

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

27 January 2014

The Resources Board will meet in The Small Hall, Atherstone Memorial Hall, Long Street, Atherstone on **Monday, 27 January 2014 at 7pm or upon conclusion of the Executive Board whichever is the later.**

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 18 November 2013** – copy herewith, to be approved as a correct record and signed by the Chairman.

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

7 **Local Investment Plan** – Report of the Assistant Director (Housing)

Summary

This report presents an early draft of the Local Delivery Plan for 2015-2018 and provides information about sites in the Council's ownership that could be considered for development as part of the Plan.

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

8 **Corporate Plan 2013-14** – 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 2014-15 Service Plans for the 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).

9 **General Fund Fees and Charges 2014/15** – 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 2013/14 and the proposed fees and charges for 2014/15.

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

10 **General Fund Revenue Estimates 2014/15 – Services Recharged Across All Boards** – Report of the Deputy Chief Executive

This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

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

11 **General Fund Revenue Estimates 2014/15 – Services Remaining within the Board** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

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

12 **General Fund Revenue Estimates 2014/15 – Summary** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2012/13 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

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

13 **Housing Revenue Account Estimates 2014/15 and Rent Review** – Report of the Deputy Chief Executive – TO FOLLOW

Summary

The report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

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

- 14 **Capital Programme 2014/15 to 2016/17 – 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 Carl Ford (719379).

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

- 15 **Internal Audit Performance for Third Quarter 2013-14 – 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).

- 16 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2013 – 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 2013.

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

- 17 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2014/15 – Report of the Deputy Chief Executive**

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2014/15.

The Contact Officer for this report is Sue Garner (719374).

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

18 Exclusion of the Public and Press

Recommendation:

That under Section 110A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

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

The Contact Officer for this report is Mike Shaw (719338).

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE RESOURCES BOARD

18 November 2013

Present: Councillor Moore in the Chair

Councillors Barber, Butcher, N Dirveiks, Forwood, Holland, Humphreys, Winter and Wykes.

Apologies for absence were received from Councillors Davis (Substitute Councillor Barber), Johnston (Substitute Councillor Wykes) and Smith (Substitute Councillor Humphreys).

32 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

33 **Minutes of the Resources Board held on 2 September 2013**

The minutes of the meeting held on 2 September 2013, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

34 **Land at Sycamore Crescent, New Arley**

The Assistant Director (Leisure and Community Development) set out a proposal for the sale to Arley Parish Council of an area of informal open space at Sycamore Crescent in New Arley.

Recommendation to the Council:

- a That the land comprising the informal open space at Sycamore Crescent in New Arley be declared surplus to the requirements of the Council;**
- b That the land be offered for sale to Arley Parish Council for use as public open space; and**
- c That the capital receipt arising from the proposed disposal of this land be directed towards enhancements of open space elsewhere in New Arley in line with the priorities of the Green Space Strategy.**

35 Animal Wardens Service – Update

The Assistant Director (Housing) provided an update on service performance and budget issues, and sought a small contingency for dog rehoming in case of unforeseen circumstances.

Resolved:

That the revised approach as set out in the report of the Assistant Director (Housing) be agreed.

36 Treasury Management Update Quarter 2 2013/14

The Assistant Director (Finance and Human Resources) reported on the Treasury Management activity during the first six months of 2013/14.

Resolved:

a That the Treasury Management activity for the first six months of 2013/2014 be noted; and

b That the addition of Property Funds, Custodian Accounts and inter-authority lending to the Approved Lending List be approved.

37 Capital Programme 2013/14 Quarter 2 Update

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2013/14 Capital Programme in terms of expenditure.

Resolved:

That the report be noted.

38 General Fund Budgetary Control Report 2013/2014 Period ended 31 October 2013

The Assistant Director (Finance and Human Resources) reported on revenue expenditure and income for the General Fund between 1 April 2013 and 31 October 2013. The 2013/14 budget and the actual position for the period, compared with the estimate at that date, together with an estimate of the outturn position were also provided.

Resolved:

That the report be noted.

**39 Housing Revenue Account Budgetary Control Report 2013/2014
Period Ended 31 October 2013**

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 2013.

Resolved:

- a That the report be noted;**
- b That a permanent transfer of £193,950 from the housing capital programme to the Repairs Fund be approved; and**
- c That the request for a supplementary estimate of £106,200 be approved.**

40 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2013

The Chief Executive and the Deputy Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April to September 2013

Resolved:

That the report be noted.

41 Online Services Update and Plans for Promoting and Increasing Use

The Assistant Director (Corporate Services) provided an update on the use of the Council's website and services delivered online and via the internet. Members were also provided with information on plans to promote, increase and improve the use of the internet for those services that can be most effectively provided online.

Resolved:

That the report be noted.

42 National Fraud Initiative Update

The Deputy Chief Executive updated Members on Fraud and the Council's participation in the National Fraud Initiative.

Resolved:

That the report be noted.

43 Internal Audit – Performance for Second Quarter 2013 – 2014

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 Atherstone Town Centre CCTV Scheme Partnership 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 Payroll Service

The Assistant Director (Finance and Human Resources) informed Members of recent correspondence received from Warwickshire County Council.

Resolved:

That the report be noted.

46 Minutes of the Housing Sub-Committee held on 7 October 2013

The minutes of the Housing Sub-Committee held on 7 October 2013 were received and noted.

47 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.

48 **Window Cleaning Service**

The Assistant Director (Housing) provided information regarding the Housing Division's window cleaning service for tenants.

Resolved:

- a **That the report be noted; and**
- b **That consent be given to the Housing Division to increase the service charge to tenants for the routine window cleaning service.**

49 **Access to Phoenix Yard, Atherstone**

The Assistant Director (Streetscape) provided a review on the action taken to date in relation to the access road to the Phoenix Yard development in Atherstone. An independent financial appraisal of the scheme had recently been undertaken, and Members were asked to decide a course of action.

Resolved:

- a **That the proposal to allow the developer the right to undertake the necessary works on Council land (the access road) without charge as long as the scheme is wholly completed within five years of the date of this Board meeting be agreed; and**
- b **That in exchange for granting this right at no cost, the Council seek from the developer the grant (at no further cost to the Council) of a right to vary the access to its land, as this would serve to safeguard the value of the site should it be used for any form of development in the future and alterations to the present access arrangements be required.**

J Moore
Chairman

Agenda Item No 7

Resources Board

27 January 2014

**Report of the Assistant
Director (Housing**

Local Investment Plan

1 Summary

- 1.1 This report presents an early draft of the Local Delivery Plan for 2015-2018 and provides information about sites in the Council's ownership that could be considered for development as part of the Plan.

Recommendation to the Resources Board

- a That the draft Local Development Plan be agreed and;**
- b That the Council owned sites set out in the report be given consideration as future development sites for Council properties.**

2 Consultation

- 2.1 Ward Members where land being mentioned in the report is in their Ward and the Chairman and Opposition Spokesperson of the Housing Sub-Committee have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Background

- 3.1 The Government has used the Homes and Communities Agency historically has provided for grant funding for affordable housing. In 2011 the grant funding provided for Registered Providers for affordable housing was reduced considerably. However the Council has worked with partners to access what funding was available and has been successful in bringing schemes forward. In order to access grant funding the Homes and Communities Agency expects Local Authorities to produce a Local Delivery Plan in partnership with its housing association partners.
- 3.2 The Local Authority along with their Housing Association partners have been very successful in delivering affordable housing under the current Local Delivery Plan. Over £1m in funding has been invested in the area. 73 properties have been developed with another 153 properties being finished before March 2015. A copy of the most recent report about the current Local Investment Plan which went to Housing Sub Committee will be placed in the Members offices for reference.

- 3.3 At the moment, we have the Local Investment Plan which set out the sites that we put forward for development during 2011-15. This was done in partnership with the other Local Authorities within Warwickshire and Warwickshire County Council. The Homes and Communities Agency will be publishing its delayed funding prospectus to cover the next three years any day. This means the Council and its partners will have to have a revised Local Investment Plan available by April 2014 to fit into their timetable for investment considerations.
- 3.4 For this investment round the Homes and Communities Agency are not expecting us to do a Warwickshire wide Local Investment Plan. However to access any grant funding we need to produce a revised Local Delivery Plan. There is no certainty about grant funding, but in order for us to work with Housing Association partners to engage with the forthcoming prospectus, we need to set out the land that may be available for affordable housing. Whilst we will set out sites in the Local Delivery Plan it should be noted that this is a flexible document and sites may continue in the Plan or fall out of it because of feasibility issues. The plan is a living document and new sites may be included in the plan however the plan indicates to our Housing Association partners and the Homes and Communities Agency that we have a commitment to develop affordable housing within North Warwickshire.

4 Local Delivery Plan & Council Owned Sites

- 4.1 The initial draft of Local Delivery Plan allows us to strategically plan out our affordable housing provision throughout the next three years and the sites included have been brought forward with information included within the Borough Councils Core Strategy and Site Allocations Plan which is currently being considered. Local Authority sites have not been included in the first draft because we are at a very early stage of considering what is available and what is feasible. However some sites are set out below and the Resources Board is asked to support the Housing Division's proposal that these sites are given consideration for inclusion in the Plan.
- 4.2 An exercise has been undertaken to understand what Council owned land and sites can be used for the development of affordable housing by the Council itself first or, if appropriate, by housing association partners. This exercise is continuing but early consideration can be given to the following sites. All of the sites have some issues. Parking facilities will be a key consideration however the Local Authority does not have much land left which is available for development. We are proposing consideration of these sites, however we would like to emphasise that we are at an early stage and will consider other sites. All of the following sites will require detailed feasibility studies and consultation.

4.2.1 Derek Avenue, Dordon

... There is a garage site (Appendix A) behind the back of the sheltered scheme communal which has 17 garages situated on it and at the present time, all of the garages are let. Also adjacent to the site is some scrubland which is also in our ownership leading to the recreation ground. The site is approx. 0.09ha and parking provision has recently been made near the garages in respect of a new car park. As all of the 17 garages are let rental income is £5392.40 per annum. If we were to build, we would be able to get approximately 5 – 6 properties on the site and we would anticipate that the properties will be owned by the Council to generate rental income.

4.2.2 Glenville Avenue, Wood End

... There are 24 garages on the site (Appendix B) of which all of them are let at the present time. The garages in question are integral to the properties as they are built below and these would need to be maintained for access when looking at the site. Because the garages are integral to the building, there would need to be a courtyard and any new build would have to be 20 metres away from adjoining properties, which means the site may only be able to accommodate 3 – 4 properties or we could look at flats which may accommodate 7 – 8 properties.

... There is another car park that is at the opposite end to the flats that could also be considered for housing (Appendix C) as an alternative to the site with the garages incorporated. There are no garages incorporated into the properties on this side, although residents do use the area in which to park their cars. The site is approximately 0.06 ha and again it is anticipated that we may be able to get 3-4 properties on the site.

Taking away these parking areas would require the need to provide additional parking elsewhere on the estate. The costs for doing this would be considered as part of a feasibility study.

4.2.3 Park Road, Polesworth

... There are 23 garages on this site (Appendix D) of which 21 are currently let. The site is subject to tipping of beer cans and drug paraphernalia and has been subject to anti-social behaviour. The site is approximately 0.08 ha. As there are 21 garages let on the site, the revenue that we currently stand to lose if all of the garages were let would be £7295.60. It is likely that we could build 5 – 6 properties on the site which could be managed by the Local Authority. The access route is fairly wide allowing vehicles to get in and out of the site fairly easily.

4.2.4 York Avenue, Atherstone

...

There are 15 garages on site (Appendix E) of which 11 are currently let. The site is one of our larger garage sites and could possibly accommodate up to approximately 9 properties. The site is 0.12ha and is adjacent to the Lister Road development which is currently place. The revenue lost from the garages would amount to £4758.00, but we could see the production of 9 – 10 new houses or 7-8 bungalows depending on the design that could be managed by the Local Authority. The access to the site is at a standard that should satisfy County Highways, but if it is agreed that we go forward with the site, further investigations will take place.

4.2.5 Delves Crescent, Wood End

...

There are 10 garages on site (Appendix F) of which all 10 are let at the present time. The site is 0.06 ha, but could possibly accommodate 1-2 properties. The site does look bigger, but we would have to ensure that we do not encroach on the access to the neighbouring property. As all of the garages are currently let and therefore we would lose revenue of £3172.00, however as with all of the other sites mentioned, we would like to see if the properties could be managed by the Local Authority. There could also be an issue with access onto the site and this would need to be investigated further as to whether the cost of building the properties would outweigh the potential of the site.

5 Views of the Head of Development Control and Landscape Manager.

5.1 Views of the Head of Development Control

No problem with any of the garage sites put forward, but:

- Each would need discussion with WCC Highways on access arrangements.
- How well are they used – there could be some displacement of cars onto surrounding roads
- Some of the sites are very awkward to develop
- Is there a possibility of disposing of the more difficult ones for self build as per DCLG's latest initiative?

5.2 Views of the Landscape Manager

We have no problem with any of the garage sites put forward.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 Financial options appraisals on all of the Council owned sites referred to in the report would be part of the detailed feasibility studies if the Resources Board agrees to the proposals set out in the report to consider them for development. The Housing Revenue Account Business Plan does provide for funding for Council new build schemes. An important consideration would be our ability to access grant funding as well as future revenue funds which would offset Right to Buy acquisitions.

6.1.2 If the Council decides to work with preferred Housing Association partners with regard to its own land there would be an expectation that land would be made available at much less than market value. It is likely that the Homes and Communities Agency will send another clear message that they will not fund capital receipts for Local Authorities to enable affordable housing. In their 2011-15 Affordable Homes Programme Framework they provided for four broad funding streams which contribute to the development of new supply:

- i) The additional borrowing capacity that can be generated from the conversion of social rent properties to affordable rent (or other tenures) at re-let, as well as borrowing capacity generated by the net rental income stream of the new properties developed;
- ii) Existing sources of cross subsidy, including provider surpluses, income from developing new properties for outright sale, Recycled Capital Grant Funding (RCGF) and Disposals Proceeds Fund (DPF) and S106 cross subsidy
- iii) HCA funding for development to be viable: and
- iv) Other sources of funding or means of reducing costs such as free or discounted land, including local authority land, and local authority contributions for example from the New Homes Bonus.

6.1.3 Grant funding has been limited and this is likely to be the case again. However it remains a useful element of our considerations when we are developing affordable housing schemes. For this reason we want to continue to work with the Homes and Communities Agency and our Housing Association partners to include all possible land in the plan as this is what they will use when considering funding applications and strategic fit with their priorities.

6.1.4 Affordable housing developments bring investment into the Borough and help with the local economy and growth well as dealing with housing need.

6.2 Safer Communities Implications

6.2.1 By developing some of the pieces of land mentioned above, it will assist in regenerating some of the estates and reduce the amount of anti-social behaviour that has taken place.

6.3 Environment and Sustainability Implications

6.3.1 All housing developments have to work to the Code for Sustainable Homes in order to make sure that all homes are energy efficient, therefore being kind to the environment.

6.4 Equalities Implications

6.4.1 By building new properties, depending on the type of properties that are being built, this will help young families or young people to be able to access housing and if any further bungalows are built, this will help the elderly to be able to come out of family housing into a more manageable property which again will free up the family housing for young families to move into.

6.5 Links to Council's Priorities

To provide affordable housing throughout the Borough and in the right places.

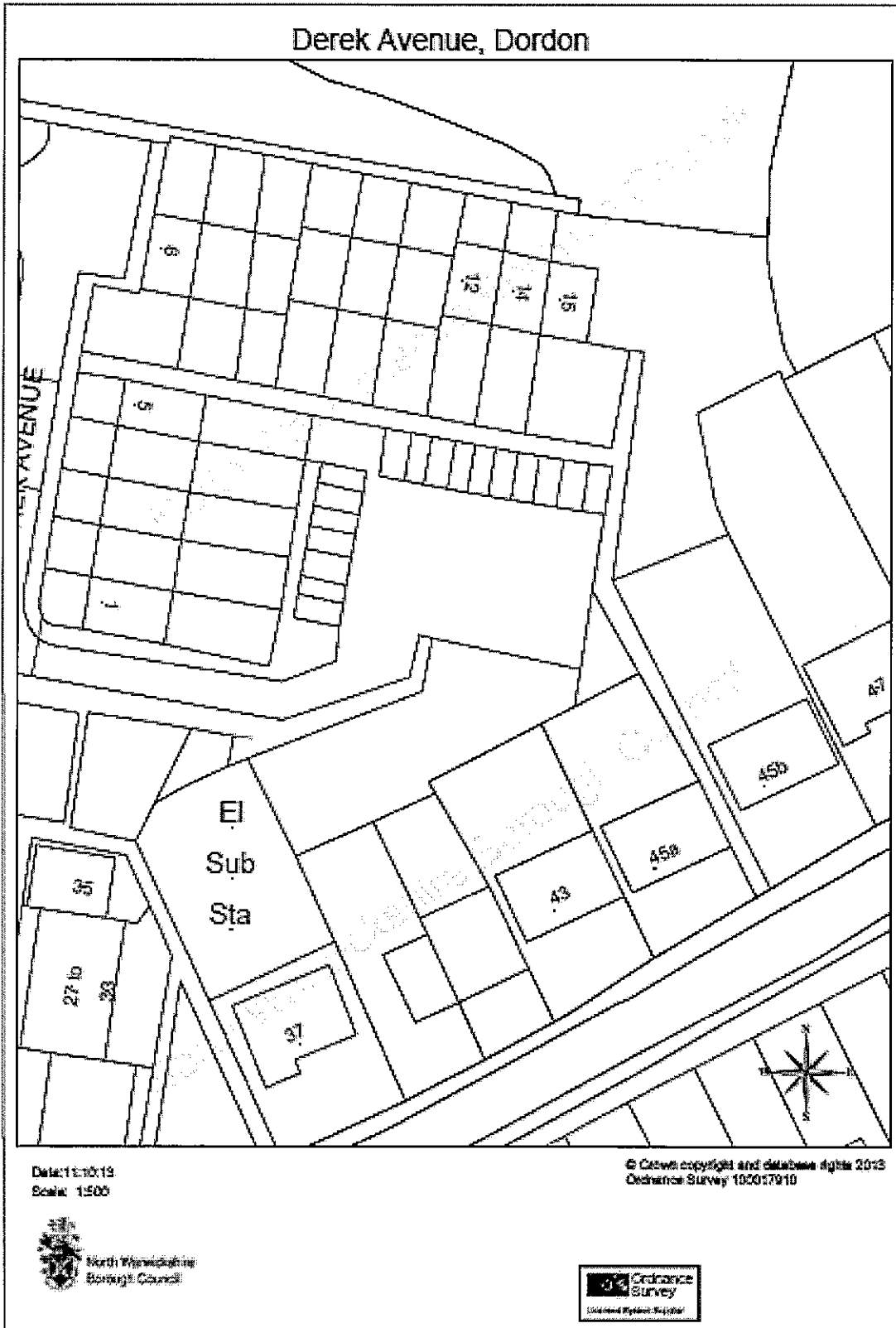
The Contact Officer for this report is Paul Roberts (719459).

Background Papers

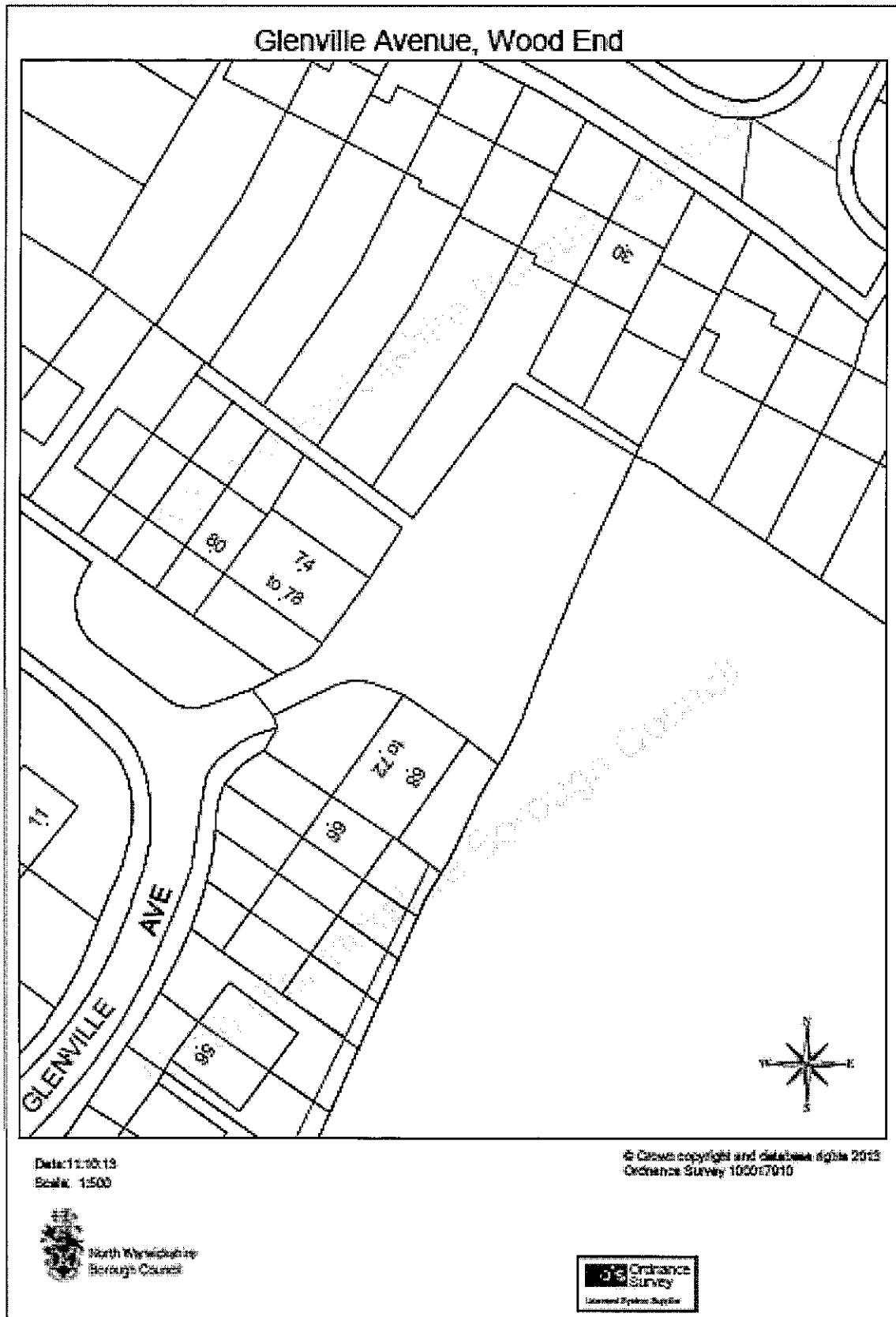
Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date
2011 – 15 Affordable Homes Programme Framework	Homes and Communities Agency	Advisory	February 2011

