

To: Deputy Leader and Members of the Resources Board
(Councillors L Smith, Johnston, Bowden, Butcher,
N Dirveiks, Forwood, Fowler, Jenkins, Lea, Moore, Payne,
Smitten, Y Stanley 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

2 FEBRUARY 2010

The Resources Board will meet in the Chamber at The Council House,
South Street, Atherstone, Warwickshire on **Tuesday**,
2 February 2010, at 6.30 pm.

AGENDA

- 1 **Evacuation Procedure.**
- 2 **Apologies for Absence / Members away on official Council business.**
- 3 **Declarations of Personal or Prejudicial Interests.** (Any personal interests arising from the membership of Warwickshire County Council of Councillors Fowler, and Lea, and membership of various Parish Councils of Councillors Butcher, Smitten and Y Stanley (Polesworth) and Moore (Baddesley Ensor), are deemed to be declared at this meeting).

- 4 **Request for discussion of En Bloc items.**

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

- 5 **Corporate Plan 2010–11** – 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 to those parts of the Corporate Plan for which it is responsible and to agree the 2010-11 Service Plans for the Finance and Human Resources, Revenues and Benefits, Corporate Services and Housing Divisions and the Internal Audit Service.

The Contact Officer for this report is Jerry Hutchinson.

- 6 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – December 2009** – Report of the Chief Executive and Director of Resources

Summary

This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Resources Board for the third quarter April 2009 to December 2009.

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

- 7 **General Fund Fees and Charges 2010/11** – Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Director (Revenues and Benefits) and Assistant Director (Finance and Human Resources).

Summary

The report covers the fees and charges for 2009/10 and the proposed fees and charges for 2010/11.

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

- 8 **General Fund Revenue Estimates 2010/11 – Services Recharged Across all Boards** – Report of the Director of Resources – **TO FOLLOW**

Summary

This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/2012 and 2012/2013.

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

- 9 **General Fund Revenue Estimates 2010/11 – Services Remaining Within Board –**
Report of the Director of Resources – **TO FOLLOW**

Summary

This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

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

- 10 **General Fund Revenue Estimate – Overall - 2010/11 –** Report of the Director of Resources – **TO FOLLOW**

Summary

This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

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

- 11 **Housing Revenue Account Estimates 2010/11 and Rent Review –** Report of the Director of Resources – **TO FOLLOW**

Summary

The report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/2011, together with forward commitments for 2011/12 and 2012/13.

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

- 12 **Tenant Services Authority – Regulation and Consultation on Standards –**
Report of the Assistant Director (Housing)

Summary

This report updates Members on the work of the Tenant Services Authority and presents a consultation document for consideration and response.

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

- 13 **Private Sector Decent Homes Work –** Report of the Assistant Director (Housing) – **TO FOLLOW**

Summary

This report updates Members on work to bring homes in the private sector up to a decent homes standard and recommends that the Council engages with an initiative which provides financial assistance for homeowners called Kick Start.

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

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

- 14 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2010/11** – Report of the Director of Resources

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2010/11.

The Contact Officer for this report is Jackie Marshall (719379).

- 15 **Internal Audit – Performance for July to December 2009** – Report of the Director of Resources.

Summary

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

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

- 16 **Adoption of the revised CIPFA Treasury Management Code of Practice 2009** – Report of the Director of Resources.

Summary

This report adopts the revised CIPFA Treasury Management Code of Practice 2009 and amends its Financial Regulations accordingly.

The Contact Officer for this report is Jackie Marshall (719379).

JERRY HUTCHINSON
Chief Executive

Agenda Item No 5

Resources Board

2 February 2010

Report of the Chief Executive

Corporate Plan 2010 - 11

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 to those parts of the Corporate Plan for which it is responsible and to agree the 2010-11 Service Plans for the Finance and Human Resources, Revenues and Benefits, Corporate Services and Housing Divisions and the Internal Audit Service.

Recommendation to the Executive Board

- a That those parts of the Corporate Plan as set out in Appendix A to the report for which the Resources Board is responsible be agreed; and**

Recommendation to the Board

- b That the Service Plans as set out in Appendix B to the report be agreed.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Discussions relating to issues contained within the Appendices have taken place at Portfolio Groups.

3 Report

- 3.1 Corporate Plan and Divisional Service Plans for 2009-10 were agreed in the January/February cycle of meetings last year and adopted by Full Council in February 2009 at the same time as the 2009-10 Budget.
- 3.2 In 2006 the Council produced a new style of Corporate Plan more closely aligned to the North Warwickshire Sustainable Community Strategy and incorporating a long term Vision.
- 3.3 Members will be aware that the Sustainable Community Strategy has recently been reviewed and now has three key themes. Public Agencies in the County have also agreed a Warwickshire Sustainable Communities Strategy. Consequently, a number of revisions have been made to the format of the Corporate Plan.

3.4 The Plan shows:

- Progress over the previous 12 months.
- Objectives and targets for 2010-11.
- Clear links as to how the achievement of the Council's priorities will assist in the delivery of the objectives contained in the North Warwickshire Sustainable Community Strategy, the County Sustainable Community Strategy and Warwickshire's Local Area Agreement Targets.
- Key milestones for the future.

3.5 Appendix A (TO FOLLOW) sets out proposals for those aspects of the Corporate Plan which fall within the remit of the Resources Board. Proposals for the 2010/11 Corporate Plan reflect discussions which have taken place at Portfolio Groups in appropriate cases. Members are requested to recommend to the Executive Board that the relevant parts of Appendix A are agreed.

3.6 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.

3.7 The Service Plans for the Finance and Human Resources, Revenues and Benefits, Corporate Services and Housing Divisions and the Internal Audit Service comprise Appendix B to this report, as most of these programmes relate to work carried out for this Board.

3.8 Where there are any budget implications for another Board arising out of work programmes, those implications will be drawn to the attention of the relevant Board 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 are dealt with in the Budget Report also on this agenda.

3.9 Once the Corporate Plan and Divisional Service Plans have been agreed, the reporting procedures for monitoring performance will be 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 meeting, and
- The Scrutiny Board will 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, targets and indicators for 2010-11 will be achieved from within existing Board 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

COMMUNITY LIFE

The Council will work to achieve our priority of enhancing community involvement and access to services by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>1 Actions around delivering improvements and engagement with our customers in line with the Council's Customer Access Strategy have been delivered where funding has permitted.</p> <p>During the year, members reviewed existing arrangements and the following changes were delivered.</p>	<p>1 Review and adopt an updated Customer Access Strategy and Action Plan, which will focus on development of outreach services to complement those delivered from the One Stop Shop in Atherstone, promotion of self service channels and corporate wide promotional activities where they are supported by a business case.</p>	<p>Ongoing roll out of the Customer Access Strategy.</p>	<p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&B)</p>	<p>A growth bid of £25,000 per annum to fund outreach initiatives was agreed in the 2009/10 budget.</p>
<p>a) Implementing Branching Out Bus Outreach project as one of 10 National Pilots with £268,000 worth of Government funding that will see outreach services in partnership with the Citizens Advice Bureau and Credit Union being delivered in some of the borough's most deprived wards. This has also included introducing a dedicated financial inclusion related BOB website. This project</p>	<p>a) Implement one stop shop services in up to two libraries in the borough by March 2011 under the Warwickshire Direct and BOB brand.</p>	<p>Develop and enhance the offer from any outlets adopted.</p>	<p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources Board/Community Life Portfolio/ AD (R & B)</p>	<p>Subject to funding being identified and a business case made with Warwickshire County Council.</p>

COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>also used customer insight data to target the service in the right places with assistance from the Warwickshire Observatory.</p> <p>b) Extended the opening hours of the contact centre in partnership with Warwickshire County Council from April 2009 to enable telephone calls to be answered until 8pm Monday to Friday and on a Saturday, 9am to 4pm.</p> <p>c) Implemented Gov Metric Customer Satisfaction software to capture information from users of the web, face to face and contact centre services.</p>	<p>b) Improvements will be delivered to the Council's website by the implementation of interactive self serve forms and acting on feedback received via the Gov Metric product.</p> <p>c) Identify future access to services or transport projects and work with other public sector and community partners to develop business cases in order to submit applications for LEADER and other funding opportunities to support their potential implementation. This is likely to include a bid with community groups and parish councils for PCs or Laptops in village halls, Housing common rooms via hubs or at regular surgeries.</p>	<p>Ongoing development to improve functionality of the website and encourage channel shift to encourage wider use of this facility.</p> <p>Implement any schemes identified.</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p> <p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p> <p>7.3 Our Places are connected through transport, technology and services</p> <p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&B)</p> <p>Resources Board/Community Life Portfolio/AD (R & B)</p> <p>Resources Board/Community Life Portfolio/AD (R & B)</p>	<p>Existing staff resources working in partnership with the Warwickshire Direct Partnership.</p> <p>Subject to identifying partners to support funding applications for LEADER funding.</p> <p>Subject to funding being identified.</p>

COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>d) Discussions with the library service have been undertaken and proposals will go to Members in April 2010 on how best, if at all, to utilise them.</p>	<p>d) Delivery of a project with a health and well-being provider to take health and wellbeing services out into the community if a bid to the Department of Works and Pensions made in January 2010 is successful.</p>	<p>Continuation of the project subject to funding.</p>	<p>Developing Healthier Communities</p>	<p>6.2 We all live healthy, active and independent lives</p>		
<p>e) During 2008/09, a review of the implementation of the contact centre was undertaken with other Warwickshire Direct Partner Councils to identify whether further services can be incorporated, integration achieved or any changes to existing arrangements made including moving all taking calls into a larger contact centre. It is anticipated that a recommendation will be made to Board by April 2010 regarding a proposed way forward.</p>	<p>e) Progress to be determined by the outcome of the shared service business case to be reviewed in April 2010.</p>	<p>To be determined by the review in 2011/12.</p>	<p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources Board/Community Life Portfolio/AD (R & B)</p>	<p>Existing staff resources. Any resource Implications will be the subject of a separate report.</p>

COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>2 Financial Inclusion</p> <p>a) Extensive work has been undertaken with the Credit Union and local CAB to promote financial awareness and advice. This has taken the form of a presence in the Council's One Stop Shop, promotion on letters and leaflets including a credit crunch edition of North Talk and 2 12 page booklets specifically aimed at families and older people as well as running events promoting the importance of financial inclusion work. This activity has been significantly enhanced by the B.O.B project that has funded this ongoing activity during 2009/10 and funding is also committed for 2010/11 onwards</p> <p>The Council also committed additional funding for a further CAB debt advisor to address a need highlighted by the impact of the credit crunch</p>	<p>a) Continue to promote the Credit Union and CAB activity by providing an outlet facility and signposting customers via the One Stop Shop and Contact Centre. This is reliant on funding requests being approved to continue.</p> <p>b) Seek funding to continue the BOB project either from LEADER or other funding streams post March 2011.</p> <p>c) Continue to work with other Warwickshire Councils and welfare agencies to continue to promote take up of Council Tax, Housing and other welfare benefits work in a collaborative way subject to ratification of the LPS2 bid.</p>	<p>a) Continue to deliver actions in line with criteria agreed at time any funding is committed</p> <p>b) Continue to deliver actions in line with criteria agreed at time any funding is committed.</p> <p>c) Continue to deliver actions in line with criteria agreed at time any funding is committed.</p>	<p>Improving Access to Services</p> <p>Improving Access to Services.</p> <p>Developing Healthier Communities.</p>	<p>7.3 Our places are connected through transport, technology and services</p> <p>7.3 Our places are connected through transport, technology and services.</p> <p>6.2 We all live healthy, active and independent lives.</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&B)</p>	<p>Subject to approval of growth bid.</p>

COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>b) We have continued to work with other Warwickshire Councils and Warwickshire Welfare Rights to continue to promote take up of Council Tax, Housing and other welfare benefits work in a collaborative way. Take up work has also been undertaken in partnership with the Pension Service</p> <p>This activity was funded in 2009/10 as a result of a successful bid for interim LSP2 funding</p> <p>c) During the year, the Council along with the County Council, CAB, Credit Unions and Warwickshire Welfare Rights has developed and received approval that a bid for £790,000 to continue this important work will continue to be funded from LPS2 funding based on a successful countywide bid made.</p>	<p>d) Adopt a Financial Inclusion Partnership for the Council which will feed into the “to be established” countywide financial inclusion partnership which will co-ordinate future financial inclusion activity with existing and new partners</p>	<p>d) Deliver actions against action plan agreed</p>	<p>Developing Healthier Communities</p>	<p>6.2 We all live healthy, active and independent lives</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&B)</p>	<p>Existing staff resources, Any implications will be the subject of a separate report</p>

HOUSING

The Council will work to achieve our priority of improving housing in the Borough by delivering more affordable housing and achieving the Decent Homes Standard for our own stock by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>1 Work continued to bring Council properties up to decent homes standard with extensive kitchen and bathroom programme and work at Piccadilly</p> <p>The Council worked in partnership with Waterloo Housing Association to regenerate its estate at Hill Top Arley.</p>	<p>We will meet the Decent Homes Standard in the Council's own stock by December 2010</p> <p>We will complete Phase 1 by refurbishing and transferring the properties to Waterloo Housing Association by December 2010. Start on Phase 2 with a view to completing the work by May 2011. .</p>	<p>Based on our stock condition information we will produce a programme of work which will maintain the Council's stock to a good standard and set out a local standard in accordance with Tenant Services Authority guidelines.</p> <p>Not applicable.</p>	<p>Developing Healthier Communities</p> <p>Developing Healthier Communities</p>	<p>7.2 Our housing is appropriate and affordable</p> <p>7.2 Our housing is appropriate and affordable</p>	<p>Resources Board/ Housing Portfolio/ DR/AD (H)</p>	
<p>2 Carried out further research to provide shared equity schemes for Council Tenants and the Housing Portfolio Holder Group and Resources Board on options in May 2009</p>	<p>To report further to the Housing Portfolio Holder Group and Resources Board by June 2010 on current schemes and make recommendations for such a scheme in North Warwickshire.</p>	<p>Will depend on recommendations to Resources Board</p>	<p>Developing Healthier Communities</p>	<p>6.2 We all live healthy, active and independent lives</p>	<p>Resources Board/ Housing Portfolio/ DR/AD (H)</p>	

HOUSING continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>3 a) Progressed schemes at Dordon and Ansley Common.</p> <p>b) Reported on sites within Council ownership which could be considered for affordable housing development.</p> <p>c) Considered the viability of the Council building properties to supplement its own stock of affordable homes.</p> <p>d) Worked with partner authorities to have a productive relationship with the new Homes and Communities Agency</p>	<p>New developments in Dordon and Ansley will be completed by April 2010</p> <p>These will include developments at Warton, and Atherstone by Housing Associations</p> <p>Developing new Council properties at Arley, Fillongley, Kingsbury and Water Orton.</p> <p>To work proactively with Housing Association Preferred Partners and the Homes and Communities Agency to deliver affordable housing schemes.</p>	<p>No further action against this objective.</p> <p>To act on the Coventry, Solihull and Warwickshire Investment Strategy to develop new homes across the region</p> <p>To bid for further funds if they are made available by the Homes and Communities Agency,</p> <p>To act on the Coventry, Solihull and Warwickshire Investment Strategy to develop new homes across the region.</p>	<p>Developing healthier communities</p> <p>Developing healthier communities</p> <p>Developing healthier communities</p> <p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p> <p>7.2 Our housing is appropriate and affordable.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.2 Our housing is appropriate and affordable.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.1 Our housing is appropriate and affordable.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.2 Our housing is appropriate and affordable.</p>	<p>Resources Board/ Housing Portfolio/LDF Advisory Panel DR/AD (H)/DCE</p>	

HOUSING continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>4 Built on the improvements both in capacity and service delivery already made and to work closely with Tenants and Members to address the standards set by the new Tenant Services Authority.</p>	<p>Respond to Tenant Services Authority standards by updating current service standards, publicising them and reporting on performance to all Tenants by October 2010.</p>	<p>To use service reviews of housing management and maintenance services to produce a comprehensive review of standards and performance indicators. Publicise agreed standards and performance indicators and report on them to Tenants at least once a year by July 2011.</p>	<p>Improving access to services</p>	<p>7.2 Our housing is appropriate and affordable.</p>	<p>Resources Board/ Housing Portfolio/ DR</p>	
<p>5 Developed further initiatives to deliver decent private sector homes and affordable warmth, and addressing long-term vacant dwellings in a strategic way.</p>	<p>Acting on initiatives presented to Resources Board to bring empty homes back into use and assist private sector occupiers to improve the condition of their homes by helping them access appropriate support and financial assistance.</p>	<p>To review which initiatives have worked during 2010/11, assess funding requirements and finance available and set clear targets to assist private occupiers improve the condition of their homes.</p>	<p>Improving access to services</p>	<p>7.2 Our housing is appropriate and affordable.</p>	<p>Resources Board/ Housing Portfolio/ DCE</p>	
<p>6 Undertook a review of the services provided by Borough Care to ensure the service is resilient and value for money is achieved. Reported to Members for full consideration and appropriate action.</p>	<p>Act on action plan results from Borough Care Review.</p>	<p>Act on action plan resulting from Borough Care Review.</p>	<p>Improving access to services</p>	<p>6.2 We all live healthy, active and independent lives.</p>	<p>Resources Board/ Health and Well Being Portfolio/AD(H)</p>	

HEALTH AND WELL-BEING continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>1 implemented improvements in service delivery for Disabled Facilities Grants in conjunction with the County wide programme, specifically improving the speed and quality of service delivery and value for money by procurement and recycling of e.g. stairlifts, adapted housing registers, cross-agency staff training and an electronic service pathway.</p>	<p>Establish a new service model to take forward the recommendations from the service review of the Home Improvement Agencies and related work streams in partnership with the County Council and other districts.</p>	<p>Continue to make improvements to this service.</p>	<p>Developing Healthier Communities.</p>	<p>6.2 We all live healthy, active and independent lives.</p>	<p>Resources Board/ Housing Portfolio/ DCE</p>	

RESOURCES

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
1 Reviewed and took timetabled actions from the Human Resources Strategy, including:-	Reviewing and taking timetabled actions from the Human Resources Strategy	Continuing to keep the Human Resources Strategy under review and taking timetabled actions.	Improving Access to Services.	8.2 Our workforce is diverse, trained and skilled.		
a) i) Implemented a flexible working policy with IT solutions put in place to enable more staff to access systems from home; and	Reviewing the benefits and issues of the new flexible working arrangements by December 2010	This will depend on the review of office space requirements and the overall review of office accommodation shown below.	Improving Access to Services.	8.2 Our workforce is diverse, trained and skilled.	Resources Board/ Resources Portfolio/ Management Team/ AD (F&HR)	
ii) Carried out a review of office space requirements.	Reducing office space to reflect the revised flexible working arrangements		Improving Access to Services.	8.2 Our workforce is diverse, trained and skilled.		
b) Provided briefing sessions on the Flexible Working Policy and the Legionella Policy for managers and unions.	Timetabling reviews for all Human Resource policies, completing those identified for 2010/11 and providing briefing sessions as required	Completing policy reviews in line with the timetable, and providing briefing sessions as required	Improving Access to Services.	8.2 Our workforce is diverse, trained and skilled.	Resources Board/ Resources Portfolio/ Management Team/ AD (F&HR)	

RESOURCES continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
2 Contributed to the efficiencies and savings targets through the delivery of the Procurement Strategy Action Plan and particularly by working collaboratively.	Continuing to contribute to the efficiencies and savings targets through the delivery of the Procurement Strategy Action Plan.	Continued delivery of the Action Plan	Improving Access to Services.	7.3 Our places are connected through transport, technology and services.	Resources Board/ Resources Portfolio/ AD (I&PS)	
3 Continued to ensure the Council made good use of its resources, through the preparation and implementation of an action plan to improve governance arrangements and other areas.	Research and develop options for extending the councils consultation with stakeholders on financial reporting and council priorities	Continuing to ensure the Council makes good use of its resources, through reviews of governance arrangements and other areas.		7.3 Our places are connected through transport, technology and services.	Resources Board/ Resources Portfolio/ DR	
4 Undertook a full and detailed appraisal on options to improve the safety and accessibility of civic offices and community buildings within Atherstone and elsewhere in the Borough.	Finalising the next stage of the Council's Accommodation Project work and updating the Council's Property Strategy and Asset Management Plan based on the outcomes of that project	Implementing identified solutions for improvements to civic and community property assets and considering how the Council and its partners' assets across the Borough can be used more efficiently to provide greater access to services	Improving Access to Services	7.3 Our places are connected through transport, technology and services	Resources Board/ Resources Portfolio/ DCE/DR/AD (S)	



INVESTORS IN PEOPLE

Revenues, Benefits and Customer Services Service Plan 2010/11

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



SCOPE OF SERVICE AREA

The Division provides the following services to the people of North Warwickshire Borough Council 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 Benefit Applications 2. Assisting with the completion of Benefit 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. Providing general welfare advice to customers at The Council House, Atherstone 7. Making available benefit claim forms, providing information leaflets, displaying posters and providing information through the web-site 8. Processing claims for Discretionary Housing Payments and promoting take up of benefits 9. Responding in writing, over the phone and by e-mail to benefit related enquiries, appeals and complaints 10. Liasing with interested parties on individual claims and Benefit administration in general 11. Providing financial and statistical information for Central Government 	<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 benefit 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 in general 6. Providing financial and statistical information for Central Government 	As Above with our specific delivery partner - Coventry City Council

<p>Revenues Administration</p>	<ol style="list-style-type: none"> 1. The billing and recovery of council tax and business rates 2. The collection of Housing Rents and Former Tenant Arrears 3. The recovery of invoiced Housing Benefit Overpayments 4. Receiving and responding to council tax and business rate related enquiries via phone, letter, personal visit, email and fax 5. Administration of the Councils Concessionary Travel Scheme and Mortgages 6. Advising the Valuation Office Agency of domestic and non domestic properties which either require banding, rating or reassessment 7. Processing schedules of alterations to domestic and non domestic properties received from the Valuation Office Agency 8. Liasing with the Councils bailiffs, debt collection agencies and the Magistrates Court 9. Inspecting new, empty and altered domestic and non domestic properties 10. Making available council tax and rating information via leaflets, posters and the web-site 11. Providing financial and statistical information for Central Government 	<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</p>	<ol style="list-style-type: none"> 1. Managing and migrating services into the Customer Contact Centre in line with the corporate timetable. 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 to 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. Evaluating the opportunity and delivering face to face services in alternative venues to the Council House 7. Building relationships and promoting services internally and with other partners 8. Delivering consistent and communicated customer service standards 9. Working closely with the Communications Group to deliver consistent branding across the Council and its partners 10. Management and Delivery of the B.O.B bus (alongside the Housing division) 11. Delivery of an "Out Of Hours" delivery model with Warwickshire County Council 	<p>All residents in and outside North Warwickshire</p> <p>Internal stakeholders -all departments External stakeholders:- Warwickshire Direct Partners, Northgate, Warwickshire County Council, Registrars Service, North Warwickshire Primary Care Trust, North Warwickshire Credit Union, The Pension Service.</p>

Contribution to Corporate Strategy Headline Priorities and LAA Priorities

Headline Priority		Contribution
Social Inclusion	To seek to identify and minimise the causes and effects of social exclusion within the Borough, in partnership with other agencies	Significant contribution
Community Planning, Sustainability and Partnerships	To seek to improve the economic, environmental and social well-being of the Borough by working with other partners to prepare and implement a community strategy taking into account the aspirations of the local community	Direct contribution
Staff Care and Development	To ensure that the Council has a high quality, committed and well motivated workforce that has equal access to training, development and career progression, understands the objectives of the Council and is equipped for and capable of responding to those business objectives and to the needs of local people	Direct contribution
Quality Service Provision	To ensure that all the Council's services are provided in a manner which demonstrates Best Value to all the Council's customers on a fair and equal basis	Significant contribution
Crime and Disorder	To be a lead partner and major contributor to community safety and crime reduction as part of a multi-agency Borough-wide Crime and Disorder Strategy	Direct contribution
Strategic Resource Management	To ensure that the Council makes the best use of its financial and physical resources and manages them in a manner which responds to the changing needs of the organisation	Direct Contribution
Sustainable Community Strategy	Identifies actions to be taken to address key issues around 3 main strands of activity – Education, Health and Access	Direct Contribution
Narrowing the Gap Agenda	Overall commitment to bridge the gap between the most deprived and vulnerable members of our communities	Significant Contribution
Child Poverty Strategy	Direct activity on the Government's agenda to eradicate child poverty by 2020	Significant Contribution
Customer Access Strategy	Identifies how we wish to develop our communication channels with customers via face to face, hard copy, electronic, and telephone mediums	Significant Contribution

Access to Services and Facilities by public transport (LAA)	NI 175	Significant Contribution
Proportion of children in poverty (LAA)	NI 116	Significant Contribution
Tacking Fuel Poverty – people receiving income based benefits living in homes with a low energy efficiency rating (LAA)	NI 187	Direct Contribution – in terms of alerting people to entitlement and joint work with utilities
Working Age population on out of work benefits (LAA)	NI 152	Minimal contribution – impact could be negative

Above are the key NI's we impact on but we also impact NI 4 (people who can influence decisions); NI 6 (participation in regular volunteering; NI56 (obesity levels in school children); 117 (16-18 year olds in NEETS); NI141 (Vulnerable people achieving independent living);

Acronyms Used in this Service Plan:

NVQ (National Vocational Qualification);
PCT (Primary Care Trust);
PDT (Performance Development Team – part of the DWP
DWP (Department of Works and Pensions)
DCSF (Department of Children, Schools and Families)
WDP (Warwickshire Direct Partnership);
TRIM (Corporate Document Management System);
ACADEMY (Councils Revenues and Benefits system);
CRM or Northgate (Customer Relationship Management System used in Contact Centre (CC) and One Stop Shop (OSS);
KLOE (Key Lines of Enquiry)
CANWE (Coventry and North Warwickshire Enterprise) – shared service
WCC (Warwickshire County Council)
AWM (Advantage West Midlands)
RIEP (Regional Improvement and Efficiency Partnership)
FIP (Financial Inclusion Partnership)
NTG (Narrowing The Gap)
SCS (Sustainable Community Strategy)

Action	The Community Plan Corporate, or LAA / Divisional Objective	Lead Officer	Start Date	End Date	Traffic Light/ Priority	Measurement of Success	Resources
External Assessment							
Deliver the action plan resulting from the Customer Service Excellence Standard inspection being undertaken in February 2010	Quality Service Provision NI 175	AD (R&B)	April 2010	March 2011	H	Ongoing accreditation status achieved and widened to incorporate customer services.	Resourcing from existing resources. Some to be undertaken with Coventry CC
Ensure that all performance indicators are delivered in line with targets set for 2010/11 or to upper quartile levels	Quality Service Provision	AD (R&B)	April 2010	March 2011	H	Maintain levels to ensure top quartile performance levels are maintained across the service	None other than already committed
That the service continues to promote its NVQ assessment accreditation in respect of IRRV qualifications and develop its ongoing NVQ offer with Coventry CC	Staff Care and Development Quality Service Provision	R & B Mgr	April 2010	March 2011	H	NVQ studies being undertaken in line with NVQ programme. 6 Qualifications achieved by November 2010	Initially supported from Northamptonshire NVQ Centre. Has potential to be income generating in future years if sufficient resource is trained.
Deliver any action plan resulting from the KLOE assessment and PDT exercise in January/ February 2010	Quality Service Provision Customer Access Strategy NI 116, 187,152,175	R&B Mgr / AD (R&B)	April 2010	March 2011	M	Delivery of work programme agreed post external assessments	Work to be undertaken with Coventry CC
Submit a minimum of 2 applications for external awards	Staff Care and Development Quality Service Provision	AD (R&B)	April 2010	January 2011	M	Submission of Bids One Shortlisting	None other than already committed

Action	The Community Plan Objective Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Value for Money / Efficiency							
Implement changes deemed necessary or services to be added to the current CANWE arrangements implemented. These may include new services in Revenues or identifying new Fraud or Benefit partners	Quality Service Provision Compliance with the Comprehensive Spending Review VFM	AD (R&B)	April 2010	March 2011	M	Delivery of revised savings to be agreed by Members as included in a Resources Board in April 2010 Regular monitoring of work plans	Any business case for improvements will be based on "Invest to Save" principles or trading/selling of resources with the schedule of rates arrangements established.
Maximise Subsidy by operating below Local Authority Error thresholds.	Quality Service Provision	R&B Mgr	April 2010	March 2011	H	Achieve action in terms of subsidy audit	Restructure proposals being agreed around reallocation of resources to this area
Undertake a bailiff tender exercise as the existing 5 year contract with Bristow and Sutor is up for renewal	Quality Service Provision	AD (R&B), R&B Mgr	April 2010	June 2010	H	Award of contract	Will be undertaken as part of a Warwickshire wide project led by NBBC. Funding from identified budget
Promote greater payment by electronic means / direct debit including putting all WCC accounts onto this method by February 2011	Community Life Customer Access Strategy NI 175	AD (R&B), AD (ICT)	April 2010	March 2011	H	Increased the number of electronic payments & DD's. to Increase by 1% on March 2010 levels	Better use of North Talk and other publicity mail shots WCC implementing their new general ledger in time

Action	The Community Plan Objective Corporate Objective Divisional Objectives	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Undertake a Single Person Discount Review as part of a wider Countywide exercise involving data matching software	Quality Service Provision VFM	AD (R&B), R&B Mgr	July 2010	January 2011	M	Completion of the exercise and withdrawal or confirmation of discount award Revised tax base notified	Will be undertaken as part of a Warwickshire wide project. Funding from identified budget on an invest to save principle in line with agreement with WCC and Warks Police
Determine an approach on whether to charge second homes or Long Term Empty dwellings in time for agreeing the tax base in 2010/11	Quality Service Provision VFM	AD (R&B), R&B Mgr	May 2010	November 2010	M	Completion of the exercise and notification of Member determination of revised discount award, if any Revised tax base notified	Existing Resources to complete exercise
Customer Access / Improvements							
Support Dickens and at least 5 other high profile events around the Borough during the summer	This will cut across all corporate themes NI 187, 175,116,152	AD (R&B)	May 2010	November 2010	H	Agree promotional activity to be promoted	None other than monies already identified as part of the B.O.B bus budget
Support National Customer Service Week	This will cut across all corporate themes NI 187, 175,116,152	AD (R&B)	August 2010	October 2010	H	A variety of promotional events around the borough	None other than £500 already in budget
Review Concessionary Travel Scheme for vulnerable people	Community, Transport and Access NI 175	AD (R&B)	November 2010	January 2011	M	Recommendation to Management Team and Members	None

Action	Community Plan Obj Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Embed Gov Metric Customer Satisfaction software within the division and across the Council and use the results to propose service improvements council wide	Quality Service Provision Community Planning Customer Access Strategy NI175, NI 4	AD (R&B), AD (ICT)	April 2010	March 2011	H	Better customer information to assist better customer access decision-making and enable new CAA requirements to be achieved. Reports published for internal and external use	None
Develop a revised Customer Access Strategy to be adopted by Members. This will run from 2011 to 2016 and build on the 2006 strategy	Customer Access Strategy Quality Service Provision	AD (R&B) / AD (ICT)	April 2010	November 2010	H	New strategy adopted by Board	None
Undertake Customer Satisfaction across the Service in line with an agreed consultation strategy	Customer Access Strategy Quality Service Provision	AD (R&B), ACE and S t C	April 2010	March 2011	H	Undertake in line with strategy and publish results as part of a balanced scorecard. A minimum of 80% satisfaction with levels and quality of service provided	None other than those already identified
Embed mechanisms to ensure the NI 14 performance indicator is being measured consistently and outcomes recorded	Quality Service Provision, Use of Resources	AD (R&B) / CCM / AD (ICT), System Support	April 2010	March 2011	H	Information being reported to an agreed set of standards	None other than those in place via Northgate CRM.

