	-

Risk Analysis

	Likelihood	Potential impact on Budget
Changes to the employee taxation system (national insurance)	Low	Medium
Additional increase in pension contribution rates	Low	Medium
Higher than anticipated rises in utility costs	Medium	Low
Changes in legislation affecting service delivery and/or software requirements	Medium	Low
Increased insurance costs	Low	Low
Termination of employment costs	Low	Medium

SAVINGS INCLUDED WITHIN 2016/2017

Description	2016/2017
Telephone tariff reductions	£ 5,000
Reduction in hardware and software expenditure	£ 5,000
Reduced telephones and mobile phone expenditure	£ 860
Reduced HR subscriptions	£ 400
Divisional salary savings - Finance & HR	£ 12,120
Increase in the vacancy factor	£ 70,000
Savings from flexible retirements	£ 21,470
Resources Recharged Total	£ 114,850

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 2015/16 and an estimate of expenditure for 2016/17, together with forward commitments for 2017/18, 2018/19 and 2019/20.

Recommendation to the Board

- a To accept the revised budget for 2015/16; and
- b To accept or otherwise vary the Estimates of Expenditure for 2016/17, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 9 February 2016.

2 **Consultation**

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Resources Board have been sent an advanced copy of this report for comment. Any comments received will be reported verbally to the Board.

3.1 **Introduction**

- 3.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2016/17 and this, together with a revised budget for 2015/16, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2014/15 are shown.

- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2016-2020 which required savings of £1.71 million over a four year period. This required budget savings of £535,000 in 2016/17 with additional savings of £475,000, £350,000 and £350,000 in 2017/18, 2018/19 and 2019/20 respectively. Some limited growth was built into the strategy in specific areas.

- 3.3 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.

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

	Approved Budget 2015/16 £	Revised Budget 2015/16 £	Original Budget 2016/17 £
Employee Costs	1,926,850	1,750,550	1,889,050
Premises	173,480	209,840	177,280
Supplies and Services	525,470	518,310	431,050
Transport	42,260	32,950	36,890
Members Allowances	250,680	248,810	245,680
Transfer Payments	14,939,600	14,269,390	14,529,500
Earmarked Reserves	(27,430)	27,260	(228,380)
Gross Expenditure	17,830,910	17,057,110	17,081,070
Income	(16,253,800)	(15,820,960)	(15,861,960)
Recharged to Other Services	(267,640)	(268,160)	(274,000)
Net Controllable Expenditure	1,309,470	967,990	945,110
Departmental Support	912,630	990,600	969,410
Central Support	1,042,300	1,057,510	1,077,150
Capital Charges	447,650	438,650	611,450
Net Expenditure	3,712,050	3,454,750	3,603,120

3.5 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.

4 **Comments on the 2015/16 Revised Budget**

4.1 The revised budget for 2015/16 is estimated to be £3,454,750; a decrease of £257,300 on the approved position. The main variations are given below.

4.2 **Council Tax Collection £68,750**

4.2.1 The increase in costs is due to an ongoing reduction in income from the recovery of legal costs, as less court action is being taken.

4.3 **Finance Unused Land 32,500**

4.3.1 Provision has been included in the revised budget to cover the holding costs of the old Coleshill Leisure Centre prior to its sale.

4.4 **Unallocated Central Support Services (£89,230)**

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

4.5 Rent Allowances / Housing Benefit Admin and Rent Rebates (£285,800)

4.5.1 A lower level of both rent allowances and rent rebates is being paid out in the current year, giving a net reduction in expenditure. In addition there is a substantial increase in income from the recovery of housing benefit overpayments.

4.6 Car Parks (£12,670)

4.6.1 Income from parking penalties has increased and additional one-off income from Network Rail for access across Water Orton Car Park has been included.

4.7 Private Sector Housing Assistance (£10,910)

4.7.1 Employee budgets have reduced due to part year vacancies. A new income budget has been included to reflect the introduction mid year of a 10% administration charge on Disabled Facilities Grants.

4.8 Community Support (£22,460)

4.8.1 Employee budgets have decreased as some staff time has been charged to other services.

4.9 Departmental and Central Support Services £93,180

4.9.1 Departmental support charges have increased due to changes in staff time allocations in a number of services. Central support charges have increased mainly due to an increase in the staff welfare budget as a result of increased occupational health costs in 2015/16.

5 Comments on the 2016/17 Estimates

5.1 The 2016/17 estimate has been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2016;
- 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;
- A reduction in benefits administration grant due to the transfer of the Investigation Officer post to the Department for Work and Pensions and a further general reduction of 7%;
- Savings of £82,090 have been incorporated into the estimates being considered and are shown in Appendix D.

5.2 The estimated budget for 2016/17 is £3,603,120; a decrease of £108,930 on the 2015/16 approved budget, and an increase of £148,370 on the revised 2015/16 budget. The main variations are given below.

5.3 Election Expenses (£55,000)

5.3.1 Election expenses included in 2015/16 have not been carried forward into 2016/17 as Borough Council elections take place every four year.

5.4 Registration of Electors £16,050

5.4.1 Individual Electoral Registration grant was received in 2015/16 towards the extra cost of the service. There is no indication that a similar grant will be received in 2016/17.

5.5 Council Tax Collection £18,020

5.5.1 Employee costs have increased due to the pay award and legal costs have increased by £10,000 due to the commencement of insolvency action in 2016/17. These have been partially offset by an inflationary increase in income.

5.6 Compensation and Pension Increases £19,190

5.6.1 An increase has been included to cover the contribution towards prior year pension deficits, in line with the notification from the Pension Fund.

5.7 Finance Unused Land (£32,500)

5.7.1 Expenditure relating to holding the old Coleshill Leisure Centre prior to its sale has not been carried forward into 2016/17.

5.8 Unallocated Central Support Services £85,970

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

5.9 Public Conveniences (£197,520)

5.9.1 A contribution from the New Initiative Fund has been included in the budget in order to fund the termination of the lease of public conveniences at Coleshill, Polesworth and Water Orton. The termination costs are included in capital charges.

5.10 Rent Allowances / Housing Benefit Admin and Rent Rebates £218,430

5.10.1 A reduction in administration grant has been built in, to cover the loss of grant relating to the transfer of the Investigation Officer and a further general reduction of 7%. Only some of the additional income from the recovery of housing benefit overpayments in 2015/16 has been carried forward into 2016/17, as the full amount is not expected to continue. In addition, an increase in rent allowances has been included in 2016/17 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.

5.11 Concessionary Fares (£16,250)

5.11.1 There is an ongoing saving from 2016/17 due to the discontinuation of the discretionary taxi voucher scheme.

5.12 Council Tax Support (£14,330)

5.12.1 Employee budgets have decreased due to the transfer of the Investigation Officer post to the Department for Work and Pensions. This is partially offset by a reduction in administration grant.

5.13 Broadband Delivery UK (£50,000)

5.13.1 The timing of funding led to additional resources for BDUK in 2015/16. Funding in 2016/17 has returned to £50,000, giving a reduction from the 2015/16 level.

5.14 Private Sector Housing Assistance (£19,950)

5.14.1 The full year effect of the introduction of a 10% administration charge on Disabled Facilities Grants is expected to generate additional income in 2016-17 onwards.

5.15 Capital Charges £172,800

5.15.1 Capital costs have increased by £198,000 due to the one-off early termination payment on the lease of public conveniences at Coleshill, Polesworth and Water Orton. This is partially offset by a part year reduction in lease rental payments of £29,190 due to the termination of the above lease.

6 Growth Items

6.1 Provision for growth was built into the Council's Budget Strategy, approved in September 2015 by the Executive Board, to cover additional haulage costs faced by the recycling service, an increase in insurance premium tax, the move to the national living wage and additional funding for BDUK. The funding for BDUK is included in the figures presented in this report.

7 Income

7.1 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.

8 Risks to Services

8.1 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 is 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;

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

9 Future Year Forecasts

9.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2016/17. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2017/18 £	Forecast Budget 2018/19 £	Forecast Budget 2019/20 £
Employee Costs	1,944,000	1,974,950	2,031,390
Premises	181,340	183,520	188,040
Supplies and Services	411,530	411,800	429,760
Transport	38,020	38,240	39,420
Members Allowances	250,680	255,530	260,730
Transfer Payments	14,803,120	15,090,760	15,392,950
Earmarked Reserves	15,050	14,590	14,120
Gross Expenditure	17,643,740	17,969,390	18,356,410
Income	(16,128,530)	(16,385,500)	(16,685,560)
Recharged to Other Services	(282,800)	(291,440)	(300,490)
Net Controllable Expenditure	1,232,410	1,292,450	1,370,360
Departmental Support	991,680	1,011,700	1,034,880
Central Support	1,117,330	1,141,820	1,167,580
Capital Charges	375,740	375,760	375,810
Net Expenditure	3,717,160	3,821,730	3,948,630

9.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2017/18 to 2019/20, 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 increase by 3.2% in 2017/2018, 2.8% in 2018/19 and 3.3% in 2019/20.

9.3 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.

10 Report Implications

10.1 Finance and Value for Money Implications

10.1.1 As detailed in the body of the report.

10.2 Environment and Sustainability Implications

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

10.3 Risk Management Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
3000	Cost of Democratic Services	388,904	400,970	394,730	387,800
3001	Election Expenses	3,341	60,220	60,220	5,220
3002	Registration of Electors	16,033	16,210	17,540	33,590
3003	Business Rates	(48,767)	(50,280)	(52,330)	(51,260)
3004	Council Tax Collection	(38,103)	(52,760)	15,990	34,010
3050	Finance Miscellaneous	(9,012)	-	(7,030)	-
3051	Compensation and Pension Increases	513,933	526,130	526,770	545,960
3052	Assisted Car Purchase	(808)	(620)	(590)	(490)
3054	Electricity at Work	17,765	18,000	18,000	18,000
3059	Finance Unused Land	2,475	-	32,500	-
3060	Corporate and Democratic Core	17,656	10,820	11,310	11,310
3061	Unallocated Central Support Services	(1,339)	106,730	17,500	103,470
3065	Coleshill Shops and Flats	(68,458)	(68,760)	(67,940)	(68,050)
3066	The Arcade, Atherstone	(445)	-	-	-
3067	The Pavilions, Holly Lane	(82,004)	(82,100)	(80,870)	(80,860)
3068	Carlyon Road Industrial Estate	(110,528)	(110,730)	(98,700)	(98,460)
3069	Innage Park Industrial Estate	(114,671)	(96,770)	(110,770)	(112,690)
3070	Polesworth Workspace Units	(5,834)	(4,580)	(4,940)	(4,900)
3079	Maya Bar and Restaurant	(9,304)	(9,250)	(12,060)	(12,050)
3080	Football Stadium	-	-	-	-
3084	Homeless Persons	84,625	77,200	73,520	71,600
3089	Public Conveniences	16,585	18,530	19,650	(177,870)
3094	Customer Contact	6,310	14,370	12,760	15,070
3097	Rent Allowances	(110,891)	41,340	(157,670)	(41,450)
3098	Housing Benefit Administration and Rent Rebates	(46,586)	(65,180)	(151,970)	(49,760)
3099	Concessionary Fares	10,751	15,780	15,780	(470)
3101	Council Tax Support	117,534	121,220	119,990	105,660
3102	Car Parks	53,761	50,070	37,400	42,710
3111	Broadband Delivery UK	50,000	100,000	100,000	50,000
5005	Animal Control	42,301	39,460	41,550	39,040
5006	Abandoned Vehicles	1,692	1,850	1,650	1,650
5008	Private Sector Housing Assistance	25,791	34,340	23,430	3,480
5035	CCTV	1,352	(520)	2,170	(1,760)
5036	Community Support	473,650	465,030	442,570	454,650
7360	North Warwickshire LEADER Partnership	3,728	-	-	-
7361	England's Rural Heart LEADER Partnership	-	390	(4,010)	(4,040)
	Net Controllable Expenditure	1,201,437	1,577,110	1,236,150	1,219,110
	Recharged to Services	(260,192)	(267,640)	(268,160)	(274,000)
	Departmental Support	871,477	912,630	990,600	969,410
	Central Support	1,028,965	1,042,300	1,057,510	1,077,150
	Capital Charges	199,046	447,650	438,650	611,450
	Resources Board (Remaining) Total	3,040,733	3,712,050	3,454,750	3,603,120