Appendix A



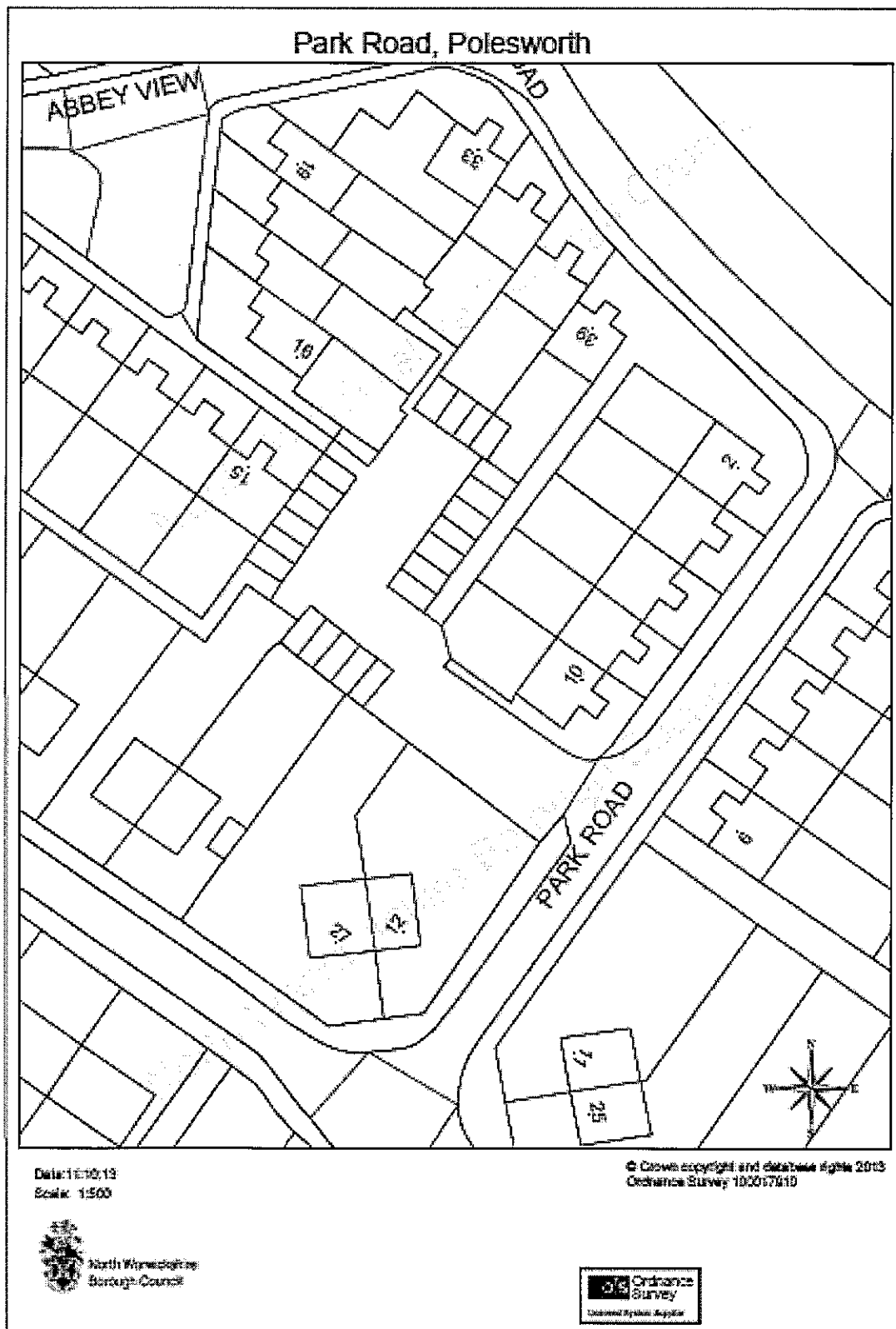
Appendix B



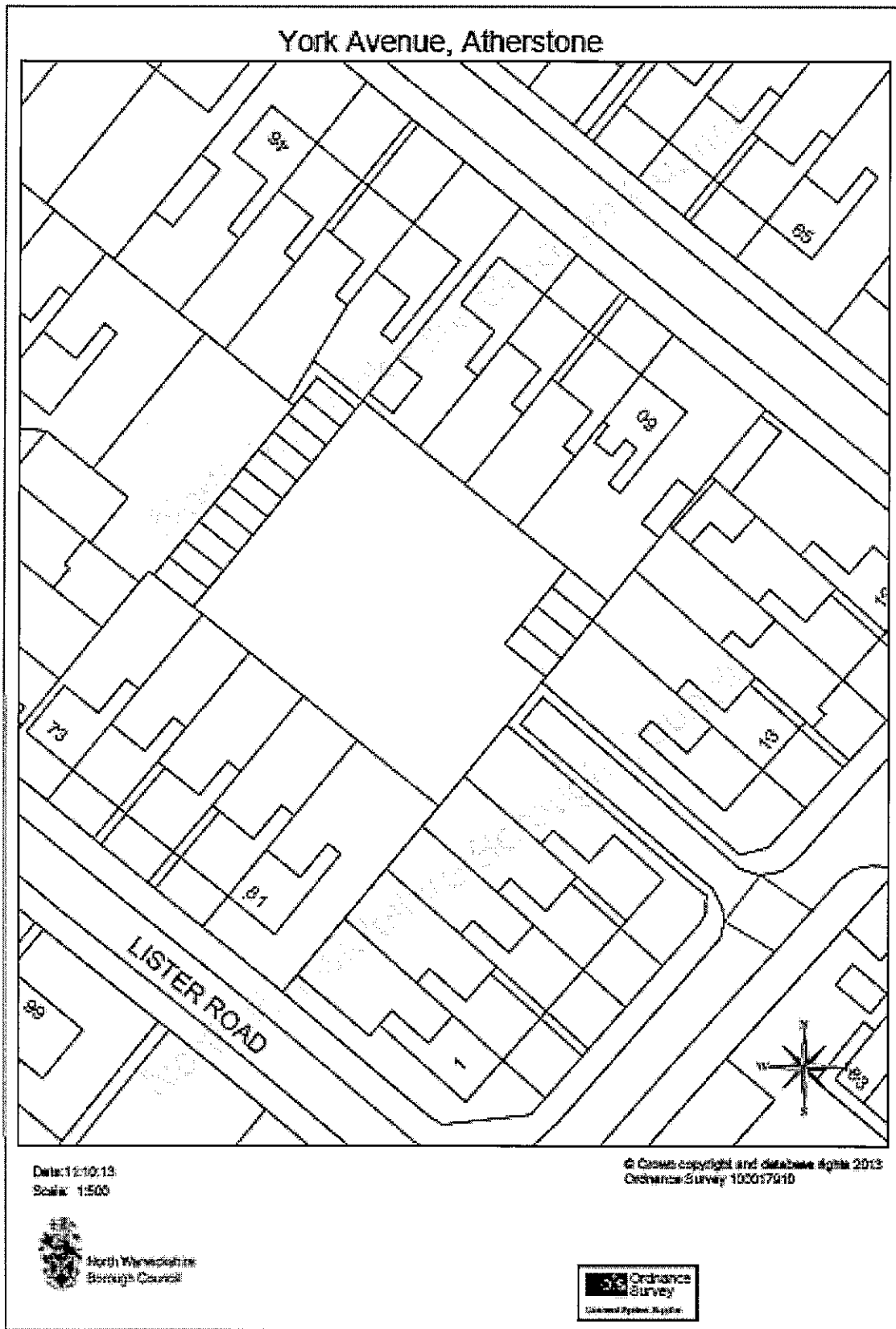
Appendix C



Appendix D

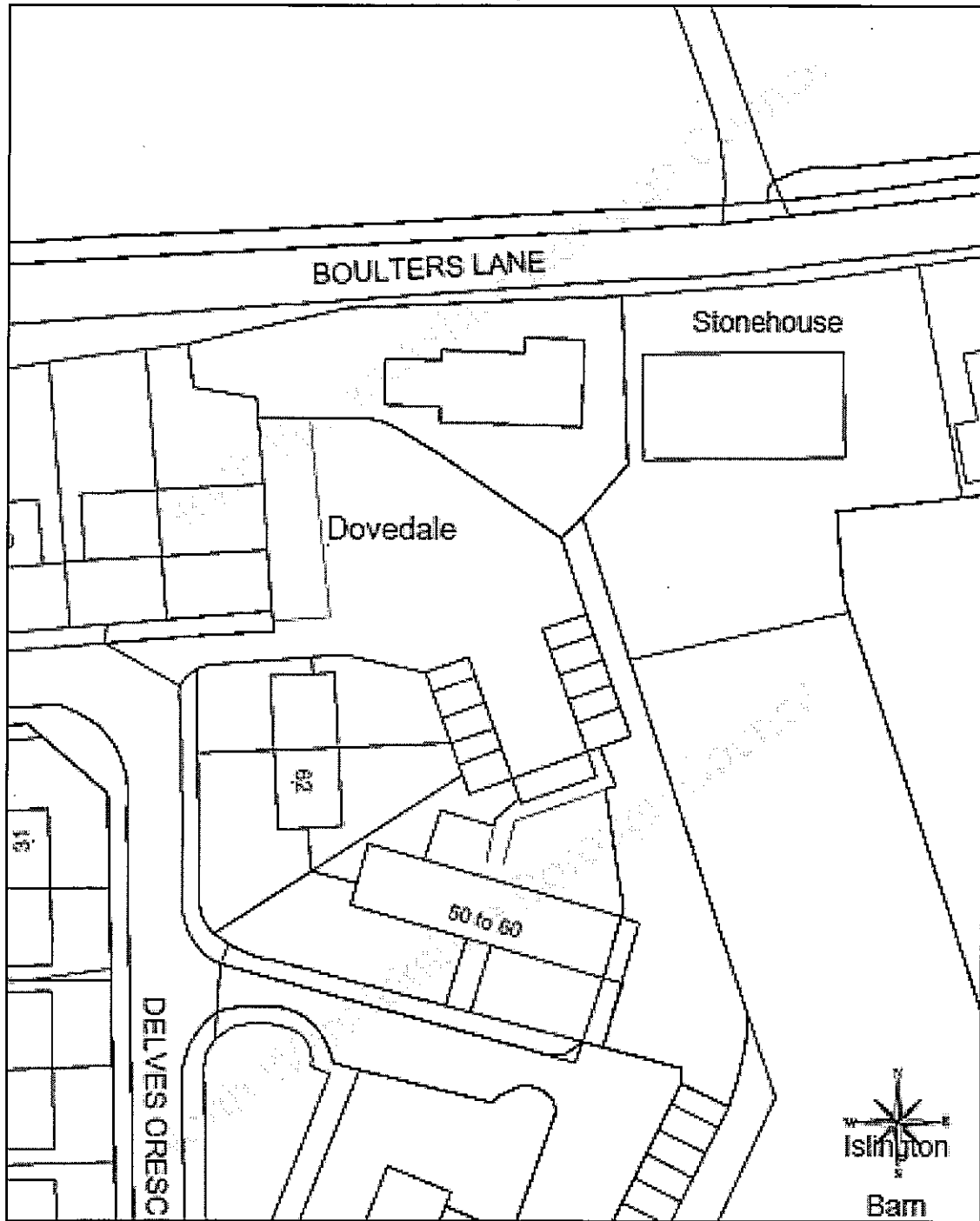


Appendix E



Appendix F

Delves Crescent, Wood End



Date: 13/10/13
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Ordnance Survey 100017910





North Warwickshire Borough Council

Local Delivery Plan 2015-2018

North Warwickshire Borough Council

The Local Investment Plan

Warwickshire County Council works with the five Local Authorities within Warwickshire when doing their Sustainable Communities Strategy to ensure that their Strategy and the individual strategies around the borough ensure that they tackle the following issues when looking at housing and development:

- **Tackle Inequality** – Ensuring that there is an adequate supply of land for affordable housing. Ensure that those experiencing fuel poverty, living in non-decent, unsafe or insecure accommodation are identified and where appropriate assisted.
- **Improve access to services** – Ensure that there are good support and advice services accessible to those struggling to remain in their accommodation or seeking a new home. Ensure that people are better able to access housing appropriate to their needs.
- **Sustainability** – Work with our regional partners to ensure that there is a co-ordinated approach to housing growth, infrastructure and the provision of services. Make sure that new housing is well designed, creates a distinct sense of place and is supported by a range of facilities and services that makes the new areas desirable places to live.

The key strands around housing issues that underlined the Local Investment Plan in 2011 and which still apply today were as follows:

- **Access** – Ensure that there are good support and advice services accessible to those struggling to remain in their accommodation or seeking a new home. Ensure that people are better able to access housing appropriate to their needs.
- **Growth** – Securing the delivery of housing growth to meet local and sub-regional housing and economic development needs.
- **Affordability** – Securing the delivery of new affordable homes and ensuring existing stock is decent.
- **Renewal** – Supporting the regeneration of underperforming areas and renewal of deteriorating estates, particularly seeking to tackle the problem of worklessness.
- **Sustainability** – Delivering high standards of design in buildings, public spaces and places and creating sustainable communities.

North Warwickshire Borough Council

North Warwickshire is a rural Borough with over 50 settlements covering 110 square miles. The settlements range in size from Atherstone, if considered with Mancetter, which exceeds a population of 10,000 to small hamlets. Atherstone, Coleshill and Polesworth are the three market towns and are important to the health of the surrounding rural economy as they provide many services and facilities to the outlying hinterland.

The Borough lies between Birmingham, Solihull, Coventry, Nuneaton and Hinckley, all of which are growth areas. There is a commitment for growth from Tamworth to come into the borough and build 500 properties and there is increasing pressure from Birmingham in regards to trying to satisfy some of their housing growth within the area. Tamworth, although not a growth area, it is a town constrained by tight administrative boundaries. The Borough therefore has pressure for growth from all around. This is not only in terms of land being sought (as is the case in Tamworth), but in terms of the environmental implications of such growth. For example, traffic passing through the Borough especially along the A5.

The economy of the Borough, since the closure of all coal mines, has seen an increase in employment land, particularly logistics, but a decrease in manufacturing. Large brownfield sites, such as Hams Hall, Birch Coppice and Kingsbury Link have been used for development, mainly B8 (storage and distribution uses). The Borough is the location for many national and international companies including Aldi, British Home Stores, 3M, BMW, Sainsbury, Subaru and Ocado.

In addition, just beyond the Borough boundary, the planned redevelopment of the MIRA, which is an innovative engineering and technology company based on the A5 to create a new Technology Park has been awarded Enterprise Zone status. MIRA's ambition is for the Technology Park to be a world class centre of automotive and transport research and engineering and to attract other related R & D companies to locate in the Midlands. Significantly this brings with it the proposed creation of over 2000 direct new jobs and other benefits to the local economy and neighbouring authorities like North Warwickshire.

The Borough suffers from rural deprivation, which is focused on the former coalfields area where access to employment and services are prevalent issues. In addition, health inequalities and educational attainment are key issues to be tackled.

To meet affordable housing needs growth, North Warwickshire Borough Council has set a 40% affordable housing requirement. In the remote rural areas, 100% affordable housing is required for all developments.

To meeting the needs of the most vulnerable, North Warwickshire Borough Council has been working with its neighbouring authorities to develop a county-wide approach to supported housing and housing for older people to support the ageing population.

North Warwickshire Borough Council has developed a Preferred Options for Site Allocations and this has already been out for consultation, but will be going out for further consultation in Spring 2014.

The Local Delivery Plan

The previous Local Investment Plan agreed the spatial and thematic priorities for Warwickshire and provides the evidence for intervention. The purpose of the Local Delivery Plan for North Warwickshire Borough Council was to distil the Local Investment Plan priorities in succinct actions providing:

- Proposed delivery timescales
- The delivery method
- The Homes and Communities Agency enabling and investment role
- Borough Council's role
- Other partners role/investment

It provides a working document primarily for North Warwickshire Borough Council and the Homes and Communities Agency to allow the management of joint working to deliver the identified priorities. The partners will jointly monitor progress every 6 months as a minimum.

Quality of Life within North Warwickshire.

Work from Warwickshire Observatory has shown that in the last three years, although the economic climate has been difficult, there has been an increase in educational attainment, job opportunities and poverty has reduced within the borough. This has been down to some of the great partnership working that has taken place between North Warwickshire Borough Council and their partners in relation to the Sustainable Communities Strategy. We would like to share some of these successes with you and highlight some of the good work that is taking place within North Warwickshire.

Mortgage Rescue

North Warwickshire Borough Council has taken full advantage of the Mortgage Rescue Scheme with Orbit that was promoted by the Homes and Communities Agency to help home owners that found themselves in trouble with their payments. The Mortgage Rescue Scheme was set up to support vulnerable owner occupiers at risk of repossession to their home. This changes their tenure from mortgage to rent and the property is purchased by a Registered Provider and let to the household on a 3 year Assured Shorthold Tenancy of 80% of the market rent being charged.

To date, we have completed 8 applications within the Scheme.

Empty Homes

North Warwickshire Borough Council in partnership with Waterloo Housing Group applied for funding through the Homes and Communities Agency to deal with some long term empty properties that were within Dordon and Hurley. We were successful with our application and this has helped us to bring 5 properties back into use, with more to come over the next couple of years.

Training Opportunities

North Warwickshire Borough Council in partnership with some of our developers has set up training opportunities within construction sites within the Borough. We always try to get local people on the sites and we have set up a pilot project within the village of Arley and have managed to get 3 trainees on site with another site coming on line for which we are looking to take on further trainees.

We aim to build on this to get it incorporated into all sites that are coming within North Warwickshire including the Local Authority New Build Sites.

Local Authority Mortgage Scheme

North Warwickshire Borough Council and Lloyds TSB in February 2013 launched a new mortgage scheme to help first time buyers take their first step onto the housing ladder.

Under the scheme, first time buyers wishing to buy a property in North Warwickshire, will only need to save a 5% deposit to buy their first home, with the Council guaranteeing a further 20%, giving them access to lower mortgage rates. The maximum amount an applicant can borrow is £190,000.

There are many benefits to this scheme which are listed below:

Benefits to the Local Area

- A first time buyer transaction typically leads to a chain of 4-5 other moves
- Helps local first time buyers onto the property ladder
- Supports the local economy
- Frees up social/affordable housing for those in greatest need
- Helps to reduce housing waiting lists

Benefits for first time buyers

- They only need a 5% deposit
- 95% mortgages are not widely available and tend to be expensive
- They will benefit from a lower interest rate than would normally be the case for their size of deposit
- Lower mortgage payments at a time when they are most needed
- 3 year fixed rate on a repayment basis, giving stability and a reducing balance.

Since the inception of the scheme, there has been 8 applicants been granted a mortgage and moved into their new home with a further 3 applications currently pending.

Sites within North Warwickshire for 2015-18 Developments.

HCA Grouping	Identified Site	Description of site	Potential overall units	Affordable Housing Element	Delivery Partner	Action Stage
Redevelopment of existing stock	68 Station Street, Atherstone	0.051 sq m and has planning permission	4	4	Not known	Has planning permission.
Housing Supply	Land at 55-57 South Street, Atherstone (WCC)	SHLAA redevelopment site within current development boundary – 0.41	12	5	Not known	Feasibility Stage
Housing Supply	Brittannia Mill, Coleshill Road, Atherstone	0.415 and is within the development boundary	40	16	Not known	Feasibility Stage
Housing Supply	Land adj South of Atherstone Station, Merevale Road	1.19 Reasonable alternative option outside of development boundary	35	14	Not known	Feasibility Stage

HCA Grouping	Identified Site	Description of site	Potential overall units	Affordable Housing Element	Delivery Partner	Action Stage
Housing Supply	Land east of Holly Lane, Atherstone	11.27 – Preferred option outside of development boundary	92	37	Not known	Feasibility Stage
Housing Supply	Land West of Holly Lane, Atherstone	24.66 – Preferred option outside of development boundary	103	41	Not known	Feasibility Stage
Housing Supply	Durno's Nursery, Holly Lane, Atherstone	3.75 – Preferred option outside of development boundary	84	34	Not known	Feasibility Stage
Housing Supply	Land rear of Cliveval, The Gullet, Polesworth	0.275 – and is within the development boundary	8	8	Not known	Feasibility Stage

HCA Grouping	Identified Site	Description of site	Potential overall units	Affordable Housing Element	Delivery Partner	Action Stage
Housing Supply	Former Nethersole First School now Polesworth Learning Centre	0.59 – and is within the development boundary	9	9	Not known	Feasibility Stage
Housing Supply	Land at Dunns Lane, Dordon	1.21 – Preferred option outside of development boundary	27	11	Not known	Feasibility Stage
Housing Supply	Orchard Colliery Site, Dordon	12 – Preferred option outside of development boundary	112	45	Not known	Feasibility Stage

HCA Grouping	Identified Site	Description of site	Potential overall units	Affordable Housing Element	Delivery Partner	Action Stage
Housing Supply	Orchard Colliery Site, R/O Simla, A5, Dordon	12 – Preferred option outside of development boundary.	191	76	Not known	Feasibility Stage
Housing Supply	Land at Laurel Avenue/Common Lane, Dordon	1.05 – Preferred option of development boundary	23	9	Not known	Feasibility Stage
Housing Supply	Rear of Sycamore Avenue, Polesworth	0.56 – Preferred option outside of development boundary	15	6	Not known	Feasibility Stage
Housing Supply	Land at St Helena Road, Polesworth	6.2 – Site option for flexibility	139	56	Not known	Feasibility Stage
Housing Supply	Prince Regent House, Coleshill	0.04 – Has planning permission	6	6	Not known	Has planning permission

HCA Grouping	Identified Site	Description of site	Potential overall units	Affordable Housing Element	Delivery Partner	Action Stage
Housing Supply	Land off Park Road, Coleshill	1.3 – and is within the development boundary	52	21	Not known	Feasibility Stage
Housing Supply	Land off High Street, Coleshill	0.16 – and is within the development boundary	6	6	Not known	Feasibility Stage
Housing Supply	Land rear of 32 Parkfield Road, Coleshill	0.28 – and is within the development boundary	14	14	Not known	Has planning permission
Housing Supply	Park Cottage 22-24 Birmingham Road, Coleshill	0.186 – and is within the development boundary	6	6	Not known	Has planning permission
Housing Supply	Land rear of Church Farm, Baddesley Ensor	0.5 – Preferred option outside of development boundary.	15	6	Not known	Feasibility Stage

HCA Grouping	Identified Site	Description of site	Potential overall units	Affordable Housing Element	Delivery Partner	Action Stage
Housing Supply	Former School, Grendon	1.88 – and is within the development boundary	56	22	Not known	Feasibility Stage
Housing Supply	Refuse Depot – Grendon	0.17 – and is within the development boundary	5	5	Not known	Feasibility Stage
Housing Supply	Church Farm Buildings, Baddesley Ensor	1.47 – Preferred option outside of development boundary	33	13	Not known	Feasibility Stage
Housing Supply	Land adj 3 Meadow Gardens, Baddesley Ensor	0.29 – Preferred option outside of development boundary	8	8	Not known	Feasibility Stage
Housing Supply	Land off Spon Lane, Diary House Farm	0.52 – Preferred option outside of development boundary	12	12	Not known	Feasibility Stage

Agenda Item No 8

Resources Board

27 January 2014

**Report of the
Chief Executive**

Corporate Plan 2014 - 15

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 2014-15 Service Plans for the Finance and Human Resources, Community Services and Corporate Services Divisions and the Internal Audit Service.

Recommendation to the Executive Board

- a That Corporate Priority 8 – Access to Services be amended to:-**

“Providing easier access to Council and other public services, particularly through the internet and local community facilities”;

- b 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

- c 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 2013 meeting the Council agreed the main issues to be considered for inclusion in the 2014/15 Corporate Plan and this report now seeks approval for the Corporate Plan Key Actions for 2014-15.

3.3 Appendix A sets out proposals for those Key Actions which fall within the remit of the Resources Board. It is also being recommended that Priority 8 – Access to Services is slightly reworded to take account of local services, particularly the introduction of community hubs, to read as follows:-

“Providing easier access to Council and other public services particularly through the internet and local community facilities”.

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 2013-14 Key Actions. Proposals for 2014-15 will form part of the 2014-15 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 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 2014-15 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

4.2 Human Resources Implications

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

4.3 Risk Management Implications

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

4.4 Links to Council's Priorities

4.4.1 These are set out in the Appendices.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

PRIORITIES AND KEY ACTIONS

<p>PRIORITY 1</p> <p>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>	
<p>Target</p> <p>To complete identified improvement works to the Council's main offices, both on time and on budget, to ensure the ongoing provision of services to the local community while safeguarding the safety and security of all residents, staff and visitors who use The Council House building and seeking to make the buildings more environmentally friendly. Detailed updates on progress of the project will be regularly reported.</p> <p>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>To update Standing Orders and procurement practices to comply with modernised EU Procurement Rules when they become effective (estimated to be during 2014).</p>	<p>Board/Lead Officer</p> <p>Resources Board/Executive Board/ Special Sub/DCE, AD (S)</p> <p>Resources Board/AD (S), AD (L&CD)</p> <p>Resources Board/AD (CS)</p>	<p>Additional Training/ Financial Implications</p> <p>The capital and revenue implications will be reported as part of the decision making process.</p> <p>The capital and revenue implications will be reported as part of regular update reports.</p> <p>To be met within existing budgets.</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 update the Council's ICT Strategy by March 2015 and 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 assessed when further detail is known.