Action	Community Plan Obj Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources
Review the shared service business case developed for WDP to determine what changes to existing arrangements can be made, if any	Community Life Customer Access Strategy Quality Service Provision	AD (R&B) / AD (ICT)	April 2010	November 2010	H	Changes approved by Management Team or Members Delivery of changes to an action plan	Business cases to be justified with WCC and other partners to determine how any changes will be delivered
Review the content of Revenues & Benefits leaflets and documentation issued to ensure consistency of branding & make them equalities compliant	Customer Access Strategy Quality Service Provision NI 175, 116, 187,152	R&B Mgr, AD (R&B),	June 2010	December 2010	M	Consistent and Compliant documentation on request	None. Being undertaken alongside Coventry CC as part of the CANWE partnership
Improve Website Capability by implementation of On line forms that replicate the forms held in the Northgate System and are not PDF documents	Customer Access Strategy Quality Service Provision NI 175	AD (R&B), CCM, AD (ICT)	April 2010	October 2010	H	Top 10 interactive forms available to access via website	Promise it will be delivered as part of Version 3. Resource input agreed with ICT Division
Work internally, with the WCC Observatory and partners to develop a number of projects in 2010/11 to develop work around better customer data sharing At least 2 projects to be identified and undertaken with partners	Quality Service Provision, Customer Access Strategy NI 175, 116	AD (R&B), ACE and StC AD (Housing) AD (ICT)	June 2010	February 2011	H	Better customer information to assist better customer delivery decision-making and enable new CAA requirements to be achieved. Reports and customer profiling achieved	WCC and internal resources to be agreed once project brief identified. Likely to need to undertake from diverting internal resources or using those already deployed in partnerships

Action	The Community Plan Objective Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	Priority	Measurement Of Success	Resources
<p>Propose, Justify and Implement, where approved, outreach opportunities with WCC & other Community partners to deliver remote access in other outlets by utilising any of the following</p> <p>Continuation of the Branching Out Bus (B.O.B) bus post March 2011</p> <p>Develop at least 2 outreach One Stop Shops in the borough</p> <p>Developing Bids for Community Information Points (PC's, Printers and Broadband) in already established community facilities</p>	<p>Community Life Customer Access Strategy Quality Service Provision Health and Well Being</p> <p>Access, Community and Transport</p> <p>NI 175 NI 187 NI 116 NI 152 NI 6 NI 120</p>	AD (R&B) / AD (ICT) / AS (Housing)	April 2010	March 2011	H	<p>Successful bids to WCC to continue operating the B.O.B initiative via cored funding.</p> <p>Continuation of the B.O.B project post March 2011</p> <p>Make Bids with community partners for LEADER funding</p> <p>Opening of 2 One Stop Shop facilities during 2010/11</p>	<p>Business cases to be justified with WCC and other partners to be submitted to the LEADER fund.</p> <p>Work closely with Kushal Birla (WCC) to undertake feasibility work</p> <p>Utilise the £25,000 revenue growth to support outreach work if successful either as stand alone or match funding for Leader bids</p> <p>Incorporate the ongoing revenue costs of proposals into any restructure reports taken</p>
Identify future access or transport projects and work with partners to develop business cases to support their potential implementation	<p>Customer Access Strategy</p> <p>NI 175, 116, 187</p>	AD (R&B), Director of CE	April 2010	March 2011	M	Agreement by Local Action Group to support projects	Potentially from LEADER funding and other funds (internal or external) as match funding element

Action	Community Plan Obj Corporate Objective Divisional Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
ADDRESSING POVERTY AND SOCIAL INCLUSION							
Oversee and develop the operation of the NW FIP and Countywide FIP to coordinate Financial Inclusion activity	The Local Economy Health and Well Being Contributes to LAA – reduction of Child Poverty and NTG NI 187,152,116,175,	AD (R&B)	April 2010	March 2011	H	Regular meetings and Action Points implemented	None internally. External support for FIP to be provided by a dedicated support officer
Continue to promote the Credit Union activity by providing an outlet facility via the B.O.B bus and signposting customers via the One Stop Shop with funding provided by the DCSF and WCC for a further 12 months to March 2011	Customer Access Strategy The Local Economy Education and Lifelong Learning Narrowing The Gap (NTG) NI 6, 187, 175, 116, 141	AD (R&B)	April 2010	March 2011	H	Greater take up of credit union services Presence in OSS, in schools and on B.O.B 500 people given advice, opened a bank account or a loan in 2009/10 Promotion of Saving Gateway	Reliant on an Area Forum Bid being successful in 2010 to achieve school bank target. May also be subject of LEADER funding support CWEDA support will be available via the successful LPS2 bid
Continue to work with other Warwickshire Councils and welfare agencies to continue to promote take up of Council Tax, Housing and other welfare benefits work in a collaborative way	Quality Service Provision The Local Economy Health and Well Being Contributes to LAA – reduction of Child Poverty NTG NI 187, 152, 116, 175	Benefits Supervisor / R&B Mgr /AD (R&B)	April 2010	March 2011	H	Increased caseload by 3% in year Advice and Signposting being provided by a number of mediums in a coordinated way Improvements to information held on the website	The continuation of this project delivering take up with the other Warwickshire Councils by Warwickshire Welfare Rights will run for 2 more years from April 2010 as a result of the successful LPSA2 funding.

Action	Community Plan Obj Corporate Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Continue to work alongside, promote and support the work of the Citizens Advice Bureau and their work with the LAW network	Quality Service Provision The Local Economy Health and Well Being NTG NI 116, 175, 187	AD (R&B), R&B Mgr	April 2010	March 2011	M	A customer focused debt advice and information service being delivered and communicated to all residents	This is in part reliant on a growth bid of £15,000 to make one off funding in 2010/11 being approved in line with recommendation of the Community Life Portfolio Group
Assist in identifying specialist groups to whom financial literacy training can be provided	NI 117	AD (R&B)	April 2010	March 2011	H	A to be agreed number of training sessions delivered in the borough	Sessions to be run using LPS2 award
Develop a working relationship with North Warwickshire and Hinckley College to deliver a number of finance and education themed projects around (1) Financial Literacy and Court Cost programmes (2) Well Being projects with local employers	Quality Service Provision, NTG The Local Economy Health and Well Being Sustainable Community Strategy commitments around raising educational skills and aspirations NI 116, 117, 163, 175, 187	AD (R&B)	April 2010	March 2011	M	Running successful financial literacy sessions with sufficient take up with the borough Vulnerable client groups taking part Local employers engaging with agenda	Reliant on identifying suitable client groups to meet the costs of running certain courses Links into successful bids agreed around the health and education agendas.
Support the delivery of a well-being programme delivered in partnership with the Holistic Company and others, if bid to DWP is successful	Quality Service Provision, NTG The Local Economy Health and Well Being NI 56, 120, 187	AD (R&B)	April 2010	March 2011	M	Bid being successful Local people and employers engaging with agenda	Links into successful bids agreed around the health and education agendas as part of SCS.
Continue to promote fuel poverty messages alongside Act on Energy and Severn Trent via targeted campaigns	Quality Service Provision, NTG The Local Economy Health and Well Being Ni 116, 175, 187	AD (R&B)	April 2010	March 2011	M	Incorporate joined up messages in any targeted campaigns	None. Seek support from FIP coordinator as activity likely to be countywide

Action	The Community Plan Objective Corporate Objective	Lead Officer	Start Date	End Date	TL/ Priority	Measurement of Success	Resources
NEW TECHNOLOGY							
Continue to develop Singularity Workflow software to drive the operational benefits of migrating to TRIM in all areas of service	Quality Service Provision	AD (R&B) / AD (ICT)	April 2010	March 2011	H	Review Revenue and Benefit letter templates migrated into TRIM Action plan post PDT inspection completed	None other than those allocated to work on project
Implement the "Tell Us Once" project either as part of a countywide roll out or individually as a Council	Customer Access Strategy Quality Service Provision Ni 175, 116, 187	AD (R&B) / AD (ICT) / R&B Mgr / CCM	April 2010	September 2010	M	Improved processes agreed and implemented (with partners) as determined by pilot	Will agree to pilot status if no revenue implications of introducing
PCIDSS Macfarlane web service install	Quality Service Provision Audit Requirement	CCM / AD (ICT) / WDP	April 2010	May 2010	H	Allows call recording to be PCIDSS compliant	£3,500 one off cost. Funding identified in WDP budget
Windows SQL upgrade	Quality Service Provision	CCM / AD (ICT) / WDP	April 2010	May 2010	H	Upgrade implemented	Costs to be advised
Implement MacFarlane telephony upgrade, patching, Anti virus and Back Up	Quality Service Provision	CCM / AD (ICT) / WDP	July 2010	September 2010	H	Upgrade implemented	Funding already included in the budget for the upgrade
Review the benefits of the integration software supplied free of charge on trial by CAPITA in return for becoming a reference site for Revenues & Benefits	Customer Access Strategy Quality Service Provision	CCM, AD (ICT)	April 2010	December 2010	M	Improved speed of service created by integration	Reliant on realising the business benefits allowing as a minimum the equivalent staff savings to be made

Action	The Community Plan Objective	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
POLICIES AND PROCEDURES							
Help achieve equality standard level 3	Quality Service Provision	AD (R&B)	June 2010	March 2011	H	At standard to Level 3 within the Revenues & Benefits service	Build into existing work plans and undertake project with Coventry CC
Equality Proof all policies and guidelines in the division in line with divisional programme		R&B Mgr	June 2010	March 2011	H	Impact Assessment exercise completed in line with timetable	
Rural proof all policies in the division	Strategic Resource Management	R&B Mgr	June 2010	March 2011	M	Exercise completed in line with timetable	Build into existing work plans
Undertake Health & Safety audits in line with divisional programme	Strategic Resource Management	R&B Mgr/CCM	April 2010	March 2011	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 2010	March 2011	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 2010	March 2011	M	Exercise completed in line with timetable	Build into existing work plans
Ensure Use of Resources judgement is maximised	Strategic Resource Management	AD (R&B) / AD (F&HR)	April 2010	March 2011	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 2010	March 2011	M	Exercise completed in line with timetable	Build into existing work plans
Deliver Training in line with appraisals and TNA Undertaken with CCC	Quality Service Provision, Strategic Resource Management	R&B Mgr, CCM	April 2010	March 2011	H	Undertaken in line with programme	Deliver with agreed plan
Undertake annual staff survey	Quality Service Provision	AD (R&B)	December 2010	December 2010	H	Exercise completed in line with timetable	Build into existing work plans

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	T/L Priority	Measurement of Success	Resources
Ensure Invoices are paid on time(within 30 days)	Quality Service Provision	AD (R&B), R&B Mgr, CCM	April 2010	March 2011	H	Top Quartile Performance in Council	None
Continue to participate in benchmarking exercises with appropriate groups	Quality Service Provision VFM	AD (R&B), R&B Mgr, CCM	April 2010	March 2011	H	Exercises undertaken	None – will not be joining paid for groups. This will be reliant on data being shared voluntarily

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
1. Strategy – Development and Implementation								
ICT Strategy								
	<ul style="list-style-type: none"> Implement actions identified in the 10/11 ICT Strategy Action Plan. 	ICT Strategy	GH	Apr 10	Mar 11	High	Actions completed on target.	
	<ul style="list-style-type: none"> Develop and get approval for 2011/12 ICT Strategy Action Plan. 	ICT Strategy	LB/GH	Oct 10	Jan 11	High	Strategy completed and approved.	
Procurement Strategy								
	Procurement Strategy <ul style="list-style-type: none"> Develop and get approval for 2010/11 Procurement Action Plan 	Procurement Strategy/ Use of Resources (UoR)	LB/EC	Oct 10	Mar 11	High	Strategy Updated and approved.	Any costs/savings arising from the Strategy will be identified in the Strategy
	<ul style="list-style-type: none"> Ensure the implementation of the actions identified in the 10/11 Action Plan by the target dates. 	Procurement Strategy / UoR	LB/EC	Apr 10	Mar 11	High	Actions completed on target.	
Customer Access Strategy								
	Customer Access Strategy <ul style="list-style-type: none"> Assist with the development of a revised Customer Access Strategy 	Customer Access Strategy (CAS) Comm. Life	AD-R&B LB	Apr 10	Nov 10	High	New Strategy approved by Board for 2011 - 2016	Any implications
	Support services access ambitions. <ul style="list-style-type: none"> LEADER Projects, Community Information Points, OSS. 	CAS, Community Life	LB / AD-R&B	Apr 10	Mar 11	Med	Help provide technology.	Revs & Bens/Housing/CC Projects.
	Customer Insight <ul style="list-style-type: none"> Help embed Gov Metric system & use feedback for service improvement 	CAS	HH/LB AD-R&B	Apr 10	Mar 11	High	Reports produced & service improvements	Revs & Bens/CC Project.
	<ul style="list-style-type: none"> Support work on Customer insight & profiling working with other services and partners (e.g WCC Observatory) 	CAS, Community Life	AD-R&B /LB/GH	Jul 10	Feb 11	Med	Better customer insight. At least 2 projects identified and completed.	Revs & Bens/CC Project.

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

G:\Chief Exec's Office\Typing Section\Boards\E-mail\Resources Board\Part A & B\05b(ii) - Corporate Services Service Plan 2010 11.DOC

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	Use of e-services <ul style="list-style-type: none"> Implement plan to increase the take up of e-services. 	CAS/UoR	LB/HH	Apr 10	Mar 11	High	Use increased and reported to Board.	
2. Standards and Policy – Development and Implementation								
	Government Connect Initiative <ul style="list-style-type: none"> Understand the implications of, and meet the requirement for the Code of Connection (CoCo 4.1) 	ICT Strategy Policy, Govt requirement.	GH/NW	Apr 10	Jun 10	High	Successful re-submission	No cost for Gov Connect until 2011/12. Cap bid for IT Security solutions.
	<ul style="list-style-type: none"> Implement Anit Virus on all servers as required by CoCo 4.1 	ICT Strategy	GH/CH	Apr 10	Jun 10	High	All servers protected by Anti Virus Software.	
	<ul style="list-style-type: none"> Support & respond to annual Gov Connect audit or compliance check. 	IS Policy	GH/NW	Apr 10	Jun 10	Med	If audited act on actions identified.	Will depend on the nature of any actions identified.
	<ul style="list-style-type: none"> Support services implementing systems requiring Gov Connect e.g Tell Us Once. 	Customer Assess	GH/NW	Jun 10	Sep 10	Med	Secure and improved processes.	
	Achieve PCI DSS Compliance <ul style="list-style-type: none"> Understand the implications of, and meet the requirement for, PCI DSS. <ul style="list-style-type: none"> MacFarlane voice recording. Log file & Intruder Management. 	ICT Strategy	GH/NW CCM ¹	Apr 10	Dec 10	High	Meet PCI DSS Standards	Capital bid for IT Security solutions. £3.500 one off cost identified in WDP budget
3. Use of Information Technology – Computer Development Programme								
EDRMS								
	Corporate roll out of TRIM. <ul style="list-style-type: none"> Train staff and implement Trim for those not covered by 2009/10 corporate roll out. 	UoR	TB/DC	Apr 10	Oct 10	High	Trim rolled out and benefits realised.	Bid to Corp Development Programme for resource.
	<ul style="list-style-type: none"> Help Revs & Bens review & improve their letter and workflow processes. 	R&B service plan.	TB, R&B	Oct 10	Mar 11	Med	Planned benefits achieved.	

* Action contributes to achieving a Political Priority, Corporate Plan Target, Council Strategy or Policy or Improves the Quality of the Division's services.
G:\Chief Exec's Office\Typing Section\Boards\E-mail\Resources Board\Part A & B\05b(ii) - Corporate Services Service Plan 2010 11.DOC

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Support Service wanting to improve processes thought process review and use of tools such as Trim. 	UoR	GH/TB	Jul 10	Mar 11	Med	Process and service improvement.	
Website & Intranet								
	<ul style="list-style-type: none"> Upgrade Website and take advantage of new functionality 	CAS	HH/CH	Apr 10	Sep 10	Med	Website upgraded to latest version.	
	<ul style="list-style-type: none"> Implement improvements as a result of 2009 "Better Connected" report. 	Use of Resources	HH/CH	Jul 10	Nov 10	Low	Learn from best practice. Aim to maintain rating.	
	<ul style="list-style-type: none"> Microsites – Develop microsites/ Directories as requested (approx 2 per year). 	CAS	CH	Apr 10	Mar 11	Med	Development undertaken where there is a business need.	
	<ul style="list-style-type: none"> Webforms development using Jadu Xforms. 	CCAS)/UoR	HH	Jul 10	Mar 11	High	Forms reviewed and 10 redeveloped	
GIS, LLPG & Street Naming & Numbering								
	Census 2011 <ul style="list-style-type: none"> Supporting the 2011 Census preparation. 	Data Quality	AC/JS	Jun 10	Dec 10	High	Resolving address anomalies and acting as Census Support Officer	Work to Government timetable for 2011 Census.
	Implement LLPG Improvement Schedule <ul style="list-style-type: none"> Develop and improve LLPG 	Data Quality (DQ) / UoR	AC	Apr 10	Mar 11	Med	Improved data quality and accuracy.	
	<ul style="list-style-type: none"> Full Re-synchronisation of LLPG Data with NLPG Hub. 	Data Quality (DQ) / UoR	AC	Dec 10	Mar 11	Med	Improved data quality	
	<ul style="list-style-type: none"> Mapping Services Agreement Review and implement as appropriate. 	UoR	JS	Sep 10	Dec 10	High	MSA reviewed and implemented.	Delayed in 09/10 by Govt.
Service Specific Projects								
	Contact Centre <ul style="list-style-type: none"> Provide technical support and development for Front Office e.g. Scrip development and enhancement 	Customer Access Strat.	AC	Apr 10	Mar 11	High	Work Programme to be agreed with Contact Centre Manager	

¹ CCM – Contact Centre Manager (Jude Smith)

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Assist with implementation of MacFarlane telephony upgrade. 	Quality of Service	NW/CCM	Jun 10	Sep 10	Med	Solution should be implemented 09/10.	Already funded from WDP Capital.
	<ul style="list-style-type: none"> Provide WDP with assistance if required to complete SQL upgrade. 	CAS	NW/CCM	Apr 10	Jun 10	Med	Upgrade implemented by WDP.	
	Housing <ul style="list-style-type: none"> Upgrade IBS system with Housing. 	Use of Resources	LS	Oct 10	Dec 10	Med	Proposed upgrade implemented.	Will be contained within existing revenue budgets.
	Community Support System <ul style="list-style-type: none"> Work with Community Support to develop business case. 	Use of Resources	GH, Housing	Apr 10	Jun 10	Med	Production on business case.	
	<ul style="list-style-type: none"> Assist with the selection and implementation of a system if the business case is proven & approved. 	Housing Service Plan	GH, Housing	Jun 10	Jan 11	Med	System implemented and Business benefits being achieved.	Capital Programme Bid by Community Development.
	Streetscape <ul style="list-style-type: none"> Work with Streetscape to address their application requirements. 	UoR / Streetscape Service Plan	GH	TBC	TBC	Med	Help deliver any benefits identified by service for project	Dependant on the outcome of the Streetscape VFM Review.
	Leisure & Community Development <ul style="list-style-type: none"> Support the division in investigating options and the business case for procuring software to support the delivery of the Divisions services. 		GH	Apr 10	Oct 10	Med	Options identified for Leisure Facilities, Grounds Maintenance, Play Areas, Tree Management	
	Development Control System <ul style="list-style-type: none"> Enhancement of complaints /enforcements module. 	DC Service Plan	AC/PM	Sep 10	Dec 10	Med	System implemented to meet DC needs.	Northgate development / support required.
	<ul style="list-style-type: none"> Undertake in-house scanning for DC complaints/enforcement. 	DC Service Plan.	PM	Jun 10	Sep 10	Med	Process implemented to meet DC needs.	
	e-payments <ul style="list-style-type: none"> Investigate ways to improve taking e-payment. 	ICT Strategy, Use of Resources	GH/LS/HH	Jul 10	Dec 10	Med	Costed options produced.	

4. Use of Information Technology – Technical and Infrastructure Improvements

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

G:\Chief Exec's Office\Typing Section\Boards\E-mail\Resources Board\Part A & B\05b(ii) - Corporate Services Service Plan 2010 11.DOC

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	Desktop Hardware & software <ul style="list-style-type: none"> Upgrade all client systems to Microsoft 2003 	UoR / ICT Strategy	NB/MV	Apr 10	Mar 11	High	Client software upgraded.	
	<ul style="list-style-type: none"> Investigate and plan towards moving to Microsoft 2007 / Windows 7 	UoR / ICT Strategy	GH/NB	Apr 10	Mar 11	High	Plan produced and implementation underway	
	<ul style="list-style-type: none"> Ensure staff have adequate PC equipment to carry out their role. 	UoR / ICT Strategy	NB/MV	Apr 10	Mar 11	High	PC's replaced in line with ICT strategy.	Capital and Revenue Budgets.
	Upgrade Servers <ul style="list-style-type: none"> Aim to review Servers on a 5yr lifespan and replace if needed. 	UoR / ICT Strategy	NW	Jul 10	Mar 11	Med	Old equipment replaced and reliability maintained.	Capital Programme bid.
	Flexible Working <ul style="list-style-type: none"> Support any new, approved requirements for flexible working. 	UoR / ICT Strategy	GH/CH	Jul 10	Mar 11	High	Support the requirements of the accommodation review.	
	Exchange Upgrade <ul style="list-style-type: none"> Plan and implement upgrade to Exchange email system. 	UoR/ICT Strategy	NB	Oct 10	Mar 11	High	Options for upgrade identified, plan produced and upgrade completed.	Capital Programme bid.
	Cheque Printing <ul style="list-style-type: none"> Investigate the replacement of line printers with laser printers. 	UoR	GH/LS	Apr 10	Oct 10	Med	Investigate replacement and replace if feasible.	Capital Programme – Infrastructure.
5. Procurement								
	Contracts & Suppliers <ul style="list-style-type: none"> Update & maintain Contract Register & forward quote/tender plan. 	UoR / Procurement Strategy	LB/EC	Jul 10	Sep 10	High	Contract Register updated with 09/10 spend and forward plan produced.	
	<ul style="list-style-type: none"> Provide advice & support to services wanting to buy goods and services. 	UOR	EC/TF/JH	Apr 10	Mar 11	High	Compliant and cost effective procurements.	
	<ul style="list-style-type: none"> Use the 2009 Spikes Cavell Spend Analysis to identify projects where we can make savings by working with partners or by using framework. 	UoR / Procurement Strategy.	EC	Apr 10	Mar 11	High	At least 3 additional frameworks in use.	Delivery of savings.

¹ CCM – Contact Centre Manager (Jude Smith)

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Help identify opportunities for savings through better procurement and monitor their achievement. 	Procurement Strategy	EC/LB	Apr 10	Mar 11	High	Opportunities identified Target set of ? non-Housing savings.	
	E- procurement <ul style="list-style-type: none"> Enforce the use of Task by offering training, advice and support. 	UoR / Proc. Strategy	TF/JH	Apr 10	Mar 11	Med	Staff using Task. At least 1 session pm.	
	Sustainability <ul style="list-style-type: none"> Work to achieve the Sustainability Framework 	Proc Strategy Sustainability	EC/LB	Apr 10	Mar 11	Med	Plans for levels 4 & 5 being implemented.	Contributes to KLOE
	<ul style="list-style-type: none"> Monitor and aim to increase use of sustainable / environmental products purchased corporately. 	Proc. Strat. Climate Change	EC	Oct 10	Mar 11	Med	Build sustainability criteria in to procurement and monitoring.	
6. Printing and Copying								
	Council Brand <ul style="list-style-type: none"> Monitor the use of the Council brand through procurement & printing. 	Customer Access Strategy	JH/TF	Apr 10	Mar 11	Med	Consistent and accurate branding on print and other goods.	
	Printing & Copying <ul style="list-style-type: none"> Continue to build resilience for print service by training Central Service Staff to provide cover. 	Use of Resources	EC /JH /PM	Apr 10	Oct 10	Med	Training provided and resilience achieved.	
7. Central Services								
	Administrative Support <ul style="list-style-type: none"> Support & develop support for:- <ul style="list-style-type: none"> Refuse& Recycling Licensing, Dev. Control Revenues and Benefits 	Quality of Service	AC/PM	Apr 10	Mar 11	Med	Support provided efficiently and effectively.	
	Post <ul style="list-style-type: none"> Review and terminate DX Post Account. 	Use of Resources	AC/EC	Jul 10	Sep 10	Med	DX users informed and account terminated	Will deliver savings.

* Action contributes to achieving a Political Priority, Corporate Plan Target, Council Strategy or Policy or Improves the Quality of the Division's services.
G:\Chief Exec's Office\Typing Section\Boards\E-mail\Resources Board\Part A & B\05b(ii) - Corporate Services Service Plan 2010 11.DOC

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Continue to provide cost effective postal services. 	Use of Resources	PM	Apr 10	Mar 11	High		Will deliver savings.
	<ul style="list-style-type: none"> Review, improve and implement changes to outgoing post and associated processes. 	Use of Resources	AC/PM	Apr 10	Sep 10	High	Implemented throughout the Council.	Migrated to TNT service and savings achieved.
	Typing Service <ul style="list-style-type: none"> Continue to provide a typing service for the Council. 	Use of Resources	PM	Apr 10	Mar 11	High	Customers' needs reviewed and service provided.	
8. Community Plan, Corporate Plan, Vision & Political Priorities								
	Accommodation Project <ul style="list-style-type: none"> Support project from a technical point & in reducing space needed. 	Corp Plan Target / Use of Resources	GH / AC	Apr 10	Mar 11	High	IT implications are fully considered in the project.	To be identified to the Accommodation Project.
9. External Assessment and Audit (Internal and External)								
	<ul style="list-style-type: none"> Support the 10/11 ICT Audit Plan <ul style="list-style-type: none"> Areas to be identified with Internal Audit. 	Use of Resources	LB/GH	Apr 10	Mar 11	High	Score => Adequate Management responses provided and actioned.	Any cost identified as part of agreeing recommendations.
	<ul style="list-style-type: none"> Ensure we implement agreed recommendations from audits. 	Use of Resources	GH	Apr 10	Mar 11	Med	Recommendations actioned as agreed.	
	<ul style="list-style-type: none"> Support planned Internal Audits. ...to be identified. 	Use of Resources	LB	Apr 10	Mar 11	Med	Score => Adequate. Mgmt response actioned.	Any cost identified as part of recommendations.
	Use of Resources Assessment <ul style="list-style-type: none"> Oversee the Procurement KLoE Contribute evidence to other KLoE's 	Use of Resources	LB	Jul 10	Mar 11	High	Evidence for KLoE assessment.	
10. Value for Money Review and Services Improvement								
	Procurement VFM Review. <ul style="list-style-type: none"> Take part in CIPFA Benchmarking 	Use of Resources	EC/LB	Sep 10	Nov 10	Med	Collect benchmarking and baseline info.	
	<ul style="list-style-type: none"> Procurement Customer Satisfaction Survey 	UoR	EC/LB	Aug 10	Oct 10	Med	Carry out survey using CIPFA questions	

¹ CCM – Contact Centre Manager (Jude Smith)

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Carry out VFM Review 	UoR	LB	Jul 10	Mar 11	High	VFM Report completed	
	Central Services Review <ul style="list-style-type: none"> Review & Improve internal systems and procedures including:- <ul style="list-style-type: none"> Refuse Licensing Cesspools 	Use of Resources	AC/PM	Apr 10	Mar 11		Efficiency and resilience improvements achieved.	Not know at present.
	Post implementation reviews <ul style="list-style-type: none"> Carry out efficiency / benefits realisation from ICT projects. 	Use of Resources	GH	Jul 10	Mar 11	Med	At least 3 reviews completed and efficiencies identified.	
	Cost of ICT Benchmarking <ul style="list-style-type: none"> Investigate cost of Socitm Cost Benchmarking exercise (last done 2007) and take part if affordable. 	Use of Resources	GH	Sep 10	Mar 11	Med	Cost identified, decision to take part made and results analysed of participating.	Cost to be found from Divisional budgets
11. Performance Management and Indicators (Local and National)								
	<ul style="list-style-type: none"> Produce and report on agreed Service Performance Indicators. 	Quality of Service	LB	Apr 10	Mar 11	High	Performance against indicators identified.	
	<ul style="list-style-type: none"> Central Services - data analysis / capture for CO2 emissions NI. 	NPI/ Climate Change	AC	Apr 10	Mar 11	High		
12. Risk Management								
	Service & Operational risks. <ul style="list-style-type: none"> Formally review Risks assessments and update containment plans. 	Use of Resources	GH/EC/ AC	Jul 10	Oct 10	Med	Updated risks and mitigation.	
13. Business Continuity, Disaster Recovery and Emergency Planning								
	Business Continuity <ul style="list-style-type: none"> Ensure sections BC and DR plans up to date and communicated. 	Quality of Service.	AC/EC/ GH	Oct 10	Mar 11	High	BC / DR plans in place and relevant staff aware of responsibilities.	