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	106,687	94,470	91,220	92,120
Premises Related Expenditure	1,010	1,190	1,190	1,190
Supplies and Services	32,333	37,290	36,470	36,470
Transport Related Expenditure	9,802	17,340	17,040	12,340
Members Allowances	239,112	250,680	248,810	245,680
GROSS EXPENDITURE	388,944	400,970	394,730	387,800
Gross Income	(40)	-	-	-
NET CONTROLLABLE EXPENDITURE	388,904	400,970	394,730	387,800
Recharged to Services	(84,710)	(88,890)	(88,370)	(88,380)
Central Support	247,584	238,260	242,230	238,450
Capital Charges	26,920	26,870	31,380	31,380
NET EXPENDITURE	578,698	577,210	579,970	569,250

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	332	-	-	-
Premises Related Expenditure	250	-	-	-
Supplies and Services	7,359	60,220	60,220	5,220
Earmarked Reserves	(3,130)	-	-	-
GROSS EXPENDITURE	4,811	60,220	60,220	5,220
Gross Income	(1,470)	-	-	-
NET CONTROLLABLE EXPENDITURE	3,341	60,220	60,220	5,220
Departmental Support	11,550	11,440	11,690	11,700
Central Support	4,621	4,830	6,060	6,060
Capital Charges	-	-	-	-
NET EXPENDITURE	19,512	76,490	77,970	22,980

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	8,014	-	4,090	2,090
Supplies and Services	36,765	17,690	32,790	32,790
Transport Related Expenditure	1,866	-	-	-
Earmarked Reserves	3,149	-	-	-
GROSS EXPENDITURE	49,794	17,690	36,880	34,880
Gross Income	(33,761)	(1,480)	(19,340)	(1,290)
NET CONTROLLABLE EXPENDITURE	16,033	16,210	17,540	33,590
Departmental Support	12,960	12,820	13,390	13,410
Central Support	2,086	2,620	3,190	3,220
Capital Charges	3,296	3,300	3,300	3,300
NET EXPENDITURE	34,375	34,950	37,420	53,520

Contributes to corporate priorities :
- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of registered electors	49,569	49,630	49,500	49,500
Cost per registered elector	£0.69	£0.70	£0.76	£1.08

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	56,802	54,560	50,740	52,040
Supplies and Services	17,568	18,450	18,950	18,950
GROSS EXPENDITURE	74,370	73,010	69,690	70,990
Gross Income	(123,137)	(123,290)	(122,020)	(122,250)
NET CONTROLLABLE EXPENDITURE	(48,767)	(50,280)	(52,330)	(51,260)
Departmental Support	71,794	74,060	81,260	78,450
Central Support	18,984	18,840	18,910	18,880
Capital Charges	1,226	6,630	6,630	6,630
NET EXPENDITURE	43,237	49,250	54,470	52,700

Contributes to corporate priority :
- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

% of Business Rate Collection Rate	99.27%	99.30%	99.30%	99.30%
Number of Business Rate properties	2,252	2,210	2,256	2,256
Cost per Business Rate property	£19.20	£22.29	£24.14	£23.36

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	120,999	116,600	111,880	122,630
Supplies and Services	50,428	40,640	40,640	50,640
Miscellaneous Expenditure	15	-	-	-
GROSS EXPENDITURE	171,442	157,240	152,520	173,270
Gross Income	(209,545)	(210,000)	(136,530)	(139,260)
NET CONTROLLABLE EXPENDITURE	(38,103)	(52,760)	15,990	34,010
Departmental Support	169,431	177,070	187,580	185,870
Central Support	43,243	36,510	34,470	34,460
Capital Charges	2,604	13,250	13,250	13,250
NET EXPENDITURE	177,175	174,070	251,290	267,590

Contributes to corporate priority :

- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

% of Council Tax Collection Rate	98.24%	98.00%	98.00%	98.00%
Number of households	27,309	27,000	27,433	27,700
Cost per household	£6.49	£6.45	£9.16	£9.66

3050 - FINANCE MISCELLANEOUS

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	7	-	-	-
Supplies and Services	19,980	-	-	-
Miscellaneous Expenditure	72	-	-	-
Earmarked Reserves	119,313	-	18,020	-
GROSS EXPENDITURE	139,372	-	18,020	-
Gross Income	(148,384)	-	(25,050)	-
NET CONTROLLABLE EXPENDITURE	(9,012)	-	(7,030)	-
Central Support	340	370	480	470
NET EXPENDITURE	(8,672)	370	(6,550)	470

3051 - COMPENSATION AND PENSION INCREASES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	513,933	526,130	526,770	545,960
NET CONTROLLABLE EXPENDITURE	513,933	526,130	526,770	545,960
Recharged to Services	(104,940)	(107,040)	(103,990)	(107,720)
Central Support	570	690	800	800
NET EXPENDITURE	409,563	419,780	423,580	439,040

Contributes to corporate priority :
- Responsible financial and resource management

3052 - ASSISTED CAR PURCHASE

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Gross Income	(808)	(620)	(590)	(490)
NET CONTROLLABLE EXPENDITURE	(808)	(620)	(590)	(490)
Central Support	10	10	50	40
NET EXPENDITURE	(798)	(610)	(540)	(450)

3054 - ELECTRICITY AT WORK

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	594	-	-	-
Premises Related Expenditure	17,171	18,000	18,000	18,000
Earmarked Reserves	-	-	-	-
NET CONTROLLABLE EXPENDITURE	17,765	18,000	18,000	18,000
Departmental Support	4,450	4,280	4,710	4,750
Central Support	440	430	450	450
NET EXPENDITURE	22,655	22,710	23,160	23,200

Contributes to corporate priority :

- Responsible financial and resource management

3059 - FINANCE UNUSED LAND

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	3	-	-	-
Premises Related Expenditure	255	-	32,010	-
Supplies and Services	2,217	-	490	-
NET CONTROLLABLE EXPENDITURE	2,475	-	32,500	-
Central Support	150	150	270	260
Capital Charges	(6,000)	2,650	2,650	2,650
NET EXPENDITURE	(3,375)	2,800	35,420	2,910

Contributes to corporate priority :

- Responsible financial and resource management

3060 - CORPORATE AND DEMOCRATIC CORE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	12,123	-	-	-
Supplies and Services	11,245	10,820	11,310	11,310
GROSS EXPENDITURE	23,368	10,820	11,310	11,310
GROSS INCOME	(5,712)	-	-	-
NET CONTROLLABLE EXPENDITURE	17,656	10,820	11,310	11,310
Recharged to Services	(70,542)	(71,710)	(75,800)	(77,900)
Central Support	561,520	588,190	583,830	608,940
Capital Charges	18,363	10,980	10,980	10,980
NET EXPENDITURE	526,997	538,280	530,320	553,330

Contributes to corporate priority :

- Responsible financial and resource management

3061 - UNALLOCATED CENTRAL SUPPORT SERVICES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	361	106,560	27,500	103,470
Supplies and Services	(1,700)	170	-	-
Earmarked Reserves	-	-	(10,000)	-
NET CONTROLLABLE EXPENDITURE	(1,339)	106,730	17,500	103,470
Central Support	37,197	26,980	38,890	29,680
Capital Charges	(30)	(30)	130	(80)
NET EXPENDITURE	35,828	133,680	56,520	133,070

3065 - COLESHILL SHOPS AND FLATS

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	74	-	-	-
Premises Related Expenditure	2,028	2,350	3,070	3,100
GROSS EXPENDITURE	2,102	2,350	3,070	3,100
Gross Income	(70,560)	(71,110)	(71,010)	(71,150)
NET CONTROLLABLE EXPENDITURE	(68,458)	(68,760)	(67,940)	(68,050)
Central Support	3,534	3,460	4,200	4,180
NET EXPENDITURE	(64,924)	(65,300)	(63,740)	(63,870)

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	-£10,080	-£10,159	-£10,144	-£10,164

3066 - THE ARCADE, ATHERSTONE (SOLD IN 2013/2014)

This budget related to 9 shops in the Long Street shopping arcade together with 5 offices located above. The development also provides a pedestrian walkway from Long Street to the Station Street car park. The Council sold the Arcade in December 2013.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Premises Related Expenditure	(445)	-	-	-
GROSS EXPENDITURE	(445)	-	-	-
Gross Income	-	-	-	-
NET CONTROLLABLE EXPENDITURE	(445)	-	-	-

3067 - THE PAVILIONS, HOLLY LANE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	84	-	-	-
Premises Related Expenditure	2,542	2,560	4,020	4,070
Supplies and Services	340	350	350	360
GROSS EXPENDITURE	2,966	2,910	4,370	4,430
Gross Income	(84,970)	(85,010)	(85,240)	(85,290)
NET CONTROLLABLE EXPENDITURE	(82,004)	(82,100)	(80,870)	(80,860)
Central Support	4,283	4,170	5,030	5,000
NET EXPENDITURE	(77,721)	(77,930)	(75,840)	(75,860)

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	-£10,621	-£10,626	-£10,655	-£10,661

3068 - CARLYON ROAD INDUSTRIAL ESTATE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	93	-	-	-
Premises Related Expenditure	4,649	2,290	14,320	14,560
Supplies and Services	110	110	110	110
GROSS EXPENDITURE	4,852	2,400	14,430	14,670
Gross Income	(115,380)	(113,130)	(113,130)	(113,130)
NET CONTROLLABLE EXPENDITURE	(110,528)	(110,730)	(98,700)	(98,460)
Central Support	4,572	4,500	5,550	5,530
Capital Charges	(53,000)	-	-	-
NET EXPENDITURE	(158,956)	(106,230)	(93,150)	(92,930)

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	-£7,211	-£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.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	262	-	-	-
Premises Related Expenditure	51,753	68,390	60,400	58,620
Supplies and Services	540	600	600	610
GROSS EXPENDITURE	52,555	68,990	61,000	59,230
Gross Income	(167,226)	(165,760)	(171,770)	(171,920)
NET CONTROLLABLE EXPENDITURE	(114,671)	(96,770)	(110,770)	(112,690)
Central Support	19,415	18,770	20,340	20,270
Capital Charges	95,750	101,000	101,000	101,000
NET EXPENDITURE	494	23,000	10,570	8,580

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	-£4,288	-£4,250	-£4,404	-£4,408

3070 - POLESWORTH WORKSPACE UNITS

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	55	-	-	-
Premises Related Expenditure	2,913	4,120	3,760	3,800
Supplies and Services	126	230	230	230
GROSS EXPENDITURE	3,094	4,350	3,990	4,030
Gross Income	(8,928)	(8,930)	(8,930)	(8,930)
NET CONTROLLABLE EXPENDITURE	(5,834)	(4,580)	(4,940)	(4,900)
Central Support	2,974	2,880	3,560	3,520
Capital Charges	1,000	-	-	-
NET EXPENDITURE	(1,860)	(1,700)	(1,380)	(1,380)

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.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	5	-	-	-
Premises Related Expenditure	4,695	4,750	1,940	1,950
GROSS EXPENDITURE	4,700	4,750	1,940	1,950
Gross Income	(14,004)	(14,000)	(14,000)	(14,000)
NET CONTROLLABLE EXPENDITURE	(9,304)	(9,250)	(12,060)	(12,050)
Central Support	1,850	1,790	870	870
Capital Charge	26,500	-	-	-
NET EXPENDITURE	19,046	(7,460)	(11,190)	(11,180)

Contributes to corporate priority :
- Responsible financial and resource management

3080 - FOOTBALL STADIUM

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Gross Income	-	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Capital Charges	(100,000)	-	-	-
NET EXPENDITURE	(100,000)	-	-	-