<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 of the Task and Finish Group established to review the Borough Care Service and deliver any actions agreed by the Resources Board as part of the review.</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>

2014/15 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

2014/2015 DIVISIONAL PLAN

SUMMARY ACTION PLAN – specific work

Action	SRM	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the operation of the Auto-enrolment Process	SRM	Mgt Accts	June 2014	July 2014	Medium	Process amended, if necessary	
To review the agreed financial strategy, in light of resources changes, to ensure it is still fit for purpose	SRM	AD (F&HR)	May 2014	May 2014	High	Members notified of any changes needed	
To review the 2013/14 training year against the agreed programme, and produce a 2014/15 training plan	Staff Care	HR	April 2014	May 2014	High	Results reported to Management Team	Existing budget
To review the operation of the new banking contract	SRM	Fin Accts	April 2014	May 2014	High	Banking operations working as intended	
To complete insurance renewals for 2014	SRM	Fin Accts	May 2014	July 2014	High	Renewal process completed	
To calculate and send out service charges for HRA tenants / leaseholders	SRM	Mgt Accts Fin Accts	Sept 2014	Sept 2014	High	Leaseholders / tenants notified of service charges	Existing budget
Provision of benchmarking data for the housing service to Housemark	SRM	Fin Accts Mgt Accts	July 2014	Sept 2014	Medium	Full information provided to Members for decision making	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2014/2015 DIVISIONAL PLAN

Action	SRM	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To complete the year end procedures for the 2013/14 financial year	SRM	Mgt Accts AD (F&HR) Fin Accts	March 2014	Sept 2014	High	<p>Review of annual governance arrangements completed by end of March</p> <p>Statements of Assurance rec'd from EMT by April 2014</p> <p>Accounts closed by end of May</p> <p>Annual Governance Statement considered by Management Team by end May</p> <p>Reports to Executive Board in June</p> <ul style="list-style-type: none"> • 2013/14 Out-turn • Earmarked Reserves • Capital funding • Annual Governance Statement <p>Minimal report to those charged with governance to Executive Board in Sept by PwC</p>	This may need to take priority over other areas
To update the F&HR Divisional Workforce Plan	SRM	AD (F&HR)	Sept 2014	Dec 2014	High	Updated plan included in the Authority Plan	
To roll out the 360 appraisal process to principal officers	SRM	HR	Oct 2014	Dec 2014	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	Staff Care	HR	Oct 2014	Dec 2014	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)

FINANCE AND HUMAN RESOURCES DIVISION

2014/2015 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To update Financial Regulations	SRM	Fin Accts Mgt Accts	Sept 2014	January 2015	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	SRM	AD (F&HR) Mgt Accts	August 2014	February 2015	High	Budget Strategy for 2015/16 approved in September 2014 Budget strategy updated in February 2015	Existing budget
To have updated and reported on the 30 year HRA Business Plan to the Resources Board	SRM	AD (F&HR) Mgt Accts	August 2014	February 2015	High	Mid Year Update reported to Board in Oct/Nov 2014 Further update reported in February 2015	Existing budget
To work with Divisions as required to ensure proposed savings are achieved	SRM	AD (F&HR) Mgt Accts	April 2014	February 2015	High	Savings achieved in line with the budget strategy	Existing budget
To assist with the accountable body duties for the Leader Project	SRM	Mgt Accts	April 2014	March 2015	High	No unexpected costs for the Council. Maximum grant obtained.	Existing budget
Production of the 2015/16 revenue estimates	SRM	Mgt Accts	August 2014	March 2015	High	To assess the 2015/16 finance settlement in December Budgets approved	Existing budget
Production of the 2015/16 capital estimates	SRM	Fin Accts	August 2014	March 2015	High	Capital Programme approved	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2014/2015 DIVISIONAL PLAN

Action	SRM	Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To report on progress against the HR strategy to Special Sub Group	SRM	HR	April 2014	March 2015	High	Reports to Special Sub Group on a 6 monthly basis All actions implemented successfully	Training implications to be assessed
Undertake a corporate audit of Risk Assessments	SRM	HR	April 2014	March 2015	High	Audits completed, and action plans produced	Existing budget
To update the Workforce Plan for the authority	SRM Quality Services	HR	April 2014	March 2015	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 support the Atherstone Accommodation project	SRM	AD (F&HR) Fin Accts HR	April 2014	March 2015	High	Full information provided to Members for decision making	These will need to be evaluated
To support the Coleshill Leisure Centre capital project	SRM	AD (F&HR) Mgt Accts	April 2014	March 2015	High	Full information provided to Members for decision making	These will need to be evaluated
To provide financial assessments for leisure projects as required eg. Green Space Strategy	SRM	Fin Accts Mgt Accts	April 2014	March 2015	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)	SRM	Fin Accts	April 2014	March 2015	Medium	Full information provided to Members for decision making	These will need to be evaluated

FINANCE AND HUMAN RESOURCES DIVISION

2014/2015 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Production of PI's	SRM	Mgt Accts HR	April 2014	March 2015	Medium	Monthly PI's produced Annual PI's produced Actions completed	
Actions from Statement of Assurance	SRM	AD (F&HR)	April 2014	March 2015	Medium	Divisional BCP in place	
To update the Business Continuity Plan for the Division	SRM	AD (F&HR) Mgt Accts Fin Accts HR	April 2014	March 2015	High	All employee information held on TRIM	
To transfer employee information to TRIM (after culling and scanning)	SRM	HR			High	Results of assessment reported to MT	
Assess the continued use of the current JE system	SRM	AD (F&HR)	April 2014	March 2015	High	All actions completed	
To carry out tasks in the Health and Safety Action Plan	SRM	HR	April 2014	March 2015	High	Financial strategy updated	
Monitor business rate income/appeals and assess impact on the financial strategy	SRM	Fin Accts Mgt Accts	April 2014	March 2015	High	Full information to Members for decision making	Existing budget
Support the City Deal initiative	SRM	AD (F&HR)	April 2014	March 2015	Medium	Revised policies approved by Board. Briefing sessions held	
To review policies in accordance with the timetable	Staff Care	HR	April 2014	Timetable	High	Reviews completed	
To support systems reviews in: • Streetscape / Grounds Maintenance • Planning	SRM	Mgt Accts	April 2014	Timetable	High		

FINANCE AND HUMAN RESOURCES DIVISION

2014/2015 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To carry out tasks in accordance with the FMS development plan	SRM	Mgt Accts Fin Accts	April 2014	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



Revenues, Benefits and Customer Services Plan 2014/15

“Helping Others to Help Themselves”

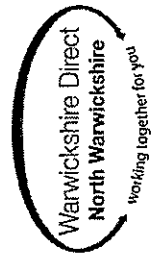


Firmstep

Bristow Sutor
Civil Enforcement Agents



CAPITA
LOCAL GOVERNMENT SERVICES



SCOPE OF SERVICE AREA

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

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. Liaising 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 / Financial Inclusion</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 and Delivery of the B.O.B bus 9. Coordination of the B.O.B Hub and Community Hub access points 10. Lead on the delivery of the Councils Customer Access Strategy and Access Theme 11. Coordination of the Foodbank / Emergency Food /Second Chance Furniture outlet 	<p>All residents in and outside North Warwickshire</p> <p>Internal stakeholders -all departments</p> <p>External stakeholders:- Warwickshire Direct Partners, Firmstep, Warwickshire County Council, New Central Credit Union, Warwickshire Police. JC+, Volunteer Centre, Ocado, Fareshare</p>

Acronyms Used in this Service Plan:

DWP (Department of Works and Pensions)
WDP (Warwickshire Direct Partnership);
CAPIAT/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)
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)
LSSF (Local Support Services Framework)

Achievements and Highlights in 2013

Re-award of Customer Excellence Standard with an improved Compliance Plus accreditation
Gold Award Winner of the IRRV Gold Award in Excellence in Social Inclusion
Silver Award Winner of the IRRV Excellence in Partnership Working Award
Silver Award Winner of the IRRV Excellence in Innovation Award
Ongoing delivery of better than average and in a number of cases National Upper Quartile Performance levels across all our performance indicators
Unqualified audits across benefits, council tax and NDR
Maximisation of subsidy by operating below the lowest error rate thresholds
Development and delivery of the Council Tax Support Scheme
Development and delivery of major changes to Second Home and Empty Properties
Implementation and promotion of all welfare reforms introduced on time
Development and delivery of a food bank operation with Chapter 1
Procurement and delivery of the BECS and Firmstep products
Delivery of a very effective Free School Meals project and other benefit maximisation projects with WWRS
Delivery of 4 new hubs and ongoing support of 8 existing BOB hubs.

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 2014/15, and where feasible to upper quartile levels where known.	Quality Service Provision	ACE (CS)	April 2014	March 2015	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.	Quality Service Provision VFM	R&B Mgr	April 2014	March 2015	H	Confirmation received from the Councils internal and external auditors of legal and acceptable practice	None other than already committed
Submit a non-qualified Subsidy assessment, a timely tax base and unqualified NDR return		R&B Mgr	April 2014	January 2015	H	Non Qualification Letter	
Submit an application for a Financial Inclusion focused external award around our food bank operation, if appropriate	Staff Care and Development Quality Service Provision	ACE (CS)	April 2014	December 2014	M	Submission of Bid	None other than already committed
Undertake a Single Person Discount Review	Quality Service Provision VFM	ACE (CS) R&B Mgr	May 2014	November 2014	H	Completion of the exercise and discounts no longer applicable cancelled and reflected in the taxbase for 2015/16	Providing the business case is agreed, we will engage with Datatank to undertake the exercise

Action	Corporate/ Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Value for Money / 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 2015/16. These will take into account changing demands on the Division	Quality Service Provision VFM	ACE (CS), R&B Mgr, Customer Contact Manager	April 2014	March 2015	H	Implementation and Delivery of Savings Targets	Existing Resources to complete exercise
Promote e billing for both Council Tax & NDR	Quality Service Provision VFM	R&B Manager	October 2014	December 2014	H	Exercise completed and reported to Management Team and Members	None other than already committed
Promote a greater number of payments by electronic means and direct debits	VFM Quality Service provision	R&B Manager / Customer Contact Manager FI Manager	April 2014	March 2015	H	A 2% take up of e billing by March 2015	Ongoing use of North Talk & other publicity mail shots in line with take up strategy
Promote the use of the BECS on line benefit form and introduce change of circumstances	VFM Quality Service provision	R&B Manager / Customer Contact Manager FI Manager	April 2014	March 2015	M	Increase the number of electronic payments & DD's. on March 2014 levels	Greater work with other internal departments
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 2014	March 2015	H	80% of all new applications for CTS and HB received on line by March 2015	None other than committed. This will need to be reviewed by Members if additional resources are deemed
						Robust systems in place that enable budget monitoring and setting to be undertaken with a degree of certainty	Review the Analyse Local product
						Any job role changes identified	

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 2015/16 tax base	Quality Service Provision VFM	ACE (CS), R&B Mgr	September 2014	January 2015	H	Completion of the exercise and revised tax base notified and approved by Members	Existing Resources to complete exercise
Implement legislative and operational changes, produce promotional materials and undertake specific testing and impact reviews of the following schemes	Quality Service Provision New Legislation	ACE (CS), R&B Mgr FI Manager, Senior Benefits Officer AD (F & HR)				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
<ul style="list-style-type: none"> The Localised Council Tax Support scheme (Third Year Review) 			May 2014	December 2014	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 Planning Division
<ul style="list-style-type: none"> The WCC adopted WLWS Loan Scheme (Second Year Review) 			April 2014	January 2015	H		Other Warwickshire Councils Warwickshire CC Job Centre Plus Other Public Sector and Third Sector Partner Organisations
<ul style="list-style-type: none"> The Universal Credit and Local Support Services Framework 			July 2014	March 2015	H		
<ul style="list-style-type: none"> Personal Independent Payment Changes 			April 2014	March 2015	H		
<ul style="list-style-type: none"> NDR Changes – Empties and Reliefs (Autumn Budget 2013) 			April 2014	March 2015	H		

Action	Corporate / Divisional Obj	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Implement legislative and operational changes, produce promotional materials and undertake specific testing and impact reviews in relation to the following scheme The implementation of the SFIS (Single Fraud Investigation Service) Proposals effective from a proposed start date of October 2014	Quality Service Provision New Legislation	ACE (CS), R&B Mgr	April 2014	October 2015	H	Implemented on time Reports and briefings completed for Members and other interested groups as appropriate A decision taken regarding how Council Tax Support fraud will be investigated and the impact of any proposed changes to the Council e.g. TUBE	Existing Internal Resources to complete exercises in Working with ; - Housing Division Audit Team via Section 151 Officer Other Warwickshire Councils Job Centre Plus Other Public Sector and Third Sector Partner Organisations
Identify resources to investigate CTS fraud							
Implement legislative and operational changes, produce promotional materials and undertake specific testing and impact reviews in relation to the following scheme The implementation of the new Civil Enforcement Agent (CEA) Changes effective from 6th April 2014	Quality Service Provision New Legislation	ACE (CS), R&B Mgr	April 2014	March 2015	H	Implemented on time and affected customers notified Reports and briefings completed for Members and other interested groups as appropriate (e.g.) Financial Inclusion Partnership Internal Policies and Documentation reviewed	Existing Internal Resources to complete exercises in Working with ; - Other Warwickshire Councils CAB Other Public Sector and Third Sector Partner Organisations
Prepare CEA Retendering exercise process		R&B Mgr	January 2015	March 2015	H		

Customer Access / Improvements

<p>Embed and develop the Firmstep CRM solution introduced in January 2014 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 ICT</p>	<p>Customer Access Strategy Quality Service Provision VFM</p>	<p>ACE (CS), AD (ICT) Customer Contact Mgr Webmaster</p>	<p>April 2014</p>	<p>December 2015</p>	<p>H</p>	<p>Agreement of a CRM development plan by May 2014 to be developed in line with other Lean reviews and work priorities</p> <p>Undertake service and process reviews in line with the agreed plan</p>	<p>None other than existing resources. It may be possible to share some of the process review work with NBBC as a partner once they go live on the same platform</p> <p>We will also be seeking to utilise and develop service forms developed by other users via the Firmstep cloud</p>
<p>Channel Shift - Increase the number and quality of web forms accessible on line to the public utilising the functionality of the Firm Step product</p> <p>Work with the Corporate Communication Group to agree promotional campaigns & approach</p>	<p>Customer Access Strategy Quality Service Provision</p> <p>Above plus VFM</p>	<p>ACE (CS), CCM, AD (ICT)</p> <p>AD (ICT) ACE (CS) CCM FI Manager</p>	<p>April 2014</p> <p>April 2014</p>	<p>March 2015</p> <p>March 2015</p>	<p>H</p> <p>H</p>	<p>Interactive forms available to access via website developed in line with the On Line Service report</p> <p>Increase in on line forms used and customers moving from other access channels</p>	<p>None other than existing resources. It may be possible to share with other Warwickshire Councils as above</p> <p>Will require buy in from all divisions to review and change current approach</p>
<p>Implement the use of SMS texting to chase missing benefit information and prompt payment as appropriate</p>	<p>Customer Access Strategy Quality Service Provision VFM</p>	<p>R&B Manager</p>	<p>July 2014</p>	<p>March 2015</p>	<p>M</p>	<p>Introduce prompts where it is cost effective to do so</p>	<p>Financed from savings made in terms of saved postage and production of paper documents</p>

Action	Corporate Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Assist in the managed migration of the Job Centre Plus operation into the Councils One Stop Shop by August 2014	Customer Access Strategy Quality Service Provision VFM	ACE (CS) / AD (ICT)	April 2014	August 2014	H	Jobcentre relocated successfully	None other than those already identified Additional support will be available from Jobcentre plus staff
Develop effective operational & liaison arrangements with the DWP		ACE (CS) CCM	June 2014	March 2015	H	Working practices agreed	
Continue to support Financial Inclusion Partners in particular WCC and Jobcentre Plus to promote and develop access opportunities as part of Local Strategic Partnership Agenda	Health and Well Being theme links Access theme links Improving Education and Aspiration Theme links	ACE (Solicitor to the Council) ACE (CS)	April 2014	March 2015	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
This will centre on potential projects around 1. Developing hubs 2. Improving Transport links 3. Promoting employment opportunities 4. Promoting Health Improvements							
Develop and increase awareness and use of the Multi Agency Referral Form	Customer Access Strategy Quality Service Provision	FI Manager	April 2014	March 2015	H	An increase in referrals between agencies	None other than those already identified

Action	Corporate Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
<p>Assist in embedding and supporting the ongoing development of B.O.B Community Hubs</p> <p>This will involve providing support via</p> <ul style="list-style-type: none"> • Promoting a variety of Community Focused Activities • Providing coordinated support to hub coordinators • Promoting the facilities and the technology within them • 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 B.O.B hubs</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>April 2014</p>	<p>March 2015</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>Meetings of Hub Coordinators held and reported</p> <p>Use of the facilities by communities making the facilities sustainable.</p> <p>Increased use of Video Conference Facility</p>	<p>A review of the dedicated resource to support hubs will be undertaken by March 2014 in terms of how or if this is provided after June 2014</p> <p>Work with Carol Musgrave (CAB) to assist in delivery of the ICT Hub champions project</p> <p>Work with Kushal Birla (WCC) to work together in delivery of services out of county run libraries</p> <p>Utilise the corporate access budget to support the hubs and volunteers</p>
<p>Review the ongoing need for temporary resource to support the development of the community hubs and make recommendations to Members on this matter</p>	<p>Customer Access Strategy</p>	<p>ACE (CS)</p>	<p>April 2014</p>	<p>May 2014</p>	<p>H</p>	<p>Review completed and reported to Members</p>	<p>Dedicated resource runs out in June 2014.</p> <p>If approved, the existing budget will need formalising.</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	ACE (CS) FI Manager	April 2014	March 2015	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 to determine the future approach around the commissioning and funding of advice services and complimentary activity	Customer Access	ACE (CS) FI Manager	April 2014	March 2015	H	An agreed approach to funding is agreed for advice activity Align help with the Troubled Families programme	The Councils welfare reform funding is currently helping to fund ongoing activity but this is likely to end for Credit Union and reduce for CAB activity by March 2015. The corporate CAB budget is due for review by March 2015.
Review the ongoing impact of the wider benefits, bailiff and revenues changes and recommend any structure / job role / policy changes having regard to the findings		ACE (CS) R&B Manager FI Manager, Customer Contact Manager	April 2014	March 2015	H	A decision by Members at board at the appropriate time of the year Structure changes will seek to be approved by December 2014	
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 2014	March 2015	H	A customer focused debt advice and information service being delivered and accessible to all residents	The Councils main funding is coordinated via the Community Development Division and Housing Division. Additional funds are available from WCC and the Big Lottery

Action	Community Plan Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work with other Councils and welfare agencies to continue to promote take up of Free School Meals, awareness of Welfare Reforms and other complementary activity in a collaborative way where possible	Quality Service Provision The Local Economy Health and Well Being	ACE (CS) F.I Manager / R&B Mgr	April 2014	March 2015	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	The FSM project started in 2013/14 will be completed by May 2014 Any future activity will have to be subject of a self financing model being developed with schools as piloted in NBBC
Continue to promote the Credit Union activity by providing an outlet facility via One Stop Shop and school banks Assist in identifying future funding streams and work opportunities Promote positive messages around affordable borrowing options	Customer Access Quality Service Provision	ACE (CS) / FI Manager	April 2014	March 2015	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 the Council, WCC or DWP. If awarded for 2014/15, these arrangements will be reviewed as part of the wider UC & LSSF discussions
Continue to promote fuel poverty messages with Public and Private Sector partners as well as the Housing Division / EHO	Quality Service Provision, Health and Well Being	ACE (CS) / AD (H) / FI Manager	April 2014	March 2015	M	Incorporate joined up messages in any targeted campaigns on website and in North Talk Action Plans agreed	Currently exploring how the impact of revised Central Government spending decisions will impact on agreed programme for 2014/15

Action	Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Work alongside Chapter One to determine ongoing delivery 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 2014	December 2014	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 2014/15.
Assist in identifying future funding streams with WCC and NHS		ACE (CS) FI Manager	April 2014	December 2014	H	Projects and activity will be agreed to support our welfare and health commitments	If refused, discussions will be undertaken with members to fund locally for a further year if necessary with a view to identifying alternative funding or activity around collection of existing bulky waste that hopefully will help deliver a cost neutral operation for the Council
Embed existing & identify new food suppliers		FI Manager	April 2014	March 2015	H		
Improve referral processes and agree joint projects to utilise food		FI Manager	April 2014	June 2014	H		
Review business case for the ongoing use of Experian data	Quality Service Prov'n Health and Well Being Customer Access	ACE (CS) FI Manager	April 2014	December 2014	M	Decision made	None than those identified
GENERATING INCOME TO REDUCE COSTS OF THE SERVICE							
Transfer of Housing Technical Support to the Systems Support Team	Quality Service Provision VFM	R&B Manager	June 2014	June 2014	H	Successful transfer of resource	The current resource will transfer
Review working practices to determine if workload of officer retiring in 2015 can be absorbed			July 2014	March 2015	H		

POLICIES AND PROCEDURES

Undertake Health & Safety audits in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2014	March 2015	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 2014	March 2015	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 2014	March 2015	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 2014	March 2015	M	Exercise completed in line with timetable	Build into existing work plans
Ensure actions from work force planning are in place	Quality Service Provision, Strategic Resource Management	R&B Mgr, CCM	April 2014	March 2015	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 2014	March 2015	H	Undertaken in line with programme	Deliver with agreed plan
Undertake annual staff survey	Quality Service Provision	ACE (CS)	October 2014	January 2015	H	Exercise completed in line with timetable	Build into existing work plans
Agree plan to act on any outcomes			February 2015	March 2015			
Ensure Invoices are paid on time (within 30 days)	Quality Service Provision	R&B Mgr, CCM	April 2014	March 2015	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 2014	March 2015	H	Exercises undertaken	None --. Reliant on data being shared voluntarily

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

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								
	<ul style="list-style-type: none"> Develop and seek approval for the 2015/16 – 2018/19 Information and Communications Technology Strategy. Ensure ICT Strategy actions are included in 2015/16 Service Plan 	Access to Services	LB/GH	Jul 14	Apr 15	High	Strategy Updated and Approved.	Resource requirements will be identified in the Strategy or any subsequent projects.
	<ul style="list-style-type: none"> Ensure ICT Strategy actions are included in 2015/16 Service Plan 	Public Services. Access to Services	LB/GH	Sep 14	Mar 15	High	Strategy reviewed and actions to progress included in Service Plan.	
Procurement Strategy								
	<ul style="list-style-type: none"> Ensure Procurement Strategy actions are included in 2015/16 Service Plan 	Public Services. Access to Services	LB/EC	Sep 14	Mar 15	High	Strategy reviewed and actions to progress included in Service Plan.	
Customer Access Strategy								
	<ul style="list-style-type: none"> Community Hubs <ul style="list-style-type: none"> Provide technical advice & support to existing hubs. Broadband <ul style="list-style-type: none"> Work with CSW Project Team on the BDUK project. Support Service's access ambitions. <ul style="list-style-type: none"> Help deliver Channel Strategy and Customer Access Projects. 	(CAS). Access to Services	NB/GH	Ongoing	Mar 15	Med	Support provided as agreed.	BDUK funding and Council Match funding.
	<ul style="list-style-type: none"> 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, Access to Services	LB	Apr 14	Mar 15	Med	Access projects achieve agreed aims.	Focus on high volume services, payments and services channel shift commitments.
		CAS/Public Services	LB/HH	Apr 14	Mar 15	Med	Online services promoted Use increased. Online Service report plan implemented.	