* Action contributes to achieving a Political Priority, Corporate Plan Target, Council Strategy or Policy or Improves the Quality of the Division's services.
G:\Chief Exec's Office\Typing Section\Boards\E-mail\Resources Board\Part A & B\05b(ii) - Corporate Services Service Plan 2010 11.DOC

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	IT Disaster Recovery (DR) • Test ICT DR focusing on priority services.	UoR, ICT Strategy.	GH/NB	Dec 10	Mar 11	Med	Successful test	
14. Health and Safety								
	• Do H&S Assessments & Audits to ensure assessments are sufficient and implement actions identified.	Health and Safety	EC/GH/AC/NB	Sep 10	Dec 10	High	Up to date audits and assessments. Actions completed.	
	• Chair H&S Working Party	Health and Safety	LB	Apr 10	Mar 11	High	Meetings take place and actions progressed.	
15. Customer Feedback, Consultation & Communication								
	Central Services • Customer Satisfaction questionnaire.	Quality of Service (QoS)	AC/PM	Sep 10	Nov 10	Med	Good level of satisfaction with service.	
	• Meet with Stakeholders to identify needs, opportunities & improvements	Quality of Service	PM/MJ	Jan 11	Mar 11	Med	Service needs and improvements identified	
	IT Customer Satisfaction • Implement actions identified by 2009 Socitm Benchmarking Survey	Quality of Service	GH/NB	Apr 10	Sep 10	Med	Service improvements implemented.	
	Communication • Ensure service information is communicated, particularly to the public about e-service provision.	Comms.	LB/HH	Apr 10	Mar 11	Med	Articles in Northtalk and on the Website.	
16. ICT Skills & Awareness								
	Training and Awareness • Provide 1 Open day p.a. and single topic workshops as required.	Use of Resources	GH/EC/AC	Jul 10	Feb 11	Med	Raise awareness of Division's services	
	• Post "how to" items on Intranet	Comms./ QoS	GH/EC/AC	Apr 09	Mar 10	Low	At least one item a month added or reviewed.	
17. Divisional Skills Development & Staff Survey Issues								

¹ CCM – Contact Centre Manager (Jude Smith)

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	Divisional Skills <ul style="list-style-type: none"> Ensure the development and delivery of Sections' Training Plans 	Use of Resources	GH/AC/EC	Jul 09	Mar 10	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
	Central Services–Cover & Resilience <ul style="list-style-type: none"> Finalise and roll-out development programme to ensure cover and resilience for key functions. 	Use of Resources	AC/PM	Apr 10	Apr 11	High	Gaps identified and development provided to ensure resilience.	Resource made available through Development Programme.
	2009 staff survey results. <ul style="list-style-type: none"> Implement any areas for improvement in 2009 Survey. 	Use of Resources	LB/GH/EC/AC	Jul 10	Sep 10	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
	Divisional Sickness levels <ul style="list-style-type: none"> Monitor and aim to reduce 	Use of Resources	LB	Apr 10	Mar 11	Med	Dependant on 09/10 sickness levels.	
	Workforce Planning <ul style="list-style-type: none"> Implement areas identified for action in 09/10 & update plan as required. 	Use of Resources (UoR)	LB	Sep 10	Dec 10	High	Workforce plan updated.	
18. Partnership Working								
	Warwickshire Direct Partnership <ul style="list-style-type: none"> Help support the work of WDP 	CAS	LB	Apr 10	Mar 11	Med	To help deliver approved WDP priorities & projects	
	<ul style="list-style-type: none"> Help review the WDP shared service business case. 	CAS, UoR	AD-R&B/LB	Apr 10	Nov 10	Med	Approved changes implemented to plan.	Business case to identify.
	Procurement Network <ul style="list-style-type: none"> Ensure we are part of an effective Procurement Network. 	Use of Resources.	EC	Apr 10	Mar 11	Low	Attend Worc / Warks & RIEP meetings. Work on contracts & good practice	
19. Shared Service Agenda								
	Shared Service Opportunities <ul style="list-style-type: none"> Respond to "Two Tier" working initiatives around ICT & Procurement. 	Use of Resources	LB	Apr 10	Mar 11	High	Respond to / be part of "Two Tier" work around ICT & Procurement.	Resource requirements will be included in any business cases produced.

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

G:\Chief Exec's Office\Typing Section\Boards\E-mail\Resources Board\Part A & B\05b(ii) - Corporate Services Service Plan 2010 11.DOC

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2010/11

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Continue to develop and implement Shared Service initiatives including: <ul style="list-style-type: none"> BC, Regional "touch down points" 	Use of Resources	LB	Jul 10	Mar 11		Initiatives identified / implemented where they benefit the council	Resource requirements will be included in any business cases produced.
	<ul style="list-style-type: none"> Work with WDC on server accommodation (if proven feasible in 09/10). 	Use of Resources	LB/GH	Apr 10	Dec 10	High	Production of business case. Implementation of an approved plan.	Resource requirements will be included in any business cases produced.
20. Equalities								
	Equalities Policy <ul style="list-style-type: none"> Equality Impact Assess Strategy and Policies as they are updated. 	Equalities	LB	Apr 10	Mar 11	High	Policies and strategies assessed.	
21. Climate Change								
	Green IT <ul style="list-style-type: none"> Awareness of Green IT Agenda and implement initiatives as appropriate. 	Climate Change	GH/NB	Oct 10	Mar 11	Med	Awareness of Green IT agenda and initiatives identified & implemented.	
	Procurement <ul style="list-style-type: none"> Ensure climate change/sustainability criteria are included in procurements. 	Climate Change	EC	Apr 10	Mar 11	Med	Criteria included in procurements and impact monitored and reported.	
	Energy Reduction <ul style="list-style-type: none"> Investigate and implement energy reduction measures in conjunction with Facilities Management. 	Climate Change reduction	GH	Apr 10	Mar 11	Med	Reduction in electricity used for ICT services.	

¹ CCM – Contact Centre Manager (Jude Smith)

FINANCE AND HUMAN RESOURCES DIVISION

2010/2011 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 provide a payroll service for all employees and members
2	To pay the creditors of the Authority
3	To invoice and collect Sundry Debtor income
4	To allocate Miscellaneous Income
5	To provide a Treasury Management service
6	To ensure the Authority has appropriate insurance cover
7	To monitor the Authority's VAT position and liase with Customs and Excise
8	To carry out cash and bank reconciliations for all of the Authority's accounts
9	To co-ordinate risk management within the Authority

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 complete grant claims and statistical returns as required
4	To provide financial advice to colleagues and members as requested

Corporate Accountancy	
1	To ensure that budgetary control is exercised throughout the Council on capital schemes
2	To complete grant claims and statistical returns as required
3	To provide financial advice to colleagues and members as requested
4	To co-ordinate work on VFM and efficiency and monitor the achievement of targets

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 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 BVPIs 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

2010/2011 DIVISIONAL PLAN

SUMMARY ACTION PLAN – specific work

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the 2009/10 training year against the agreed programme		HR	April 2010	May 2010	High	Results reported to Management Team	Existing budget
To review the process for informing leaseholders of future charges, with AD (H)	SRM	AD (F&HR) Fin Accts	April 2010	May 2010	Medium	Revised procedure agreed and adhered to	
To complete the year end procedures for the 2009/10 financial year	SRM	Mgt Accts AD (F&HR) Fin Accts Corp Accts	January 2010	June 2010	High	<p>Review of annual governance arrangements completed by end of March</p> <p>Statements of Assurance received from EMT by April 2010</p> <p>Accounts closed by the 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"> • 2009/10 Statements • Capital funding • Annual Governance Statement <p>Minimal report to those charged with governance presented to Executive Board in September by PwC</p>	This may need to take priority over other areas

FINANCE AND HUMAN RESOURCES DIVISION

2010/2011 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To complete a VFM review of the HR service		AD (F&HR) HR	April 2010	June 2010	High	Review signed off by MT and reported to Resources Board	
To calculate service charges for: <ul style="list-style-type: none"> HRA leaseholders HRA tenants 	SRM	Mgt Accts	July 2010	August 2010	High	Leaseholders / tenants notified of service charges	Existing budget
Provision of benchmarking data for the housing service to Housemark	SRM	Corp Accts Mgt Accts	July 2010	Oct 2010	Medium	Full information provided to Members for decision making	Existing budget
To review the provision of HR transactional services and joint working with WCC	SRM	AD (F&HR) HR Fin Accts	Jan 2010	Nov 2010	High	Update report to MT in May Recommendations on future provision to MT in November	
To update the F&HR Divisional Workforce Plan		AD (F&HR)	Sept 2010	Dec 2010	High	Updated plan included in the Authority Plan	
To roll out the 360 appraisal process to Principal Officers	SRM	HR	Sept 2010	Dec 2010	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	Staff Care	HR	August 2010	January 2011	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)
To update Financial Regulations	SRM	Fin Accts	Sept 2010	January 2011	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 2010	February 2011	High	Budget Strategy for 2011/12 approved in September 2010 Budget strategy updated in February 2011	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2010/2011 DIVISIONAL PLAN

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To establish a process for identifying savings, and work with Divisions to achieve the target required	SRM	AD (F&HR) Mgt Accts	April 2010	February 2011	High	Savings achieved in line with the budget strategy	Existing budget
Production of the 2011/12 revenue estimates	SRM	Mgt Accts	August 2010	March 2011	High	To assess the 2011/12 housing subsidy settlement in November To assess the 2010/11 finance settlement in December Budgets approved	Existing budget
Production of the 2011/12 capital estimates	SRM	Corp Accts	April 2010	March 2011	High	Capital Programme approved	Existing budget
To keep up to date the 2009 – 2012 Workforce Plan for the authority	SRM Quality Services	HR	April 2010	March 2011	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 report on progress against the HR strategy to Resources Board	SRM	HR	April 2010	March 2011	High	Reports to Resources Board on a 6 monthly basis All actions implemented	Training implications to be assessed

FINANCE AND HUMAN RESOURCES DIVISION

2010/2011 DIVISIONAL PLAN

						successfully	
Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Undertake a corporate audit of Risk Assessments	SRM	HR	April 2010	March 2011	High	Audits completed, and action plans produced	Existing budget
To provide support to services on a range of issues, including: <ul style="list-style-type: none"> different methods of service provision eg. shared services VFM reviews Smaller external funding arrangements 	SRM	Mgt Accts Corp Accts Fin Accts HR	April 2010	March 2011	High	HR implications managed No unexpected costs Full information provided to Members for decision making Reviews completed to timetable	Existing budget
To carry out work on implementing International Financial Reporting Standards (IFRS)	SRM	Corp Accts AD (F&HR) Mgt Accts Fin Accts	April 2010	March 2011	High	Comparative figures produced for 2009/10 Implications of the Code fully assessed	
To assist with the accountable body duties for the Leader Project		Mgt Accts	April 2010	March 2011	High	No unexpected costs for the Council. Maximum grant obtained.	Existing budget
To assist with the accountable body duties for the North Arden Project		Mgt Accts	April 2010	Sept 2010	High	No unexpected costs for the Council. Maximum grant obtained.	Existing budget
To support the Housing Divisions partnership with Lovells, and provide information around the achievement of the Decent Homes Standard		Corp Accts	April 2010	March 2011	High	No unexpected costs for the Council. Achievement of the Decent Homes Standard	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2010/2011 DIVISIONAL PLAN

To support the Atherstone Accommodation project		Corp Accts	April 2010	March 2011	High	Full information provided to Members for decision making	These will need to be evaluated
Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To provide financial assessments for leisure projects (Coleshill LC, Green Space Strategy)		Corp Accts Mgt Accts	April 2010	March 2011	High	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)		Corp Accts	April 2010	March 2011	High	Full information provided to Members for decision making	These will need to be evaluated
To expand the use of the WCC payroll / HR system	SRM	AD (F & HR) HR	April 2010	March 2011	High	Range of management information obtained	
Production of PI's		Fin Accts Corp Accts Mgt Accts HR	April 2010	March 2011	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance		AD (F&HR)	April 2010	March 2011	Medium	Actions completed	
To update the Business Continuity Plan for the Division		AD (F&HR) Mgt Accts Corp Accts Fin Accts HR	April 2010	March 2011	Medium	Divisional BCP in place	
To carry out a rolling programme of financial awareness training for Managers and Members	SRM	AD (F&HR)	April 2010	March 2011	High	Programme produced Attendance by all identified staff	Existing budget
To support the Council House Building Scheme	SRM	Mgt Accts Corp Accts	April 2010	March 2011	High	New build completed within agreed budgets	

FINANCE AND HUMAN RESOURCES DIVISION

2010/2011 DIVISIONAL PLAN

To implement flexible working within the Division	SRM	All	April 2010	March 2011	High	Reduction in office space Minimal impact on services provided	
Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To support the work on the Learning and Development Academy	SRM	AD (F&HR) HR	April 2010	March 2011	Medium	Increased training opportunities for NWBC employees MT / Members have appropriate information to decide on future involvement	
Complete the trial of HARRIET and roll it out to other Divisions	SRM	HR	April 2010	March 2011	High	Risk assessments held on HARRIET	
To prepare a timetable for reviewing policies and complete reviews as required.	Staff Care	HR	April 2010	Timetable	High	Revised policies approved by Board. Briefing sessions held	Existing budget
To update the Use of Resources assessment for 2009/10	SRM	AD (F&HR)	March 2010	Timetable	High	Self assessment submitted to PwC by end April 2010 Increased number of level 3's achieved	Will need assistance of colleagues from other Divisions
To carry out tasks in accordance with the FMS development plan	SRM	Corp Accts Mgt Accts Fin Accts	April 2010	Timetable	High	Tasks completed	Some additional resources may be required, if systems are to interface with the financial ledger, and front end scanning is to be implemented

North Warwickshire Borough Council

Internal Audit Service

SUMMARY ACTION PLAN FOR 2010-11

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 2010	March 2011	M	Targets met	None
To establish a new and appropriate cyclical audit plan	To provide assurance on internal control on all service areas in due course	B Haswell	April 2010	May 2010	H	Plan produced Update plan submitted to Board Mar 2010	None
To explore options for future service delivery of the Internal Audit function.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	Jan 2010	May 2010	H	Appropriate resource secured	None
Take part in the annual audit benchmarking exercise	Performance Management Policy	B Haswell	Jan 2010	Jan 2011	L	Submission of data by deadline	£370
Review risk matrices and update as necessary	Risk Management Policy	B Haswell	Dec 2010	Jan 2011	M	Completion of data by deadline	None

Housing Division Forward Work Plan 2010-2011

Vision for the Service

The provision of customer focussed services by well-trained knowledgeable staff with customers fully involved at a level suitable for them at both strategic and operational levels.

The Housing Divisional work plan should be considered in conjunction with the Housing Strategy, Housing Revenue Account Asset Management Plan, Homelessness Strategy, Housing Revenue Account Asset Management Plan, Housing Revenue Account Value for Money and Efficiency Statement, Housing Direct Works Value For Money Plan as well as the Tenant Partnership Agreement.

Scope of the Service Area

Function	Activity	Customers & Stakeholders
Housing Strategy & Research	<p>Provides leadership on Housing issues within the Council's Sustainable Community Plan and ensures Housing has a strong voice in the Local Area Agreement.</p> <p>Provides the focus for and produces the Council's Housing Strategy</p> <p>Carries out research into housing need and proposes action to address that need</p> <p>Works with partners across the sub region to address housing need</p> <p>Works with the Planning Division and Registered Social Landlords to increase the supply of affordable homes in the Borough</p> <p>Acts as the Council's advisor on the development of intermediate tenure types to deliver affordable homes</p> <p>Develops strategies in key service areas some of which may bring together the services of one or more Divisions.</p> <p>Acts as the Council's interface with the Supporting People programme in order to develop services across the County and locally.</p>	<p>Housing Applicants</p> <p>Tenants</p> <p>Homes and Communities Agency</p> <p>Housing Associations</p> <p>Other Local Authorities in the Sub Region</p> <p>Support providers from voluntary agencies</p> <p>West Midlands Government Office</p> <p>Tenant Services Authority</p> <p>County Council</p> <p>Neighbouring District Councils</p> <p>Revenues and Benefits Division</p>
Private Sector Housing	<p>Enables the delivery of adaptations to residents in the private sector.</p> <p>Brings long term empty homes back into use.</p> <p>Proactively addresses failure to meet the decent homes standard and fuel poverty.</p> <p>Deals with domestic pollution (including nuisance issues).</p> <p>Acts to a culture of zero tolerance on dog fouling, deals with stray dogs and offers a pest control service.</p>	<p>Customers in poor and inadequate housing</p> <p>County Council</p> <p>Neighbouring District Councils</p> <p>West Midlands Government Office</p>
Community Support	<p>Provision of low level support services for older people to help them remain independent in their own homes.</p> <p>Emergency call systems for vulnerable residents</p> <p>Manages the Borough's CCTV surveillance system</p> <p>Provides out of hours cover for a range of services – including Council property repairs, homelessness, building control, environmental health</p> <p>Provides first point of contact for emergency planning systems</p>	<p>Customers connected to the lifeline alarm system</p> <p>Warwickshire County Council</p> <p>Nuneaton and Bedworth Borough Council</p> <p>Atherstone Town Council</p>

Function	Activity	Customers & Stakeholders
Pre-Tenancy Services	Manages the Council's Housing Register Provides housing options and advice service Act to prevent homelessness & provide homelessness services Manages the Council's homeless hostels Operational links to Supporting People Allocates Council properties & garages	Housing Applicants Tenants Housing Associations Housing related support providers Citizens Advice Bureau Private Landlords County Council Adult and Children Services Government Homelessness Directorate
Tenancy & Estate Services	New Tenant Sign Ups Mutual Exchanges Successions and tenancy changes Nuisance issues Income management – including annual rent increases, providing a wide range of payment choices, providing account statements, ensuring the HRA balances, rent arrears Pro-active estate management Care of sheltered scheme communal rooms Support services for older people	Tenants Citizens Advice Bureau Warwickshire Police Housing Associations Voluntary agency partners County Council Adult and Children Services Warwickshire PCT Age Concern
Asset Management	Hotline for customer repairs enquiries and reporting Stock data – including decency, asbestos, disabled facilities Vacant property management Day to day repairs through Housing Direct Works Gas servicing Electrical repairs and checks Programmed repairs Improvement schemes Adaptations to Council properties Cleaning & maintenance services for flats and communal rooms	Tenants Contractors Occupational Therapists

Key to abbreviations:

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

Strategy

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Revise the Housing Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H)	February 2010	Sept 2010	Medium	<p>Published Housing Strategy which addresses prevalent housing issues in the Borough and seeks solutions to address housing need in partnership with relevant organisations.</p> <p>Progression of actions will include:</p> <ul style="list-style-type: none"> • Action to improve current stock (private & public) • Providing additional affordable housing • Addressing the needs of an ageing population • Sets out a range of housing options 	<p>Staff Time</p> <p>Targets within the Strategy will be resourced from sources such as Supporting People, capital receipts & Homes and Communities Agency & Homelessness Directorate Funding.</p> <p>Working in partnership helps to achieve VFM.</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
<p>Work with the Homes and Communities Agency and partner Housing Associations and the Planning Division to deliver additional affordable homes in the Borough.</p> <p>Link to Performance Indicator NI 155</p>	<p>Community Life Health and Well Being Social Inclusion</p>	<p>AD (H) Housing Strategy & Development Officer</p>	<p>March 2010</p>	<p>March 2011</p>	<p>High</p>	<p>Deliver additional affordable homes at strategic sites across the Borough.</p> <p>In 2010 this will include bringing forward sites set out in the Coventry, Solihull and Warwickshire Growth Strategy.</p> <p>Acting to add affordable homes to the Council's own stock.</p> <p>Contribute to the Homes & Communities Rural Project and development of a sub regional strategy for rural housing</p> <p>Ensure communities are enabled to contribute through open consultation events</p>	<p>Funding is in place for current schemes. Partnership working enables access to external funding to further the Council's need to provide more affordable homes built to a good standard.</p> <p>Bids will be made to the Homes and Communities Agency in partnership with Housing Associations.</p> <p>Funding of £5 million has been received for a Warwickshire Partnership to deliver more affordable homes in 2010/2011</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Consider schemes to extend shared equity schemes home ownership for Council Tenants	Community Life Social Inclusion	Housing Strategy & Development Officer	February 2010	Sept 2010	Medium	Research social home buy schemes Report to Resources Board by June 2010 Act on Resources Board recommendation	Potential loss of revenue to Housing Revenue Account Capital receipts from sale of properties	
Address actions in Homelessness Strategy Link to Performance Indicator NI 156	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Principal Housing Management Officer	April 2009	March 2010	High	Progression of actions will include: <ul style="list-style-type: none"> • Address fall out from economic climate • Expand menu of options available to prevent homelessness • Progress work with private landlords 	Homelessness Directorate Funding of £40,000 has been secured for three years.	
Fully revise the Housing Revenue Account Asset Management Plan	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H) With Maintenance Manager	Feb 2010	June 2010	High	Asset Management Plan fully revised in consultation with Borough Wide Tenants Forum Revised Plan & Strategy submitted to Resources Board for consideration	The Asset Management Plan objectives are funded through the Council's capital programme and the Housing Revenue Account.	.

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Undertake an assessment of house conditions in the private sector	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Environmental Health Manager	April 2010	December 2010	High	Production of a report which shows the national and local picture with regard to house conditions and proposes remedial actions. Research presented to Resources Board for consideration	It is expected that with the appointment of a Private Sector Project Officer this work can be undertaken in house. However some additional capacity may be required and a revenue growth bid will be submitted if this is the case.	
Proactive involvement in County partnership work to improve/ transform the delivery of adaptations to the private and public sector	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Environmental Health Manager & Maintenance Manager	April 2010	April 2011	High	Act on objectives and changes which are recommended as part of the work of the Strategic Advisory Board for Adaptations & Project Board for Adaptations	The work is concerned with improving customer service and efficiency and effectiveness in delivery	
Engage with supporting people strategic reviews & take action to improve service delivery in partnership with other	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD(H) (Plus identified officers depending on the client group)	April 2010	April 2011	High	Reports to Housing Portfolio Holder Group and Resources Board about issues arising from the reviews and action to be taken by the Housing Division. Reviews will include: <ul style="list-style-type: none"> • Home Improvement Agency 	The work is concerned with improving customer service and efficiency and effectiveness in delivery through better partnership working	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
authorities						<ul style="list-style-type: none"> • Older People • Young People • Domestic Violence • Offenders 		
Refresh the range of strategies which support the work of the Division	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H)	March 2010	June 2010	Medium	<ul style="list-style-type: none"> • Set up time table for revision of strategies • Update strategies and revise action plans 	Staff time	
Contribute to the Council's work on Financial Inclusion by working with internal and external partners	Quality Services Social Inclusion Customer Access Strategy	AD(H) Principal Housing Management Officer Housing Strategy & Development Officer Environmental Health Manager	April 2010	March 2011	High	<p>Proactive contribution to the Financial Inclusion Steering Group</p> <p>Leading operational services through the BOB Operational Group</p> <p>Proactive contribution to addressing fuel poverty by addressing affordable warmth</p>		

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Assess implications of and respond to Communities and Local Government review of housing subsidy system	Quality Services	Director of Resources & AD (Finance & Personnel) & AD (Housing)	February 2010	September 2010	High	Report to Resources Board about implications for North Warwickshire and respond to consultation Keep Tenants informed through Borough Wide Tenants Forum	Staff time to assess implications The outcome of the review is likely to have significant implications for the Housing Revenue Account.	

Community Support

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Act on recommendations from review of Borough Care Service Link to Performance Indicator NI 141	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Community Support Manager	April 2010	March 2011	High	<ul style="list-style-type: none"> Review action plan in place and each objective addressed in accordance with timetable Report to Members on actions undertaken 	Staff time to complete a review of the service. Financial resources for the service will be included in the review	

Private Sector Housing

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Implement operational improvements arising from work of Project Board for Adaptations	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2010	March 2011	High	<p>Actions will include:</p> <ul style="list-style-type: none"> ○ Improved performance monitoring ○ Adaptations carried out quickly (& within agreed target times) ○ High levels of customer satisfaction 	<p>Staff time to engage proactively with the review agenda</p> <p>The Council commits in the region of £500,000 per annum to providing adaptations for people with a disability in the private sector</p>	
Proactively work in communities to ensure homes in the private sector meet the decent homes standard.	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2010	March 2011	High	<p>Success will include:</p> <ul style="list-style-type: none"> ○ Number of non decent homes reduced ○ Additional funds levered in to support the service ○ High number of HHSRS property improvements ○ Engaging in affordable warmth initiatives ○ High levels of customer satisfaction 	<p>This work current depends on a project officer post to be able to work proactively in the Borough.</p> <p>The Council commits in the region of £100,000 per annum for this type of work. (This is mainly through Government Grant)</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Undertake initiatives to bring long term empty homes back into use	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	June 2010	March 2011	High	Success will include: <ul style="list-style-type: none"> ○ Implementation of the empty homes policies & procedures ○ The implementation of an updateable database of long term empty homes including action taken ○ Undertaking surveys to establish why properties are empty 	This work current depends on a project officer post to be able to work proactively in the Borough. Where appropriate the decent homes budget referred to above is used to support owners to bring their properties up to standard and therefore back into use.	
To work with the Assistant Chief Executive to provide a source of expertise in addressing the climate change agenda	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2010	March 2011	High	Success will include: <ul style="list-style-type: none"> ○ Contributing to Countywide and regional meetings to take forward initiatives ○ Enabling all Divisions to be able to focus on how they can act to support this agenda ○ Acting to bring forward specific initiatives which will help individuals and communities to make changes to their lifestyles 	Staff time. Specific initiatives will depend on accessing Government grant funding in order to bring about innovation and raise awareness.	

Pre-Tenancy Services & Tenancy Services & Estate Management

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Progress work to provide a housing options service which seeks to prevent homelessness.	Quality Services Social Inclusion Customer Access Strategy	Principal Housing Management Officer & Homelessness and Advice Officer	April 2010	March 2011	High	Fully utilise monitoring systems for housing advice in order to provide monthly reports to inform service delivery and Members. By March 2010 set out the main reasons for homelessness and use that information to provide robust options to prevent homelessness. Report information and outcome data to Accommodation Forum and Resources Board.	Staff Time Homelessness Directorate Funding of £40,000/ year	
Ensure UChoose and the allocations policy which underpins it serve the needs of customers	Quality Services Social Inclusion Customer Access Strategy	Principal Housing Management Officer and Housing Options and Advice Officer	April 2010	March 2011	High	Implementation of new allocations policy by March 2010 Review of UChoose choice based lettings system with partners by April 2010.	Staff Time Housing Revenue Account current budgets	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Fully review policy and procedures for dealing with nuisance issues related to Council owned properties and estates	Community Safety Quality Services	Senior Housing Management Officer	April 2010	November 2010	High	<p>Following full consultation with Members and Tenants revised policy and procedures in place</p> <p>Improved engagement with Tenants about anti social behaviour in their area</p> <p>Improved information to Tenants and Councillors about prevalent issues</p>	<p>£20,000 is available to Community Panels to tackle estate issues</p> <p>£25,000 capital funding is available for estate maintenance</p>	
Review services delivered to older people by the Post Tenancy Team	Quality Services	Principal Housing Management Officer and Senior Housing Management Officer	April 2010	December 2010	High	<p>Produce a comprehensive report by September 2010 which sets out the aims of the service, how it connects with partner agencies to deliver services holistically and sets out revised policies and procedures where appropriate.</p> <p>Report to Corporate Management Team and Resources Board by December 2010.</p>	There is a designated budget for sheltered schemes.	

Asset Management

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
<p>Undertake a stock condition survey and update stock records as appropriate</p> <p>Link to performance indicator NI 158</p>	To achieve the Decent Homes Standard by 2010	Maintenance Manager	April 2010	December 2010	High	Report on stock condition to be considered by Management Team, Resources Board and Borough Wide Tenant Forum with recommendations for future work	<p>Staff time</p> <p>Accurate stock condition information is essential to building an improvement programme which meets the needs of the stock, tenant aspirations and makes best use of resources.</p>	
To undertake a an efficiency review of the maintenance service starting with the response repairs service	Quality Service Delivery Access to Services	Maintenance Manager	April 2010	March 2011	High	<p>Full review of the service to start in April 2010 and be completed by February 2011.</p> <p>Recommendations for changes to be considered by the Resources Board following consultation with Tenants.</p>	<p>Staff time</p> <p>Around £1.6 million is spent on the Council's response repairs service for Council Tenants</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Further improve service to provide adaptations	Quality Service Provision	Maintenance Manager	April 2010	March 2011	High	<p>Set customer focussed targets by April 2010.</p> <p>Ensure there are quality satisfaction tests in place by April 2010. Review feedback quarterly to inform service provision.</p> <p>Adopt a Service Level Agreement with the County Council</p> <p>Monitor performance to ensure the provision of adaptations is speedy, efficient and sensitive to customers needs</p>	<p>Staff Time</p> <p>Work to be undertaken within response repairs budget allowance of £114,000</p>	
Undertake a review of leaseholder services	Quality Service Provision	Maintenance Manager	June 2010	October 2010	High	Review of current practices by September 2010. The review will consider good practice and produce a report which sets out improvements to be made	<p>Staff time for the review.</p> <p>Improved procedures should ensure a better income stream with the minimisation of disputes</p>	

Customer Service and Tenant Involvement

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Engage with the new Tenant Services Authority to develop and meet robust service standards	Quality Service Provision	Principal Housing Management Officer	January 2010	June 2010	High	<p>Report to Tenants, Housing Portfolio Holder Group about final Tenant Services Authority Consultation. Respond to consultation by February 2010.</p> <p>Update local standards and performance indicators and agree revised reporting mechanisms to Tenants by May 2010.</p> <p>Fully review standards as part of service reviews and publish revised local standards by April 2011.</p>	<p>Staff Time</p> <p>Actions budgeted within Tenant Participation Budget</p>	
Fully revise Tenant Partnership Agreement & Customer Involvement Strategy	Quality Service Provision	Principal Housing Management Officer & Tenant Participation Officer	April 2010	September 2010	High	<p>Clear procedures in place to ensure every Team takes the opportunity to involve Tenants in the delivery of services.</p> <p>Where appropriate consult customers on matters arising in their neighbourhood and act on their feedback</p> <p>Forward work plan in place for Forum which reflects their priorities and those</p>	<p>Staff Time</p> <p>A budget for Tenant Participation is available for this work.</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
						<p>stated by Tenants in the STATUS survey feedback.</p> <p>Strengthening of role of Community Panels by provision of local performance information to assist with informing priorities.</p> <p>Review and publication of Tenant Partnership Agreement for 2009-2010</p> <p>Evidence of progress in the action plan – presented to Housing Management Team and Borough Wide Tenants Forum.</p>		
Ensure the needs of a diverse customer base are met.	Quality Services Customer Access Strategy	Performance and Quality Officer	February 2010	April 2010	High	<p>Provision of evidence by way of a standard report about how Customer Profile information is updated and used to tailor services. Report to be developed by May 2010.</p> <p>Staff trained for and impact assessments carried out on all policies and procedures by September 2010.</p> <p>Contribute to the Corporate equalities group in order to</p>	<p>Staff time to input and collate information.</p> <p>Better information will ensure we can improve how we manage our information to Tenants</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
						ensure that the diversity of our community is understood and their needs are met		

Performance & Capacity to Deliver -

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money Implications	Update
Implement a training plan which reflects the priorities of the Forward Work Plan	Quality Services Staff Care	Performance & Quality Officer Team Leaders	May 2010	May 2011	High	Production of training plan agreed with staff and in line with priorities. Delivery of training against the training plan.	Resources will be agreed as part of the corporate training plan.	
Monitor sickness levels in line with Council policies and procedures	Quality Services Staff Care	Team Leaders	April 2010	March 2011	High	Reduction in sickness levels across the Division.	Staff Time	
Review Divisional risk register	Quality services	AD(H) with Principal Officers	Feb 2010	April 2010	Medium	Up to date risk register in place for all relevant service areas	Staff time	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money Implications	Update
Review health and safety procedures & assessments	Quality Services Staff Care	Principal Officers	April 2010	September 2010	High	Up to date health and safety procedures and assessments	Staff time	
Revise Value for Money Strategy & Action Plan	Quality Services	AD(H)	April 2009	March 2010	High	Achievement of targets against the action plan. Undertake a value for money review of housing management services	Staff Time Part of the plan's intention is to seek out efficiencies.	

Agenda Item No 6

Resources Board

2 February 2010

Report of the Chief Executive and the Director of Resources

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – December 2009

1 Summary

- 1.1 This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Resources Board for the third quarter April 2009 to December 2009.

Recommendation to the Board

That Members consider the achievements and highlight any areas for further Investigation.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio Holder and Shadow Portfolio Holder for Resources, Councillors Bowden and Butcher have been sent a copy of this report and any comments received will be reported to the Board.