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	24,895	46,830	18,430	30,210
Premises Related Expenditure	15,891	13,600	14,200	14,190
Supplies and Services	62,269	47,300	48,290	48,290
Earmarked Reserves	(11,569)	(10,590)	-	(13,540)
GROSS EXPENDITURE	91,486	97,140	80,920	79,150
Gross Income	(6,861)	(19,940)	(7,400)	(7,550)
NET CONTROLLABLE EXPENDITURE	84,625	77,200	73,520	71,600
Departmental Support	15,908	19,350	17,100	19,280
Central Support	7,157	7,370	6,780	7,030
Capital Charges	17,206	1,090	1,090	1,090
NET EXPENDITURE	124,896	105,010	98,490	99,000

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 has taken the decision to close the facilities at Coleshill, Polesworth & Water Orton from September 2016.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	7,999	7,580	8,250	8,600
Premises Related Expenditure	7,398	9,580	10,020	10,150
Supplies and Services	1,253	1,440	1,450	1,450
Earmarked Reserves	-	-	-	(198,000)
GROSS EXPENDITURE	16,650	18,600	19,720	(177,800)
Gross Income	(65)	(70)	(70)	(70)
NET CONTROLLABLE EXPENDITURE	16,585	18,530	19,650	(177,870)
Departmental Support	3,990	3,800	3,690	3,720
Central Support	2,410	2,290	2,090	2,100
Capital Charges	77,580	93,970	92,800	261,610
NET EXPENDITURE	100,565	118,590	118,230	89,560

Contributes to corporate priorities :

- Improving leisure and wellbeing opportunities

3094 - CUSTOMER CONTACT

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	28,262	31,420	31,700	32,510
Supplies and Services	1,527	320	320	320
GROSS EXPENDITURE	29,789	31,740	32,020	32,830
Gross Income	(23,479)	(17,370)	(19,260)	(17,760)
NET CONTROLLABLE EXPENDITURE	6,310	14,370	12,760	15,070
Departmental Support	67,338	69,990	68,150	66,860
Central Support	871	770	820	820
Capital Charges	7,182	-	-	-
NET EXPENDITURE	81,701	85,130	81,730	82,750

Contributes to corporate priorities :

- Promoting sustainable and vibrant communities

3097 - RENT ALLOWANCES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	118,759	120,930	114,540	128,200
Supplies and Services	6,156	23,060	23,060	23,060
Transfer Payments	8,169,886	8,468,010	8,056,060	8,378,300
Earmarked Reserves	19,944	-	-	-
GROSS EXPENDITURE	8,314,745	8,612,000	8,193,660	8,529,560
Gross Income	(8,425,636)	(8,570,660)	(8,351,330)	(8,571,010)
NET CONTROLLABLE EXPENDITURE	(110,891)	41,340	(157,670)	(41,450)
Departmental Support	91,896	97,880	106,380	106,590
Central Support	9,289	9,050	8,980	9,160
Capital Charges	-	2,900	2,900	2,900
NET EXPENDITURE	(9,706)	151,170	(39,410)	77,200

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of claimants	1,754	1,746	1,710	1,710
Rent Allowance per claimant	£4,657.86	£4,849.95	£4,711.15	£4,899.59
Cost of administration per claimant	-£5.53	£86.58	-£23.05	£45.15

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	57,940	58,930	59,430	60,230
Supplies and Services	4,570	43,780	43,780	43,780
Transfer Payments	6,321,059	6,471,590	6,213,330	6,151,200
Earmarked Reserves	46,201	-	-	-
GROSS EXPENDITURE	6,429,770	6,574,300	6,316,540	6,255,210
Gross Income	(6,476,356)	(6,639,480)	(6,468,510)	(6,304,970)
NET CONTROLLABLE EXPENDITURE	(46,586)	(65,180)	(151,970)	(49,760)
Departmental Support	66,352	70,410	74,100	72,120
Central Support	9,049	8,950	8,950	9,110
Capital Charges	-	1,720	1,720	1,720
NET EXPENDITURE	28,815	15,900	(67,200)	33,190

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

KEY PERFORMANCE INDICATORS

Number of claimants	1,590	1,568	1,585	1,585
Housing benefit per claimant	£3,975.51	£4,127.29	£3,920.08	£3,880.88
Cost of administration per claimant	£18	£10.14	-£42.40	£20.94

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 in April 2011. This authority currently operates the travel token and taxi voucher scheme, which will cease from April 2016.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	174	-	-	-
Supplies and Services	11,087	16,240	16,240	-
GROSS EXPENDITURE	11,261	16,240	16,240	-
Gross Income	(510)	(460)	(460)	(470)
NET CONTROLLABLE EXPENDITURE	10,751	15,780	15,780	(470)
Departmental Support	5,446	5,600	5,790	6,200
Central Support	2,475	2,480	2,520	2,540
NET EXPENDITURE	18,672	23,860	24,090	8,270

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. From April 2013, a Council Tax Support Scheme has been operating, which directly reduces the funding of the Council. Only the Administration costs of the scheme are shown here.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	179,404	175,410	174,180	149,440
Supplies and Services	11,931	12,090	12,090	12,090
GROSS EXPENDITURE	191,335	187,500	186,270	161,530
Gross Income	(73,801)	(66,280)	(66,280)	(55,870)
NET CONTROLLABLE EXPENDITURE	117,534	121,220	119,990	105,660
Departmental Support	132,315	138,830	146,610	132,740
Central Support	7,576	6,860	6,750	6,690
Capital Charges	-	2,820	2,820	2,820
NET EXPENDITURE	257,425	269,730	276,170	247,910

Contributes to corporate priority :

- Responsible financial and resource management

KEY PERFORMANCE INDICATORS

Number of claimants	4,542	4,555	4,360	4,360
Cost of administration per claimant	£56.68	£59.22	£63.34	£56.86

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 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	10,287	10,040	5,950	6,980
Premises Related Expenditure	48,554	46,280	46,510	47,250
Supplies and Services	10,914	7,500	8,980	9,100
GROSS EXPENDITURE	69,755	63,820	61,440	63,330
Gross Income	(15,994)	(13,750)	(24,040)	(20,620)
NET CONTROLLABLE EXPENDITURE	53,761	50,070	37,400	42,710
Departmental Support	4,127	4,470	15,950	21,210
Central Support	8,734	8,470	8,820	8,080
Capital Charges	1,290	1,330	1,330	1,330
NET EXPENDITURE	67,912	64,340	63,500	73,330

Contributes to corporate priority :

- Responsible financial and resource management

3111 - BROADBAND DELIVERY UK

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Supplies and Services	92,612	126,080	100,000	76,080
Earmarked Reserves	(42,612)	(26,080)	-	(26,080)
NET CONTROLLABLE EXPENDITURE	50,000	100,000	100,000	50,000
Central Support	180	170	240	240
NET EXPENDITURE	50,180	100,170	100,240	50,240

Contributes to corporate priority :

- Promoting sustainable and vibrant communities
- Supporting employment and business

5005 - ANIMAL CONTROL

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenses	43,370	40,480	40,470	41,950
Supplies and Services	7,071	8,710	8,640	8,640
Transport Related Expenditure	10,724	9,030	10,090	8,220
GROSS EXPENDITURE	61,165	58,220	59,200	58,810
Gross Income	(18,864)	(18,760)	(17,650)	(19,770)
NET CONTROLLABLE EXPENDITURE	42,301	39,460	41,550	39,040
Departmental Support	18,840	16,700	23,530	22,390
Central Support Services	11,979	12,280	12,080	12,190
Capital Charges	2,364	3,230	90	4,290
NET EXPENDITURE	75,484	71,670	77,250	77,910

Contributes to corporate priority :

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

5006 - ABANDONED VEHICLES

Service provided to deal with abandoned vehicles within the Borough.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenses	139	-	-	-
Supplies and Services	1,613	2,000	1,650	1,650
GROSS EXPENDITURE	1,752	2,000	1,650	1,650
Gross Income	(60)	(150)	-	-
NET CONTROLLABLE EXPENDITURE	1,692	1,850	1,650	1,650
Departmental Support	4,798	6,010	6,220	6,160
Central Support Services	1,049	1,040	1,050	1,050
NET EXPENDITURE	7,539	8,900	8,920	8,860

Contributes to corporate priorities :

- Creating safer communities
- Protecting our countryside and heritage

5008 - PRIVATE SECTOR HOUSING ASSISTANCE

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	25,210	33,720	26,810	27,860
Supplies and Services	495	620	620	620
Transport Related Expenditure	86	-	-	-
GROSS EXPENDITURE	25,791	34,340	27,430	28,480
GROSS INCOME	-	-	(4,000)	(25,000)
NET CONTROLLABLE EXPENDITURE	25,791	34,340	23,430	3,480
Departmental Support	36,788	46,500	46,100	41,410
Central Support	5,330	6,010	4,150	4,270
Capital Charges	29,207	119,500	119,500	119,500
NET EXPENDITURE	97,116	206,350	193,180	168,660

Contributes to corporate priority :

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

5035 - CCTV

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	2,122	-	-	-
Supplies and Services	15,800	16,670	18,210	14,910
Earmarked Reserves	15,450	15,450	15,450	15,450
GROSS EXPENDITURE	33,372	32,120	33,660	30,360
Gross Income	(32,020)	(32,640)	(31,490)	(32,120)
NET CONTROLLABLE EXPENDITURE	1,352	(520)	2,170	(1,760)
Departmental Support	90,282	94,260	110,910	112,820
Central Support	290	290	1,930	1,930
Capital Charges	1,521	18,250	18,250	18,250
NET EXPENDITURE	93,445	112,280	133,260	131,240

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.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	445,756	450,670	428,520	440,660
Premises Related Expenditure	108	120	150	150
Supplies and Services	30,085	31,200	31,030	31,060
Transport Related Expenditure	32,678	15,490	15,010	14,710
Earmarked Reserves	-	(6,210)	(6,210)	(6,210)
GROSS EXPENDITURE	508,627	491,270	468,500	480,370
Gross Income	(34,977)	(26,240)	(25,930)	(25,720)
NET CONTROLLABLE EXPENDITURE	473,650	465,030	442,570	454,650
Departmental Support	63,212	59,160	67,440	63,730
Central Support	5,141	5,280	5,350	5,510
Capital Charges	45,707	37,480	28,480	28,480
NET EXPENDITURE	587,710	566,950	543,840	552,370

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	£113.85	£106.97	£106.49	£108.16

7360 - ENGLAND'S RURAL HEART LEADER PARTNERSHIP (externally funded)

Funds of approximately £1.1m have been secured from the EU to allow a number of projects to take place over the period 2009/10 to 2012/13. Preliminary works took place in 2008/09 to identify where these funds should best be directed. The Council acts as the accountable body for this scheme and the budget represents staffing costs associated with this. An extension of the project was awarded to cover a transitional period until December 2014.

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	16,462	-	-	-
Premises Related Expenditure	545	-	-	-
Supplies and Services	11,572	-	-	-
Transport Related Expenditure	786	-	-	-
GROSS EXPENDITURE	29,365	-	-	-
Gross Income	(25,637)	-	-	-
NET CONTROLLABLE EXPENDITURE	3,728	-	-	-
Central Support	4,062	-	-	-
Capital Charges	360	-	-	-
NET EXPENDITURE	8,150	-	-	-

Contributes to corporate priorities :

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

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

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

DESCRIPTION	ACTUALS 2014/2015	APPROVED BUDGET 2015/2016	REVISED BUDGET 2015/2016	ORIGINAL BUDGET 2016/2017
Employee Expenditure	-	52,520	30,070	44,100
Premises Related Expenditure	-	250	250	250
Supplies and Services	-	1,890	1,790	3,310
Transport Related Expenditure	-	400	810	1,620
GROSS EXPENDITURE	-	55,060	32,920	49,280
Gross Income	-	(54,670)	(36,930)	(53,320)
NET CONTROLLABLE EXPENDITURE	-	390	(4,010)	(4,040)
Central Support	-	17,540	17,820	25,350
Capital Charges	-	710	350	350
NET EXPENDITURE	-	18,640	14,160	21,660

Contributes to corporate priorities :

- Promoting sustainable and vibrant communities
- Supporting employment and business

Risk Analysis

	Likelihood	Potential impact on Budget
Increase in vacancies at the industrial estates	Low	Medium
Higher level of maintenance at Council properties	Medium	Low
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	Medium
Further increases in the pension scheme deficit	Medium	Low
Effect of an ageing population on demand for Community Support services	Medium	Low

SAVINGS INCLUDED WITHIN 2016/2017

Description	2016/2017
Removal of the travel token and taxi voucher scheme	£ 16,240
Reduce the use of a chauffeur service for the Mayor	£ 5,000
Limit expenditure on mayoral activity	£ 5,000
Change in Members pension entitlement	£ 1,170
Administration fee on Disabled Facilities grants	£ 25,000
Terminate the lease on public conveniences at Coleshill, Water Orton and Polesworth	£ 29,680
	£ 82,090

1 **Summary**

- 1.1 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.