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

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
2. Standards and Policy – Development and Implementation								
	PSN (Gov. Connect) <ul style="list-style-type: none"> Investigate & plan for migration from current PSN connection to West Midlands PSN. Prepare for and submit the annual Code of Connection. 	ICT Strategy Policy, Govt requirement.	GH/NW	Sept 14	Mar 15	High	Required to move from GCSx and complete PSN CoCo during 2013.	Migration costs unknown.
		IS Policy, Govt Requirement.	NW/GH	Jun 14	Mar 15	High	Health check completed "high" issues resolved. CoCo approved.	Cost of compliance will depend on mandated security requirements
	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 14	Mar 15	Med	Raised awareness of data and information governance. Up to date data audit.	
3. Use of Information Technology – Development Programme								
EDRMS								
	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 14	Dec 14	Low	Processes improved.	
Website								
	<ul style="list-style-type: none"> Implement improvements as a result of 2014 "Better Connected" report. Continue to carry out content reviews and improvements for most used areas of the website. 	Access to Services	HH/ ChH	Jul 14	Nov 14	Low	Improvements identified & implemented. Learn from best practice.	
		Access to Services	HH/ ChH	Apr 14	Mar 15	Med	3 Areas reviewed in depth.	
GIS, LLPG & Street Naming & Numbering								
	LLPG Improvement Schedule <ul style="list-style-type: none"> Work to meet new National targets and improve LLPG data quality. Develop 2015/16 Improvement Plan/Schedule. 	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 15	High	Work to maintain "Achieving National Standard".	
		Data Quality (DQ) / Public Services	JS	Oct 14	Mar 15	Med	Improvement Plan produced.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> Support data matching work for Individual Electoral Registration. 	Data Quality (DQ) / Public Services	JS	Ongoing	Oct 14	High		Project Sponsor – David Harris.
	<p>GIS</p> <ul style="list-style-type: none"> Work to support Services GIS/LLPG needs. 	Data Quality (DQ) / Public Services	JS	Ongoing	Mar 15	Med	Project completed to meet agreed Service needs.	
	<ul style="list-style-type: none"> INSPIRE – provide data as required for national INSPIRE project 	Access to Services Environment	JS		Mar 15	Med	Requests for data fulfilled.	
	<ul style="list-style-type: none"> Work on BRE Household Energy Efficiency Project – Piloted on Atherstone. 	Data Quality (DQ) / Public Services	JS	Jul 14	Mar 15	Med	Provide data needed by Private Sector Homes Team.	Project sponsor - David Baxendale.
	Service Specific Projects							
	<p>Contact Centre – CRM Contract</p> <ul style="list-style-type: none"> Work with Customer Services and Service Divisions to further develop the CRM. 	Access to Services	HH	Ongoing	Sept 14	High	Solution implemented to meet the needs of the Council.	
	<p>CRM Reporting</p> <ul style="list-style-type: none"> Work with Customer Services to develop the reports needed. 	Access to Services	CH/MV	Apr 14	Dec 15	Med	Reports needed by Contact Centre and Services produced.	Crystal Reports Training provided 13/14.
	<p>e-payments</p> <ul style="list-style-type: none"> Continue to improve and increase online payment for services. 	Access to Services	LS/HH	Apr 14	Mar 15	Med	Improved e-payments. Reduced Cheque and Cash payment.	
	<p>Housing – Open Housing Modules</p> <ul style="list-style-type: none"> Assist with the technical implementation of new modules. 	Housing Service Plan	LS/GH	Jul 14	Mar 15	Med	Technical implementation of new modules.	Housing Capital
	<p>Upgrade Business Application</p> <ul style="list-style-type: none"> Upgrade applications to meet upgrade cycles and user needs. 	Public Services / ICT Strategy	LS/CH	Ongoing	Mar 15	High	IBS , Academy, Total, Payments, ILAP (planning).	
	<p>Revenues and Benefits</p> <ul style="list-style-type: none"> Assist with the technical implementation of BECS as needed. 	Community Services Service Plan.	LS	Apr 14	TBC	Med	BECS form implemented.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	Small Application Support • Support and develop existing small database applications e.g. licensing	Public Services	MV	Ongoing	Mar 15	Med	Systems supported and agreed developments completed.	
	Leisure System • Work with Leisure Services on the tender, selection and implementation of a new system.	Leisure Services	GH	Ongoing	TBC	High	System implemented and advantage taken of functionality improvement	Capital Budget in programme.
4. Use of Information Technology – Technical and Infrastructure Improvements								
	Desktop Hardware & software • Complete the upgrade to Microsoft Office 2010.	Public Services	NB/MV/ TB	Ongoing	Sept 14	Med	Client software upgraded.	
	• Ensure staff have adequate PC's and ICT equipment for their roles.	Public Services / ICT Strategy	NB/MV	Jul 14	Mar 15	High	ICT hardware replaced in line with ICT strategy.	Capital and Revenue Budgets.
	Citrix • Investigate and implement changes required to Citrix environment.	Public Services / ICT Strategy/ Home working/BC	CH	Apr 14	Sep 14	Med	Citrix environment robust and efficiently licensed.	Capital and Revenue Budgets.
	Unified Communications • Investigate how Mitel and Email can be used together to increase functionality and productivity.	Public Services / ICT Strategy	NW/NB /CH?	Jul 14	Mar 15	Low	Options identified and implemented if cost effective.	
Accommodation project								
	New Server Room • Work with contractors to deliver a new server room with appropriate cooling and power.	Carbon Reduction /ICT Strategy	NW/GH	Ongoing	Jul 14	High	New server room complete. Energy use reduced.	Build and cooling part of Accommodation Project.
	IT and Telecomm Cabling • Ensure cabling requirements for Phase 2 and 3 are identified and provided by contractors.	Public Services/ICT Strategy	GH/NB	Ongoing	Jul 14	High	Requirements defined. Cabling installed to requirements.	Part of Accommodation Project Funding.
	• Ensure BT services are moved to fit in with new server room layout.	Accommodation/ ICT Strategy	GH/NB	TBC	Jul 14	High	Required BT lines & services moved.	Capital and Revenue Budgets.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	Virtualisation • Review virtual environment and virtualize appropriate servers.	Accommodation, Carbon Reduction ICT Strategy	NW/GH	Jul 14	Sep 14	Med	Residual Servers virtualised if appropriate.	
	Network • Implement remaining network switches during Phase 2 and 3 and for OBH.	Public Services/ICT Strategy	NW	Ongoing	End of Accom Proj.	High	Switches & network finally commissioned with minimal disruption.	Funded in 2013/14
	Partners • Work with partners coming into the building on telephony and network requirements.	Public Services/ICT Strategy/Business Continuity	GH/NW	Ongoing	End of Accom Proj.	High	IT and Comms facilities provided for partners. Ensure security is maintained for NWBC.	
	Mitel VOIP telephone system • Implement telephony for Phase 2 & 3 and OBH. • Decommission old telephone system	Public Services/ICT Strategy	NW/JT TB	Ongoing	End of Accom Proj.	High	Mitel available in new locations. Handset training as needed. Old system replaced.	Funded 2013/14
	Telecomms and Call routing • Investigate options for providing incoming and outgoing call capacity to identify if we can provide resilience and reduce costs.	Public Services/ICT Strategy/Business Continuity	GH	Jul 14	Dec 14	Med	Options including SIP investigated. Implemented if more resilient & reduces cost.	May need to be funded as "Invest to Save".
	Office Decant • Ensure ICT and telephony services are available to staff during project.	Accom. Project	GH/NB/ MV/NW	Ongoing	End of Accom. Proj.	High	Access to telephones and ICT systems maintained.	
5. Procurement								
	E-procurement - TOTAL • Provide training, advice and support for use of TOTAL for procurement.	Public Services / Proc. Strategy	TF/JH	Ongoing	Mar 15	Med	Training provide on request. .	
	E-procurement – In-Tend • Train users and complete the roll-out of the In-tend e-tendering solution.	Public Services / Proc. Strategy	EC	Ongoing	Sep 14	High	Service users trained. In-tend implemented. Used for Tenders and some quotes.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<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 15			
	<p>Contracts & Suppliers</p> <ul style="list-style-type: none"> Migrate Contract Register to In-tend and maintain it & the forward plan. Work with Refuse to set-up Mixed Materials/Paper Framework Work with services to let Contracts due or needed in 2014/15 e.g. :- <ul style="list-style-type: none"> Housing Contracts Streetscape Contracts 	Public Services / Procurement Strategy	LB/EC	Jul 14	Nov 14	High	In-tend Register live. Procurement forward plan produced.	
		Streetscape Proc. Strategy.	EC	Apr 14	Sep 15	High	Replacement of current short term contract.	
		Public Services / Procurement Strategy	EC	Apr 14	Mar 15	High	Compliant contracts let and used. LIST OF CONTRACTS TO BE CONFIRMED.	
	<p>Savings</p> <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 14	Mar 15	High	Opportunities identified Savings achieved and reported.	
	<p>Advice and Compliance</p> <ul style="list-style-type: none"> Provide procurement advice to services and work with them to ensure compliance with Contact Standing Orders. 	Public Services / Procurement Strategy	EC/TF /JH	Ongoing	Mar 15	High	Effective and compliant procurement.	In-house advice and guidance provided.
	<p>Federation of Small Businesses Charter</p> <ul style="list-style-type: none"> Work to implement the FSB Charter. 	Economic Development/ Procurement Strategy	EC	Ongoing	Dec 14	Med	Measures to help comply with the FSB charter identified and if approved implemented.	
	<p>Contract Standing Orders</p> <ul style="list-style-type: none"> Review and if required amend CSO's to account for EU Regulation Changes and Federation of Small Business Charter. 	Public Services / Procurement Strategy	EC/LB	Jun 14	Mar 15	Med	Up to date CSO's. Standing Orders reviewed with regard to working with Small Businesses.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
6. Printing and Copying								
	Printer and Copier Provision <ul style="list-style-type: none"> Review the need for print room cover and ensure appropriate arrangements are in place. Establish print room facility in decant and then permanent location. 	Quality of Service	JH/EC	Jul 14	Oct 14	Med	Cover provided to meet service needs.	
		Public Services / Quality of Service	JH/EC	Phase 3 Accom. Proj	End of Accom. Proj.	High	Print service relocated and service maintained.	
7. Central Services								
	Administrative Reviews <ul style="list-style-type: none"> Reviews (systems thinking) for admin processes as required:- <ul style="list-style-type: none"> Land Charges Other areas of C/S work 	Public Services	PM / SS	Apr 14	Mar 15	Low	Ensure support services are provided efficiently and effectively.	Focused reviews, resources permit.
	Post <ul style="list-style-type: none"> Continue to work to reduce unnecessary incoming post. Review the amount of enveloping done and investigate options for automation. Encourage staff to adopt alternative forms of communication if appropriate. 	Public Services	SS	Ongoing	Dec 14	Med	Reduce unnecessary work on post sorting and distribution.	Efficiencies and savings to be generated if possible.
		Public Services	PM/SS/CH	Jul 14	Dec 14	Low	To be decided after investigation.	
		Public Services	PM/SS	July 14	Mar 15	Med	Reduction in outgoing post or alternative methods used.	
8. Communications and Public Relations								
	Local Media <ul style="list-style-type: none"> Maintain positive relations with local media through proactive news items and appropriate reactive statements as needed. 	Access to Services Consultation and Communication	KB	April 14	Mar 15	High	Number of positive media stories.	Training in media skills for officers.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	north talk • To produce three editions of North Talk part funded through sponsorship and advertising	Consultation and communication All priorities.	KB	Apr 14	Mar 15	High	Three editions produced & distributed. Readers' survey	Contributions from NWCP. Additional or special editions depend upon funding.
	Communications Campaigns • Help identify, plan & deliver joined-up/focused campaigns to support Council and Divisional Priorities.	Consultation and communication All priorities.	KB	Apr 14	Mar 15	Med	Aim for 2/3 campaigns. Channel Shift / Online services priority for Spring 2014.	Funding to be identified as part of any campaign plan.
	NW Community Partnership • To support communications activity of the North Warwickshire Community Partnership including promoting news within North Talk.	Access to Services Consultation and communication	KB	Apr 14	Mar 15	Med	Number of positive items in local press, north talk & websites	Funding to contribute towards north talk
	Warwickshire Comms Group • Represent North Warwickshire on and support countywide comms. activity as agreed by the Heads of Communications Group.	Access to services Consultation and communication	KB	Apr 14	Mar 15	Med	Number of Publicity campaigns	
	Communications Group • Establish and facilitate the work of a corporate Communications Group	Consultation and communication	LB, KB	Ongoing	Mar 15	High	Group running effectively	
	• To put forward proposals for improving communications and help implement agreed proposals.	Consultation and communication	LB/KB/HH	Apr 14	Mar 15	Med	Proposals put forward for comms improvement and implemented as agreed.	
	• Produce and seek approval for annual Communication Plan and oversee its delivery.	Consultation and communication	LB/KB	Apr 14	Mar 15	High	Tasks agreed and completed.	
	Internal Communications • To produce Insider the Council's staff newsletter, six times per year in electronic and paper formats.	Consultation and communication	KB	Apr 14	Mar 15	High	Six editions produced Readers' survey	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
	<ul style="list-style-type: none"> To produce the weekly Mid Week email for all staff and general communications to staff as needed (e.g. Accom. Project updates) 	Consultation and communication	KB	Apr 13	Mar 14	High	Weekly emails circulated. Specific items and issues circulated.	
9. Community Plan, Corporate Plan, Vision & Political Priorities								
Accommodation Project								
	<ul style="list-style-type: none"> Provide the support needed from the Division for the project. 	Corp Plan / Public Services	LB/EC GH/PM/ KB	Ongoing	Jul 14	High	Resource and advice provided as needed.	To be identified as part of the Accommodation Project.
10. External Assessment and Audit (Internal and External)								
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 14	Mar 15	High	Reports prepared and well informed scrutiny exercises carried out.	
Audit (Internal and Computer)								
	<ul style="list-style-type: none"> Ensure we implement agreed recommendations from audits. 	Public Services	GH/LB	Apr 14	Mar 15	Med	Recommendations actioned as agreed.	
	<ul style="list-style-type: none"> Support the 14/15 ICT Audit Plan <ul style="list-style-type: none"> Areas to be identified with Internal Audit. 	Public Services	GH/LB	Apr 14	Mar 15	High	Score => Adequate Management responses provided and actioned.	Any cost identified as part of agreeing recommendations.
	<ul style="list-style-type: none"> Support planned Internal Audits. ...to be identified. 	Public Services	LB	Apr 14	Mar 15	Med	Score => Adequate. Mgmt response actioned.	Cost identified as part of recommendations.
11. Value for Money Review and Services Improvement								
Systems Thinking Reviews								
	<ul style="list-style-type: none"> Provide staff to support System Thinking reviews as detailed in plan. 	Public Services.	LB	Ongoing	Mar 15	Med	Appropriate resource provided to facilitate or participate in reviews.	Resource availability may be restricted due to high priority Accommod related projects.
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	Ongoing	Jul 14	High	Review complete and improvements implemented.	
	<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.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
12. Performance Management and Indicators (Local and National)								
	<ul style="list-style-type: none"> Produce and report on agreed Service Performance Indicators. 	Public Services	LB/GH	Apr 14	Mar 15	High	Performance against indicators identified.	
13. Risk Management								
	Service & Operational risks. <ul style="list-style-type: none"> Formally review Risks assessments and update containment plans. 	Public Services	GH/EC/ LB/PM	Sep 14	Dec 14	Med	Updated risks and mitigation.	
14. Business Continuity, Disaster Recovery and Emergency Planning								
	IT Disaster Recovery (DR) <ul style="list-style-type: none"> Test ICT DR for priority services. 	Public Services, ICT Strategy.	GH/NB	Dec 14	Mar 15	Med	Successful test & plan updated.	
	Business Continuity <ul style="list-style-type: none"> Ensure sections BC and DR plans up to date and communicated. 	Public Services	EC/GH/ LB/PM	Oct 14	Mar 15	High	BC / DR plans in-place and relevant staff aware of responsibilities.	
	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 14	Mar 15	High	Provide support in a variety of ways. Attend Warks Resilience Forum and Telecomms group.	
15. Health and Safety								
	<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 14	Mar 15	High	Up to date assessments & reviews on HARRIET. Actions completed.	
	<ul style="list-style-type: none"> Chair H&S Working Party 	Health and Safety	LB	Apr 14	Mar 15	High	Meetings take place and actions progressed.	
16. Skills & Awareness								
	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 14	Feb 15	Med	Raised awareness of Division's services. Staff understand and comply with processes.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2014/15

Ref	Action	Contributes to...	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications & Cost
17. Divisional Skills Development & Staff Survey Issues								
	Divisional Skills • Ensure the development and delivery of Sections' Training Plans	Public Services	GH/EC/PM	Jul 14	Mar 15	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
	Divisional Sickness levels • Monitor and aim to reduce	Public Services	LB	Apr 14	Mar 15	Med		
	2013 staff survey results. • Implement any areas for improvement in 2013 Survey.	Public Services	LB/EC/GH/PM	Sep 14	Mar 15	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
	Workforce Planning • Implement areas identified in 14/15 Plan & update plan as required.	Public Services	LB	Apr 14	Jan 15	High	Plan updated. Impacts understood and level of service maintained.	Savings through flexible retirement. Duties covered as needed.
18. Partnership Working								
	Procurement Network • Ensure we are part of an effective Procurement Network.	Public Services.	EC/LB	Apr 14	Mar 15	Low	Worc / Works meetings. CSW joint working. Savings made.	
19. Shared Service Agenda								
	Shared Service Opportunities • Investigate and where appropriate implement collaboration initiatives.	Public Services	LB	Apr 14	Mar 15	Med	Any initiative identified must deliver quantifiable benefits.	Resources included in any business cases produced.
20. Environment								
	Procurement • Include Environment/sustainability criteria in relevant procurements.	Environment	EC/TF/JH	Apr 14	Mar 15	Med	Criteria included. Impact monitored and reported.	
	Server Room and Virtualisation • Reduce energy use through virtual environment and the new cooling.	Environment Climate change reduction.	GH	Ongoing	Jul 14	Med	Less energy used and better control and monitoring of use.	

**NORTH WARWICKSHIRE BOROUGH COUNCIL
INTERNAL AUDIT SERVICE
SUMMARY ACTION PLAN FOR SERVICE PLAN 2014-15**

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

Agenda Item No 9

Resources Board

27 January 2014

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 2014/15

1 Summary

- 1.1 The report covers the fees and charges for 2013/14 and the proposed fees and charges for 2014/15.

Recommendation to the Board

That the schedule of fees and charges for 2014/15, 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 2014/18, which included an allowance for price increases of 2.5% equating to £900 additional income.

4 Fees and Charges proposed for 2014/15

- ... 4.1 Attached at Appendix A for the Board's consideration are details of present and proposed fees and charges for the financial year 2014/15. Some prices have been increased by 2.5% in line with the budget strategy for 2014/18 as agreed by Executive Board in September 2013, while parking penalties, dog fouling, litter penalties and register of electors sales have remained at 2012/13 levels. In addition there is a small realignment of fees on court costs to reflect the actual levels proposed. The amounts shown have already been included in the revenue estimates for 2014/15.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 The pricing structure contained within this report will contribute £520 to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2014/15 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 2014

	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£	£	
REGISTER OF ELECTORS			
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)	11.20	11.50	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	2.30	2.40	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
UNADOPTED STREETS AND CAR PARKS			
Builders' skip permits	25.00	26.00	Exempt
Scaffolding/hoarding permits (for a period up to and including 1 month)	105.00	108.00	"
Vehicular access crossing	75.00	77.00	"
Licence agreement for temporary possession	310.00	318.00	"
Licensors surveyor's fee and legal costs	50.00	51.00	"
STREET WORKS LICENCE			
Inspection fee (per opening)	150.00	154.00	Exempt
Administration fee to process application	300.00	308.00	"
ROAD CLOSURES			
Commercial organisations	Cost of advert	Cost of advert + 15% admin. Charge	Exempt
Town/parish councils	50% of cost of advert + 15% admin. Charge	50% of cost of advert + 15% admin. Charge	Exempt
Charities and non profit making bodies	Free	Free	Exempt

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD
FEES AND CHARGES FROM 1 APRIL 2014

	2013/14 CHARGE	2014/15 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)	105.00	100.00	Outside Scope
FAILURE TO NOTIFY A CHANGE TO A COUNCIL TAX REDUCTION	70.00	70.00	Outside Scope
FAILURE TO NOTIFY A CHANGE AFFECTING HOUSING BENEFIT	50.00	50.00	Outside Scope
BOROUGH CARE			
Charge for service users under 62 years not in receipt of low income subsidy (per week)	4.30	4.40	Incl. VAT at Standard Rate
Monitoring only service (existing customers only-per year)	73.00	74.80	"
REMOVAL OF ABANDONED VEHICLES (from private land)		service now free of charge unless there are prohibitive difficulties	
RODENT CONTROL (commercial premises)	Case Specific	Case Specific	Plus VAT at Standard Rate
Initial treatment and revisit			
PEST CONTROL (domestic premises)			
Fleas,bedbugs,cockroaches etc.	46.70	48.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits.	23.40	24.00	"
Wasps' Nests-subject to service capacity	40.00	48.00	Incl VAT at Standard Rate
Residents in receipt of income related supplementary benefits	23.40	24.00	Incl VAT at Standard Rate
Rats and mice			
Rats in domestic premises	Free	Free	Incl VAT at Standard Rate
Mice only (this fee has to be paid by debit/credit card in advance of treatment)	28.00	28.70	"
Mice only- residents in receipt of means tested benefits or in receipt of a pension	Free	Free	"
STRAY DOGS			
Plus £xx per dog, per day plus vets' fees and fouling fines (or the current Kennel daily rate)	48.80	50.00	Outside Scope
	11.00	11.30	"
DOG FOULING PENALTIES (Statutory)	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"
LITTERING PENALTIES (Fixed charge)	80.00	80.00	Outside Scope
If paid within 7 days	50.00	50.00	"

**Report of the
Deputy Chief Executive**

**General Fund Revenue Estimates
2014/15 - Services Recharged
Across All Boards**

1 Summary

- 1.1 This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

Recommendation to the Board

- a To accept the revised budget for 2013/14; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2014/15, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 11 February 2014.**

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 Report

3.1 Introduction

- 3.1.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2014/15 and this, together with a revised budget for 2013/14, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2012/13 are shown.

- 3.1.2 At its meeting in September 2013, the Executive Board agreed the budget strategy for 2014-2018 which required savings of £2.03 million over a four year period. This required budget savings of £500,000 in 2014/15 with additional savings of £630,000, £500,000 and £400,000 in 2015/16, 2016/17 and 2017/18 respectively. No provision for growth was built into the strategy.

- 3.1.3 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 been incorporated into the estimates being considered and are shown in Appendix D.

3.1.4 Board requirements have been prepared, taking into account the following assumptions:

- No increase in the level of service except where Council approval has already been given
- A 2% pay award for 2014/15 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2017/18
- No general provision for inflation has been included for 2014/15 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 2.50% has only been given in alternate years within supplies and service budgets, in order to encourage efficiencies in procurement.

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

	Approved Budget 2013/14 £	Revised Budget 2013/14 £	Original Budget 2014/15 £
Employee Costs	8,080,080	7,841,620	8,212,090
Premises	495,170	503,170	495,150
Supplies and Services	838,880	866,640	785,450
Transport	740,650	732,330	725,130
Earmarked Reserves	0	(33,270)	(6,920)
Gross Expenditure	10,154,780	9,910,490	10,210,900
Income	(66,940)	(74,270)	(53,600)
Net Controllable Expenditure	10,087,840	9,836,220	10,157,300
Recharged to Other Services	(12,563,920)	(12,286,240)	(12,559,790)
Support Charges	1,847,280	1,835,400	1,837,770
Capital Charges	628,800	614,620	564,720
Net Expenditure	0	0	0

4 Capital Charges

4.1 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. Included within the services of this Board are Council Offices, Depot and Stores, vehicles and IT equipment. 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.

5 Comments on the 2013/14 Revised Budget

5.1 The revised budget to be recharged across all Boards for 2013/14 is estimated to be £12,286,240; a decrease of £277,680 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have decreased by £238,460 and the main variations are as follows:

	£
Increase in agency staffing budgets to cover vacant posts, maternity and sickness	86,550
Increase in employers liability insurance	15,280
Increase in overtime budgets to cover vacant posts, maternity and sickness	10,710
Lease car lump sum allowances (savings in staff car budgets)	6,560
Increase in essential user car lump sum allowances	6,430
Increase in recharged salaries from the Facilities Management Section	5,080
Training budget transferred to service budgets elsewhere	(9,680)
A lower superannuation rate than expected by 0.2%	(11,150)
A lower pay award than assumed in the budget, from 2% to 1%	(74,630)
Reduction in salaries resulting from staffing changes (deleted posts, re-grades, changes to hours, vacant posts, sickness and maternity)	(277,320)
TOTAL	(242,170)

5.3 **Premises** budgets have increased by £8,000. There are a number of smaller changes but the significant one is a £10,000 increase within Building Maintenance. This increase covers works at Innage Park Industrial Unit to create a Food Bank facility. These costs were met by a matching contribution which is shown in earmarked reserves below.

5.4 **Supplies and Services** have increased by £27,760 and the main variations are as follows:

	£
Increase in software maintenance charges, largely relating to benefits system changes (funded from reserves and/or income)	31,600
Increase in vehicle repair materials	28,940
One-off increase in professional fees (e Tendering and Website development) within Information Services (part funded by grant from Improvement and Efficiency West Midlands (IEWM) and a contribution from Nuneaton and Bedworth Borough Council)	6,750
One-off increase in customer contact software charges as old and new systems were running concurrently for part of the year	6,170
Increase in postal charges, largely related to the benefits service and increased number of reminders and summonses. Income related to debt recovery and overpayments easily exceeds this increase	5,820
One-off increase in professional fees within Financial Services to cover specialist VAT advice and IT support	3,420
Decrease in computer insurances	(6,490)
Decrease in professional fees within Streetscape as posts previously covered by Nuneaton and Bedworth BC have now been filled internally and/or by agency staff	(46,170)
TOTAL	30,040

5.5 **Transport** budgets have decreased by £8,320 and the main variances are shown below:

	£
Increase in vehicle fuel due to bringing both the Kerbside Recycling and Road Sweeper contracts in-house (part year)	12,560
Increase in TomTom system costs due to an additional annual fleetcheck licence, RPI inflation (higher than expected) and an additional Tom Tom for the Road Sweeper	3,300
Increased costs on tyres, vehicle insurance and road fund licence due to bringing both the Kerbside Recycling and Road Sweeper contracts in-house (part year)	5,780
Decrease in staff travel costs	(8,130)
Reduction in lease cars arising from vacant posts, deleted posts and the winding down of the scheme	(22,090)
TOTAL	(8,580)

5.6 The movement in **earmarked reserves** has changed by £33,270, due to the following;

	£
Contribution towards Food Bank at industrial units	(10,000)
Contributions towards benefits related software	(23,270)
TOTAL	(33,270)

5.7 The increase in **income** of £7,330 arises mainly from the following;

	£
Reduction in legal fee income	8,090
Loss of income from Warwickshire County Council as they have vacated the Council Offices during the accommodation project	6,700
Contribution from Improvement and Efficiency West Midlands and Nuneaton and Bedworth Borough Council towards e-tendering work and website development	(5,000)
Contributions from Access to Work towards staffing support (Atherstone Leisure Complex)	(5,510)
Contributions from Department for Work and Pensions towards benefits software changes	(13,680)
TOTAL	(9,400)

5.8 **Departmental and central support** charges have decreased by £11,880. This is due to the effect of deleted, frozen and vacant posts; the reduced pay award and the slightly lower increase in the superannuation rate.

5.9 Lastly, **capital charges** have reduced by £14,180. The major change is a reduction in staff car leasing costs of £21,250 which is offset by an increase in IT depreciation charges.

6 **Comments on the 2014/15 Estimates**

6.1 The original budget to be recharged across all Boards for 2013/14 is estimated to be £12,559,790; an increase of £273,550 on the 2013/14 revised budget and a decrease of £4,130 on the 2013/14 original budget.