3 Introduction

- 3.1 This report is the third report for the 2009/10 year and reflects the Corporate Plan, which has been agreed for 2009/10. A key change to last years reports were the introduction of new national indicators and the removal of some of the best value performance indicators. The new national indicators include some of the existing best value performance indicators. Management Team have agreed which existing performance indicators are to be monitored during this year. The indicators relevant to this Board are shown in Appendices A and B. Members will see only the quarterly reported indicators identified on the spreadsheet.

...

- 3.2 Management Team receive monthly reports from each division and are monitoring performance on an exception basis i.e. they are reviewing all the red and amber responses. This report informs Members of the progress achieved during the third quarter from April to December 2009 on all of the Corporate Plan and Performance Indicators relevant to this Board. The following definition has been applied using the traffic light warning indicator of red, amber and green.

Red – target not achieved

Amber – target currently behind schedule and requires remedial action.

Green – target achieved.

4 **Progress April 2009 to December 2009**

- ... 4.1 Attached at Appendices A and B are reports showing all the Performance Indicators and Corporate Plan targets relevant to this Board. The report is split into divisions as appropriate. The report includes individual comments where appropriate against each of the targets and indicators prepared by the relevant division. The report shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Quarter 3 Number	Quarter 3 Percentage
Red	0	0%
Amber	2	9%
Green	21	91%
Total	23	100%

Performance Indicators

Status	Quarter 3 Number	Quarter 3 Percentage
Red	2	5%
Amber	5	12%
Green	34	83%
Total	41	100%

5 **Conclusion**

- 5.1 The progress report shows that 91% of the Corporate Plan targets and 83% of the performance indicator targets are currently on schedule to be achieved. Members are asked to consider the achievement overall and to identify any areas of concern which require further investigation.

6 **Report Implications**

6.1 **Safer Communities Implications**

- 6.1.1 There are community safety performance indicators which are reported to Executive Board.

6.2 **Legal and Human Rights Implications**

- 6.2.1 The new national indicators have been specified by the Secretary of State for Communities and Local Government as part of a new performance framework for local government as set out in the local Government White Paper Strong and Prosperous Communities.

6.3 **Environment and Sustainability Implications**

- 6.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community.

6.4 Risk Management Implications

6.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

6.5 Equalities

6.5.1 There are a number of equality related actions and indicators highlighted in the report including developing outreach services, affordable housing, disabled facilities grants, the employment of staff declaring they have a disability and the employment of black and minority ethnic people.

6.6 Links to Council's Priorities

6.6.1 There are a number of targets and performance indicators contributing towards the priorities of access to services, improving housing in the borough, tackling health inequalities, achieving a balanced budget and developing our workforce.


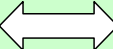
The Contact Officer for this report is Robert Beggs (719238).

Background Papers




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

Background Paper No	Author	Nature of Background Paper	Date
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

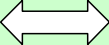


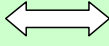

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
1	Apr-09	Delivering Phase 3 of the Customer Access Strategy Action Plan, including developing out-reach services to complement those delivered from the One Stop Shop in Atherstone where they are supported by a business case.	Resources Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		<p>Outreach services have been implemented as part of the successful DCSF bid that has seen the B.O.B (Branching Out Bus) go live in June 2009 and the GovMetric customer satisfaction and Experian Customer Insight projects are being embedded having gone live in August. Other opportunities for outreach opportunities were being delayed until approval of the LEADER funding which has now been confirmed. This will enable outreach projects to be developed with community partners over the next 3 years. The Community Life Portfolio group considerd some possible proposals recently and the AD (R&B) is currently evaluating some potetial opportunities with some of the libraries located in the major towns outside Atherstone as potential additional customer outlets. The Customer Access startegy has also been reviewed via a dedicated workshop with outcomes feeding into any revised strategy to be considered by Members during 2010.</p>	Green	
2	Apr-09	A Review of the implementation of contact centre will be undertaken with other Warwickshire Direct Partner Councils to identify whether further services can be incorporated, integration achieved or any changes to existing arrangements made	Resources Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		<p>A review is currently being undertaken as part of a countywide shared service feasibility report. This is expected to be ready by December 2009. On a local level, out of Hours calls between 5.15pm to 8pm, Monday to Friday and on a Saturday from 9am to 4pm have been taken on behalf of the Council by WCC from its contact centre based in Bedworth since April 2009. This is a service we are seeking to build upon.</p>	Green	

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
7	Apr-09	Continue to promote the Credit Union and CAB activity by providing an outlet facility and signposting customers via the One Stop Shop and contact Centre. This is reliant on funding requests being approved to continue this action	Resources Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		As above	Green	
8	Apr-09	Continue to work with other Warwickshire Councils and welfare agencies to continue to promote take up of Council Tax, Housing and other welfare benefits work in a collaborative way	Resources Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		The Council was successful in coordinating a bid on behalf of all Warwickshire Councils of £37k that will see benefit take up activity continue in the borough until March 2010. This will have resulted in a major promotion happening in October 2009 regarding changes in the treatment of Child Benefit that will see more families and older people entitled to claim Housing and Council Tax Benefit from 2 November 2009. Funding for 2010 onwards is part of the wider financial inclusion bid above.	Green	
9	Apr-09	Implement Government Connect (In and Out of Work) as the first site in the Midlands with Job Centre Plus	Resources Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		Implemented. We are one of the first Councils nationwide to go live with Gov Connect and the "In and Out of Work" initiative. Its impact is seeing information taken via the Jobcentre being passed more quickly to us.	Green	

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
10	Apr-09	Test and develop new processes and methods of working to support the Tell Us Once Project. This is an National Roll Out of a National priority sponsored by the DWP	Resources Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		The Council has been a key contributor to the business case that is being developed nationally to determine how Local Government can assist in making life event change information be more easily shared between Local and Centra Government partners. The decision to roll this scheme aout nationally has recently been made which could see the Council become an early adopter of any scheme agreed in 2010.	Green	
11	Apr-09	Work to continue to bring Council properties up to decent homes standard with extensive kitchen and bathroom programme and work at Piccadilly to be completed by March 2010. The Council is working in partnership with Waterloo Housing Association to regenerate its estate at Hill Top Arley. The properties will be refurbished and transferred to Waterloo Housing Association by December 2010.	Resources Board	DR/AD (H)	Assistant Director Housing	Housing		Work is progressing well and ahead of schedule with high levels of customer satisfaction. The position remains the same.	Green	
12	Apr-09	Carrying out further research on existing schemes and report to the Housing Portfolio Holder Group and Resources Board on options in May 2009	Resources Board	DR/AD (H)	Assistant Director Housing	Housing		The current economic climate and experience of Councils who have such schemes with low take up means that further consideration has been deferred. It will be considered by the Housing Portfolio Holder Group in March 2010.	Green	
13	Apr-09	Taking any actions agreed as the result of reports to Members during the year	Resources Board/Executive Board	DR/AD (H)	Assistant Director Housing	Housing		This is concerned with Extra Care provision. Much close working is being undertaken with the County Council. We are working towards a new build scheme and still exploring the possibility of a virtual extra care scheme.	Green	
14	Apr-09	Progressing schemes at Dordon and Ansley Common	Resources Board	DR/AD (H)/DCE	Assistant Director Housing	Housing		Ansley will be complete in February 2010. Dordon is now progressing and will be complete by February 2010.	Green	

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
15	Apr-09	Reporting on sites within Council ownership which could be considered for affordable housing development	Resources Board	DR/AD (H)/DCE	Assistant Director Housing	Housing		Resources Board has considered sites and those agreed are being progressed. However the economic climate does mean that there are difficulties to resolve.	Green	↑
16	Apr-09	Considering the viability of the Council building properties to supplement its own stock of affordable homes	Resources Board	DR/AD (H)/DCE	Assistant Director Housing	Housing		Planning permission has been granted on four sites. Social Housing Grant was granted on 11th January 2010. We will be on site by March 2010 and the work complete by December 2010.	Green	↑
17	Apr-09	Working with partner authorities to have a productive relationship with the new Homes and Communities Agency	Resources Board	DR/AD (H)/DCE	Assistant Director Housing	Housing		Positive working relationships are developing at Chief Executive and head of housing level as well as sub regionally. The Coventry, Solihull and Warwickshire Growth Strategy was launched in January 2010 in conjunction with the HCA.	Green	↑
19	Apr-09	To build on the improvements both in capacity and service delivery already made and to work closely with Tenants and Members to address the standards set by the new Tenant Services Authority	Resources Board	DR	Assistant Director Housing	Housing		Work is now underway with Tenants and the Housing Portfolio Holder Group to consider the revised TSA standards. Our local standards will also be revised and updated as part of this process.	Green	↑
20	Apr-09	Developing further initiatives to deliver decent private sector homes and affordable warmth, and addressing long term vacant dwellings in a strategic way	Resources Board	DR	Environmental Health Manager (Private Sector Housing & Public Health)	Housing		This work has slowed down in recent months in the absence of the Project Officer post. When this post is filled the work will be proactively progressed again. A policy to address empty homes has recently been agreed by Resources Board.	Amber	↔
21	Apr-09	Undertake a review of the services provided by Borough Care to ensure the service is resilient and value for money is achieved. Report to Members for full consideration and appropriate action	Resources Board	AD (H)	Assistant Director Housing	Health and Well Being		Work is underway to progress this review and initial findings will be put to Management Team and Members in February 2010.	Green	↔

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
64	Apr-09	In addition, implementing improvements in service delivery in conjunction with the County wide programme, specifically improving the speed and quality of service delivery and value for money by procurement and recycling of e.g. stairlifts, adapted housing registers, cross-agency staff training and an electronic service pathway	Resources Board	DR	Environmental Health Manager (Private Sector Housing & Public Health)	Housing		The issues detailed are all identified work packages in the countywide project group/strategy in which North Warwickshire officers are taking an active part. Procurement process has improved and much joint work has been undertaken to improve skills and processes generally. The Home Improvement Agency review and improvements to other work streams will underpin this work.	Green	↑
65	Apr-09	Undertake a fundamental service review of Environmental Health, including external peer challenge	Community & Environment Board/Resources Board/	ACE	Assistant Chief Executive & Solicitor to the Council	Housing/Environment		The review is complete and was agreed by Executive Board and Council. The changes have been fully implemented.	Green	↔
74	Apr-09	Reviewing and taking timetabled actions from the Human Resources Strategy, including continuing to extend opportunities for home/flexible working and for shared offices where the business case is made; and carrying out a review of office space requirements	Resources Board	MT/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Progress against the HR Strategy was reported to the December meeting of the Resources Board.	Green	↔
75	Apr-09	Reviewing policies and providing briefing sessions for managers and unions	Resources Board	MT/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		The Flexible Working Policy was approved at the Executive Board on 2 November. Briefing sessions for staff were run in November/December.	Green	↔
77	Apr-09	Continuing to contribute to the efficiencies and savings targets through the delivery of the Procurement Strategy Action Plan	Resources Board	AD (I&PS)	Assistant Director Information and Procurement Services	Resources		Procurement Working Group reviewed the Strategy Action Plan at its meeting in December and actions were on target	Green	↑
79	Apr-09	Continuing to ensure the Council makes good use of its resources, through the implementation of an action plan to improve governance arrangements, data quality and other areas	Resources Board	DR	Director of Resources	Resources		Review of governance arrangements carried out. Action plan approved by Executive board and being delivered.	Green	↑
80	Apr-09	Producing a new Corporate Property Strategy by September 2009	Resources Board	DCE/DR/AD (S)	Assistant Director Streetscape	Resources		The components of the new Corporate Property Strategy are almost entirely dependent on the outcome of the Accommodation Project which is subject to further detailed investigation delaying the final outcome. Work on the Council's Asset Management Plan is underway and both should be completed by mid 2010.	Amber	↔

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board
INFS-LPI 1	The percentage availability of corporate systems available to users Monday to Friday 8.00 am to 5.30 pm :	Info & Procurement Services	Computer Services	99.60%	99.96% year avg			99.99%	Green	↔		Q	Resources Board
INFS-LPI 3	The percentage of initial response to helpdesk calls within four hours of a call being placed :	Info & Procurement Services	Computer Services	95%	99% year avg			99% Avg	Green	↔		Q	Resources Board
INFS-LPI 7	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Info & Procurement Services	Computer Services	95%				97% Avg	Green	↑		Q	Resources Board
NI 179a	VFM – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (October estimate)	Finance & HR	Management Accountancy	£934,000	£429,000 est for year end			£1,263,595	Green	↔	Currently exceeding 2009/10 target and expecting to be in line with 2010/11 cumulative target.	Q	Resources Board
BVPI 12	The proportion of working days / shifts lost to sickness absence	Finance & HR	Human Resources	10 days	10.64 days			7.85	Green	↔	5.25 days actual as at September. Problem with reporting system currently being investigated. Estimated figure for December quoted.	Q	Resources Board
BVPI 13	Voluntary leavers as a % of staff in post	Finance & HR	Human Resources	10%	7.28%			6.00%	Green	↓	5.88% actual as at September. Problem with reporting system currently being investigated. Estimated figure for December quoted.	Q	Resources Board
F&HR LPI 3	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority	Finance & HR	Financial Accountancy	96%	94.39%			98.20%	Green	↑	Slight Improvement monthly (Nove 98.07%)	Q	Resources Board
BEN-LPI 4	The percentage of all new claims processed within 14 days of receiving all relevant information :	Revs & Bens	Revs & Bens	96%	96.61%			97.22	Green	↑		Q	Resources Board
LPI	Housing Benefit Security: : The number of prosecutions and sanctions, per 1,000 caseload..	Revs & Bens	Revs & Bens	6	5.59			3.98	Amber	↑	This target has got more difficult to hit in view of the large increase in caseload experienced	Q	Resources Board
LPI	Speed of processing : Average time for processing new claims	Revs & Bens	Revs & Bens	22	19.60	24		17.8	Green	↑		Q	Resources Board
LPI	Speed of processing : Average time for processing notifications of changes of circumstance.	Revs & Bens	Revs & Bens	7.75	5.50	7.1		4.8	Green	↔		Q	Resources Board
NI181	Overall Average Time for Processing Changes and New Claims	Revs & Bens	Revs & Bens	9	Not available	New Indicator		6.79	Green	↔		Q	Resources Board
N180	Number of Positive and Negative Changes in Circumstances per 1000 caseload	Revs & Bens	Revs & Bens	580	Not available	New Indicator		741.56	Green	↔		Q	Resources Board

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board
LPI	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. :	Revs & Bens	Revs & Bens	77%	89.75%	82%		68.11%	Amber	↑	This target has got more difficult to hit in view of the increase in overpayments identified. In monetary terms our target will be exceeded	Q	Resources Board
LPI	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period. :	Revs & Bens	Revs & Bens	39%	44.36%	39%		33.24%	Green	↔		Q	Resources Board
LPI	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period. :	Revs & Bens	Revs & Bens	6%	5.71%			1.48%	Green	↔		Q	Resources Board
LPI	Percentage of Discretionary Housing Payment budget committed	Revs & Bens	Revs & Bens	100%	-			99.47%	Green	↔		Q	Resources Board
NI014	Avoidable Contact: The average number of customer contacts per resolved request	Revs & Bens	Contact Centre	TBC	37%			17%	Green	↔		Q	Resources Board
LPI	The percentage of non-domestic rates due for the financial year which were received by the authority. :	Revs & Bens	Revs & Bens	98.90%	99.45%	98.60%		88.94%	Green	↑	Proportionally we are up on our target based on last years pro rata collection rate	Q	Resources Board
LPI	Proportion of Council Tax collected. :	Revs & Bens	Revs & Bens	98.30%	98.54%	98.50%		87.60%	Green	↔	Proportionally we are up on our target based on last years pro rata collection rate	Q	Resources Board
CTAX-LPI 1	Proportion of Direct Debit take up for Council Tax collection. :	Revs & Bens	Revs & Bens	76% (or !% more than baseline figure as at 31 March 2009)	74.86%			74.13%	Amber	↓	Reduction in take up of direct debit is attributed to the impact of the recession	Q	Resources Board
CTAX-LPI 2	Proportion of Direct Debit take up for NDR collection :	Revs & Bens	Revs & Bens	65% (or !% more than baseline figure as at 31 March 2009)	63.38%			65.34%	Green	↓		Q	Resources Board
CC-LPI 1	The Percentage of Calls answered in 20 seconds in the contact centre	Revs & Bens	Contact Centre	80%	79.50%			79.5%	Green	↑		Q	Resources Board
CC-LPI 2	The Percentage of Calls answered at the first point of contact in the contact centre	Revs & Bens	Contact Centre	80%	-	New Indicator		75%	Amber	↓		Q	Resources Board

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board
HSG-LPI 1	The percentage of urgent repairs completed within Government time limits. :	Housing	Housing Maintenance	99%	97.14%			99.00%	Green	↑		Q	Resources Board
HSG-LPI 2	% of routine repairs carried out within 28 days	Housing	Housing Maintenance	96%	97.29%			99.19%	Green	↔	previous month 99.64	Q	Resources Board
HSG-LPI 3	Average waiting time to complete an adaptation from request and completion of work	Housing	Housing Maintenance	136 days	Not yet available			155.28	Red	↑	previous month 163	Q	Resources Board
HSG-LPI 4	The average waiting time for adaptations to local authority housing for people with disabilities: a, time taken between initial request and referral	Housing	Housing Maintenance	90 days	68 days			108.28	Amber	↑	previous month 118	Q	Resources Board
HSG-LPI 5a	The average waiting time for adaptations to local authority housing for people with disabilities(excluding major work): between, time taken between referral and completion of work	Housing	Housing Maintenance	46 days	?			30.31 days	Green	↑		Q	Resources Board
HSG-LPI 6	Gas certificates outstanding	Housing	Housing Maintenance	0.10%	99.26%			0.29%	Red	↓	9 O/S Work underway to ensure speedy completion previous month 12 o/s0.39	Q	Resources Board
NI 156	Number of households living in temporary accommodation. (Snapshot at end of each quarter)	Housing	Housing Management	2 households	1			1	Green	↑		Q	Resources Board
HSG-LPI 8	Average time taken to re-let local authority housing.	Housing	Housing Management	21 days	21			18.19 YTD	Green	↑		Q	Resources Board
HSG-LPI 9	Percentage of calls answered through the Central Control system within 30 seconds. (TSA national standard 80%) :	Housing	Community Support	96%	97%			96.80%	Green	↑		Q	Resources Board
HSG-LPI 10	Percentage of calls answered through the Central Control system within 60 seconds. (TSA national standard 96.5%):	Housing	Community Support	99%	99.10%			99.10%	Green	↑		Q	Resources Board
HSG-LPI 11	The percentage of new Lifeline phone and pendant connections installed within seven working days of receipt of the application, in the cases where there is an existing telephone jackpoint and nearby electric socket. :	Housing	Community Support	99%	100%			100%	Green	↔		Q	Resources Board
HSG-LPI 12	The percentage of client's details inputted and amended in the Central Control System within 12 hours of receipt. :	Housing	Community Support	100%	100%			100%	Green	↔		Q	Resources Board
HSG-LPI 13	To carry out a follow up check within 10 working days of lifeline installation, to check that the client is happy & familiar with the operation of the system :	Housing	Community Support	100%	100%			100%	Green	↔		Q	Resources Board

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board
HSG-LPI 14	The percentage of a representative sample of customers stating that they are satisfied with the overall service provided by Community Support when surveyed.	Housing	Community Support	95%	-			98.40%	Green	↔		Q	Resources Board
EH-LPI 6	monthly review of budgets and case by case review of all waiting lists. Examination of each case for approval and payment as presented. Customer satisfaction letters as CSL indicator with Home Improvement Agency / WCC	Housing	Private Sector & Public Health	100.00%	-			100%	Green	↔	all done for December	Q	Resources Board
EH-LPI 8	DFG waiting list and activity review	Housing	Private Sector & Public Health	6 month max. wait, quality indicators (feedback) and development initiatives as per policy	-			100%	Green	↔	done 10.12.09 - meeting with ADH re waiting lists 14.12	Q	Resources Board
EH-LPI 9	Decent Homes assistance waiting list and activity review	Housing	Private Sector & Public Health	swift good value service in accordance with policy	-			100%	Green	↔	done 10.12	Q	Resources Board

Agenda Item No 7

Resources Board

2 February 2010

Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Director (Revenues and Benefits) and Assistant Director (Finance and Human Resources) General Fund Fees and Charges 2010/11

1 Summary

- 1.1 The report covers the fees and charges for 2009/10 and the proposed fees and charges for 2010/11.

<p>Recommendation to the Board</p> <p>That the schedule of fees and charges for 2010/11, set out in the report, be accepted.</p>
--

2 Introduction

- ... 2.1 Attached for the Board's consideration at Appendix A are details of present and proposed fees and charges for the financial year 2010/11. Prices have generally stayed the same except for Court Costs. The amounts shown have already been included in the revenue estimates for 2010/11.

3 Report Implications

3.1 Financial Implications

- 3.1.1 The pricing structure contained within this report will contribute to the achievement of income targets, which are contained within the Director of Resources report on the General Fund estimates 2010/11, presented elsewhere within the agenda for this meeting.

3.2 Risk Management

- 3.2.1 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 2010

APPENDIX A

	2009/2010 CHARGE £	2010/2011 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)	10.40	10.60	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	2.10	2.10	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
PARKING PENALTIES			
If paid within 7 days	10.00	10.00	Outside Scope
If paid after 7 days	20.00	20.00	"
CONCESSIONARY FARES			
Bus Pass	Free	Free	"
COURT COSTS			
Summons Costs (Council Tax and NDR)	75.00	80.00	Outside Scope
Liability Order (Council Tax and NDR)	N/A	N/A	"

Agenda Item No 8

Resources Board

2 February 2010

General Fund Revenue Estimates 2010/11 - Services Recharged Across All Boards

Report of the Director of Resources

1 Summary

- 1.1 This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

Recommendation to the Board

- a To accept the revised budget for 2009/10;**
- b To approve the growth item for 2010/11 detailed in paragraph 7.3; and**
- c To accept or otherwise vary the Estimates of Expenditure for 2010/11, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 8 February 2010.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3 Report

3.1 Introduction

- 3.2 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2010/11 and this, together with a revised budget for 2009/10, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2008/09 are shown.

- 3.3 At its meeting in September, the Executive Board agreed the budget strategy for 2010/13. For 2010/11, budget savings of £380,000 needed to be identified, of which £228,000 had already been found, with additional savings of £380,000 in 2011/12 and £290,000 in 2012/13. The provision for growth in 2010/11 is £75,000, with a further £125,000 in 2011/12 and £75,000 in 2012/13.

- 3.4 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, as detailed in section 5 of this report.

3.5 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
- Pay awards provided on the basis of 1.5% settlement with effect from 1 April 2010 and 1% for both 2011/12 and 2012/13
- A general provision for inflation of 1.5%, although where contractual obligations require a price increase in line with inflation, these have been provided.

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

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

	Approved Budget 2009/10 £	Revised Budget 2009/10 £	Original Budget 2010/11 £
Employee Costs	8,657,200	8,235,130	8,446,020
Premises	557,720	513,690	495,450
Supplies and Services	891,460	955,320	872,290
Transport	919,040	774,340	752,170
Earmarked Reserves	0	(17,250)	(14,680)
Gross Expenditure	11,025,420	10,461,230	10,551,250
Income	(39,470)	(78,290)	(35,170)
Net Controllable Expenditure	10,985,950	10,382,940	10,516,080
Recharged to Other Services	(14,161,610)	(13,547,910)	(13,620,900)
Departmental Support	43,850	39,050	39,770
Central Support	2,191,930	2,234,100	2,170,050
Capital Charges	939,880	891,820	895,000
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 2009/10 Revised Budget

5.1 The revised budget to be recharged across all Boards for 2009/10 is estimated to be £13,547,910; a decrease of £597,700 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have decreased by £422,070 and the main variations are as follows:

	£
Frozen posts	(212,770)
Vacant posts	(71,210)
Restructures	(80,550)
Reduction in pay award to 1%	(62,760)
Reduction in recharged salaries (see notes on support charges)	(54,620)
Reduction in recruitment budget	(25,130)
Virement of training budget from the central provision to budgets held within other Boards	(9,440)
Changes in hours, spinal points and employees not in pension scheme	(6,320)
Reduction in employee allowances (standby, first aid, car etc)	(7,640)
New posts (external funding or existing budget available)	39,640
Agency staff (covering vacant posts)	71,020
TOTAL	(419,780)

5.3 **Premises** budgets have reduced within the Council Offices; a lower contribution to the Building Maintenance Fund of £21,170, reductions in utility costs of £10,520 and insurance of £6,420. Other smaller reductions have been made in both this budget and that for the Depot and Stores.

(£44,030)

5.4 **Supplies and Services** have increased by £63,860 and the main variations are as follows:

	£
Revenues and Benefits – Welfare Rights Advice (funded)	29,580
Revenues and Benefits – Coventry and North Warwickshire Enterprise (CANWE)	21,300
Additional hardware within Revenues and Benefits (funded)	14,220
Revenues and Benefits – Warwickshire County Council Out of hours service (funded)	8,300
Revenues and Benefits – Intec Integration (funded)	8,610
Staff Welfare - Occupational Health Costs	7,650
Assistant Chief Executive – Professional Fees (funded from earmarked reserve)	4,340
Landscape Management – Tree works via Warwickshire County Council funded from Tree Officer vacancy	4,000
Reduced Hardware and Software maintenance, as there were lower than expected inflationary increases on some maintenance contacts	(4,570)
Decrease in equipment rental on Printing and Stationary	(13,910)
Decrease in Transport repairs materials	(7,440)
General decrease in books and journals budgets, as well as some reductions in conference fees and subsistence	(9,360)
TOTAL	62,720

5.5 **Transport** budgets have decreased due to a reduction in the vehicle contract hire budget of £118,790 (part year). This will be matched by an increase in capital charges costs shown within the Refuse DSO budgets in the Community and

Environment Board figures. Other decreases include staff car budgets relating to vacant posts of £33,310 and travel allowances of £5,670. These have been partially offset by increased costs on tyres, licences and insurance totalling £11,750.

(£144,700)

- 5.6 The **earmarked reserves** cover a repayment to the new initiatives fund, related to the buy out of the postage equipment agreement of £9,350, usage of reserves to cover additional legal work undertaken by Eversheds on the legal shared services of £3,840 and expenditure of £22,760 within Revenues and Benefits relating to additional benefits administration.

(£17,250)

- 5.7 Increases in **income** relate to County Council funding for Welfare Rights Advice work within Revenues and Benefits of £37,100, charges for home working connections of £3,690 and reimbursement of postage charges of £1,240.

(£38,820)

- 5.8 **Departmental and Central Support** charges have increased overall by £37,370. The increase in central support is due to a re-categorisation of budgets that were previously included in employees as recharged salaries of £54,620. This has been partially offset by a reduction in pay award, vacant and frozen posts and changes to allocations of £17,250.

£37,370

6 Comments on the 2010/11 Estimates

- 6.1 The original budget to be recharged across all Boards for 2010/11 is estimated to be £13,620,900; an increase of £72,990 on the 2009/10 revised budget and a decrease of £524,710 on the 2009/10 original budget.

- 6.2 **Employee costs** have increased by £210,890 and the main variations are as follows:

	£
Reduction in agency staff (covering vacant posts and provision no longer required in revenues and benefits)	(81,260)
Restructures	(16,860)
Frozen posts	(36,190)
A reduction in CRB costs and advertising held centrally	(10,280)
Changes related to grades, hours or honoraria	(9,960)
Training budget all included within this Board	12,510
Increments	16,180
New posts (external funding or existing budget available)	42,900
Increase in superannuation rate	58,560
Pay award	115,640
Reinstatement of vacant posts and maternity leave	120,880
TOTAL	212,120

- 6.3 **Premises** budgets have decreased at the Council Offices and the Depot due to reductions in Non Domestic Rates of £9,770 and utility bills of £12,300, the latter

arising from a reduction in energy prices. This is partially offset by inflationary increases on maintenance agreements.

(£18,240)

- 6.4 The reduction in **supplies and services** budgets relates to the removal of one off increases in 2009/10 for the Welfare Advice Service of £27,000, hardware within Revenues and Benefits of £14,000 and IT penetration testing of £10,000. There are decreases in software maintenance of £19,170 relating to payroll and HR Resourcelink, the costs of postage of £9,270, occupational health costs of £8,220 and Criminal Records Bureau checks of £2,880. There are other small decreases in telephones, printing, materials and subsistence. These have been partially offset by inflationary increases amount to £15,950.

(£83,030)

- 6.5 There is a significant reduction within **Transport** relating to the removal of the remaining budget for contract hire payments of £58,960. This has been partially offset by additional expenditure on fuel and tyres and an increase in budget provision relating to the full staffing establishment .

(£22,170)

- 6.6 The reduction in **income** relates mainly to the removal of one off income in 2009/10 for Revenues and Benefits Welfare Rights Advice.

£43,120

- 6.7 **Departmental and Central Support** have reduced by a substantial amount. This results from reductions in council offices, postage and franking, information services and transport. As these budgets recharge predominantly to other central support budgets, a larger proportion of the overall reduction remains within the budgets included in this report. Additionally, there is a reduction in internal audit work relating to support budgets with an increase in audits of end user services.

(£63,330)

7 Growth Items

- 7.1 The unavoidable growth included within the Council's Budget Strategy, approved in September 2009 by the Executive Board, was £75,000 for 2010/11, covering key growth areas at that time.

- 7.2 Since the strategy was formulated, some additional growth areas have been identified as part of the budget process and one of those relates to this Board and is detailed below.

- 7.3 In order to assess the necessity of this growth bid, it has been scored against the criteria agreed by the Executive Board for ranking growth for 2010/2011 which includes: -

- the contribution to Council Priorities
- the statutory need to incur expenditure
- the extent of any external funding or income generated

- the level of risk to the Council should the expenditure not be incurred
- the outcomes expected from the expenditure

The score of the bid is also included in the following paragraphs.

- **Occupational Health Costs** **£10,000**

The Council uses the Occupational Health Service in its management of sickness absence. In most cases of long term sickness, employees will be required to attend a session at Occupational Health, so that the Council can obtain information about their medical condition, ensure they are fit to return to work and receive advice about any adjustments which may need to be in place for their return to work. In a few cases, they advise where a return to work is not possible, and agree Ill Health retirement for the employee concerned. The Council has also used the service for reviewing short term repeated absences, and to provide assistance which may prevent employees from needing to take sick leave.

The Council has been working on managing sickness absence more proactively and this has increased the use made of the Occupational Health service. The benefits have not yet been seen in reduced absence, due in part to some particularly difficult long term sickness issues. However the HR section is confident that without the additional use of the service, current sickness levels would be even higher.

Score 12

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:

- The negotiated pay award being in excess of the 1.5% for 2010/11 and 1% for the following two years assumed within these budgets. A 1% change in pay award equates to £84,460.
- The costs of managing absence, for example occupational health costs and agency cover. This varies according to the type and length of sickness.
- Changes to economic circumstances that require increases in the authority's contribution levels to the pension scheme, which are above previous forecasts. This is unlikely in 2010/11 as the triennial valuation of the pension fund is scheduled. However it is a very real possibility from 2011/12 onwards.
- Changes to economic circumstances that require increases in the authorities National Insurance contributions above the 1% increase budgeted for from 2011/12.

