

**To: Deputy Leader and Members of the Resources Board
(Councillors Moore, Butcher, Davis, N Dirveiks,
Forwood, Humphreys, Johnston, Smith and Winter)
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

26 January 2015

The Resources Board will meet in The Committee Room, at the Council House on **Monday, 26 January 2015 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 **Request for discussion and approval of remaining En Bloc items.**

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.

6 **Minutes of the Resources Board held on 17 November 2014** – copy herewith, to be approved as a correct record and signed by the Chairman.

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

7 **Parking Places Order** – Report of the Assistants Director (Streetscape)

Summary

This report asks Members to consider the written objections which have been received in relation to the revised Parking Places Order and associated Schedule(s) and to decide whether any amendments to the Order and Schedules are required as a result.

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

8 **Information Security Policy** – Report of the Assistant Director (Corporate Services)

Summary

The purpose of this report is to seek approval for the Council's Information Security Policy. The policy is needed to help protect the Council's information and ensure it is used legally and effectively.

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

9 **Corporate Plan 2015-16** – 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 Key Actions for which it is responsible and to agree the 2015-16 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).

- 10 **General Fund Fees and Charges 2015/16** – Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Chief Executive (Community Services), Assistant Director (Housing) and Assistant Director (Finance and HR)

Summary

The report covers the fees and charges for 2014/15 and the proposed fees and charges for 2015/16.

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

- 11 **General Fund Revenue Estimates 2015/16 – Services Recharged Across All Boards** – Report of the Deputy Chief Executive

This report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

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

- 12 **General Fund Revenue Estimates 2015/16 – Services Remaining within the Board** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

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

- 13 **General Fund Revenue Estimates 2015/16 – Summary** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

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

- 14 **Housing Revenue Account Estimates 2015/16 and Rent Review** – Report of the Deputy Chief Executive (TO FOLLOW)

Summary

The report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

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

- 15 **Capital Programme 2015/16 to 2017/18** – 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 Officer for this report is Stephen Robbins (719337).

**PART B – ITEMS FOR EN BLOC DECISIONS
(YELLOW PAPERS)**

- 16 **Internal Audit Performance for Third Quarter 2014-15** – 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 is Barbara Haswell (719416).

- 17 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2014** – Report of the Chief Executive and Deputy Chief Executive (TO FOLLOW)

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 2014.

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

- 18 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2015/16** – Report of the Deputy Chief Executive

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2015/16.

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

- 19 **Minutes of the Housing Sub-Committee held on 5 January 2015** - (copy herewith to be received and noted).

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

- 20 **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.

- 21 **Land at Hartshill** – Report of the Assistant Director (Streetscape)

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

- 22 **Request for Licence for Access Over Land at Kingsbury** – Report of the Assistant Director (Housing)

The Contact Officer for this report is Paul Roberts (719459).

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE RESOURCES BOARD

17 November 2014

Present: Councillor N Dirveiks in the Chair

Councillors Davis, Humphreys, Johnston, Moore, Phillips and Winter.

Apologies for absence were received from Councillors Butcher (Substitute Councillor Phillips) and Holland.

Councillor Pickard was also in attendance.

33 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor N Dirveiks declared a non-pecuniary interest in Minute No 52, Supporting People Programme, by reason of being a member of Warwickshire County Council.

34 **Minutes of the Resources Board held on 1 September 2014**

The minutes of the meeting of the Board held on 1 September 2014, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

35 **Coleshill Leisure Centre – Site Disposal**

The Assistant Director (Streetscape) updated Members on the options available for the disposal of the current leisure centre site at Coleshill and recommended a course of action over the coming months.

Recommended:

- a That the site of the existing leisure centre at Coleshill be declared surplus to requirement from the date that the new facility at Coleshill School becomes operational; and**
- b That the proposals set out in paragraph 3 of the report of the Assistant Director (Streetscape) for the future marketing and disposal of the current leisure centre site be agreed.**

36 Revisions to Parking Places Order

The Assistant Director (Streetscape) sought Members' approval for a revised Parking Places Order and associated Schedule(s) covering all the Borough Council owned and operated off-street car parks.

Resolved:

That the revised Parking Places Order and associated Schedule(s) be approved.

37 Land at Sycamore Crescent, New Arley

The Assistant Director (Leisure and Community Development) set out a proposal for the registration of an area of informal open space at Sycamore Crescent in New Arley as a Village Green.

Recommended:

That the land comprising the informal open space at Sycamore Crescent in New Arley, as shown in Appendix A to the report of the Assistant Director (Leisure and Community Development), remain in Borough Council ownership and be registered as a Village Green.

38 Treasury Management Update

The Deputy Chief Executive reported on the Treasury Management activity for the period up to the end of October 2014.

Resolved:

That the Treasury Management Report for the period up to the end of October 2014 be noted.

39 Capital Programme – 2014/15 Update and Bids for the 2015/16 Three Year Capital Programme

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2014/15 Capital Programme in terms of expenditure up to the end of October 2014, and put forward two schemes to be considered for inclusion in the 2015/16 three year capital programme.

Resolved:

- a That the progress made against the 2014/15 Capital Programme be noted; and**

Recommendation to the Executive Board

- b That the capital scheme regarding ICT Backing Up in 2016/17 be included with the 2015/16 Three Year Capital Programme.**

40 General Fund Budgetary Control Report 2014/15 Period Ended 31 October 2014

The Assistant Director (Finance and Human Resources) reported on revenue expenditure and income for the General Fund between 1 April 2014 and 31 October 2014. The 2014/15 budget and the actual position for the period, compared with the estimate at that date, were given, together with an estimate of the out-turn position.

Resolved:

That the report be noted.

41 Housing Revenue Account Budgetary Control Report 2014/15 Period Ended 31 October 2014

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 31 October 2014.

Resolved:

That the report be noted.

42 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April-September 2014

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 2014 to September 2014.

Resolved:

That the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to September 2014 be noted.

43 Internal Audit – Performance for Second Quarter 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 report be noted.

44 CCTV in Atherstone – Annual Report

The Assistant Director (Housing) outlined progress in respect of the Council's management and operation of the Atherstone Town Centre CCTV scheme and its impact over the last 12 months in relation to the corporate priority to tackle crime and the fear of crime.

Resolved:

That the continued and positive impact of the Atherstone Town Centre CCTV scheme in tackling local crime be noted.

45 Minutes of the Housing Sub-Committee held on 6 October 2014

The minutes of the Housing Sub-Committee held on 6 October 2014 were received and noted.

46 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.

47 Housing Maintenance Service – Review of Team Structure

The Assistant Director (Housing) provided the Board with information about the Maintenance Section and proposed some changes to the staff structure.

Resolved:

a That the revised staff structure for the Housing Maintenance Section be approved; and

b That the evaluated job descriptions and financial implications of the new structure as set out in the report of the Assistant Director (Housing) be agreed.

48 Cover for 24/7 Community Support Service

The Assistant Director (Housing) sought approval for a proposal for staff cover for the 24/7 Community Support Service.

Resolved:

- a That a part-time (18 hours), temporary Community Support Officer (18 months) be appointed; and**
- b That the review of the Community Support Service considers how to effectively cover the 24/7 requirements of the service from the current staffing establishment.**

49 Land at Grange Road, Hartshill

The Assistant Director (Leisure and Community Development) set out a proposal for the sale of a small parcel of land within the Recreation Ground at Grange Road in Hartshill to the owners of an adjoining property.

Recommended:

- a That the parcel of land within the Recreation Ground at Grange Road, Hartshill, and adjacent to 4 Cottage Gardens, as identified on the plan attached as Appendix A to the report of the Assistant Director (Leisure and Community Development), be declared surplus to requirements; and**
- b That the land be offered for sale to the owners of 4 Cottage Gardens, Hartshill on the terms set out in paragraph 3.3 of the report of the Assistant Director (Leisure and Community Development).**

50 Irrecoverable Local Taxation Debts

The Assistant Chief Executive (Community Services) detailed the amounts recommended for write off in accordance with the write off policy agreed by the Resources Board on 25 March 2013.

Resolved:

- a That the write off of a balance over £5,000, totalling £5,081.73, in respect of unpaid Council Tax be approved;**
- b That the write off of 5 balances over £5,000, totalling £45,798.59, in respect of unpaid Non Domestic Rates be approved;**

- c** That the write off of a balance over £5,000, totalling £6,874.15, in respect of unpaid Housing Benefit Overpayment be approved;
- d** That the write off of 37 balances under £5,000, totalling £14,482.67, in respect of unpaid Council Tax be noted;
- e** That the write off of 6 balances under £5,000, totalling £10,869.59, in respect of unpaid Non Domestic Rates be noted;
- f** That the write off of 138 balances under £5,000, totalling £52,788.77, in respect of uncollected overpaid Housing Benefit be noted;
- g** That the write off of 20 balances under £5,000, totalling £7,240.71, in respect of uncollected Former Tenant Arrears be noted;
- h** That the write back of 2 balances, totalling £155.04, in respect of overpaid Council Tax be noted;
- i** That the write back of 2 balances, totalling £18,764.93, in respect of overpaid Non Domestic Rates be noted; and
- j** That the write back of 2 balances, totalling £2,692.74, in respect of overpaid Housing Benefit be noted.

51 Council New Build Schemes

The Assistant Director (Housing) proposed a partnership approach to developing a number of affordable housing schemes in Atherstone and Mancetter.

Resolved:

- a** That the Board supports the recommendation that the Council continues to work in partnership with Waterloo Housing Group to develop affordable homes as part of a consortium in order to attract grant funding from the Homes and Communities Agency;
- b** That to support the arrangements detailed in (a) above, Contract Standing Orders relating to the requirement for competition are waived on the basis that no genuine competition can be obtained as grant funding can only be accessed, at this time, through a consortium relationship with Waterloo Housing Group;

- c That the Council redevelop its land and properties at Lister Road and Church Walk, Atherstone to provide for new affordable homes for rent;
- d That the Housing Division consider the viability of redeveloping its land at Ridge Lane to provide for affordable housing;
- e That the Council supports Waterloo's intention to develop land in Hartshill and that the Housing Division enter into negotiations to purchase some of the properties being developed for its own stock;
- f That the Housing Division considers whether any estates or schemes in its current stock would benefit from regeneration in consultation with Local Ward Members and that a report be brought to the Board in January 2015 with any proposals;
- g That the reward monies provided by the County Council to fund affordable housing in the Borough be used to fund the developments at Church Walk, Mancetter and Lister Road, Atherstone, as the sites present a number of abnormal issues; and
- h That the commuted sums from developments where an off-site contribution for affordable homes was agreed are used for schemes which the Council wants to support to ensure their delivery.

52 Supporting People Programme – Housing Related Support Budget Reduction

The Assistant Director (Housing) reported on funding for the Supporting People Programme and the implications for North Warwickshire.

Resolved:

- a That the Assistant Director (Housing) responds on behalf of the Council to the consultation; and
- b That, when the County Council has processed the feedback from the consultation and has confirmed its decision, a further report be brought back to the Board for consideration.

53 **Sundry Debtor Irrecoverable Debts**

The Assistant Director (Finance and Human Resources) advised Members of debts which were considered to be irrecoverable.

Resolved:

That the debts totalling £9,073.81 detailed in paragraph 4.4 of the report of the Assistant Director (Finance and Human Resources) be written off.

Chairman

Agenda Item No 7

Resources Board

26 January 2015

Report of the Assistant Director (Streetscape)

Parking Places Order

1 Summary

- 1.1 This report asks Members to consider the written objections which have been received in relation to the revised Parking Places Order and associated Schedule(s) and to decide whether any amendments to the Order and Schedules are required as a result.

Recommendation to the Board

That the Board specifies any required changes to the revised Parking Places Order and associated Schedule(s).

2 Consultation

- 2.1 All Borough Councillors were originally sent a copy of the revised Parking Places Order and associated Schedule(s) and invited to submit their comments on the proposed revisions at the time of the last Resources Board – no objections were received. Following the receipt of two written letters of objection during the subsequent public consultation, those letters have been forwarded to all Atherstone Councillors, along with a copy of this report, for comment ahead of this meeting of the Resources Board.

3 Background

- 3.1 The Resources Board approved the revised Parking Places Order and associated Schedules on 17 November, 2014. Following that meeting, the Council advertised the proposed changes in the local press, on the Council's website and on the various tariff boards at its car parks as well as consulting a number of statutory bodies including the Police and Highways Authority as part of the six month statutory consultation period. Residents and local businesses were given twenty one days to comment on the proposed changes. At the end of the consultation period, two written objections were received.

3.2 Both the letters raised objections in relation to the changes to parking to the rear of the Bus Station, Atherstone. There were no objections to the proposed changes at the Council House Barrier Car Park, the Long Street recreation ground at Dordon or the leisure centres at Coleshill and New Arley.

3.3 The changes at the Bus Station, Atherstone were designed to enable the Council to tackle some of the problems caused by vehicles parking on the pavements and footpaths and thus restricting pedestrian access (including wheelchairs, pushchairs etc.) and would be a cheaper and more manageable alternative to physical barriers such as bollards. The area affected by the proposed changes is marked at Appendix A.

3.4 Objections to the proposed changes have been received from the Arcade Shopkeepers and Triple A taxis and copies of the letters of objection are attached at Appendix B and Appendix C.

4 The Objections

4.1 The Arcade Shopkeepers' objections are based on the fact that vehicles have parked in the area for over twenty years, that the changes will affect business by displacing cars and restricting customer access to local businesses, business owners use vans and vehicles which would not easily fit into a normal parking space and would therefore be unfairly penalised and that the footpath is wide enough to allow cars to park while leaving sufficient space for pedestrians, that a permit scheme should be considered for traders and that any ban, if implemented, should be universal. In addition, the letter of objection from Triple A taxis mentions the previous removal of a bollard and the dropped curb which "encourages" parking on the footpath and the potential for hatched areas on the carriageway to be used by pedestrians.

4.2 Taking each objection in turn:

Arcade Shop Keepers

a) It is accepted that parking has taken place on the pavement in the area of the bus station for over 20 years, however this has clearly become more of a problem in recent years and urgent action is needed to significantly improve the situation for pedestrian access.

b) It is unclear whether the vehicles which park on the pavement to the rear of the bus station belong to shoppers and visitors or whether they are associated with the business owners and employees, but in either case there is ample free parking provision (both long and short stay) in the public car parks throughout Atherstone. There are approximately 492 spaces available including 28 disabled spaces. In addition, there is significant short term public parking available in both the Co-Op and Aldi car parks. Most visitors to Atherstone should therefore be able to locate a parking space reasonably easily.

- c) All of the Council's public parking spaces are sized in accordance with National Standards, so most vehicles should not have a problem occupying one of the spaces available. A short period of time will be made available for loading and unloading (ten minutes), so collection arrangements have been incorporated within these proposals.
- d) It is not an ideal situation to mix pedestrian and vehicle shared areas, due to any potential health and safety matters that may result. Therefore it would not be proposed to share these areas, and any restrictions would apply to all vehicles other than those that are exempted for access purposes to their properties.
- e) Pedestrian access has been compromised as a result of "pavement parking" for many years. The Council therefore has a duty of care to all residents (including disabled visitors) to ensure that these areas are free from vehicles and that their access is not impeded in any way. This area is a "pathway" and provides an access route to the Arcade and to Long Street. It is not an area where vehicles should be parked. Parked vehicles cause issues throughout the bus station area, often meaning that pedestrians, pushchairs and wheelchair users are forced into the road, or have their access blocked completely. It should also be noted that currently, many of the fire exits have vehicles parked directly outside them, often in ways which would prevent their use and this is clearly something which should not be allowed to continue.

Triple A Taxis

- a) Most of the comments above apply to the concerns raised by Triple A taxis.
- b) The bollard may have been removed many years ago, but this is a "pathway" primarily for pedestrian use and not an area for taxis (or any other vehicle) to be parked on.
- c) There is no lease provision for parking vehicles on the pathway, but there are adequate taxi ranks available on the adjacent access road.
- d) Any dropped kerbing areas were provided to enable access for those properties where access provision was included in their lease arrangements. It was not introduced to enable general parking to take place.
- e) There is adequate alternative parking provision available at the Council's nearby car parks (e.g. Cattle Market), where parking is permitted for up to 14 hours each day.

4.3 The proposed restrictions to the pedestrian area to the rear of the bus station are designed to make access safer and easier for pedestrians including wheelchair and pushchair users. Vehicles will still be allowed to load and unload in the area and those properties with existing rights of way for

vehicular access will be unaffected. The regular blocking of fire exits by parked cars is cause for significant concern. It is recommended that the Parking Places Order and accompanying schedules be implemented, but that officers continue to work with local businesses to ensure public safety while minimising disruption wherever possible.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 There are no financial implications resulting from the revised Parking Places Order. Fixed Penalty Notice (FPN) income is not expected to change as a result of the relatively minor proposed revisions to the Car Parking Schedules.

5.2 Legal and Risk Management Implications

5.2.1 The proposed changes will tighten up some areas of enforcement and reflect present day and anticipated car park usage and management more accurately, thus reducing the risk of FPN appeals. The effective enforcement of the proposed changes to parking in the bus station area will significantly reduce the risk to pedestrians and wheelchair/pushchair users in that area.

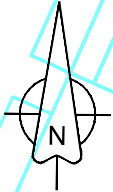
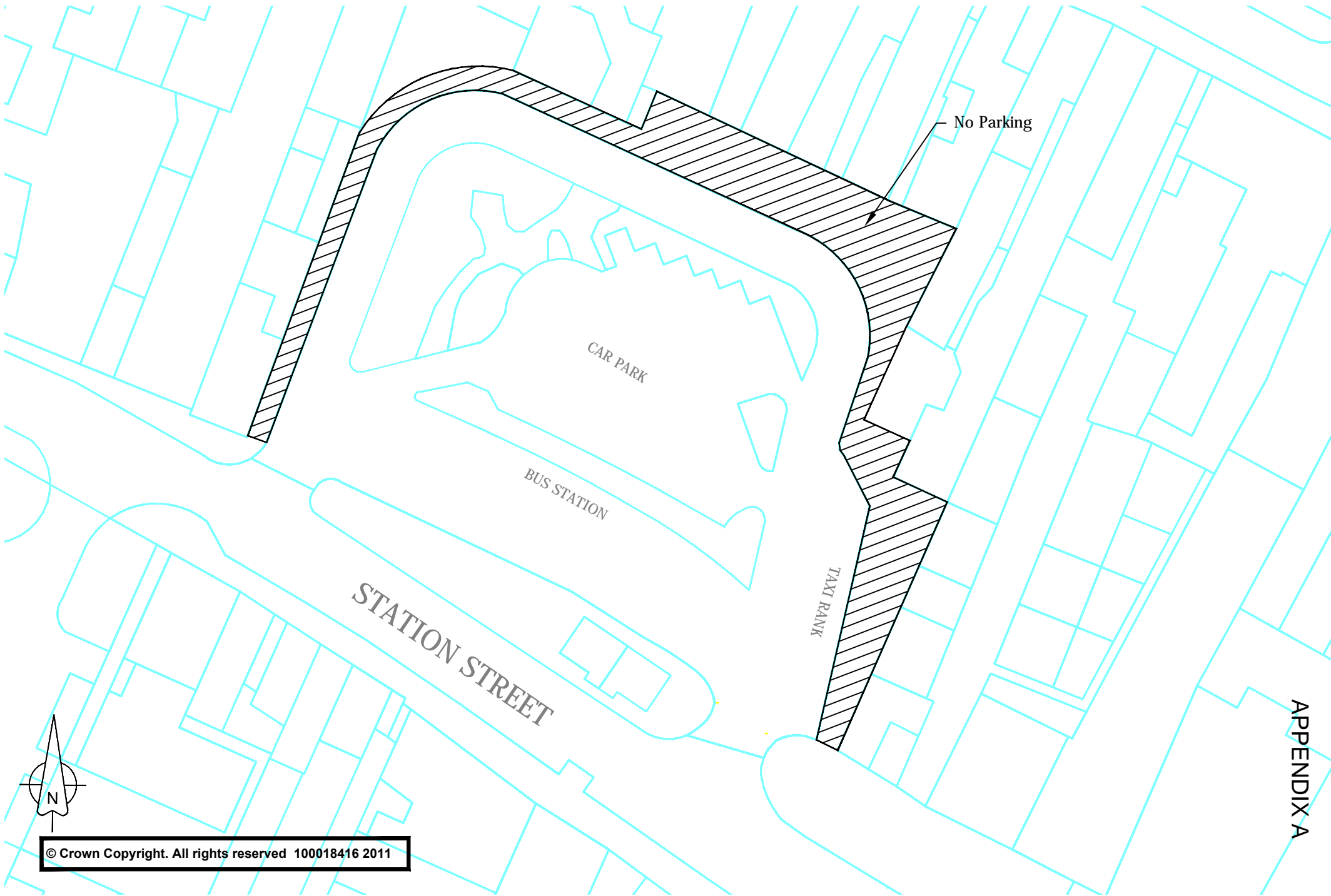
5.3 Equality Implications

5.3.1 The proposed restrictions to the pedestrian area are intended to make access easier and safer for pedestrians. This is a positive proposal in meeting the public sector equality duty. The proposals will contribute towards removing or minimising disadvantage by disabled people.

5.3.2 The Equality Act requires public authorities to have due regard for advancing equality including:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

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

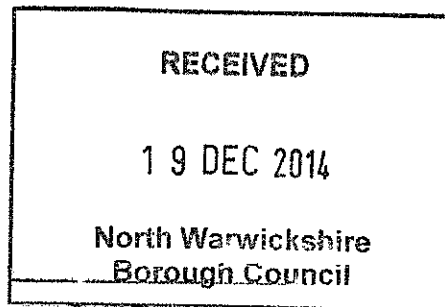


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The Arcade shop keepers, off Long Street, Atherstone,

16th December 2014

Chief Executive
North Warwickshire Borough Council
South Street
Atherstone
Warwickshire CV9 1DE



Dear Sir/Madam

RE: Notice of Proposals (Of Street Parking Places) Order 2015

As the trader in the Arcade I am writing to oppose the above proposal for the following reasons:

Vehicles have been allowed to park in this area for over 20 years

Forcing traders to park in car parks will fill spaces preventing shoppers to park, finding no spaces to park shoppers will go elsewhere, meaning less custom for traders and thus in turn closing shops and killing the high street even more!

Some business owners do not have access to a car sized vehicle, only a large vehicle, if parked in the car parks would either over hang a space— getting a parking ticket - or take up two spaces!

The 'paving' in front of shops – behind the bus stop - is wide enough to put a marked pedestrian space, and still have space for vehicles.

A yellow bay in front of each shop could be marked, preventing vehicles parking there, with each shop owner allowed to have 1 permit to park outside their shop.

Residents and other traders should be given the opportunity to purchase a permit to enable some to park there.

If a ban on parking is because the area is classed as a pavement, then it should be a complete ban and not acceptable for a small minority.

We hope this proposal is reconsidered for the sake of the high street.

Yours faithfully



Sally Capon, NopaC Mobility, Unit 1



Paul Pollard, Bargin Box, Unit 2



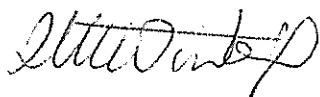
Doreen Farmer, fine China & Gift Ware ,Unit 3



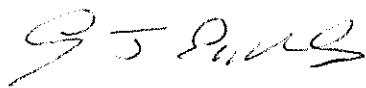
Gary Chamberlain, The Printing Shed, Unit 4

Unit 6 – Empty

Unit 7 – Not open



Jane & Hannah Wyntrip, The Vape Shack, Unit 8



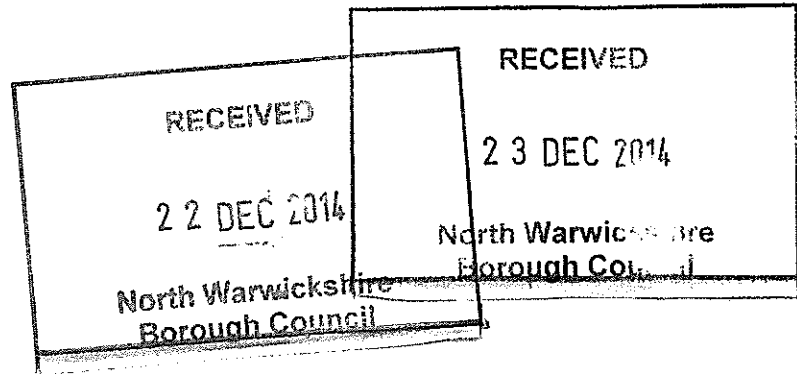
Graham Sandles, Unit 9 Arcade Carpets



Unit 6 ~~1~~ 85BLONG STREET
LYNDA GILBERT

Chief Executive
North Warwickshire Borough Council
South Street
Atherstone
Warwickshire
CV9 1DE

19/12/2014



Please find below my objects to the proposed Blanket Parking Ban to the rear of Station Street Taxi Rank.