Recommendation to the Board

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

- a The revised budget for 2015/16; and
- b To approve the schedule of expenditure requirements totalling £8,784,430 for 2016/17, and the growth items set out in paragraph 7.2.

2 **Introduction**

- 2.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that neither the Executive Board or the Planning and Development Board has yet considered their spending requirements, so these figures could alter.

3 **The Council's Budget Requirement**

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

	Approved Budget 2015/16	Revised Budget 2015/16	Original Estimate 2016/17
Net Board Expenditure	9,634,100	9,384,190	9,633,440
Financing Adjustment	(807,720)	(821,220)	(788,010)
Investment Interest Income	(100,000)	(150,000)	(180,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	8,845,380	8,531,970	8,784,430

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

4 **Capital Charges**

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

5 **The Council's 2015/16 Estimated out-turn**

5.1 The Council's revised net expenditure requirement for 2015/16 amounts to £8,531,970 which is £313,410 less than the approved estimate. The major changes in Board expenditure are set out below.

5.2 There has been a significant reduction in employee costs. The main reasons for this relate to vacant posts for part of the year, a reduction in superannuation resulting from staffing changes, the deletion of posts and staff car savings, partially offset by the use of agency staffing.

(£167,500)

5.3 Additional income from Planning fees and extra grounds maintenance work rechargeable to Atherstone Town Council.

(£73,600)

5.4 The recycling service has seen an increase in haulage costs, the handling fee paid to WCC and a fall in the price of paper and card income receivable by the council. There is an increase in the cost of replacement bins and bins supplied to new developments. In addition the long lead in time for the new refuse freighters has increased maintenance on the current ageing fleet.

£210,030

5.5 Additional income from the recovery of housing benefit overpayments, offset by a loss of legal income on council tax collection.

(£206,240)

5.6 A lower level of prudential borrowing repayments due to the delay in replacing vehicles mentioned above.

(£136,380)

5.7 The holding costs relating to the old Coleshill Leisure Centre site prior to its sale.

£32,500

6 The Council's 2016/17 Expenditure Requirement

- 6.1 The Council's net expenditure requirement for 2016/17 amounts to £8,784,430, which is £60,950 less than the approved estimate for 2015/16 and £252,460 more than the revised estimate. The main variations between the 2016/17 original budget and the 2015/16 revised budget are set out below.
- 6.2 Provision has been made for those posts that were vacant in 2015/16, a pay award of 2%, an increase of 0.75% in the superannuation rate and the payment of annual increments. These increases have been partially offset by savings from deleted posts, and a reduction in some agency budgets.
£162,140
- 6.3 Service budget savings which are not included elsewhere. A full list of savings is given in Appendix F.
(£186,470)
- 6.4 A number of one off costs have been removed, such as the Borough Elections, additional transport repair expenditure and costs of the old Coleshill Leisure Centre.
(£260,250)
- 6.5 Some service budgets have seen increased financial pressure. Costs have increased on the register of electors, council tax legal costs and pension deficit payments.
£41,510
- 6.6 Housing Benefit and Council Tax Support administration grant has been reduced. The increase in Rent Allowance and Rent Rebate overpayments in 2015/16 is not expected to continue at the same level and there has been a small increase in the net cost of Rent Allowances.
£215,880
- 6.7 The Planning income budget has been increased, and some additional investment income is expected
(£47,170)
- 6.8 A reimbursement to the General Fund in lieu of investment income foregone has been included.
(£50,000)
- 6.9 The contingency sum has been increased to cover the proposed changes in national insurance and a potential levy payment relating to Municipal Mutual Insurance.
£150,710
- 6.10 Additional costs of borrowing to fund the proposed capital programme.
£244,430

7 Growth Items Contained Within the Estimates

- 7.1 Limited provision for growth was included within the Council's Budget Strategy, approved in September 2015 by the Executive Board, to cover additional haulage costs faced by the recycling service, an increase in insurance premium tax, the move to the national living wage and additional funding for BDUK.

8 Contingencies

- 8.1 The Council includes within its budget requirement an amount to cover future events and issues that may impact upon the finances of the Authority. For 2016/17 the amount included in the contingency totals £176,710. This is £150,710 higher than the 2015/16 revised estimate, due to the inclusion of provision relating to proposed changes in national insurance and a potential levy payment relating to Municipal Mutual Insurance.

9 Risks to the Council

- 9.1 The key risks to the overall budgetary position of the Council are highlighted below:
- A pay award of 2% has been assumed in preparing the budgets. Any settlement above or below this would affect the financial position of the Authority. A ½% variation would equate to £42,600.
 - A vacancy factor of £150,000 has been included within the overall estimates. Should vacancies be less than expected, then additional costs will be borne by the Authority.
 - Council expenditure on housing benefit is significant, although the majority is recouped through grant. The transfer of housing benefit into the universal credit administered nationally will impact on the workload of existing staff. The transfer of benefit will be uneven, potentially leaving existing staff with excessive workloads. There may also be an issue with retaining staff, given the transfer of work. A dip in performance would reduce the grant able to be reclaimed. There is also a risk that the level of recovery of overpayments could be affected by the current economic downturn.
 - The current economic situation could have an increasing impact on the industrial rent income that the Council can obtain. In addition, the NDR on vacant commercial properties will impact directly on the Council's costs.
 - The economic situation could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.

- The Council is promoting recycling activities across the Borough. Reductions in income for recycling materials could add to the existing costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues.
- Reduction or cessation of grants received for Community Development work could impact on the ability of the Council to meet some corporate priorities, as could failure to secure funding for the Branching Out Bus in future years.
- Deterioration of the Council's assets could require costly remedial action, and could also impact on the ability of some services to generate income. Income generation could also be affected more widely by the current economic position.

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

10 **Budget Consultation**

10.1 A meeting with Non-Domestic Rate Payers will be held and their comments will be reported to the Executive Board.

11 **Report Implications**

11.1 **Finance and Value for Money Implications**

11.1.1 As detailed in the body of the report.

11.2 **Environment and Sustainability Implications**

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

11.3 **Risk Management Implications**

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

11.4 Equality Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

PLANNING AND DEVELOPMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
4009	Planning Control	(312,143)	(28,020)	(141,070)	(136,250)
4010	Building Control	76,607	61,540	50,000	50,000
4012	Conservation and Built Heritage	452	30,320	20,000	32,230
4014	Local Land Charges	(35,697)	(33,880)	(34,520)	(34,520)
4018	Street Naming and Numbering	(1,030)	1,160	1,060	900
	Net Controllable Expenditure	(271,811)	31,120	(104,530)	(87,640)
	Departmental Support	86,734	87,170	109,110	118,540
	Central Support	178,537	177,200	174,780	179,640
	Capital Charges	13,434	16,390	16,390	16,390
	Planning and Development Board Total	6,894	311,880	195,750	226,930

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

Codes	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
3072-3073	Polesworth Sport Centre	73,918	69,020	71,690	67,660
3074	Arley Sports Centre	148,076	118,990	127,470	120,180
3075-3076	Coleshill Sport Centre	164,147	105,140	114,310	104,990
3077-3078	Atherstone Leisure Complex	176,155	179,190	164,790	148,090
3082-3083	Memorial Hall	94,547	91,640	90,780	95,440
4002	Public Health (Commercial Pollution Control)	208,482	208,250	184,200	196,220
4003	Public Health (Domestic Pollution Control)	45,381	48,950	42,300	46,150
5000	Domestic Refuse Collection	730,462	612,490	728,020	634,900
5001	Streetscene Grounds Maintenance	-	116,310	125,030	109,360
5002	Trade Refuse Collection	(49,533)	(50,300)	(56,250)	(51,570)
5003	Cesspool Emptying	(40,789)	(59,180)	(58,210)	(64,800)
5004	Recycling	501,234	537,680	657,590	659,800
5010	Amenity Cleaning	488,801	465,060	488,430	483,230
5013	Unadopted Roads	7,532	7,600	7,600	7,600
5014	Flooding And Land Drainage	8,987	8,870	-	-
5015	Street Furniture	596	1,280	1,280	1,280
5016	Atherstone Market	1,735	1,600	1,710	1,640
5019	Parks, Playing Fields and Open Spaces	518,577	397,180	425,030	387,790
5021	Public Health (Control of Disease) Act 1984 Burials	(415)	-	3,920	-
5022	Sustainable Communities	2,860	-	-	-
5023	Consultation	255	4,470	-	4,470
5025	Corporate Policy	17,684	13,380	13,380	13,390
5030	Rural Regeneration	23,714	20,370	19,010	17,020
5034	Landscape	8,645	9,060	8,630	8,800
5040	Marketing and Market Research	8,299	8,350	8,350	8,350
5044	Support to Voluntary Organisations	83,248	90,890	90,890	82,140
5051	Young People and Intergeneration	17,175	37,580	20,650	38,260
5052	Community Development Environment	17,654	27,180	9,530	27,880
5054	Social Inclusion and Sport	36,483	31,310	27,340	31,690
5055	Community Development Health Improvement	(3,873)	19,590	38,040	27,570
5056	Community Development Safer Communities	18,751	52,400	28,550	50,870
5059	Allotments and Biodiversity	159	-	-	-
5064	QE - Artificial Grass Pitch	(6,345)	(6,540)	(7,790)	(7,620)
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Onnovation Grants	-	-	-	-
	Net Controllable Expenditure	3,302,602	3,167,810	3,376,270	3,250,780
	Departmental Support	597,422	606,100	593,630	591,770
	Central Support	497,577	499,060	525,070	513,040
	Capital	864,758	768,790	679,640	887,740
	Net Expenditure	5,262,359	5,041,760	5,174,610	5,243,330

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

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
4000	Licensing Authority	(39,363)	(45,540)	(45,550)	(45,240)
4001	Licences and Registration	(13,447)	(12,700)	(10,360)	(16,160)
4008	Hackney Carriages	(23,284)	(20,770)	(26,990)	(25,200)
4019	Gambling Act Authority	(9,688)	(9,710)	(9,710)	(9,900)
	Net Controllable Expenditure	(85,782)	(88,720)	(92,610)	(96,500)
	Departmental Support	53,410	53,410	52,870	54,330
	Central Support	34,821	33,560	37,530	37,850
	Licensing Committee Total	2,449	(1,750)	(2,210)	(4,320)