6.2 **Employee costs** have increased by £370,470 and the main variations are as follows:

	£
An increase in salaries following the reinstatement of vacant posts, the removal of savings from sickness and maternity absence, offset by some reductions from deleted posts	199,150
The impact of budget provision for a 2% pay award	144,930
An increase in the superannuation rate from 18% to 19%	51,970
An increase in lease car lump sum allowances, reflecting further reductions in the staff car scheme	43,030
Reinstatement of training budgets transferred out in 2013/14	9,680
Removal of the accounting adjustment for pension costs	(3,760)
Decrease in overtime budgets	(5,340)
Decrease in recharged salary allocations	(19,200)
Decrease in agency staff, reflecting the budget provision for full establishment	(50,880)
TOTAL	369,580

6.3 **Premises** budgets have decreased by £8,020 due to the following;

	£
Inflation on maintenance contracts and utilities	7,180
Reduction in building maintenance arising from the sale of The Arcade	(5,330)
Removal of the one-off increase in building maintenance for the food bank	(10,000)
TOTAL	(8,150)

6.4 The reduction in **supplies and services** of £81,190 arises mainly from the following changes;

	£
Inflation on software maintenance contracts	6,620
Reduction in equipment budgets (IT, Housing and Transport)	(2,150)
Further decrease in professional fees within Streetscape, being the full year effect of posts previously covered by Nuneaton and Bedworth BC now being filled internally	(6,030)
Decrease in benefits software maintenance	(8,690)
Decrease in one-off professional services budgets	(16,340)
Expected decrease in vehicle repair materials (Refuse)	(19,130)
Removal of one-off software budgets	(31,600)
TOTAL	(77,320)

6.5 The decrease in **transport** of £7,200 is accounted for by the following;

	£
Increase in vehicle fuel to cover expected price rises and increased mileage resulting from an increase in vehicle numbers	50,810
Increase in hired transport budgets to cover servicing and repairs of the road sweeper	2,960
Reduction in staff car vehicle insurance	(6,100)
Further reductions in lease car budgets	(55,830)
TOTAL	(8,160)

6.6 The use of **earmarked reserves** has changed by £26,350 as most of the transfers from reserves have been taken out. The only remaining item is the use of a reserve to fund the last year of a contribution to a benefits software development fund.

6.7 The reduction in **income** of £20,670 arises mainly from the following items;

	£
Removal of contributions from Department for Work and Pensions towards benefits software changes	13,680
Removal of contribution from Improvement and Efficiency West Midlands and Nuneaton and Bedworth Borough Council towards e-tendering work and website development	5,000
Reduction in employee contributions towards leased cars	3,800
TOTAL	22,480

6.8 **Departmental and Central Support** have increased by £2,370.

6.9 **Capital charges** have decreased by £49,900 with the major factor being a significant decrease of £49,720 in staff car leasing budgets.

7 Growth Items

7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2013 by the Executive Board. There is one growth item relating to the services covered by this report relating to the change from a free payroll service provided by Warwickshire County Council to a fee paying service of £15,500. This is not currently included in the figures contained within this report.

8 Income

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

9 Risks to Services

9.1 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

- Additional and unforeseen expenditure that might be incurred during the accommodation project
- 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
- Auto enrolment leading to increased membership of the pension scheme and higher employer pension contributions

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

10 Future Year Forecasts

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2014/15. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2015/16 £	Forecast Budget 2016/17 £	Forecast Budget 2017/18 £
Employee Costs	8,489,520	8,714,450	8,942,660
Premises	500,200	505,400	510,810
Supplies and Services	799,350	806,220	827,190
Transport	640,460	627,000	640,550
Earmarked Reserves	0	0	0
Gross Expenditure	10,429,530	10,653,070	10,921,210
Income	(43,980)	(44,410)	(45,530)
Net Controllable Expenditure	10,385,550	10,608,660	10,875,680
Recharged to Other Services	(12,728,840)	(12,981,130)	(13,293,690)
Support Charges	1,866,100	1,900,570	1,946,110
Capital Charges	477,190	471,900	471,900
Net Expenditure	0	0	0

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2015/16 to 2017/18, increases in contracts of 3% each year and general increases in supplies and services of 2.5%, 0% and 2.5%. In total, net expenditure is expected to increase by 1.35% in 2015/16, by 1.98% in 2016/17 and by 2.41% in 2017/18.

10.3 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.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

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

11.3 Risk Management Implications

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

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 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
Various	Chief Executive	217,119	229,580	203,370	205,970
Various	Deputy Chief Executive	4,185,855	4,382,410	4,252,530	4,411,410
Various	Assistant Chief Executive (Community Services)	1,304,230	1,318,090	1,301,880	1,312,140
Various	Assistant Chief Executive and Solicitor to the Council	1,311,458	1,363,490	1,276,800	1,343,660
3006-3039	Building Maintenance Fund	239,754	211,080	212,630	206,760
3040-3041	Council Offices	299,572	302,210	310,890	315,300
3043	Central Telephones	35,100	37,670	35,300	38,010
3045	Recruitment	24,181	22,380	22,910	23,250
3046	Printing and Stationery	71,724	69,150	71,040	70,250
3047	Training	20,599	90,310	29,500	91,080
3048	Depot and Stores	71,222	69,620	70,430	70,900
3110	Postal Services	80,359	69,980	74,260	72,150
3226	Central Services	271,651	285,000	285,310	288,040
3290	Information Services	864,047	862,440	857,850	866,370
3291	Procurement	64,440	65,900	65,920	67,410
3292	Staff Welfare	13,714	16,980	17,590	15,880
3300	Transport Management Account	705,311	691,550	748,010	758,720
	Net Controllable Expenditure	9,780,335	10,087,840	9,836,220	10,157,300
	Recharge to Services	(12,230,253)	(12,563,920)	(12,286,240)	(12,559,790)
	Departmental Support	17,418	14,740	15,800	9,930
	Central Support	1,838,169	1,832,540	1,819,600	1,827,840
	Capital	643,047	628,800	614,620	564,720
	Resources Board (Recharged) Total	48,716	-	-	-

Resources Board Summary

Description	Approved Budget 2013/14 £	Revised Budget 2013/14 £	Original Budget 2014/15 £
Totals - Recharged Services	-	-	-
Totals - Services Remaining	3,367,160	2,892,780	2,952,010
Central Vacancy Factor	(80,000)	-	(80,000)
FRS17 Pension Adjustments	(251,130)	(247,350)	-
Use of Earmarked Reserves	-	-	-
Resources Board Total	3,036,030	2,645,430	2,872,010

VARIOUS - CHIEF EXECUTIVE

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	207,043	219,900	196,430	202,560
Supplies and Services	2,892	2,960	2,760	2,760
Transport Related Expenditure	7,184	6,720	4,180	650
NET CONTROLLABLE EXPENDITURE	217,119	229,580	203,370	205,970
Recharged to Services	(251,092)	(265,340)	(240,490)	(243,830)
Central Support	31,200	32,450	34,180	34,920
Capital Charges	2,773	3,310	2,940	2,940
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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	3,916,308	4,093,670	4,025,270	4,222,050
Supplies and Services	150,154	171,210	128,730	113,490
Transport Related Expenditure	131,927	118,540	104,790	83,720
Miscellaneous Expenditure	275	-	-	-
Earmarked Reserves	(9,790)	-	-	-
GROSS EXPENDITURE	4,188,874	4,383,420	4,258,790	4,419,260
GROSS INCOME	(3,019)	(1,010)	(6,260)	(7,850)
NET CONTROLLABLE EXPENDITURE	4,185,855	4,382,410	4,252,530	4,411,410
Recharged to Services	(4,981,178)	(5,179,430)	(5,044,340)	(5,203,100)
Central Support	732,082	719,510	715,190	715,070
Capital Charges	63,241	77,510	76,620	76,620
NET EXPENDITURE	-	-	-	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	1,221,688	1,292,490	1,205,060	1,290,680
Premises Related Expenditure	160	-	-	-
Supplies and Services	23,158	25,040	22,950	22,940
Transport Related Expenditure	74,870	68,990	63,480	45,360
Miscellaneous Expenditure	346	-	-	-
Earmarked Reserves	9,089	-	-	-
GROSS EXPENDITURE	1,329,311	1,386,520	1,291,490	1,358,980
GROSS INCOME	(17,853)	(23,030)	(14,690)	(15,320)
NET CONTROLLABLE EXPENDITURE	1,311,458	1,363,490	1,276,800	1,343,660
Recharged to Services	(1,548,816)	(1,606,220)	(1,512,990)	(1,586,090)
Central Support	218,355	218,770	211,840	218,080
Capital Charges	19,003	23,960	24,350	24,350
NET EXPENDITURE	-	-	-	-

VARIOUS - ASSISTANT CHIEF EXECUTIVE (COMMUNITY SERVICES)

This includes the Revenues and Benefits and Customer Contact budgets.

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	1,200,669	1,214,250	1,202,570	1,228,620
Supplies and Services	128,902	85,610	118,770	76,960
Transport Related Expenditure	25,782	18,230	17,490	13,480
Miscellaneous Expenditure	142	-	-	-
Earmarked Reserves	(51,265)	-	(23,270)	(6,920)
GROSS EXPENDITURE	1,304,230	1,318,090	1,315,560	1,312,140
GROSS INCOME	-	-	(13,680)	-
NET CONTROLLABLE EXPENDITURE	1,304,230	1,318,090	1,301,880	1,312,140
Recharged to Services	(1,679,427)	(1,701,560)	(1,704,570)	(1,719,090)
Departmental Support	2,640	2,640	-	-
Central Support	329,113	332,530	349,450	353,710
Capital Charges	43,444	48,300	53,240	53,240
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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	37,781	27,080	28,630	29,320
Premises Related Expenditure	172,938	183,840	192,610	177,280
Supplies and Services	5,640	160	1,390	160
Miscellaneous Expenditure	1,333	-	-	-
Earmarked Reserves	22,062	-	(10,000)	-
NET CONTROLLABLE EXPENDITURE	239,754	211,080	212,630	206,760
Recharged to Services	(274,980)	(247,420)	(248,170)	(243,380)
Central Support	35,226	36,340	35,540	36,620
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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	53,562	56,560	56,670	55,630
Premises Related Expenditure	250,264	251,520	250,250	257,200
Supplies and Services	18,211	16,170	18,370	17,140
GROSS EXPENDITURE	322,037	324,250	325,290	329,970
GROSS INCOME	(22,465)	(22,040)	(14,400)	(14,670)
NET CONTROLLABLE EXPENDITURE	299,572	302,210	310,890	315,300
Recharged to Services	(482,639)	(492,710)	(481,050)	(485,100)
Central Support	121,902	126,540	108,680	108,320
Capital Charges	109,881	63,960	61,480	61,480
NET EXPENDITURE	48,716	-	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m2)	3,855	3,855	3,855	3,855
Expenditure per square metre	£137.84	£127.81	£124.79	£125.84

3043 - CENTRAL TELEPHONES

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	8,273	8,430	7,300	9,320
Supplies and Services	26,827	29,240	28,000	28,690
NET CONTROLLABLE EXPENDITURE	35,100	37,670	35,300	38,010
Recharged to Services	(35,840)	(38,330)	(35,840)	(38,540)
Central Support	740	660	540	530
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of phones	190	190	190	190
Expenditure per phone line	£188.63	£201.74	£188.63	£202.84

3045 - RECRUITMENT

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	19,485	17,080	17,080	17,420
Supplies and Services	4,696	5,300	5,830	5,830
NET CONTROLLABLE EXPENDITURE	24,181	22,380	22,910	23,250
Recharged to Services	(25,966)	(23,810)	(24,600)	(24,890)
Central Support	1,785	1,430	1,690	1,640
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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	24,203	25,850	25,980	25,170
Supplies and Services	47,769	43,950	45,280	45,300
Transport Related Expenditure	225	30	30	30
GROSS EXPENDITURE	72,197	69,830	71,290	70,500
GROSS INCOME	(473)	(680)	(250)	(250)
NET CONTROLLABLE EXPENDITURE	71,724	69,150	71,040	70,250
Recharged to Services	(95,649)	(93,640)	(92,520)	(92,000)
Central Support	21,318	21,610	19,030	19,300
Capital Charges	2,607	2,880	2,450	2,450
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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	17,870	87,860	26,820	88,400
Supplies and Services	2,729	2,450	2,680	2,680
NET CONTROLLABLE EXPENDITURE	20,599	90,310	29,500	91,080
Recharged to Services	(84,638)	(153,320)	(87,290)	(149,770)
Central Support	61,625	60,120	55,470	56,370
Capital Charges	2,414	2,890	2,320	2,320
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

FTEs (full time equivalents)	358.10	351.71
Expenditure per FTE	£ 428.15	£ 425.83

3048 - DEPOT AND STORES

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	7,140	6,090	6,180	6,270
Premises Related Expenditure	59,742	59,070	59,570	59,930
Supplies and Services	4,340	4,460	4,680	4,700
NET CONTROLLABLE EXPENDITURE	71,222	69,620	70,430	70,900
Recharged to Services	(90,984)	(89,450)	(91,100)	(91,810)
Central Support	12,524	12,460	13,280	13,520
Capital Charges	7,238	7,370	7,390	7,390
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Area of Depot and Stores (m2)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 24.94	£ 24.52	£ 24.97	£ 25.16

3110 - POSTAL SERVICES

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	4,730	4,810	4,790	4,890
Supplies and Services	75,333	65,170	69,530	67,320
Earmarked Reserves	296	-	-	-
GROSS EXPENDITURE	80,359	69,980	74,320	72,210
GROSS INCOME	-	-	(60)	(60)
NET CONTROLLABLE EXPENDITURE	80,359	69,980	74,260	72,150
Recharged to Services	(112,479)	(102,650)	(110,940)	(105,240)
Central Support	31,490	32,040	36,070	32,480
Capital Charges	630	630	610	610
NET EXPENDITURE	-	-	-	-

3226 - CENTRAL SERVICES

The costs of the central administration function.

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	271,446	284,370	285,060	287,790
Supplies and Services	205	680	200	200
Transport Related Expenditure	-	50	50	50
GROSS EXPENDITURE	271,651	285,100	285,310	288,040
GROSS INCOME	-	(100)	-	-
NET CONTROLLABLE EXPENDITURE	271,651	285,000	285,310	288,040
Recharged to Services	(354,651)	(371,770)	(373,560)	(378,350)
Central Support	75,551	76,760	77,940	80,000
Capital Charges	7,449	10,010	10,310	10,310
NET EXPENDITURE	-	-	-	-

3290 - INFORMATION SERVICES

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	508,949	535,210	540,220	551,920
Supplies and Services	325,990	299,150	301,660	302,030
Transport Related Expenditure	33,798	32,810	25,070	16,520
Earmarked Reserves	-	-	-	-
GROSS EXPENDITURE	868,737	867,170	866,950	870,470
GROSS INCOME	(4,690)	(4,730)	(9,100)	(4,100)
NET CONTROLLABLE EXPENDITURE	864,047	862,440	857,850	866,370
Recharged to Services	(1,122,811)	(1,155,280)	(1,159,480)	(1,167,820)
Central Support	76,042	72,680	74,620	74,440
Capital Charges	182,722	220,160	227,010	227,010
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of PCs	298	294	294	296
Expenditure per PC	£3,767.82	£3,929.52	£3,943.81	£3,945.34

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	60,468	61,990	61,850	63,250
Supplies and Services	133	110	210	210
Transport Related Expenditure	3,839	3,800	3,860	3,950
GROSS EXPENDITURE	64,440	65,900	65,920	67,410
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	64,440	65,900	65,920	67,410
Recharged to Services	(97,101)	(99,450)	(100,330)	(102,420)
Central Support	31,844	32,460	33,290	33,890
Capital Charges	817	1,090	1,120	1,120
NET EXPENDITURE	-	-	-	-

3292 - STAFF WELFARE

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	2,201	3,240	3,850	2,100
Supplies and Services	10,789	12,540	12,540	12,540
Transport Related Expenditure	724	1,200	1,200	1,240
NET CONTROLLABLE EXPENDITURE	13,714	16,980	17,590	15,880
Recharged to Services	(14,875)	(18,010)	(18,740)	(17,040)
Central Support	1,161	1,030	1,150	1,160
NET EXPENDITURE	-	-	-	-

3300 to 3999 - TRANSPORT MANAGEMENT ACCOUNT

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	124,406	141,200	147,860	126,700
Premises Related Expenditure	540	740	740	740
Supplies and Services	114,726	74,680	103,060	82,500
Transport Related Expenditure	496,695	490,280	512,180	560,130
Miscellaneous	8,944	-	-	-
Earmarked Reserves	(17,055)	-	-	-
GROSS EXPENDITURE	728,256	706,900	763,840	770,070
GROSS INCOME	(22,945)	(15,350)	(15,830)	(11,350)
NET CONTROLLABLE EXPENDITURE	705,311	691,550	748,010	758,720
Recharged to Services	(977,128)	(925,530)	(960,230)	(911,320)
Departmental Support	14,778	12,100	15,800	9,930
Central Support	56,211	55,150	51,640	47,790
Capital Charges	200,828	166,730	144,780	94,880
NET EXPENDITURE	-	-	-	-

Risk Analysis

	Likelihood	Potential impact on Budget
Changes to the employee taxation system (national insurance)	Low	Low
Additional increase in pension contribution rates	Low	Medium
Additional and unforeseen expenditure incurred during the accommodation project	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	Medium	Medium
Increased insurance costs	Medium	Low
Termination of employment costs	Medium	Low
Auto enrolment leading to increased pension contributions	Low	Medium

SAVINGS INCLUDED WITHIN 2014/2015

Description	2014/2015
Deletion of Senior Policy Support Officer post	(£ 35,950)
Change to Customer Relations Management software within Customer Contact	(£ 28,040)
Staff Lease cars	(£ 24,780)
Deletion of Management Team and Civic Support Officer post	(£ 24,440)
Reduction in Deputy Chief Executive hours	(£ 14,700)
Reduction in Building Maintenance Fund arising from the sale of The Arcade	(£ 6,560)
Travel costs relating to mileage	(£ 6,010)
Housing restructure, leading to lower charges to the General Fund	(£ 4,460)
Computer audit fees	(£ 3,080)
Chief Executive appraisal	(£ 2,140)
Reduction in level of CIPFA Statistics subscription	(£ 1,650)
Cancelled APSE subscription within Leisure Centres	(£ 1,440)
Telephone charges	(£ 1,070)
Private mileage contributions	(£ 840)
Electronic record storage	(£ 520)
Mobile phones	(£ 450)
Resources Recharged Total	(£ 156,130)

**Report of the
Deputy Chief Executive**

**General Fund Revenue Estimates
2014/15 - Services Remaining
within the Board**

1 Summary

- 1.1 This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

Recommendation to the Board

- a To accept the revised budget for 2013/14; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2014/15, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 11 February 2014.**

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

- 3.1.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2014/15 and this, together with a revised budget for 2013/14, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service the actual figures for 2012/13 are shown.

- 3.1.2 At its meeting in September, the Executive Board agreed the budget strategy for 2014-2018 which required savings of £2.03 million over a four year period. This required budget savings of £500,000 in 2014/15 with additional savings of £630,000, £500,000 and £400,000 in 2015/16, 2016/17 and 2017/18 respectively. No provision for growth was built into the strategy.

- 3.1.3 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.

3.1.4 Board requirements have been prepared, taking into account the following assumptions:

- No increase in the level of service except where Council approval has already been given
- A 2% pay award for 2014/15 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2017/18.
- Zero provision for inflation in 2014/15 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 2.5% has only been given in alternate years within supplies and service budgets, in order to encourage efficiencies in procurement

3.1.5 An increase in income has been allowed to reflect the increases included in the fees and charges report elsewhere on this agenda.

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

	Approved Budget 2013/14 £	Revised Budget 2013/14 £	Original Budget 2014/15 £
Employee Costs	1,637,730	1,481,650	1,445,190
Premises	206,710	181,770	184,320
Supplies and Services	440,870	692,880	423,940
Transport	38,310	42,330	41,630
Transfer Payments	14,636,620	13,964,340	14,413,520
Miscellaneous Items	254,310	248,240	251,250
Earmarked Reserves	(21,390)	90,490	(350)
Gross Expenditure	17,193,160	16,701,700	16,759,500
Income	(15,979,140)	(15,851,930)	(15,769,760)
Net Controllable Expenditure	1,214,020	849,770	989,740
Recharged to Other Services	(147,970)	(145,370)	(145,790)
Departmental Support	931,900	998,450	1,012,110
Central Support	1,312,390	1,151,450	1,173,500
Capital Charges	439,910	439,770	443,490
Net Expenditure	3,750,250	3,294,070	3,473,050

4 Capital Charges

4.1 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.

5 Comments on the 2013/14 Revised Budget

5.1 The revised budget of services that remain within the Resources Board for 2012/13 is estimated to be £3,294,070; a decrease of £456,180 on the approved position. The main variations are given below.

5.2 **Employee costs** have decreased by £156,080 and the main variations are as follows:

	£
A decrease in the corporate training budget	(2,220)
Unallocated employee costs arising from late changes in the 2013/14 budget process have been taken out	(3,060)
A decrease in Customer Contact overtime	(3,110)
A decrease in past employee pension payments	(5,070)
The centrally held recruitment budget has been transferred to services during 2013/14	(7,220)
The centrally held training budget has been transferred to services during 2013/14	(59,320)
A decrease in salaries due to vacant posts, maternity leave, sickness and a reduced pay award	(73,630)
TOTAL	(153,630)

5.3 **Premises** budgets have decreased by £24,940 and the main variations are as follows:

	£
Transfer of a late change in 2013/14 budget process relating to water and sewerage savings relating to the Council Office budget	4,780
Increase in rent payable to the HRA for homeless properties (funded from reserves)	4,090
A decrease in car park maintenance budget	(3,490)
A decrease in electricity at Innage Park	(4,750)
Reduced costs relating to the Arcade, reflecting 9 months occupancy before sale	(5,220)
A decrease in NDR costs at the Industrial Units as vacancy levels at Carlyon Road and Innage Park are lower than expected	(18,490)
TOTAL	(23,080)

- 5.4 The increase in **supplies and services** of £252,010 is due to the following reasons:

	£
Increase in grants paid out through the North Warwickshire LEADER Partnership (fully funded)	160,480
Increase in Discretionary Housing Payments (fully funded)	64,280
Car parking - replacement signage and advertising of new regulations (funded from additional revenue)	6,380
Cost of election for Atherstone Town Council to be fully recharged to the town council	6,000
The purchase of electoral registration software (fully funded)	5,540
Transfer of a late change in 2013/14 budget process relating to professional fees savings on Landscape Management	5,000
Purchase of polling screens (fully funded)	4,670
Purchase of citizen view software (fully funded)	4,290
New analytical software related to business rates	2,380
Increase in legal costs on the benefits budget	2,080
Decrease in travel tokens and taxi vouchers budget	(2,740)
Reduction in corporate subscriptions within Cost of Democratic Process	(4,510)
TOTAL	253,850

- 5.5 The increase in **transport** budgets of £4,020 relates to an increase in transport costs within Animal Control and Borough Care.

- 5.6 Within **Transfer Payments** there is a significant decrease of £672,280 in benefits payments. This will reduce the reimbursement from central government.

	£
Decrease in Rent Allowances paid out	(271,530)
Decrease in Rent Rebates paid out	(400,750)
TOTAL	(672,280)

- 5.7 **Miscellaneous Items** have decreased by £6,070 as the Basic and Special Responsibility Allowances due to Members for the year are less than the approved budget.

- 5.8 Contributions to **earmarked reserves** have increased by £111,880 and the variations are as follows:

	£
One-off income for Council Tax reform and Assets of Community Value are not expected to be spent in the year and will be transferred to earmarked reserves	67,470
One-off income relating to Improvement and Efficiency West Midlands (IEWM) for transformation projects is not expected to be spent in the year and will be transferred to earmarked reserves for future use	40,000
Reduction in expected use of Revenues and Benefits Fund	7,230
TOTAL	114,700

5.9 **Income** has decreased by £127,210 and the main variations are as follows:

	£
Decrease in rent rebates subsidy reflecting the reduced level of rebates paid	393,030
Decrease in rent allowances subsidy reflecting the reduced level of allowances paid	261,120
Reduction in benefits administration grant	29,550
Refund paid to Atherstone Town Council in relation to CCTV monitoring being offline, whilst the service was moved as part of the accommodation project.	6,150
Loss of income arising from the sale of The Arcade	3,840
One-off contributions from Network Rail for access to Water Orton car park	(4,400)
Contribution from the Electoral Reform Service to cover registration of electors software	(5,540)
Increase in car parking penalty notice income	(5,740)
Refund arising from the former provider of the Council's franking equipment	(6,000)
Borough Care - Telecare income received from Warwickshire County Council	(9,970)
Contributions to cover election expenses (Atherstone Town Council)	(10,670)
Contribution from Nuneaton and Bedworth Borough Council towards the Empty Homes Officer post	(16,860)
Contributions from Improvement and Efficiency West Midlands (IEWM)	(40,000)
Increase in rental income at industrial units	(40,100)
Increase in legal costs from business rate and housing benefits debt collection	(47,460)
Increase in Discretionary Housing Payments grant (matches increase within supplies and services)	(64,280)
New Burdens Council Tax reform grant and Assets of Community Value grant	(67,470)
Increase in the recovery of benefit overpayments	(88,710)
Increase in LEADER grant to cover additional grants paid out within supplies and services	(163,860)
TOTAL	122,630

5.10 There is a decrease of £2,600 in the **Recharges to Other Services** relating to the Housing Revenue Account. This relates to a lower recharge for additional pension contributions made to the County Council and a decrease in the Cost of Democratic Services recharge.