Parking Objections

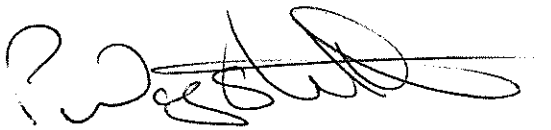
- I have been a tenant of Data House, Station Street, Atherstone for some 21 years. In that time I have seen a Ballard that use to be positioned in front of the Alley removed. The Ballard was placed in line with the middle of the entrance of the Alley way about a meter back. It was originally removed because of works done to install a new street lamp to the top of the Alley way at its Station Street entrance. Once the work was complete and all paving re-laid the Ballard wasn't re-installed. Since the removal of the Ballard I have always tried whenever possible to park my vehicles strategically as to allow access to the alley way, but to keep the space less than a cars width. As on occasions where the space has been left wider a member of the public has parked their car blocking the access.
- When I originally took on the lease to my premises the two deciding factors were, the proximity to the taxi rank and the spaces available to be able to park outside my office
- Not all of the rear of the Station Street Bus station is curbed. The area which comes from the front of the main Taxi Rank down to the rear of the Taxi Rank has a standard height curb. As the curb area then comes opposite the rear of Master Bakery the curb is then dropped and remains at this dropped level all around the rear of the Taxi Rank only raising back up to standard height at the corner with the main road of Station Street outside of the Electrical Coop. The level at which the lower curb level is, is at the same height as the standing on the first part of Taxi Rank .This dropped curb status of the curb would suggest that this was a prevision made for parking when first designed and has been used as such for 20 years.
- Because we have been allowed to park here her unimpeded and without objection for the 21 years of our tenancy at Data House. Do we not now have the rights to continue parking our vehicles within sight of our office.
- One of reasons I have been told for the blanket ban is because of disabled access to the alley way between 85 and 83 Long Street, Atherstone. Which I believe is owned by Mr Lloyd of Aragon Properties and is not a public right of way, like the access that use to be in use at the side of the Three Tunns.
- If the reason's to put the Blanket Ban parking to the rear of Station Street taxi rank is because of pedestrian access off the Bus Station, then this prevision has already been attended to. From the Bus Station Stands there is crossing area to its side nearest to the entrance to the car park. This then flows onto a pathway leading to the Hatched crossing across the back of the taxi feeder rank leading to the Arcade for access to Long Street.

- The implement of this ban would massively disrupt our business and the security of our vehicles.

I believe a solution to the access would be to replicate the hatch markings that are on the clear way on the taxi rank opposite the Arcade entrance and the paint a similar set of markings in front of the alley way area. This would make sure that this space would always be clear for access to the alley way. But as to making the whole rear area of Taxi Rank pedestrianize, I cannot see how this can be done as Master the bakery and Jeffcote's Flowers have spaces on the pathways which encroach on to the pathways.

As a final point would it be possible to have a consultation at my office to view and discuss the parking area around the taxi rank. So we can find reasonable solutions to benefit all concerned.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P. Wagstaff', written over a horizontal line.

Phil Wagstaff

Director

Triple A Taxis | Data House | Station Street | Atherstone | CV9 1BU
01827 713637

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

Information Security Policy

1 Summary

- 1.1 The purpose of this report is to seek approval for the Council's Information Security Policy. The policy is needed to help protect the Council's information and ensure it is used legally and effectively.

Recommendation to the Executive Board

That the updated Information Security Policy, attached as Appendix A, is approved.

2 Consultation

- 2.1 Councillors Moore, N Dirveiks and Humphreys have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.
- 2.2 The draft policy was sent for consideration at the Leaders Liaison Group meeting on the 17 November 2014 and to the Council's Joint Negotiating Forum on the 16 December.

3 Introduction

- 3.1 The Council has had a formally approved information and computer security policy since 1993. Information is one of our main and most valuable assets, information produced or processed by the Council, whether it is held on computer, paper or provided verbally is covered by the policy. It is important that the Council protects its information from all threats, internal or external, deliberate or accidental, that could disrupt or damage the work and reputation of the Council or infringe the rights of staff and citizens.
- 3.2 The Policy is one of the tools we use to give the public, our customers, service delivery partners, central Government and staff confidence in our ability to manage information safely and securely. We must be able to engender trust and reassure people that we are committed to not putting them, their finances, privacy, information or systems in jeopardy by poor security management.
- 3.3 The Policy is based on industry standards and best practice such as ISO 27001:2013 "Information Security Management Systems – Requirements" and related guidance. The Standard takes a risk-based approach to security,

but it is a large, complex and comprehensive document and includes some areas that are not relevant to the Council.

- 3.4 The Policy has been updated to reflect changes in legislation, regulation and advice. We have to pay particular attention to the compliance requirements of the Government's Public Services Network (PSN) that we have to use and which is mandated for the secure sharing of some information. We also have to comply with data security standards (PCIDSS) for card payment services set by the Purchasing Card Industry and enforced by Banks.
- 3.5 The other main drivers for the update to the policy are:-
- The increase in the number and complexity of threats to our information as a result of cyber- crime.
 - New Council Policy covering the use of Social Media.
 - Developments in technology which have an impact on how and where we can work and the partners we are able to work with.
 - Social changes which mean people expect information to be available when and where they want it and for their queries to be responded to promptly regardless of the method they use to communicate, including social media (Twitter, Facebook, Linked-in etc.)
- 3.6 The current and enforceable version of the Policy is made available on the Council's Intranet. Information Services provide a briefing on the policy for new staff as part of their ICT Induction. Managers must reinforce this and identify specific issues and responsibilities as part of the induction of new staff or when staff change roles and at appraisal.

4 **The Policy**

- 4.1 The policy begins with an overarching "Information Security Policy Statement" that lays out the objectives we have for information security management.
- 4.2 The policy has been simplified so that it focuses on what staff and members need to do to maintain good security and to ensure they are working within the policy. The key information such as password standards and what is regarded as "inappropriate use" of the internet has been highlighted and brought towards the front of the policy.
- 4.3 The purely technical matters and controls, which formed Section 2 of the current policy, have been pulled out in to a separate guidance document for Information Service staff and staff with responsibility for system administration.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 There are no financial implications arising from this report.

5.2 Safer Communities Implications

5.2.1 Good information security helps us prevent computer related fraud and crime.

5.3 Legal and Human Rights Implications

5.3.1 The Information Security Policy addresses compliance with a number of pieces of legislation. It clearly states the Council's approach to information management and access to information. Adherence to the Policy should ensure we do not break the law in these areas or infringe people's rights.

5.4 Human Resources Implications

5.4.1 All individuals who use the Council's computer equipment, applications or information need to be aware of the Policy and its implications and sign to say they abide by it.

5.5 Risk Management Implications

5.5.1 The Council aims to take a risk based approach to security management. However, caution is needed given the prevalence of information security threats and the speed at which they are developed to get round security control measures.

5.5.2 The need to achieve compliance with Government and Banking industry security standards gives some assurance of our approach and requires us to commission an annual external security test and "health check".

5.5.3 Risk Assessments relating to various aspects of Information Security are maintained and acted up on by Information Services. The implementation of this Policy helps militate against security risks.

5.6 Links to Council's Priorities

5.6.1 Information is an important asset and, as such, its proper and secure management, as defined by this policy, contributes to the Council's priority relating to the making the best use of our resources.

5.6.2 Good, robust information and computer security helps engender trust in our online services and supports the priority to provide easier access to services.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

DRAFT



North Warwickshire
Borough Council

Information Security Policy

Contents

Information Security Introduction	2
Terminology	2
Information Security Policy Statement	2
Information Security Policy – Guidance	4
1. Information Security Policy & Organisation	4
General Requirements	4
Incident Reporting and Liability	4
Monitoring and Restrictions	4
2. Communications Security.....	6
2.1 Using or Exchanging Information (e.g. email, Internet, telephone, letter).....	6
3. Access Control	7
3.1 Access to systems – New starters, leavers and changes.....	7
3.2 Password Standard	7
3.3 Locking Workstations	7
3.4 Remote and Mobile Access	7
4. Operations Security	8
4.1 Malware & Virus Protection and Prevention	8
4.2 Printing & Information Storage and Disposal.....	8
4.3 Operations and Network Monitoring.....	8
4.4 Information Security Continuity	8
5 Human Resources Security	9
5.1 Recruitment.....	9
5.2 Training and awareness.....	9
5.3 Termination or Change of Employment	9
6. Physical Security	9
6.1 Physical Access Control	9
6.2 Environmental Control	9
6.3 Physical Security – e.g. Home workers, Laptops	9
7. Asset Management.....	10
7.1 Hardware and Software Inventory Management	10
7.2 Information Storage	10
8. Systems development and maintenance	10
8.1 Hardware, Software and Systems	10
8.2 Change Management	10
9. Compliance – Legalisation and Council Policy	11
9.1 Data Protection Act 1998 (DPA) and Freedom of Information Act 2000.....	11
9.2 Computer Misuse Regulations 1990	11
9.3 Copyright designs and Patent Act 1988	11
9.4 Regulation of Investigatory Powers Act 2000 (RIPA)	11

Information Security Introduction

Information is a vital asset and of significant value to North Warwickshire Borough Council. The security of Information is essential to good government and public confidence. The Council will protect its information from threats that could disrupt the Council's work or infringe the rights of staff or citizens.

It is important that citizens and organisations are able to trust the Council to obtain, use and share their information securely and responsibly. Information security management helps us to do this and shows how seriously we take our information management responsibilities.

The purpose of this policy is to set the rules which help protect the Council's information and the information it holds about its customers (individuals, businesses and organisations), the public and staff. The policy helps prevent and reduce the impact of security incidents and consequently minimises the damage that may be caused to customers, the Council and its assets.

Good information security is built on three basic components:

- Confidentiality** : Keeping information out of the wrong hands.
- Integrity** : Making sure that information is accurate and complete.
- Availability** : Ensuring the reliable and timely availability of information and services.

The Policy covers all employees, members, contractors and temporary staff working on behalf of NWBC. Aspects of this policy may be relevant to people we share information with, such as voluntary or partner organisations or who have access to the Council's information. This Policy was developed in consultation with the Unions and is endorsed and supported by the Council's Management Team and approved by the Council. Information created or processed on behalf of the Council is regarded as being owned and accessible by it as part of the Council's "business record".

Terminology

The following terms and abbreviations are used in this document;

- Information - Includes data stored on computer, transmitted, published via the internet, printed out, written, stored on a device or electronic media or spoken.
- Software - Operating systems, Applications, Games, utility software, shareware etc.
- Hardware - A physical device that can hold information or connect to the network.
- Staff - People working for, or on behalf of, the Council (officers, members, agency staff, contractors etc.)
- Manager - A member of EMT, Section Head or member of the Principle Officer email group.
- Supervisor - Staff whose job role makes them responsible for staff and their appraisal.
- Information Owner - Person identified by an EMT member as responsible for a system or data.
- "DPA" - Data Protection Act 1988
- "FOI" - Freedom of Information Act 1990
- "RIPA" - Regulation of Investigatory Powers Act 2000
- Italicized text* - The names of documents which are relevant to this Policy.

All Staff must read this Information Security Policy and sign to agree to its contents before using the Council's information, information systems, software or hardware. Access to some systems will require staff to read and sign additional declarations.

Information Security Policy Statement

Our Information Security Policy is in place to ensure that:

- Information owned or processed by the Council is protected against threats, be they internal or external, deliberate or accidental.
- Confidentiality of information is assured – we will protect information being used by the Council from unauthorised access, use, disclosure or interception.
- Integrity of information is maintained – we will protect information from unauthorised changes or misuse, so that it can be relied upon as accurate and complete.
- Availability – information is available when and where it is needed.
- Legal, regulatory and mandatory compliance requirements are understood and met.
- Information and training on information security is up to date and available to all staff.

Approach

This Policy is based on industry guidance and on aspects of ISO 27001:2013 “Information Security Management Systems – Requirements” and related guidance.

The Council is also required to adhere to Government’s Public Services Network (PSN) security standards and the Payment Card Industry Data Security Standard in order to provide services and process payments.

The Council recognises the need to match the implementation of Security Policy to the security risk and the impact of a security breach. The policy aims to establish a fair balance between security requirements and the expectations of the Council and Staff. However, staff should have no expectation of privacy when they create, store, send or receive information using the Council’s computer equipment.

Roles and Responsibilities

- This Policy applies to all employees, members, contractors, and temporary staff working for NWBC.
- It is everyone’s responsibility to make themselves aware of the Policy and to adhere to it.
- Managers and Supervisors are directly responsible for promoting, publicising and implementing the Policy, within their services and for monitoring adherence by their staff.
- Managers have certain specific responsibilities which are identified within this Policy.
- Information Services (IS) is responsible for developing, maintaining and advising on the Policy and for ensuring the *Information Security - Technical Controls* are implemented and enforced.
- Members of Management Team and IS have roles in Information Security under Government’s PSN.

Breaches of this Policy

Policy breaches or suspected breaches should be reported to your Assistant Director and to the Assistant Director (Corporate Services) as soon after the incident as possible.

Breaches of the Policy may be regarded as a disciplinary matter and those classed as gross misconduct can lead to dismissal. The Council reserves the right to take legal action if it considers a criminal offence may have been committed in relation to a serious breach of policy.

Updates to Policy

The Policy and supporting Controls will be reviewed every four years, unless legislation or prevailing good practice requires an earlier amendment. The current and enforceable version of the policy and associated declarations are held on the Intranet. Staff will be informed by email, the Intranet or where necessary paper memo, when changes are made to the policy.

Information Security Policy – Guidance

The Policy Guidance explains the aspects of security we are all responsible for and what we must do to maintain good security and ensure we are working within the policy. There is also a separate document which set the *Information Security - Technical Controls* that Information Services and Information Owners have to comply with.

1. Information Security Policy & Organisation

The Council will ensure it has an overall Information Security Policy and any necessary supporting documents to enable it to:-

- Manage and provide direction and support for information security.
- Provide a clear hierarchy and procedures for reporting, monitoring and decision-making that adheres to relevant legislation and policy.
- Minimise and/or mitigate the risk of the authority being brought into disrepute or becoming liable to prosecution for breach of legislation, accepted working practices, or general employer responsibility.
- Define and schedule activities to test the effectiveness and application of this Policy.

General Requirements

- Staff and Members must make themselves aware of the Policy, sign the *Information Security Acceptance Declaration* and ensure they comply with the Policy.
- Staff are responsible for ensuring others working on their behalf (temporary staff, contractors, partners) are aware of and abide by the Policy when using Council Information undertaking NWBC business and have signed the *Third Party Code of Conduct* (available on the Intranet)
- Information Services (IS) will define and schedule activities to test the effectiveness of the Policy.

Incident Reporting and Liability

- If a security breach is suspected report the matter to your Assistant Director and the Assistant Director (Corporate Services) immediately. Do Not Touch anything related to the incident.
- In the event of an act that exposes the authority to risk of corporate liability the matter may be treated as a disciplinary offence, which could in some cases lead to termination of employment, and/or the authority taking legal action.

Monitoring and Restrictions

- The forms of network, user and data monitoring used by the Council are described below:
 - Incoming and outgoing emails and attachments are captured and retained within the email archive software for at least 2 years.
 - Access to categories of websites that may be regarded as inappropriate is blocked.
 - Emails and attachments are electronically scanned for inappropriate content, viruses & malicious code. Emails trapped and quarantined can be checked by IS Staff and if a Policy breach is suspected the relevant Assistant Director will be informed who may initiate further action.
- The Chief Executive or Management Team may approve the supplementation of regular electronic monitoring if it is believed that a breach of this Policy is being or has been committed. This may include, but is not restricted to, accessing the content of emails, telephone logs and website logs. Staff will be informed if directed monitoring takes place unless it is decided that covert investigations are necessary and can be done within the Regulation of Investigatory Powers Act, as amended.
- Staff involved in testing this policy, security related monitoring, reporting the analysis of findings or disciplinary proceedings relating to information security must be aware of, and abide by, relevant Council Policy and legislation, they must also respect confidentiality.

- Monitoring, as defined by RIPA, must only take place with the approval of Management Team or the Chief Executive. In addition the Council's RIPA policy must be followed and such monitoring is only now available for certain criminal offences.

2. Communications Security

The Council will ensure that staff are provided with the information they need to communicate and use information in ways that:-

- Prevent the loss, modification or misuse of information between staff and organisations.
- Minimise the risk of harm or offence due to inappropriate material.
- Enables them to take all possible care of the information they receive, use or produce.

2.1 Using or Exchanging Information (e.g. email, Internet, telephone, letter)

- Staff must abide by any specific guidance developed for the exchange or transmission of information, including email guidance, PSN compliance or PCIDSS compliance for payment data.
- Staff must abide by the *Social Media at Work Policy* and any other legislation, Council approved policy or guidance which relates to information or communications security.
- Information must only be disclosed to, or exchanged with, people or organisations that are entitled to have that information, if you are unsure ask your manager, the Policy Support Manager or the Assistant Chief Executive and Solicitor to the Council.
- The risk associated with exchanging information should be assessed and appropriate mitigating actions taken e.g. encryption or secure email.
- Sensitive, personal or confidential information must only be exchanged where desensitised or anonymised information is not sufficient and in accordance with the Data Protection Act.
- Staff transmitting or sending personal or confidential data off site must use a secure method, which includes secure GCSX email or encryption if on physical media. Note - the Council's normal email system is not sufficient to send personal data off site, including sending to other public sector bodies.
- Email or any other method of communication must not be used to commit the Council to a course of action you are not authorised to take e.g. enter into a contract or distribute confidential data.
- Personal email or social media accounts should not be used to do Council business.
- Staff may use the Council's email and Internet system for reasonable and "appropriate" non-work related use. NWBC email accounts should not be used to register on non-work related websites.
- Staff must not use NWBC equipment, accounts or work time to try to access, download, store, send or distribute material that can be construed as inappropriate or take part in inappropriate activities.

Inappropriate content and activities includes:-

- Pornographic material e.g. nakedness, sexual behaviour or sexual language.
- Discriminatory or defamatory on the grounds of race, gender, sexuality, disability, sexual orientation, religion, age or any other characteristic covered by Equalities Legislation.
- Hateful, inciting, libellous, bullying, violent or abusive including swearing.
- Participating in or encouraging any illegal activity e.g. hacking.
- Wastes work time e.g. gaming, gambling, chain mail, trading or the personal use of on-line chat, social media and networking websites.
- Divulging closely guarded, secure, sensitive or potentially damaging Council information, particularly via participation in "chat" rooms or "blogs", accidentally or on purpose.
- Developing, downloading, installing or storing unauthorised software, freeware, shareware or websites or non-work related pictures, music or video.
- Those which would breach the Council's Employee or Member Code of Conduct.

This list is not exhaustive and the Council may decide other materials or activities, which are illegal or against the rules and spirit of this or other Council Policies, are inappropriate.

- If Staff receive or accidentally access inappropriate material they must exit it immediately and inform their Line Manager and the IS Service Desk.

3. Access Control

The Council will control access to information, applications, systems and resources to help prevent unauthorised access. It will provide information for staff, through this policy and other measures, to ensure they know their responsibilities and the importance of good information security.

3.1 Access to systems – New starters, leavers and changes

- Access for staff to use any system must be formally requested by a Manager or Information Owner, using the ‘*Information Systems Access*’ form.
- Only the appropriate, minimum levels of access needed by staff to do their jobs should be requested.
- Only a Manager or Information Owner can request changes to access levels or additional access.
- Managers must ensure that people’s access rights are reviewed regularly and specifically if they are due to change roles or responsibilities.
- Access rights that allow staff to carry out tasks that would usually not be permitted by other regulations will normally not be granted, e.g. raise and then approve the same order.
- Managers and/or HR must inform IS in advance of staff leaving, with advice on the retention of any data and who should be given access to it.
- Where there is a specific and pressing business need to access information held in a person’s email account or personal drive this access must be formally requested via the IS Service Desk and approved by a member of EMT.

3.2 Password Standard

- The Council has a defined Password Standard, which it enforces where technically possible. It is based on industry good practice and Government security requirements.

Password Standard:

- Passwords must be at least 8 characters long.
- Passwords must not be easy to guess e.g. family names, football teams, “password”.
- Passwords must contain at least one character from three of the following categories:-
 - Upper case letters (English) A-Z
 - Lower case letters (English) a-z
 - Numbers 0-9
 - Non-alphanumeric symbols e.g. ! \$ # % . , @ =)

- Password should be changed the first time staff log on to the NWBC network.
- Staff must change their password if it has been compromised or someone else knows what it is.
- Passwords must be kept secret, not written down and user id’s should not be shared.
- In applications where the password standard can’t technically be enforced staff should use a strong password, following Password Standard, as far as possible.

3.3 Locking Workstations

- Staff should “lock” their computer screen when they are leaving it unattended for any period of time. Screens will lock and return to a password prompt after a period of inactivity.
- Staff must not leave screens showing confidential or sensitive information. This is particularly important in public areas or where personal or financial information is used.

3.4 Remote and Mobile Access

- Technological solutions, over and above user id and password authentication, will be implemented where it is felt that the sensitivity and confidentiality of the information or the method of access requires heightened control or where hardware may become unsecured.
- The loss or theft of Council information or a device which may hold information (e.g. laptop or mobile device) must be reported to the IS Service Desk and the Policy Support Manager as promptly as possible.

4. Operations Security

The Council will protect the integrity of the information and systems it uses to prevent the loss or corruption of information or the failure of computer systems. The Council will have measure in place which act to counteract interruptions to business activities and to protect critical business processes from the effects of major failures and disasters.

4.1 Malware & Virus Protection and Prevention

- If staff become aware of a potential information security weakness or threat such as a virus they must report it to the IS Service Desk and follow any instructions given to them by IS.
- Do not open suspicious emails, email attachments, Internet links or “pop-up” programmes, particularly if they come from an unknown sender or are executable files (end with .exe, vb, scr)
- If a virus is suspected or detected IS may isolate the computer and any potentially infected media.
- Staff must not use media (CD, DVD, USB devices (memory sticks) etc) in NWBC hardware until it has been checked for viruses. This can be done on a standalone machine in Information Service.
- If staff are concerned or doubtful about information they receive or access they should seek guidance from IS Service Desk.

4.2 Printing & Information Storage and Disposal

- Staff must be aware of the legislative constraints (DPA) when they print potentially sensitive information; ensuring printouts are not left on display or unattended.
- Staff must dispose of sensitive or confidential documents using the Council’s paper recycling bins.
- Media such as hard drives, disk, tape, DVD, data cards or USB devices must be destroyed by IS.

4.3 Operations and Network Monitoring

- Staff are encouraged and expected to report abnormal, unusual or unacceptable network or application performance to the IS Service Desk for investigation.

4.4 Information Security Continuity

- ICT Disaster Recovery arrangements are tested annually and will be reviewed and updated as areas of business risk are identified and Business Continuity arrangements are developed.
- Managers must liaise with IS to validate the IS/IT elements of their Business Continuity plans.

5 Human Resources Security

Staff have a crucial role in good information security. The Council will ensure staff are aware of their responsibilities and trained to use information and systems appropriately and securely to help reduce the risk of human error, theft, fraud or misuse. The Council will ensure appropriate checks are done pre-employment and if staff change roles to help ensure their suitability.

5.1 Recruitment

- Managers must consider whether security responsibilities, over and above those generally required, need to be included in job descriptions or contracts due to the nature of the duties involved.
- Manager must liaise with HR and ensure any relevant vetting or checking is completed before staff are given access to information or systems or when staff change roles.

5.2 Training and awareness

- Staff will be provided with information on security and given the opportunity to receive training.
- Managers and supervisors must ensure staff are adequately trained to use the information systems they need to use in a safe and secure manner.
- Managers or Information Owners should make staff aware of how they are affecting the information they are using or updating and any specific needs for accuracy or confidentiality must be explained.
- Managers must identify and address information security training requirements for their staff on the basis of their job functions and the computer systems/information they are required to access.

5.3 Termination or Change of Employment

- Managers must consider and act on the security aspects of a person leaving or changing role.
- Staff must uphold their obligations towards information security under privacy laws and contractual terms.

6. Physical Security

The Council will ensure it has measures in place to prevent unauthorised access, damage and interference to information, hardware and premises. Staff will be made aware of their responsibilities in preventing the loss, damage or compromise of information or hardware.

6.1 Physical Access Control

- Staff should not try to gain access to areas they are not permitted to enter or have no need to enter.
- Staff must help maintain good security by not allowing the public or visitors into areas they are not authorised to be in and by challenging people who are in an area they are shouldn't be.
- Access controlled doors must not be left open unattended.

6.2 Environmental Control

- Only devices that have been electrically tested and approved should be used in NWBC premises.

6.3 Physical Security – e.g. Home workers, Laptops

- Staff must ensure hardware is kept securely. If there is judged to be a risk of theft hardware and particularly mobile devices or laptops should be locked away or physically secured in some way.
- Managers should ensure security risks are assessed and necessary adjustments made to protect Council equipment and information used by their home or remote workers.
- When transporting hardware or using mobile devices staff must ensure it is not left on view and it is not obviously identifiable as valuable hardware, such as a laptop computer.

- Staff must take all appropriate measures to ensure that information and hardware is not accessed or used by unauthorised people or used for unauthorised purposes.

7. Asset Management

The Council will ensure that its information and physical assets are managed effectively and receive the appropriate level of protection.

7.1 Hardware and Software Inventory Management

- No computer or network communications hardware should be moved without the agreement of IS.
- No computer, network communications hardware or software should be taken off NWBC premises without prior senior line management agreement and IS agreement.
- Staff must only use hardware owned by the Council or approved by IS to connect to the Council's network or for NWBC business.
- Software and Hardware used on the Council's network or computer equipment must be installed by Information Services or with their approval / assistance.
- Computer hardware and software must only be disposed of by IS.