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
3000	Cost of Democratic Services	388,904	400,970	394,730	387,800
3001	Election Expenses	3,341	60,220	60,220	5,220
3002	Registration of Electors	16,033	16,210	17,540	33,590
3003	Business Rates	(48,767)	(50,280)	(52,330)	(51,260)
3004	Council Tax Collection	(38,103)	(52,760)	15,990	34,010
3050	Finance Miscellaneous	(9,012)	-	(7,000)	-
3051	Compensation and Pension Increases	513,933	526,130	526,770	545,960
3052	Assisted Car Purchase	(808)	(620)	(590)	(490)
3054	Electricity at Work	17,765	18,000	18,000	18,000
3059	Finance Unused Land	2,475	-	32,500	-
3060	Corporate and Democratic Core	17,656	10,820	11,310	11,310
3061	Unallocated Central Support Services	(1,339)	106,730	17,500	103,470
3065	Coleshill Shops and Flats	(68,458)	(68,760)	(67,940)	(68,050)
3066	The Arcade, Atherstone	(445)	-	(30)	-
3067	The Pavilions, Holly Lane	(82,004)	(82,100)	(80,870)	(80,860)
3068	Carlyon Road Industrial Estate	(110,528)	(110,730)	(98,700)	(98,460)
3069	Innage Park Industrial Estate	(114,671)	(96,770)	(110,770)	(112,690)
3070	Polesworth Workspace Units	(5,834)	(4,580)	(4,940)	(4,900)
3079	Maya Bar and Restaurant	(9,304)	(9,250)	(12,060)	(12,050)
3080	Football Stadium	-	-	-	-
3084	Homeless Persons	84,625	77,200	73,520	71,600
3089	Public Conveniences	16,585	18,530	19,650	(177,870)
3094	Customer Contact	6,310	14,370	12,760	15,070
3097	Rent Allowances	(110,891)	41,340	(157,670)	(41,450)
3098	Housing Benefit Administration and Rent Rebates	(46,586)	(65,180)	(151,970)	(49,760)
3099	Concessionary Fares	10,751	15,780	15,780	(470)
3101	Council Tax Support	117,534	121,220	119,990	105,660
3102	Car Parks	53,761	50,070	37,400	42,710
3111	Broadband Delivery UK	50,000	100,000	100,000	50,000
5005	Animal Control	42,301	39,460	41,550	39,040
5006	Abandoned Vehicles	1,692	1,850	1,650	1,650
5008	Private Sector Housing Assistance	25,791	34,340	23,430	3,480
5035	CCTV	1,352	(520)	2,170	(1,760)
5036	Community Support	473,650	465,030	442,570	454,650
7360	North Warwickshire LEADER Partnership	3,728	-	-	-
7361	England's Rural Heart LEADER Partnership	-	390	(4,010)	(4,040)
	Net Controllable Expenditure	1,201,437	1,577,110	1,236,150	1,219,110
	Recharged to Services	(260,192)	(267,640)	(268,160)	(274,000)
	Departmental Support	871,477	912,630	990,600	969,410
	Central Support	1,028,965	1,042,300	1,057,510	1,077,150
	Capital Charges	199,046	447,650	438,650	611,450
	Resources Board (Remaining) Total	3,040,733	3,712,050	3,454,750	3,603,120

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
Various	Chief Executive	197,432	199,940	198,260	187,380
Various	Deputy Chief Executive	4,167,098	4,351,440	4,250,860	4,427,420
Various	Assistant Chief Executive and Solicitor to the Council	1,250,140	1,288,750	1,230,450	1,328,480
Various	Assistant Chief Executive (Community Services)	1,251,376	1,319,640	1,343,490	1,342,120
3006-3039	Building Maintenance Fund	207,210	211,630	229,460	230,360
3040-3041	Council Offices	230,535	206,590	198,020	202,560
3043	Central Telephones	25,983	27,770	27,790	22,550
3045	Recruitment	21,219	22,160	21,190	21,710
3046	Printing and Stationery	67,233	69,120	69,630	70,270
3047	Training	31,362	88,450	29,360	88,400
3048	Depot and Stores	67,840	68,770	67,200	71,000
3110	Postal Services	81,326	63,880	66,990	68,550
3226	Central Services	285,855	260,460	266,570	271,830
3290	Information Services	672,875	684,060	685,630	678,670
3291	Procurement	65,315	64,030	65,260	66,130
3292	Staff Welfare	24,688	17,920	27,980	20,180
3300	Transport Management Account	818,272	711,800	846,460	711,630
	Net Controllable Expenditure	9,465,759	9,656,410	9,624,600	9,809,240
	Recharged to Services	(11,614,289)	(11,663,070)	(11,619,440)	(11,805,960)
	Departmental Support	10,900	12,350	29,150	29,490
	Central Support	1,640,104	1,557,900	1,497,150	1,494,230
	Capital	515,932	442,910	468,540	473,000
	Resources Board (Recharged) Total	18,406	6,500	0	0

Resources Board Summary

Description	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
Totals - Recharged Services	6,500	-	-
Totals - Services Remaining	3,712,050	3,454,750	3,603,120
Central Vacancy Factor	(80,000)	-	(150,000)
FRS17 Pension Adjustments	-	-	-
Use of Earmarked Reserves	-	-	-
Resources Board Total	3,638,550	3,454,750	3,453,120

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

Code	Description	Actual 2014/2015 £	Approved Budget 2015/2016 £	Revised Budget 2015/2016 £	Original Budget 2016/2017 £
2000	Housing Strategic Service Review	727	-	-	-
2001	Outreach and Access to Services	73,543	67,380	57,700	58,320
2002	Corporate Communications	47,850	46,720	50,520	51,510
2003	Community Strategy	44,245	38,410	35,680	36,010
2007	Emergency Planning	16,294	5,790	5,790	5,790
2009	North Warwickshire Local Development Framework	136,114	131,210	126,420	127,800
5050	Support to Parishes	16	-	-	-
	Net Controllable Expenditure	318,789	289,510	276,110	279,430
	Departmental Support	157,196	151,560	166,210	160,440
	Central Support	122,351	132,190	129,140	132,680
	Capital Charges	11,430	11,410	11,330	7,780
	EXECUTIVE BOARD TOTAL	609,766	584,670	582,790	580,330

SAVINGS INCLUDED WITHIN 2016/2017

Board	Description	2016/2017
C & E	Removal of annual contribution to Play Area Replacement	46,760.00
C & E	Delete Local Community Projects Fund	8,750.00
C & E	Efficiencies at Coleshill Leisure Centre	19,550.00
C & E	Extension of swimming lessons - Atherstone Leisure Complex	25,860.00
C & E	Grounds Maintenance - saving from £25,730 additional recharge HRA)	7,080.00
P & D	Charge for pre-planning advice	2,000.00
P & D	Reduced contribution to the Building Control Partnership	11,450.00
Resources	Concessionary Fares - Taxi Vouchers	16,240.00
Resources	Reduce the use of a chauffeur service for the Mayor	5,000.00
Resources	Limit expenditure on Mayoral activity	5,000.00
Resources	Change in Members pension entitlement	1,170.00
Resources	Introduction of administration fee on Disabled Facilities grants	25,000.00
Resources	Closure of public conveniences at Water Orton, Coleshill and Polesworth - part year	29,680.00
Resources	Telephone tariff reductions	5,000.00
Resources	IT Hardware and software reductions	5,000.00
Resources	Reduced telephones and mobile phone charges	860.00
Resources	Reduced HR subscriptions	400.00
Resources	Divisional salary savings - Finance & HR	12,120.00
Resources	Increase vacancy factor	70,000.00
Resources	Saving from flexible retirements	21,470.00
Overall	Reduction in the contingency budget	22,000.00
Overall	Additional Business Rates	100,000.00
Overall	Transfer from Reimbursement Reserve	50,000.00
	Sub total 2016/17	490,390.00
Resources	Closure of public conveniences - full year effect in 17-18	27,990.00
	Overall Total	518,380.00

RISK ANALYSIS

	Likelihood	Potential Impact on Budget
Increase in vacancies at the industrial estates	Low	Medium
Higher level of maintenance at Council properties	Medium	Low
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	Low	Low
Above inflation increases to contracts	Low	Low
Loss of County Council funding towards Customer Contact staffing	Medium	Medium
Further increases in the pension scheme deficit	Medium	Low
Effect of an ageing population on demand for Community Support services	Medium	Low
Changes to the employee taxation system (national insurance)	Low	Medium
Additional increase in pension contribution rates	Low	Medium
Higher than anticipated rises in utility costs	Medium	Low
Changes in legislation affecting service delivery and/or software requirements	Medium	Low
Above inflation in vehicle fuel costs	Low	Medium
Increased insurance costs	Low	Low
Termination of employment costs	Medium	Low
The Emergency Planning budget of £15,490 may be insufficient to cover the costs of any major local emergency.	Low	High
Fee income – The levels of some licences, especially those related to alcohol licensing, street trading, pet shops and other commercial enterprises are at risk from a continuing and prolonged downturn in the economy.	Low	Low
Need for public enquiries into planning developments	Medium	Medium
Decline in planning applications leading to a reduction in Planning Income.	Low	Medium
Applications not dealt with within 26 weeks, resulting in full refund to applicant.	Low	Medium
Deteriorating condition of assets, particularly the Leisure Centres, and further economic pressure affecting the generation of income and the final outturn of services	Medium	High
Further reduction or cessation of grants received	Medium	Low
As grants cease, possibility of redundancy costs for those staff affected by withdrawal of funding for given projects	Medium	Low
Increasing bin replacement rates and bins to new developments	High	Low
Additional Costs relating to the Refuse and Recycling services	Medium	Medium

Agenda Item No 12

Resources Board

25 January 2016

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

**Capital Programme 2016/17 to
2018/19**

1 Summary

- 1.1 This report identifies 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 schemes shown in Appendix A, previously approved within the Council's three-year capital programme, including any 2018/19 additions relating to previously approved schemes;
- b That the Board notes the schemes which will not be included within the capital programme, shown in Appendix B; and
- c That the Board supports the proposed vehicle replacement schedule, shown in Appendix C.

2 Consultation

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Resources Board have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Introduction

- 3.1 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 2015/16 to 2017/18 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 2016/17 to 2018/19.

4 Updating the Approved Capital Programme

... 4.1 A number of schemes relating to this Board were included in the 2015/16 to 2017/18 approved capital programme and these are detailed in Appendix A, including any 2018/19 additions associated to these programmes.

4.2 The HRA housing programme for each of the 3 years in the proposed programme is in line with the total of schemes previously approved. The focus of the programme of works has been determined by the recently completed Stock Condition Survey.

4.3 The General Fund capital programme is also in line with the previously agreed 3 year programme.

... 4.4 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 Vehicle Replacement Schedule

... 5.1 Appendix C identifies vehicles that require replacement over the 3 year capital programme covered in this report.

5.2 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.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 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.

6.1.2 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.

6.2 Environment and Sustainability Implications

6.2.1 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.

6.3 Risk Management Implications

6.3.1 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.

6.4 Equality Implications

6.4.1 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.

6.5 Links to Council's Priorities

6.5.1 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 Stephen Robbins (719337).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

1) HRA Approved 3 year Capital Programme 2016/17 to 2018/19

Appendix A

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2016/17	2017/18	2018/19	3 Year Programme
Electrics	A scheduled programme to replace consumer units and bring wiring in Council properties up to date	£150,000	£309,000	£477,410	£936,410
Staffing	Housing officers who deliver the capital programme to Council properties.	£118,310	£121,150	£123,960	£363,420
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	£450,000	£463,500	£716,110	£1,629,610
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.	£300,000	£309,000	£318,270	£927,270
Windows	Programmes of window replacements to address older installations that are not energy efficient and those that are defective.	-	£257,500	£530,450	£787,950
Energy Saving Measures	External Wall Insulation & Loft Insulation programmes will be required to ensure properties meet the necessary levels for energy usage.	£500,000	£103,000	£106,090	£709,090
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	£175,000	£180,250	£185,660	£540,910
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	£750,000	£515,000	£530,450	£1,795,450
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.	£300,000	£721,000	£106,090	£1,127,090
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	£51,120	£88,000	£17,000	£156,120
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.	£300,000	£206,000	£212,180	£718,180
New Build	Redevelopment of Lister Rd and Church Walk. Includes purchase of 34 New Homes in Polesworth.	£2,801,029	£3,137,650	£157,000	£6,095,679
		£5,895,459	£6,581,050	£3,480,670	£15,957,179