- 5.11 **Departmental and central support** charges have decreased overall by £94,390. Departmental support has increased by £66,550, with the main change relating to a reallocation of customer contact recharges to business rates and benefits budgets following a review. However Central Support charges have fallen by £160,940. There have been reductions in recharges from the Management Team Support Unit, Financial Services Division and Assistant Chief Executives Division, due to restructures, vacancies and reallocations to other services. In addition there has been a reduced fee from the external auditors.

6 **Comments on the 2014/15 Estimates**

- 6.1 The estimated budget for 2014/15 is £3,473,050; a decrease of £277,200 on the 2013/14 approved budget, and an increase of £178,980 on the revised 2013/14 budget. The main variations are given below:

- 6.2 **Employee costs** have reduced by £36,460 and the main variations are as follows:

	£
The full training and recruitment budgets for 2014/15 are held initially within the Unallocated Central Support Services (CSS) budget. They will be transferred to service budgets later in the year, once the training plan has been agreed.	67,990
An increase in recharged salaries due to a 2% pay award and a 1% increase in the pension contributions rate	29,060
New LEADER post (fully funded) for 12 months transitional period	13,070
An increase in salaries arising from the reinstatement of posts that were partially vacant in 2013/2014	11,470
The decrease in the 2013/14 corporate training budget has been reinstated	2,760
There has been a reduction in expenditure following the transfer of the cleaner at The Arcade following the sale to Atherstone Town Council (full year effect)	(3,630)
A reduction in pension contributions related to an early retirement	(21,030)
A reduction in salaries arising from the deletion of temporary posts (some filled by agency staff)	(37,940)
The removal of the accounting adjustment for pensions costs from service budgets	(100,640)
TOTAL	(38,890)

- 6.2 **Premises** budgets have increased by £2,550 and the main changes are as follows:

	£
Increase in Business Rates to reflect expected vacancy levels at Industrial Units	10,360
Inflation on premise costs	3,130
Reinstatement of the temporary decrease in car parking maintenance in 2013/14	3,490
Removal of budgets relating to The Arcade (includes a £6,520 contribution to the Building Maintenance Fund)	(16,390)
TOTAL	590

6.3 **Supplies and services** have decreased by £268,940 and the main variations are as follows:

	£
Production of a LEADER transitional document (one-off and funded from income)	15,790
Late addition to savings related to disaster recovery software	(2,000)
Removal of Citizenview software (one-off)	(4,290)
Removal of polling screens (one-off)	(4,670)
Removal of electoral registration software (one-off)	(5,540)
Removal of costs for Atherstone Town Council election (one-off)	(6,000)
Removal of car park advertising and signage (both one-off)	(6,380)
Reduction in Discretionary Housing Payments (matched by a decrease in income)	(16,490)
Removal of grants funded through LEADER. From January 2014 we will receive transitional funding only	(236,290)
TOTAL	(265,870)

6.4 There is an increase in **Transfer Payments** of £449,180, for the reasons shown below:

	£
An expected increase in Rent Allowances paid out	237,420
An expected increase in Rent Rebates paid out	211,760
TOTAL	449,180

6.5 The increase in **miscellaneous expenses** assumes all Members Allowances will be paid in the year.

6.6 There has been a movement in **earmarked reserves** of £90,840 and the main variations are as follows:

	£
A reduction in the funding of the Empty Homes Officer post within the homelessness budget.	10,850
Reduction in expected use of Revenues and Benefits Fund	4,290
Removal of one-off income from New Burdens Assets of Community Value	(40,000)
Removal of one-off income from Council Tax	(67,470)
TOTAL	(92,330)

6.7 The decrease in **income** of £82,170 is made up of the following:

	£
Reduction in LEADER Partnership income as the scheme finished at the end of 2013	217,820
Removal of one-off IEWM and New Burdens Council Tax reform grants	113,470
Reduction in the recovery of overpayments	43,710
Reduction in benefits administration grant	42,870
Reduction in rental income at Industrial Units (£20,100 relates to The Arcade)	39,500
Reduction in legal cost income related to benefits	24,730
Reduction in Discretionary Housing Payments grant	16,490
Removal of one-off contribution to cover election expenses	10,670
Removal of one off Neopost refund	6,000
Removal of one-off contribution to cover registration of electors software	5,540
Reduction in Telecare income within Borough Care	4,990
Reduction in car parking penalties	2,500
Removal of the refund paid to Atherstone Town Council in relation to CCTV being offline	(6,820)
The expected increase in Rent Rebates subsidy, to cover additional payments	(207,720)
The expected increase in Rent Allowances subsidy, to cover additional payments	(228,320)
TOTAL	85,430

6.8 **Departmental and central support** has increased by £35,710. Within this there is a £13,660 increase in Departmental Support and Central Support has increased by £22,050. These increases are inline with the pay award for 2014/15.

6.9 **Capital charges** have increased by £3,720, relating to increases in lease rental costs on Borough Care and Public Conveniences.

7 **Growth Items**

7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2013 by the Executive Board. There are no growth items relating to the services covered by this report.

8 **Income**

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

9 Risks to Services

9.1 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 NDR that the Council is liable for;
- A higher level of maintenance on property assets and car parks, over and above that budgeted for;
- 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 Non Domestic 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;
- Contracts based on RPI (which was running at 2.65% in November 2013).

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

10 Future Year Forecasts

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2014/15. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2015/16 £	Forecast Budget 2016/17 £	Forecast Budget 2017/18 £
Employee Costs	1,469,420	1,505,070	1,541,100
Premises	186,760	188,530	191,130
Supplies and Services	413,890	366,050	372,160
Transport	41,580	43,000	44,080
Transfer Payments	15,121,770	15,651,040	16,198,130
Miscellaneous Items	257,230	257,230	263,360
Earmarked Reserves	(940)	(1,540)	(2,150)
Gross Expenditure	17,489,710	18,009,380	18,607,810
Income	(16,417,310)	(16,928,080)	(17,457,340)
Net Controllable Expenditure	1,072,400	1,081,300	1,150,470
Recharged to Other Services	(149,210)	(152,230)	(156,030)
Departmental Support	1,034,320	1,055,130	1,081,640
Central Support	1,199,280	1,217,470	1,245,360
Capital Charges	444,290	447,780	449,640
Net Expenditure	3,601,080	3,649,450	3,771,080

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2015/16 to 2017/18, increases in contracts of 3% each year and general increases in supplies and services of 2.5%, 0% and 2.5%. In total, net expenditure is expected to increase by 3.69% in 2015/16, 1.34% in 2016/17 and 3.34% in 2017/18. It should be noted that 2015/16 includes £3,000 for postage relating to the Borough elections and £50,000 of budget to cover the running costs of the Borough Council elections.

10.3 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.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

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

11.3 Risk Management Implications

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

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 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
3000	Cost of Democratic Services	386,881	426,200	415,430	406,290
3001	Election Expenses	5,674	5,080	5,030	4,840
3002	Registration of Electors	13,906	16,060	16,010	15,710
3003	Business Rates Retention	(30,127)	(55,660)	(47,300)	(48,930)
3004	Council Tax Collection	(46,557)	(42,010)	(98,550)	(79,370)
3049	Investors in People	90	1,930	1,930	-
3050	Finance Miscellaneous	(9,975)	30	(5,970)	-
3051	Compensation and Pension Increases	145,428	150,020	144,950	147,850
3052	Assisted Car Purchase	(272)	(130)	(670)	(340)
3054	Electricity at Work	16,873	17,780	17,780	17,560
3057	Efficiencies and Value for Money	172	2,340	2,340	-
3059	Finance Unused Land	1,031	-	-	-
3060	Corporate and Democratic Core	17,950	33,380	31,760	10,610
3061	Unallocated Central Support Services	24,047	112,280	61,750	106,220
3065	Coleshill Shops and Flats	(66,654)	(66,360)	(66,890)	(67,510)
3066	The Arcade, Atherstone	2,187	5,480	1,840	-
3067	The Pavilions, Holly Lane	(80,404)	(80,660)	(80,410)	(80,490)
3068	Carlyon Road Industrial Estate	(103,295)	(99,180)	(121,510)	(116,790)
3069	Innage Park Industrial Estate	(57,100)	(58,090)	(106,660)	(75,040)
3070	Polesworth Workspace Units	(6,979)	(7,680)	(3,830)	(3,770)
3079	The Bear and Ragged Staff	(12,994)	(12,970)	(13,750)	(13,760)
3080	Football Stadium	2	-	-	-
3084	Homeless Persons	42,662	97,890	83,900	83,860
3089	Public Conveniences	18,033	17,930	18,200	18,510
3094	Customer Contact	8,421	19,790	(10,490)	(14,500)
3097	Rent Allowances	194,576	68,270	(6,290)	47,880
3098	Housing Benefit Administration and Rent Rebates	(31,482)	(12,820)	(50,710)	(29,650)
3099	Concessionary Fares	16,907	22,800	20,310	19,370
3101	Council Tax Benefits	(43,073)	23,670	23,990	33,500
3102	Car Parks	33,982	37,360	40,350	44,020
3106	Business Improvement District	10,007	-	-	-
3109	Environmental Sustainability	54	-	-	-
3111	Broadband Delivery UK	50,000	50,000	50,000	50,000
5005	Animal Control	38,837	41,280	43,980	43,390
5006	Abandoned Vehicles	1,494	2,050	2,050	1,820
5008	Private Sector Housing Assistance	20,844	32,230	20,780	19,320
5035	CCTV	3,456	1,240	6,900	(2,750)
5036	Community Support	429,418	460,750	450,160	451,920
7360	North Warwickshire LEADER Partnership	20,353	3,740	3,360	(30)
	Net Controllable Expenditure	1,014,374	1,214,020	849,770	989,740
	Recharged to Services	(158,080)	(147,970)	(145,370)	(145,790)
	Departmental Support	895,439	931,900	998,450	1,012,110
	Central Support	1,244,003	1,312,390	1,151,450	1,173,500
	Capital	638,571	439,910	439,770	443,490
	Resources Board (Remaining) Total	3,634,306	3,750,250	3,294,070	3,473,050

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	104,252	120,400	119,960	107,280
Premises Related Expenditure	531	1,160	1,160	1,160
Supplies and Services	28,854	33,990	29,730	29,770
Transport Related Expenditure	11,993	16,340	16,340	16,830
Members Allowances	241,251	254,310	248,240	251,250
NET CONTROLLABLE EXPENDITURE	386,881	426,200	415,430	406,290
Recharged to Services	(61,040)	(62,870)	(61,340)	(61,150)
Central Support	281,852	284,860	277,250	284,150
Capital Charges	17,147	21,610	21,990	21,990
NET EXPENDITURE	624,839	669,800	653,330	651,280

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 be 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
- 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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	117	330	330	-
Supplies and Services	6,250	4,750	15,370	4,840
Transport related expenditure	225	-	-	-
GROSS EXPENDITURE	6,592	5,080	15,700	4,840
GROSS INCOME	(918)	-	(10,670)	-
NET CONTROLLABLE EXPENDITURE	5,674	5,080	5,030	4,840
Departmental Support	11,490	11,400	11,900	12,180
Central Support	4,419	4,240	4,310	4,340
Capital Charges	3,177	3,180	3,180	3,180
NET EXPENDITURE	24,760	23,900	24,420	24,540

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	107	400	400	-
Supplies and Services	15,120	17,070	22,560	17,160
GROSS EXPENDITURE	15,227	17,470	22,960	17,160
GROSS INCOME	(1,321)	(1,410)	(6,950)	(1,450)
NET CONTROLLABLE EXPENDITURE	13,906	16,060	16,010	15,710
Departmental Support	260	280	240	230
Central Support	22,145	22,240	19,510	19,170
Capital Charges	3,296	5,650	3,300	3,300
NET EXPENDITURE	39,607	44,230	39,060	38,410

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	49,969	49,630	49,630	49,630
Cost per registered elector	£0.79	£0.89	£0.79	£0.77

3003 - BUSINESS RATES RETENTION

The Borough Council collects non-domestic rates from businesses in its area. From April 2013 a localised business rate scheme has been implemented, with a proportion of the rates collected paid to the government and the County Council. The Borough will pay a tariff from it's share of the rates, but then keeps 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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	55,294	57,600	57,840	56,120
Supplies and Services	15,861	14,770	16,020	16,380
Miscellaneous	25,388	-	-	-
GROSS EXPENDITURE	96,543	72,370	73,860	72,500
GROSS INCOME	(126,669)	(128,030)	(121,160)	(121,430)
NET CONTROLLABLE EXPENDITURE	(30,127)	(55,660)	(47,300)	(48,930)
Departmental Support	72,851	75,450	78,470	82,530
Central Support	18,587	17,980	18,820	19,330
Capital Charges	1,226	1,230	1,230	1,230
NET EXPENDITURE	62,538	39,000	51,220	54,160

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 NDR Collection Rate	99.32%	98.90%	99.30%	99.30%
Number of NDR properties	2,202	2,200	2,210	2,210
Cost per NDR property	£28.40	£17.73	£23.18	£24.51

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	86,546	91,130	87,770	81,260
Supplies and Services	40,127	37,530	42,970	39,370
Balance Sheet Items	-	-	(4,290)	-
Miscellaneous Expenditure	8	-	-	-
GROSS EXPENDITURE	126,681	128,660	126,450	120,630
GROSS INCOME	(173,238)	(170,670)	(225,000)	(200,000)
NET CONTROLLABLE EXPENDITURE	(46,557)	(42,010)	(98,550)	(79,370)
Departmental Support	164,356	180,550	193,930	199,600
Central Support	43,648	39,670	48,010	48,430
Capital Charges	2,604	2,600	2,600	2,600
NET EXPENDITURE	164,051	180,810	145,990	171,260

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	98.33%	98.40%	98.30%	98.00%
Number of households	26,975	27,000	27,000	27,000
Cost per household	£6.08	£6.70	£5.41	£6.34

3049 - INVESTORS IN PEOPLE

The Council is committed to the development of all its employees and has achieved the IIP award. Reassessment will not be undertaken due to the costs involved, however the Council has committed to continue using the IIP principles.

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	90	1,930	1,930	-
NET CONTROLLABLE EXPENDITURE	90	1,930	1,930	-
Central Support	6,487	6,400	-	-
NET EXPENDITURE	6,577	8,330	1,930	-

Contributes to corporate priority :

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

3050 - FINANCE MISCELLANEOUS

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	1,545	30	30	-
Premises Related Expenditure	204	-	-	-
Supplies and Services	20,000	-	-	-
Miscellaneous Expenditure	2,179	-	-	-
Earmarked Reserves	633,762	-	107,470	-
GROSS EXPENDITURE	657,690	30	107,500	-
GROSS INCOME	(667,665)	-	(113,470)	-
NET CONTROLLABLE EXPENDITURE	(9,975)	30	(5,970)	-
Central Support	433	330	590	600
NET EXPENDITURE	(9,542)	360	(5,380)	600

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

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	145,428	150,020	144,950	147,850
NET CONTROLLABLE EXPENDITURE	145,428	150,020	144,950	147,850
Recharged to Services	(31,030)	(31,650)	(30,580)	(31,190)
Central Support	1,008	810	780	790
NET EXPENDITURE	115,406	119,180	115,150	117,450

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
GROSS INCOME	(272)	(130)	(670)	(340)
NET EXPENDITURE	(272)	(130)	(670)	(340)

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	143	220	220	-
Premises Related Expenditure	11,588	17,560	19,050	17,560
Earmarked Reserves	5,142	-	(1,490)	-
NET CONTROLLABLE EXPENDITURE	16,873	17,780	17,780	17,560
Departmental Support	4,360	4,340	4,340	4,450
Central Support	540	430	260	280
NET EXPENDITURE	21,773	22,550	22,380	22,290

Contributes to corporate priority :

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

3057 - EFFICIENCIES AND VALUE FOR MONEY

This budget shows the cost to the Council of evaluating the services that it provides to ensure that they are operating as efficiently, effectively and economically as possible.

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	172	2,340	2,340	-
NET CONTROLLABLE EXPENDITURE	172	2,340	2,340	-
Central Support	29,578	28,930	-	-
NET EXPENDITURE	29,750	31,270	2,340	-

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	1	-	-	-
Supplies and Services	1,030	-	-	-
NET CONTROLLABLE EXPENDITURE	1,031	-	-	-
Central Support	165	160	170	170
Capital Charge	7,652	-	2,650	2,650
NET EXPENDITURE	8,848	160	2,820	2,820

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 GORE

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	3,598	21,150	21,150	-
Supplies and Services	14,352	12,230	10,610	10,610
NET CONTROLLABLE EXPENDITURE	17,950	33,380	31,760	10,610
Recharged to Services	(66,010)	(53,450)	(53,450)	(53,450)
Central Support	654,566	686,100	594,640	653,120
Capital Charges	9,663	10,160	10,450	10,660
NET EXPENDITURE	616,169	676,190	583,400	620,940

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	24,047	133,550	61,130	107,950
Premises	-	(4,780)	-	-
Supplies and Services	-	(5,000)	-	(2,000)
Transport Related Expenditure	-	30	620	270
Balance Sheet Items	-	(11,520)	-	-
NET CONTROLLABLE EXPENDITURE	24,047	112,280	61,750	106,220
Central Support	7,716	61,410	25,090	17,230
Capital Charges	(3,014)	-	(20)	10
NET EXPENDITURE	28,749	173,690	86,820	123,460

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	13	80	80	-
Premises Related Expenditure	3,204	3,810	3,000	3,020
GROSS EXPENDITURE	3,217	3,890	3,080	3,020
GROSS INCOME	(69,871)	(70,250)	(69,970)	(70,530)
NET CONTROLLABLE EXPENDITURE	(66,654)	(66,360)	(66,890)	(67,510)
Central Support	3,039	2,560	3,500	4,300
NET EXPENDITURE	(63,615)	(63,800)	(63,390)	(63,210)

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	£9,982	£10,036	£9,996	£10,076

3066 - THE ARCADE, ATHERSTONE

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	5,215	5,210	3,650	-
Premises Related Expenditure	22,019	21,610	16,390	-
Supplies and Services	2,607	2,600	1,900	-
GROSS EXPENDITURE	29,841	29,420	21,940	-
GROSS INCOME	(27,654)	(23,940)	(20,100)	-
NET CONTROLLABLE EXPENDITURE	2,187	5,480	1,840	-
Central Support	7,394	7,260	8,120	-
Capital	75,000	-	-	-
NET EXPENDITURE	84,581	12,740	9,960	-

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	38%	50%	73%
Number of units	14	14	14
Annual income per unit	£1,975	£1,710	£1,436

3067 - THE PAVILIONS, HOLLY LANE

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	17	110	110	-
Premises Related Expenditure	4,083	3,750	3,990	4,040
Supplies and Services	320	330	330	340
GROSS EXPENDITURE	4,420	4,190	4,430	4,380
GROSS INCOME	(84,824)	(84,850)	(84,840)	(84,870)
NET CONTROLLABLE EXPENDITURE	(80,404)	(80,660)	(80,410)	(80,490)
Central Support	3,960	3,480	4,600	5,420
NET EXPENDITURE	(76,444)	(77,180)	(75,810)	(75,070)

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

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£10,603	-£10,606	-£10,605	-£10,609

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	19	100	100	-
Premises Related Expenditure	11,207	10,790	5,170	5,230
Supplies and Services	110	110	110	110
GROSS EXPENDITURE	11,336	11,000	5,380	5,340
GROSS INCOME	(114,631)	(110,180)	(126,890)	(122,130)
NET CONTROLLABLE EXPENDITURE	(103,295)	(99,180)	(121,510)	(116,790)
Central Support	5,097	4,580	5,410	6,220
Capital Charge	(5,000)	-	-	-
NET EXPENDITURE	(103,198)	(94,600)	(116,100)	(110,570)

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%	88%	88%
Number of units / plots	16	16	16	16
Annual income per unit / plot	-£7,164	-£6,886	-£7,931	-£7,633

3069 - INNAGE PARK, INDUSTRIAL ESTATE

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	52	370	370	-
Premises Related Expenditure	90,315	87,230	65,310	82,160
Supplies and Services	829	610	610	620
GROSS EXPENDITURE	91,196	88,210	66,290	82,780
GROSS INCOME	(148,296)	(146,300)	(172,950)	(157,820)
NET CONTROLLABLE EXPENDITURE	(57,100)	(58,090)	(106,660)	(75,040)
Central Support	15,274	14,660	18,190	19,290
Capital Charge	101,000	101,000	101,000	101,000
NET EXPENDITURE	59,174	57,570	12,530	45,250

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

Occupancy rate	#REF!	41%	80%	64%
Number of units	39	39	39	39
Annual income per unit	-£3,802	-£3,751	-£4,435	-£4,047

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	9	-	-	-
Premises Related Expenditure	4,749	3,990	4,870	4,930
Supplies and Services	167	230	230	230
GROSS EXPENDITURE	4,925	4,220	5,100	5,160
GROSS INCOME	(11,904)	(11,900)	(8,930)	(8,930)
NET CONTROLLABLE EXPENDITURE	(6,979)	(7,680)	(3,830)	(3,770)
Central Support	2,670	2,210	2,780	3,610
NET EXPENDITURE	(4,309)	(5,470)	(1,050)	(160)

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%	75%	75%
Number of units	8	8	8	8
Annual income per unit	-£1,488	-£1,488	-£1,116	-£1,116

3079 - THE BEAR AND RAGGED STAFF (FORMERLY BODAGEAS)

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	3	10	10	-
Premises Related Expenditure	1,007	1,020	240	240
GROSS EXPENDITURE	1,010	1,030	250	240
GROSS INCOME	(14,004)	(14,000)	(14,000)	(14,000)
NET CONTROLLABLE EXPENDITURE	(12,994)	(12,970)	(13,750)	(13,760)
Central Support	618	480	230	230
Capital Charge	(12,500)	-	-	-
NET EXPENDITURE	(24,876)	(12,490)	(13,520)	(13,530)

Contributes to corporate priority :

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

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	2	-	-	-
NET CONTROLLABLE EXPENDITURE	2	-	-	-
Capital	305,000	-	-	-
NET EXPENDITURE	305,002	-	-	-

Contributes to corporate priority :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be 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	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	61,588	60,730	54,150	47,010
Premises Related Expenditure	9,587	8,820	14,340	13,560
Supplies and Services	76,866	60,310	61,840	59,280
Earmarked Reserves	(42,283)	(25,320)	(26,650)	(15,800)
GROSS EXPENDITURE	105,758	104,540	103,680	104,050
GROSS INCOME	(63,096)	(6,650)	(19,780)	(20,190)
NET CONTROLLABLE EXPENDITURE	42,662	97,890	83,900	83,860
Departmental Support	18,340	19,490	17,440	16,470
Central Support	4,811	4,670	10,190	9,980
Capital Charges	800	800	800	800
NET EXPENDITURE	66,613	122,850	112,330	111,110

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be 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

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	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	7,429	7,500	7,480	7,680
Premises Related Expenditure	9,325	9,400	9,410	9,520
Supplies and Services	1,337	1,130	1,380	1,380
GROSS EXPENDITURE	18,091	18,030	18,270	18,580
GROSS INCOME	(58)	(100)	(70)	(70)
NET CONTROLLABLE EXPENDITURE	18,033	17,930	18,200	18,510
Departmental Support	3,900	3,860	3,870	3,960
Central Support	2,638	2,530	2,570	2,650
Capital Charges	75,603	92,410	92,550	94,090
NET EXPENDITURE	100,174	116,730	117,190	119,210

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	27,465	38,370	7,670	4,120
Supplies and Services	246	320	320	320
GROSS EXPENDITURE	27,711	38,690	7,990	4,440
GROSS INCOME	(19,290)	(18,900)	(18,480)	(18,940)
NET CONTROLLABLE EXPENDITURE	8,421	19,790	(10,490)	(14,500)
Departmental Support	90,711	95,240	78,180	79,310
Central Support	1,345	1,430	780	760
Capital Charges	23,080	23,080	23,080	23,080
NET EXPENDITURE	123,557	139,540	91,550	88,650

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	126,562	131,750	113,020	117,390
Supplies and Services	11,606	36,290	100,390	84,080
Transport Related Expenditure	29	-	-	-
Transfer Payments	8,414,496	8,185,490	7,913,960	8,151,380
GROSS EXPENDITURE	8,552,693	8,353,530	8,127,370	8,352,850
GROSS INCOME	(8,358,117)	(8,285,260)	(8,133,660)	(8,304,970)
NET CONTROLLABLE EXPENDITURE	194,576	68,270	(6,290)	47,880
Departmental Support	93,006	91,860	122,500	117,450
Central Support	10,065	9,870	10,340	10,130
NET EXPENDITURE	297,647	170,000	126,550	175,460

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

KEY PERFORMANCE INDICATORS

Number of claimants	1,755	1,715	1,802	1,700
Cost of administration per claimant	£169.60	£99.13	£70.23	£103.21

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	69,183	67,770	65,710	58,820
Supplies and Services	7,085	3,500	4,650	4,760
Transfer Payments	6,071,615	6,451,130	6,050,380	6,262,140
GROSS EXPENDITURE	6,147,883	6,522,400	6,120,740	6,325,720
GROSS INCOME	(6,179,365)	(6,535,220)	(6,171,450)	(6,355,370)
NET CONTROLLABLE EXPENDITURE	(31,482)	(12,820)	(50,710)	(29,650)
Departmental Support	66,497	67,910	88,170	88,750
Central Support	8,758	8,370	8,750	8,410
NET EXPENDITURE	43,773	63,460	46,210	67,510

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

KEY PERFORMANCE INDICATORS

Number of claimants	1,671	1,675	1,672	1,675
Housing benefit per claimant	£3,634	£3,851	£3,619	£3,739
Cost of administration per claimant	£26	£38	£28	£40

3099 - CONCESSIONARY FARES

From April 2008 a new free national bus pass scheme was introduced allowing free travel for senior citizens. In addition the Council 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. Responsibility for most of the scheme passed to Warwickshire County Council in April 2011. This authority continues to operate the travel token and taxi voucher scheme.