7.2 Information Storage

- Information must be stored and used in accordance with the principles of the DPA 1998 and any other legislation or NWBC policy that determines or influences its use and storage
- Staff should store and retain data as defined in the Council's *Records Retention and Disposal Policy*.
- Service or Council practice must be adhered to for information that needs to be stored and/or shared with colleagues (e.g. a shared drive or Trim folder).
- Manager should have arrangements in place that provide appropriate staff with access to other staffs business information so that services can be maintained and FOI requests completed during absences.
- Information produced or stored on any hardware (e.g. laptop), which does not connect to or synchronise with the Council's network, is NOT backed up by the Council.
- Desks should be cleared of sensitive/confidential information before they are left unattended.

8. Systems development and maintenance

The Council will ensure that security management is built into its systems and processes in order to protect the confidentiality, authenticity or integrity of information and applications.

8.1 Hardware, Software and Systems

- Staff must follow the Council's processes for the justification and purchase of hardware, software and systems, in order to ensure compatibility and adequate security controls.
- Staff must not attempt to, or actually, obtain unauthorised access to or tamper with or change hardware, information or software applications used /owned by the Council.
- Staff must not copy software, except as allowed under its licence and with the permission of IS.

8.2 Change Management

- Changes and upgrades to systems must only be done by or in consultation with IS to minimise the risk of problems and adverse impact on services.
- Changes must be planned and carried out in conjunction with the appropriate service department(s) and signed off by them.
- Minor changes (new software, moving hardware etc) must be requested via the IS Service Desk.

9. Compliance – Legalisation and Council Policy

Information management and a number of aspects of information security management are supported by legislation. Staff should make themselves aware of the legislation and abide by it in order to avoid breaches of criminal and civil law, statutory, regulatory or contractual obligations. The key pieces of legislation are listed below.

9.1 Data Protection Act 1998 (DPA) and Freedom of Information Act 2000

The Data Protection Act covers the collection, processing, storage, use and disclosure of personal data, relating to living individuals, held on computer or in paper-based systems.

The Freedom of Information Act (FOIA) gives people the right to ask for access to information recorded and held by the Council. Requests for information may be handled under different regulations based on the kind of information asked for, e.g. the:-

- Data Protection Act if the request is for personal information and is usually made by that person.
- Environmental Information Regulations (EIRs) if the request asks for environmental information.
- Freedom of information Act if the request is for general, none personal, information of public interest.

Some sensitive information should not be made available to members of the public, but the reason for withholding information must be explained.

* The Council's published procedural guidelines on DPA and FOI are available on the Intranet. Guidance and answers to specific questions or interpretation of these Acts should be obtained from the Policy Support Manager or the Assistant Chief Executive and Solicitor to the Council.

9.2 Computer Misuse Regulations 1990

The Computer Misuse Act defines a number of criminal offences, relating to hacking, copying of software, introduction of viruses, unauthorised access or modification of computer material and other similar activities. The Act was amended by Part 5 of the Police and Justice Act 2006 to strengthen the legislation around unauthorised access and penalties for helping others to commit computer misuse.

9.3 Copyright designs and Patent Act 1988

This legislation gives the creators of materials and information rights to control the ways in which their materials may be used.

The legislation places restrictions on the copying and use of copyright material including computer software, publications and images and as such unauthorised copies of information, documentation or software may not be made.

9.4 Regulation of Investigatory Powers Act 2000 (RIPA)

RIPA 2000, and The Telecommunications (Lawful Business Practice) Regulations 2000, provides a framework for monitoring activity, data and persons to assist in the detection and prevention of crime in relation to the Council's work. Interception of data or communication must be proportionate and follow the rules and principles under the Data Protection Act 1998.

Monitoring, other than that expressly mentioned in Section 1, page 4 of this policy, must not be initiated without consulting the Assistant Chief Executive and Solicitor to the Council.

Agenda Item No 9

Resources Board

26 January 2015

**Report of the
Chief Executive**

Corporate Plan 2015 - 16

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 Key Actions for which it is responsible and to agree the 2015-16 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 Key Actions 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 Key Actions 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 2014 meeting the Council considered a report setting out the key corporate issues facing the Council in the mid term future, with a view to assisting Members in addressing those issues during the formulation of the 2014-15 Budget and in the run up to the 2015 Council Elections. This report makes proposals for dealing with ongoing business in the 2015-16 Corporate Plan on the basis that the Corporate Plan is likely to be reviewed by the incoming administration post May 2015.

- 3.3 Appendix A sets out proposals for those Key Actions which fall within the remit of the Resources Board. Members are requested to recommend to the Executive Board that the Corporate Plan Key Actions set out in Appendix A are agreed.
- 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 2014-15 Key Actions. Proposals for 2015-16 will form part of the 2015-16 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 Key Actions and Divisional Service Plans have been agreed, they will all be subject to the usual reporting procedures for monitoring performance as for last year, ie:-
- 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, and
 - The Scrutiny Board to monitor the performance of indicators and targets where the traffic light is amber and red.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 Where possible, key actions and indicators for 2015-16 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

Appendix A

<p>PRIORITY 1</p> <p>PUBLIC SERVICES AND COUNCIL TAX</p>	<p>Protecting public services for local people, whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To review the effectiveness of the interim shared management arrangements for Revenues & Benefits and report to Members on the future of the service by March 2016.</p>	<p>Resources Board/ACE (CS)</p>	<p>To be met within existing budgets.</p>
<p>To 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>Following the completion of the new Coleshill Leisure Centre with energy saving features, a review of other leisure facilities is imminent.</p>	<p>Resources Board/AD (S), AD (L&CD)</p>	<p>The capital and revenue implications will be reported as part of regular update reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to contribute to the effectiveness and savings targets through delivery projects which help implement the Procurement and Commissioning Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
To monitor the operation of the Housing Revenues Account Business Plan and maintain a 30 year forecast.	Resources Board/Housing Sub/DCE, AD (H), AD (F&HR)	To be met within existing budgets.

<p>PRIORITY 7</p> <p>HOUSING</p>	<p>Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and intervening, where appropriate, to ensure that private sector stock is in good condition and occupied.</p>
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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. (From June 2015 onwards)</p>	<p>Resources Board/AD (H)</p>	<p>Any financial implications will be identified as part of the review.</p>

<p>PRIORITY 8</p> <p>ACCESS TO SERVICES</p>	<p>Providing easier access to Council and other public services, particularly through the internet and local community facilities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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.</p>	<p>Resources Board/AD (CS)</p>	<p>BDUK funding and approved Council matched funding.</p>

FINANCE AND HUMAN RESOURCES DIVISION

2015/16 DIVISIONAL PLAN

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

CORE TASKS

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

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

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

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

FINANCE AND HUMAN RESOURCES DIVISION

2015/2016 DIVISIONAL PLAN

SUMMARY ACTION PLAN – specific work

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the 2014/15 training year against the agreed programme, and produce a 2015/16 training plan	Local Employment	HR	April 2015	May 2015	High	Results reported to Management Team	Existing budget
To complete insurance renewals for 2015	PS&CT	Fin Accts	May 2015	July 2015	High	Renewal process completed	
To review and streamline the central support budget allocation process	PS&CT	AD (F&HR) Mgt Accts	July 2015	Aug 2015	High	Implementation of revised process for 2016/17 estimates	
To calculate and send out service charges for HRA tenants / leaseholders	PS&CT	Mgt Accts Fin Accts	Sept 2015	Sept 2015	High	Leaseholders / tenants notified of service charges	Existing budget
Provision of benchmarking data for the housing service to Housemark	PS&CT	Fin Accts Mgt Accts	July 2015	Sept 2015	Medium	Full information provided to Members for decision making	Existing budget
To complete the year end procedures for the 2014/15 financial year	PS&CT	Mgt Accts AD (F&HR) Fin Accts	March 2015	Sept 2015	High	Review of annual governance completed by end of March Statements of Assurance rec'd from EMT by April 2015 Accounts closed/Annual Governance Statement complete by end May	This may need to take priority over other areas

FINANCE AND HUMAN RESOURCES DIVISION

2015/2016 DIVISIONAL PLAN

Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
						Reports to Executive Board in June <ul style="list-style-type: none"> • 2014/15 Out-turn • Earmarked Reserves • Capital funding • AGS Minimal report to those charged with governance to Executive Board in Sept by PwC	
To update the F&HR Divisional Workforce Plan	PS&CT	AD (F&HR)	Sept 2015	Dec 2015	High	Updated plan included in the Authority Plan	
To roll out the 360 appraisal process to EMT and Supervisors / Team Leaders	PS&CT	HR	Oct 2015	Dec 2015	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	Local Employment	HR	Oct 2015	Dec 2015	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)
To update Financial Regulations	PS&CT	Fin Accts Mgt Accts AD (F&HR)	Sept 2015	January 2016	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	PS&CT	AD (F&HR) Mgt Accts	August 2015	February 2016	High	Budget Strategy for 2016/17 approved in September 2015 Budget strategy updated in February 2016	Existing budget
Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications

FINANCE AND HUMAN RESOURCES DIVISION

2015/2016 DIVISIONAL PLAN

		Section	Date				Implications
To have updated and reported on the 30 year HRA Business Plan to the Resources Board	PS&CT	AD (F&HR) Mgt Accts	August 2015	February 2016	High	Mid Year Update reported to Board in Oct/Nov 2015 Further update reported in February 2016	Existing budget
To work with Divisions as required to ensure proposed savings are achieved	PS&CT	AD (F&HR) Mgt Accts	April 2015	February 2016	High	Savings achieved in line with the budget strategy	Existing budget
To assist with the accountable body duties for the Leader Project	PS&CT	Mgt Accts	April 2015	March 2016	High	No unexpected costs for the Council. Maximum grant obtained.	Existing budget
Production of the 2016/17 revenue estimates	PS&CT	Mgt Accts	August 2015	March 2016	High	To assess the 2016/17 finance settlement in December Budgets approved	Existing budget
Production of the 2016/17 capital estimates	PS&CT	Fin Accts	August 2015	March 2016	High	Capital Programme approved	Existing budget
To report on progress against the HR strategy to Special Sub Group	Local employment	HR	April 2015	March 2016	High	Reports to Special Sub Group on a 6 monthly basis (June & December) All actions implemented successfully	Training implications to be assessed
Undertake a corporate audit of Risk Assessments	PS&CT	HR	April 2015	March 2016	High	Audits completed, and action plans produced	Existing budget
Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications

FINANCE AND HUMAN RESOURCES DIVISION

2015/2016 DIVISIONAL PLAN

To review the Corporate Workforce Plan and update the action plan	Local employment	HR	Jan 2016	March 2016	Medium	Monitoring systems in place to collect workforce data Skills database updated Divisional Workforce plans kept up to date NWBC workforce plan kept up to date	Existing budget
To provide financial assessments for leisure projects as required eg. Green Space Strategy	PS&CT	Fin Accts Mgt Accts	April 2015	March 2016	Medium	Full information provided to Members for decision making	These will need to be evaluated
To provide support to the Property Officer around the Asset Management Plan (including reviews of assets and land holdings)	PS&CT	Fin Accts	April 2015	March 2016	Medium	Full information provided to Members for decision making	These will need to be evaluated
Production of PI's	PS&CT	Mgt Accts HR	April 2015	March 2016	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance	PS&CT	AD (F&HR)	April 2015	March 2016	Medium	Actions completed	
To update the Business Continuity Plan for the Division	PS&CT	AD (F&HR) Mgt Accts Fin Accts HR	April 2015	March 2016	Medium	Divisional BCP in place	
Move the current JE system to a web based version	PS&CT	AD (F&HR)	April 2015	March 2016	High	Ability to access system from any PC	
Action	Corporate Priority	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To carry out tasks in the Health and Safety Action Plan	PS&CT	HR	April 2015	March 2016	High	All actions completed	

FINANCE AND HUMAN RESOURCES DIVISION

2015/2016 DIVISIONAL PLAN

Monitor business rate income/appeals and assess impact on the financial strategy	PS&CT	Fin Accts Mgt Accts	April 2015	March 2016	High	Financial strategy updated	
To review the HR Strategy and produce an action plan for 2016/17	Local Employment	AD (F&HR) HR	March 2016	March 2016	High	Action Plan produced	
To review policies in accordance with the timetable	PS&CT	HR	April 2015	Timetable	High	Revised policies approved by Board. Briefing sessions held	Existing budget
To support systems reviews in: • Streetscape / Grounds Maintenance • Planning	PS&CT	Mgt Accts	April 2015	Timetable	High	Reviews completed	
To carry out tasks in accordance with the FMS development plan	PS&CT	Mgt Accts Fin Accts	April 2015	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

ACHIEVEMENT AWARDS 2014

HIGHLY COMMENDED **THE MJ**



North Warwickshire
Borough Council



Working in Partnership With

Revenues, Benefits and Customer Services Service Plan 2015/16

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



SCOPE OF SERVICE AREA

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

Function	Activity	Customers
Benefits Administration	<ol style="list-style-type: none"> 1. Processing of Housing Benefit and Council Tax Support Applications 2. Assisting with the completion of claim forms and offering related advice at The Council House, Atherstone 3. Paying benefit direct to claimants 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 invoiced Housing Benefit Overpayments 7. Providing general welfare advice to customers at The Council House, Atherstone 8. Making available benefit claim forms, providing information leaflets, displaying posters and providing information through the web-site 9. Processing claims for Discretionary Housing Payments 10. Responding in writing, over the phone and by e-mail to benefit related enquiries, appeals and complaints 11. Responding to Government issued consultation papers 12. Liasing with interested parties on individual claims & administration in general 13. Providing financial and statistical information for Central Government 14. Responding and engaging with consultation papers surrounding the Welfare Reform Agenda 15. 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>
The Prevention and Detection of Fraud	<ol style="list-style-type: none"> 1. Investigating cases of alleged Housing Benefit and Council Tax Support fraud from whistle blowing, data matching or case referral 2. Undertaking interviews under caution as appropriate 3. Promoting fraud awareness across the Authority and the general public by training and publicising results. 4. Undertaking internal and external investigations in relation to alleged fraud 5. Liasing with interested parties on individual claims and fraud investigation 6. Providing financial and statistical information for Central Government 	As Above

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

Acronyms Used in this Service Plan:

DWP (Department of Works and Pensions)

WDP (Warwickshire Direct Partnership);

CAPITA/ACADEMY (Councils Revenues and Benefits system);

CRM or Firmstep (Customer Relationship Management System used in Contact Centre (CC) and One Stop Shop (OSS);

JC+ (Job Centre Plus)

WCC (Warwickshire County Council)

FIP (Financial Inclusion Partnership)

VFM (Value for Money)

NDR (Non Domestic Rates)

NBBC (Nuneaton & Bedworth BC)

BECS (Benefits Electronic Claim Form)

WCC (Warwickshire County Council)

WLWS (Warwickshire Local Welfare Scheme)

WWRS (Warwickshire Welfare Rights)

CAB (Citizens Advice Bureau)

EHO (Environmental Health Officer)

USDL (Universal Support – Delivering Locally)

Achievements and Highlights in 2014

- Highly Commended – Municipal Journal Excellence in Community Engagement Award – June 2014
- 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
- Delivery of cost savings in line and in excess of those proposed as part of the Corporate Efficiency exercise
- Unqualified audits across benefits, council tax and NDR and Maximisation of subsidy by operating below the lowest error rate thresholds
- Completion of a Single Person Discount Exercise that identified an additional £150k+ in Council Tax Revenue in a financial year
- Completion of a Second Home and Empty Properties review which identified additional New Homes Bonus to the Council
- Oversaw the successful remodelling and migration of the Jobcentre Plus operation into the enhanced One Stop Shop
- The successful implementation and development of the Firmstep CRM and Mitel telephony
- Ongoing successful promotion of the Free School Meals project with WWRS that has also been expanded to include NBBC schools
- Expansion of the food bank project to incorporate the Coop as a new food partner and supply of 4 school breakfast clubs
- The successful delivery of cooking and ICT courses that has seen a number of vulnerable people move into employment and volunteering
- The successful remodelling of the B.O.B bus to become a mobile ICT vehicle to be shared with NBBC and the county to promote online take up. This has also involved successfully bidding with the Volunteer Centre for revenue to fund a driver 3 days per week until potentially 2016.

Action	The Community Plan Corporate, or LAA / Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light/ Priority	Measurement of Success	Resources
External Assessment							
Ensure that all performance indicators are delivered in line with targets set for 2015/16, and where feasible to upper quartile levels where known.	Quality Service Provision	ACE (CS)	April 2015	March 2016	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
Maximise Subsidy by operating below Local Authority Error thresholds. Submit a non-qualified Subsidy assessment, a timely tax base and unqualified NDR return	Quality Service Provision VFM	R&B Mgr R&B Mgr	April 2015 April 2015	March 2016 January 2016	H H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice Non Qualification Letter	None other than already committed
Undertake NFI Reviews as appropriate	Quality Service Provision VFM	ACE (CS) R&B Mgr SSSO	April 2015	March 2016	M	Completion of exercises	May need to pay staff to do overtime or seek additional resources dependent on the scope of exercises necessary

Action	Corporate/ Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Efficiency / Technical							
Implement saving target reductions in line with corporately agreed proposals and undertake an exercise to review future targets prior to the budget setting process for 2016/17. These will take into account changing demands on the Division	Quality Service Provision VFM	ACE (CS), R&B Mgr, Customer Contact Manager	April 2015	March 2016	H	Implementation and Delivery of Savings Targets	Existing Resources to complete exercise
	Quality Service Provision VFM		October 2015	December 2015	H	Exercise completed and reported to Management Team and Members	
Promote e billing for both Council Tax & NDR	VFM Quality Service provision	R&B Manager	April 2015	March 2016	H	A 2% take up of e billing by March 2016	None other than already committed
Promote a greater number of payments by electronic means and direct debits		R&B Manager / Customer Contact Manager	April 2015	March 2016	M	Increase the number of electronic payments & DD's. on March 2015 levels	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Promote getting online		April 2015	March 2016	H	100% of all new applications for CTS and HB received on line by March 2016	Greater work with other internal departments	
Promote and support the use of the BECS on line benefit form		April 2015	March 2016	H			
Monitor and report ongoing changes to the tax base and NDR base specifically around predicting cash flow, benefit take up, new homes bonus and the impact of successful appeals as part of an improved monthly reporting protocol	VFM Quality Service provision	ACE (CS), AD (F & HR), R&B Manager	April 2015	March 2016	H	Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	None other than committed. Review the use of the Analyse Local product in conjunction with NBBC and other Warwickshire Councils

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review whether to amend the charging decisions on second homes or Long Term Empty dwellings prior to agreeing the 2016/17 tax base	Quality Service Provision VFM	ACE (CS), R&B Mgr	September 2015	December 2015	H	Completion of the exercise and revised tax base notified and approved by Members	Existing Resources to complete exercise
<p>Implement legislative and operational changes, produce promotional materials and undertake specific testing and impact reviews of the following schemes</p> <ul style="list-style-type: none"> • The Localised Council Tax Support scheme (Fourth Year Review) • The Universal Credit Roll Out for single claimants • The transition from ESA to the new Personal Independence Payments • The changeover to the Single Fraud Investigation Service (SFIS) • The re-award of the Civil Enforcement Agent contract 	Quality Service Provision New Legislation	ACE (CS), R&B Mgr FI Manager, Senior Benefits Officer AD (F & HR)	May 2015	December 2015	H	Implemented on time and affected customers notified Reports and briefings completed for Members and other interested groups as appropriate	Existing Internal Resources to complete exercises in all cases or those temporary resources recruited with specific New Burdens funding provided
			July 2015	March 2016	H	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	Working with ;- Housing Division ICT Division
			May 2015	March 2016	H		Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations
			April 2015	June 2015	H		
			May 2015	March 2016	H		Identify resources to investigate CTS fraud in consultation with the Section 151 Officer

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
<p>Continue to develop the Firmstep CRM solution to support the Councils customer access work. This will involve</p> <ul style="list-style-type: none"> • Testing • Training • Reporting and • Development of the product <p>alongside colleagues from other divisions and supported by ICT and the webmaster</p> <p>Review Introduction of web chat</p>	Customer Access Strategy Quality Service Provision VFM	ACE (CS), AD (ICT) Customer Contact Mgr Webmaster	April 2015	March 2016	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 if in revenues and benefits if we go down the shared service route
		CCM	September 2015	March 2016	M	Web chat going live	
Channel Shift - Increase the number and quality of web forms accessible on line to the public utilising the functionality of the Firm Step product and JADU	Customer Access Strategy Quality Service Provision	ACE (CS), CCM, AD (ICT)	April 2015	March 2016	H	Interactive forms available to access via website developed in line with the On Line Service report	None other than existing resources. It may be possible to share with other Warwickshire Councils as above
Work with the Corporate Communication Group to agree promotional campaigns & approach around getting services and people online	Customer Access Strategy Quality Service Provision VFM	AD (ICT) ACE (CS) CCM FI Manager	April 2015	March 2016	H	Increase in on line forms used and customers moving from other access channels	Ongoing buy in from all divisions to review and change current approach
Review the effectiveness of using SMS texting to chase missing benefit information and prompt payment as appropriate	Customer Access Strategy Quality Service Provision VFM	SSSO	July 2015	March 2016	M	Introduce prompts where it is cost effective to do so	Financed from savings in postage and production of paper documents

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Future Partnership Working							
Develop more effective operational & liaison arrangements with the DWP in the run up to delivering the Universal Support – Delivered Locally agenda	Customer Access Strategy Quality Service Provision VFM	ACE (CS) CCM	April 2015	March 2016	H	New working practices agreed	None other than those already identified
Continue to look for funding and other joint working opportunities to prepare people for Universal Credit		ACE (CS) FI Manager	June 2015	March 2016	M	Successful Funding Bids	Additional support will be available from Jobcentre plus staff
Continue to support FIP Partners in particular WCC and Jobcentre Plus to promote and develop access opportunities as part of Local Strategic Partnership Agenda This will centre on potential projects around 1. Developing hubs 2. Improving Transport links 3. Promoting employment opportunities 4. Promoting Health Improvements	Health and Well Being theme links Access theme links Improving Education and Aspiration Theme links	ACE (Solicitor to the Council) ACE (CS)/ AD (CD)/ FI Manager	April 2015	March 2016	H	Agreed projects being delivered Outcome reports communicated to Members via NWCP and Task & Finish Group	None other than already committed Additional support likely to be available from Job Centre Plus Explore opportunities for external funding. Any bids will need to be supported from existing resources
Review the interim shared management and operational arrangements put in place with NBBC and make recommendations to Members as to the future direction of the service delivery model	Quality Service Provision VFM	ACE (CS) R&B Manager	April 2015	February 2016	H	Review completed and reported to Members by March 2016	None other than already committed If approved, the existing budget will need formalising.

Action	Corporate Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Assist in supporting the ongoing development of the 5 strategic Community Hubs. This will involve promoting but not directly delivering</p> <ul style="list-style-type: none"> • A variety of Community Focused Activities including health & well being, cooking etc • Providing coordinated support to hub coordinators • Promoting the facilities and the technology within them and information points • Working with the CAB to deliver their lottery bid ambitions and outcomes <p>Assist the Volunteer Centre and Hubs identify new volunteers to help resource the hubs and the B.O.B Bus in delivering outcomes</p>	<p>Customer Access Strategy Quality Service Provision</p> <p>Health and Well Being theme links</p> <p>Access theme links</p> <p>Improving Education and Aspiration Theme links</p>	<p>ACE (CS) / FI Manager</p> <p>ACE (CS), F.I Manager</p>	<p>April 2015</p> <p>April 2015</p>	<p>March 2016</p> <p>March 2016</p>	<p>H</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.</p> <p>Increased use of Video Conference Facility</p>	<p>None other than already committed</p> <p>Work with Carol Musgrave (CAB) to assist in delivery of the ICT Hub champions project</p> <p>Work with Martin Horner at the Volunteer Centre on Identifying additional resources</p> <p>Work with WCC & NBBC to undertake joint promotional work</p>
<p>Review the structure of the Customer Services Team and recommend any structure / job role changes having regard to the demands on the service. This could involve making staff permanent if other internal secondments are resolved</p>	<p>Quality Service Provision VFM</p>	<p>ACE (CS) CCM</p>	<p>May 2015</p>	<p>February 2016</p>	<p>H</p>	<p>Structure changes will seek to be approved by September 2015 if other internal decisions on current seconded staff are finalised & ultimately by March 2016</p>	<p>None other than those already identified</p>

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
ADDRESSING POVERTY AND FINANCIAL INCLUSION							
Oversee the operation of the NW FIP to deliver and coordinate Financial Inclusion (F.I) activity in the borough	Health and Well Being Theme Quality Service Provision Customer Access	ACE (CS) FI Manager	April 2015	March 2016	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.
Work with the Countywide FIP and Local FIP as well as NBBC who we anticipate working more closely with on this agenda to determine the future approach around the commissioning and funding of advice services and complimentary activity		ACE (CS) FI Manager	April 2015	March 2016	H	An agreed approach to funding is agreed for advice activity	The Councils welfare reform funding is currently helping to fund ongoing activity but this is likely to end by March 2015. The corporate CAB budget is due for review by March 2016.
Continue to work alongside, and support the work of the CAB. This will be undertaken by promoting the service as well as video conferencing opportunities	Quality Service Provision Health and Well Being Customer Access	ACE (CS) FI Manager	April 2015	March 2016	H	A customer focused debt advice and information service being delivered and accessible to all residents	The Councils main funding to support the CAB is coordinated via the Community Development Division and Housing Division.