2) General Fund Approved 3 year Capital Programme 2016/17 to 2018/19

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2016/17	2017/18	2018/19	3 Year Programme
CCTV Replacement	The scheduled replacement of the existing CCTV cameras.	-	-	£136,700	£136,700
Decent Homes Grants & Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	£57,500	£57,500	£57,500	£172,500
Disabled Facilities Grants (Private Sector)	Mandatory adaptations delivered in accordance with legislative requirements and following a recommendation from a social care assessor and in accordance with a means test.	£300,000	£300,000	£300,000	£900,000
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 Microsoft Software licenses.	£30,000	£40,000	£40,000	£110,000
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
CRM Customer Access Solutions	To continue the development of the CRM, One Stop Shop and Customer Access technology in partnership with other Warwickshire Councils when appropriate.	£11,870	£12,290	£12,720	£36,880
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement.	-	£5,000	-	£5,000
Backing Up	Primarily used at two levels; the day to day use for the recovery of lost data or damaged systems that need to be rolled back to a previous state. The major use is in the event of fire or theft where the backups we hold would be used to restore systems	£25,000	-	-	£25,000
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.	-	-	£250,000	£250,000

Name of the Scheme	Basic Details of the Scheme				Total 3 Year Programme
	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 3 2018/19	
Innage Park Phase I - Remedial Works to Existing Cladding	£265,000	-	-	-	£265,000
Maya Restaurant (Bear and Ragged Staff)	-	£120,000	-	-	£120,000
Refurbishment of Council Owned Buildings	-	-	£45,000	-	£45,000
Electrical upgrade at Old Bank House	-	-	£150,000	-	£150,000
Replacement of pool vehicles	£12,000	-	-	-	£12,000
Replacement of refuse vehicles	£20,000	-	-	-	£20,000
Replacement of rodent control vehicles	£30,000	-	-	-	£30,000
Replacement of Street Cleaning Vehicles	£109,100	-	£135,690	-	£244,790
Replacement of horticulture vehicles	£44,000	£77,300	£23,340	-	£144,640
Replacement of leisure services vehicles	-	£14,380	-	-	£14,380
Replacement of warden call scheme vehicles	-	£70,000	-	-	£70,000
Capital Salaries - Management	£21,570	£22,070	£22,550	-	£66,190
	£969,040	£761,540	£1,216,500	-	£2,947,080

1) General Fund Schemes Not Included in the Approved 3 Year Capital Programme 2015/16 to 2017/18

Appendix B

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	Total
			2016/17	2017/18	2018/19	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	-	£140,000
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	£70,000	£70,000	-	£140,000
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	£70,000	£70,000	-	£140,000
Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To replace the hardware that the EDRMS runs on and to update licences	Non-Essential	-	-	£70,000	£70,000
Maya Restaurant - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non-Essential	-	-	£10,000	£10,000
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 1 - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non-Essential	-	£750,000	-	£750,000
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 - replace roof cladding	The roof cladding 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
Innage Park Phase 2 - Improvements & Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non-Essential	-	£120,000	-	£120,000
The Pavilions - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non-Essential	-	-	£35,000	£35,000

Name of the Scheme	Basic Details of the Scheme	Essential?	Year 1	Year 2	Year 3	Total
			2014/15	2015/16	2016/17	3 Year Programme
Polesworth Workspace Units - Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non-Essential	-	-	£100,000	£100,000
Polesworth Workspace Units - Replace Hard Standing areas	The streetscape in the area of the 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	-	-	£25,000	£25,000
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
The Depot-Refurbishment	This is a basic refurbishment of the office areas.	Non-Essential	-	-	£500,000	£500,000
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	£500,000	-	-	£500,000
Additional Capacity for Car Parks in Atherstone	Work undertaken has identified issues with capacity in Car Parks across Atherstone.	Non-Essential	£105,000	-	-	£105,000
			£895,000	£1,600,000	£1,340,000	£3,835,000

Appendix C – Vehicle Renewal Schedule 2016/17 to 2018/19

Registration	Purchase Date	Expected Life	2016/17	2017/18	2018/19
Refuse Vehicles					
KU06 YDE	01/03/2006	LEASE	£20,000		
Pool Vehicles					
KW55 SMO	21/02/2006	7 Years	£12,000		
Rodent Control					
KV08 KWC	01/04/2008	LEASE	£15,000		
KV08 KVK	02/04/2008	LEASE	£15,000		
Street Cleansing					
Jetta	02/11/2011	7 Years			£12,950
KV08 KWR	01/04/2008	LEASE	£19,100		
GN11 HLO	01/08/2011	5 Years	£90,000		
LK63 ODB	04/03/2014	5 Years			£122,740
HDW Vehicles					
KV08 KWB	17/03/2008	LEASE	£16,500		
KV08 KVM	01/04/2008	LEASE		£22,000	
KV08 KVV	01/04/2008	LEASE		£22,000	
KV08 KWM	01/04/2008	LEASE		£22,000	
KV08 KWA	01/04/2008	LEASE		£22,000	
KN58 WRJ	25/11/2008	LEASE	£17,310		
KN58 WRG	29/11/2008	LEASE	£17,310		
KN11 NCC	31/05/2011	7 Years			£17,000
Housing Inspectors Vehicles					
KR08 YPF	31/07/2008	LEASE		£12,000	
KX58 WZV	05/09/2008	LEASE		£12,000	
KM59 XZV	21/01/2010	LEASE		£10,000	
KM59 XZY	21/01/2010	LEASE		£10,000	
KW08 TVJ	30/06/2008	LEASE		£10,000	
KW08 TVL	30/06/2008	LEASE		£10,000	
KW08 TVK	30/06/2008	LEASE		£10,000	
Wardens Vehicles					
KV08 KWO	05/03/2008	LEASE		£12,000	
KR08 YPJ	31/07/2008	LEASE		£12,000	
KV08 KVL	05/03/2008	LEASE		£12,000	
KV08 KWJ	17/03/2008	LEASE		£12,000	
KS58 KZK	31/01/2009	LEASE		£12,000	

<u>Registration</u>	<u>Purchase Date</u>	<u>Expected Life</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>
KR08 YPK	31/07/2008	LEASE		£12,000	
KR08 YPG	31/07/2008	LEASE		£12,000	
KP58 DLX	16/12/2008	LEASE		£12,000	
Horticulture Vehicles					
KS57 PNO	14/02/2008	LEASE		£10,000	
KM59 XZW	21/01/2010	LEASE		£10,000	
KV08 KVP	01/04/2008	LEASE		£19,100	
WX10 HFJ	18/03/2011	5 Years	£22,000		
WX10 HFK	18/03/2011	5 Years	£22,000		
BX13 NZT	09/07/2013	5 Years			£23,340
KV08 KWS	01/04/2008	LEASE		£19,100	
KV08 KWP	01/04/2008	LEASE		£19,100	
Leisure Vehicles					
KR09 AUN	03/07/2009	LEASE		£14,380	
Warden Call Scheme					
KS57POH	14/02/2008	LEASE		£10,000	
KS57PMY	14/02/2008	LEASE		£10,000	
KS57PMX	14/02/2008	LEASE		£10,000	
KS57PKX	14/02/2008	LEASE		£10,000	
KS57POJ	22/01/2008	LEASE		£10,000	
KS57PNZ	22/01/2008	LEASE		£10,000	
KS57PMO	22/01/2008	LEASE		£10,000	

**Report of the
Deputy Chief Executive**

**Internal Audit – Performance for
First Half 2015-16**

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 April 2015 to September 2015, usually reported quarterly but late due to the long term absence of the Head of Audit.

4 Summary of Work Completed

- ... 4.1 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 from the approved audit plan. The number of 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 which have been improved for 2014-15 and ensuing years.
- ... 4.2 The external auditors reviewed the work of Internal Audit in April 2015 and as in previous years were completely satisfied with the work that had been completed. The annual audit survey was undertaken in house at the end of 2014 and this provided additional assurance that the team continue to work effectively and efficiently.

- 4.3 Internal Audit can place a substantial level of assurance on the following:
Food Safety
And adequate assurance on:
Emptying Council houses; commercial properties; overtime payments and;
lettings and housing proactive counter fraud.
- 4.4 The Internal Audit Section continues to work on a selection of contingency audits. These are reviews carried out either resulting from departmental requests, external audit suggestions, counter fraud activity and monitoring of reporting information from the National Fraud Initiative.
- 4.5 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 such as the Audit Commission and the External Auditor.

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

Background Paper No	Author	Nature of Background Paper	Date

Audits Completed first half 2015-16

Audit	Quarter Due	Status	Assurance Level	Tot No. of Recs	Priority1	Priority2	Not Agreed
Emptying Council Houses	1-2	Final	Adequate	5	5		
Commercial Properties	1-2	Final	Adequate	13	7	6	
Recycling	1-2	Draft					
Food Safety	1-2	Final	Substantial	3	1	2	
Overtime payments	1-2	Final	Adequate	9		9	
Lettings & Housing Proactive Counter Fraud	1-2	Final	Adequate	6	4	2	

Reasons for not providing a substantial assurance level on final reports

Emptying Council Houses- there is a lack of procedural guidance but on a low risk system. Never reviewed previously and number of properties minimal. All improvements have been agreed and are currently being implemented.

Commercial Properties- Lack of an up to date Corporate Asset Management Plan: ad hoc condition surveys and photographic schedules of industrial units; incomplete records and documentation, all contribute to increase risk and minimise internal control. Agreement has been reached to tighten control.

Overtime Payments- Main issues surrounded supervision and authorisation, working patterns, overtime amounts, route tracking and supervision resulting in greater risk and lower internal control. Housing and Streetscape have made some improvements but it is too early to confirm if these changes have been effective.

Lettings & Housing Proactive Counter Fraud- Checks connected with direct debits and vetting of short lists require improvement to reduce risk and improve internal control. Refresher training for staff has been arranged. Compliance with CIH guidance on proactive measures surrounding potential tenancy fraud is under discussion.

Progress Against Audit Plan Audit	Status	Audit	Status
	Ongoing	Recycling	Draft
		Food safety	Final
Risk Management	Final	Overtime	Final
Emptying council houses	Final	Land charges	Ongoing
Commercial properties	Ongoing	C House sales	Ongoing
Training & development-appraisals	Ongoing	Lettings etc	Final
Insurances			

Performance of Audit 2015-16 for Quarterly Indicators			Performance for 2015-16
No.	Indicator	Suggested Frequency	
1	Performance reports to Resources Board	Quarterly	January 2016 (First half year together due to long term absence of Head of Audit)
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	2 out of 5. Extra time required due to additional testing.
4	Number of audits completed by set deadline	Quarterly	3 out of 5. Remaining 2 deadline extended for extra work.
5	Final report issued within 4 weeks of completion of fieldwork	Quarterly	5 out of 5
9	Questionnaire: Feedback obtained from report recipients is good (average 4 out of 5)	Quarterly	All those received are good.
10	% of sickness levels within Audit is below 5%	Quarterly	19.5% due to long term absence of both the Head of Audit and Senior Auditor

Agenda Item No 14

Resources Board

25 January 2016

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2015

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 2015.

<p>Recommendation to the Board</p> <p>That Members consider the performance achieved and highlight any areas for further investigation.</p>

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 2015/16. This is the third report showing the progress achieved so far during 2015/16.

4 Progress achieved during 2015/16

- ... 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 2015/16 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 2015/16 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 92% of the Corporate Plan targets and 67% 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	11	92%
Amber	1	8%
Red	0	0%
Total	12	100%

Performance Indicators

Status	Number	Percentage
Green	10	67%
Amber	3	20%
Red	2	13%
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 adaptations.

8.6 Links to Council's Priorities

8.6.1 There are a number of targets and performance indicators contributing towards the priorities of protecting our countryside and heritage, improving leisure and well being opportunities, promoting sustainable vibrant communities and supporting employment and business.