- Increasing costs of maintaining mechanical equipment within the Council offices. As core mechanical elements of the building, such as the lift or the automatic entrance doors, continue to age, the likelihood of breakdown increases.
- Potential further increases in vehicle fuel costs, and a reversal in the utility reductions seen in 2010/11.
- The number of claims made influences the insurance costs of the transport fleet. An increase in accidents could result in a greater level of insurance premiums.

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 two years following 2010/11. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2011/12 £	Forecast Budget 2012/13 £
Employee Costs	8,677,420	8,834,650
Premises	505,410	515,650
Supplies and Services	849,070	865,170
Transport	765,740	776,010
Earmarked Reserves	(4,440)	(14,100)
Gross Expenditure	10,793,200	10,977,380
Income	(30,480)	(26,160)
Net Controllable Expenditure	10,762,720	10,951,220
Recharged to Other Services	(13,776,960)	(13,932,530)
Departmental Support	40,310	40,800
Central Support	2,201,160	2,229,810
Capital Charges	772,770	710,700
Net Expenditure	0	0

The forecasts given above have used a number of assumptions, which include pay awards of 1% for 2011/12 and 2012/13, increases in contracts of 2% and general increases in supplies and service of 1.5%. In total net expenditure is expected to increase by 1.15% in 2011/12 and increase by 1.13% in 2012/13.

10.2 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 Budgetary processes must seek to provide a forecast of revenues and expenditures and a means to enable the financial performance of the Council to be measured.

11.2.2 As a forecasting tool, the budget determines the financial position of the Council over the short to medium term. This allows the Council to manage any expected shortfall in resources whilst maintaining essential services.

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

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Building Maintenance Fund	269,790	278,870	277,200	281,540
The Council Offices	361,788	402,430	329,560	310,360
Central Telephones	38,070	39,700	37,860	37,080
Recruitment	102,052	97,730	51,570	52,970
Printing and Stationery	73,203	77,820	74,630	75,970
Training	22,163	128,230	36,590	129,050
Depot and Stores	60,640	60,830	61,180	60,330
Postage and Franking	106,240	119,100	106,430	92,200
Chief Executive's Directorate	1,302,955	1,289,160	1,274,170	1,302,320
Directorate of Community and Environment	2,239,711	2,222,850	1,938,910	2,006,710
Directorate of Resources	4,294,669	4,283,880	4,243,540	4,274,510
Central Services	205,846	234,060	305,930	301,100
Information Services	862,281	903,080	899,520	890,770
Procurement	59,058	60,070	60,850	62,470
Staff Welfare	21,672	19,220	31,570	22,410
Transport	758,127	768,920	653,430	616,290
Net Controllable Expenditure	10,778,265	10,985,950	10,382,940	10,516,080
Recharge to Services	(13,912,313)	(14,161,610)	(13,547,910)	(13,620,900)
Departmental Support	42,650	43,850	39,050	39,770
Central Support	2,145,584	2,191,930	2,234,100	2,170,050
Capital	1,279,793	939,880	891,820	895,000
Resources Board (Recharged) Total	333,979	0	0	0

3200 to 3201 - CHIEF EXECUTIVE'S DIRECTORATE SUMMARY

This directorate includes the Chief Executive and the newly created Management Team Support Unit, Policy, Democratic Services, Public Relations, Legal Services, Estate Management, Forward Planning and Heritage and Conservation. In addition it also includes Commercial Enforcement and Licensing and Assistant Chief Executive (Special Projects)

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	1,218,723	1,184,730	1,178,310	1,206,070
Supplies and Services	18,801	24,760	24,650	20,220
Transport Related Expenditure	76,634	85,340	80,500	81,560
Miscellaneous Expenditure	650	-	-	-
Balance Sheet Items	13,140	-	(3,840)	-
GROSS EXPENDITURE	1,327,948	1,294,830	1,279,620	1,307,850
GROSS INCOME	(24,993)	(5,670)	(5,450)	(5,530)
NET CONTROLLABLE EXPENDITURE	1,302,955	1,289,160	1,274,170	1,302,320
Recharged to Services	(1,576,709)	(1,567,120)	(1,568,470)	(1,586,250)
Central Support	241,736	246,540	265,710	255,180
Capital Charges	32,018	31,420	28,590	28,750
NET EXPENDITURE	-	-	-	-

Various - DIRECTORATE OF COMMUNITY AND ENVIRONMENT SUMMARY

This directorate includes the Director of Community and Environment, Development Control, Streetscape and Leisure and Community Development.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	2,143,470	2,114,200	1,851,450	1,915,350
Supplies and Services	15,348	9,780	11,280	7,050
Transport Related Expenditure	88,143	99,710	76,180	84,310
Balance Sheet Items	(6,773)	-	-	-
GROSS EXPENDITURE	2,240,188	2,223,690	1,938,910	2,006,710
GROSS INCOME	(477)	(840)	-	-
NET CONTROLLABLE EXPENDITURE	2,239,711	2,222,850	1,938,910	2,006,710
Recharged to Services	(2,635,043)	(2,624,720)	(2,271,020)	(2,322,870)
Central Support	354,062	360,460	303,090	287,570
Capital Charges	41,508	41,410	29,020	28,590
NET EXPENDITURE	238	-	-	-

Various - DIRECTORATE OF RESOURCES SUMMARY

This directorate includes the Director of Resources, Housing and Community Support, Finance and Human Resources, Internal Audit and Revenues and Benefits.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	3,913,821	3,971,690	3,918,350	3,940,120
Supplies and Services	218,687	168,580	252,760	212,520
Transport Related Expenditure	117,131	143,750	132,290	145,900
Miscellaneous Expenditure	54,473	-	-	-
Balance Sheet Items	11,728	-	(22,760)	(24,030)
GROSS EXPENDITURE	4,315,840	4,284,020	4,280,640	4,274,510
GROSS INCOME	(21,171)	(140)	(37,100)	-
NET CONTROLLABLE EXPENDITURE	4,294,669	4,283,880	4,243,540	4,274,510
Recharged to Services	(5,433,191)	(5,449,240)	(5,401,470)	(5,422,180)
Central Support	998,841	1,031,570	1,018,060	1,004,560
Capital Charges	139,194	133,790	139,870	143,110
NET EXPENDITURE	(487)	-	-	-

3006 to 3039 - BUILDING MAINTENANCE FUND

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	69,661	71,700	70,030	71,360
Premises Related Expenditure	200,433	207,020	206,930	210,030
Supplies and Services	4,621	150	240	150
Miscellaneous Expenditure	500	-	-	-
Balance Sheet Items	(5,425)	-	-	-
GROSS EXPENDITURE	269,790	278,870	277,200	281,540
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	269,790	278,870	277,200	281,540
Recharged to Services	(300,400)	(308,220)	(306,990)	(311,300)
Central Support	30,610	29,350	29,790	29,760
NET EXPENDITURE	-	-	-	-

3040 to 3042 - THE 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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	93,444	96,240	63,100	63,900
Premises Related Expenditure	257,467	297,020	254,180	233,900
Supplies and Services	22,662	23,600	23,390	23,840
Balance Sheet Items	(490)	-	-	-
GROSS EXPENDITURE	373,083	416,860	340,670	321,640
GROSS INCOME	(11,295)	(14,430)	(11,110)	(11,280)
NET CONTROLLABLE EXPENDITURE	361,788	402,430	329,560	310,360
Recharged to Services	(542,635)	(598,190)	(556,860)	(523,000)
Central Support	116,327	115,060	162,840	148,180
Capital Charges	400,466	80,700	64,460	64,460
NET EXPENDITURE	335,946	-	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m ²)	3,855	3,855	3,855	3,855
Expenditure per square metre	£ 227.91	£ 155.17	£ 144.45	£ 135.67

3043 - CENTRAL TELEPHONES

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	9,650	10,180	9,940	10,440
Supplies and Services	28,420	29,520	27,920	26,640
NET CONTROLLABLE EXPENDITURE	38,070	39,700	37,860	37,080
Recharged to Services	(45,920)	(49,740)	(47,700)	(45,410)
Central Support	2,310	4,500	4,300	2,790
Capital Charges	5,543	5,540	5,540	5,540
NET EXPENDITURE	3	-	-	-

KEY PERFORMANCE INDICATORS

Number of phones	190	190	190	190
Expenditure per phone line	£ 241.70	£ 261.79	£ 251.05	£ 239.00

3045 - RECRUITMENT

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	92,981	90,290	40,630	45,310
Supplies and Services	9,071	7,440	10,940	7,660
NET CONTROLLABLE EXPENDITURE	102,052	97,730	51,570	52,970
Recharged to Services	(116,240)	(111,720)	(69,450)	(69,920)
Central Support	14,260	13,990	17,880	16,950
NET EXPENDITURE	72	-	-	-

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	20,779	22,050	22,530	23,550
Supplies and Services	53,043	55,770	52,230	52,550
Transport Related Expenditure	58	0	0	0
GROSS EXPENDITURE	73,880	77,820	74,760	76,100
GROSS INCOME	-677	0	-130	-130
NET CONTROLLABLE EXPENDITURE	73,203	77,820	74,630	75,970
Recharged to Services	-115,362	-116,950	-114,050	-111,240
Central Support	38,772	35,330	36,240	32,100
Capital Charges	3,387	3,800	3,180	3,170
NET EXPENDITURE	0	0	0	0

3047 - TRAINING

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	31,859	125,650	35,090	127,530
Supplies and Services	1,752	2,580	1,500	1,520
Balance Sheet Items	(9,383)	-	-	-
GROSS EXPENDITURE	24,228	128,230	36,590	129,050
GROSS INCOME	(2,065)	-	-	-
NET CONTROLLABLE EXPENDITURE	22,163	128,230	36,590	129,050
Recharged to Services	(98,479)	(200,750)	(111,100)	(201,320)
Central Support	62,883	68,470	70,960	68,720
Capital Charges	4,050	4,050	3,550	3,550
NET EXPENDITURE	(9,383)	-	-	-

KEY PERFORMANCE INDICATORS

FTEs (full time equivalents)	363.53	356.43
Expenditure per FTE	£ 552.22	£ 564.82

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	4,126	3,950	5,770	5,870
Premises Related Expenditure	51,804	53,070	51,950	50,880
Supplies and Services	4,320	3,810	3,460	3,580
GROSS EXPENDITURE	60,250	60,830	61,180	60,330
GROSS INCOME	390	-	-	-
NET CONTROLLABLE EXPENDITURE	60,640	60,830	61,180	60,330
Recharged to Services	(83,040)	(84,020)	(86,130)	(85,660)
Central Support	15,384	16,250	18,030	18,410
Capital Charges	7,011	6,940	6,920	6,920
NET EXPENDITURE	(5)	-	-	-

KEY PERFORMANCE INDICATORS

Area of Depot and Stores (m ²)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 22.76	£ 23.03	£ 23.61	£ 23.48

3110 - POSTAGE AND FRANKING

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	12,740	13,230	6,350	-
Supplies and Services	136,634	105,930	92,030	82,910
Balance Sheet Items	(43,102)	-	9,350	9,350
GROSS EXPENDITURE	106,272	119,160	107,730	92,260
GROSS INCOME	(32)	(60)	(1,300)	(60)
NET CONTROLLABLE EXPENDITURE	106,240	119,100	106,430	92,200
Recharged to Services	(139,030)	(153,380)	(137,630)	(123,900)
Central Support	31,170	33,060	30,250	31,110
Capital Charges	1,408	1,220	950	590
NET EXPENDITURE	(212)	-	-	-

3226 - CENTRAL SERVICES

The costs of the central administration function.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	207,788	233,770	305,180	300,580
Supplies and Services	272	290	1,380	1,170
Transport Related Expenditure	-	-	100	100
GROSS EXPENDITURE	208,060	234,060	306,660	301,850
GROSS INCOME	(2,214)	-	(730)	(750)
NET CONTROLLABLE EXPENDITURE	205,846	234,060	305,930	301,100
Recharged to Services	(292,935)	(320,250)	(423,430)	(415,960)
Central Support	74,618	74,530	102,850	100,300
Capital Charges	12,471	11,660	14,650	14,560
NET EXPENDITURE	-	-	-	-

3290 - INFORMATION SERVICES

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	524,348	530,210	537,910	540,940
Supplies and Services	309,208	338,520	332,220	318,480
Transport Related Expenditure	33,522	34,350	33,080	34,200
GROSS EXPENDITURE	867,078	903,080	903,210	893,620
GROSS INCOME	(4,797)	-	(3,690)	(2,850)
NET CONTROLLABLE EXPENDITURE	862,281	903,080	899,520	890,770
Recharged to Services	(1,349,216)	(1,338,370)	(1,356,440)	(1,326,810)
Central Support	81,070	77,770	88,840	86,370
Capital Charges	413,672	357,520	368,080	349,670
NET EXPENDITURE	7,807	-	-	-

KEY PERFORMANCE INDICATORS

Number of PCs	305	303	307	304
Expenditure per PC	£ 4,456.56	£ 4,421.93	£ 4,415.97	£ 4,366.90

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	55,164	56,220	56,980	58,630
Supplies and Services	180	160	160	160
Transport Related Expenditure	3,714	3,690	3,710	3,680
NET CONTROLLABLE EXPENDITURE	59,058	60,070	60,850	62,470
Recharged to Services	(94,722)	(96,650)	(99,240)	(101,100)
Central Support	33,892	34,950	36,890	37,130
Capital Charges	1,772	1,630	1,500	1,500
NET EXPENDITURE	-	-	-	-

3292 - STAFF WELFARE

Budget provision for clothing, optician charges, occupational health fees and subsistence (retirement and leaving presentations) which is held centrally.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	2,779	2,400	5,100	5,700
Supplies and Services	17,474	16,820	24,470	16,710
Transport Related Expenditure	1,419	-	2,000	-
NET CONTROLLABLE EXPENDITURE	21,672	19,220	31,570	22,410
Recharged to Services	(22,622)	(20,200)	(32,630)	(23,540)
Central Support	950	980	1,060	1,130
NET EXPENDITURE	-	-	-	-

3300 to 3999 - TRANSPORT

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	198,008	130,690	128,410	130,670
Premises Related Expenditure	620	610	630	640
Supplies and Services	91,034	103,750	96,690	97,130
Transport Related Expenditure	501,223	552,200	446,480	402,420
Balance Sheet Items	245	-	-	-
GROSS EXPENDITURE	791,130	787,250	672,210	630,860
GROSS INCOME	(33,003)	(17,330)	(18,780)	(14,570)
NET CONTROLLABLE EXPENDITURE	758,127	769,920	653,430	616,290
Recharged to Services	(1,066,768)	(1,123,090)	(965,300)	(950,440)
Departmental Support	42,650	43,850	39,050	39,770
Central Support	48,699	49,120	47,310	49,790
Capital Charges	217,292	260,200	225,510	244,590
NET EXPENDITURE	-	-	-	-

Risk Analysis

	Likelihood	Potential impact on Budget
Increase in the pay award above 1% 2010/11 and 1% 2011/12 and 2012/13	Medium	Medium
Increased costs associated with employee absence such as occupational health costs and agency cover	Medium	Medium
Increase in the superannuation contribution levels above those previously forecast	Low	Medium
Increase in the National Insurance levels above those previously forecast	Low	Medium
Increased maintenance costs related to Council Offices	Medium	Low
Increased vehicle fuel costs	Medium	Low
Increased vehicle insurance costs arising from increase in accident levels	Low	Low

Agenda Item No 9

Resources Board

2 February 2010

General Fund Revenue Estimates 2010/11 - Services Remaining within Board

Report of the Director of Resources

1 Summary

- 1.1 This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

Recommendation to the Board

- a To accept the revised budget for 2009/10;
- b To approve the growth item for 2010/11 detailed in paragraph 7.1; and
- c To accept or otherwise vary the Estimates of Expenditure for 2010/11, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 8 February 2010.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3 Report

3.1 Introduction

- 3.2 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2010/11 and this, together with a revised budget for 2009/10, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2008/09 are shown.

- 3.3 At its meeting in September, the Executive Board agreed the budget strategy for 2010/13. For 2010/11, budget savings of £380,000 needed to be identified, of which £228,000 had already been found, with additional savings of £380,000 in 2011/12 and £290,000 in 2012/13. The provision for growth in 2010/11 is £75,000, with a further £125,000 in 2011/12 and £75,000 in 2012/13.

- 3.4 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, as detailed in section 5 of this report.

- 3.5 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
- Pay awards provided on the basis of 1.5% settlement with effect from 1 April 2010, and 1% for both 2011/12 and 2012/13
- A general provision for inflation of 1.5%, although where contractual obligations require a price increase in line with inflation, these have been provided.

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

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

	Approved Budget 2009/10 £	Revised Budget 2009/10 £	Original Budget 2010/11 £
Employee Costs	1,590,120	1,470,530	1,629,780
Premises	156,430	180,570	154,970
Supplies and Services	1,098,040	1,185,610	1,147,580
Transport	36,990	42,310	42,340
Transfer Payments	15,081,900	17,078,140	17,334,210
Miscellaneous Items	21,820	21,820	22,150
Earmarked Reserves	43,500	134,140	(4,900)
Gross Expenditure	18,028,800	20,113,120	20,326,130
Income	(16,490,760)	(18,697,840)	(18,770,480)
Net Controllable Expenditure	1,538,040	1,415,280	1,555,650
Recharged to Other Services	(75,010)	(87,840)	(79,070)
Departmental Support	970,860	996,780	997,440
Central Support	1,599,680	1,553,130	1,463,970
Capital Charges	376,160	509,070	454,950
Net Expenditure	4,409,730	4,386,420	4,392,940

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 2009/10 Revised Budget

5.1 The revised budget of services that remain within the Resources Board for 2009/10 is estimated to be £4,386,420; a decrease of £23,310 on the approved position. The main variations are given below.

5.2 **Employee costs** have decreased by £119,590 and the main variations are as follows:

	£
In the original budget, the training and recruitment costs are held as "unallocated". However, as the year progresses and actual expenditure is incurred, the budget is vired to the relevant other budget heads to match spend. As such, the "unallocated" pot is reduced in the revised budget whilst being increased in other budgets, essentially the central support budgets.	(129,970)
Reduction in the overall recruitment budget	(38,230)
New post of Homelessness Officer (fixed term contract) for part of the year	3,440
Within Revenues and Benefits there are two new funded posts (from earmarked reserves) for part of the year, partially offset by some vacancies	7,720
Branching Out Bus driver (funded)	12,280
North Arden Heritage Trail post (funded)	25,370
TOTAL	(119,390)

5.3 **Premises** budgets have increased by £24,140 relating to the following reasons.

	£
Reinstatement of premises budgets for The Arcade (no sale)	6,640
Increase in electricity usage at Innage Park industrial estate	6,290
Increase in sewerage budget related to car parks (due to the timing of invoices, the period covered is 18 months)	4,890
Increase in buildings insurance, especially at Innage Park	4,890
Refurbishment works at Carlyon Road industrial estate to make fit for occupation	2,000
Increase in Building Maintenance Fund contributions from the industrial estates	1,470
Increase in maintenance at car parks (funded from reserves)	1,000
Reduction in non domestic rates payable at the industrial units (vacant units exempt from charges for 2009/10 and 2010/11)	(3,900)
TOTAL	23,280

5.4 The increase in **supplies and services** of £87,570 is due to the following reasons.

	£
Grants paid out in relation to Polesworth Welcome and Coleshill Welcome projects (both funded), to improve the image of the towns, increase visitor time and spend.	50,000
Expenditure on Branching Out Bus supplies and services, comprising materials, clothing, grants to third parties and communications (funded)	48,920
Additional externally paid work related to homelessness (funded), such as the Mortgage Rescue programme	15,860
Reinstatement of supplies and services budgets for the Arcade (not sold)	2,900
Reduction in software maintenance recharged to revenues and benefits budgets, due to the reassessment of systems, with some provision no longer needed	(19,670)
Reduction in budgets for Members Allowances, reflecting a lower than expected inflationary increase and a saving from the new scrutiny arrangement	(6,530)
Reduction in CCTV equipment maintenance costs resulting from a new maintenance agreement	(3,530)
TOTAL	87,950

5.5 The increase in **transport** budgets relates to the inclusion of transport budgets for the Branching Out Bus.

£5,320

5.6 The increase in **Transfer Payments** shows the significant rise in the payment of benefits. The vast majority of this is reclaimed from central government. Additional payments are estimated to be £1,852,850 on Rent Allowances and £522,610 on Rent Rebates. These have been partially offset by a decrease of £379,320 on Council Tax Benefits.

£1,996,240

5.7 **Earmarked reserves** have increased by £90,640 and the main variations are as follows:

	£
Unused grant funding related to the Branching Out Bus transferred to a reserve, to help fund the project in 2010/11	32,620
Additional administration grant received in relation to benefits transferred to a reserve to fund additional posts in future years	29,080
Unused DCLG grant within Homelessness transferred to a reserve to fund future projects	25,060
Unused DCLG grant within Non Domestic Rates transferred to a reserve to fund future work	6,880
Use of reserves to cover works at Carlyon Road industrial unit	(2,000)
Use of reserves to cover additional works at car parks	(1,000)
TOTAL	90,640

5.8 **Income** has increased by £2,207,080 and the main variations are as follows:

	£
Rent Allowances – subsidy has risen reflecting the increase in benefits paid out (as mentioned in paragraph 5.6)	(1,778,800)
Rent Rebates - again, higher subsidy reflecting the increase in benefits paid out	(510,020)
Council Tax Subsidy – the reduction in council tax benefit paid will result in a lower level of subsidy	357,430
Additional external funding for the Better Welcome projects in Polesworth and Coleshill, the Branching Out Bus, the North Arden Trail and on the Homelessness budget (mortgage rescue programme)	(204,180)
Some additional Benefit Administration Grant that the Council has received to manage the increase in caseload	(56,820)
The recovery of overpayments of benefit payments is expected to increase overall	(23,430)
Rental income from the Arcade, as no budget was originally included due to the anticipated sale	(24,140)
Income from the Councils Industrial estates has been reduced, due to a greater level of vacant units than was included in the original budget	22,620
Borough Care – a reduction in fees of £3,240 and a reduction in Telecare income of £3,120	6,360
TOTAL	2,210,980

5.9 The increased **recharge to services** relates to the additional recharge of audit fees to the Housing Revenue Account.

£12,830

5.10 **Departmental and central support** charges have decreased overall by £20,630. The main reductions relate to unallocated costs held centrally and reduced allocations from postage, Partnership and Development and the Assistant Director Streetscape, which in total amount to £84,770. A further decrease of £37,440 relates to the frozen post in Financial Services. These have been partially offset by increases in External Audit Fees of £85,460 and Occupational Health costs of £12,430. The large increase in audit fees is due substantially to the requirement to account for some audit costs earlier than in previous years..

5.11 **Capital charges** have increased by £132,910 and the main variations are as follows:

	£
Increase in private sector housing improvements funded by the Regional Housing Pot	118,700
Increase in depreciation charges reflecting the acquisition of new assets, including an IT server, PC's and telephones	14,200
Capital charges relating to the Branching Out Bus	8,870
Reduction in lease payments for Public Conveniences as the inflation factor was lower than expected	(4,280)
Information Systems that are fully depreciated, have not yet been replaced	(4,230)
Lower depreciation charges on office accommodation due to a downward revaluation	(1,090)
TOTAL	132,170

6 Comments on the 2010/11 Estimates

6.1 The estimated budget for 2010/11 is £4,392,940; an decrease of £16,790 on the 2009/10 approved budget, and an increase of £6,520 on the revised 2009/10 budget. The main variations are given below:

6.2 **Employee costs** have increased by £159,250 and the main variations are as follows:

	£
As mentioned in 5.2, the revised budget for training and recruitment is reduced, as at is vired to other cost codes in line with spend to date. However, the full training and recruitment budgets for 2010/11 remains within the Unallocated budget and so shows as an increase here but will result in a reduction elsewhere	119,470
Full year effect of new posts (externally funded) and the reinstatement of full year provision for posts which were vacant for part of 2009/10	41,920
Effect of 1.5% pay award	21,740
The North Arden Heritage Trail project ends in June 2010, with a consequent reduction in staff employed.	(26,990)
TOTAL	156,140

6.3 **Premises** budgets have decreased by £25,600 and the main variations are as follows:

	£

Revaluation of car parks has reduced the Non Domestic Rates liability	(11,040)
Removal of the one off sewerage increase in 2009/10 on car parks	(4,080)
Reduction of the repairs provision on the Homelessness budget, due to the redevelopment of 12 Meadow Street Atherstone with Bromford Housing	(2,860)
Reduction in electricity usage on Industrial Estates	(2,770)
Removal of one off refurbishment works at Carlyon Road Industrial Estate	(2,000)
A revaluation of Public Conveniences has reduced the Non Domestic Rates liability	(1,460)
TOTAL	(24,210)

6.4 **Supplies and services** have decreased by £38,030 and the main variations are as follows:

	£
Removal of grants paid out as part of Better Welcome projects	(50,000)
Reduction in the advertising of Members' Surgeries	(9,000)
Reduction in Branching Out Bus budgets (2009/10 had higher start up costs)	(6,790)
Reduction in homelessness spend as grants reduce	(6,050)
Removal of CCTV licence budget as renewal is only required every 3 years	(4,200)
Reduction in the subscription to the Local Government Association	(3,560)
Reduced software maintenance charges for electoral systems	(2,780)
Reduction in legal fees at Innage Park	(1,750)
Inflationary increases	17,780
One off grant payment to Coventry and Warwickshire Co-operative Development Agency (via Branching Out Bus funding)	30,000
TOTAL	(36,350)

6.5 There is an increase in **Transfer Payments** of £256,070 which is the result of an inflationary increase across Rent Allowances, Rent Rebates and Council Tax benefit payments.

6.6 **Earmarked reserves** have decreased by £139,040 and the main variations are as follows:

	£
Use of reserves to fund the Branching Out Bus	(65,240)
Removal of one off use of reserves for additional benefit administration grant, DCLG grant within Non Domestic Rates, additional works to car parks and works at Carlyon Road industrial unit	(32,960)
Use of reserve to fund the additional Homelessness post	(42,680)
TOTAL	(140,880)

6.7 **Income** has increased by £72,640 and the main variations are as follows:

	£
Rent Allowances – with the increase in benefit payments, the subsidy will also increase	(100,990)
Rent Rebates - with the increase in benefit payments, the subsidy	(81,480)

will also increase	
Council Tax Subsidy – with the increase in benefit payments, the subsidy will also increase	(69,200)
Inflationary Increase	(7,380)
The recovery of overpayment of benefits has increased overall	(4,550)
Removal of one off Non Domestic Rates grant, Homelessness grant and Better Welcome grants, received in 2009/10 only	96,390
A lower level of grant receivable for the Branching Out Bus	37,540
North Arden Trail – end of the project	26,390
The Administration Grant that the Council receives to manage the payment of Housing and Council tax benefits is expected to reduce	14,080
Innage park – A higher level of vacancies has been assumed	8,910
Borough Care – the loss of carers impact income from Warwickshire County Council	7,650
TOTAL	(72,640)

6.8 The reduction of £88,500 in **Departmental and central support** is due to a number of factors. The post of Assistant Chief Executive (Special Projects) has ceased and the timing issue on the payment of external audit fees only required a one off addition in 2009/10, in combination reducing costs by £100,750. There has also been a small overall decrease in recharges to externally funded projects like the North Arden Trail and North Warwickshire Leader of £4,100. These have been partially offset by increases in other allocations of £12,650. **(£88,500)**

6.9 **Capital charges** have decreased by £54,120 and the main variations are as follows:

	£
Decrease in private sector housing improvements funded by the Regional Housing Pot	(41,700)
Some IT hardware has now been fully written off	(22,710)
Increased capital charges for the new Borough Care equipment	7,510
Increased capital charges for the new CCTV equipment	6,000
TOTAL	(50,900)

7 Growth Items

7.1 The unavoidable growth included within the Council's Budget Strategy, approved in September 2009 by the Executive Board, was £75,000 for 2010/2011, covering key growth areas at that time.

7.2 Since the strategy was formulated, some additional growth areas have been identified as part of the budget process and one of those relates to this Board and is detailed below.

7.3 In order to assess the necessity of this growth bid, it has been scored against the criteria agreed by the Executive Board for ranking growth for 2010/2011 which includes: -

- the contribution to Council Priorities
- the statutory need to incur expenditure
- the extent of any external funding or income generated
- the level of risk to the Council should the expenditure not be incurred
- the outcomes expected from the expenditure

The score of the bid is also included in the following paragraph.

- **Innage Park** **£10,000**

The Council has a long lease with Moorhen Properties for the use of some land at Innage Park. This enables this Council to provide a number of industrial units on that site. As part of the agreement with Moorhen properties, a rental review is carried out on the lease every 5 years, with a review due in 2010. The extent of any increase is not yet known, however there is currently no budgetary provision for any increase. It is suggested that a provision in the region of £12,000 is set aside for this purpose, as any increase will be unavoidable.

Score 20

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:

- Further increases in vacancies at industrial estates and shops that will impact on the level of rental income the council receives
- A higher level of maintenance at 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 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.
- Funding has not been secured for the Branching Out Bus in later years

10 Future Year Forecasts

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the two years following 2010/11. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2011/12 £	Forecast Budget 2012/13 £
Employee Costs	1,621,820	1,649,960
Premises	212,320	216,250
Supplies and Services	1,137,570	1,161,540
Transport	42,020	40,620
Transfer Payments	17,680,900	18,034,520
Miscellaneous	22,590	23,040
Earmarked Reserves	34,170	34,420
Gross Expenditure	20,751,390	21,160,350
Income	(19,135,120)	(19,502,390)
Net Controllable Expenditure	1,616,270	1,657,960
Recharged to Other Services	(79,770)	(80,990)
Departmental Support	1,004,210	1,014,470
Central Support	1,482,340	1,506,020

Capital Charges	432,310	424,850
Net Expenditure	4,455,360	4,522,310

The forecasts given above have used a number of assumptions, which include pay awards of 1% for 2011/12 and 2012/13, increases in contracts of 2% and general increases in supplies and service of 1.5%. In total, the amount is expected to increase by 1.42% in 2011/12 and increase by 1.5% in 2012/13.

10.2 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 Budgetary processes must seek to provide a forecast of revenues and expenditures and a means to enable the financial performance of the Council to be measured.

11.2.2 As a forecasting tool, the budget determines the financial position of the Council over the short to medium term. This allows the Council to manage any expected shortfall in resources whilst maintaining essential services.