Action	Community Plan Obj Corporate Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work with other Councils and welfare agencies to promote awareness of ongoing Welfare Reforms and access to help and support in a collaborative way where possible	Quality Service Provision The Local Economy Health and Well Being	F.I Manager	April 2015	March 2016	H	Advice and Signposting being provided by a number of mediums in a coordinated way via North Talk Website Targeted letters Increased take up of benefits or schemes	Any future activity will have to be subject of invest to save bids or utilising Government funding specifically provided to help promote awareness or take up campaigns
Continue to promote positive messages around affordable borrowing options	Customer Access Quality Service Provision	ACE (CS) / FI Manager	April 2015	March 2016	H	Greater take up of credit union services – basic bank accounts and budgeting Ongoing presence of service in the OSS and hubs as appropriate	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 messages with Public and Private Sector partners as well as the Housing Division / EHO /Public Health	Quality Service Provision, Health and Well Being	ACE (CS) / AD (H) / FI Manager	April 2015	March 2016	M	Incorporate joined up messages in any targeted campaigns on website and in North Talk Action Plans agreed	None beyond those currently committed

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Work alongside Chapter One to determine the future ongoing delivery model of the food bank providing a business case can be agreed that makes it financially sustainable	Health and Well Being Theme Quality Service Provision Customer Access	ACE (CS) FI Manager	April 2015	December 2015	H	Food Banks operating successfully in support of the WLWS scheme and the Councils own referral process	WCC Funding will be requested to enable this to happen in 2015/16.
Assist in identifying future funding streams with WCC and Public Health		ACE (CS) FI Manager	April 2015	December 2015	H	Complimentary support to our welfare and health commitments	If refused, discussions will be undertaken with members to fund locally for a further year or to determine ongoing local support via Members to continue this initiative
Embed existing & identify any new food suppliers		FI Manager	April 2015	March 2016	H		
Improve referral processes and agree future partners / projects to utilise food		FI Manager	April 2015	March 2016	H		

POLICIES AND PROCEDURES

Undertake Health & Safety audits in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2015	March 2016	M	Exercise completed in line with timetable	Build into existing work plans
Undertake all Risk Assessments in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2015	March 2016	M	Exercise completed in line with timetable	Build into existing work plans
Undertake Equality Impact Assessments of any proposed changes	Quality Service Provision	AD (CS) R&B Mgr/CCM	April 2015	March 2016	M	Exercise completed in line with timetable	Build into existing work plans
Ensure all disaster recovery processes are still relevant and are up-to-date.	Strategic Resource Management	R&B Mgr/CCM	April 2015	March 2016	M	Exercise completed in line with timetable	Build into existing work plans
Deliver Training in line with appraisals	Quality Service Provision, Strategic Resource Management	R&B Mgr, CCM	April 2015	March 2016	H	Undertaken in line with programme	Deliver with agreed plan
Undertake annual staff survey	Quality Service Provision	ACE (CS)	October 2015	January 2016	H	Exercise completed in line with timetable	Build into existing work plans
Agree plan to act on any outcomes			February 2016	March 2016			
Ensure Invoices are paid on time(within 30 days)	Quality Service Provision	R&B Mgr, CCM	April 2015	March 2016	H	Above average performance in Council	None
Continue to participate in benchmarking exercises and best practice discussions with external groups	Quality Service Provision VFM	ACE (CS), R&B Mgr, CCM	April 2015	March 2016	H	Exercises undertaken	None -. Reliant on data being shared voluntarily

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
1. Strategy – Development and Implementation								
ICT Strategy								
1	<ul style="list-style-type: none"> Ensure ICT Strategy actions are included in 2016/17 Service Plan 	Public Services. Access to Services	LB/GH	Sep 15	Mar 16	High	Strategy reviewed and actions to progress included in Service Plan.	
Procurement Strategy								
1	<ul style="list-style-type: none"> Ensure Procurement Strategy actions are included in 2016/17 Service Plan 	Public Services. Access to Services	LB/EC	Sep 15	Mar 16	High	Strategy reviewed and actions to progress included in Service Plan.	
1	National Procurement Strategy. <ul style="list-style-type: none"> Work to implement relevant NPS recommendations. 	Economic Development/ Proc. Strategy	EC/LB	Ongoing	Mar 16	Med		
Customer Access Strategy								
1	Community Hubs <ul style="list-style-type: none"> Provide technical advice & support to existing hubs. 	(CAS). Access to Services	NB	Ongoing	Mar 16	Med	Support provided as agreed.	
1	Broadband <ul style="list-style-type: none"> Work with CSW Project Team on the BDUK project. 	Access to Services Customer Services Service Plan.	LB/GH	Ongoing	Mar 16	High	BDUK funding allocated to Council's priority areas.	BDUK funding and Council Match funding.
1	Support Other Service's access ambitions. <ul style="list-style-type: none"> Help deliver Channel Strategy and Customer Access Projects. 	CAS, Access to Services	LB	Apr 15	Mar 16	Med	Access projects achieve agreed aims.	
1	Channel Shift – Online Services <ul style="list-style-type: none"> Continue working on moving services to less costly channels and increase take up of online services. 	CAS/Public Services	LB/HH	Apr 15	Mar 16	Med	Online services promoted Use increased. Online Service report plan implemented.	Focus on high volume services, payments and services channel shift commitments.
2. Standards and Policy – Development and Implementation								

* 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 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
2	PSN (Gov. Connect) <ul style="list-style-type: none"> Ensure actions identified as part of 2014/15 submission are acted on. 	ICT Strategy Policy, Govt requirement.	GH/NW	April 15	Sept 15	High		
2	<ul style="list-style-type: none"> Commission Health Check and prepare for and submit the annual Code of Connection. 	IS Policy, Govt Requirement.	NW/GH	Jul 15	Nov 15	High	Health check completed "high" issues resolved. CoCo approved	Cost of compliance will depend on mandated security requirements
2	<ul style="list-style-type: none"> Consider and plan for the impact of proposed changes to CoCo in 2015. 	IS Policy, Govt Requirement.	NW/GH	Apr 15	Nov 15	Med	Complaint solutions including BYOD.	Cost depends on mandated requirements
2	PCI DSS <ul style="list-style-type: none"> Maintain awareness of proposed changes to standard and the implications on our systems and staff. 	IS Policy, Banking Requirement.	GH/LS	Jul 15	Mar 16	Med	Consider how to remove the operators from hearing the card details (if this becomes mandatory).	
2	Transparency Code <ul style="list-style-type: none"> Coordinate response to Code and ensure mandatory data is published 	Govt legislation	LB	Ongoing	Mar 16	High	Mandatory data published.	Staff resources needed from Finance, HR and Information Services
2	Data Audit <ul style="list-style-type: none"> Work with Policy to complete and maintain data audit and classification information. 	ICT Strategy Policy, Govt requirement, DPA, FOI etc.	Policy /GH/TB	Jun 15	Mar 16	Med	Raised awareness of data and information governance. Up to date data audit.	
3. Use of Information Technology – Development Programme								
EDRMS								
3	TRIM <ul style="list-style-type: none"> Work corporately or with services wanting to improve their use of Trim and workflow. 	Public Services	TB/DC	Apr 15	Mar 16	Low	Work with service to meet their needs. Processes improved.	
3	<ul style="list-style-type: none"> Upgrade Trim Application. 	Public Services	TB/NB	Dec 15	Mar 16	Med	Ensure we are on a supported version.	
Website								
3	Upgrade <ul style="list-style-type: none"> Work to redesign and upgrade website. 	Access to Services	HH/ChH	Apr 15	Oct 15	High	Upgraded to provide good user experience across devices.	Capital budget (previously WDP) to be used (14/15 and 15/16)

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
3	<ul style="list-style-type: none"> Work with Services so that they can review and rationalise their content. 	Access to Services	HH/TF ChH	Apr 15	Mar 16	High	Content relevant and up to date and useable.	Will need staff resource from all divisions.
3	<ul style="list-style-type: none"> Ensure Website and Social Media is kept up to date. 	Access to Services	HH/TF ChH	Apr 15	Mar 16	High	Ensure information is up to date and relevant.	TF doing updates and essential improvements
3	<ul style="list-style-type: none"> Implement improvements as a result of the guidance available from 2016 "Better Connected" 	Access to Services	HH/ ChH	Jul 15	Nov 15	Low	Improvements identified & implemented. Learn from best practice.	
GIS, LLPG & Street Naming & Numbering								
3	LLPG Improvement Schedule <ul style="list-style-type: none"> Work to meet new National targets and improve LLPG data quality. 	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 16	High	Work to maintain Bronze level of National Standard.	
3	<ul style="list-style-type: none"> Develop 2016/17 Improvement Plan/Schedule. 	Data Quality (DQ) / Public Services	JS	Oct 15	Mar 16	Med	Improvement Plan produced.	
3	<ul style="list-style-type: none"> Support data matching work for Individual Electoral Registration. 	Data Quality (DQ) / Public Services	JS	Ongoing	May 15	High		Project Sponsor – David Harris.
3	GIS <ul style="list-style-type: none"> Work to support Services GIS/LLPG needs. 	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 16	Med	Project(s) completed to meet agreed Service needs.	
3	<ul style="list-style-type: none"> INSPIRE – provide data as required for national INSPIRE project. Complete Defra return by 31/3/16 	Access to Services Environment	JS		Mar 16	Med	Requests for data fulfilled.	Work with other Districts and WCC.
Service Specific Projects								
3	Contact Centre – CRM Contract <ul style="list-style-type: none"> Work with Customer Services and Divisions to develop the CRM. 	Access to Services	HH	Ongoing	Mar 16	High	Solution implemented to meet the needs of the Council.	
3	CRM Reporting <ul style="list-style-type: none"> Work with Customer Services to continue to develop the reports needed. 	Access to Services	CH/MV	Apr 15	Dec 16	Med	Reports needed by Contact Centre and Services produced.	
3	e-payments <ul style="list-style-type: none"> Continue to improve and increase online payment for services. 	Access to Services	LS/HH	Apr 15	Mar 16	Med	More e-payments. Fewer Cheque & cash payment. Paperless Direct Debit.	

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
3	Housing – Open Housing Modules <ul style="list-style-type: none"> Assist with the technical implementation “Phase 2 – Management” requirements. 	Housing Service Plan	LS/GH	Apr 15	Mar 16	Med	Technical implementation of new modules.	Housing Capital
3	Upgrade Business Application <ul style="list-style-type: none"> Upgrade applications to meet upgrade cycles and user needs. 	Public Services / ICT Strategy	LS/CH	Ongoing	Mar 16	High	IBS, Academy, Total, Payments, ILAP (planning).	
3	Small Application Support <ul style="list-style-type: none"> Support and develop existing small database applications e.g. licensing 	Public Services	MV	Ongoing	Mar 16	Med	Systems supported and agreed developments completed.	
3	Leisure System <ul style="list-style-type: none"> Work with Leisure Services on any further developments to Gladstone required after go live. 	Leisure Services	TB/GH	Ongoing	Sep 15	High	Additional functionality not included in Feb 15 go live implemented.	
3	Local plan maps <ul style="list-style-type: none"> Investigate hosting the maps on our website. 	Forward Planning. Access to Services	HH	Jul 15	Dec 15	Med	Maps available in a similar way to hosted site Hosting cost saving.	Work with Forward Planning. May be a cost saving for them.
4. Use of Information Technology – Technical and Infrastructure Improvements								
4	Desktop Hardware & software <ul style="list-style-type: none"> Ensure staff have adequate PC’s and ICT equipment for their roles. 	Public Services / ICT Strategy	NB/MV	Jul 15	Mar 16	High	ICT hardware replaced in line with ICT strategy.	Capital and Revenue Budgets.
4	Citrix (Home/Remote working) <ul style="list-style-type: none"> Implement the solution selected through 2014/15 tender exercise. 	Public Services / ICT Strategy/ Home working/BC	CH	Apr 15	Sep 15	Med	Robust home and mobile working environment.	Capital and Revenue Budgets
4	Unified Communications <ul style="list-style-type: none"> Investigate how Mitel and Email can be used together to increase functionality and productivity. 	Public Services / ICT Strategy	NB/NW /CH?	Jul 15	Mar 16	Low	Options identified and implemented if cost effective.	Carried forward from 2014/15
4	Virtualisation <ul style="list-style-type: none"> Review virtual environment and virtualize appropriate servers. 	Accommodation, Carbon Reduction ICT Strategy	NW	Jul 15	Sep 15	Med	Virtual environment properly managed and residual servers virtualised if appropriate.	

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

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4	Telecomms and Call routing <ul style="list-style-type: none"> Implement solution identified through 14/15 tender exercise. 	Public Services/ICT Strategy/Business Continuity	GH	Apr 15	Sep 15	High	Provide incoming and outgoing call capacity and improve resilience and reduce costs.	May need to be funded as "Invest to Save".
5. Procurement								
5	E- procurement - TOTAL <ul style="list-style-type: none"> Provide training, advice and support for use of TOTAL for procurement. 	Public Services / Proc. Strategy	TF/JH	Ongoing	Mar 16	Med	Training provide on request.	
5	E-procurement – In-Tend <ul style="list-style-type: none"> Train users and complete the roll-out of the In-tend e-tendering solution. 	Public Services / Proc. Strategy	EC	Ongoing	Jul 15	High	Service users trained. In-tend implemented. Used for Tenders and some quotes.	
5	<ul style="list-style-type: none"> To engage with CSW working groups on In-tend and other areas of joint interest. 	Public Services / Proc. Strategy	EC	Ongoing	Mar 16			
5	Contracts & Suppliers <ul style="list-style-type: none"> Maintain a Contract Register and use it to for compliance and forward planning. 	Public Services / Procurement Strategy	LB/EC	Jul 15	Nov 15	High	Up to date Contract Register and AD's aware of their division's contracts.	
5	<ul style="list-style-type: none"> Work with services to let Contracts due or needed in 2015/16 e.g. :- <ul style="list-style-type: none"> Housing Contracts Streetscape Contracts 	Public Services / Procurement Strategy	EC	Apr 15	Mar 16	High	Compliant contracts let and used. LIST OF CONTRACTS TO BE CONFIRMED.	
5	Savings <ul style="list-style-type: none"> Work with services on procuring standard goods to ensure savings and monitor their achievement. 	Procurement Strategy	EC/TF /JH	Apr 15	Mar 16	High	Opportunities identified Savings achieved and reported.	
5	Procurement Network & Joint Work <ul style="list-style-type: none"> Ensure we are part of an effective Procurement Network(s) 	Public Services.	EC/LB	Apr 15	Mar 16	Low	Collaborative purchases Worc / Warks meetings. CSW joint working. Savings made.	

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
5	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 16	High	Effective and compliant procurement.	In-house advice and guidance provided.
6. Printing and Copying								
6	Printer and Copier Provision <ul style="list-style-type: none"> Continue to monitor and review print room cover and use. 	Quality of Service	JH/EC	Jul 15	Oct 15	Med	Cover provided to meet service needs.	
6	Print Room equipment & MFD's <ul style="list-style-type: none"> Start preparing for the end of the Printer contract in early 2017. 	Quality of Service	JH/EC	Jan 2016	Ongoing	High	Identify needs and procurement routes.	
7. Central Services								
7	Administrative Reviews <ul style="list-style-type: none"> Ensure service is working effectively and has efficient admin processes. 	Public Services	PM / SS	Apr 15	Mar 16	Low	Ensure support services are provided efficiently and effectively.	Focused reviews as resources permit.
	<ul style="list-style-type: none"> Licensing Admin to reflect changes in Taxi legislation. 	Public Services / Env Health	SS/PM	TBC	Mar 16	High	Admin complaint and as required by S Whiles.	Training and familiarisation needed.
7	Local Land Charges <ul style="list-style-type: none"> Respond to Land Registry's work on LLCR searches. 	Govt Initiative.	YB/PM	Ongoing	TBC	Med		Impact of LR taking on LLC1 searches not know yet.
7	Streetscape Support <ul style="list-style-type: none"> Provide support for changes in how waste and vehicle information is recorded and reported. 	Quality of Service Streetscape service plan.	PM	TBC	TBC	Med	Admin processed agreed with service and meets agreed needs.	
7	Post <ul style="list-style-type: none"> Continue to work to reduce incoming / outgoing post. 	Public Services	SS/PM	Ongoing	Dec 15	Med	Reduce unnecessary cost & work on post sorting and distribution.	Work with staff to enforce good practice.
7	<ul style="list-style-type: none"> Review the amount of enveloping done and investigate options for automation / reduction. 	Public Services	PM/SS/ CH	Jul 15	Dec 15	Low	To be decided after investigation.	Carried forward from 14/15
7	<ul style="list-style-type: none"> Encourage staff to adopt alternative forms of communication if possible and appropriate. 	Public Services	PM/SS	July 15	Mar 16	Med	Reduction in outgoing post or alternative methods used.	

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
8. Communications and Public Relations								
8	Local Media <ul style="list-style-type: none"> Maintain positive relations with local media. 	Access to Services Consultation and Communication	KB	April 15	Mar 16	High	Positive media stories and appropriate response where we need to react.	Training in media skills for officers. LB & GH to coordinate response when KB unavailable.
8	north talk <ul style="list-style-type: none"> Produce three editions of North Talk part funded through advertising. 	Consultation and communication All priorities.	KB	Apr 15	Mar 16	High	Three editions produced & distributed. Readers' survey	Contributions from NWCP. Additional or special editions depend upon funding.
8.	<ul style="list-style-type: none"> Support the Scrutiny Board review of north talk. 		LB/KB	Ongoing	Jul 15	Med		
8	Communications Campaigns <ul style="list-style-type: none"> Help identify, plan & deliver joined-up/focused campaigns to support Council and Divisional Priorities. 	Consultation and communication All priorities.	KB	Apr 15	Mar 16	Med	Continue campaigns for Hubs and Online and any new campaigns for 15/16.	Funding to be identified as part of any campaign plan.
8	NW Community Partnership <ul style="list-style-type: none"> Support communications activity of the Community Partnership. 	Access to Services Consultation and communication	KB	Apr 15	Mar 16	Med	Number of positive items in local press, north talk & websites	
8	Communications Group <ul style="list-style-type: none"> Facilitate the work of a corporate Communications Group 	Consultation and communication	LB/KB	Ongoing	Mar 16	High	Group running effectively Comms/PR activity better coordinated.	
8	<ul style="list-style-type: none"> To put forward proposals for improving communications and help implement agreed proposals. 	Consultation and communication	LB/KB/HH	Apr 15	Mar 16	Med	Proposals put forward for comms improvement and implemented as agreed.	
8	<ul style="list-style-type: none"> Produce and seek approval for annual Communication Plan and oversee its delivery. 	Consultation and communication	LB/KB	Apr 15	Mar 16	High	Tasks agreed and completed.	
8	Internal Communications <ul style="list-style-type: none"> To produce Insider the Council's staff newsletter, six times per year in electronic and paper formats. 	Consultation and communication	KB	Apr 15	Mar 16	High	Six editions produced Readers' survey	

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

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8	<ul style="list-style-type: none"> To produce the weekly Mid Week email for all staff and general communications to staff as needed. 	Consultation and communication	KB	Apr 13	Mar 15	High	Weekly emails circulated. Specific items and issues circulated.	
8	Heads of Comms Group <ul style="list-style-type: none"> Represent NWBC and support countywide comms. activity as agreed by the Heads of Communications Group. 	Access to services Consultation and communication	KB	Apr 15	Mar 16	Med	Number of Publicity campaigns	
9. Community Plan, Corporate Plan, Vision and Political Priorities								
9	Corporate Plan Actions <ul style="list-style-type: none"> Progress and report on relevant actions. 	Corp Plan / Public Services	LB	Apr 15	Mar 16	High		
9	Elections <ul style="list-style-type: none"> Provide support for the Elections as requested and for new members after the Borough Elections. 		TBC	Ongoing	Jul 15	High		Various parts of the division involved in different aspects.
10. External Assessment and Audit (Internal and External)								
10	Scrutiny <ul style="list-style-type: none"> To provide support for the Scrutiny Board and assist in the Council's Scrutiny exercises as required. 	Public Services and Council Tax	LB	Apr 15	Mar 16	High	Reports prepared and well informed scrutiny exercises carried out.	
10	Audit (Internal and Computer) <ul style="list-style-type: none"> Ensure we implement agreed recommendations from past audits. 	Public Services	GH/LB/EC	Apr 15	Mar 16	Med	Recommendations actioned as agreed.	
10	<ul style="list-style-type: none"> Support any ICT Audits. <ul style="list-style-type: none"> Areas to be identified by Internal Audit. 	Public Services	GH/LB	Apr 15	Mar 16	High	Score => Adequate Management responses provided and actioned.	Any cost identified as part of agreeing recommendations.
10	<ul style="list-style-type: none"> Support planned Internal Audits. ...to be identified. 	Public Services	LB	Apr 15	Mar 16	Med	Score => Adequate. Mgmt response actioned.	Cost identified as part of recommendations.
11. Value for Money Review and Services Improvement								

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
11	Review of Development Control <ul style="list-style-type: none"> Participate in and support the Systems Thinking review of DC 	DC Service Plan / Public Services	PM/AH/CH	Ongoing	TBC	High	Review complete and improvements implemented.	
11	<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	Service Desk Review <ul style="list-style-type: none"> Review the operation of the service desk. Identify and pilot any new ways of working. 	Quality of Service	GH/NB/NV	Oct 15	Mar 16	High		
11	<ul style="list-style-type: none"> Carry out a customer survey to help inform service desk development. 	Quality of Service	GH/LB	Jul 15	Sept 15	High		
12. Performance Management and Indicators (Local and National)								
12	<ul style="list-style-type: none"> Produce and report on agreed Service Performance Indicators. 	Public Services	LB/GH	Apr 15	Mar 16	High	Performance against indicators identified.	
13. Risk Management								
13	Service & Operational risks. <ul style="list-style-type: none"> Formally review Risks assessments and update containment plans. 	Public Services	GH/EC/LB/PM	Sep 15	Dec 15	Med	Updated risks and mitigation.	
14. Business Continuity, Disaster Recovery and Emergency Planning								
14	IT Disaster Recovery (DR) <ul style="list-style-type: none"> Test ICT DR for priority services. 	Public Services, ICT Strategy.	GH/NB	Dec 15	Mar 16	Med	Successful test & plan updated.	
14	<ul style="list-style-type: none"> Define requirements for new DR contract and get quotes/tenders. 	Public Services, Proc. Strategy.	GH/EC				Tender with others? New contract.	Aim for cost saving and / or improved service.
14	Business Continuity <ul style="list-style-type: none"> Ensure sections BC and DR plans are up to date and communicated. 	Public Services	EC/GH/LB/PM	Oct 15	Mar 16	High	BC / DR plans in-place and relevant staff aware of responsibilities.	
14	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 15	Mar 16	High	Provide support in a variety of ways. Attend Warks Resilience Forum and Telecomms group.	
15. Health and Safety								

DRAFT - CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2015/16

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
15	<ul style="list-style-type: none"> Do H&S Assessments & Audits to ensure assessments are sufficient and implement actions identified. 	Health and Safety	EC/GH/NB/PM	Sep 15	Mar 16	High	Up to date assessments & reviews on HARRIET. Actions completed.	
15	<ul style="list-style-type: none"> Chair H&S Working Party. 	Health and Safety	LB	Apr 15	Mar 16	High	Meetings take place and actions progressed.	
16. Skills & Awareness								
16	Training and Awareness <ul style="list-style-type: none"> Provide workshops, information or guides for staff on processes and technology (How To's) as required. 	Public Services	GH/EC/PM	Jul 15	Feb 16	Med	Raised awareness of Division's services. Staff understand and comply with processes.	
17. Divisional Skills Development & Staff Survey Issues								
17	Divisional Skills <ul style="list-style-type: none"> Ensure the development and delivery of Sections' Training Plans 	Public Services	GH/EC/PM	Jun 15	Mar 16	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
17	Divisional Sickness levels <ul style="list-style-type: none"> Monitor and aim to reduce 	Public Services	LB	Apr 15	Mar 16	Med		
17	2014 staff survey results. <ul style="list-style-type: none"> Implement the 3 areas identified for improvement from 2014 Survey. 	Public Services	LB/ EC/ GH/PM	Sep 15	Mar 16	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
17	Workforce Planning <ul style="list-style-type: none"> Implement areas identified in 15/16 Plan & update plan as required. 	Public Services	LB	Apr 15	Jan 16	High	Plan updated. Impacts understood and level of service maintained.	Savings through flexible retirement. Duties covered as needed.
18. Shared Service Agenda								
18	Shared Service Opportunities <ul style="list-style-type: none"> Investigate and where appropriate implement collaboration initiatives. 	Public Services	LB	Apr 15	Mar 16	Med	Any initiative identified must deliver quantifiable benefits.	Resources included in any business cases produced.
19. Environment								
19	Procurement <ul style="list-style-type: none"> Include Environment/sustainability criteria in relevant procurements. 	Environment	EC/TF/JH	Apr 15	Mar 16	Med	Criteria included. Impact monitored and reported.	