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

	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	Responsible Financial & Resource Management	Linda Bird	The ICT Strategy for 2015 - 2019 is being prepared for the September Report cycle. Projects to upgrade the Council's Website and refresh the Clitrix remote working solution are progressing to plan.	The ICT Strategy 2015 - 2019 has been approved. Projects to implement the Strategy are progressing as planned in the Corporate Services Service Plan	Projects to progress the 2015 - 2019 ICT Strategy are progressing as planned. Projects for 2016/17 have been included in the Corporate Services Service Plan and other Divisions Service Plans where appropriate.	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 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	The Council's Asset Management Plan is due to be updated by October 2015 Following completion of the main works at the Council House and Colehill Leisure Centre, the programme now centres on the rest of the corporate estate	Work continues on the AMP to build on previous work with WSPOG and new projects such as One Public Estate (OPE) A wholesale lighting replacement programme has commenced at OBH and will be completed by early December saving money and reducing the building's carbon footprint	The formal review of the AMP has been delayed while the impact of projects such as OPE and a similar initiative for Health are evaluated. Other options are also currently being explored The OBH lighting replacement programme is now 95% complete and should be finished by the end of January 2016. Work to improve the roofing of the industrial units at Innage Park is programmed to commence in Spring 2016.	Amber Green	→
NWCP 082	c) Continuing the review of leisure facilities 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	Responsible Financial & Resource Management	Simon Powell	Progress across the region is 3 months ahead of plan. In the Borough 41 cabinets have been upgraded and an additional 10300 premises have access to better Broadband. Budget provision was made for additional match funding of £50,000 in the 2015/16 budgets. A report is going to Resources Board seeking approval for further match funding.	Members approved additional match funding which will form part of Contract 2.2. CSW Broadband Project Team working with Development Control on the potential location of cabinets as part of Contract 2.1. We have also provided information on new developments in the Borough.	An review report relating to Arley Sports Centre will be presented to the Community and Environment Board in January 2016. Further work has been undertaken in respect of other leisure facilities managed by the Authority and related reports will be presented to Boards in due course.	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. (From June 2015 onwards)	Supporting Employment & Business	Linda Bird	New membership for Task and Finish Group to be appointed by Resources Board in September.	The Task and Finish Group will be reconvened on 12th November 2015. Proposals will be made to the Resources Board at its meeting in January 2016.	The improvements planned as part of Contract 1 are due to be completed on schedule by the end 2015/16. Information on the location of cabinets due to be upgraded in Contract 2.1 are now on the CSW Broadband website.	Green	→
NWCP 033	To act on the objectives set out in the Warwickshire Local Investment Plan by continuing to appraise opportunities to develop affordable homes. This will include having pipeline development schemes for new homes in the Council's own stock. (From March 2015 onwards)	Creating Safer Communities	Angela Coates	The schemes set out in the Plan are being progressed. The Resources Board will be asked to consider the future delivery of Council new build following the announcement of rent reductions for Council tenancies.	The firm proposals in the Plan are on track however the Resources Board will be reviewing the Council's own position following the Housing Bill and Budget announcements about funding cuts to the Housing Revenue Account.	The firm proposals are on track however the Homes and Communities Agency has now confirmed that there will not be any further grant funding for the development of homes for rent. Starter homes will be the priority. Based on this the Programme for future years will be revised.	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 September 2015	Promoting Sustainable & Vibrant Communities	Angela Coates	The work streams required to progress this project are in place and will make recommendations in the Autumn.	The timescales have been amended so that decisions can be made by April 2016	The partnership is continuing to progress the shared service arrangements so that they can be in place across the County.	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)	Responsible Financial & Resource Management	Angela Coates	Every property in the Council's stock is being surveyed. This will provide information for future programmes of work.	Work to underpin the Plan is on track to deliver sufficient information to review the Plan.	The property condition information has been used to inform the 30 Year Business Plan and will now be used to support the Asset Management Plan. Financial pressures will have an impact on the delivery of housing services.	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. (From March 2015 onwards)	Responsible Financial & Resource Management	Angela Coates/Bob Trahern	Ongoing. Universal Credit will be introduced in North Warwickshire from October 2015.	Rent collection continues to be a priority & collection rates remain high. The Government's Pay to Stay proposals will require a review of rent setting and collection procedures. Universal Credit officially goes live on 26th October although with the timetable for full roll out now delayed until 2020 it is expected to have limited impact as previously advised. We are currently evaluating the more immediate impact of the wider welfare benefit reforms announced in July which will impact on many households particularly around the impact of reducing tax credits and in respect of younger people from 2016 onwards.	Rent collection continues to be a priority & collection rates remain high.	Green	↗
NWCP 099	To review the services delivered to sheltered schemes (including the Neighbourhood Warden and Older Person Support services) in accordance with the direction of the Borough Care review and Supporting People budget changes. (From April 2015)	Promoting Sustainable & Vibrant Communities	Angela Coates	The County Council's Cabinet will meet to consider Housing Related Support Budgets on 18th August 2015	This review is underway with a view to reporting to the Resources Board in the New Year.	The cuts to the County Council Supporting People budget mean that funding will end for the Older Persons Service in July 2016. The Housing Management Review & Borough Care Review will be reported to Resources Board on 4th April 2016.	Green	↗
NWCP 100	Review the Council's overall and the Housing Division's specific policies and procedures for dealing with anti-social behaviour to ensure they are robust and accord with the requirements of the Anti-Social Behaviour Crime and Policing Act, 2014.	Creating Safer Communities	Angela Coates	Reports have been considered by the Housing Sub Committee.	This work is complete and will be reported to the Resources Board in the New Year.	This is complete.	Green	↗

2

NWPI Resources 15/16

Ref	Description	Section	Priority	Year End Target	April - Dec Performance	Traffic Light	Direction of Travel	Comments
NWLPI 052	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority (former BV8)	Financial Accountancy	Public Services & Council Tax	98	96.41%	Amber	↔	Indicator has started to improve, with performance of 98.32% in December
NWLPI 57	Percentage of calls answered through the Central Control system within 60 seconds. (TSA national standard 96.5%):	Community Support	Housing	99	99.39%	Green	→	
NWLPI 135	Percentage of response repairs completed right first time	Housing Maintenance	Housing	92.00%	88.29%	Red	↔	Gas heating repairs require parts that cannot be kept on the vans and this effects the performance.
NWLPI 068	Gas certificates completed	Housing Maintenance	Housing	100.00%	99.87%	Amber	↔	2 overdue - 1 in court
@NW:NI156	Number of households living in temporary accommodation (snapshot at end of each quarter)	Housing Management	Housing	6	6	Green	↔	We are experiencing an increase in homeless applications.
NWLPI 136	Number of tenants with more than 7 weeks rent arrears - as an average over the year	Housing Management	Housing	2.75%	2.97%	Amber	↔	
NWLPI 070	Average time taken to re-let local authority housing (former BV212)	Housing Management	Housing	25 days	35.12 days	Red	↔	We have had a review to tighten up procedures but some properties have required major repairs.
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	100%	Green	→	99.90%
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%	Green	→	
NWLPI 041	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Computer Services	Public Services & Council Tax	95	97%	Green	→	
NWLPI 096	The Percentage of Calls answered in 20 seconds in the contact centre	Revenues & Benefits	Public Services & Council Tax	75	83%	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	7.94	Green	↔	On target for end of year
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	85.95	Green	↔	On target for end of year

Ref	Description	Section	Priority	Year End Target	April - Dec Performance	Traffic Light	Direction of Travel	Comments
NWLPI 107	Proportion of Council Tax collected (former BV9)	Revenues & Benefits	Public Services & Council Tax	97.8	87.06	Green	👉	On target for end of year
NWLPI 161	Percentage of abandoned calls in the Contact Centre	Contact Centre	Public Services & Council Tax	5	3	Green	👉	

**Report of the
Deputy Chief Executive**

**Treasury Management Strategy
Statement, Minimum Revenue
Provision Policy Statement and
Annual Investment Strategy for
2016/17**

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2016/17.

Recommendation to the Council

That the proposed strategies for 2016/17 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 2016/17

- 5.1 The suggested strategy for 2016/17 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 2016/17 to 2018/19**

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 30/11/2015 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	14.000	0.84
Variable Rate Funding	4.000	0.90*
Short Term Funding	6.163	0.50*
Total Net Investments	24.163	0.79

* - 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 £71,185,395 at 1 April 2016.

10 Prudential and Treasury Indicators for 2016/17 to 2018/19

... 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 2016	June 2016	Sept 2016	Dec 2016	March 2017	June 2017	Sept 2017
Bank Rate	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.50%
5yr PWLB Rate	2.40%	2.60%	2.70%	2.80%	2.80%	2.90%	3.00%
10yr PWLB Rate	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%
25yr PWLB Rate	3.70%	3.80%	3.90%	4.00%	4.10%	4.10%	4.20%
50yr PWLB Rate	3.60%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%

- 11.2 The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, worldwide economic statistics have distinctly weakened and the November Inflation Report flagged up particular concerns for the potential impact on the UK.
- 11.3 The Inflation Report was notably subdued in respect of the forecasts for inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. However, once the falls in oil, gas and food prices over recent months fall out of the 12 month calculation of CPI, there will be a sharp tick up from the current zero rate to around 1 percent in the second half of 2016. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013. There is considerable uncertainty around how quickly inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate.

12 Borrowing rates

- 12.1 The Council has a borrowing or Capital Financing Requirement of £71.185 million. Of this, £54.609 million relates to the HRA refinancing and the remainder is wholly internal borrowing. Because we have a number of capital and revenue reserves which have not yet been used, we have temporarily used these to finance our capital spending rather than the Council borrowing

externally. These reserves amounted to £23.711 million at the beginning of 2015/16.

- 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 forward Capital Financing Requirement estimates, and will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

- 13.2 In determining whether borrowing will be undertaken in advance of need the Council will;

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- consider the merits and demerits of alternative forms of funding
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
- Consider the impact of borrowing in advance of temporarily increasing investment cash balances (until required to finance capital expenditure) and the consequent increase in exposure to counterparty risk and the level of such risks given the controls in place to minimise them.

14 Annual Investment Strategy

- 14.1 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.

- 14.2 In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of

concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

- 14.3 Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- 14.4 Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 14.5 Investment instruments identified for use in the financial year are listed in Appendix B under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Council’s treasury management practices and are shown at Appendix E.

15 **Creditworthiness Policy**

- 15.1 This Council applies the creditworthiness service provided by 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 The Bank of England interest rate has remained at 0.50% since March 2009. The exact timing of any future increase in rates is uncertain, with recent dovish tones from the Monetary Policy Committee leading analysts to suggest that rates aren't likely to increase until Q2 2016 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 2016/17 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 Stephen Robbins (719337).

APPENDIX A

Treasury Indicators

Treasury Indicator	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Authorised Limit for External Boundary	86,468	84,954	83,393	81,494
Operational Boundary	71,186	69,415	67,593	65,429
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%

Maturity Structure of New Fixed Rate Borrowing	Upper Limit	Lower Limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

LOCAL GOVERNMENT INVESTMENTS (England)SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated, with maturities up to a maximum of 1 year.

Investment	Repayable/ Redeemable within 12 months?	Security / 'High' Credit Rating criteria	Circumstance of use	Maximum period
Money Market Funds (MMF) - Including eMMFs <i>These funds do not have any maturity date- structured as Open Ended Investment Companies (OEICs)</i>	Yes	Yes AAA rated	in-house	the period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements
Debt Management Agency Deposit Facility¹	Yes	N/A	in-house	365 days
Term Deposits- Local Authorities	Yes	N/A	in-house	365 days
Term Deposits- Banks and Building Societies	Yes	See Strategy	in-house	365 days
Banks nationalised by high credit rated countries (sovereign rating)	Yes	Sovereign rating	in-house	365 days
Government guarantee on ALL deposits by high credit rated countries (sovereign rating)	Yes	Sovereign rating	in-house	365 days
UK government support to the banking sector (implicit guarantee)	Yes	UK sovereign rating	in-house	365 days

Monitoring of credit ratings : All credit ratings will be monitored **weekly or more frequently if needed**.

Forward Deposits: Forward deposits may be made. However, the forward period plus the deal period should not exceed one year in aggregate.