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

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Cost of Democratic Services	451,146	475,120	458,470	452,360
Election Expenses	6,327	5,720	6,150	4,760
Registration of Electors	12,972	16,150	16,580	15,350
Non Domestic Rates	(85,231)	(79,150)	(62,710)	(57,320)
Council Tax Collection	26,605	32,840	22,660	21,470
Investors in People	5,631	1,930	1,930	1,930
Finance Miscellaneous	(4,952)	2,390	30	30
Compensation and Pension Increases	140,317	145,320	145,320	147,500
Minor Works	12,103	4,590	4,590	4,640
Electricity at Work	59,789	20,560	20,560	20,860
Efficiencies and Value for Money	993	2,340	2,340	2,340
Finance Unused Land	10	-	-	-
Corporate and Democratic Core	82,010	48,340	48,340	48,620
Unallocated Central Support Services	(1,819)	228,280	51,810	172,010
External Funding Consultants	3,710	3,760	3,760	3,800
Coleshill Shops and Flats	(60,495)	(65,310)	(65,270)	(65,590)
The Arcade, Atherstone	(1,325)	-	(9,160)	(4,300)
The Pavilions, Holly Lane	(66,622)	(65,840)	(66,910)	(63,090)
Carlyon Road Industrial Estate	(100,616)	(101,100)	(108,730)	(113,070)
Innage Park Industrial Estate	(117,908)	(120,110)	(74,560)	(69,950)
Polesworth Workspace Units	(8,525)	(8,410)	(7,010)	(6,900)
The Bear and Ragged Staff	(12,775)	(12,740)	(12,970)	(12,960)
Football Stadium	-	-	-	-
Homeless Persons	37,559	38,770	45,650	40,920
Public Conveniences	18,487	18,840	16,890	15,500
Fillongley Kitchens	(1,083)	(1,090)	(840)	(840)
Customer Contact	20,235	23,720	21,140	25,740
Rent Allowances	103,336	(30,190)	40,620	45,310
Housing Benefit Administration and Rent Rebates	(44,615)	7,140	3,160	5,610
Concessionary Fares	314,756	414,510	403,240	409,290
Non Domestic Rates - Discretionary Relief	22,813	21,820	21,820	22,150
Council Tax Benefits	(41,844)	(23,150)	(49,270)	(44,450)
Car Parks	45,774	49,440	54,650	39,790
Business Improvement District	18	-	-	-
Warwickshire Direct Partnership	30,000	-	-	-
Environmental Sustainability	24	-	-	-
Private Sector Housing Assistance	23,457	24,840	26,370	26,200
CCTV	3,835	11,550	7,710	3,770
Community Support	420,771	447,050	448,720	464,060
Atherstone and Polesworth Market Towns	-	-	-	-
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	-	-	-	-
Polesworth Better Welcome	-	-	-	-
Coleshill Better Welcome	-	-	-	-
Narrowing the Gap	-	-	-	-
Branching Out Bus	-	-	-	-
North Arden Heritage Trail	7,274	110	200	110
Net Controllable Expenditure	1,302,142	1,538,040	1,415,280	1,555,650
Recharge to Services	(71,988)	(75,010)	(87,840)	(79,070)
Departmental Support	976,523	970,860	996,780	997,440
Central Support	1,668,834	1,599,680	1,553,130	1,463,970
Capital	566,603	376,160	509,070	454,950
Resources Board (Remaining) Total	4,442,114	4,409,730	4,386,420	4,392,940

3000 - COST OF DEMOCRATIC PROCESS

This budget represents the costs of members allowances and expenses along with officer time spent providing advice and support to Councillors.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	115,903	127,160	118,430	120,660
Premises Related Expenditure	996	1,080	1,080	1,100
Supplies and Services	309,862	324,990	317,070	308,710
Transport Related Expenditure	20,885	21,890	21,890	21,890
Earmarked Reserves	3,500	c	-	-
NET CONTROLLABLE EXPENDITURE	451,146	475,120	458,470	452,360
Recharged to Services	(31,158)	(31,550)	(30,420)	(30,690)
Central Support	326,107	329,660	326,490	321,620
Capital Charges	32,789	32,540	28,180	28,170
NET EXPENDITURE	778,884	805,770	782,720	771,460

Contributes to corporate priorities :

- Enhancing community involvement and access to services
- Protecting and improving our environment
- Defending and improving our countryside and rural heritage
- Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
- Working with our partners to tackle crime, the fear of crime and anti-social behaviour
- Improving housing in the borough
- Making the best use of resources

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.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	290	330	330	330
Supplies and Services	6,037	5,390	5,820	4,430
GROSS EXPENDITURE	6,327	5,720	6,150	4,760
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	6,327	5,720	6,150	4,760
Departmental Support	11,478	11,690	11,870	11,840
Central Support	6,229	6,260	4,510	4,540
Capital Charges	-	-	3,180	3,180
NET EXPENDITURE	24,034	23,670	25,710	24,320

Contributes to corporate priority :

- Enhancing community involvement and access to services

3002 - REGISTRATION OF ELECTORS

This budget head 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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	377	400	400	400
Supplies and Services	13,933	16,820	17,250	16,040
GROSS EXPENDITURE	14,310	17,220	17,650	16,440
GROSS INCOME	(1,338)	(1,070)	(1,070)	(1,090)
NET CONTROLLABLE EXPENDITURE	12,972	16,150	16,580	15,350
Departmental Support	13,998	14,220	14,490	14,380
Central Support	12,768	10,640	13,140	12,510
Capital Charges	9,990	1,790	5,650	5,650
NET EXPENDITURE	49,728	42,800	49,860	47,890

Contributes to corporate priority :

-Enhancing community involvement and access to services

KEY PERFORMANCE INDICATORS

Number of registered electors	50,120	50,120	50,120	49,930
Cost per registered elector	£0.99	£0.85	£0.99	£0.96

3003 - NON DOMESTIC RATES

The Borough Council is required to collect non-domestic rates from businesses on behalf of the Exchequer which then re-distributes the total collected to all local authorities on the basis of population. A special grant for the cost of collection is received from central Government. 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 last valuation being in 2005.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	29,065	36,400	48,640	50,520
Supplies and Services	11,733	13,580	14,160	14,480
Earmarked Reserves	-	-	6,880	-
GROSS EXPENDITURE	40,798	49,980	69,680	65,000
GROSS INCOME	(126,029)	c	(132,390)	(122,320)
NET CONTROLLABLE EXPENDITURE	(85,231)	(79,150)	(62,710)	(57,320)
Departmental Support	59,570	69,360	76,430	76,210
Central Support	13,910	8,340	11,660	17,460
Capital Charges	3,011	3,010	3,250	2,680
NET EXPENDITURE	(8,740)	1,560	28,630	39,030

Contributes to corporate priority :

-Making the best use of resources

KEY PERFORMANCE INDICATORS

% of NDR Collection Rate	99.45%	99.50%	99.50%	99.50%
Number of NDR properties	2074	2,044	2,100	2,100
Cost per NDR property	-£4.21	£0.76	£13.63	£18.59

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	119,480	112,740	97,990	97,840
Supplies and Services	43,805	48,350	46,040	46,820
GROSS EXPENDITURE	163,285	161,090	144,030	144,660
GROSS INCOME	(136,680)	(128,250)	(121,370)	(123,190)
NET CONTROLLABLE EXPENDITURE	26,605	32,840	22,660	21,470
Departmental Support	174,800	183,810	181,720	179,700
Central Support	30,117	28,360	35,420	37,600
Capital Charges	7,999	8,000	7,900	4,110
NET EXPENDITURE	239,521	253,010	247,700	242,880

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

% of Council Tax Collection Rate	98.54%	98.60%	98.50%	98.50%
Number of households	26,652	26,468	26,468	26,468
Cost per household	£8.99	£9.56	£9.36	£9.18

3049 - INVESTORS IN PEOPLE

The Council is committed to the development of all its employees and has achieved the IIP award.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	611	1,930	1,930	1,930
Supplies and Services	5,020	-	-	-
GROSS EXPENDITURE	5,631	1,930	1,930	1,930
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	5,631	1,930	1,930	1,930
Central Support	10,293	10,430	12,340	12,530
NET EXPENDITURE	15,924	12,360	14,270	14,460

Contributes to corporate priority :
-Making the best use of resources

3050 - FINANCE MISCELLANEOUS

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	13	30	30	30
Supplies and Services	10,792	2,360	-	-
Transport Related Expenditure	50	-	-	-
Miscellaneous Expenditure	39	-	-	-
Earmarked Reserves	300,370	-	-	-
GROSS EXPENDITURE	311,264	2,390	30	30
GROSS INCOME	(316,216)	-	-	-
NET CONTROLLABLE EXPENDITURE	(4,952)	2,390	30	30
Central Support	780	780	740	800
NET EXPENDITURE	(4,172)	3,170	770	830

Contributes to corporate priority :
-Making the best use of resources

3051 - COMPENSATION AND PENSION INCREASES

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	140,317	145,320	145,320	147,500
GROSS EXPENDITURE	140,317	145,320	145,320	147,500
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	140,317	145,320	145,320	147,500
Recharged to Services	(30,060)	(30,810)	(30,810)	(31,120)
Central Support	880	900	860	940
NET EXPENDITURE	111,137	115,410	115,370	117,320

Contributes to corporate priority :
-Making the best use of resources

3053 - MINOR WORKS

When expenditure is required by a service and no budget exists, budget holders can request use of this budget.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	14	-	-	-
Supplies and Services	108,136	4,590	4,590	4,640
Earmarked Reserves	(96,047)	-	-	-
NET CONTROLLABLE EXPENDITURE	12,103	4,590	4,590	4,640
Central Support	850	870	800	870
NET EXPENDITURE	12,953	5,460	5,390	5,510

Contributes to corporate priorities :
-Making the Best use of Resources

3054 - ELECTRICITY AT WORK

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	609	220	220	220
Premises Related Expenditure	56,403	20,340	20,340	20,640
Earmarked Reserves	2,777	-	-	-
NET CONTROLLABLE EXPENDITURE	59,789	20,560	20,560	20,860
Departmental Support	4,190	4,190	4,160	4,190
Central Support	750	770	540	560
NET EXPENDITURE	64,729	25,520	25,260	25,610

Contributes to corporate priorities :
-Making the Best use of Resources

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	993	2,340	2,340	2,340
NET CONTROLLABLE EXPENDITURE	993	2,340	2,340	2,340
Central Support	57,904	59,290	58,480	57,990
NET EXPENDITURE	58,897	61,630	60,820	60,330

Contributes to corporate priority :
-Making the best use of resources

3059 - FINANCE UNUSED LAND

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	10	-	-	-
NET CONTROLLABLE EXPENDITURE	10	-	-	-
Central Support	590	600	440	470
NET EXPENDITURE	600	600	440	470

Contributes to corporate priority :
-Making the best use of resources

3060 - CORPORATE AND DEMOCRATIC CORE

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	13,061	21,150	21,150	21,150
Supplies and Services	80,294	27,190	27,190	27,470
Earmarked Reserves	(11,345)	-	-	-
NET CONTROLLABLE EXPENDITURE	82,010	48,340	48,340	48,620
Recharged to Services	(14,483)	(12,650)	(26,610)	(17,260)
Central Support	864,816	824,320	889,260	794,930
Capital Charges	8,294	8,450	8,450	8,620
NET EXPENDITURE	940,637	868,460	919,440	834,910

Contributes to corporate priority :
-Making the best use of resources

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	917	219,700	51,500	170,970
Premises Related Expenditure	-	9,940	860	870
Transport Related Expenditure	(2,736)	(1,360)	(550)	170
GROSS EXPENDITURE	(1,819)	228,280	51,810	172,010
GROSS INCOME	-	-	-	-
NET CONTROLLABLE EXPENDITURE	(1,819)	228,280	51,810	172,010
Recharged to Services	3,713	-	-	-
Central Support	195,328	192,950	67,750	68,000
Capital Charges	372	-	1,420	2,830
NET EXPENDITURE	197,594	421,230	120,980	242,840

3062 - EXTERNAL FUNDING CONSULTANTS

Budget provision for buying in expertise related to external funding sources.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	10	-	-	-
Supplies and Services	-	3,760	3,760	3,800
Miscellaneous Expenditure	3,700	-	-	-
NET CONTROLLABLE EXPENDITURE	3,710	3,760	3,760	3,800
Central Support	590	600	570	610
NET EXPENDITURE	4,300	4,360	4,330	4,410

Contributes to corporate priority :
-Making the best use of resources

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	38	80	80	80
Premises Related Expenditure	4,441	940	980	990
GROSS EXPENDITURE	4,479	1,020	1,060	1,070
GROSS INCOME	(64,974)	(66,330)	(66,330)	(66,660)
NET CONTROLLABLE EXPENDITURE	(60,495)	(65,310)	(65,270)	(65,590)
Central Support	2,187	2,750	1,900	2,430
NET EXPENDITURE	(58,308)	(62,560)	(63,370)	(63,160)

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of shops	7	7	7	7
Annual income per shop	-£8,250	-£8,450	-£8,164	-£8,450

3066 - THE ARCADE, ATHERSTONE

This budget relates 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.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	3,871	-	1,600	3,370
Premises Related Expenditure	22,433	-	10,390	10,070
Supplies and Services	5,028	-	2,990	3,080
GROSS EXPENDITURE	31,332	-	14,980	16,520
GROSS INCOME	(32,657)	-	(24,140)	(20,820)
NET CONTROLLABLE EXPENDITURE	(1,325)	-	(9,160)	(4,300)
Central Support	9,743	-	6,100	6,140
NET EXPENDITURE	8,418	-	(3,060)	1,840

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Occupancy rate	64%	0%	37%	33%
Number of units	14	14	14	14
Annual income per unit	-£1,719	£0	-£1,641	-£1,402

3067 - THE PAVILIONS, HOLLY LANE

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	52	110	110	110
Premises Related Expenditure	4,378	4,440	6,810	6,920
Supplies and Services	290	300	300	300
GROSS EXPENDITURE	4,720	4,850	7,220	7,330
GROSS INCOME	(71,342)	(70,690)	(74,130)	(70,420)
NET CONTROLLABLE EXPENDITURE	(66,622)	(65,840)	(66,910)	(63,090)
Central Support	4,588	5,190	4,380	4,940
NET EXPENDITURE	(62,034)	(60,650)	(62,530)	(58,150)

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Occupancy rate	88%	88%	92%	88%
Number of units	8	8	8	8
Annual income per unit	-£8,686	-£8,696	-£9,158	-£8,689

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 long lease.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	60	100	100	100
Premises Related Expenditure	9,404	9,210	3,260	1,290
Supplies and Services	100	110	110	110
Earmarked Reserves	-	-	(2,000)	2,000
GROSS EXPENDITURE	9,564	9,420	1,470	3,500
GROSS INCOME	(110,180)	(110,520)	(110,200)	(116,570)
NET CONTROLLABLE EXPENDITURE	(100,616)	(101,100)	(108,730)	(113,070)
Central Support	3,469	4,050	2,960	3,470
NET EXPENDITURE	(97,147)	(97,050)	(105,770)	(109,600)

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Occupancy rate	75%	87%	87%	100%
Number of units	8	8	8	8
Annual income per unit	-£13,773	-£13,815	-£13,775	-£14,571

3069 - INNAGE PARK, INDUSTRIAL ESTATE

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	137	370	370	370
Premises Related Expenditure	52,625	37,340	55,790	53,690
Supplies and Services	470	870	2,230	490
GROSS EXPENDITURE	53,232	38,580	58,390	54,550
GROSS INCOME	(171,140)	(158,690)	(132,950)	(124,500)
NET CONTROLLABLE EXPENDITURE	(117,908)	(120,110)	(74,560)	(69,950)
Central Support	15,309	16,000	17,670	18,270
Capital Charge	101,000	101,000	101,000	101,000
NET EXPENDITURE	(1,599)	(3,110)	44,110	49,320

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Occupancy rate	74%	70%	54%	51%
Number of units	39	39	39	39
Annual income per unit	-£3,935	-£3,843	-£3,252	-£3,041

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	33	-	-	-
Premises Related Expenditure	2,965	3,050	4,500	4,610
Supplies and Services	213	280	230	230
GROSS EXPENDITURE	3,211	3,330	4,730	4,840
GROSS INCOME	(11,736)	(11,740)	(11,740)	(11,740)
NET CONTROLLABLE EXPENDITURE	(8,525)	(8,410)	(7,010)	(6,900)
Central Support	2,647	3,210	2,640	3,200
NET EXPENDITURE	(5,878)	(5,200)	(4,370)	(3,700)

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£1,467	-£1,468	-£1,468	-£1,468

3079 - THE BEAR AND RAGGED STAFF (FORMERLY BODACEAS)

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	10	10	10	10
Premises Related Expenditure	1,015	1,050	820	830
GROSS EXPENDITURE	1,025	1,060	830	840
GROSS INCOME	(13,800)	(13,800)	(13,800)	(13,800)
NET CONTROLLABLE EXPENDITURE	(12,775)	(12,740)	(12,970)	(12,960)
Central Support	721	740	670	700
NET EXPENDITURE	(12,054)	(12,000)	(12,300)	(12,260)

Contributes to corporate priority :
-Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Central Support	408	410	370	390
NET EXPENDITURE	408	410	370	390

Contributes to corporate priority :

-Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	63,405	41,530	36,700	51,630
Premises Related Expenditure	3,592	9,190	8,920	4,690
Supplies and Services	13,954	33,570	50,720	44,600
Earmarked Reserves	9,733	-	25,060	(17,620)
GROSS EXPENDITURE	90,684	84,290	121,400	83,300
GROSS INCOME	(53,125)	(45,520)	(75,750)	(42,380)
NET CONTROLLABLE EXPENDITURE	37,559	38,770	45,650	40,920
Departmental Support	21,097	16,680	13,890	12,960
Central Support	7,235	4,160	4,500	4,570
Capital Charges	5,625	5,630	5,630	5,630
NET EXPENDITURE	71,516	65,240	69,670	64,080

Contributes to corporate priorities :

-Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens

-Improving housing in the borough

3085 to 3089 - PUBLIC CONVENIENCES

The Council maintains four public conveniences situated in Atherstone, Coleshill, Polesworth and Water Orton. Those at Water Orton were replaced in January 2006 and Coleshill in February 2007. Discussions regarding the other two are on going.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	8,523	8,620	6,820	6,980
Premises Related Expenditure	8,552	8,510	8,730	7,160
Supplies and Services	1,470	1,750	1,440	1,460
GROSS EXPENDITURE	18,545	18,880	16,990	15,600
GROSS INCOME	(58)	(40)	(100)	(100)
NET CONTROLLABLE EXPENDITURE	18,487	18,840	16,890	15,500
Departmental Support	4,740	4,740	4,730	4,770
Central Support	3,192	3,320	3,300	3,380
Capital Charges	57,021	55,290	49,960	50,920
NET EXPENDITURE	83,440	82,190	74,880	74,570

Contributes to corporate priorities :

- Enhancing community involvement and access to services
- Protecting and improving our environment

3090 - FILLONGLEY KITCHENS

Warwickshire County Council contribute to the costs of these premises for the meals on wheels service provided by the Women's Royal Voluntary Service (WRVS).

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	11	-	-	-
Premises Related Expenditure	324	250	500	500
GROSS EXPENDITURE	335	250	500	500
GROSS INCOME	(1,418)	(1,340)	(1,340)	(1,340)
NET CONTROLLABLE EXPENDITURE	(1,083)	(1,090)	(840)	(840)
Central Support	670	680	800	850
Capital Charges	1,575	1,580	1,580	1,580
NET EXPENDITURE	1,162	1,170	1,540	1,590

Contributes to corporate priority :

- Enhancing community involvement and access to services

3094 - CUSTOMER CONTACT

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	27,079	51,440	47,110	51,710
Supplies and Services	11,149	500	300	300
Earmarked Reserves	9,532	-	-	-
GROSS EXPENDITURE	47,760	51,940	47,410	52,010
GROSS INCOME	(27,525)	(28,220)	(26,270)	(26,270)
NET CONTROLLABLE EXPENDITURE	20,235	23,720	21,140	25,740
Departmental Support	67,850	67,490	84,340	84,030
Central Support	120	120	940	950
Capital Charges	98,139	76,570	72,440	49,730
NET EXPENDITURE	186,344	167,900	178,860	160,450

Contributes to corporate priority :

-Enhancing community involvement and access to services

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 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	101,528	105,210	132,640	141,470
Supplies and Services	20,917	39,140	31,200	31,890
Transfer Payments	5,517,805	5,081,450	6,934,400	7,038,310
Earmarked Reserves	-	-	7,310	(1,330)
GROSS EXPENDITURE	5,640,250	5,225,800	7,105,550	7,210,340
GROSS INCOME	(5,536,914)	(5,255,990)	(7,064,930)	(7,165,030)
NET CONTROLLABLE EXPENDITURE	103,336	(30,190)	40,620	45,310
Departmental Support	113,500	108,900	96,610	97,540
Central Support	8,689	6,890	8,430	9,290
Capital Charges	810	-	-	-
NET EXPENDITURE	226,335	85,600	145,660	152,140

Contributes to corporate priority :

-Improving housing in the borough

KEY PERFORMANCE INDICATORS

Number of claimants	1,343	1,800	1,739	1,739
Cost of administration per claimant	£168.53	£47.56	£83.76	£87.49

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	56,849	58,870	65,350	70,200
Supplies and Services	16,980	16,780	8,200	8,460
Transfer Payments	4,900,077	5,043,260	5,565,870	5,649,360
Earmarked Reserves	(5,000)	-	6,090	390
GROSS EXPENDITURE	4,968,906	5,118,910	5,645,510	5,728,410
GROSS INCOME	(5,013,521)	(5,111,770)	(5,642,350)	(5,722,800)
NET CONTROLLABLE EXPENDITURE	(44,615)	7,140	3,160	5,610
Departmental Support	68,830	63,390	70,520	71,440
Central Support	8,943	7,880	8,290	9,090
Capital Charges	810	-	-	-
NET EXPENDITURE	33,968	78,410	81,970	86,140

Contributes to corporate priority :
-Improving housing in the borough

KEY PERFORMANCE INDICATORS

Number of claimants	1,700	1,500	1,595	1,595
Housing benefit per claimant	£2,882	£3,362	£3,490	£3,542
Cost of administration per claimant	£20	£52	£51	£54

3099 - CONCESSIONARY FARES

From April 2008 a new free national bus pass scheme was introduced allowing free travel for senior citizens. In addition the Council provides Taxi Vouchers to people of a pensionable age claiming a high rate disability allowance and who have no access to a car or public transport.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	11,420	11,640	940	940
Supplies and Services	407,498	487,160	487,160	494,480
Earmarked Reserves	90,857	-	-	-
GROSS EXPENDITURE	509,775	498,800	488,100	495,420
GROSS INCOME	(195,019)	(84,290)	(84,860)	(86,130)
NET CONTROLLABLE EXPENDITURE	314,756	414,510	403,240	409,290
Departmental Support	33,740	35,410	41,740	42,030
Central Support	10,473	7,910	7,900	5,920
NET EXPENDITURE	358,969	457,830	452,880	457,240

Contributes to corporate priority :
-Enhancing community involvement and access to services

3100 - NON DOMESTIC RATES DISCRETIONARY RELIEF

The Council has the discretion to award rate relief to both charitable and sporting organisations. Dependent on the qualifying organisation the Council contributes either 75% or 25% towards the value of any rate relief awarded.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	76	-	-	-
Miscellaneous Expenditure	22,737	21,820	21,820	22,150
NET CONTROLLABLE EXPENDITURE	22,813	21,820	21,820	22,150
Departmental Support	2,930	2,950	1,480	1,460
Central Support	610	620	540	580
NET EXPENDITURE	26,353	25,390	23,840	24,190

Contributes to corporate priority :
-Making the best use of resources

3101 - COUNCIL TAX BENEFITS

Local Authorities are responsible for administering the Council Tax benefit scheme of central Government.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	188,217	180,490	191,770	204,820
Supplies and Services	21,676	18,380	16,740	16,620
Transfer Payments	4,008,242	4,957,190	4,577,870	4,646,540
Earmarked Reserves	(6,768)	-	15,680	780
GROSS EXPENDITURE	4,211,367	5,156,060	4,802,060	4,868,760
GROSS INCOME	(4,253,211)	(5,179,210)	(4,851,330)	(4,913,210)
NET CONTROLLABLE EXPENDITURE	(41,844)	(23,150)	(49,270)	(44,450)
Departmental Support	154,470	155,560	174,220	174,870
Central Support	31,803	26,680	14,210	18,880
Capital Charges	811	-	-	-
NET EXPENDITURE	145,240	159,090	139,160	149,300

Contributes to corporate priority :
-Making the best use of resources

KEY PERFORMANCE INDICATORS

Number of claimants	4977	5,000	5,066	5,066
Council Tax Benefits per claimant	£805.35	£991.44	£903.65	£917.20
Cost of administration per claimant	£29.18	£31.82	£27.47	£29.47

3102 - CAR PARKS

The Council maintains car parks throughout the Borough. Parking is free on all car parks but some are subject to time restrictions.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	277	1,010	1,010	1,010
Premises Related Expenditure	55,720	51,090	57,340	41,350
Supplies and Services	6,287	6,590	7,420	7,640
Earmarked Reserves	(5,450)	-	(1,000)	-
GROSS EXPENDITURE	56,834	58,690	64,770	50,000
GROSS INCOME	(11,060)	(9,250)	(10,120)	(10,210)
NET CONTROLLABLE EXPENDITURE	45,774	49,440	54,650	39,790
Departmental Support	7,870	8,130	8,140	8,330
Central Support	4,609	6,360	6,010	6,590
Capital Charges	63,760	260	-	-
NET EXPENDITURE	122,013	64,190	68,800	54,710

Contributes to corporate priorities :

- Enhancing community involvement and access to services
- Protecting and improving our environment

3106 - BUSINESS IMPROVEMENT DISTRICT

A public-private partnership in which businesses pay an additional duty to pay for local works, in this case the promotion of environmental issues.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	18	-	-	-
Supplies and Services	6,000	-	-	-
Earmarked Reserves	(6,000)	-	-	-
NET CONTROLLABLE EXPENDITURE	18	-	-	-
Central Support	429	2,940	1,700	1,010
NET EXPENDITURE	447	2,940	1,700	1,010

Contributes to corporate priority :

- Working with our partners to tackle crime, the fear of crime and anti-social behaviour

3108 - WARWICKSHIRE DIRECT PARTNERSHIP SERVICE ACCOUNT

Our partnership with other councils within the county in providing one stop shop services to citizens.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Supplies and Services	39,167	-	-	-
Earmarked Reserves	(9,167)	-	-	-
NET CONTROLLABLE EXPENDITURE	30,000	-	-	-

3109 - ENVIRONMENTAL SUSTAINABILITY

Some one-off funding in 2008/09 to promote environmental issues.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	24	-	-	-
Earmarked Reserves	22,500	-	-	-
GROSS EXPENDITURE	22,524	-	-	-
GROSS INCOME	(22,500)	-	-	-
NET CONTROLLABLE EXPENDITURE	24	-	-	-
Departmental Support	922	930	2,190	2,220
Central Support	290	300	1,330	1,340
NET EXPENDITURE	1,236	1,230	3,520	3,560

Contributes to corporate priority :

-Protecting and improving our 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, with the Council having to contribute the full 100% towards other private sector grants including Home Energy Grants to tackle fuel poverty.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	23,058	24,840	26,070	25,900
Supplies and Services	399	-	300	300
NET CONTROLLABLE EXPENDITURE	23,457	24,840	26,370	26,200
Departmental Support	39,675	39,240	32,540	36,520
Central Support	2,830	6,180	4,870	4,870
Capital Charges	81,076	63,000	181,700	140,000
NET EXPENDITURE	147,038	133,260	245,480	207,590

Contributes to corporate priority :
-Improving housing in the borough

5035 - CCTV

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

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	1,716	2,830	2,830	2,830
Supplies and Services	14,161	21,300	17,050	13,480
Earmarked Reserves	20,000	20,000	20,000	20,000
GROSS EXPENDITURE	35,877	44,130	39,880	36,310
GROSS INCOME	(32,042)	(32,580)	(32,170)	(32,540)
NET CONTROLLABLE EXPENDITURE	3,835	11,550	7,710	3,770
Departmental Support	88,231	90,730	92,180	93,190
Central Support	3,220	1,530	500	530
Capital Charges	-	670	7,570	13,570
NET EXPENDITURE	95,286	104,480	107,960	111,060

Contributes to corporate priority :
-Working with our partners to tackle crime, the fear of crime and anti-social behaviour

5036 - COMMUNITY SUPPORT (BOROUGH CARE)

A 7 day, 24 hour emergency alarm and mobile warden service available to all elderly residents aged 62 or over, both within the Borough and also covering neighbouring authorities.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	399,845	426,510	422,350	431,060
Premises Related Expenditure	215	-	250	260
Supplies and Services	36,585	24,280	24,420	24,890
Transport Related Expenditure	12,296	16,460	15,490	14,430
Miscellaneous Expenditure				
Earmarked Reserves	10,000	23,500	23,500	23,500
GROSS EXPENDITURE	458,941	490,750	486,010	494,140
GROSS INCOME	(38,170)	(43,700)	(37,290)	(30,080)
NET CONTROLLABLE EXPENDITURE	420,771	447,050	448,720	464,060
Departmental Support	70,517	62,910	66,900	63,400
Central Support	5,636	4,130	4,130	4,230
Capital Charges	91,651	17,440	20,620	28,130
NET EXPENDITURE	588,575	531,530	540,370	559,820

Contributes to corporate priority :

- Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
- Working with our partners to tackle crime, the fear of crime and anti-social behaviour

KEY PERFORMANCE INDICATORS

Number of Connections	5,352	5,352	5,440	5,440
Cost per connection	£109.97	£99.31	£99.33	£102.91

7300 - ATHERSTONE AND POLESWORTH MARKET TOWNS (externally funded)

The Market Towns Initiative was a valuable opportunity to focus on issues and needs in the market towns and their hinterlands, it managed to draw in external resources to tackle them, both from market towns funding and other agencies distributing some £ 1.25m in total. This budget covers the Councils' staffing costs of the project which ended in 2008/09.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Departmental Support	2,758	-	-	-
Central Support	262	-	-	-
NET EXPENDITURE	3,020	-	-	-

7350 - COLESHILL MARKET TOWN (externally funded)

Following on from the Atherstone and Polesworth Market there was a similar although much smaller scheme for Coleshill. In total, some £ 86,000 of funding was used mainly for shop front improvements in the town. The scheme came to an end in 2008/09.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Supplies and Services	23,275	-	-	-
GROSS EXPENDITURE	23,275	-	-	-
GROSS INCOME	(23,275)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Departmental Support	19,140	15,900	-	-
Central Support	2,350	1,190	470	-
NET EXPENDITURE	21,490	17,090	470	-

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 will act as the accountable body for this scheme and the budget represents staffing costs associated with this.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Supplies and Services	24,100	-	-	-
GROSS EXPENDITURE	24,100	-	-	-
GROSS INCOME	(24,100)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Departmental Support	9,848	5,300	9,630	11,070
Central Support	2,796	3,210	3,360	6,990
NET EXPENDITURE	12,644	8,510	12,990	18,060

7501 - POLESWORTH BETTER WELCOME (externally funded)

The Council has been responsible for administering £ 25,000 of external funds in 2009/10 for improvements within Polesworth. These took the form of a poetry competition and the production and siting of public artworks containing winning poems.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	-	-	-	-
Supplies and Services	-	-	25,000	-
GROSS EXPENDITURE	-	-	25,000	-
GROSS INCOME	-	-	(25,000)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Departmental Support	-	-	540	-
Central Support	-	-	410	-
NET EXPENDITURE	-	-	950	-

7502 - COLESHILL BETTER WELCOME (externally funded)

The Council has been responsible for administering £ 25,000 of external funds in 2009/10 for improvements within Coleshill. These took the form of tourist information points, signposts and planters within the town.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	-	-	-	-
Supplies and Services	-	-	25,000	-
GROSS EXPENDITURE	-	-	25,000	-
GROSS INCOME	-	-	(25,000)	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Departmental Support	-	-	540	-
Central Support	-	-	410	-
NET EXPENDITURE	-	-	950	-

7750 - NARROWING THE GAP (externally funded)

Narrowing the Gap was a one year project with the aim of narrowing the gap in outcomes between vulnerable and excluded children and others. It was funded by the Department for Children, Schools and Families.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Supplies and Services	46,395	-	-	-
Miscellaneous Expenditure	114,496	-	-	-
GROSS EXPENDITURE	160,891	-	-	-
GROSS INCOME	(160,891)	-	-	-
NET EXPENDITURE	-	-	-	-
Central Support	-	-	-	-
NET EXPENDITURE	-	-	-	-

7760 - BRANCHING OUT BUS (externally funded)

External funding has been secured from central Government to operate a mobile information point within the Borough. This takes the form of a mobile home that tours the Borough offering information to citizens about service availability and benefit issues as well as providing more general information as and when requested.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenses	-	-	12,280	15,670
Supplies and Services	-	-	48,920	72,860
Transport Related Expenditure	-	-	5,480	5,850
Earmarked Reserves	-	-	32,620	(32,620)
GROSS EXPENDITURE	-	-	99,300	61,760
GROSS INCOME	-	-	(99,300)	(61,760)
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support	-	-	6,720	6,770
Capital Charges	-	-	8,870	8,870
NET EXPENDITURE	-	-	15,590	15,640

7800 - NORTH ARDEN HERITAGE TRAIL (externally funded)

A 25 mile circular walk around North Warwickshire partially funded by The Heritage Lottery Fund. These costs cover the administration of the scheme.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenses	c	8,740	34,110	7,630
Premises Related Expenditure	184	-	-	-
Supplies and Services	61,127	-	-	-
Transport Related Expenditure	358	-	-	-
Miscellaneous Expenditure	1,741	-	-	-
GROSS EXPENDITURE	91,564	8,740	34,110	7,630
GROSS INCOME	(84,290)	(8,630)	(33,910)	(7,520)
NET CONTROLLABLE EXPENDITURE	7,274	110	200	110
Departmental Support	6,369	9,330	7,920	7,290
Central Support	13,693	8,460	14,620	7,160
Capital Charges	1,870	930	1,670	280
NET EXPENDITURE	29,206	18,830	24,410	14,840

Contributes to corporate priority :

-Defending and improving our countryside and rural heritage

Risk Analysis

	Likelihood	Potential impact on Budget
Reduction in income generation at vacant commercial premises	Medium	Medium
Increased maintenance of car park facilities	Low	Medium
Reduction in Benefit Subsidy due to increased Local Authority error	Low	Medium
Fall in the level of recovery of housing benefit overpayments	Low	Medium
Failure to secure funding for the Branching Out Bus in future years	Low	Medium

Agenda Item No 10

Resources Board

2 February 2010

Report of the Director of Resources

General Fund Revenue Estimates 2010/11 – Summary

1 Summary

- 1.1 This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

Recommendation to the Board

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

- a The revised budget for 2009/10;
- b To consider the growth items for 2010/11 totalling £42,960; and
- c To approve the schedule of expenditure requirements totalling £9,922,150 for 2010/11.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 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.