**NORTH WARWICKSHIRE BOROUGH COUNCIL
INTERNAL AUDIT SERVICE
SUMMARY ACTION PLAN FOR SERVICE PLAN 2015-16**

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 2015	March 2016	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 2015	April 2015	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 2015	April 2015	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 2015	March 2016	M	Appropriate resource maintained	None
Review risk matrices and update as necessary	Risk Management Policy	B Haswell	Jan 2015	Jan 2015	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	December 2014	January 2015	M	Survey distributed – forms updated	None

Agenda Item No 10

Resources Board

26 January 2015

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

General Fund Fees and Charges 2015/16

1 Summary

- 1.1 The report covers the fees and charges for 2014/15 and the proposed fees and charges for 2015/16.

Recommendation to the Board

That the schedule of fees and charges for 2015/16, 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 in September, the Executive Board agreed the budget strategy for 2015/19, which included an allowance for price increases of 2% equating to £700 additional income.

4 Fees and Charges proposed for 2015/16

- ... 4.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2015/16. Some prices have been increased by 2% in line with the budget strategy for 2015/19 as agreed by Executive Board in September 2014, while parking penalties, dog fouling, litter penalties and register of electors sales have remained at 2012/13 levels. The amounts shown have already been included in the revenue estimates for 2015/16.
- 4.2 A charge for accessing information from the CCTV footage is included. Requests from the public to have access to personal information from the CCTV system are infrequent but a fee of £10.00 is allowable for subject

access requests as specified in the Data Protection Act 1998. A charge for third party requests for example insurance companies can also be made as it is reasonable to make a charge to cover the Council's costs.

- 4.3 The increase in charges for dealing with pest control are slightly higher than inflation. This is because a recent benchmarking exercise with neighbouring authorities indicated that our charges were lower than is charged by other local authorities and significantly lower than in the private sector. The proposed charges are still very competitive but ensure that the Council is able to cover its costs for what are non statutory services.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 The pricing structure contained within this report will contribute £810 to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2015/16 presented elsewhere within the agenda for this meeting.

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

FEES AND CHARGES FROM 1 APRIL 2015

	2014/2015 TOTAL CHARGE £	2015/2016 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	"
COURT COSTS			
Summons Costs (Council Tax and NDR)	100.00	100.00	Outside Scope
FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX REDUCTION (Statutory)			
	70.00	70.00	Outside Scope
FAILURE TO NOTIFY A CHANGE AFFECTING HOUSING BENEFIT (Statutory)			
	50.00	50.00	Outside Scope
BOROUGH CARE			
Charge for service users under 62 years not in receipt of low income subsidy (per week)	4.40	4.50	Incl. VAT at Standard Rate
Monitoring only service (existing customers only-per year)	74.80	76.30	"
PROVISION OF CCTV IMAGES			
Individuals	N/A	12.00	Incl. VAT at Standard Rate
Third Parties			
Requests taking up to 1 hour of officer time	N/A	60.00	"
Requests taking over 1 hour of officer time	N/A	120.00	"
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)	50.00	51.00	Incl VAT at Standard Rate
	Plus cost of materials	Plus cost of materials	
PEST CONTROL (domestic premises)			
Fleas,bedbugs,cockroaches etc.	48.00	50.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	24.00	25.00	"
Wasps' Nests-subject to service capacity			
Residents in receipt of income related supplementary benefits	24.00	25.00	"
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)	28.70	30.00	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)	94.80	100.00	Incl VAT at Standard Rate
Commercial premises	Case Specific	Plus VAT at Standard Rate	Case Specific
STRAY DOGS			
	50.00	51.00	Outside Scope
	Plus £11.30 per dog, per day Plus vets' fees and fouling fines (or the current kennel rate)	Plus £12.00 per dog, per day	"
DOG FOULING PENALTIES (Statutory)			
	80.00	80.00	Outside Scope
	If paid within 7 days	50.00	"
LITTERING PENALTIES (Fixed charge)			
	80.00	80.00	Outside Scope
	If paid within 7 days	50.00	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD
FEES AND CHARGES FROM 1 APRIL 2015

	2014/2015 TOTAL CHARGE £	2015/2016 TOTAL CHARGE £	VAT RATING
REGISTER OF ELECTORS (statutory charges)			
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	"
STATEMENTS OF ACCOUNT (per copy)	11.50	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	2.40	2.50	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"

**Report of the
Deputy Chief Executive**

**General Fund Revenue Estimates
2015/16 - Services Recharged
Across All Boards**

1 Summary

- 1.1 This report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

Recommendation to the Board

- a To accept the revised budget for 2014/15; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2015/16, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 10 February 2015.**

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 2015/16 and this, together with a revised budget for 2014/15, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2013/14 are shown.
- 3.2 At its meeting in September 2014, the Executive Board agreed the budget strategy for 2015-2019 which required savings of £2.065 million over a four year period. This required budget savings of £655,000 in 2015/16 with additional savings of £565,000, 475,000 and £350,000 in 2016/17, 2017/18 and 2018/19 respectively. No provision for growth was built into the strategy.
- 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 2014/15 £	Revised Budget 2014/15 £	Original Budget 2015/16 £
Employee Costs	8,252,090	7,786,960	8,090,970
Premises	495,150	499,830	505,430
Supplies and Services	795,230	752,820	681,300
Transport	652,250	716,590	559,590
Earmarked Reserves	(6,920)	(6,920)	(6,920)
Gross Expenditure	10,187,800	9,749,280	9,830,370
Income	(53,600)	(148,060)	(168,530)
Net Controllable Expenditure	10,134,200	9,601,220	9,661,840
Recharged to Other Services	(12,522,330)	(11,755,460)	(11,675,000)
Departmental Support	10,740	10,900	12,350
Support Charges	1,828,170	1,629,840	1,557,900
Capital Charges	564,720	513,500	442,910
Net Expenditure	15,500	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 2014/15 Revised Budget**

4.1 The revised budget to be recharged across all Boards for 2014/15 is estimated to be £11,755,460; a decrease of £782,370 on the approved provision. The main reasons for variations are set out below.

4.2 **Employee costs** have decreased by £465,130 and the main variations are as follows:

	£
Increase in agency staffing budgets to cover vacant posts, maternity and sickness especially within Housing and Corporate Services	107,670
Effect of auto enrolment	47,170
Increase in overtime budgets to cover vacant posts, maternity and sickness especially within Streetscape, Leisure Centres, Housing and Corporate Services	26,710
One off pension adjustment arising from the restructure in the Refuse and Recycling Service	22,730
Costs arising from the end of employee contracts	21,220
All other salary reductions (reduced hours, new starters on lower scales, industrial action, secondments, sickness etc)	(30,920)
Reduction in salaries resulting from maternity leave	(59,580)
Reduction in pay award	(55,000)
Reduction in salaries resulting from vacant posts	(263,830)
Change to how superannuation is shown (reductions here but lump sum payments against pension deficit elsewhere)	(281,930)
TOTAL	(465,760)

4.4 **Supplies and Services** have decreased by £42,410 and the main variations are as follows:

	£
Increase in vehicle repair materials	32,830
Increase in postage to meet increase in demand from services and handling of WCC post (which is recharged back)	13,940
Increase in the level of services within Revenues and Benefits bought from other organisations, funded from a part year vacant post	10,000
Net decrease in software maintenance budgets devolved from IT to services	(102,300)
TOTAL	(45,530)

4.5 **Transport** budgets have increased by £64,340 and the main variances are shown below:

	£
Increase in hired transport especially within the Streetscape and Housing divisions	60,190
Increase in vehicle fuel partially due to increase in the fleet	23,030
Reduction in lease cars arising from vacant posts, deleted posts and the winding down of the scheme	(16,810)
TOTAL	66,410

4.6 The increase in **income** of £94,460 arises mainly from the following;

	£
Recharge to NBBC for secondment of Environmental Health Manager for part of the year	(12,330)
Income for office rental and service charges from WCC and DWP	(79,300)
TOTAL	(91,630)

4.7 **Departmental and central support** charges have decreased by £198,170. This is due to the effect of deleted, frozen and vacant posts; the reduced pay award, the lower superannuation rate and the movement of IT recharges to supplies and services.

5 **Comments on the 2015/16 Estimates**

5.1 The 2015/16 estimates have been prepared, taking into account the following assumptions:

- A 2.2% pay award from 1 January 2015, with non-consolidated payments to be made in December 2012 and April 2015;
- Increases in the Council's pension contribution rate for current employees of 0.75% per annum up to 2018/19;
- A general inflationary increase of 2% in 2015/16;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;
- The savings set out in Appendix D have been included within the estimates.

- 5.2 The original budget to be recharged across all Boards for 2015/16 is estimated to be £11,675,000; a decrease of £80,460 on the 2014/15 revised budget and a decrease of £862,830 on the 2014/15 original budget.
- 5.3 **Employee costs** have increased by £304,010 and the main variations are as follows:

	£
An increase in salaries following the reinstatement of vacant posts, maternity leave, sickness, industrial action and secondments	334,330
The impact of budget provision for the pay award	90,000
An increase in lease car lump sum allowances, reflecting further reductions in the staff car scheme	54,070
An increase in the superannuation rate from 13.80% to 14.55%	41,740
Decrease in overtime budgets	(10,700)
Removal of costs arising from the end of employee contracts	(21,220)
Removal of the one off pension adjustment relating to the Refuse and Recycling Restructure	(22,730)
Decrease in agency staff, reflecting the budget provision for full establishment	(156,380)
TOTAL	309,110

- 5.4 The reduction in **supplies and services** of £71,520 arises mainly from the following changes;

	£
Increase in services within Revenues and Benefits bought from other organisations, funded from a full year vacant post	10,000
Reduction in Management Team Contingency	(9,000)
Decrease in bought in services within Landscape Management, that was funded from a vacant post	(12,010)
Decrease in postage to meet increase in demand from services and handling of WCC post (which is recharged back – see below)	(18,330)
Decrease in vehicle repair materials	(28,370)
TOTAL	(57,710)

- 5.5 The decrease in **transport** of £157,000 is accounted for by the following;

	£
Decrease in staff car vehicle insurance costs	(12,030)
Decrease in hired transport	(62,190)
Reduction in lease cars arising from the winding down of the scheme	(82,960)
TOTAL	(157,180)

5.6 The increase in **income** of £20,470 arises mainly from the following items;

	£
Removal of recharge to NBBC for secondment of Environmental Health Manager for part of the year	12,330
Decrease in staff car contributions due to the winding down of the staff car lease scheme	8,470
Increase in income for office rental and service charges from WCC and DWP to reflect a full year (only part year in 2014/15)	(43,230)
TOTAL	(22,430)

5.7 **Departmental and Central Support** have decreased by £70,490. This is largely due to the additional income within the Council Offices budgets, the reduced hours of several posts and the reduction in the postage budget.

6 **Growth Items**

6.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2014 by the Executive Board. There is one growth item relating to the services covered by this report.

6.2 The bid for growth of £6,500 relates to the additional testing and inspection needed at the Council House to fulfil statutory requirements. This is not currently included in the figures contained within 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
- Above inflation increases in vehicle fuel costs
- 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 2015/16. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2016/17 £	Forecast Budget 2017/18 £	Forecast Budget 2018/19 £
Employee Costs	8,200,420	8,398,700	8,611,990
Premises	511,020	516,320	522,420
Supplies and Services	693,190	706,560	718,220
Transport	561,950	571,980	584,750
Earmarked Reserves	0	0	0
Gross Expenditure	9,966,580	10,193,560	10,437,380
Income	(171,660)	(175,500)	(179,430)
Net Controllable Expenditure	9,794,920	10,018,060	10,257,950
Recharged to Other Services	(11,830,220)	(12,087,470)	(12,352,620)
Support Charges	1,596,870	1,630,980	1,656,240
Capital Charges	438,430	438,430	438,430
Net Expenditure	0	0	0

- 8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2016/17 to 2018/19, increases in contracts of 3% each year and general increases in supplies and services of 2% in 2017/18. In total, the amount recharged to services is expected to increase by 1.3% in 2016/2017, and by 2.2% in 2017/18 and 2018/19. The increase in 2016/17 is lower as three posts are being deleted.
- 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 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
Various	Chief Executive	201,220	205,970	196,910	199,940
Various	Deputy Chief Executive	4,214,474	4,466,910	4,283,580	4,364,130
Various	Assistant Chief Executive and Solicitor to the Council	1,282,861	1,343,660	1,259,020	1,288,750
Various	Assistant Chief Executive (Community Services)	1,286,066	1,312,140	1,257,400	1,319,640
3006-3039	Building Maintenance Fund	212,630	206,760	207,210	205,130
3040-3041	Council Offices	305,788	315,300	242,870	206,590
3043	Central Telephones	37,026	38,010	29,260	27,770
3045	Recruitment	18,872	23,250	22,460	22,160
3046	Printing and Stationery	64,655	70,250	68,180	69,120
3047	Training	18,655	91,080	30,620	88,450
3048	Depot and Stores	66,671	70,900	67,410	68,770
3110	Postal Services	81,579	72,150	83,150	63,880
3226	Central Services	285,591	288,040	282,320	260,460
3290	Information Services	865,226	866,370	681,600	684,060
3291	Procurement	65,816	67,410	65,370	64,030
3292	Staff Welfare	20,483	15,880	20,340	17,920
3300	Transport Management Account	775,815	680,120	803,520	711,040
	Net Controllable Expenditure	9,803,428	10,134,200	9,601,220	9,661,840
	Recharged to Services	(12,238,230)	(12,522,330)	(11,755,460)	(11,675,000)
	Departmental Support	15,800	10,740	10,900	12,350
	Central Support	1,822,481	1,828,170	1,629,840	1,557,900
	Capital	2,089,301	564,720	513,500	442,910
	Resources Board (Recharged) Total	1,492,780	15,500	-	-

Resources Board Summary

Description	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
Totals - Recharged Services	15,500	-	-
Totals - Services Remaining	3,478,050	3,416,110	3,662,050
Central Vacancy Factor	(80,000)	-	(80,000)
FRS17 Pension Adjustments	-	-	-
Use of Earmarked Reserves	-	-	-
Resources Board Total	3,413,550	3,416,110	3,582,050

VARIOUS - CHIEF EXECUTIVE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	196,052	202,560	193,560	195,880
Supplies and Services	1,308	2,760	2,680	3,370
Transport Related Expenditure	3,860	650	670	690
NET CONTROLLABLE EXPENDITURE	201,220	205,970	196,910	199,940
Recharged to Services	(240,095)	(243,830)	(233,640)	(235,400)
Central Support	36,232	34,920	34,040	32,770
Capital Charges	2,643	2,940	2,690	2,690
NET EXPENDITURE	-	-	-	-

VARIOUS - DEPUTY CHIEF EXECUTIVE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	4,003,665	4,262,050	4,058,850	4,191,160
Supplies and Services	107,999	128,990	167,720	140,480
Transport Related Expenditure	102,557	83,720	71,190	34,340
Miscellaneous Expenditure	166	-	-	-
Earmarked Reserves	6,693	-	-	-
GROSS EXPENDITURE	4,221,080	4,474,760	4,297,760	4,365,980
GROSS INCOME	(6,606)	(7,850)	(14,180)	(1,850)
NET CONTROLLABLE EXPENDITURE	4,214,474	4,466,910	4,283,580	4,364,130
Recharged to Services	(4,988,543)	(5,243,100)	(5,034,520)	(5,094,780)
Central Support	706,747	715,070	663,530	643,350
Capital Charges	67,322	76,620	87,410	87,300
NET EXPENDITURE	-	15,500	-	-

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	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	1,200,619	1,290,680	1,199,940	1,259,910
Supplies and Services	39,206	22,940	37,790	36,620
Transport Related Expenditure	62,441	45,360	44,970	17,230
Miscellaneous Expenditure	116	-	-	-
Earmarked Reserves	(150)	-	-	-
GROSS EXPENDITURE	1,302,232	1,358,980	1,282,700	1,313,760
GROSS INCOME	(19,371)	(15,320)	(23,680)	(25,010)
NET CONTROLLABLE EXPENDITURE	1,282,861	1,343,660	1,259,020	1,288,750
Recharged to Services	(1,514,580)	(1,586,090)	(1,469,020)	(1,491,100)
Central Support	210,960	218,080	184,010	176,410
Capital Charges	20,759	24,350	25,990	25,940
NET EXPENDITURE	-	-	-	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE (COMMUNITY SERVICES)

This includes the Revenues and Benefits and Customer Contact budgets.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	1,198,842	1,228,620	1,168,250	1,220,160
Supplies and Services	152,403	76,960	89,980	99,830
Transport Related Expenditure	12,633	13,480	9,900	6,570
Miscellaneous Expenditure	58	-	-	-
Earmarked Reserves	(61,136)	(6,920)	(6,920)	(6,920)
GROSS EXPENDITURE	1,302,800	1,312,140	1,261,210	1,319,640
GROSS INCOME	(16,734)	-	(3,810)	-
NET CONTROLLABLE EXPENDITURE	1,286,066	1,312,140	1,257,400	1,319,640
Recharged to Services	(1,687,488)	(1,719,090)	(1,617,970)	(1,654,100)
Central Support	354,677	353,710	295,490	269,440
Capital Charges	46,745	53,240	65,080	65,020
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
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	33,413	29,320	29,770	27,690
Premises Related Expenditure	160,012	177,280	177,280	177,280
Supplies and Services	16,511	160	160	160
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	2,694	-	-	-
NET CONTROLLABLE EXPENDITURE	212,630	206,760	207,210	205,130
Recharged to Services	(248,170)	(243,380)	(240,380)	(238,580)
Central Support	35,540	36,620	33,170	33,450
NET EXPENDITURE	-	-	-	-

3040 to 3041- COUNCIL OFFICES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	53,709	55,630	51,460	54,930
Premises Related Expenditure	247,889	257,200	262,840	269,890
Supplies and Services	21,306	17,140	22,540	18,970
GROSS EXPENDITURE	322,904	329,970	336,840	343,790
GROSS INCOME	(17,116)	(14,670)	(93,970)	(137,200)
NET CONTROLLABLE EXPENDITURE	305,788	315,300	242,870	206,590
Recharged to Services	(491,716)	(485,100)	(425,560)	(388,940)
Central Support	108,849	108,320	105,480	105,150
Capital Charges	1,520,581	61,480	77,210	77,200
NET EXPENDITURE	1,443,502	-	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m2)	3,855	3,855	3,855	3,855
Expenditure per square metre	£502.00	£125.84	£110.39	£100.89

3043 - CENTRAL TELEPHONES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	7,180	9,320	9,040	9,140
Supplies and Services	29,846	28,690	20,220	18,630
NET CONTROLLABLE EXPENDITURE	37,026	38,010	29,260	27,770
Recharged to Services	(45,572)	(38,540)	(37,600)	(36,090)
Central Support	540	530	330	310
Capital Charges	8,006	-	8,010	8,010
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of phones	190	190	190	190
Expenditure per phone line	£ 239.85	£ 202.84	£ 197.89	£ 189.95

3045 - RECRUITMENT

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	13,643	17,420	17,420	17,770
Supplies and Services	5,229	5,830	5,040	4,390
NET CONTROLLABLE EXPENDITURE	18,872	23,250	22,460	22,160
Recharged to Services	(20,562)	(24,890)	(24,330)	(23,990)
Central Support	1,690	1,640	1,870	1,830
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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	25,340	25,170	23,930	24,170
Supplies and Services	39,392	45,300	44,500	45,200
Transport Related Expenditure	21	30	-	-
GROSS EXPENDITURE	64,753	70,500	68,430	69,370
GROSS INCOME	(98)	(250)	(250)	(250)
NET CONTROLLABLE EXPENDITURE	64,655	70,250	68,180	69,120
Recharged to Services	(86,065)	(92,000)	(83,290)	(83,200)
Central Support	19,055	19,300	12,590	11,560
Capital Charges	2,355	2,450	2,520	2,520
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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	14,742	88,400	24,600	84,950
Premises Related Expenditure	791	-	2,760	-
Supplies and Services	3,122	2,680	3,260	3,500
NET CONTROLLABLE EXPENDITURE	18,655	91,080	30,620	88,450
Recharged to Services	(76,281)	(149,770)	(83,050)	(140,460)
Central Support	55,507	56,370	50,740	50,320
Capital Charges	2,119	2,320	1,690	1,690
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

FTEs (full time equivalents)	351.71	355.62	362.46
Expenditure per FTE	£ 425.83	£ 233.54	£ 387.52

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	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	6,241	6,270	6,310	6,250
Premises Related Expenditure	54,612	59,930	56,210	57,520
Supplies and Services	5,818	4,700	4,890	5,000
NET CONTROLLABLE EXPENDITURE	66,671	70,900	67,410	68,770
Recharged to Services	(83,132)	(91,810)	(81,490)	(83,250)
Central Support	13,295	13,520	10,850	11,250
Capital Charges	52,444	7,390	3,230	3,230
NET EXPENDITURE	49,278	-	-	-
KEY PERFORMANCE INDICATORS				
Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 36.29	£ 25.16	£ 22.33	£ 22.82

3110 - POSTAL SERVICES

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	4,790	4,890	4,840	4,900
Supplies and Services	77,543	67,320	80,790	62,460
Earmarked Reserves	(155)	-	-	-
GROSS EXPENDITURE	82,178	72,210	85,630	67,360
GROSS INCOME	(599)	(60)	(2,480)	(3,480)
NET CONTROLLABLE EXPENDITURE	81,579	72,150	83,150	63,880
Recharged to Services	(118,259)	(105,240)	(107,830)	(86,130)
Central Support	36,070	32,480	24,680	22,250
Capital Charges	610	610	-	-
NET EXPENDITURE	-	-	-	-

3226 - CENTRAL SERVICES

The costs of the central administration function.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	285,282	287,790	278,810	256,860
Supplies and Services	252	200	3,500	3,590
Transport Related Expenditure	57	50	10	10
NET CONTROLLABLE EXPENDITURE	285,591	288,040	282,320	260,460
Recharged to Services	(374,163)	(378,350)	(356,690)	(330,410)
Central Support	80,158	80,000	63,330	58,930
Capital Charges	8,414	10,310	11,040	11,020
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. It also includes Public Relations which is recharged to Corporate Communications.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	536,491	551,920	525,210	537,130
Supplies and Services	311,428	302,030	143,400	145,010
Transport Related Expenditure	26,402	16,520	12,990	1,920
Earmarked Reserves	7,131	-	-	-
GROSS EXPENDITURE	881,452	870,470	681,600	684,060
GROSS INCOME	(16,226)	(4,100)	-	-
NET CONTROLLABLE EXPENDITURE	865,226	866,370	681,600	684,060
Recharged to Services	(1,157,239)	(1,167,820)	(896,060)	(893,420)
Central Support	76,781	74,440	67,670	62,570
Capital Charges	215,232	227,010	146,790	146,790
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of PCs	329	329	347	347
Expenditure per PC	£ 3,517.44	£ 3,549.60	£ 2,582.31	£ 2,574.70

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	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	61,867	63,250	62,170	63,320
Supplies and Services	159	210	680	690
Transport Related Expenditure	3,790	3,950	2,520	20
NET CONTROLLABLE EXPENDITURE	65,816	67,410	65,370	64,030
Recharged to Services	(100,304)	(102,420)	(106,140)	(104,800)
Central Support	33,569	33,890	39,370	39,370
Capital Charges	919	1,120	1,400	1,400
NET EXPENDITURE	-	-	-	-

3292 - STAFF WELFARE

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	3,782	2,100	2,450	3,850
Supplies and Services	14,837	12,540	16,390	12,790
Transport Related Expenditure	1,864	1,240	1,500	1,280
NET CONTROLLABLE EXPENDITURE	20,483	15,880	20,340	17,920
Recharged to Services	(21,633)	(17,040)	(21,270)	(18,910)
Central Support	1,150	1,160	930	990
NET EXPENDITURE	-	-	-	-

3300 to 3999 - TRANSPORT MANAGEMENT ACCOUNT

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2013/2014	BUDGET 2014/2015	BUDGET 2014/2015	BUDGET 2015/2016
Employee Expenditure	149,685	126,700	130,350	132,900
Premises Related Expenditure	534	740	740	740
Supplies and Services	113,960	76,780	109,280	80,610
Transport Related Expenditure	538,747	487,250	572,840	497,530
Miscellaneous	2,129	-	-	-
Earmarked Reserves	(507)	-	-	-
GROSS EXPENDITURE	804,548	691,470	813,210	711,780
GROSS INCOME	(28,733)	(11,350)	(9,690)	(740)
NET CONTROLLABLE EXPENDITURE	775,815	680,120	803,520	711,040
Recharged to Services	(984,428)	(833,860)	(936,620)	(771,440)
Departmental Support	15,800	10,740	10,900	12,350
Central Support	51,661	48,120	41,760	37,950
Capital Charges	141,152	94,880	80,440	10,100
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
Above inflation increases in vehicle fuel	Low	Medium
Increased insurance costs	Low	Low
Termination of employment costs	Medium	Medium

SAVINGS INCLUDED WITHIN 2015/2016

Description	2015/2016
Reduction in Pay Award (2014/15)	79,630
Reduction in costs of Staff Lease cars	40,340
Superann provision not required (0.25%)	32,470
Carrying out work on the Rent Collection system for the HRA	16,830
CRM software	10,240
Changes in employee hours in the Corporate Services Division	37,250
Reduction in Management Team Contingency	9,000
Telephone Maintenance	6,110
Significantly reduce outgoing post	5,000
Reduce provision for corporate & service specific training	4,000
Computer Audit fees	2,920
Reduction Legal Section books	2,000
Telephone Charges	2,000
Reduction in the Professional fees budget for Information Services	2,000
Additional Legal Fee income	1,000
Reductions in essential travel allowances	330
Reduction IT books	80
Resources Recharged Total	251,200

Agenda Item No 12

Resources Board

26 January 2015

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2015/16 - Services Remaining
within the Board

1 Summary

- 1.1 This report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

Recommendation to the Board

- a To accept the revised budget for 2014/15; and
- b To accept or otherwise vary the Estimates of Expenditure for 2015/16, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 10 February 2015.