Support: Banks eligible for support under the UK bail-out package and which have debt guaranteed by the Government are eligible for a continuing guarantee when debts mature and are refinanced. The banks which have used this explicit guarantee are:
Bank of Scotland; Barclays; Clydesdale; Coventry Building Society; Investec Bank; Nationwide Building Society; Rothschild Continuation Finance plc; Standard Life Bank; Royal Bank of Scotland; Tesco Personal Finance plc; West Bromwich Building Society; Yorkshire Building Society

LOCAL GOVERNMENT INVESTMENT (England)

NON-SPECIFIED INVESTMENTS - A maximum of 50% may be held in non-specified investments

Maturities in excess of 1 year investment	(A) Why use it? (B) Associated risks?	Repayable/ Redeemable within 12 months?	Security / Minimum credit rating ***	Circumstance of use	Max % of overall investments	Maximum maturity of investment
Term deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment. (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period	No	Period and amount will be dependent on credit ratings, as shown on authorised list	In-house		<i>Suggested limit : 5 years</i>
Callable deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity. (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) period over which investment will actually be held is not known at the outset. (iii) Interest rate risk : borrower will not pay back deposit if interest rates rise after deposit is made.	No	Period and amount will be dependent on credit ratings, as shown on authorised list	To be used in-house after consultation/ advice from Capita		<i>Suggested limit : 5 years</i>
Term deposits- local authorities	Going concern	No	N/A	In house		

Property Funds	(A) (i) Enhanced income – Potentially higher return than using a term deposit with similar maturity (average 5% yield since 1970). (ii) Reduces Portfolio Risk through a diversified portfolio (B) (i) illiquid – Property is an illiquid asset class and it is not always possible to sell units immediately. (ii) High Cost of Dealing (iii) high market risk as the property value and performance ill fluctuate based on condition of Real Estate market.	No	N/A	To be used in-house after consultation/ advice from Capita	Suggested limit 10 years
UK Gilt Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the gilt		AAA	To be used in-house after consultation/ advice from Capita	Suggested limit 10 years
Bonds issued by a financial institution guaranteed by the UK Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/ advice from Capita	Suggested limit 10 years
Bond Funds Gift Funds (Collective Investment Schemes structured as Open Ended Investment Companies)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/ advice from Capita	Suggested limit 10 years
Sovereign Bonds (i.e. other than the UK Government)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/ advice from Capita	Suggested limit 10 years

<p>Bonds issued by Multilateral Development Banks</p>	<p>(A) (i) Excellent credit quality. (ii) relatively liquid. (although not as liquid as gilts) (ii) 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>	<p>No</p>	<p>AAA or government guaranteed</p>	<p>Buy and hold to maturity : to be used in-house after consultation/ advice from Capita</p>		
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Treasury Management Strategy Statement 2016/17

Approved Countries for Investment**AAA**

Australia
Canada
Denmark
Finland (AA+ with S&P)
Germany
Netherlands (AA+ with S&P)
Singapore
Sweden
Switzerland
United States of America (AA+ with S&P)

AA+

United Kingdom (AAA with S&P)

AA

Belgium
France
Qatar
Saudi Arabia (A+ with S&P)
United Arab Emirates

AA-

None

Minimum Revenue Provision Policy Statement 2016/17

The Council implemented the new MRP Guidance in 2008/09, and have assessed their Minimum Revenue Provision since then in accordance with the main recommendations contained within the Guidance issued by the Secretary of State under section 21 (1A) of the Local Government Act 2003. In particular, the council are satisfied that the guidelines for their annual amount of MRP set out within this Policy Statement will result in their making the requisite prudent provision that is required by the Guidance.

The MRP for the financial year 2008/09, and thereafter, will continue to be charged at the rate of 4%, in accordance with the recommendations and intent of Option 1¹ and the discretion available under the Guidance.

In subsequent financial years, further amounts of new capital expenditure may continue to be charged at the rate of 4%, and added to the above mentioned base CFR amount, up to an amount equivalent to the Council's annual SCER allocation. The expenditures ranking for this method of charge will be assessed on a cumulative basis, where appropriate, rather than confined to individual financial years. To the extent that expenditures cannot be treated in this manner, they will be subject to MRP principles outlined in Option 3².

Also, application of this provision will be on a discretionary basis, in that any utilisation of the continuing 4% option is entirely discretionary, and may if necessary be "stored up" until a later financial year.

The Council will treat all expenditures as not ranking for MRP until the year after the scheme or asset to which they relate is completed and/or brought into use, rather than confine this approach solely to expenditures treated for MRP purposes under Option 3.

What is meant by this is that it is considered both proper and prudent to adopt the uncompleted scheme aspect as recommended under the heading of Option 3 for all expenditures, in recognition of the fact that there is essentially no difference in MRP charging terms between any new capital expenditures.

In cases where new capital expenditure is incurred in relation to an existing asset or similar, MRP will be spread over a period which reflects the life/beneficial use of the associated asset or item.

These periods are determined for MRP purposes only, and the Council may account for depreciation of assets under SORP over different periods, after having had regard to the different conditions that may apply to these for accounting purposes.

The spreading of the MRP charge under the estimated life period approach will be carried out in an aggregate manner, as details of individual schemes, whilst required for supporting information purposes in the year for which MRP liability is first being assessed, have no beneficial purpose thereafter. Schemes/expenditures will accordingly be grouped within differing life periods where such apply.

The Council also determines that available resources for financing capital expenditure, such as capital receipts, will be applied to new capital expenditure in a

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

² Option 3 – provision to repay borrowing is made over the estimated life of the asset.

manner that is considered appropriate in any financial year. For example, it will not be considered imprudent to apply such resources in the first instance to expenditures that have a shorter estimated lifespan, as the process for allocating either actual resources, or treatment under the various options, can only operate on a selective basis, as envisaged by the Guidance.

When adopting this aspect of the recommendations contained within Option 3, the Council may, where applicable, treat any new capital expenditures/schemes which are both commenced and finalized within the financial year as having been financed from any associated grants, s.106 monies, or similarly earmarked funds. This is however entirely at their discretion. In cases where expenditure is incurred on only part of a scheme which is not completed by the year end, any grant or similar financing resources will either be allocated to other new expenditures under delegated powers, or carried forward for MRP purposes, as necessary or appropriate.

Final decisions regarding the manner in which such resources are deemed to be allocated to schemes will be taken under delegated powers.

Estimated life periods will also be taken under delegated powers. In the case of new capital expenditure in respect of land, it is considered that the recommended life period of 50 years contained within the Guidance does not adequately reflect a realistic life period, which is considered to be at least as great as would be the case if a building were to be placed upon it. The Council are aware when approving this that the Guidance recommends only that the life period should bear some relation to that over which the asset is estimated to provide a service.

To the extent that expenditures are not on the creation of an asset, and are of a type that are subject to estimated life periods that are referred to in the Guidance, these periods will generally be adopted by the Council. However, in the case of long term debtors arising from loans or other types of capital expenditure made by the Council which will be repaid under separate arrangements (such as long term investments), the Authority will give separate consideration as to whether a Minimum Revenue Provision will be made. The Council are satisfied that a prudent provision can be achieved after exclusion of these capital expenditures from the MRP requirements.

In view of the variety of different types of capital expenditure incurred by the Authority, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefits that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure, and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

The determination as to which schemes shall be deemed to be financed from available resources, and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

Counter Party Limits

Group Limit	Up to 30% of total investments
Other Limits	Up to 50% of total investments may be invested for a period of more than 1 year
	Up to 100% of total investments may be invested with UK institutions
	Up to 50% of total investments may be invested in non UK institutions
	Up to 100% of total investments may be invested for a period of up to 1 year
	Up to 20% of the investment portfolio in any one country outside the UK
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

Fitch Ratings	Investment Duration	Investment Limit
AAA – Money Market Fund (MMF)	12 months and over	£5,000,000
AAA – Cash Fund (eMMF)	12 months and over	£2,000,000
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

Report of the Assistant Director
(Housing)

The Introduction of the
Microchipping of Dogs Regulations
2015

1 **Summary**

- 1.1 To inform and seek Members' approval on the enforcement of the Microchipping of Dogs Regulations 2015.

Recommendation to the Board

- a That the enforcement proposal of the Microchipping of Dogs Regulations 2015 as detailed within this report is approved; and
- b The necessary amendments are made to the Constitution to allow the enforcement of the regulations.

2 **Consultation**

- 2.1 All Councillors have been involved in discussions relating to issues contained within the report.

3 **Report**

3.1 **Obligation of Dog Keepers**

- 3.1.2 From 6 April 2016 the regulations make it an obligation that;

- All dogs are microchipped, if over 8 weeks old and if not a certified working dog.
- A keeper who imports a dog must ensure that the dog is microchipped within 30 days of importing the dog.
- Where a dog is transferred to a new keeper, the new keeper must, unless the previous keeper has already done so, record their full name, address and contact telephone number (if any) and any change in the dog's name with the database on which the dog's details are recorded.

- A keeper (which includes the breeder) must not transfer a dog to a new keeper until it has been microchipped.

3.2 Enforcement

- 3.2.1 If a dog that should be microchipped is not microchipped then a notice requiring microchipping within 21 days may be served. A keeper may appeal this notice.
- 3.2.2 Where the keeper of a dog has failed to comply with a notice, an authorised officer, without the consent of the keeper, may arrange for the dog to be microchipped and recover from the keeper the cost of doing so. It is an offence to obstruct an officer.
- 3.2.3 An authorised officer may take possession of a dog without the consent of the keeper for the purpose of checking whether it is microchipped or for the purpose of microchipping it. It is an offence to obstruct an officer.
- 3.2.4 The regulations can be enforced by either the Local Authority or Police.
- 3.2.5 There is a defence against the requirements of the regulations if a vet certifies that it is not appropriate to microchip a dog.

3.3 Offences

- 3.3.1 It is an offence not to comply with a notice as detailed in 3.2 above.
- 3.3.2 It is an offence if a keeper (which includes the breeder) transfers a dog to a new keeper before it has been microchipped.
- 3.3.3 It is an offence to obstruct an officer.
- 3.3.4 An offence if prosecuted carries a fine of up to £500.

3.4 Additional Information

- 3.4.1 The Regulations also detail the form of microchip and details to be held on a database.
- 3.4.2 The regulations are only valid for 7 years i.e. until 24 February 2022.

3.5 NWBC Enforcement Proposal

- 3.5.1 It is not proposed to actively patrol the Borough to identify dogs that are not microchipped. This would not only be resource intensive and onerous but would also not foster good relations with the public. Instead NWBC will be actively promoting microchipping and will be microchipping dogs for free at organized events.

3.5.2 If it is identified that a dog is not microchipped through the duties of the Dog Warden Service e.g. seizure of stray dogs, investigation of dog related complaints etc., the keeper, if known, shall be issued with a notice requiring the dog to be microchipped within 21 days.

3.5.3 If the notice detailed in 3.15 above is not complied with then prosecution of the offence shall be considered in accordance with appropriate enforcement policies.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 There are no financial implications to the introduction of these regulations

4.2 Legal Implications

4.2.1 The dog warden is the most appropriate to carry out enforcement of the legislation and the councils constitution will be amended accordingly.

4.3 Human Resources Implications

4.3.1 The impacts of this report can be contained within existing resources.

4.4 Risk Management Implications

4.4.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

4.4.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

4.4.3 The following significant risks associated with this report / decisions were identified from this assessment:

Management of significant Risks		
Risk Description	Mitigating actions	Owner
Legal compliance	Ensure actions in compliance with Central Government Policy	Wendy Smith

4.5 Links to Council's Priorities

4.5.1 The provisions within the Microchipping of Dogs Regulations 2015 meet the following corporate priority;

- (1) Protection and improving our environment

A microchipped dog is a traceable dog. Therefore if a dog strays (stray dogs put the public at risk through potential attack and road traffic incidences) the dog warden is able to locate the keeper in an attempt to ensure that the dog does not stray again. If the dog continues to stray then necessary enforcement action can be taken against regular straying.

Similarly, if a dog is involved in an attack the dog warden or police are able to trace the keeper of the dog and take necessary enforcement action.

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

Background Papers

Background Paper No	Author	Nature of Background Paper	Date
Microchipping of Dogs Regulations 2015	Government Office	Legislation	2015

Agenda Item No 17

Resources Board

25 January 2016

**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 18

Land at Sheepy Road, Atherstone – Report of the Assistant Director (Streetscape)

Paragraph 2 - by reason of the report containing information relating to an individual.

Agenda Item No 19

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

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

Agenda Item No 20

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).