4 The Council's Budget Requirement

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

...

	Approved Budget 2009/10	Revised Budget 2009/10	Original Estimate 2010/11
Net Board Expenditure	10,946,870	10,845,740	10,700,500
Financing Adjustment	(658,500)	(885,940)	(808,350)
Investment Interest Income	(300,000)	(200,000)	(100,000)
Revenue Contribution to Capital Expenditure	130,000	130,000	130,000
Net Expenditure Requirement	10,118,370	9,889,800	9,922,150

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

5 Capital Charges

5.1 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.

6 The Council's 2009/10 Estimated out-turn

6.1 The Council's revised net expenditure requirement for 2009/10 amounts to £9,889,800, which is £228,570 less than the approved estimate. The major changes in Board expenditure are:

6.2 The sum allowed for contingencies has been reduced, as the sum included for a potential inflationary increase in recycling costs is no longer required and the provision for additional costs arising from the environmental health restructure has not been needed.

(£87,660)

6.3 Interest rates have fallen as a result of the economic downturn, reducing the investment income that the authority has been able to generate. The early repayment of some investments to safeguard the authority's position, also reduced investment income.

£100,000

6.4 A number of posts have been frozen during the year, as part of the authority's search for savings in 2010/11. In addition, some restructures of existing staffing arrangements have also generated some savings.

(£242,550)

6.5 The pay award for 2009/10 was agreed at 1%, less than the increase included in the original budget.

(£50,760)

6.6 The central vacancy factor included within the original budget was not achieved, due to the freezing of posts highlighted above.

£51,900

7 The Council's 2010/11 Expenditure Requirement

7.1 The Council's net expenditure requirement for 2010/11 amounts to £9,922,150, which is £196,220 less than the approved estimate for 2009/10 and £32,350 more than the revised estimate. The main variations between the 2010/11 original budget and the 2009/10 revised budget are set out below:

7.2 The impact of annual increments and a provision for a 1.5% pay-award has been included within service budgets. Provision has also been made for those posts that were vacant in 2009/010 and for an increase of 1% in the superannuation rate. These increases have been partially offset by savings from restructurings and by the removal of some temporary posts.

£87,400

- 7.3 Removal of one off growth items from 2009/10 and other savings within supplies and services budgets after allowing for general inflation increases (£117,570)
- 7.4 A general increase in fees and charges and the reinstatement of income deleted in 2009/10 during the Pool closure. (£64,120)
- 7.5 Savings within utility costs, NDR payments and buildings insurance after allowing for inflation (£62,890)
- 7.6 A significant reduction of £100,000 is expected in investment income, due to the fall in interest rates and the reduction in balances held, as some are used for capital spending. Some investments are made on behalf of the Housing Revenue Account, whose balances are expected to increase, so a higher proportion of income earned will need to be paid over to that account. £102,330
- 7.8 The 2010/11 estimate includes a provision for growth. £75,000

8 Growth Items Contained Within the Estimates

- 8.1 The provision for growth included within the Council's Budget Strategy, approved in September 2009 by the Executive Board, was £75,000 for 2010/2011, covering key growth areas at that time. Growth of £5,500 was approved by the Council in February 2009 for the refurbishment and maintenance of the play area at Ridge Lane against this provision, leaving a balance of £69,500 available.
- 8.2 Bids for growth have been submitted totalling £42,960 and these are set out in Appendix F. The item considered unavoidable is highlighted. All of the growth bids submitted have been prioritised using an agreed ranking method. This looks at:
- The contribution to Council priorities
 - the statutory need to incur expenditure
 - the extent of any external funding or income generated
 - the level of risk to the Council should the expenditure not be incurred
 - the outcomes expected from the expenditure

9 Contingencies

- 9.1 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 2010/11 the amount included in the contingency totals £24,850. This is the same level as the 2009/10 revised estimate.

10 Performance Against Budget Strategy

- 10.1 In September, the Executive Board agreed the budget strategy that involved:
- Budget reductions of £380,000 for 2010/11, with an additional £380,000 in 2011/12 and £290,000 for 2012/13.

- Growth of £75,000 for 2010/11, with an additional £125,000 in 2011/12 and £75,000 for 2012/13.

10.2 In total, savings or additional income of £561,600 have been identified and included within the 2010/11 budgets. These are detailed in Appendix H. The additional savings above the target of £380,000 have meant that it has been possible to reduce the savings target of £380,000 originally included in the strategy for 2011/12 to £280,000. Not all of the areas originally identified as potential savings areas for review in the Financial Strategy have been completed yet, and an update on the progress against each of the original areas is attached as Appendix I.

10.3 The provision of £75,000 for growth items that has been included in the figures in this report is the same as the provision included within the strategy.

11 Predicted Use of Balances

11.1 The revised budget strategy from December 2009 envisaged the following use of balances over the next three years.

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Use of Balances	251	360	343
Level of Balances 31 March	1,703	1,343	1,000

11.2 Each board has projected its expenditure requirements up to and including 2012/13, 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:

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Use of Balances	29	344	366
Level of Balances 31 March	1,922	1,579	1,213

11.3 This predicted use of balances is based on the approved level of growth shown above in paragraph 10.1 and a 1.5% increase in council tax for 2010/11 and 2% for 2011/12 and 2012/13, in line with the financial strategy. Although balances are higher than included in the strategy, the Council has a risk it cannot currently quantify, around the potential impact of a transfer of concessionary fares to the County Council.

12 Risks to the Council

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

- Changes to the expected cash flow of the Authority, leading to a reduction in investment income. A £1m change could reduce income by around £15,000 - £20,000.
- Further changes in interest rates would impact on investment income, and could be either beneficial or detrimental. The impact of a 1% change in interest rates could be around £30,000.
- A pay award of 1% has been assumed in preparing the budgets. Any settlement above or below this would affect the financial position of the Authority. A ½% variation would equate to £42,230.

- 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.
- If Planning Control fees don't improve, additional costs will be borne by the Council, unless some action is taken to reduce the financial commitments previously covered by PDG. This could include the work currently underway on the Local Development Framework.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. Increased take up of benefit could impact on the costs of the Council, as in addition to the small proportion paid for by the Council, there could be a need to increase the staff to cover the additional workload. If existing staffing levels were retained, a dip in performance would be likely, which could 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 utilities 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 £19,280.
- The current economic situation could have an increasing impact on the industrial rent income that the Council can obtain. In addition, the NDR exempt period on vacant commercial properties is only a temporary measure, so any prolonged vacancies 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.

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

13 **Consultation with Non-Domestic Rate Payers**

13.1 A meeting with Non-Domestic Rate Payers is scheduled and their comments will be reported to the Executive Board.

14 **Report Implications**

14.1 **Finance and Value for Money Implications**

14.1.1 As detailed in the body of the report.

14.2 Environment and Sustainability Implications

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

14.3 Risk Management Implications

14.3.1 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
COMMUNITY & ENVIRONMENT BOARD
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Pitches and Pavilions	51,837	49,410	49,620	50,070
Polesworth Sport Centre	86,586	101,250	99,340	83,740
Arley Sports Centre	110,172	127,860	131,580	130,440
Coleshill Sport Centre	117,202	108,700	91,400	94,250
Atherstone Leisure Complex	273,800	300,410	307,810	234,910
Arts Centre	5,652	-	-	-
Memorial Hall	70,623	86,220	81,150	80,530
Public Health	268,984	286,870	293,170	291,490
Public Health	-	-	-	-
Refuse Collection - Domestic	918,123	913,560	928,790	929,480
Refuse Collection - Trade	(36,645)	(39,040)	(39,020)	(38,720)
Cesspool Emptying	(43,227)	(50,790)	(55,910)	(56,440)
Recycling	378,011	397,430	342,050	368,710
Animal Control	42,827	39,280	39,790	41,830
Abandoned Vehicles	970	1,390	1,460	1,490
Amenity Cleaning	633,489	689,720	673,990	689,180
Unadopted Roads	5,455	6,750	7,200	7,180
Drain Unblocking Service	42,159	32,320	29,690	29,700
Street Furniture	8,809	9,740	9,850	10,000
Atherstone Market	2,137	2,390	1,800	3,590
Parks, Playing Fields and Open Spaces	362,088	429,120	416,110	376,390
Play Areas	104,943	114,190	111,180	121,260
Public Health(Control of Disease)Act 1984 Burials	(2,034)	70	1,670	70
Sustainable Communities	2,511	2,750	2,750	2,790
Consultation	16,783	16,590	2,520	16,840
Arden Landscape Partnership	(2,270)	-	-	-
Corporate Policy	21,392	28,360	28,360	23,670
Economic Development and Promotion	49,814	64,850	29,830	41,960
Landscape	8,289	8,380	8,380	8,760
Marketing & Market Research	9,104	10,020	7,920	8,040
Support to Voluntary Organisations	97,213	112,180	109,700	96,300
Young People & Intergeneration	17,719	36,820	39,180	40,570
Community Development Environment	31,138	29,930	29,050	29,470
Social Inclusion & Art	32,832	37,820	10,350	10,480
Social Inclusion & Sport	36,769	41,300	35,230	35,450
Community Development Health Improvement	17,117	15,250	14,350	15,130
Community Development Safer Communities	69,075	66,500	50,800	52,070
Activities 4 U	36	-	-	-
Allotments	20,112	20,000	20,000	20,310
Smoke Free Organisation	15	-	-	-
More Time to Play	20	-	-	-
Sports Club Development Officer Programme	-	-	-	-
Net Controllable Expenditure	3,829,630	4,097,600	3,911,140	3,850,990
Departmental Support	742,303	740,550	690,650	682,580
Central Support	537,356	584,270	616,430	589,980
Capital Charges	849,538	364,160	431,780	380,240
Planning and Development Board Total	5,958,827	5,786,580	5,650,000	5,503,790

NORTH WARWICKSHIRE BOROUGH COUNCIL

PLANNING AND DEVELOPMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Planning Control	111,034	131,110	118,900	94,810
Building Control (Non Fee Earning)	12,304	50,750	50,750	51,510
Conservation and Built Heritage	5,816	8,110	9,940	10,190
Planning Delivery Grant	15	-	-	-
Local Land Charges	(53,584)	(36,020)	(48,550)	(49,300)
Book Town Initiative	(1,350)	-	-	-
Civic Awards	5,758	-	-	-
Street Naming and Numbering	49	-	(210)	(210)
Net Controllable Expenditure	80,042	153,950	130,830	107,000
Departmental Support	201,460	196,570	153,210	149,460
Central Support	143,919	164,470	215,700	218,470
Capital Charges	18,094	18,090	21,740	21,740
Planning and Development Board Total	443,514	533,080	521,480	496,670

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

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Licensing Authority	(41,060)	(39,170)	(41,360)	(41,220)
Licences and Registration	(8,595)	(9,340)	(8,460)	(8,600)
Hackney Carriages	(11,515)	(8,000)	(10,150)	(10,230)
Gambling Act Authority	(16,017)	(8,950)	(9,060)	(9,060)
Net Controllable Expenditure	(77,187)	(65,460)	(69,030)	(69,110)
Departmental Support	66,958	73,970	41,620	62,810
Central Support	38,542	43,220	38,240	37,190
Capital Charges	2,036	2,040	2,560	4,800
Licensing Committee Total	30,349	53,770	13,390	35,690

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

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Cost of Democratic Services	451,146	475,120	458,470	452,360
Election Expenses	6,327	5,720	6,150	4,760
Registration of Electors	12,972	16,150	16,580	15,350
Non Domestic Rates	(85,231)	(79,150)	(62,710)	(57,320)
Council Tax Collection	26,605	32,840	22,660	21,470
Investors in People	5,631	1,930	1,930	1,930
Finance Miscellaneous	(4,952)	2,390	30	30
Compensation and Pension Increases	140,317	145,320	145,320	147,500
Minor Works	12,103	4,590	4,590	4,640
Electricity at Work	59,789	20,560	20,560	20,860
Efficiencies and Value for Money	993	2,340	2,340	2,340
Finance Unused Land	10	-	-	-
Corporate and Democratic Core	82,010	48,340	48,340	48,620
Unallocated Central Support Services	(1,819)	228,280	51,810	172,010
External Funding Consultants	3,710	3,760	3,760	3,800
Coleshill Shops and Flats	(60,495)	(65,310)	(65,270)	(65,590)
The Arcade, Atherstone	(1,325)	-	(9,160)	(4,300)
The Pavilions, Holly Lane	(66,622)	(65,840)	(66,910)	(63,090)
Carlyon Road Industrial Estate	(100,616)	(101,100)	(108,730)	(113,070)
Innage Park Industrial Estate	(117,908)	(120,110)	(74,560)	(69,950)
Polesworth Workspace Units	(8,525)	(8,410)	(7,010)	(6,900)
The Bear and Ragged Staff	(12,775)	(12,740)	(12,970)	(12,960)
Football Stadium	-	-	-	-
Homeless Persons	37,559	38,770	45,650	40,920
Public Conveniences	18,487	18,840	16,890	15,500
Fillongley Kitchens	(1,083)	(1,090)	(840)	(840)
Customer Contact	20,235	23,720	21,140	25,740
Rent Allowances	103,336	(30,190)	40,620	45,310
Housing Benefit Administration and Rent Rebates	(44,615)	7,140	3,160	5,610
Concessionary Fares	314,756	414,510	403,240	409,290
Non Domestic Rates - Discretionary Relief	22,813	21,820	21,820	22,150
Council Tax Benefits	(41,844)	(23,150)	(49,270)	(44,450)
Car Parks	45,774	49,440	54,650	39,790
Business Improvement District	18	-	-	-
Warwickshire Direct Partnership	30,000	-	-	-
Environmental Sustainability	24	-	-	-
Private Sector Housing Assistance	23,457	24,840	26,370	26,200
CCTV	3,835	11,550	7,710	3,770
Community Support	420,771	447,050	448,720	464,060
Atherstone and Polesworth Market Towns	-	-	-	-
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	-	-	-	-
Polesworth Better Welcome	-	-	-	-
Providing a Better Welcome for Coleshill	-	-	-	-
Narrowing the Gap	-	-	-	-
Branching Out Bus	-	-	-	-
North Arden Heritage Trail	7,274	110	200	110
Net Controllable Expenditure	1,302,142	1,538,040	1,415,280	1,555,650
Recharge to Services	(71,988)	(75,010)	(87,840)	(79,070)
Departmental Support	976,523	970,860	996,780	997,440
Central Support	1,668,834	1,599,680	1,553,130	1,463,970
Capital	566,603	376,160	509,070	454,950
Resources Board (Remaining) Total	4,442,114	4,409,730	4,386,420	4,392,940

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

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Building Maintenance Fund	269,790	278,870	277,200	281,540
The Council Offices	361,788	402,430	329,560	310,360
Central Telephones	38,070	39,700	37,860	37,080
Recruitment	102,052	97,730	51,570	52,970
Printing and Stationery	73,203	77,820	74,630	75,970
Training	22,163	128,230	36,590	129,050
Depot and Stores	60,640	60,830	61,180	60,330
Postage and Franking	106,240	119,100	106,430	92,200
Chief Executive's Directorate	1,302,955	1,289,160	1,274,170	1,302,320
Directorate of Community and Environment	2,239,711	2,222,850	1,938,910	2,006,710
Directorate of Resources	4,294,669	4,283,880	4,243,540	4,274,510
Central Services	205,846	234,060	305,930	301,100
Information Services	862,281	903,080	899,520	890,770
Procurement	59,058	60,070	60,850	62,470
Staff Welfare	21,672	19,220	31,570	22,410
Transport	758,127	768,920	653,430	616,290
Net Controllable Expenditure	10,778,265	10,985,950	10,382,940	10,516,080
Recharge to Services	-13,912,313	-14,161,610	-13,547,910	-13,620,900
Departmental Support	42,650	43,850	39,050	39,770
Central Support	2,145,584	2,191,930	2,234,100	2,170,050
Capital	1,279,793	939,880	891,820	895,000
Resources Board (Recharged) Total	333,979	0	0	0

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

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Housing Strategic Service Review	502	1,040	1,040	1,040
Corporate Communication	52,809	79,530	79,070	80,540
Community Strategy	25,219	38,580	32,850	33,500
Greenspace Strategy	0	0	0	0
Communication Group	1,539	1,550	1,550	1,570
Emergency Planning	17,243	16,730	16,730	16,980
North Warwickshire Local Development Framework	69,271	73,560	75,480	77,140
Support to Parishes	10,003	10,450	10,000	10,610
Net Controllable Expenditure	176,586	221,440	216,720	221,380
Departmental Support	173,913	171,000	163,880	154,570
Central Support	105,301	94,080	120,570	127,180
Capital Charges	0	0	0	0
Executive Board Total	455,800	486,520	501,170	503,130

APPENDIX F

GROWTH BIDS 2010/11

Board	Scheme	Recurring £	Ranking
Resources	Increase in Innage Park lease payments	10,000	20
Community & Environment	Additional CAB Funding (C&E =1)	15,000	13
Resources	Occupational Health costs	10,000	12
Community & Environment	Removal of Sun beds (C&E =1)	3,960	10
Community & Environment	Litter bin replacement programme (C&E 3)	4,000	6
	TOTAL GROWTH BIDS 2010/11	42,960	

note. Community & Environment Board ranking shown in brackets

APPENDIX G

RISK ANALYSIS

	Likelihood	Potential Impact on Budget
Loss of investment income – cashflow - interest rates	Low Medium	Low Medium
Lower vacancies than expected	Medium	Medium
A pay award high than included in the budget	Medium	Medium
The level of planning fees, which fund work of the North Warwickshire Local Development Framework, declining	Medium	Medium
Reduction in Benefit Subsidy due to increased Local Authority error	Low	Medium
Fall in the level of recovery of housing benefit overpayments	Low	Medium
Increases in fuel and utilities	Low	Low
Reduction in the level of income collected	Medium	Medium
Additional NDR payments on vacant commercial properties	Medium	Low
Increased demand for Council Services, such as homelessness	Medium	Low
Additional take up on recycling, leading to increased costs	Low	Medium
Need for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues	Low	Medium
Reduction or cessation of grants received for Community Development work and Failure to secure funding for the Branching Out Bus in future years	Low	Medium

Appendix H

Savings Included within Service Budgets		£
Development Control	Frozen Posts – Principal Planning Control Officer/Technical Support Assistant/Economic Development Manager	(69,950)
Leisure – Partnership & Development	Frozen Posts – Social inclusion and Art/Community Projects Officer	(49,050)
Finance & HR	Frozen Post – Trainee Accountant	(33,500)
Audit	Frozen Post – Audit Assistant	(11,600)
IT	Frozen Post – IT Support Officer	(12,680)
Environmental Health	Frozen Post – Technical Assistant	(27,440)
Environmental Health	Contingency – potential restructure costs	(30,780)
Various	Saving from lease cars relating to frozen posts	(9,870)
Leisure Services	Leisure Opening Times	(25,000)
Parks/Playing Fields & Open Spaces	Reduction in tree management works	(10,000)
Corporate & Democratic Core	Advertise Members Surgeries through other means	(9,000)
Various	Pay freeze for Chief Officers	(11,650)
Central Services	Administration Review	(39,000)
Central Budgets	New telephone contract	(2,700)
Corporate & Democratic Core	Special Responsibility and Basic Allowances	(6,530)
Streetscape	Amenity Cleaning Wages	(9,440)
Divisional Budgets	Savings within divisional budgets excluding salary costs	(41,730)
Corporate & Democratic Core	Reduction in corporate subscriptions for the LGA	(3,910)
Licensing Committee	Licensing Authority fee income	(1,500)
ACE/Housing	Public Health materials and books	(1,430)
Parks/Playing Fields & Open Spaces	Additional Grant for grass cutting from WCC	(19,830)
Finance and HR	Payroll saving – salary and software	(20,000)
Revenues and Benefits	Deletion of part time post (20hrs)	(13,000)
Refuse Collection	Refuse DSO – staff restructure	(27,670)
Streetscape	Reduction in kerbside recycling collection service (lower usage)	(20,000)
Postage	Change to TNT post	(11,340)
Recruitment	Amended advertising process	(25,000)
Streetscape	Rationalisation of green waste collection	(18,000)
	TOTAL	(561,600)

APPENDIX I

POSSIBLE BUDGET REDUCTIONS IDENTIFIED IN THE FINANCIAL STRATEGY

Proposal	Possible Range £000	Progress	Savings Approved £	Savings Not Approved £
Vacancies – freeze posts	100 – 200	All vacancies assessed by Management Team for possible 'freezing'	204,220	9,610
Reduction in recruitment costs	20 – 40	Recruitment process streamlined, with greater use of web based advertising	25,000	-
Leisure Trust (80% of NDR)	0 – 60	Some preliminary work has begun	-	-
Opening hours – leisure facilities	0 – 50	Proposals presented to Community & Environment Board	25,000	10,000
Move shops out of HRA	50 – 70	Not yet started	-	-
Reduce tree management work	0 – 20	Review complete	10,000	-
Closure of OBH	0 – 30	Some staff moved into the Council House. Further work ongoing around flexible working for all staff	-	-
Reduction in car lease scheme	0 – 24	Some preliminary work has been undertaken	-	-
Recoup costs of drain unblocking service	0 – 20	Not yet started	-	-
Advertising planning issues via other means	0 – 9	Service have reviewed, but saving isn't possible, due to a revised position on advertising nationally	-	-
Advertising members surgeries by other means	7 – 9	Review complete	9,000	-
Revenues & Benefits work with Coventry City Council	0 – 20	Revised arrangement in place	13,000	-
Balance of waste grant used to offset existing costs	11	Not yet reviewed	-	-
Savings required relating to PDG posts	50 – 100	Not yet started. Planning and Development Board have requested information on this area.	-	-
Council Tax – charging for 2 nd homes	0 – 18	Some preliminary work has been undertaken	-	-
Total	238 - 681		286,220	19,610

APPENDIX I
(cont)

OTHER POSSIBLE AREAS

Proposal	Progress	Savings Approved £	Savings Not Accepted £
Rationalisation of services	-Green waste collection – reduction in collection between January and March -Litter picking of trunk roads rationalised -Payroll service provided through WCC system	18,000 9,220 20,000	-
Income generation – fees and charges review	Review has started	-	-
Overtime budgets	Review has started	-	-
Procurement savings	-New telephone contract -Revised postal arrangements (TNT)	2,700 11,340	-
Treasury Management – externalising some / all of NWBC's borrowing requirement	Not yet started	-	-
Training provision	Reviewed	-	-
Review of earmarked reserves	Reviewed, and £312,000 transferred to General Fund capital reserve	-	-
Total		61,260	-

Agenda Item No 11

Resources Board

2 February 2010

**Report of the
Director of Resources**

**Housing Revenue Account
Estimates 2010/11 and
Rent Review**

1 Summary

- 1.1 The report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

Recommendation to the Board

- a To accept the revised estimate for 2009/10;**
- b That rent increases, calculated on the basis that the Council will continue to move properties towards their individual target rents, be adopted;**
- c To approve the service charges for window cleaning, as detailed in Appendix F, from April 2010;**
- d To approve the service charges for the cleaning of communal areas, as detailed in Appendix E, from April 2010;**
- e To approve the proposed fees and charges for 2010/11 as set out in Appendix D;**
- f To approve the growth bid, set out in section 12; and**
- g To accept the Estimates of Expenditure for 2010/11, as submitted.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1. Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2010/11 and this, together with a revised budget for 2009/10, appears in Appendix A. To provide a more complete picture of the spending pattern of the service, the actual figures for 2008/09 are shown.

3.2 In preparing the estimates, the opportunity has been taken to review and incorporate the effects of changes in the Housing Subsidy Determination for 2010/11.

4 **Comments on the 2009/10 Revised Budget**

4.1 The revised budget for 2009/10 shows an expected surplus of £242,180; an increase of £39,590 on the approved budget surplus of £202,590. The main variations are given below.

- a Departmental support costs charged to the **Repairs Fund** have decreased by £13,810 mainly due to vacancies within the Housing maintenance section and some small changes to their allocations of time.
(£13,810)
- b The Central Support costs charged to the **Repairs Fund** have increased by £14,820 mainly due to an increased allocation from Customer Contact of £20,930. This has been partially offset by decreased allocations from Central Services of £8,360.
£14,820
- c There has been a decrease in **General Administration** of 4,780. This relates to a reduction in recruitment costs of £10,000 which has been partially offset by increases in Building insurance of £6,300.
(£4,780)
- d There has been an increase in the **Tenancy and Estate Management** of £10,870, relating to a reallocation of IBS software maintenance.
£12,100
- e There has been a decrease in the **Rent Collection and Arrears** of £56,800 relating to the removal of a manpower budget no longer required of £10,000 and a reduction in the recharge from customer contact of £45,610 (this has been reallocated to other parts of the Housing Revenue Account).
(£56,800)
- f The increase in the **Flats and Communal Centres** cost mainly relates to higher utility costs.
£10,430
- g Expenditure on **Cesspools and the management of shops** has increased, due to an increase in cesspool usage of £700 and an increase in the Financial Services recharge of £3,700 reallocated from other areas within the HRA to better reflect the service provided. This has been partially offset by a reduction in the recharges from Central Services and a lower number of shop vacancies, therefore not incurring premise costs on empty shops.
£2,670
- h The transfer to **Communities and Local Government** has decreased due to changes made by CLG in the national average guideline rental income increase, reducing it from 6.2% to 3.1% (£1.99 per week reduction). The calculation of the reduction uses pre-set property numbers.
(£281,920)
- i The recharges made to **Leaseholders** of flats have increased due to the higher repair levels which are rechargeable.
(£9,980)

- j There has been a decrease in income from **Garage Rents** of £5,760, which has been partly offset by additional income from **Shops** by £3,390.
£2,370
- k The **Interest on balances** has decreased, as notional investments have been adjusted to reflect the lower level of balances held by the HRA and changes in interest rates.
£24,340
- l A decrease in **rental income** has been caused by the CLG reducing the level of rent increases in 2009/10 from 6.2% to 3.1%. This reduction in rent has been compensated for through a lower transfer payment to CLG within the Housing Subsidy system. The variance isn't the same, as different property numbers are used in the two calculations.
£258,030

5 Rent Review 2010/11

- 5.1 The Government has set out its commitment to having fair and affordable rents for Social Housing, with rents for Local Authority Housing brought more into line with those charged by Registered Social Landlords. To achieve this, Rent Restructuring was introduced, with the aim of achieving rent convergence by the end of the 2011/12 financial year. This was updated in 2009/10, with the timescale for convergence extended until 2024/25. This timescale has now been amended again within the Housing Subsidy Determination for 2010/11, which is set out in the section below.
- 5.2 Rent Restructuring means that individual targets and rents are set for each property. All properties will need to increase rents to get to their target rent. Although there is an average rent increase of £1.53 per week (2.3%), individual rent changes will vary from increases of £1.22 to £1.56 in 2010/11. This is due to the limits imposed by the Government, which require individual rents to rise by no more than inflation plus 0.5% plus £2 per week. Actual increases are less than £2 per week, due to the negative inflation factor used in the Determination (-1.4%).

6 Housing Subsidy Determination 2010/11 (draft only)

- 6.1 The Authority receives Housing Subsidy from the Department for Communities and Local Government (CLG) on an annual basis. Normally the final determination has been received in advance of the Board meeting, allowing those figures to be included in the estimates presented. However the process this year is later than usual, so the elements of the subsidy calculation in this report reflect the **draft** Subsidy Determination 2010/11. We hope to be able to report the final determination figures at the meeting.
- 6.2 Pre-set figures are normally used for a number of elements provided the Authority remains within a given tolerance on its property numbers. As sales are not expected to be high in 2010/11, the Authority should not exceed the tolerance allowed.
- 6.3 The strategy agreed last year assumed that rents would be increased by a guideline figure in line with the Rent Restructure Formula. Rents for the 2010/11 estimates have been calculated on the basis that the Council will continue to move properties towards their individual target rents, subject to changes imposed in the 2009/10 final Subsidy Determination and (draft) Subsidy Determination for 2010/11.
- 6.4 The CLG splits management and maintenance into two targets, and have updated the targets in 2010/11. Although the allowances actually paid are set lower than the

targets, there has still been an increase in allowances. Together, the increase to the Housing Revenue Account is approximately £124,670 over the 2009/10 estimate.