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 2015/16 and this, together with a revised budget for 2014/15, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2013/14 are shown.

- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2015-2019 which required savings of £2.04 million over a four year period. This required budget savings of £655,000 in 2015/16 with additional savings of £565,000, £475,000 and £350,000 in 2016/17, 2017/18 and 2018/19 respectively. No provision for growth was built into the strategy.

- 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. These have now been incorporated into the estimates being considered and are shown in Appendix D.

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

	Approved Budget 2014/15 £	Revised Budget 2014/15 £	Original Budget 2015/16 £
Employee Costs	1,445,190	1,742,820	1,926,850
Premises	184,320	169,350	173,480
Supplies and Services	428,940	477,830	485,900
Transport	41,630	39,810	42,430
Members Allowances	251,250	250,200	250,680
Transfer Payments	14,413,520	14,425,420	14,939,600
Miscellaneous Expenditure	-	20	-
Earmarked Reserves	(350)	(38,080)	(27,430)
Gross Expenditure	16,764,500	17,067,370	17,791,510
Income	(15,769,760)	(15,776,590)	(16,264,400)
Recharged to Other Services	(145,790)	(260,240)	(267,640)
Net Controllable Expenditure	848,950	1,030,540	1,259,470
Departmental Support	1,012,110	887,340	900,030
Central Support	1,173,500	1,057,550	1,054,900
Capital Charges	443,490	440,680	447,650
Net Expenditure	3,478,050	3,416,110	3,662,050

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 2014/15 Revised Budget**

4.1 The revised budget for 2014/15 is estimated to be £3,416,110; a decrease of £61,940 on the approved position. The main variations are given below.

4.2 **Cost of Democratic Services (£25,080)**

4.2.1 Recharges to the HRA have been increased to reflect the current Board structure. Employee budgets have decreased due to the reduced pay award and a reduction in the superannuation rate. These have been offset by an increase in supplies and services but most of this is software maintenance that was previously included within central support.

4.3 **Council Tax Collection £23,210**

4.3.1 There has been a change to salary allocations resulting in an increase in direct salary costs but a larger decrease in departmental support. In addition there is £10,000 of additional legal fee income based on increased fee levels to date.

4.4 **Compensation and Pension Increases 294,210**

4.4.1 There has been a change in the way that superannuation is paid over to the County Council pension fund. Superannuation rates on service budgets have decreased but there are now monthly lump sum payments being made against this budget to contribute towards the pension deficit. These total £371,000 in the 2014/15 revised budget although £74,390 of this relates to HRA staff and this in turn is recharged to the HRA.

4.5 Corporate and Democratic Core (£17,140)

4.5.1 The proportion of costs that have been recharged to the HRA have been reviewed resulting in an increase.

4.6 Unallocated Central Support Services (£82,810)

4.6.1 Training and recruitment budgets have been vired out to service budgets during the year.

4.7 Industrial Units (24,970)

4.7.1 Premises budgets have decreased by £20,790 due largely to reductions in electricity, business rates, buildings insurance and Building Maintenance Fund contributions. In addition there has been an increase in rental income.

4.8 Customer Contact £25,580

4.8.1 There has been a change to salary allocations resulting in an increase in direct salary costs but a larger decrease in departmental support. Additionally, there is additional income of £2,570 from the Coventry, Solihull and Warwickshire Partnership.

4.9 Rent Allowances £13,180

4.9.1 Employee budgets have decreased due to the reduced pay award and a reduction in the superannuation rate. Against this, recovery of overpayments is expected to decrease by £17,180.

4.10 Council Tax Support (£12,650)

4.10.1 There has been a decrease in staff time spent administering the scheme.

4.11 Departmental and Central Support Services (£240,720)

4.11.1 Departmental support charges have reduced as changes to allocations has seen some costs transferred to direct salaries. Central support charges have fallen due to revised allocations for Council Office space. In addition computer software charges previously included within Information Services recharges are now shown directly in supplies and services expenditure.

5 Comments on the 2015/16 Estimates

5.1 The 2015/16 estimates have been prepared, taking into account the following assumptions:

- A 2.2% pay award from 1 January 2015, with non-consolidated payments to be made in December 2012 and April 2015;
- Increases in the Council's pension contribution rate for current employees of 0.75% per annum up to 2018/19;
- A general inflationary increase of 2% in 2015/16;
- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;
- A 10% reduction in benefits administration grant;
- The savings set out in appendix D have been included within the estimates.

5.2 The estimated budget for 2015/16 is £3,662,050; an increase of £184,000 on the 2014/15 approved budget, and an increase of £245,940 on the revised 2014/15 budget. The main variations are given below.

5.3 Election Expenses £55,330

5.3.1 The increase relates to the Borough elections to be held in May 2015.

5.4 Unallocated Central Support Services £83,320

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

5.5 Housing Benefit (Rent Allowances and Rent Rebates) £33,680

5.5.1 Employee increases include the pay award, an increase in the superannuation rate and full year provision for a post that was subject to maternity leave in 2014/15. An allowance for rent increases has been included in the calculation of rent allowances and rent rebates expected to be paid out.

5.6 Council Tax Support £19,540

5.6.1 The main change relates to a reduction in administration grant of £16,350. Employee budgets have increased again because of the effect of the pay award and an increase in superannuation rates.

5.7 Private Sector Housing Assistance £10,020

5.7.1 There is an increase in salaries relating to the return of a seconded employee and an officer who was taking maternity leave in 2014/15.

5.8 Community Support £17,710

5.8.1 Income of £8,170 for the provision of 'Telecare' services will no longer be received. In addition employee budgets include provision for the pay award.

6 Growth Items

6.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2014 by the Executive Board. 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 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;
- Further increases in the pension scheme deficit;
- Effect of an ageing population on demand for Community Support services;

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

8 Future Year Forecasts

8.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2015/16. The table below provides a subjective summary for those services reporting to this Board:

	Forecast	Forecast	Forecast
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	Budget 2016/17 £	Budget 2017/18 £	Budget 2018/19 £
Employee Costs	1,930,100	1,980,370	1,994,660
Premises	176,140	179,670	182,540
Supplies and Services	351,760	355,060	355,950
Transport	41,980	43,070	44,180
Members Allowances	250,870	255,890	256,090
Transfer Payments	15,472,470	16,024,710	16,597,040
Earmarked Reserves	4,060	4,310	4,030
Gross Expenditure	18,227,380	18,843,080	19,434,490
Income	(16,767,950)	(17,295,810)	(17,807,390)
Recharged to Other Services	(270,910)	(277,290)	(282,170)
Net Controllable Expenditure	1,188,520	1,269,980	1,344,930
Departmental Support	925,040	944,470	987,070
Central Support	1,075,100	1,101,570	1,123,980
Capital Charges	449,450	451,290	453,170
Net Expenditure	3,638,110	3,767,310	3,909,150

8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2016/17 to 2018/19, increases in contracts of 3% each year and general increases in supplies and services of 2% in 2017/18. In total, net expenditure is expected to decrease by 0.7% in 2016/2017, increase by 3.6% in 2017/18 and increase by 3.8% in 2018/19.

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.

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.

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.

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 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
3000	Cost of Democratic Services	340,120	345,140	320,060	312,080
3001	Election Expenses	3,241	9,840	4,890	60,220
3002	Registration of Electors	14,464	15,710	15,710	16,210
3003	Business Rates	(53,960)	(48,930)	(51,470)	(50,280)
3004	Council Tax Collection	(115,712)	(79,370)	(56,160)	(52,760)
3050	Finance Miscellaneous	(682,019)	-	-	-
3051	Compensation and Pension Increases	114,316	116,660	410,870	419,090
3052	Assisted Car Purchase	(825)	(340)	(700)	(620)
3054	Electricity at Work	18,352	17,560	17,560	18,000
3059	Finance Unused Land	4	-	-	-
3060	Corporate and Democratic Core	(24,195)	(42,840)	(59,980)	(60,890)
3061	Unallocated Central Support Services	24,962	106,220	23,410	106,730
3065	Coleshill Shops and Flats	(68,174)	(67,510)	(68,310)	(68,760)
3066	The Arcade, Atherstone	(1,029)	-	(40)	-
3067	The Pavilions, Holly Lane	(82,824)	(80,490)	(82,120)	(82,100)
3068	Carlyon Road Industrial Estate	(123,266)	(116,790)	(113,030)	(110,730)
3069	Innage Park Industrial Estate	(128,550)	(75,040)	(101,210)	(96,770)
3070	Polesworth Workspace Units	(5,479)	(3,770)	(4,700)	(4,580)
3079	Maya Bar and Restaurant	(13,738)	(13,760)	(9,300)	(9,250)
3080	Football Stadium	(3)	-	-	-
3084	Homeless Persons	81,795	83,860	83,670	77,200
3089	Public Conveniences	18,778	18,510	18,070	18,530
3094	Customer Contact	(16,301)	(14,500)	11,080	14,370
3097	Rent Allowances	(83,499)	47,880	61,060	83,850
3098	Housing Benefit Administration and Rent Rebates	21,100	(29,650)	(37,750)	(26,860)
3099	Concessionary Fares	15,178	19,370	15,700	15,780
3101	Council Tax Support	21,823	33,500	20,850	40,390
3102	Car Parks	43,196	44,020	48,820	50,070
3111	Broadband Delivery UK	50,000	50,000	50,000	50,000
5005	Animal Control	43,925	43,390	40,920	39,460
5006	Abandoned Vehicles	1,826	1,820	1,810	1,850
5008	Private Sector Housing Assistance	21,780	19,320	24,320	34,340
5035	CCTV	5,579	(2,750)	(1,100)	(520)
5036	Community Support	442,275	451,920	447,320	465,030
7360	England's Rural Heart LEADER Partnership	20,404	(30)	290	390
	Net Controllable Expenditure	(96,456)	848,950	1,030,540	1,259,470
	Departmental Support	1,002,353	1,012,110	887,340	900,030
	Central Support	1,110,518	1,173,500	1,057,550	1,054,900
	Capital Charges	402,615	443,490	440,680	447,650
	Resources Board (Remaining) Total	2,419,030	3,478,050	3,416,110	3,662,050

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	118,667	107,280	100,090	94,470
Premises Related Expenditure	1,887	1,160	1,160	1,190
Supplies and Services	27,027	29,770	36,490	37,290
Transport Related Expenditure	12,676	16,830	16,830	17,340
Members Allowances	241,293	251,250	250,200	250,680
GROSS EXPENDITURE	401,550	406,290	404,770	400,970
Gross Income	(90)	-	-	-
Recharged to Services	(61,340)	(61,150)	(84,710)	(88,890)
NET CONTROLLABLE EXPENDITURE	340,120	345,140	320,060	312,080
Central Support	281,428	284,150	247,240	238,260
Capital Charges	22,046	21,990	26,920	26,870
NET EXPENDITURE	643,594	651,280	594,220	577,210

Contributes to corporate priorities :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making
- Protecting and improving our local environment
- Protecting and improving our countryside and heritage
- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour
- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and ensuring that private sector stock is in good condition
- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

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 2015.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	448	-	-	-
Premises Related Expenditure	74	-	-	-
Supplies and Services	12,946	9,840	8,300	60,220
Earmarked Reserves	6,553	-	(3,130)	-
GROSS EXPENDITURE	20,021	9,840	5,170	60,220
Gross Income	(16,780)	-	(280)	-
NET CONTROLLABLE EXPENDITURE	3,241	9,840	4,890	60,220
Departmental Support	12,096	12,180	11,550	11,440
Central Support	3,689	4,340	5,550	4,830
Capital Charges	-	3,180	-	-
NET EXPENDITURE	19,026	29,540	21,990	76,490

Contributes to corporate priority :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	525	-	7,640	-
Supplies and Services	17,715	17,160	30,340	17,690
Transport Related Expenditure	-	-	390	-
Earmarked Reserves	8,172	-	(5,890)	-
GROSS EXPENDITURE	26,412	17,160	32,480	17,690
Gross Income	(11,948)	(1,450)	(16,770)	(1,480)
NET CONTROLLABLE EXPENDITURE	14,464	15,710	15,710	16,210
Departmental Support	240	230	230	220
Central Support	18,048	19,170	15,320	15,220
Capital Charges	3,296	3,300	3,300	3,300
NET EXPENDITURE	36,048	38,410	34,560	34,950

Contributes to corporate priorities :

- Providing easier access to Council services, particularly through the internet
- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

KEY PERFORMANCE INDICATORS

Number of registered electors	49,611	49,630	50,210	50,210
Cost per registered elector	£0.73	£0.77	£0.69	£0.70

3003 - BUSINESS RATES

The Borough Council collects non-domestic rates from businesses in its area. From April 2013 a localised business rate scheme has been in place, with a proportion of the rates collected paid to the government and the County Council. The Borough pays a tariff from it's share of the rates, and a levy on any rates over a baseline figure. It can then keep the remainder. 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 Rate Pool.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	59,332	56,120	53,510	54,560
Supplies and Services	16,130	16,380	18,030	18,450
GROSS EXPENDITURE	75,462	72,500	71,540	73,010
Gross Income	(129,422)	(121,430)	(123,010)	(123,290)
NET CONTROLLABLE EXPENDITURE	(53,960)	(48,930)	(51,470)	(50,280)
Departmental Support	77,672	82,530	72,940	74,060
Central Support	18,491	19,330	20,240	18,840
Capital Charges	1,226	1,230	6,630	6,630
NET EXPENDITURE	43,429	54,160	48,340	49,250

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

% of Business Rate Collection Rate	98.94%	99.30%	98.60%	98.60%
Number of Business Rate properties	2,212	2,210	2,248	2,248
Cost per Business Rate property	£19.63	£24.51	£21.50	£21.91

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	83,418	81,260	113,900	116,600
Supplies and Services	41,405	39,370	39,920	40,640
Miscellaneous Expenditure	8	-	20	-
Earmarked Reserves	(4,290)	-	-	-
GROSS EXPENDITURE	120,541	120,630	153,840	157,240
Gross Income	(236,253)	(200,000)	(210,000)	(210,000)
NET CONTROLLABLE EXPENDITURE	(115,712)	(79,370)	(56,160)	(52,760)
Departmental Support	191,197	199,600	174,430	177,070
Central Support	47,469	48,430	41,010	36,510
Capital Charges	2,605	2,600	13,250	13,250
NET EXPENDITURE	125,559	171,260	172,530	174,070

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

% of Council Tax Collection Rate	97.96%	98.00%	97.80%	97.80%
Number of households	27,141	27,000	27,187	27,187
Cost per household	£4.63	£6.34	£6.35	£6.40

3050 - FINANCE MISCELLANEOUS

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	(2,080)	-	-	-
Premises Related Expenditure	4,841	-	-	-
Supplies and Services	11,869	-	-	-
Miscellaneous Expenditure	(1,337)	-	-	-
Earmarked Reserves	43,968	-	-	-
GROSS EXPENDITURE	57,261	-	-	-
Gross Income	(739,280)	-	-	-
NET CONTROLLABLE EXPENDITURE	(682,019)	-	-	-
Central Support	584	600	340	370
NET EXPENDITURE	(681,435)	600	340	370

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

3051 - COMPENSATION AND PENSION INCREASES

The cost of additional contributions made to Warwickshire County Council in respect of the superannuation scheme, and the past service deficit.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	144,896	147,850	515,810	526,130
GROSS EXPENDITURE	144,896	147,850	515,810	526,130
Recharged to Services	(30,580)	(31,190)	(104,940)	(107,040)
NET CONTROLLABLE EXPENDITURE	114,316	116,660	410,870	419,090
Central Support	773	790	570	690
NET EXPENDITURE	115,089	117,450	411,440	419,780

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

3052 - ASSISTED CAR PURCHASE

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Gross Income	(825)	(340)	(700)	(620)
NET CONTROLLABLE EXPENDITURE	(825)	(340)	(700)	(620)
Central Support	-	-	10	10
NET EXPENDITURE	(825)	(340)	(690)	(610)

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

3054 - ELECTRICITY AT WORK

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	792	-	-	-
Premises Related Expenditure	16,942	17,560	17,560	18,000
Earmarked Reserves	618	-	-	-
NET CONTROLLABLE EXPENDITURE	18,352	17,560	17,560	18,000
Departmental Support	4,340	4,450	4,450	4,280
Central Support	260	280	440	430
NET EXPENDITURE	22,952	22,290	22,450	22,710

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

3059 - FINANCE UNUSED LAND

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	4	-	-	-
Supplies and Services	-	-	-	-
NET CONTROLLABLE EXPENDITURE	4	-	-	-
Central Support	168	170	150	150
Capital Charges	2,652	2,650	2,650	2,650
NET EXPENDITURE	2,824	2,820	2,800	2,800

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	17,062	-	-	-
Supplies and Services	12,193	10,610	10,610	10,820
GROSS EXPENDITURE	29,255	10,610	10,610	10,820
Recharged to Services	(53,450)	(53,450)	(70,590)	(71,710)
NET CONTROLLABLE EXPENDITURE	(24,195)	(42,840)	(59,980)	(60,890)
Central Support	562,036	653,120	584,050	588,190
Capital Charges	10,448	10,660	10,760	10,980
NET EXPENDITURE	548,289	620,940	534,830	538,280

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	24,302	107,950	25,000	106,560
Supplies and Services	-	(2,000)	-	-
Transport Related Expenditure	660	270	(1,590)	170
NET CONTROLLABLE EXPENDITURE	24,962	106,220	23,410	106,730
Central Support	24,815	17,230	29,430	26,980
Capital Charges	34,317	10	(30)	(30)
NET EXPENDITURE	84,094	123,460	52,810	133,680

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	86	-	-	-
Premises Related Expenditure	1,726	3,020	2,290	2,350
GROSS EXPENDITURE	1,812	3,020	2,290	2,350
Gross Income	(69,986)	(70,530)	(70,600)	(71,110)
NET CONTROLLABLE EXPENDITURE	(68,174)	(67,510)	(68,310)	(68,760)
Central Support	3,497	4,300	3,540	3,460
Capital Charges	11,417	-	-	-
NET EXPENDITURE	(53,260)	(63,210)	(64,770)	(65,300)

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of shops	7	7	7	7
Annual income per shop	-£9,998	-£10,076	-£10,086	-£10,159

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	3,961	-	-	-
Premises Related Expenditure	11,607	-	(40)	-
Supplies and Services	1,933	-	-	-
GROSS EXPENDITURE	17,501	-	(40)	-
Gross Income	(18,530)	-	-	-
NET CONTROLLABLE EXPENDITURE	(1,029)	-	(40)	-
Central Support	8,149	-	-	-
Capital Charges	25,000	-	-	-
NET EXPENDITURE	32,120	-	(40)	-

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

Occupancy rate	73%	0%	0%	0%
Number of units	14	0	0	0
Annual income per unit	-£1,324	£0	£0	£0

3067 - THE PAVILIONS, HOLLY LANE

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	102	-	-	-
Premises Related Expenditure	1,589	4,040	2,510	2,560
Supplies and Services	330	340	340	350
GROSS EXPENDITURE	2,021	4,380	2,850	2,910
Gross Income	(84,845)	(84,870)	(84,970)	(85,010)
NET CONTROLLABLE EXPENDITURE	(82,824)	(80,490)	(82,120)	(82,100)
Central Support	4,610	5,420	4,290	4,170
NET EXPENDITURE	(78,214)	(75,070)	(77,830)	(77,930)

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£10,606	-£10,609	-£10,621	-£10,626

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	113	-	-	-
Premises Related Expenditure	3,405	5,230	2,240	2,290
Supplies and Services	110	110	110	110
GROSS EXPENDITURE	3,628	5,340	2,350	2,400
Gross Income	(126,894)	(122,130)	(115,380)	(113,130)
NET CONTROLLABLE EXPENDITURE	(123,266)	(116,790)	(113,030)	(110,730)
Central Support	5,421	6,220	4,580	4,500
Capital Charges	5,000	-	-	-
NET EXPENDITURE	(112,845)	(110,570)	(108,450)	(106,230)

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

Occupancy rate	88%	88%	81%	81%
Number of units / plots	16	16	16	16
Annual income per unit / plot	-£7,931	-£7,633	-£7,211	-£7,071

3069 - INNAGE PARK, INDUSTRIAL ESTATE

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	345	-	-	-
Premises Related Expenditure	51,070	82,160	66,820	68,390
Supplies and Services	565	620	590	600
GROSS EXPENDITURE	51,980	82,780	67,410	68,990
Gross Income	(180,530)	(157,820)	(168,620)	(165,760)
NET CONTROLLABLE EXPENDITURE	(128,550)	(75,040)	(101,210)	(96,770)
Central Support	18,266	19,290	19,440	18,770
Capital Charges	101,000	101,000	101,000	101,000
NET EXPENDITURE	(9,284)	45,250	19,230	23,000

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

Occupancy rate	73%	64%	68%	67%
Number of units	39	39	39	39
Annual income per unit	-£4,629	-£4,047	-£4,324	-£4,250

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	56	-	-	-
Premises Related Expenditure	3,241	4,930	4,000	4,120
Supplies and Services	152	230	230	230
GROSS EXPENDITURE	3,449	5,160	4,230	4,350
Gross Income	(8,928)	(8,930)	(8,930)	(8,930)
NET CONTROLLABLE EXPENDITURE	(5,479)	(3,770)	(4,700)	(4,580)
Central Support	2,771	3,610	2,980	2,880
NET EXPENDITURE	(2,708)	(160)	(1,720)	(1,700)

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

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 public house which is leased to a private operator and is situated adjacent to the Atherstone football stadium.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	6	-	-	-
Premises Related Expenditure	260	240	4,700	4,750
GROSS EXPENDITURE	266	240	4,700	4,750
Gross Income	(14,004)	(14,000)	(14,000)	(14,000)
NET CONTROLLABLE EXPENDITURE	(13,738)	(13,760)	(9,300)	(9,250)
Central Support	227	230	1,850	1,790
Capital Charge	(15,000)	-	-	-
NET EXPENDITURE	(28,511)	(13,530)	(7,450)	(7,460)

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Gross Income	(3)	-	-	-
NET CONTROLLABLE EXPENDITURE	(3)	-	-	-
Capital Charges	(105,000)	-	-	-
NET EXPENDITURE	(105,003)	-	-	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

3084 - HOMELESS PERSONS

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	44,057	47,010	24,090	46,830
Premises Related Expenditure	14,288	13,560	13,230	13,600
Supplies and Services	96,181	59,280	53,940	47,300
Miscellaneous Expenditure	1,344	-	-	-
Earmarked Reserves	(51,011)	(15,800)	(1,900)	(10,590)
GROSS EXPENDITURE	104,859	104,050	89,360	97,140
Gross Income	(23,064)	(20,190)	(5,690)	(19,940)
NET CONTROLLABLE EXPENDITURE	81,795	83,860	83,670	77,200
Departmental Support	23,213	16,470	15,890	19,350
Central Support	10,065	9,980	7,310	7,370
Capital Charges	(1,581)	800	1,090	1,090
NET EXPENDITURE	113,492	111,110	107,960	105,010

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities
- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and ensuring that private sector stock is in good condition

3089 - PUBLIC CONVENIENCES

The Council maintains four public conveniences situated in Atherstone, Coleshill, Polesworth and Water Orton. A decision regarding the facilities at Atherstone is yet to be made regarding its possible replacement or upgrade.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	8,159	7,680	7,380	7,580
Premises Related Expenditure	9,361	9,520	9,350	9,580
Supplies and Services	1,326	1,380	1,410	1,440
GROSS EXPENDITURE	18,846	18,580	18,140	18,600
Gross Income	(68)	(70)	(70)	(70)
NET CONTROLLABLE EXPENDITURE	18,778	18,510	18,070	18,530
Departmental Support	3,870	3,960	3,990	3,800
Central Support	2,551	2,650	2,410	2,290
Capital Charges	76,349	94,090	92,390	93,970
NET EXPENDITURE	101,548	119,210	116,860	118,590

Contributes to corporate priorities :

- Protecting and improving our local environment

3094 - CUSTOMER CONTACT

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	1,907	4,120	29,320	31,420
Supplies and Services	57	320	1,820	320
GROSS EXPENDITURE	1,964	4,440	31,140	31,740
Gross Income	(18,265)	(18,940)	(20,060)	(17,370)
NET CONTROLLABLE EXPENDITURE	(16,301)	(14,500)	11,080	14,370
Departmental Support	78,053	79,310	70,530	69,990
Central Support	777	760	860	770
Capital Charges	21,561	23,080	-	-
NET EXPENDITURE	84,090	88,650	82,470	85,130

Contributes to corporate priorities :

- Providing easier access to Council services, particularly through the internet
- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	114,856	117,390	113,900	120,930
Supplies and Services	6,012	84,080	26,090	26,240
Transfer Payments	8,215,878	8,151,380	8,142,320	8,468,010
GROSS EXPENDITURE	8,336,746	8,352,850	8,282,310	8,615,180
Gross Income	(8,420,245)	(8,304,970)	(8,221,250)	(8,531,330)
NET CONTROLLABLE EXPENDITURE	(83,499)	47,880	61,060	83,850
Departmental Support	120,876	117,450	94,920	97,880
Central Support	10,142	10,130	9,340	9,050
Capital Charges	-	-	2,900	2,900
NET EXPENDITURE	47,519	175,460	168,220	193,680