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	43	940	940	-
Supplies and Services	27,574	22,770	19,920	19,920
Earmarked Reserves	(10,000)	-	-	-
GROSS EXPENDITURE	17,617	23,710	20,860	19,920
GROSS INCOME	(710)	(910)	(550)	(550)
NET CONTROLLABLE EXPENDITURE	16,907	22,800	20,310	19,370
Departmental Support	6,679	7,070	4,760	4,890
Central Support	1,923	1,920	1,360	1,340
NET EXPENDITURE	25,509	31,790	26,430	25,600

Contributes to corporate priorities :

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

3101 - COUNCIL TAX BENEFITS

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	208,273	212,030	198,600	185,540
Supplies and Services	17,688	12,760	11,140	11,420
Transfer Payments	4,517,675	-	-	-
GROSS EXPENDITURE	4,743,636	224,790	209,740	196,960
GROSS INCOME	(4,786,709)	(201,120)	(185,750)	(163,460)
NET CONTROLLABLE EXPENDITURE	(43,073)	23,670	23,990	33,500
Departmental Support	140,044	141,970	173,930	178,470
Central Support	13,765	13,610	11,710	11,150
NET EXPENDITURE	110,736	179,250	209,630	223,120

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	5,273	5,275	5,208	n/a
Council Tax Benefits per claimant	£856.76	£0.00	£0.00	n/a
Cost of administration per claimant	£21.00	£33.98	£40.25	n/a

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	121	1,010	10,500	9,750
Premises Related Expenditure	35,943	42,200	38,510	42,740
Supplies and Services	6,443	6,760	14,090	7,380
Miscellaneous Expenditure	500	-	-	-
Balance sheet items	6,920	-	-	-
GROSS EXPENDITURE	49,927	49,970	63,100	59,870
GROSS INCOME	(15,945)	(12,610)	(22,750)	(15,850)
NET CONTROLLABLE EXPENDITURE	33,982	37,360	40,350	44,020
Departmental Support	9,780	14,150	4,520	4,400
Central Support	4,402	4,480	11,940	12,230
Capital Charges	1,290	1,330	1,330	1,330
NET EXPENDITURE	49,454	57,320	58,140	61,980

Contributes to corporate priority :

- Protecting and improving our local environment

3106 - BUSINESS IMPROVEMENT DISTRICT

A public-private partnership in which businesses paid an additional duty to pay for local works.
The scheme ended in 2012/2013.

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	7	-	-	-
Supplies and Services	10,000	-	-	-
GROSS EXPENDITURE	10,007	-	-	-
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	10,007	-	-	-
Central Support	1,299	-	-	-
NET EXPENDITURE	11,306	-	-	-

Contributes to corporate priority :

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

3109 - ENVIRONMENTAL SUSTAINABILITY

Government funding for a three year period to promote environmental issues.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenditure	54	-	-	-
NET CONTROLLABLE EXPENDITURE	54	-	-	-
Departmental Support	2,258	2,260	-	-
Central Support	6,563	6,410	-	-
NET EXPENDITURE	8,875	8,670	-	-

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	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Supplies and Services	3,870	50,000	50,000	50,000
Balance sheet items	46,130	-	-	-
NET CONTROLLABLE EXPENDITURE	50,000	50,000	50,000	50,000
Central Support	-	-	190	190
NET EXPENDITURE	50,000	50,000	50,190	50,190

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	APPROVED	REVISED	ORIGINAL
	2012/2013	BUDGET 2013/2014	BUDGET 2013/2014	BUDGET 2014/2015
Employee Expenses	36,528	41,830	42,060	42,070
Supplies & Services	7,680	8,300	8,300	8,350
Transport Related Expenditure	7,299	6,240	8,710	8,450
GROSS EXPENDITURE	51,507	56,370	59,070	58,870
GROSS INCOME	(12,670)	(15,090)	(15,090)	(15,480)
NET CONTROLLABLE EXPENDITURE	38,837	41,280	43,980	43,390
Departmental Support	16,677	17,910	16,710	17,400
Central Support Services	18,327	18,790	14,120	13,880
Leasing Charge	2,364	2,360	2,360	2,360
NET EXPENDITURE	76,205	80,340	77,170	77,030

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	46	280	280	-
Supplies & Services	1,598	1,920	1,920	1,970
GROSS EXPENDITURE	1,644	2,200	2,200	1,970
GROSS INCOME	(150)	(150)	(150)	(150)
NET CONTROLLABLE EXPENDITURE	1,494	2,050	2,050	1,820
Departmental Support	6,144	6,020	5,910	6,070
Central Support Services	1,786	1,690	2,200	2,170
NET EXPENDITURE	9,424	9,760	10,160	10,060

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	20,804	31,610	20,160	18,700
Supplies and Services	40	620	620	620
NET CONTROLLABLE EXPENDITURE	20,844	32,230	20,780	19,320
Departmental Support	42,296	43,800	46,450	45,650
Central Support	7,380	7,450	7,960	7,480
Capital Charges	(21,224)	119,500	119,500	119,500
NET EXPENDITURE	49,296	202,980	194,690	191,950

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

5035 - CCTV

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	583	2,830	2,830	-
Supplies and Services	21,877	15,850	15,360	15,360
Earmarked Reserves	15,450	15,450	15,450	15,450
GROSS EXPENDITURE	37,910	34,130	33,640	30,810
GROSS INCOME	(34,454)	(32,890)	(26,740)	(33,560)
NET CONTROLLABLE EXPENDITURE	3,456	1,240	6,900	(2,750)
Departmental Support	92,260	94,670	95,020	97,020
Central Support	1,339	1,210	650	650
Capital Charges	18,248	18,250	18,250	18,250
NET EXPENDITURE	115,303	115,370	120,820	113,170

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	421,305	445,040	442,820	440,580
Premises Related Expenditure	134	150	240	160
Supplies and Services	24,221	25,290	25,290	25,730
Transport Related Expenditure	16,205	15,700	16,660	15,930
Miscellaneous Expenditure	13	-	-	-
GROSS EXPENDITURE	461,878	486,180	485,010	482,400
GROSS INCOME	(32,460)	(25,430)	(34,850)	(30,480)
NET CONTROLLABLE EXPENDITURE	429,418	460,750	450,160	451,920
Departmental Support	53,530	53,670	52,110	53,280
Central Support	4,987	5,100	4,180	4,160
Capital Charges	33,159	36,750	35,520	37,460
NET EXPENDITURE	521,094	556,270	541,970	546,820

Contributes to corporate priorities :

- Helping to tackle health inequalities by working with the County Council and the NHS locally and be 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

KEY PERFORMANCE INDICATORS

Number of Connections	5,300	5,300	5,300	5,300
Cost per Connection	£98.32	£104.96	£102.26	£103.17

7360 NORTH WARWICKSHIRE LEADER PARTNERSHIP (externally funded)

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	33,735	11,060	13,060	13,070
Premises Related Expenditure	337	-	90	-
Supplies and Services	342,445	75,830	237,220	15,940
Transport Related Expenditure	83	-	-	150
GROSS EXPENDITURE	376,600	86,890	250,370	29,160
GROSS INCOME	(356,247)	(83,150)	(247,010)	(29,190)
NET CONTROLLABLE EXPENDITURE	20,353	3,740	3,360	(30)
Central Support	45,419	36,070	32,250	1,640
NET EXPENDITURE	65,772	39,810	35,610	1,610

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

SAVINGS INCLUDED WITHIN 2014/2015

Description	2014/2015
Legal cost income related to business rate and benefits	(£ 29,330)
Recovery of rent allowance overpayments	(£ 25,000)
Recovery of rent rebates overpayments	(£ 20,000)
Innage Park rental income	(£ 12,590)
Additional rental income at Carlyon Road	(£ 11,950)
Innage Park utilities	(£ 5,840)
Reduced corporate subscription(s) within Cost of Democratic Process	(£ 4,510)
Reduced expenditure business rates at Carlyon Road	(£ 4,390)
Customer Contact overtime	(£ 2,990)
Travel tokens and taxi vouchers	(£ 2,740)
Parking penalties (net of any increase in warden fees)	(£ 2,680)
Past employee pension payments	(£ 2,170)
A reduction in provision for Disaster Recovery services	(£ 2,000)
Reduced corporate subscriptions within Corporate and Democratic Core	(£ 1,620)
Resources Remaining Total	(£ 127,810)

1 **Summary**

- 1.1 This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

<p>Recommendation to the Board</p> <p>That the following items be recommended to the Executive Board for consideration in setting the Council Tax of the Borough Council:</p> <p>a The revised budget for 2013/14; and</p> <p>b To approve the schedule of expenditure requirements totalling £8,863,030 for 2014/15, and the growth item set out in paragraph 7.2.</p>

2 **Introduction**

- 2.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that the Executive Board 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 2013/14	Revised Budget 2013/14	Original Estimate 2014/15
Net Board Expenditure	9,743,490	9,222,540	9,586,840
Financing Adjustment	(744,490)	(876,260)	(742,810)
Investment Interest Income	(150,000)	(90,000)	(100,000)
Revenue Contribution to Capital Expenditure	119,000	119,000	119,000
Net Expenditure Requirement	8,968,000	8,375,280	8,863,030

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 2013/14 Estimated out-turn**

5.1 The Council's revised net expenditure requirement for 2013/14 amounts to £8,375,280 which is £592,720 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 and a slightly lower rate than expected and the deletion of posts, partially offset by the use of agency staffing.

(£265,840)

5.3 There has been an increase in the recovery of housing benefit overpayments and a small reduction in the net cost of benefits.

(£106,620)

5.4 There has been a reduction in the level of Minimum Revenue Provision required in the year.

(£37,480)

5.5 There has been an increase in income due to an increase in higher value planning applications and higher occupancy of industrial units.

(£290,340)

5.6 The Council's cashflow has not generated the expected returns due to reductions in interest rates, therefore investment income is lower than expected.

£44,650

5.7 There have been additional costs arising from the implementation of the new Recycling service and the operation of the Leisure Centres. These have been partially offset by a part year saving from bringing the street sweeping service back in house.

£59,900

6 The Council's 2014/15 Expenditure Requirement

- 6.1 The Council's net expenditure requirement for 2014/15 amounts to £8,863,030, which is £104,970 less than the approved estimate for 2013/14 and £487,750 more than the revised estimate. The main variations between the 2014/15 original budget and the 2013/14 revised budget are set out below.
- 6.2 Provision has been made for those posts that were vacant in 2013/14, a pay award of 2%, an increase of 1% 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.
£354,890
- 6.3 A net increase in the costs of Rent Rebates and Rent Allowances after taking the changes in the subsidy received, administration grant and benefit overpayments into account.
£124,450
- 6.4 The full year operation of the new Refuse and Recycling and Street Sweeping Services are expected to generate substantial savings.
(£296,960)
- 6.5 It has been assumed that not all of the increase in occupancy at the industrial units will continue in 2014/15, reducing expected income. This would also increase the business rates payable by the Council.
£49,860
- 6.6 The contingency sum has been increased to allow for a number of additional costs.
£91,320
- 6.7 Some of the additional planning income in 2013/14 has been taken out of the budget. In addition, there have been reductions in income in areas such as Public Health licences and Community development. These have been partially offset by inflationary increases in other fees.
£122,310
- 6.8 The MRP reduction in 2013/14 will not continue into 2014/15, therefore an increased provision is required.
£39,970
- 6.9 Savings identified as part of the savings process, which are not included above.
(£47,000)

7 Growth Items Contained Within the Estimates

- 7.1 No provision for growth was included within the Council's Budget Strategy, approved in September 2013 by the Executive Board.

7.2 One unavoidable growth bid for £15,500 has been submitted, which relates to a charge being made from April 2014 by Warwickshire County Council, for the provision of the payroll service to the Council.

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 2014/15 the amount included in the contingency totals £119,320. This is £91,320 higher than the 2013/14 revised estimate, as it includes provision for the expected borrowing required for the accommodation project, the contributions required for City Deal and the West Midlands Council pension liability and provision for additional pension contributions on any overtime worked.

9 Performance Against Budget Strategy

9.1 In September, the Executive Board agreed the budget strategy that involved:

- Budget reductions of £500,000 for 2014/15, with an additional £630,000 in 2015/16, £500,000 for 2016/17 and £400,000 for 2017/18.
- Given the Council's financial position, it was felt that no growth bids should be considered unless they were unavoidable. No growth was included within the strategy.

9.2 An assessment of the Local Government Finance Settlement published in late December has shown that the Council will lose £572,940 of funding in 2014/15. The indications for the following year are that the Council may lose a further £568,590 in 2015/16.

9.3 In total, savings or additional income of £633,650 have been identified and included within the 2014/15 service budgets. These are detailed in Appendix F.

10 Predicted Use of Balances

10.1 The revised budget strategy from September 2013 envisaged the following use of balances over the next four years.

	2014/15	2015/16	2016/17	2017/18
	£'000	£'000	£'000	£'000
Use of Balances	490	784	558	588
Level of Balances 31 March	3,577	2,793	2,235	1,647

10.2 Each Board has projected its expenditure requirements up to and including 2017/18, together with budget reductions, financing and other reductions.

This has altered the use of balances expected over the next few years and is shown below:

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Use of Balances	544	657	441	481
Level of Balances 31 March	3,734	3,077	2,636	2,155

- 10.3 This predicted use of balances is based on limited growth and a 2% increase in Council Tax for 2014/15, with increases of 2% for 2015/16, 2016/17 and 2017/18. The use of balances is lower than included in the strategy and there has been an improvement from the beneficial position in 2013/14. Given the high use of balances that will still be required in 2017/18, the level of savings currently included within the financial projections will need to be considered at the Executive Board.
- 10.4 The Council has risks it cannot fully quantify, around the operation of the Business Rates Retention Scheme, the localisation of Council Tax benefits and the New Homes Bonus Scheme.

11 Risks to the Council

- 11.1 The key risks to the overall budgetary position of the Council are highlighted below:
- In 2016/17 there will be a change to the National Insurance scheme which will increase the costs of the council by around £140,000 per annum. The cost of this change has not been included in the figures in this report, on the assumption that New Burdens funding may compensate for the increased cost. However if New Burdens funding is not received, there will be a reduction in the balances held at the end of 2017/18 to £1.875 million.
 - A review of the New Homes Bonus scheme is scheduled for later this year. Any unfavourable change to the current scheme would impact on the Council's financial position.
 - The government has requested authorities who have transferred funds in previous years from the HRA to the General Fund to provide justification for their transfers. There is a risk that they may require transfers to be reversed.
 - 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 £35,150.

- 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.
- Transport fuel and utility prices have seen significant fluctuations over recent times, and this is still a possibility.
- A reduction of 1% in the collection of income from fees and charges could increase the costs of the Council by £18,390.
- 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. If take up increases significantly, this could add to the 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 budget consultation exercise was carried out using a questionnaire distributed through North Talk and included on the website. 291 responses were received, and the results are currently being analysed.
- 12.2 A meeting with Non-Domestic Rate Payers will be held on 3 February 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 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
4009	Planning Control	11,523	173,520	(56,530)	85,720
4010	Building Control	55,116	60,330	60,330	60,330
4012	Conservation and Built Heritage	34,205	35,370	9,290	30,920
4014	Local Land Charges	(27,895)	(28,770)	(26,170)	(29,140)
4018	Street Naming and Numbering	4,712	5,310	3,720	5,180
	Net Controllable Expenditure	77,661	245,760	(9,360)	153,010
	Departmental Support	100,514	102,290	90,520	99,990
	Central Support	202,985	205,240	181,800	184,130
	Capital Charges	16,600	14,940	16,600	16,600
	Planning and Development Board Total	397,760	568,230	279,560	453,730

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

Codes	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
3072-3073	Polesworth Sport Centre	80,112	71,070	86,940	74,130
3074	Arley Sports Centre	107,078	114,270	124,780	118,210
3075-3076	Coleshill Sport Centre	146,245	149,170	142,850	144,690
3077-3078	Atherstone Leisure Complex	236,406	221,910	215,860	186,760
3082-3083	Memorial Hall	76,189	73,820	90,090	88,050
4002	Public Health (Commercial Pollution Control)	199,053	221,640	192,350	208,620
4003	Public Health (Domestic Pollution Control)	48,490	56,500	55,850	48,520
5000	Domestic Refuse Collection	965,538	888,020	911,300	711,020
5002	Trade Refuse Collection	(45,362)	(27,230)	(25,510)	(43,150)
5003	Cesspool Emptying	(77,689)	(75,880)	(78,180)	(79,750)
5004	Recycling	399,262	364,390	416,650	358,340
5010	Amenity Cleaning	665,712	664,470	648,210	616,680
5013	Unadopted Roads	7,020	7,450	7,580	7,450
5014	Flooding And Land Drainage	125	1,300	10,530	8,610
5015	Street Furniture	973	1,900	1,460	1,250
5016	Atherstone Market	3,729	3,890	4,010	3,960
5019	Parks, Playing Fields and Open Spaces	416,039	432,490	453,700	444,590
5020	Play Areas	132,667	100,830	100,830	102,720
5021	Public Health (Control of Disease) Act 1984 Burials	4,655	70	70	-
5022	Sustainable Communities	2,504	2,870	2,870	2,860
5023	Consultation	229	7,340	7,340	7,320
5025	Corporate Policy	17,258	20,210	20,210	17,870
5030	Rural Regeneration	1,545	24,380	20,320	31,030
5034	Landscape	8,626	8,900	8,900	8,880
5040	Marketing and Market Research	7,966	8,500	8,500	8,190
5044	Support to Voluntary Organisations	103,968	105,570	88,070	89,260
5051	Young People and Intergeneration	23,689	39,830	14,270	37,090
5052	Community Development Environment	30,374	29,540	24,260	29,340
5054	Social Inclusion and Sport	30,522	32,730	32,940	28,310
5055	Community Development Health Improvement	18,758	16,590	19,160	17,670
5056	Community Development Safer Communities	34,507	49,310	17,930	52,380
5058	Activities 4 U	72	-	-	-
5059	Allotments and Biodiversity	(69)	(330)	(330)	(30)
5064	QE - Artificial Grass Pitch	(6,686)	(6,750)	(7,020)	(6,890)
5065	Carlyon Road Skate Park	97	(480)	(480)	-
7860	Sports Club Development Officer Programme	5,829	-	-	-
7880	Local Nature Reserves	5	-	-	-
	Net Controllable Expenditure	3,664,671	3,608,290	3,616,310	3,323,980
	Departmental Support	485,935	509,020	533,050	522,590
	Central Support	566,015	551,910	538,590	547,640
	Capital	460,749	430,640	557,480	595,400
	Net Expenditure	5,158,134	5,099,860	5,245,430	4,989,610

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

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
4000	Licensing Authority	(44,754)	(45,040)	(44,010)	(45,670)
4001	Licences and Registration	(13,612)	(10,260)	(17,300)	(15,030)
4008	Hackney Carriages	(21,808)	(20,310)	(17,680)	(22,410)
4019	Gambling Act Authority	(10,138)	12,390	(9,520)	(9,520)
	Net Controllable Expenditure	(90,312)	(63,220)	(88,510)	(92,630)
	Departmental Support	42,120	42,390	47,410	47,690
	Central Support	53,223	56,800	47,320	47,380
	Licensing Committee Total	5,031	35,970	6,220	2,440

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

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
3000	Cost of Democratic Services	386,881	426,200	415,430	406,290
3001	Election Expenses	5,674	5,080	5,030	4,840
3002	Registration of Electors	13,906	16,060	16,010	15,710
3003	Business Rates Retention	(30,127)	(55,660)	(47,300)	(48,930)
3004	Council Tax Collection	(46,557)	(42,010)	(98,550)	(79,370)
3049	Investors in People	90	1,930	1,930	-
3050	Finance Miscellaneous	(9,975)	30	(5,970)	-
3051	Compensation and Pension Increases	145,428	150,020	144,950	147,850
3052	Assisted Car Purchase	(272)	(130)	(670)	(340)
3054	Electricity at Work	16,873	17,780	17,780	17,560
3057	Efficiencies and Value for Money	172	2,340	2,340	-
3059	Finance Unused Land	1,031	-	-	-
3060	Corporate and Democratic Core	17,950	33,380	31,760	10,610
3061	Unallocated Central Support Services	24,047	112,280	61,750	106,220
3065	Coleshill Shops and Flats	(66,654)	(66,360)	(66,890)	(67,510)
3066	The Arcade, Atherstone	2,187	5,480	1,840	-
3067	The Pavilions, Holly Lane	(80,404)	(80,660)	(80,410)	(80,490)
3068	Carlyon Road Industrial Estate	(103,295)	(99,180)	(121,510)	(116,790)
3069	Innage Park Industrial Estate	(57,100)	(58,090)	(106,660)	(75,040)
3070	Polesworth Workspace Units	(6,979)	(7,680)	(3,830)	(3,770)
3079	The Bear and Ragged Staff	(12,994)	(12,970)	(13,750)	(13,760)
3080	Football Stadium	2	-	-	-
3084	Homeless Persons	42,662	97,890	83,900	83,860
3089	Public Conveniences	18,033	17,930	18,200	18,510
3094	Customer Contact	8,421	19,790	(10,490)	(14,500)
3097	Rent Allowances	194,576	68,270	(6,290)	47,880
3098	Housing Benefit Administration and Rent Rebates	(31,482)	(12,820)	(50,710)	(29,650)
3099	Concessionary Fares	16,907	22,800	20,310	19,370
3101	Council Tax Benefits	(43,073)	23,670	23,990	33,500
3102	Car Parks	33,982	37,360	40,350	44,020
3106	Business Improvement District	10,007	-	-	-
3109	Environmental Sustainability	54	-	-	-
3111	Broadband Delivery UK	50,000	50,000	50,000	50,000
5005	Animal Control	38,837	41,280	43,980	43,390
5006	Abandoned Vehicles	1,494	2,050	2,050	1,820
5008	Private Sector Housing Assistance	20,844	32,230	20,780	19,320
5035	CCTV	3,456	1,240	6,900	(2,750)
5036	Community Support	429,418	460,750	450,160	451,920
7360	North Warwickshire LEADER Partnership	20,353	3,740	3,360	(30)
	Net Controllable Expenditure	1,014,373	1,214,020	849,770	989,740
	Recharged to Services	(158,080)	(147,970)	(145,370)	(145,790)
	Departmental Support	895,439	931,900	998,450	1,012,110
	Central Support	1,244,003	1,312,390	1,151,450	1,173,500
	Capital	638,571	439,910	439,770	443,490
	Resources Board (Remaining) Total	3,634,306	3,750,250	3,294,070	3,473,050

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
Various	Chief Executive	217,119	229,580	203,370	205,970
Various	Deputy Chief Executive	4,185,855	4,382,410	4,252,530	4,411,410
Various	Assistant Chief Executive (Community Services)	1,304,230	1,318,090	1,301,880	1,312,140
Various	Assistant Chief Executive and Solicitor to the Council	1,311,458	1,363,490	1,276,800	1,343,660
3006-3039	Building Maintenance Fund	239,754	211,080	212,630	206,760
3040-3041	Council Offices	299,572	302,210	310,890	315,300
3043	Central Telephones	35,100	37,670	35,300	38,010
3045	Recruitment	24,181	22,380	22,910	23,250
3046	Printing and Stationery	71,724	69,150	71,040	70,250
3047	Training	20,599	90,310	29,500	91,080
3048	Depot and Stores	71,222	69,620	70,430	70,900
3110	Postal Services	80,359	69,980	74,260	72,150
3226	Central Services	271,651	285,000	285,310	288,040
3290	Information Services	864,047	862,440	857,850	866,370
3291	Procurement	64,440	65,900	65,920	67,410
3292	Staff Welfare	13,714	16,980	17,590	15,880
3300	Transport Management Account	705,311	691,550	748,010	758,720
	Net Controllable Expenditure	9,780,335	10,087,840	9,836,220	10,157,300
	Recharge to Services	(12,230,253)	(12,563,920)	(12,286,240)	(12,559,790)
	Departmental Support	17,418	14,740	15,800	9,930
	Central Support	1,838,169	1,832,540	1,819,600	1,827,840
	Capital	643,047	628,800	614,620	564,720
	Resources Board (Recharged) Total	48,716	-	-	-

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

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
2000	Housing Strategic Service Review	204	1,040	1,040	-
2001	Outreach and Access to Services	75,251	67,840	77,790	81,460
2002	Corporate Communications	47,701	60,550	56,320	53,390
2003	Community Strategy	39,743	43,800	45,970	43,230
2007	Emergency Planning	15,703	15,490	15,490	15,490
2009	North Warwickshire Local Development Framework	133,547	142,530	142,210	139,280
5050	Support to Parishes	7	-	-	-
	Net Controllable Expenditure	312,156	331,250	338,820	332,850
	Departmental Support	164,192	159,160	166,210	167,710
	Central Support	116,925	117,450	105,720	116,750
	Capital Charges	6,172	11,210	6,700	6,700
	EXECUTIVE BOARD TOTAL	599,445	619,070	617,450	624,010