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and ensuring that private sector stock is in good condition

KEY PERFORMANCE INDICATORS

Number of claimants	1,793	1,700	1,746	1,746
Cost of administration per claimant	£26.50	£103.21	£96.35	£110.93

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	67,258	58,820	54,940	58,930
Supplies and Services	5,004	4,760	51,100	51,200
Transfer Payments	6,156,828	6,262,140	6,283,100	6,471,590
GROSS EXPENDITURE	6,229,090	6,325,720	6,389,140	6,581,720
Gross Income	(6,207,990)	(6,355,370)	(6,426,890)	(6,608,580)
NET CONTROLLABLE EXPENDITURE	21,100	(29,650)	(37,750)	(26,860)
Departmental Support	86,948	88,750	68,510	70,410
Central Support	8,625	8,410	9,120	8,950
Capital Charges	-	-	1,720	1,720
NET EXPENDITURE	116,673	67,510	41,600	54,220

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and ensuring that private sector stock is in good condition

KEY PERFORMANCE INDICATORS

Number of claimants	1,650	1,675	1,568	1,568
Housing benefit per claimant	£3,731	£3,739	£4,007	£4,127
Cost of administration per claimant	£70.71	£40.30	£26.53	£34.58

3099 - CONCESSIONARY FARES

The Council provides 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.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	158	-	-	-
Supplies and Services	15,520	19,920	16,150	16,240
GROSS EXPENDITURE	15,678	19,920	16,150	16,240
Gross Income	(500)	(550)	(450)	(460)
NET CONTROLLABLE EXPENDITURE	15,178	19,370	15,700	15,780
Departmental Support	4,705	4,890	5,520	5,600
Central Support	1,362	1,340	2,450	2,480
NET EXPENDITURE	21,245	25,600	23,670	23,860

Contributes to corporate priorities :

- Providing easier access to Council services, particularly through the internet

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	199,041	185,540	172,510	175,410
Supplies and Services	9,695	11,420	11,800	12,090
GROSS EXPENDITURE	208,736	196,960	184,310	187,500
Gross Income	(186,913)	(163,460)	(163,460)	(147,110)
NET CONTROLLABLE EXPENDITURE	21,823	33,500	20,850	40,390
Departmental Support	171,657	178,470	136,590	138,830
Central Support	11,710	11,150	7,510	6,860
Capital Charges	-	-	2,820	2,820
NET EXPENDITURE	205,190	223,120	167,770	188,900

Contributes to corporate priority :

- Protecting public services for local people whilst maintaining a balanced budget and keeping council tax increases lower than inflation

KEY PERFORMANCE INDICATORS

Number of claimants	4,767	4,767	4,555	4,555
Cost of administration per claimant	£43.04	£46.81	£36.83	£41.47

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	10,340	9,750	9,750	10,040
Premises Related Expenditure	40,128	42,740	45,090	46,280
Supplies and Services	13,448	7,380	7,540	7,500
GROSS EXPENDITURE	63,916	59,870	62,380	63,820
Gross Income	(20,720)	(15,850)	(13,560)	(13,750)
NET CONTROLLABLE EXPENDITURE	43,196	44,020	48,820	50,070
Departmental Support	4,595	4,400	4,150	4,470
Central Support	11,849	12,230	8,800	8,470
Capital Charges	2,035	1,330	1,330	1,330
NET EXPENDITURE	61,675	61,980	63,100	64,340

Contributes to corporate priority :

- Protecting and improving our local environment

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Supplies and Services	27,437	50,000	92,610	76,080
Earmarked Reserves	22,563	-	(42,610)	(26,080)
NET CONTROLLABLE EXPENDITURE	50,000	50,000	50,000	50,000
Central Support	186	190	180	170
NET EXPENDITURE	50,186	50,190	50,180	50,170

Contributes to corporate priority :

- Providing easier access to Council services, particularly through the internet

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenses	43,064	42,070	41,810	40,480
Supplies and Services	8,397	8,350	8,490	8,710
Transport Related Expenditure	9,375	8,450	8,920	9,030
GROSS EXPENDITURE	60,836	58,870	59,220	58,220
Gross Income	(16,911)	(15,480)	(18,300)	(18,760)
NET CONTROLLABLE EXPENDITURE	43,925	43,390	40,920	39,460
Departmental Support	15,912	17,400	19,070	16,700
Central Support Services	13,782	13,880	12,370	12,280
Capital Charges	2,364	2,360	2,360	3,230
NET EXPENDITURE	75,983	77,030	74,720	71,670

Contributes to corporate priority :

- Protecting and improving our local environment

5006 - ABANDONED VEHICLES

Service provided to deal with abandoned vehicles within the Borough.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenses	253	-	-	-
Supplies and Services	1,573	1,970	1,960	2,000
GROSS EXPENDITURE	1,826	1,970	1,960	2,000
Gross Income	-	(150)	(150)	(150)
NET CONTROLLABLE EXPENDITURE	1,826	1,820	1,810	1,850
Departmental Support	6,067	6,070	5,270	6,010
Central Support Services	2,159	2,170	1,060	1,040
NET EXPENDITURE	10,052	10,060	8,140	8,900

Contributes to corporate priority :

- Protecting and improving our local environment

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 60% of 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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	21,502	18,700	23,700	33,720
Supplies and Services	278	620	620	620
NET CONTROLLABLE EXPENDITURE	21,780	19,320	24,320	34,340
Departmental Support	46,616	45,650	40,050	46,500
Central Support	7,246	7,480	5,500	6,010
Capital Charges	150,139	119,500	119,500	119,500
NET EXPENDITURE	225,781	191,950	189,370	206,350

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and ensuring that private sector stock is in good condition

5035 - CCTV

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

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	2,920	-	-	-
Supplies and Services	14,179	15,360	15,450	16,670
Earmarked Reserves	15,450	15,450	15,450	15,450
GROSS EXPENDITURE	32,549	30,810	30,900	32,120
Gross Income	(26,970)	(33,560)	(32,000)	(32,640)
NET CONTROLLABLE EXPENDITURE	5,579	(2,750)	(1,100)	(520)
Departmental Support	93,200	97,020	93,680	94,260
Central Support	647	650	290	290
Capital Charges	18,248	18,250	18,250	18,250
NET EXPENDITURE	117,674	113,170	111,120	112,280

Contributes to corporate priority :

- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour

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 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	429,195	440,580	434,380	450,670
Premises Related Expenditure	108	160	110	120
Supplies and Services	36,885	25,730	31,930	31,200
Transport Related Expenditure	15,510	15,930	14,670	15,490
Earmarked Reserves	(6,071)	-	-	(6,210)
GROSS EXPENDITURE	475,627	482,400	481,090	491,270
Gross Income	(33,352)	(30,480)	(33,770)	(26,240)
NET CONTROLLABLE EXPENDITURE	442,275	451,920	447,320	465,030
Departmental Support	61,096	53,280	65,570	59,160
Central Support	4,125	4,160	5,240	5,280
Capital Charges	34,493	37,460	33,480	37,480
NET EXPENDITURE	541,989	546,820	551,610	566,950

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities

KEY PERFORMANCE INDICATORS

Number of Connections	5,150	5,300	5,090	5,090
Cost per Connection	£105.24	£103.17	£108.37	£111.39

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

Funds were made available for a transitional period between the previous LEADER programme and the new one beginning 1st January 2015. The new programme has secured funding of £ 1.365m from the EU and DEFRA and covers both the North Warwickshire and Hinckley and Bosworth Borough Councils area. The projects will be centred on small businesses, local groups and organisations, local farmers and forest owners. The Council acts as the accountable body for this scheme and the budget represents staffing costs associated with this.

DESCRIPTION	ACTUALS 2013/2014	APPROVED BUDGET 2014/2015	REVISED BUDGET 2014/2015	ORIGINAL BUDGET 2015/2016
Employee Expenditure	29,961	13,070	15,090	52,520
Premises Related Expenditure	119	-	330	250
Supplies and Services	230,319	15,940	11,960	1,890
Transport Related Expenditure	105	150	590	400
GROSS EXPENDITURE	260,504	29,160	27,970	55,060
Gross Income	(240,100)	(29,190)	(27,680)	(54,670)
NET CONTROLLABLE EXPENDITURE	20,404	(30)	290	390
Central Support	24,590	1,640	4,080	17,540
Capital Charges	-	-	360	710
NET EXPENDITURE	44,994	1,610	4,730	18,640

Risk Analysis

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

SAVINGS INCLUDED WITHIN 2015/2016

Description	2015/2016
Cessation of Members' superannuation scheme	(£ 9,840)
Increase in charges to the Housing Revenue Account	(£ 46,200)
Bank charges	(£ 3,450)
Audit fees	(£ 12,680)
Business rates at industrial units	(£ 10,640)
All othr premises budgets at industrial units	(£ 6,930)
Members subsistence and travel allowances	(£ 2,510)
Travel tokens and taxi vouchers	(£ 4,000)
Resources Remaining Total	(£ 96,250)

Agenda Item No 13

Resources Board

26 January 2015

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2015/16 – Summary

1 Summary

- 1.1 This report covers the revised budget for 2014/15 and an estimate of expenditure for 2015/16, together with forward commitments for 2016/17, 2017/18 and 2018/19.

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 2014/15; and
- b To approve the schedule of expenditure requirements totalling £8,795,330 for 2015/16, 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 the Executive Board has not yet considered its 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 2014/15	Revised Budget 2014/15	Original Estimate 2015/16
Net Board Expenditure	9,602,660	9,333,710	9,584,050
Financing Adjustment	(742,810)	(829,770)	(807,720)
Investment Interest Income	(100,000)	(100,000)	(100,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	8,878,850	8,522,940	8,795,330

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 2014/15 Estimated out-turn**

5.1 The Council's revised net expenditure requirement for 2014/15 amounts to £8,522,940 which is £355,910 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.

(£195,910)

5.3 Additional income from rental of council office space to external customers
(£79,300)

5.4 On the Cesspool service there has been a reduction in income due to a lower level of service requests from customers and dry weather conditions. Transport maintenance costs have risen due to the age of the vehicle and the need to hire in a replacement while maintenance is undertaken. In addition employee costs have risen due to increased overtime, holiday and sickness cover. Disposal charges have also increased.

£34,990

5.5 Industrial Units premises budgets have decreased by £20,790 due largely to reductions in electricity, business rates, buildings insurance and Building Maintenance Fund contributions. In addition there has been an increase in rental income.

(£24,970)

5.6 Costs on the refuse and recycling services have increased, as participation levels for recycling and garden waste have risen substantially, requiring additional rounds. In addition there has been an increase in haulage costs, the handling fee paid to WCC and some one off costs in setting up the revised management structure. A fall in the price of paper and card has also reduced the income available.

£174,560

5.7 There has been a reduction in the cost of Amenity Cleaning as holidays and sickness have not been covered and there have been some vacancies in the service.

(£49,420)

- 5.8 There has been an increase in income due to an increase in higher value planning applications.
(£200,000)

6 The Council's 2015/16 Expenditure Requirement

6.1 The Council's net expenditure requirement for 2015/16 amounts to £8,795,330, which is £83,520 less than the approved estimate for 2014/15 and £272,390 more than the revised estimate. The main variations between the 2015/16 original budget and the 2014/15 revised budget are set out below.

6.2 Provision has been made for those posts that were vacant in 2014/15, a pay award of 2.2%, 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.

£306,620

6.3 Full year effect of rental income of council office space to external customers
(£43,230)

6.4 Provision has been made for the Borough Council Elections to be held in May
£55,330

6.5 The net position on the Leisure Centres has improved, mainly due to the effect of a full year operation of the new centre at Coleshill, which anticipates additional income and some reductions in running costs.

(£66,670)

6.6 The cost of the refuse service will decrease following the removal of one off costs from the management restructure.

(£50,140)

6.7 The contingency sum has been decreased as provision previously included for City Deal has been removed.

(£13,730)

6.8 Some of the additional planning income in 2014/15 has been taken out of the budget.

£100,000

7 Growth Items Contained Within the Estimates

7.1 No provision for growth was included within the Council's Budget Strategy, approved in September 2014 by the Executive Board.

7.2 Two unavoidable growth bids totalling £23,230 have been submitted, which relate to the removal of asbestos on amenity land for £16,730 and additional building maintenance costs relating to the Council House for £6,500.

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 2015/16 the amount included in the contingency totals £58,990. This is £13,730 lower than the 2014/15 revised estimate, as provision for City Deal is no longer required.

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 £39,130.
- A vacancy factor of £80,000 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.

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

12 **Budget Consultation**

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

13 **Report Implications**

13.1 **Finance and Value for Money Implications**

13.1.1 As detailed in the body of the report.

13.2 **Environment and Sustainability Implications**

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

13.3 **Risk Management Implications**

13.3.1 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.

13.4 Equality Implications

13.4.1 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 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
4009	Planning Control	30,796	85,720	(131,090)	(28,020)
4010	Building Control	27,977	60,330	60,330	61,540
4012	Conservation and Built Heritage	9,309	30,920	7,330	30,320
4014	Local Land Charges	(31,659)	(29,140)	(37,680)	(33,880)
4018	Street Naming and Numbering	(310)	5,180	1,050	1,160
	Net Controllable Expenditure	36,113	153,010	(100,060)	31,120
	Departmental Support	90,696	100,080	86,720	87,120
	Central Support	183,602	184,200	178,870	177,200
	Capital Charges	19,381	16,600	16,390	16,390
	Planning and Development Board Total	329,792	453,890	181,920	311,830

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

Codes	Description	Actual 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2014/2015 £
3072-3073	Polesworth Sport Centre	96,928	74,130	74,380	69,020
3074	Arley Sports Centre	127,796	118,210	135,730	118,990
3075-3076	Coleshill Sport Centre	152,529	144,690	148,490	105,140
3077-3078	Atherstone Leisure Complex	205,789	186,760	181,640	179,190
3082-3083	Memorial Hall	80,659	88,050	90,410	91,640
4002	Public Health (Commercial Pollution Control)	188,678	208,620	200,260	208,250
4003	Public Health (Domestic Pollution Control)	52,783	48,520	44,990	48,950
5000	Domestic Refuse Collection	964,974	711,020	784,760	732,520
5002	Trade Refuse Collection	(31,501)	(43,150)	(52,400)	(50,300)
5003	Cesspool Emptying	(62,378)	(79,750)	(44,760)	(59,180)
5004	Recycling	459,648	358,340	527,100	537,680
5010	Amenity Cleaning	641,085	616,680	567,260	547,210
5013	Unadopted Roads	7,600	7,450	7,450	7,600
5014	Flooding And Land Drainage	10,104	8,610	8,610	8,870
5015	Street Furniture	834	1,250	1,250	1,280
5016	Atherstone Market	4,057	3,960	1,550	1,600
5019	Parks, Playing Fields and Open Spaces	434,560	444,590	415,860	412,630
5020	Play Areas	101,812	102,720	102,720	100,860
5021	Public Health (Control of Disease) Act 1984 Burials	2,155	-	(470)	-
5022	Sustainable Communities	2,606	2,860	2,860	-
5023	Consultation	1,041	7,320	7,320	4,470
5025	Corporate Policy	19,122	17,870	17,980	13,380
5030	Rural Regeneration	2,022	31,030	23,450	20,370
5034	Landscape	8,660	8,880	8,880	9,060
5040	Marketing and Market Research	8,371	8,190	8,190	8,350
5044	Support to Voluntary Organisations	87,037	89,260	89,290	90,890
5051	Young People and Intergeneration	11,402	37,090	17,800	37,580
5052	Community Development Environment	18,644	29,340	17,040	27,180
5054	Social Inclusion and Sport	32,681	28,310	35,680	31,310
5055	Community Development Health Improvement	18,123	17,670	(4,890)	19,590
5056	Community Development Safer Communities	16,400	52,380	26,140	52,400
5059	Allotments and Biodiversity	48	(30)	-	-
5064	QE - Artificial Grass Pitch	(6,704)	(6,890)	(6,520)	(6,540)
5065	Carlyon Road Skate Park	(429)	-	-	-
7700	Stronger & Safer Communities	-	-	-	-
7860	Sports Club Development Officer Programme	11	-	-	-
7880	Local Nature Reserves	19	-	-	-
	Net Controllable Expenditure	3,657,166	3,323,980	3,438,050	3,369,990
	Departmental Support	543,544	522,590	534,530	497,290
	Central Support	517,399	547,640	518,670	509,420
	Capital	1,494,778	595,400	559,470	648,330
	Net Expenditure	6,212,887	4,989,610	5,050,720	5,025,030

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

Code	Description	Actual 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
4000	Licensing Authority	(43,112)	(45,670)	(44,930)	(45,540)
4001	Licences and Registration	(16,732)	(15,030)	(14,690)	(12,700)
4008	Hackney Carriages	(14,581)	(22,410)	(21,470)	(20,770)
4019	Gambling Act Authority	(9,901)	(9,520)	(9,520)	(9,710)
	Net Controllable Expenditure	(84,326)	(92,630)	(90,610)	(88,720)
	Departmental Support	47,660	47,700	45,940	45,440
	Central Support	47,060	47,460	42,930	41,530
	Licensing Committee Total	10,394	2,530	(1,740)	(1,750)

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
3000	Cost of Democratic Services	340,120	345,140	320,060	312,080
3001	Election Expenses	3,241	9,840	4,890	60,220
3002	Registration of Electors	14,464	15,710	15,710	16,210
3003	Business Rates	(53,960)	(48,930)	(51,470)	(50,280)
3004	Council Tax Collection	(115,712)	(79,370)	(56,160)	(52,760)
3050	Finance Miscellaneous	(682,019)	-	-	-
3051	Compensation and Pension Increases	114,316	116,660	410,870	419,090
3052	Assisted Car Purchase	(825)	(340)	(700)	(620)
3054	Electricity at Work	18,352	17,560	17,560	18,000
3059	Finance Unused Land	4	-	-	-
3060	Corporate and Democratic Core	(24,195)	(42,840)	(59,980)	(60,890)
3061	Unallocated Central Support Services	24,962	106,220	23,410	106,730
3065	Coleshill Shops and Flats	(68,174)	(67,510)	(68,310)	(68,760)
3066	The Arcade, Atherstone	(1,029)	-	(40)	-
3067	The Pavilions, Holly Lane	(82,824)	(80,490)	(82,120)	(82,100)
3068	Carlyon Road Industrial Estate	(123,266)	(116,790)	(113,030)	(110,730)
3069	Innage Park Industrial Estate	(128,550)	(75,040)	(101,210)	(96,770)
3070	Polesworth Workspace Units	(5,479)	(3,770)	(4,700)	(4,580)
3079	Maya Bar and Restaurant	(13,738)	(13,760)	(9,300)	(9,250)
3080	Football Stadium	(3)	-	-	-
3084	Homeless Persons	81,795	83,860	83,670	77,200
3089	Public Conveniences	18,778	18,510	18,070	18,530
3094	Customer Contact	(16,301)	(14,500)	11,080	14,370
3097	Rent Allowances	(83,499)	47,880	61,060	83,850
3098	Housing Benefit Administration and Rent Rebates	21,100	(29,650)	(37,750)	(26,860)
3099	Concessionary Fares	15,178	19,370	15,700	15,780
3101	Council Tax Support	21,823	33,500	20,850	40,390
3102	Car Parks	43,196	44,020	48,820	50,070
3111	Broadband Delivery UK	50,000	50,000	50,000	50,000
5005	Animal Control	43,925	43,390	40,920	39,460
5006	Abandoned Vehicles	1,826	1,820	1,810	1,850
5008	Private Sector Housing Assistance	21,780	19,320	24,320	34,340
5035	CCTV	5,579	(2,750)	(1,100)	(520)
5036	Community Support	442,275	451,920	447,320	465,030
7360	England's Rural Heart LEADER Partnership	20,404	(30)	290	390
	Net Controllable Expenditure	(96,456)	848,950	1,030,540	1,259,470
	Departmental Support	1,002,353	1,012,110	887,340	900,030
	Central Support	1,110,518	1,173,500	1,057,550	1,054,900
	Capital Charges	402,615	443,490	440,680	447,650
	Resources Board (Remaining) Total	2,419,030	3,478,050	3,416,110	3,662,050

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
Various	Chief Executive	201,220	205,970	196,910	199,940
Various	Deputy Chief Executive	4,214,474	4,466,910	4,283,580	4,364,130
Various	Assistant Chief Executive and Solicitor to the Council	1,282,861	1,343,660	1,259,020	1,288,750
Various	Assistant Chief Executive (Community Services)	1,286,066	1,312,140	1,257,400	1,319,640
3006-3039	Building Maintenance Fund	212,630	206,760	207,210	205,130
3040-3041	Council Offices	305,788	315,300	242,870	206,590
3043	Central Telephones	37,026	38,010	29,260	27,770
3045	Recruitment	18,872	23,250	22,460	22,160
3046	Printing and Stationery	64,655	70,250	68,180	69,120
3047	Training	18,655	91,080	30,620	88,450
3048	Depot and Stores	66,671	70,900	67,410	68,770
3110	Postal Services	81,579	72,150	83,150	63,880
3226	Central Services	285,591	288,040	282,320	260,460
3290	Information Services	865,226	866,370	681,600	684,060
3291	Procurement	65,816	67,410	65,370	64,030
3292	Staff Welfare	20,483	15,880	20,340	17,920
3300	Transport Management Account	775,815	680,120	803,520	711,040
	Net Controllable Expenditure	9,803,428	10,134,200	9,601,220	9,661,840
	Recharged to Services	(12,238,230)	(12,522,330)	(11,755,460)	(11,675,000)
	Departmental Support	15,800	10,740	10,900	12,350
	Central Support	1,822,481	1,828,170	1,629,840	1,557,900
	Capital	2,089,301	564,720	513,500	442,910
	Resources Board (Recharged) Total	1,492,780	15,500	-	-

Resources Board Summary

Description	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
Totals - Recharged Services	15,500	-	-
Totals - Services Remaining	3,478,050	3,416,110	3,662,050
Central Vacancy Factor	(80,000)	-	(80,000)
FRS17 Pension Adjustments	-	-	-
Use of Earmarked Reserves	-	-	-
Resources Board Total	3,413,550	3,416,110	3,582,050

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

Code	Description	Actual 2013/2014 £	Approved Budget 2014/2015 £	Revised Budget 2014/2015 £	Original Budget 2015/2016 £
2000	Housing Strategic Service Review	1,036	-	-	-
2001	Outreach and Access to Services	81,333	81,460	67,700	67,380
2002	Corporate Communications	54,871	53,390	46,100	46,720
2003	Community Strategy	44,436	43,230	41,450	38,410
2007	Emergency Planning	11,468	15,490	15,490	5,790
2009	North Warwickshire Local Development Framework	142,913	139,280	131,640	131,210
5050	Support to Parishes	23	-	-	-
	Net Controllable Expenditure	336,080	332,850	302,380	289,510
	Departmental Support	171,232	167,720	157,670	151,560
	Central Support	103,907	116,750	126,180	132,190
	Capital Charges	6,391	6,700	11,430	11,410
	EXECUTIVE BOARD TOTAL	617,610	624,020	597,660	584,670

SAVINGS INCLUDED WITHIN 2015/2016

Board	Description	2015/2016
C & E	A reduced DSO recharge (Additional income from the HRA)	13,000
C & E	The Horticulture DSO undertake pitch repair treatments on a more targeted basis	7,490
C & E	A move to an 8 day fortnight for road sweeping on the Amenity Cleaning service	5,890
C & E	Reduction in Carriage way sweeping weekend work on amenity cleaning service	5,000
C & E	Reduction in the Warwickshire Race Equality Partnership payment in the corporate policy budget	5,000
C & E	New Coleshill Leisure Centre - more financially efficient service delivery	3,820
C & E	Reduction on professional fees in the consultation budget	3,000
C & E	Reduction in Grants and Contributions in Sustainable Communities budget	2,860
C & E	Reduction in Corporate Subscriptions on the Public Health budget	240
P & D	Additional Planning Fee Income	25,000
P & D	Increase in Street Naming and Numbering Fees	4,130
Exec	Community Strategy - Grants and Contributions	2,500
Exec	Emergency Planning - Professional Fees	10,000
Resources	Increase in charges to the Housing Revenue Account	46,200
Resources	Lower External Audit fees	12,680
Resources	Business rates at industrial units	10,640
Resources	Cessation of Members' superannuation scheme	9,840
Resources	Premises budgets at industrial units	6,930
Resources	Travel tokens and taxi vouchers	4,000
Resources	Lower bank charges	3,450
Resources	Members subsistence and travel allowances	2,510
Resources	Reduction in Pay Award	79,630
Resources	Reduction in costs of Staff Lease cars	40,340
Resources	Reduction in Hours in the Corporate Services Division	37,250
Resources	Superann provision not required (0.25%)	32,470
Resources	Carrying out work on the Rent Collection system for the HRA	16,830
Resources	CRM software	10,240
Resources	Reduction in Management Team Contingency	9,000
Resources	Telephone Maintenance	6,110
Resources	Significantly reduce outgoing post	5,000
Resources	Reduce provision for corporate & service specific training	4,000
Resources	Computer Audit fees	2,920
Resources	Reduction Legal Section books	2,000
Resources	Telephone Charges	2,000
Resources	Reduction in Professional Service budgets in Information Services	2,000
Resources	Additional Legal Fee income	1,000
Resources	Reductions in essential travel allowances	330
Resources	Reduction IT books	80
	Overall Total	435,380

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	High	Medium
Above inflation increases to contracts	Low	Low
Loss of County Council funding towards Customer Contact staffing	Medium	Medium
Additional increase in pension contribution rates	Low	Medium
Changes in legislation affecting service delivery and/or software requirements	Medium	Low
Increased insurance costs	Medium	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
Further loss of trade waste customers	Low	Low
Increasing bin replacement rates	Low	Low

Agenda Item No 15

Resources Board

26 January 2015

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

**Capital Programme 2015/16 to
2017/18**

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 2017/18 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 2014/15 – 2016/17 approved last February. Although expected resources have improved through areas such as additional external funding and expected Right to Buy property sales there is still a shortfall, so the same approach will be required for setting the capital programme for 2015/16 – 2017/18.

4 **Updating the Approved Capital Programme**

... 4.1 A number of schemes relating to this Board were included in the 2014/15 to 2016/17 approved capital programme and these are detailed in Appendix A, including any 2017/18 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. However, the programme has been reprioritised for 2015/16 to focus on 3 main work streams. These key work streams are heating, roofing and external wall insulation. A complete stock condition survey will commence in early 2015 and this will be utilised to shape the HRA capital programme from 2016/17 onwards.

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 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 DDA. 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 2015/16 to 2017/18

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2015/16	2016/17	2017/18	3 Year Programme
Canopies	Carry out improvements to canopies over front doors.	-	-	£17,090	£17,090
External works	To carry out various works as required on a year by year basis to the external areas of Council housing estates.	-	£44,900	£12,810	£57,710
Staffing	Housing Staffing.	£151,230	£157,830	£164,050	£473,110
HRA Contingency	Funding for variations to the planned capital works.	-	£434,720	£913,430	£1,348,150
Kitchens and Bathrooms	Replacements that are scheduled and those were previously declined.	-	£718,190	£732,930	£1,451,120
Heating	To replace heating systems to properties.	£1,025,000	£231,170	£631,920	£1,888,090
Stair lift	Installation of stair lifts to properties.	-	-	£10,420	£10,420
Windows	A scheduled programme to replace windows.	-	-	£159,110	£159,110
Chimney stacks	A programme of chimney stacks improvements.	-	£31,780	£225,820	£257,600
Wall insulation	Provide external wall insulation to solid wall properties houses targeting low SAP properties.	£500,000	£473,560	-	£973,560
Fascias (Kings Lane & Newton Regis)	A replacement programme for UPVC fascias soffits gutters. Targeting properties with no other painting works.	-	£623,100	-	£623,100
Rain water goods	Replacement of guttering.	-	-	£9,380	£9,380
Community Centres	Refurbishment of community centres.	-	-	£59,910	£59,910
DFG adaptations	Carry out adaptations to council houses where the tenant has a disability.	£175,000	£175,000	£175,000	£525,000
Garage Roofs	To carry out improvements to garage roofs.	-	£249,240	£20,840	£270,080
Water Main	Replace corroded water mains to properties.	-	-	£377,670	£377,670
Roofing	Replace pitched roofs that are 60-80 yrs old.	£600,000	£390,310	£271,850	£1,262,160
Sure Stop Taps	The introduction of sure stop taps to properties.	-	£186,930	-	£186,930
Communal Area	Improvements to Royal Meadow Drive.	-	-	£15,940	£15,940
DLO Vehicles	Replacement as per the vehicle replacement schedule.	£287,380	-	-	£287,380
Housing Vehicles	Replacement as per the vehicle replacement schedule.	£11,000	£19,840	-	£30,840
Neighbourhood warden vehicles	Replacement as per the vehicle replacement schedule.	£36,500	-	-	£36,500
Multit trade Contract	Other smaller areas of maintenance of HRA properties	£500,000	-	-	£500,000
New Build	Redevelopment of Lister Rd, Church Walk, and Ridge Lane	£3,200,000	£2,916,670	£1,745,000	£7,861,670
		£6,486,110	£6,653,240	£5,543,170	£18,682,520

2) General Fund Approved 3 year Capital Programme 2015/16 to 2017/18

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2015/16	2016/17	2017/18	3 Year Programme
Decent Homes/Fuel Poverty (Private Sector)	There is an increasing number of vulnerable households in non-decent homes. Assistance with minor repairs targeted to the elderly or needy to prevent further more serious and or costly deterioration and associated health effects. The scheme also contributes towards Home Energy Conservation Act targets and avoid failing PSA7 targets.	£57,500	£57,500	£57,500	£172,500
Disabled Facilities Grants-Private Sector	Adaptations to the homes of the disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improves the quality of the lives of the disabled person and their families.	£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. From 2015/16 this budget includes the renewal of the Microsoft Software licenses.	£30,000	£30,000	£40,000	£100,000
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.	£11,470	£11,870	£12,290	£35,630
Academy Server Replacement	Server will be 10 years old in 2015 and at its end of life for running Academy and will need to be replaced.	£30,000	-	-	£30,000
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement.	£15,000	£15,000	-	£30,000
Backing Up	Primarily used at two levels; the day to day use of the recovery of lost data or damaged systems that need to be rolled back to a previous state. The major use is in the event of fire or theft where the backups we hold would be used to restore systems	-	£15,000	-	£15,000

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Total
		2015/16	2016/17	207/18	3 Year Programme
Innage Park Phase I - replace asbestos cladding	The asbestos has been identified and is manageable on a day to day basis however, it may require replacement.	-	£195,000	-	£195,000
The Pavilions - Cladding/roof works	Replacement of the roof cladding.	-	£175,000	-	£175,000
Refurbishment of Council House	The current electrical provision at the Council offices is in need of full replacement. The boiler and heating system have also exceeded their economic life and so it is efficient to carry out the works together to minimise disturbance and costs.	£21,000	-	-	£21,000
Maya Restaurant (Bear and Ragged Staff)	To replace the roof covering the building.	-	£120,000	-	£120,000
Electrical Installations of other Council Owned Buildings	To carry out electrical improvements to all council owned property following on from routine electrical testing to ensure compliance with legislation.	£15,000	£15,000	£15,000	£45,000
Electrical upgrade at Old Bank House	The electrical system at OBH is almost 30 years old and will be in need of updating to comply with current legislation	-	£150,000	-	£150,000
Pool vehicles	Replacement as per the vehicle replacement schedule.	£10,000	-	-	£10,000
Refuse vehicles	Replacement as per the vehicle replacement schedule.	£1,305,000	£196,000	-	£1,501,000
Cesspool vehicles	Replacement as per the vehicle replacement schedule.	£85,000	-	-	£85,000
Rodent control vehicles	Replacement as per the vehicle replacement schedule.	£22,000	-	-	£22,000
Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	-	£76,330	-	£76,330
Horticulture vehicles	Replacement as per the vehicle replacement schedule.	£56,020	£41,500	-	£97,520
Leisure services vehicles	Replacement as per the vehicle replacement schedule.	-	£13,970	-	£13,970
General works vehicles	Replacement as per the vehicle replacement schedule.	£15,330	-	-	£15,330
Warden call vehicle	Replacement as per the vehicle replacement schedule.	£63,000	-	-	£63,000
Capital Salaries - Management	General Fund staffing.	£18,870	£18,880	£19,330	£57,080
		£2,098,190	£1,474,050	£487,120	£4,059,360

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			Total 3 Year Programme
			Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	
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 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
Car Parking Meters	To provide car parking meters at all of the councils car parks, initially 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				
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	£190,000	£190,000	-	£380,000
			£330,000	£480,000	£70,000	£880,000

Appendix C – Vehicle Renewal Schedule 2015/16 to 2017/18

Registration	Purchase Date	Expected Life	2015/16	2016/17	2017/18
Refuse Vehicles					
BF59MWC	17/09/2009	5 Years	£190,000		
BF59MWJ	17/09/2009	5 Years	£190,000		
BF59MWG	17/09/2009	5 Years	£190,000		
BF59MWK	17/09/2009	5 Years	£190,000		
BF59MWN	17/09/2009	5 Years	£190,000		
BF09FFG	21/05/2009	WCC Funded	£190,000		
LK08HKL	LEASE	7 Years	£85,000		
LK08HKT	LEASE	7 Years	£60,000		
KU06YDE	01/03/2006	7 Years	£20,000		
BF10JWD	14/08/2010	WCC Funded		£196,000	
Pool Vehicles					
KV08KVZ	LEASE	7 Years	£10,000		
Cesspool Vehicles					
AE57BCZ	24/10/2007	7 Years	£85,000		
Rodent Control					
KV08KWC	01/04/2008	7 Years	£11,000		
KV08KVK	02/04/2008	7 Years	£11,000		
Street Cleansing					
Billy Goat 1	02/04/2012	4 Years		£4,000	
Billy Goat 2	02/04/2012	4 Years		£4,000	
Billy Goat 3	02/04/2012	4 Years		£4,000	
GN11HLO	01/08/2011	5 Years		£64,330	
HDW Vehicles					
KV08KWJ	17/03/2008	7 Years	£14,000		
KV08KWL	17/03/2008	7 Years	£14,000		
KV08KWB	17/03/2008	7 Years	£14,000		
KV08KWN	01/04/2008	7 Years	£12,000		
KV08KVU	01/04/2008	7 Years	£15,000		
KV08KWK	01/04/2008	7 Years	£15,000		
KV08KVR	01/04/2008	7 Years	£15,000		
KV08KVS	01/04/2008	7 Years	£15,000		
KV08KVM	01/04/2008	7 Years	£19,000		
KV08KVV	01/04/2008	7 Years	£18,000		
KV08KWM	01/04/2008	7 Years	£18,000		
KV08KWA	01/04/2008	7 Years	£18,000		

Registration	Purchase Date	Expected Life	2015/16	2016/17	2017/18
KR08YPK	01/07/2008	7 Years	£10,000		
KR08YPJ	31/07/2008	7 Years	£10,000		
KR08YOX	31/07/2008	7 Years	£10,000		
KR08YPF	31/07/2008	7 Years	£10,000		
KR08YPG	31/07/2008	7 Years	£10,000		
KN58WRJ	25/11/2008	7 Years	£14,000		
KN58WRG	25/11/2008	7 Years	£14,000		
KP58DLX	16/12/2008	7 Years	£10,000		
KV08KWH	01/04/2008	7 Years	£12,380		
Housing Vehicles					
KX58WZV	05/09/2008	7 Years	£11,000		
KM59XZV	21/01/2010	7 Years		£9,920	
KM59XZW	21/01/2010	7 Years		£9,920	
Wardens Vehicles					
KV58KZK	31/01/2009	7 Years	£9,830		
KW08TVJ	30/06/2008	7 Years	£8,890		
KW08TVL	30/06/2008	7 Years	£8,890		
KW08TVK	30/06/2008	7 Years	£8,890		
Horticulture Vehicles					
KM59XZY	21/01/2010	7 Years		£9,920	
WX10HFJ	18/03/2011	5 Years	£19,710		
WX10HFK	18/03/2011	5 Years	£19,710		
KU06YDO	07/03/2006	7 Years	£16,600		
KV08KWS	01/04/2008	7 Years		£15,790	
KV08KWP	01/04/2008	7 Years		£15,790	
Leisure Vehicles					
KR09AUN	03/07/2009	7 Years		£13,970	
General Works Vehicles					
KV08KVP	01/04/2008	7 Years	£15,330		
Warden Call Scheme					
KS57POH	14/02/2008	7 Years	£9,000		
KS57PMY	14/02/2008	7 Years	£9,000		
KS57PMX	14/02/2008	7 Years	£9,000		
KS57PKX	14/02/2008	7 Years	£9,000		
KS57POJ	22/01/2008	7 Years	£9,000		
KS57PNZ	22/01/2008	7 Years	£9,000		
KS57PMO	22/01/2008	7 Years	£9,000		

Agenda Item No 16

Resources Board

26 January 2015

Report of the Deputy Chief Executive

Internal Audit – Performance for Third Quarter 2014-15

1 Summary

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

Recommendation to the Board

That the report be noted.

2 Introduction

- 2.1 The PSIAS -Public Sector Internal Auditing Standards on Internal Audit in Local Government defines standards of best practice for internal audit. The Standard requires that Members both approve the Internal Audit Section's strategic work plan and receive periodic reports on performance against plan. This report summarises performance for October 2014 to December 2014.

3 Summary of Work Completed

- ... 3.1 Appendix A to the report summarises progress on the approved audit plan for the period, identifying audits completed and indicating the extent of progress on those audits still outstanding. The number of 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.
- ... 3.2 The external auditors reviewed the work of Internal Audit in April 2014 and as in previous years were completely satisfied with the work that had been completed. The second annual audit survey was undertaken in house at the end of 2014 and this provided additional assurance that the team are working effectively and efficiently.

- 3.3 The team have focussed in this quarter on some Key Financial System work which is normally concentrated in quarter four. This is because a key member of Revenues and Benefits leaves the council early January 2015 and testing was completed whilst he was still in post. There have therefore been no additional audit reports this quarter to those already covered in the reports for quarters one and two.
- 3.4 The Internal Audit Section continues to carry out additional work recorded under 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. There is also time taken for consultancy when questions and queries arise from other services.
- 3.5 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.

4 Report Implications

4.1 Risk Management Implications

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

4.2 Links to Council's Priorities

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

The Contact Officer for this report is 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 third quarter 2014-15

Audit	Quarter Due	Status	Assurance Level	Tot No. of Recs	Priority1	Priority2	Not Agreed
Treasury Management 2013-14	1	Final	Substantial	0			
Corporate Health and Safety	2	Memo	To follow	up 2015-16			
Grounds Maintenance and Litter	2	Final	Substantial	6	4	2	
Domestic Refuse	2	Final	Adequate	16	8	8	
Performance Management	2	Final	Substantial	2		2	

Reasons for not providing a substantial assurance level on final reports

The Domestic refuse service has a number of areas where change/improvement is necessary to tighten internal control and reduce risk. These have been agreed with management and will be reviewed within three to six months.

Progress Against Audit Plan

Audit	Status	Due	Audit	Status	Due
Ordering and Payment of Goods	Final		Corporate Health & Safety Domestic Refuse Leisure Flex Treasury Management	Final	
Grounds Maintenance	Final			Final	
Performance management	Final			Postponed Qtr 4	
Recycling	Postponed	2015-16		Final	

Performance of Audit 2014-15 for Quarterly Indicators			Performance for 2014-15
No.	Indicator	Suggested Frequency	
1	Performance reports to Resources Board	Quarterly	September & November 2014, January 2015
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	0
4	Number of audits completed by set deadline	Quarterly	4 completed and 1 prolonged due to service staff responses awaited
5	Final report issued within 4 weeks of completion of fieldwork	Quarterly	2 issued - 2 finalised early October 1 finalised in November
9	Questionnaire: Feedback obtained from report recipients is good (average 4 out of 5)	Quarterly	Good in those returned.
10	% of sickness levels within Audit is below 5%	Quarterly	2.4% - good

2014-15 Internal Audit report recommendations Not Agreed

Audit	Recommendation	Management Response
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None		
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Internal Audit Levels of Assurance in Audit Reports.

Opinion

Level of Assurance

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

Audit Recommendations Categories

Priority 1 Significant risk – action required within 3 months

Priority 2 Moderate risk – action required within 6 months

Agenda Item No 18

Resources Board

26 January 2015

**Report of the
Deputy Chief Executive**

**Treasury Management Strategy
Statement, Minimum Revenue
Provision Policy Statement and
Annual Investment Strategy for
2015/16**

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2015/16.

Recommendation to the Council

That the proposed strategies for 2015/16 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.”

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.

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 2015/16

- 5.1 The suggested strategy for 2015/16 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 2015/16 to 2017/18**

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 30/11/2014 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	9.000	0.84
Variable Rate Funding	2.000	0.85 *
Short Term Funding	3.154	0.48 *
Total Net Investments	14.154	0.76

* - 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 £71,287,673 at 1 April 2015.

10 Prudential and Treasury Indicators for 2015/16 to 2017/18

... 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. The current bank rate is 0.50% and there is uncertainty amongst experts as to when this rate may change. It seems unlikely now that any increase in rates will occur before August 2015 and some analysts have gone so far as to suggest that there may be no rate rises in 2015. In line with this, the money market rates for three months and one year of 0.50% and 0.90% respectively, are also expected to remain fairly static.

12 Borrowing rates

12.1 The Capita forecast for the PWLB borrowing rates are as follows:-

	March 2015	June 2015	Sept 2015	Dec 2015	March 2016	June 2016	Sept 2016
Bank Rate	0.50%	0.75%	0.75%	1.00%	0.75%	0.75%	0.75%
5yr PWLB Rate	2.20%	2.20%	2.30%	2.50%	2.60%	2.80%	2.90%
10yr PWLB Rate	2.80%	2.80%	3.00%	3.20%	3.30%	3.50%	3.60%
25yr PWLB Rate	3.40%	3.50%	3.70%	3.80%	4.00%	4.20%	4.30%
50yr PWLB Rate	3.40%	3.50%	3.70%	3.80%	4.00%	4.20%	4.30%

12.2 The Council has a borrowing or Capital Financing Requirement of £71.288 million. Of this, £56.066 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 £11.362 million at the beginning of 2014/15.

12.3 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 will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are: -

- a) the security of capital; and
- b) the liquidity of its investments.

14.2 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments.

14.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

14.4 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 – Schedules.

15 **Creditworthiness Policy**

15.1 This Council uses the creditworthiness service provided by Capita. This service has been progressively enhanced over time and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors - forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -

- credit watches and credit outlooks from credit rating agencies
- Credit Default Swap (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 It is necessary to restrict the level of investments which may be made with any individual institution and also within any group to which they belong. These are summarised in Appendix E.

15.3 All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through the use of Capita's services and receives weekly credit ratings. Capita also send out 'Flash Bulletins' to alert the Council of important news releases and changes to schemes.

15.4 If a downgrade results in the counterparty/ investment scheme no longer meeting the Council's minimum credit criteria, its further use as a new investment will be withdrawn immediately.

15.5 Sole reliance will not be placed on the use of external services. The Council will also consider market data and market information, information on government support for banks and the credit rating of that government support.

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 **Request to add Property Fund Investments to the Strategy**

17.1 Approval is sought to add Property Fund investments to the approved Strategy in 2015/16. Given the current economic situation described earlier in this report, investment levels are significantly down on previous years and so Local Authorities have to identify alternative ways of securing investment income whilst also ensuring the security of capital. Adding Property Funds to our Strategy for 2015/16 would provide the Treasury management section with further options to invest in.

17.2 Funds invested through a Property Fund would be invested in high quality properties that have strong covenants in terms of the occupiers of the properties. Such funds provide a well diversified portfolio not only through holdings of different types of properties but also through geographical spread. Rental income is paid out quarterly in the form of dividends and there is the potential for the value of the holding to increase as the Real Estate market strengthens.

17.3 This Authority has undertaken significant research on one particular Property Fund – The Local Authorities Property Fund (CCLA). Following discussions with Capita Asset Services and other Authorities who have invested in this

fund (including Rugby Borough Council and Warwickshire County Council) the Financial Accountant is satisfied that the security of this Authority's investment would not be significantly at risk through investment in this fund.

- 17.4 To further manage the security of investments, it is proposed that an investment limit of £2m be imposed on these types of investment. Initially, we would only look to invest £1m in such a fund in order to review the effectiveness of this investment scheme. Monies held in such funds should be viewed as long term investments (minimum of three years) due to the high entry and exit costs associated with them.

18 Interest Rate Outlook

- 18.1 The Bank of England interest rate has remained at 0.50% since March 2009. While there was some optimism earlier in the year over a rate rise in the early part of 2015, this now seems unlikely following the economic slowdown experienced in the Eurozone and Japan, alongside domestic issues such as reduced growth forecasts, weak pay and low inflationary pressures. 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.
- 18.2 Capita are currently predicting a 0.25% increase in rates in June 2015, though there is little certainty on this date with several prominent analysts predicting this will slip back into late 2015. Therefore the Council will continue its current practice of taking investment decisions on the duration of investments based on creditworthiness and any other available information.
- 18.3 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.

19 End of Year Investment Report

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

20 Policy on the use of Treasury Management Consultants

- 20.1 The Council uses 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.

21 **Scheme of Delegation**

21.1 **Full Council**

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

21.2 **Resources Board**

- Scrutiny/Approval/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- Budget consideration and approval
- Receiving and reviewing regular monitoring reports and acting on recommendations.

22 **Role of the Section 151 Officer**

22.1 The 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.

23 **Minimum Revenue Provision**

23.1 The Council's Minimum Revenue Provision Policy Statement for 2014/15 is shown at Appendix D.

24 **Report Implications**

24.1 **Finance and Value for Money Implications**

24.1.1 There are no financial implications arising directly from this report. An Annual Report on Treasury Management, including investment activity will be presented to the Resources Board and Full Council by 30 September each year.

24.2 **Environment and Sustainability Implications**

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

24.3 Risk Management Implications

24.3.1 The stringent controls in place for the treasury management function all help to minimise any risk. Establishing the credit quality of counter-parties reduces the risk of investments. Further risks have been identified for non-specified investments and are shown in Appendix 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.

24.4 Links to Council's Priorities

24.4.1 Making best use of our resources through achieving a balanced budget and developing our workforce.

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

APPENDIX A

Treasury Indicators

Treasury Indicator	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Authorised Limit for External Boundary	87,567	87,991	86,702	84,880	82,979
Operational Boundary	71,288	71,596	69,922	67,704	65,395
Upper Limit for Fixed Interest Rate Exposure	66,000	66,000	66,000	66,000	66,000
Upper Limit for Variable Rate Exposure	31,000	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%	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		<i>Suggested limit : 10 years</i>
UK Gilt Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the gilt		AAA	To be used in-house after consultation/advice from Capita		<i>Suggested limit 10 years</i>
Bonds issued by a financial institution guaranteed by the UK Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Capita		<i>Suggested limit 10 years</i>
Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Capita		<i>Suggested limit 10 years</i>
Sovereign Bonds (i.e. other than the UK Government)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Capita		<i>Suggested limit 10 years</i>

Bonds issued by Multilateral Development Banks	<p>(A) (i) Excellent credit quality. (ii) relatively liquid. (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt ~ aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)</p> <p>(B) (i) 'Market or interest rate risk' : Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen</p>	No	AAA or government guaranteed	Buy and hold to maturity : to be used in-house after consultation/ advice from Capita		
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Treasury Management Strategy Statement 2015/16

Approved Countries for Investment

AAA

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

AA+

France (S&P AA)
Hong Kong (S&P AAA)
United Kingdom (S&P AAA)

AA

Abu Dhabi
Belgium
Qatar
Saudi Arabia (S&P AA-)

AA-

None

Minimum Revenue Provision Policy Statement 2015/16

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

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
HOUSING SUB-COMMITTEE**

5 January 2015

Present: Councillor Winter in the Chair

Councillors Davis, N Dirveiks, Johnston, Lewis and Moore.

An apology for absence was received from Councillor Holland.

15 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

16 Minutes of the Housing Sub-Committee held on 6 October 2014

The minutes of the meeting of the Sub-Committee held on 6 October 2014, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

17 Progress Report on Achievement of Corporate Targets – April – September 2014

The Chief Executive and the Deputy Chief Executive informed Members of the progress with the achievement of the Corporate Plan targets relevant to the Sub-Committee for April to September 2014.

Resolved:

That the report be noted.

18 Corporate Plan 2015 - 2016

The Sub-Committee's approval was sought for the Corporate Plan Key Actions for which it was responsible.

Recommendation to the Executive Board:

That those Corporate Plan Key Actions, as set out in Appendix A to the report of the Chief Executive, for which the Housing Sub-Committee is responsible be agreed.

19 Review of Lettings Scheme

The Assistant Director (Housing) provided the Sub-Committee with a revised Lettings Scheme for consideration.

Resolved:

- a That the amended Lettings Scheme be approved; and
- b That the revised scheme be sent out for consultation with relevant housing association partners.

20 **Anti-Social Behaviour, Crime and Policing Act 2014 – New Anti-Social Behaviour Powers**

The Assistant Director (Housing) provided Members with an overview of the important new measures for tackling anti-social behaviour (ASB) contained within the Anti-Social Behaviour, Crime and Policing Act 2014. It also identified the implications for North Warwickshire Borough Council and presented local plans for implementation.

Resolved:

- a That the new measures for tackling anti-social behaviour be noted; and
- b That the local plans for implementation be noted.

21 **Exclusion of the Public and Press**

Resolved:

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

22 **Consideration of a Complaint**

The Assistant Director (Housing) outlined a complaint made by a resident which had been considered at Stage 1 and Stage 2 of the Council's complaints procedure and asked members of the Sub-Committee to respond.

Resolved:

- a That the complaint, having been considered by Members of the Sub-Committee, supported the actions of the Housing Division.

- b That the Deputy Chief Executive respond to the complainant outlining the views of the Sub-Committee.**

**John Winter
CHAIRMAN**

Agenda Item No 20

Resources Board

26 January 2015

**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 21

Land at Hartshill - Report of the Assistant Director (Streetscape)

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

Agenda Item No 22

Request for Licence for Access Over Land at Kingsbury – Report of the Assistant Director (Housing)

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

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