APPENDIX F

Board	Description	2014/15 £
All	CSS and Service budgets pay award	(70,310)
C & E	Move to alternate weekly domestic refuse collection and new recycling collections	(111,770)
C & E	Reduce size of Area Forum	(17,500)
C & E	Restrict Weed treatments	(6,360)
C & E	Cancel membership of Coventry Solihull Warwickshire Sport	(3,400)
C & E	Review Carriageway sweeping & weekend cleaning contract	(30,000)
C & E	Reduction in Corporate Subscriptions in Public Health (Commercial Pollution Control) Service	(850)
C & E	Additional income on Public Health (Commercial Pollution Control) Export Health Certs	(6,790)
C & E	Recharge from the Coleshill School at new Coleshill Leisure Centre	(7,050)
C & E	Additional Leisure Centre income above inflation	(6,300)
C & E	Reduction in Play Area wages	(450)
C & E	Reduction in Cesspool disposal costs	(7,500)
Exec	Reduce costs of printing North Talk	(4,630)
Exec	Sale of Advertising space in North Talk	(1,420)
Licence	Additional Street Traders licence income	(380)
P & D	Additional Planning Fee income	(75,000)
Resources	Change Contact Centre Software	(28,040)
Resources	Salary Savings (DCE reduced hours and Ann Woolacott post)	(39,140)
Resources	Salary Savings (Restructure Hsg Lettings)	(4,460)
Resources	Reduce telephone costs	(1,070)
Resources	Salary Saving P Steele post	(35,950)
Resources	Staff Lease cars	(24,780)
Resources	Reduction in BMF arising from the sale of The Arcade	(6,560)
Resources	Travel cost relating to mileage	(6,010)
Resources	Computer audit fees	(3,080)
Resources	Chief Executive appraisal	(2,140)
Resources	Reduction in level of CIPFA Statistics subscription	(1,650)
Resources	Cancelled APSE subscription within Leisure Centres	(1,440)
Resources	Private mileage contributions	(840)
Resources	Electronic record storage	(520)
Resources	Mobile phones	(450)
Resources	Potential savings on disaster recovery when renewed	(2,000)
Resources	Legal fee income related to business rate and benefits	(29,330)
Resources	Customer Contact overtime	(2,990)
Resources	Recovery of rent allowance overpayments	(25,000)
Resources	Recovery of rent rebates overpayments	(20,000)
Resources	Travel tokens and taxi vouchers	(2,740)

APPENDIX F

Board	Description	2014/15 £
Resources	Corporate subscription(s) within Cost of Democratic Process	(4,510)
Resources	Past employee pension payments	(2,170)
Resources	Corporate subscriptions within Corporate and Democratic Core	(1,620)
Resources	Carylon Road business rates	(4,390)
Resources	Carylon Road rental income	(11,950)
Resources	Innage Park utilities	(5,840)
Resources	Innage Park rental income	(12,590)
Resources	Parking penalties (net of any increase in warden fees)	(2,680)
	OVERALL TOTAL	(633,650)

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
Changes to the employee taxation system (national insurance)	Low	Low
Additional increase in pension contribution rates	Low	Medium
Additional and unforeseen expenditure incurred during the accommodation project	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	Medium	Medium
Increased insurance costs	Medium	Low
Termination of employment costs	Medium	Low
Auto enrolment leading to increased pension contributions	Low	Medium
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 14

Resources Board

27 January 2014

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

**Capital Programme 2014/15 to
2016/17**

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 2016/17 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 2013/14 – 2015/16 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 2014/15 – 2016/17.

4 Updating the Approved Capital Programme

... 4.1 A number of schemes relating to this Board were included in the 2013/14 to 2015/16 approved capital programme and these are detailed in Appendix A, including any 2016/17 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 2014/15 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 2014 and this will be utilised to shape the HRA capital programme from 2015/16 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. The replacement refuse vehicles included within the programme are expected to last for seven years, rather than the five previously assumed.

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, to 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 Carl Ford (719379).

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 2014/15 to 2016/17

Appendix A

Name of the Scheme	Basic Details of the Scheme	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Total 3 Year Programme
External works	To carry out various works to the external areas of Council housing estates.	£0	£38,010	£44,900	£82,910
Staffing	Housing Staffing.	£159,370	£161,330	£165,400	£486,100
Kitchens and Bathrooms	Replacements that are scheduled and to those that were previously declined.	£0	£1,788,750	£718,190	£2,506,940
Heating	To replace heating systems to properties.	£1,000,000	£215,370	£231,170	£1,446,540
Electrics	Electrical upgrade to 17th edition including boards and rewiring (failures from testing).	£4,680	£9,580	£14,720	£28,980
Chimney stacks	A programme of chimney stack improvements.	£0	£30,410	£31,780	£62,190
Wall insulation	Provide external wall insulation to solid wall houses targeting low SAP properties.	£626,470	£453,150	£473,560	£1,553,180
DFG adaptations	Carry out adaptations to council houses where the tenant has a disability.	£175,000	£208,690	£218,090	£601,780
Garage Roofs	To carry out improvements to garage roofs.	£0	£0	£249,240	£249,240
Roofing	Replace pitched roofs that are 60-80 yrs old.	£382,070	£0	£390,310	£772,380
Maintenance of unadopted areas	Resurface unadopted roads, pathways and car parks.	£22,820	£0	£0	£22,820
Fencing	Replace fences of properties.	£0	£37,090	£0	£37,090
Replacement of HDW Vehicles	Replacement as per the vehicle replacement schedule.	£45,000	£262,000	£0	£307,000
Replacement of housing Vehicles	Replacement as per the vehicle replacement schedule.	£0	£11,000	£19,840	£30,840
Replacement of neighbourhood warden vehicles	Replacement as per the vehicle replacement schedule.	£28,470	£36,500	£0	£64,970
Multi Trade Contract	Ad-hoc and responsive capital repairs to fencing, kitchen and bathrooms and other items of a capital nature	£543,520	£437,700	£434,720	£1,415,940
Fascias (Kings Lane & Newton Regis)	A replacement programme for UPVC fascias soffits gutters. Targeting properties with no other painting works.	£0	£0	£623,100	£623,100
Sure Stop Taps	The introduction of sure stop taps to properties.	£0	£0	£186,930	£186,930
New Build	Redevelopment of St Georges Rd, Princess Rd and Lister Rd.	£1,081,350	£1,124,600	£1,169,580	£3,375,530
		£4,068,750	£4,814,180	£4,971,530	£13,854,460

2) General Fund Approved 3 year Capital Programme 2014/15 to 2016/17

Name of the Scheme	Basic Details of the Scheme	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Total 10 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.	£18,000	£18,000	£18,000	£54,000
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	£40,000	£40,000	£110,000
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible.	£20,000	£20,000	£20,000	£60,000
CRM Customer Access Solutions	To continue the development of the CRM, One Stop Shop and Customer Access technology in partnership with other Warwickshire Councils when appropriate.	£11,080	£11,470	£11,870	£34,420
Solaris (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.	£0	£25,000	£0	£25,000

Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement.	£15,000	£30,000	£0	£45,000
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.	£200,000	£0	£0	£200,000
The Pavilions - Cladding/roof works	Replacement of the roof cladding.	£175,000	£0	£0	£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.	£423,830	£21,000	£0	£444,830
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 will be almost 30 years old in 2 years time and will be in need of updating to comply with current legislation	£0	£150,000	£0	£150,000
Replacement of pool vehicles	Replacement as per the vehicle replacement schedule.	£10,000	£0	£0	£10,000
Replacement of refuse vehicles	Replacement as per the vehicle replacement schedule.	£1,054,490	£169,130	£0	£1,223,620
Replacement of cesspool vehicles	Replacement as per the vehicle replacement schedule.	£84,000	£0	£0	£84,000
Replacement of rodent control vehicles	Replacement as per the vehicle replacement schedule.	£0	£20,000	£0	£20,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	£15,000	£0	£76,330	£91,330
Replacement of horticulture vehicles	Replacement as per the vehicle replacement schedule.	£31,830	£100,680	£9,920	£142,430
Replacement of leisure services vehicles	Replacement as per the vehicle replacement schedule.	£0	£0	£13,970	£13,970
Replacement of general works vehicles	Replacement as per the vehicle replacement schedule.	£0	£15,330	£0	£15,330

Replacement of warden call scheme	Replacement as per the vehicle replacement schedule.	£59,010	£0	£0	£59,010
Mobile CCTV Replacement	The introduction of mobile CCTV cameras in the Borough.	£11,310	£0	£0	£11,310
Capital Salaries - Management	General Fund staffing.	£19,290	£19,450	£19,610	£58,350
		£2,550,340	£1,012,560	£582,200	£4,145,100

1) General Fund Schemes Not Included in the Approved 3 Year Capital Programme 2014/15 to 2016/17

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	
Geographical Information System (GIS)	Upgrade to the GIS capacity of the Council	Non Essential	£10,000	£0	£0	£10,000
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	£0	£70,000	£70,000	£140,000
Replacement Revenues and Benefits	The Academy system is likely to need reviewing and potentially a major upgrade. However, this will be very dependant on the outcome of the proposed changes to benefits.	Non Essential	£0	£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	£0	£70,000	£70,000	£140,000
Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To replace the hardware that the EDRMS runs on and to update licences	Non Essential	£15,000	£0	£0	£15,000
Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on	Non essential	£10,000	£0	£0	£10,000
Bear and Ragged Staff - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non Essential	£10,000	£0	£0	£10,000

Carlyon Rd - resurface car park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non Essential	£250,000	£0	£0	£250,000
Innage Park Phase 1 - resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	Non Essential	£80,000	£0	£0	£80,000
Innage Park - Phase 1 - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non Essential	£750,000	£0	£0	£750,000
Innage Park Phase 2 - resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	Non Essential	£40,000	£0	£0	£40,000
Innage Park Phase 2 - replace roof cladding	The roof cladding with erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	Non Essential	£400,000	£0	£0	£400,000
Innage Park Phase 2 - Improvements & Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non Essential	£120,000	£0	£0	£120,000

The Pavilions - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	Non Essential	£35,000	£0	£0	£35,000
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	£0	£80,000	£80,000	£80,000
The Depot-Refurbishment	This is a basic refurbishment of the office areas.	Essential	£500,000	£0	£0	£500,000
The Depot-Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	Essential	£250,000	£0	£0	£250,000
The Depot - Car Park	The streetscape in the area of the depot will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Essential	£100,000	£0	£0	£100,000
Surface Marking and Signage to Public Car Parks	Replace car park signage at all council car parks as these have passed their useful lives and re-mark the parking bays in each of the council car parks. This will be even more important if the car parking meters are introduced.	Non Essential	£20,000	£0	£0	£20,000

Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	Non Essential	£190,000	£190,000	£190,000	£570,000
			£2,760,000	£330,000	£480,000	£5,530,000

Appendix C

Registration	Purchase Date	Expected Life	2014/15	2015/16	2016/17
Refuse Vehicles					
BF59MWC	17/09/2009	7 Years	£164,200		
BF59MWJ	17/09/2009	7 Years	£164,200		
BF59MWG	17/09/2009	7 Years	£164,200		
BF59MWK	17/09/2009	7 Years	£164,200		
BF59MWN	17/09/2009	7 Years	£164,200		
BF09FFG	21/05/2009	7 Years	£164,200		
LK08HKL	LEASE	7 Years	£65,690		
LK08HKT	LEASE	7 Years	£65,690		
KU06YDE	01/03/2006	7 Years	£17,530		
BF10BWD	14/08/2010	7 Years		£169,130	
Pool Vehicles					
KV08KVZ	05/03/2008	7 Years	£10,000		
Cesspool Vehicles					
AE57BCZ	24/10/2007	7 Years	£84,000		
Rodent Control					
KV08KWC	01/04/2008	7 Years		£10,000	
KV08KVK	02/04/2008	7 Years		£10,000	
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
KV08KWR	01/04/2008	7 Years	£15,000		
GN11HLO	01/08/2011	5 Years			£64,330
HDW Vehicles					
KV08KWJ	17/03/2008	7 Years	£9,000		
KV08KWL	17/03/2008	7 Years	£12,000		
KV08KWG	17/03/2008	7 Years	£12,000		
KV08KWB	17/03/2008	7 Years	£12,000		
KV08KWN	01/04/2008	7 Years		£12,000	
KV08KVT	01/04/2008	7 Years		£29,000	
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	
KV08KVW	01/04/2008	7 Years		£18,000	

<u>Registration</u>	<u>Purchase Date</u>	<u>Expected Life</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
KV08KWM	01/04/2008	7 Years		£18,000	
KV08KWA	01/04/2008	7 Years		£18,000	
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	
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					
KV08KWO	05/03/2008	7 Years	£9,490		
KV08KWL	05/03/2008	7 Years	£9,490		
KV08KWJ	05/03/2008	7 Years	£9,490		
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					
BX05AON	28/05/2005	7 Years	£23,400		
KS57PNO	14/02/2008	7 Years	£8,430		
KM59XZY	21/01/2010	7 Years			£9,920
WX10HFJ	18/03/2011	5 Years		£19,710	
WX10HFK	18/03/2011	5 Years		£19,710	
KV08KWH	01/04/2008	7 Years		£20,420	
KV08KWS	01/04/2008	7 Years		£20,420	
KV08KWP	01/04/2008	7 Years		£20,420	
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	£8,430		
KS57PMY	14/02/2008	7 Years	£8,430		
KS57PMX	14/02/2008	7 Years	£8,430		
KS57PKX	14/02/2008	7 Years	£8,430		

KS57POJ	22/01/2008	7 Years	£8,430		
KS57PNZ	22/01/2008	7 Years	£8,430		
KS57PMO	22/01/2008	7 Years	£8,430		

Agenda Item No 15

Resources Board

27 January 2014

**Report of the
Deputy Chief Executive**

**Internal Audit – Performance for
Third Quarter 2013-14**

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 Consultation

- 2.1 None required.

3 Report

- 3.1 The CIPFA Code of Practice on Internal Audit in Local Government defines standards of best practice for internal audit. The Code 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 2013 to December 2013.

4 Summary of Work Completed

- 4.1 Appendix A to the report summarises progress on the s151 audit plan for the period, identifying audits completed and indicating the extent of progress on those audits still outstanding. The 90% performance target of planned work in quarter three of 2013-14 was achieved. Appendix B provides definition for the levels of assurance applied.

- 4.2 Internal Audit can place a substantial level of assurance on the following reviews:
Asset Management, Electoral Services, Licensing.
An adequate level of assurance can be given to house lettings procedures.

- 4.3 Internal audit continue to address an elevated level of involvement in matters raised by colleagues seeking advice and guidance within a consultancy role and have also worked on counter fraud issues with increased potential for

continued activity. Contingency audits have further developed and provide essential support, assurance and security to existing council services. Requests for additional and unplanned work may also originate from external sources such as the National Fraud Initiative and external auditors.

- 4.4 The performance standards set by the Audit Commission require that Internal Audit complete at least 90% of planned work in the year unless there are good reasons otherwise. In calculating that statistic, planned work deferred at client request is ignored if such deferrals have appropriate justification. All client requests for deferrals have been based on sound service based justifications.

5 Report Implications

5.1 Risk Management Implications

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

5.2 Links to Council's Priorities

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

The Contact Officer for this report is Barbara Haswell (719416).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Appendix A

Audits Completed Third quarter 2013-14

Audit	Quarter Due		Status	Assurance Level	Tot No. of Recs	Priority		H/M Recs not agreed
	One	Two				One	Two	
Council House Lettings	3	2	Draft	Adequate	4	2	2	
Drains & Drain Clearance	3		Ongoing					
Asset Management	3		Final	Substantial	1		1	
Electoral Services	3		Draft	Substantial	2	1	1	
Licensing	3		Final	Substantial	0			
Procurement	4		Ongoing					
Leisure Flex system	4		Ongoing					
Revs and Bens Changes	4		Ongoing					
Compliance with Pols & Strats	4		Ongoing					

Reasons for not providing a substantial assurance level on final reports

Complications due to system changes and staffing issues resulted in temporary weakness in control. Negotiations are current with the software supplier to remedy this.

Progress Against Audit Plan

Audit	Status	Due	Audit	Status	Due	Audit	Status	Due
Corporate Governance	Completed		Petty Cash	Completed		Fees & Charges	Completed	
Agency Staffing-Streetscape	Completed		Budgets	Completed		Stocks&stores	Completed	
Community Planning & Corporate Plan	Completed		Abandoned Vehicles	Completed		Energy mgmnt	Completed	
Asset Management	Completed		Grounds	Completed		Perf mgmnt	Completed	
Older Persons Services	Moved to	Qtr 4	Maintenance	Completed		Risk mgmnt	Completed	
Treasury Management	Completed		Dog and Pest Control	Completed		Homelessness	Completed	
Street cleaning	Completed		Vehicles& Transport	Moved to	Qtr 4	Electoral Serv	Completed	
Licensing	Completed		Policy Dev	Completed		Drains	Ongoing	Qtr 4
Procurement	Ongoing	Qtr 4	House lets	Completed		Revs&Bens	Ongoing	Qtr 4
DFG's	To start	Qtr 4	Leisure Flex	Ongoing	Qtr 4	HR Processes	To start	Qtr 4
Comp with Pols & Strats	Ongoing	Qtr 4	Contracts	To start	Qtr 4			

Performance of Audit 2013-14 for Quarterly Indicators			Performance for 2013-14
No.	Indicator	Suggested Frequency	
1	Performance reports to Resources Board	Quarterly	September 2013, November 2013, January 2014
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	4 from 21 due to extra work undertaken
4	Number of audits completed by set deadline	Quarterly	17 from 21 -81%. 4 delayed due to service officer unavailability due to other service priorities
5	Report issued within 4 weeks of completion of fieldwork	Quarterly	18 from 21 - 3 delayed due to settling of final action between auditor and officer.
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	0.5%- exceptional (one officer for half a week)

2013-14 Internal Audit report recommendations Not Agreed

Audit	Recommendation	Management Response
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None		
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Appendix B

Internal Audit Levels of Assurance in Audit Reports 2013-14 onwards.

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 17

Resources Board

27 January 2014

**Report of the
Deputy Chief Executive**

**Treasury Management Strategy
Statement, Minimum Revenue
Provision Policy Statement and
Annual Investment Strategy for
2014/15**

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2014/15.

Recommendation to the Council

That the proposed strategies for 2014/15 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 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 of 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 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 Resources Board.

5 Treasury Management Strategy for 2014/15

- 5.1 The suggested strategy for 2014/15 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 2014/15 to 2016/17**

7.1 It is a statutory duty under Section 3 of the Act and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Affordable Borrowing Limit". The Authorised Limit represents the legislative limit specified in the Act.

7.2 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is "acceptable".

7.3 Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. It also includes an assessment of potential risks and allows some headroom for additional short

term borrowing in the event that this is needed, for example, if the timing of capital income or expenditure changed.

7.4 The operational boundary focuses on the expected treasury management activity during the year, and reflects the levels of debt included within the estimates.

7.5 The Authorised Limit and the Operational Boundary are to be set, on a rolling basis, for the forthcoming year and two successive financial years. Details of the Authorised Limit and the Operational Boundary can be found in Appendix A of this report.

8 Current Portfolio Position

8.1 The Council's treasury portfolio position at 31/12/2013 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	5.750	0.75
Short Term Funding	8.748	0.50
Total Net Investments	14.498	0.62

9 Borrowing Requirement

9.1 The Council's Borrowing Requirement or Capital Financing Requirement (CFR) is £68,609,589 at 1 April 2014.

10 Prudential and Treasury Indicators for 2014/15 to 2016/17

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 this is not expected to change over the next couple of years. In line with this, the money market rates for three months and one year of 0.50% and 0.75% 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 2014	June 2014	Sept 2014	Dec 2014	March 2015	June 2015	Sept 2015	Dec 2015
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
10 yr PWLB Rate	3.60%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.00%
25yr PWLB Rate	4.40%	4.50%	4.50%	4.60%	4.60%	4.70%	4.80%	4.90%
50yr PWLB Rate	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%

12.2 The Council has a borrowing or Capital Financing Requirement of £68.610 million. Of this, £57 million relates to the HRA refinancing and the remainder is mainly 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 £19.342 million at the beginning of 2013/14.

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 the Capita's services and receives weekly credit ratings and also flash bulletins to alert the Council to changes in institute's creditworthiness.

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. In addition, the Council will use 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 **Interest Rate Outlook**

17.1 Bank rate has been unchanged at 0.50% since March 2009. Bank rate is forecast to commence rising in January 2016, and then to rise steadily. The Council will avoid locking into longer term deals when investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this Council.

17.2 An improvement in the economic outlook in the second half of 2013 and more recent confidence in the money markets, coupled with the 'Forward Guidance' issued by the Bank of England has led to uncertainty about when interest rates will begin to rise. The money markets are confident that interest rates will rise sooner rather than later. However, Capita are not forecasting an interest rate rise for 2 years. 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.

17.3 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts, money market funds and short-dated deposits in order to benefit from compounding of interest.

18 End of Year Investment Report

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

19 Policy on the use of Treasury Management Consultants

19.1 The Council uses Capita Asset Services as its external advisers. The Council recognises that responsibility for treasury management decisions remains with the Council and it will make decisions after taking into account advice or information given from Capita, but the Council will not solely rely on this advice. It recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and are subject to regular review.

20 Scheme of Delegation

20.1 Full Council

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

20.2 Resources Board

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

21 Role of the Section 151 Officer

21.1 The Section 151 Officer for the Council is the Deputy Chief Executive. The treasury management role includes:-

- Recommending clauses, treasury management policy/ practices for approval, and reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function

- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers.

22 **Minimum Revenue Provision**

22.1 The Council's Minimum Revenue Provision Policy Statement for 2013/14 is shown at Appendix D.

23 **Report Implications**

23.1 **Finance and Value for Money Implications**

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

23.2 **Environment and Sustainability Implications**

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

23.3 **Risk Management Implications**

23.3.1 The stringent controls in place for the treasury management function all help to minimise any risk. Establishing the credit quality of counter-parties reduces the risk of investments. Further risks have been identified for non-specified investments and are shown in Appendix B. In making any investment decision, whether it is an overnight investment or for a period of longer than one year, the risk attached is always taken into account

23.4 **Links to Council's Priorities**

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

The Contact Officer for this report is Carl Ford (719379).

APPENDIX A

Treasury Indicators

Treasury Indicator	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Authorised Limit for External Boundary	85,871	86,212	86,560	86,948	87,347
Operational Boundary	69,610	69,705	68,125	66,399	64,656
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. Going concern	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		No	N/A	In house		
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>

<p>Bonds issued by a financial institution guaranteed by the UK Government</p>	<p>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</p>		<p>AAA</p>	<p>To be used in-house after consultation/advice from Capita</p>		<p>Suggested limit 10 years</p>
<p>Bond Funds (Collective Investment Schemes structured as Open Ended Investment Companies)</p>	<p>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</p>		<p>AAA</p>	<p>To be used in-house after consultation/advice from Capita</p>		<p>Suggested limit 10 years</p>
<p>Sovereign Bonds (i.e. other than the UK Government)</p>	<p>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</p>		<p>AAA</p>	<p>To be used in-house after consultation/advice from Capita</p>		<p>Suggested limit 10 years</p>
<p>Bonds issued by Multilateral Development Banks</p>	<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) (B) (i) 'Market or interest rate risk': Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen</p>	<p>No</p>	<p>AAA or government guaranteed</p>	<p>Buy and hold to maturity : to be used in-house after consultation/ advice from Capita</p>		

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Treasury Management Strategy Statement 2014/15

Approved Countries for Investment**AAA**

Australia
Canada
Denmark
Finland
Germany
Luxembourg
Netherlands
Norway
Singapore
Sweden
Switzerland
U.S.A. (AA+ S&P rating)

AA+

France
Hong Kong
U.K.

AA

Abu Dhabi
Belgium

AA-

Saudi Arabia
Qatar (AA- S&P rating)

Minimum Revenue Provision Policy Statement 2014/15

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.

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 – Supranational Bank	12 months and over	£2,500,000
AAA – Supranational Bank	Less than 12 months	£3,000,000
AA+	12 months and over	£2,000,000
AA+	Less than 12 months	£2,500,000
AA	12 months and over	£1,750,000
AA	Less than 12 months	£2,250,000
AA-	12 months and over	£1,500,000
AA-	Less than 12 months	£2,000,000
A+	6 to 12 months	£1,500,000
A+	Less than 6 months	£1,750,000
A	6 to 12 months	£1,000,000
A	Less than 6 months	£1,500,000
A-	6 to 12 months	£750,000
A-	Less than 6 months	£1,250,000
Nationalised/Part-Nationalised	12 months and over	£1,750,000
Nationalised/Part-Nationalised	Less than 12 Months	£2,250,000

Agenda Item No 18

Resources Board

27 January 2014

**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 item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 19

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

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

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