6.5 The changes are summarised below:

- a The management allowance has been increased by £22.07 (5.1%) from the 2009/10 figure to £458.40 per dwelling;
- b The maintenance allowance has been increased by £30.70 (3.2%) from the 2009/10 figure to £1,000.01 per dwelling;
- c The major repairs allowance has been increased by £9.56 (1.5%) from the 2009/10 figure to £627.03 per dwelling; and
- d Guideline rents will decrease by £2.16 (3.07%) to an average rent of £68.03 per week (48 weeks) per dwelling. This is in recognition that an element of the guideline rent for 2009/10 that could not be collected due to the use of caps is reflected in the rent element of the Housing Subsidy calculation in 2010/11 (previously shown separately as a Rental Constraint Allowance and paid in the same year, rather than a year in arrears, as now).
- e Rent convergence has been reduced from 2024/25 to 2013/14. In the 2010/11 determination, the annual September (-1.4%) inflation figures are used in the calculation of target rents. This has had the effect of decreasing the target rents for each property, so to keep rent increases at a reasonable level, the date by which Authorities should achieve the target rents has been moved to 2013/14. Given the caps and limits which are set by the CLG, and which the Authority must comply with, it will not be possible for actual rents to reach the new targets by the required date.
- f Caps and limits have been retained for 2010/11, so the actual rents that the Authority can charge to tenants are lower than the target rents used in the subsidy calculation. This mis-match is a cost to the Housing Revenue Account in the year it occurs. The lost rent will be compensated through the adjustment of the subsidy guideline rent figure in the following year. There is a timing issue with this method of reimbursement, as highlighted above.

6.6 The calculation for subsidy purposes will result in either a positive figure, with the Authority receiving income, or a negative figure, with the Authority having to pay the notional surplus over to the CLG. The calculation for this Authority is:

	2010/11
	£
Management allowance	1,266,100
Maintenance allowance	2,762,030
Major Repairs Allowance (MRA)	1,731,860
Capital Financing	134,220
Interest on Mortgages	(480)
Rents	(9,225,700)
Surplus payable to CLG	3,331,970

7 Comments on the 2010/2011 Estimates

7.1 Rents for the 2010/11 budgets have been calculated on the basis that the Council

will continue to move properties towards their individual target rents, within the constraint of increases capped at inflation plus 0.5% +£2 per week, set by the CLG. The other assumptions included are:

- a Pay awards have been provided on the basis of a 1.5% settlement with effect from 1 April 2010.
- b The increase in the departmental support costs charged to the **Repairs Fund** reflects the reinstatement of full staffing budgets and the transfer of some staff costs from capital budgets, due to the lower level of staff needed to support the reduced capital programme.
£46,550
- c The **contribution to the Repairs Fund** has been calculated with an inflationary increase of 1.5% and an allowance for the lower number of properties expected to be in Council ownership (see Appendix B).
£14,040
-
- d The increase in **Major Repairs Account** reflects the amount per property given in the draft 2010/11 determination, which is 1.5% higher than that for 2009/10, and the reduced number of properties that will attract this allowance.
£17,150
- e There has been a decrease in **General Administration**. This largely relates to a reduction in External Audit fees.
(£10,550)
- f There has been an increase in **Tenancy and Estate Management** of £5,710 relating mainly to a reallocation of Housing Management time to this part of the service.
£5,710
- g The increase in the **Flats and Communal Centre** costs relates to higher window cleaning costs and the full staffing costs for the Neighbourhood Wardens and Older People services.
£11,450
- h The removal of the one off budget provision of £50,000 for the purchase of **IBS computer modules** for the repairs service included in the revised estimate for 2009/10. This is partially offset by the inclusion of an annual maintenance sum for the software of £6,000.
(£44,000)
- i The **payment over to the CLG** for Housing Subsidy has increased from the revised 2009/10 figures. This reflects the increased notional guideline rent figures, which exceed increases in Management and Maintenance. The guideline rent figures are higher than the actual rents the Council is able to charge to tenants.
£301,870
- j There has been an increase in the **shops** rental income from expected rent reviews.
(£1,420)
- k There is an increase in Council house **rental income** as the Authority moves towards its new target rent, in line with the rent restructuring rules.
(£135,090)

8 Housing Revenue Account

8.1 The estimated balance on the Housing Revenue account at 1 April 2010 is £758,833, with the estimate for 2010/2011 showing an expected contribution to balances of £32,160 in the year.

8.2 It is prudent to keep a balance on the account of around £500,000, approximately 5% of expected spending, particularly in light of the significant variations that have been experienced through the Subsidy system.

9 Housing Repairs Fund

9.1 The HRA makes an annual contribution to the Repairs Fund. Part of the contribution is set aside for the day to day maintenance, with the remainder used for planned maintenance work. The fund covers payments to Housing Direct Works and outside contractors. The majority of the current workload is completed by Housing Direct Works (see Appendix B).

9.2 A small balance is usually maintained on the Housing Repairs Fund, which is used to meet fluctuations in the timing of repair work.

10 Housing Direct Works

10.1 Estimates for Housing Direct Works (HDW) have been prepared for 2010/11, along with the revised position for 2009/10, and these are attached as Appendix C.

10.2 The main changes between the original and revised budgets for 2009/10 are:

- **Employee** budgets have increased due to additional training completed outside of the training plan. **£2,910**
- **Supplies and services** have increased due to additional work undertaken by sub contractors of £129,240, partially due to not being fully staffed. The use of materials has also increased by £61,430. **£189,940**
- **Transport costs** have decreased due to lower running costs of the newer HDW vehicle fleet. **(£15,300)**
- **Income** has increased to reflect the increased workload now being completed by Housing Direct Works staff and sub contractors. **(£188,010)**
- **Departmental and Central Support** charges have increased mainly due to a change in the allocation from customer contact. **£15,850**
- **Leasing charges** are less than originally estimated due to later than expected replacement of some of the HDW vehicle fleet. **(£5,330)**

10.3 The main changes between the revised 2009/10 and original budget for 2010/11 are:

- **Employee** costs have increased, mainly due to the pay award of 1.5% applied to the revised budgets, plus the assumption of full establishment of 28 employees. **£48,740**

- **Supplies and services** have decreased due to a reduction in work undertaken by sub contractors as HDW will be fully staffed **(£37,550)**
- **Departmental and Central Support** charges have increased as housing inspectors and housing administration staff have allocated more time to HDW. In addition there is an increase in the Internal Audit recharges of £5,970.

£32,430

- **Leasing charges** have increased to reflect the full year lease costs of the renewed HDW vehicle fleet. **£3,900**

11 Forward Projection

- 11.1 The two years following 2010/11 have been estimated to give a more complete picture, and have been calculated based upon the continued movement towards individual target rents.

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000
HRA Expenditure	5,988	6,034	6,107	6,205
Payment to DCLG	3,030	3,332	3,874	4,192
Total Expenditure	9,018	9,366	9,981	10,397
Income	9,260	9,398	9,846	10,323
Total Income	9,260	9,398	9,846	10,323
Balances (surplus)/Deficit	(242)	(32)	135	74
Balance at 31 March	759	791	656	582

- 11.2 The projections show that the Housing Revenue Account will make a surplus in 2010/11 followed by a deficit in 2011/12 and 2012/13. The result is that by March 2013 the Housing Revenue Account will have a balance of £582,493. Assuming a minimum working balance of £500,000, no financial savings will need to have been generated during the next three years. However, the service will still need to comply with the efficiency agenda and the need to demonstrate value for money.
- 11.3 It should be noted that the projections include assumptions about the level of housing subsidy that will be received. As Members are aware, this income has been subject to some significant variations over recent years, and cannot be guaranteed at its current level.
- 11.4 The 30 year business plan produced as part of the Housing Options Appraisal highlighted the need to set aside surpluses in the early years of the projection, to fund shortfalls in later years.

12 Bids for Growth

- 12.1 One ongoing growth bid of £25,000 is put forward for Members' consideration. This relates to asbestos survey works that need to be carried out, where external expertise is required. The Repairs Fund includes a limited provision for carrying out

work required to remedy defects, but nothing to carry out the more detailed surveys required in some cases.

- 12.2 Approval of the growth bid will reduce balances by £75,000 over the three year period. Given the expected balance of £582,493, this could be accommodated whilst maintaining the required minimum level of balances.

13 Fees and Charges

- 13.1 The proposed fees and charges have been increased by 1.5% for 2010/11. The detailed list is attached as Appendix D to the report.

14 The Background to Service Charges

- 14.1 The proposals put forward in the consultation process on Rent Restructuring also included a requirement for service charges to be paid by those tenants who actually receive specific services. Guidance states that “Local Authorities should have discretion to decide what services it is appropriate to charge for within a broad definition of what may be classified as a service charge.”

- 14.2 Whilst the Government has stated that Local Authorities should have discretion in determining what to charge for, it has also indicated that a national interpretation will be enforced if it is felt that Local Authorities are not dealing with the issues properly.

15 NWBC Service Charges

- 15.1 NWBC has traditionally pooled service costs incurred within the HRA, and expenditure has been financed through the rents received from all tenants, irrespective of the type of accommodation in which they live or the facilities and services they receive. The exceptions to this are garage rents and window cleaning and cleaning costs of communal areas in blocks of flats. .

- 15.2 The current charge for Cleaning and Caretaking of communal areas in 2009/10 is £1.53 per week per flat. A charge of £1.54 per week is proposed for full cost recovery to be implemented from April 2010 (see Appendix E).

- 15.3 The current charges for window cleaning in 2009/10 range from £0.42 to £1.60 per week per flat. A charge of £0.37 to £2.27 per week per flat is proposed based on the contractor’s costs, to be implemented from April 2010 (see Appendix F).

16 Risks to Budget

- 16.1 The key risks to the budgetary position of the Housing Revenue Account include:

- The level of transfer to the CLG. Future projections on this include assumptions about the level of allowances that the Authority may receive. If the expected increases do not materialise, the account could lose up to £90,550 per annum.
- Rising tenant expectations and an ageing stock are likely to continue to increase the demand for repairs. It is likely that this increase could be accommodated within existing budgets.
- Any reduction in the performance of Housing Direct Works will put pressure on the Council to use external contractors and therefore will impact on the level of expenditure.

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

17 **Conclusions**

17.1 The Housing Revenue Account is in an acceptable financial position.

18 **Report Implications**

18.1 **Finance and Value for Money Implications**

18.1.1 As above.

18.2 **Risk Management Implications**

18.2.1 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

HOUSING REVENUE ACCOUNT						
Actual 2008/09	DESCRIPTION	ORIGINAL BUDGET 2009/10 £	REVISED BUDGET 2009/10 £	ORIGINAL BUDGET 2010/11 £	ORIGINAL BUDGET 2011/12 £	ORIGINAL BUDGET 2012/13 £
	EXPENDITURE					
27,468	Capital Charges	28,450	28,450	29,880	31,620	39,620
10,195	Provision for Bad Debts	20,000	20,000	20,000	20,000	20,000
	Repairs Fund					
307,290	Departmental Support Services	257,790	243,980	290,530	295,940	299,470
110,880	Central Support Services	113,250	128,070	129,660	130,960	124,080
1,893,360	Contribution to Fund	1,938,170	1,938,170	1,952,210	1,983,690	2,015,730
1,710,525	MRA	1,714,710	1,714,710	1,731,860	1,742,830	1,774,420
	Management					
481,088	General Administration	461,270	456,490	445,940	454,830	462,110
158,910	Housing Registor & Lettings	165,160	166,890	167,010	170,920	174,150
203,586	Tenancy & Estate Management	234,390	246,490	252,200	255,210	260,120
233,925	Rent Collection & Arrears	280,470	223,670	225,890	230,550	234,520
44,477	Tenant Participation	44,250	45,390	45,470	46,330	47,060
290,722	Flats & Communal Centres	304,560	314,990	326,440	327,610	335,960
656	Laundries	3,180	2,670	2,810	2,950	3,090
-	New computerised diagnostic system and schedule of rates	50,000	50,000	6,000	6,000	6,000
11,057	Cesspools and Management of Shops	12,880	15,550	15,750	15,960	16,250
368,385	Revenue Contribution to Capital	392,000	392,000	392,000	392,000	392,000
3,450,535	Transfer to Department for Communities and Local Government (DCLG)	3,312,020	3,030,100	3,331,970	3,873,680	4,191,940
-		-	-	-	-	-
9,301,747	Gross Expenditure	9,332,550	9,017,620	9,365,620	9,981,080	10,396,520
	INCOME					
81,443	Service Charges - Leaseholders	22,570	32,550	32,550	32,550	32,550
-	Service Charges - Window Cleaning	11,400	11,400	11,630	11,860	12,100
-	Service Charges - Cleaning & Caretaking	41,420	41,420	41,690	42,110	42,530
207,807	Garage Rents	237,610	231,850	231,850	231,850	260,650
93,863	Shop Rents	88,230	91,620	93,040	94,390	96,690
1,654	Interest on Sale of Council Houses	1,110	530	440	340	240
69,898	Interest on Balances	50,070	25,730	26,790	32,560	28,650
43,218	Pensions reserve	67,700	67,700	67,700	67,700	67,700
8,518,663	Gross Rents (less voids)	9,015,030	8,757,000	8,892,090	9,333,090	9,781,540
9,016,545	Gross Income	9,535,140	9,259,800	9,397,780	9,846,450	10,322,650
285,202	(Surplus)/Deficit for Year	(202,590)	(242,180)	(32,160)	134,630	73,870
(801,854)	Revenue Fund balance at start of year	(672,224)	(516,653)	(758,833)	(790,993)	(656,363)
(516,653)	Revenue Fund balance at end of year	(874,814)	(758,833)	(790,993)	(656,363)	(582,493)
2,807	1st April Stock numbers for Subsidy	2,767	2,777	2,762	2,725	2,720
2,792	Average no. of properties (nwbc calc)	2,747	2,744	2,723	2,718	2,713

Appendix B

HOUSING REPAIRS FUND

£

Balance at 1 April 2009	144,705
Contribution 2009/10	2,310,220
Expected Use of Fund	(2,310,220)
Balance at 1 April 2010	144,705
Contribution 2010/11	2,372,400
Expected Use of Fund	(2,372,400)
Balance at 1 April 2011	144,705

1900 - HOUSING DIRECT WORKS				
DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2008/09	BUDGET	BUDGET	BUDGET
		2009/10	2009/10	2010/11
Employee Expenditure	746,292	825,060	827,970	876,710
Premises Related Expenditure	6,308	-	-	-
Supplies & Services	746,079	520,900	710,840	673,290
Transport	99,568	103,510	88,210	87,740
Miscellaneous Expenditure	5,456	-	-	-
GROSS EXPENDITURE	1,603,703	1,449,470	1,627,020	1,637,740
GROSS INCOME	(1,966,818)	(1,774,710)	(1,962,720)	(2,012,800)
NET CONTROLLABLE EXPENDITURE	(363,115)	(325,240)	(335,700)	(375,060)
Departmental Support	216,300	195,720	165,160	190,980
Central Support Services	68,426	70,340	116,750	123,360
Leasing Charges	40,454	54,560	49,230	53,130
NET (SURPLUS) / DEFICIT	(37,935)	(4,620)	(4,560)	(7,590)

NORTH WARWICKSHIRE BOROUGH COUNCIL
HOUSING
PROPOSED FEES AND CHARGES FROM 1 APRIL 2010

	2009/2010 CHARGE £	2009/2010 CHARGE £	2010/2011 CHARGE £	2010/2011 CHARGE £	VAT RATING
SMALL COMMUNITY ROOMS					
	Voluntary Groups	Private	Voluntary Groups	Private	
Communal Centres					
Use of lounge (per 2 hours)	5.10	10.30	5.20	10.50	Exempt
Use of kitchen	1.00	2.10	1.10	2.20	"
Purpose Built Community Centres					
Use of lounge (per 2 hours)	7.70	15.40	7.80	15.60	Exempt
Use of kitchen	1.50	3.10	1.60	3.20	"
Multi-Purpose Centres					
Use of lounge (per 2 hours)	10.30	20.50	10.50	20.80	Exempt
Use of kitchen	2.10	4.10	2.20	4.20	"
		2009/2010 CHARGE £		2010/2011 CHARGE £	VAT RATING
GUEST BEDROOMS					
Per week or part of week		1.50		1.60	Incl VAT at Standard Rate
ALLOTMENT RENT					
Waverton Avenue, Warton		2.50		2.60	Exempt
GARAGE PLOTS					
Bracebridge Road, Lister Road & St. George's Road, Atherstone					
NWBC council house tenants		21.50		21.80	Exempt
Others		25.60		26.00	Incl VAT at Standard Rate

Proposed Cleaning Service Charges per week

Name of Scheme	Cost Per Property	Cost per week (48 wks)
	£	£
Alder Court and Heather Atherstone	73.78	1.54
Alexandra Court, Atherstone	73.78	1.54
St Benedicts Close, Atherstone	73.78	1.54
Welcome Street, Atherstone	73.78	1.54
Arden Forest Estate, Ridge Lane	73.78	1.54
Church Road/Long Street,Dordon	73.78	1.54
Chancery Court, Chapel End	73.78	1.54
Gramer Court, Mancetter	73.78	1.54
Monument View/Sycamore Ave Polesworth	73.78	1.54
Abbey Green Court, Polesworth	73.78	1.54
Jubilee Court, Kingsbury	73.78	1.54
Drayton Court, Hartshill	73.78	1.54
Eastlang Road, Fillongley	73.78	1.54
Hudson/Wall Avenue, Coleshill	73.78	1.54
Digby Road & Clinton Road, Coleshill	73.78	1.54
George Road, Water Orton	73.78	1.54
Church Hill Coleshill	73.78	1.54
Owen Square Atherstone	73.78	1.54

Proposed Window Cleaning Charges per Fortnight

Name of Scheme	Cost Per Property	Cost per Fortnight (24)
	£	£
Alder Court and Heather Atherstone	8.93	0.37
Alexandra Court, Atherstone	18.00	0.75
Coleshill Road Atherstone	51.04	2.13
Lister Road Atherstone	37.00	1.54
Long Street Atherstone	21.65	0.90
St Benedicts Close, Atherstone	34.03	1.42
Welcome Street, Atherstone	22.68	0.95
Arden Forest Estate, Ridge Lane	20.68	0.87
Church Road, Dordon	29.75	1.24
Long Street, Dordon	31.55	1.31
St Leonards Close, Dordon	23.61	0.98
Chancery Court, Chapel End	26.41	1.10
Gramer Court, Mancetter	31.62	1.32
Monument View/Sycamore Ave Polesworth	25.38	1.06
Abbey Green Court, Polesworth	32.35	1.35
Jubilee Court, Kingsbury	26.32	1.10
Oldbury View, Hartshill	35.73	1.49
Drayton Court, Hartshill	26.89	1.12
Eastlang Road, Fillongley	23.72	0.99
Hudson/Wall Avenue, Coleshill	15.47	0.64
Digby Road, Coleshill	23.97	1.00
Clinton Road, Coleshill	23.20	0.97
Delves Crescent, Wood End	44.66	1.86
George Road, Water Orton	10.57	0.44
Church Walk Mancetter	54.50	2.27
Church Hill Coleshill	18.06	0.75

New

Risk Analysis

	Likelihood	Potential impact on Budget
Transfer to CLG	Low	High
An increase in the demand for repairs	Medium	Medium
Reduction in Housing Direct Works performance	Medium	Medium

Agenda Item No 12

Resources Board

2 February 2010

Report of the Assistant Director (Housing)

Tenant Services Authority – Regulation and Consultation on Standards

1 Summary

- 1.1 This report updates Members on the work of the Tenant Services Authority and presents a consultation document for consideration and response.

Recommendation to the Board

- a That the work of the new Tenant Services Authority be noted; and**
- b That the response to the consultation document sent out by the Tenant Services Authority be noted and the proposed response be approved.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The work of the Tenant Services Authority has been considered by the Housing Portfolio Holder Group in the past and more recently the Group has considered the revised standards which are set out in this report. The response set out at Appendix 1 of the report is supported by the Housing Portfolio Holder Group. In addition the Group took the view that clear standards should be applied in the private rented sector and asked that any covering letter to the Tenant Services Authority gave them that feedback.

3 Background

- 3.1 The Housing and Regeneration Act 2008 introduced a new body to regulate all registered social landlords – the Tenant Services Authority.
- 3.2 The introduction of such a body followed on from the Cave Review which stated that ‘every Tenant matters’ and the nature of the provider should not determine the quality of the service the Tenant expects.
- 3.3 For the purpose of regulation all local authorities who currently manage their own stock automatically become registered providers. This means that North Warwickshire Borough Council will become a registered provider from 1st April 2010. The regulation does not include the private sector landlords.

2 Launch and Purpose of the Tenant Services Authority

- 2.1 The Tenant Services Authority was launched on 1 December 2008 and immediately began a 'national conversation' with Tenants and landlords about its role.
- 2.2 Its' role is to regulate the social housing sector to ensure good levels of service. It will do this through applying outcome based standards and testing them through both (honest and robust) self assessment from the landlord and inspections. The Tenant Services Authority will bring poor landlords to account by calling in the Audit Commission to inspect services. Inspections will be short notice – 5 working days notice rather than the 5 or 6 months landlords have been used to.
- 2.3 The Tenant Services Authority monitoring powers are set out in their most recent consultation document. Copies of the documents have been placed in Members Offices for information. Their monitoring and enforcement powers include:
- To request information
 - To get providers to submit performance information
 - To commission an inspection
 - To hold an inquiry if a provider does not meet a standard or is in breach of regulatory requirements
 - To direct the Homes and Communities Agency not to provide funds to a provider

Not all of the powers apply to Local Authorities and landlords and Housing Associations equally.

3 Consultation on Regulatory Framework and Service Standards

- 3.1 The national conversation ended with an initial consultation on standards in May 2009. The Housing Division talked to and consulted with Tenants locally about the national conversation. This process was discussed at a Housing Portfolio Holder Group meeting.
- 3.2 In November 2009 the Tenant Services Authority launched a consultation period on its finalised draft standards. The main points of the 148 page document are summarised in this report for consideration. The consultation period ends on 5 February 2010.
- 3.3 There are six standards. They are outcome based and require landlords to work with their Tenants to establish local standards which will deliver good services and enable Tenants to hold their landlords to account. The whole rationale of the standards is that they are outcome based, not prescriptive and reflect local circumstances. However it is critical that they reflect Tenant's views.
- 3.4 The consultation documentation sets out three stages in delivering the outcome based standards it sets out:
- Respond to consultation document by 5 February 2010
 - Publish current standards, performance against those standards and key performance indicators by October 2010
 - Revise standards and publish them by April 2011

From 2011 every registered provider is expected to publish its performance against its agreed standards by no later than July annually.

- 3.5 In order to respond to the Tenant Services Authority the Housing Division intends to:
- Consult with the Borough Wide Tenants Forum on the consultation document
 - Discuss the consultation with the Housing Portfolio Holder Group and reporting to the Resources Board.
 - Respond to the consultation by 5th February
 - Set out current local standards for consultation and revision by 1 April 2010
 - Report on these in the Tenants Annual Report by September 2010
 - Set out a fully revised set of local standards for consultation during 2010
 - Publish the new local standards by April 2011
 - Report on standards annually from July 2011

... 3.6 Each chapter of the consultation document has a consultation question after it. The questions and proposed responses are set out at **Appendix 1**. This report concentrates on two main sections – Chapter 3 '10 Principles for Regulation' and Part 2 'Standards'

... 4 **10 Principles**

... 4.1 The 10 principles are set out in **Appendix 2** for consideration.

5 **Standards**

... 5.1 The standards which have been set out by the Tenant Services Authority for consultation are attached at **Appendix 3**

5.2 The Council already has published standards for its services to Tenants. These are set out in the Tenants Handbook and are provided to all Tenants. There are clear measures against each standard which set out how they will be monitored. It also publishes performance information annually in its annual report to Tenants. Work will now be undertaken in consultation with the Housing Portfolio Holder Group to consider how these standards should be revised and publicised in future.

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.1 There are no financial implications arising directly out of this report. The Council can demonstrate that it provides good quality services for its Tenants and any future changes to standards will have that as a strong base. Any changes to standards which would have a financial implication will be brought back to the Resources Board for consideration in detail.

6.2 **Legal and Human Rights Implications**

6.2.1 The Housing and Regulatory Act 2008 sets out the legal framework for the work of the Tenant Services Authority.

6.3 Risk Management Implications

- 6.3.1 The Government has established the Tenant Services Authority to regulate registered landlords. As a landlord, North Warwickshire Borough Council will be registered automatically from 1 April 2010. If the Council does not adhere to the regulator requirements and/ or does not sustain good services for its Tenants it risks facing the enforcement powers of the new regulator.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Resources Board 2nd February 2010
 Tenant Services Authority – Consultation on Regulation and Standards

Proposed Response

<p>1 Does our approach to co-regulation as expressed through our ten principles seem a reasonable basis on which to develop the new framework from 1 April 2010?</p>	<p>Yes</p>
<p>2 Does our approach to setting national and local standards appear reasonable for the requirements that will apply from 1 April 2010?</p>	<p>Yes We appreciate the balance between national standards and local context. However we would be interested in understanding the Tenant Services Authority' intentions further in how they will monitor standards which are not prescriptive and will lead to many different interpretations and application at a local level.</p>
<p>3 Does it seem reasonable to extend the same approach to those providers owning less than 1,000 properties, taking into account their size and risk profile in a proportionate approach to compliance?</p>	<p>We have no opinion on this.</p>
<p>4 Do our proposals on how we will approach the regulation of local authorities appear reasonable?</p>	<p>Yes Whilst we support the view that 'every Tenant matters' and standards should be good whoever the landlord is there are clear distinctions with regard to finance and Governance between a Local Authority Landlord and Housing Association.</p>
<p>5 Does the proposed text for the following standards:</p> <ul style="list-style-type: none"> • Address priorities for tenants whilst taking into account our duty to have regard to the desirability of registered providers being free to choose how to provide services and conduct their business? • Express requirements of providers in a way that is clear, succinct and as outcome focused as possible? <p style="padding-left: 40px;">5A Involvement and Empowerment</p>	<p>Yes We are content that the standards are based on outcomes and are not too prescriptive to create a barrier to local circumstances. However we have specific comments set out below.</p> <p>Section 2.5 of the Involvement Standard is very prescriptive and may not be appropriate for Local Authorities. It would be less prescriptive to indicate that this is something that landlords should consider and decide how best to deliver this in their local context rather than saying that the consultation with Tenants should be about "how many tenant members there should be.."</p>

<p>5B Home 5C Neighbourhood and Community 5D Tenancy</p> <p>5E Value for Money</p> <p>5F Does the proposed text for the Governance and Financial Viability standard:</p> <ul style="list-style-type: none"> • Allow registered providers to choose how to conduct their business whilst ensuring the security of social housing assets for current and future tenants? • Express requirements of providers in a way that is clear, succinct and as outcome focused as possible? 	<p>Section 1.1 of the Tenancy Standard refers to co-operation about allocations. The wording is biased towards housing associations and does not reflect the local authority context where they are both landlord and have the statutory duties described here.</p> <p>Not applicable to Local Authorities therefore no comment given.</p> <p>Yes but see comments above.</p> <p>Yes but see comments above.</p>
<p>6 Does our approach to monitoring and compliance against the standards and regulatory requirements seem a reasonable basis for 'how' we regulate in 2010 -11?</p>	<p>Yes</p>
<p>7 Does our approach to dealing with complaints seem reasonable?</p>	<p>Yes However, if the Tenant Services Authority receives a complaint about a landlord we would want you to ensure that the landlord is informed. Without the information we cannot act.</p>
<p>8 Is our general approach to using our formal regulatory and enforcement powers reasonable?</p>	<p>Yes</p>
<p>9 Do our proposals for establishing registration and deregistration criteria seem reasonable?</p>	<p>Yes.</p>
<p>10 Does our approach to issuing directions on Accounts and the Disposal Proceeds Fund seem reasonable?</p>	<p>Not applicable to local authorities.</p>

3 Ten principles to shape regulation

Tenant Services
Authority

Appendix 2

3.1 In light of responses to our June discussion document and our vision for co-regulation, we propose that our regulation should be shaped by the following ten key principles.

I. National standards will be established based on clear criteria.

3.2 We have developed three criteria to determine whether the TSA should set a standard:

- First, where it is a priority for tenants and a standard is necessary to ensure they are protected from poor service. We consider that the needs, views, and experience of tenants must be central, and that common expectations should be set across all providers
- Second, where the Government has issued a Direction to require the TSA to set standards
- Third, where it is necessary in order for the TSA to be able to carry out its functions and achieve its fundamental objectives

II. Our national standards will be clear, succinct, based on outcomes and avoid prescribing detailed processes.

3.3 Our expectations of providers in meeting these outcomes should be clear. The standards should be capable of being used to identify non-compliance and especially the poorest performing providers and enable us to take necessary action to improve outcomes for tenants. The standards set out in this document have required outcomes and specific requirements. The required outcomes must be met by all providers. We would normally expect that the steps set out under the paragraphs headed 'specific requirements' would need to be followed to achieve the 'required outcomes' of the standard. However, there may be some limited circumstances in which the required outcome of some standards could be achieved through other steps, in which event we would expect providers to be able to justify this.

3.4 National standards should have regard to the desirability of providers being free to choose how they conduct business and deliver services. We are using this consultation document to ask stakeholders about the text of the standards and whether we have the balance right in terms of the level of detail we are requiring.

3.5 They should also be designed to support the Local Performance Framework and the independent role of the Audit Commission in respect of local

authorities' governance, financial management and approach to value for money.

3.6 Codes of Practice should be kept to a minimum. We have no plans to introduce any Codes of Practice from 1 April 2010. If Codes of Practice do prove necessary on certain issues after that date, we will develop them with stakeholders in a co-regulatory manner.

III. Our national standards framework will require providers to agree local standards with their tenants for the areas of service that are relevant to them locally.

3.7 The national standards should encourage providers and tenants to agree, at a local level, on the levels of performance they should expect, ie local standards.

3.8 The priorities of tenants will vary considerably across the country and within regions and neighbourhoods. Where supported by their tenants and agreed between them and their provider, local standards should complement the national standards to strengthen them and tailor them to local priorities. It is not, however, the TSA's

role to prescribe what the performance targets ought to be – this is a matter between providers and their tenants.

3.9 All providers should as part of their annual report on standards set out their plans for consulting tenants on the need for, and developing and establishing, local standards to apply by 1 April 2011 at the latest. In their subsequent annual reports, providers should explain to their tenants their performance against the local standards they have adopted.

IV. Every tenant matters. We expect providers to understand and respond to the particular needs of their tenants and to demonstrate how they have taken into account the needs of tenants across the six diversity groups.

3.10 Our regulatory philosophy is also influenced by wider principles of public service which focus on equity, universality and accountability. In order to meet these values, the TSA is committed to equality and diversity. Communities are made up of people from different backgrounds, races, beliefs and experiences. Many people have care

or support needs. Ensuring that this diversity is reflected in the work we do is central to our mission. We support effective and inclusive approaches to both equality and diversity, and tenants with care or support needs.

3.11 Understanding the needs of all tenants is essential for providers. This would include the needs of people drawn from the six equality groupings: ethnicity, disability, sexuality, age, gender and religion/belief. The Tenant Involvement and Empowerment standard includes our regulatory requirements on diversity and support for tenants with care or support needs. We expect providers to apply these principles across the standards framework for the benefit of all tenants.

V. We will promote transparency in reporting of performance by providers for tenants and local authorities (in their strategic role) in the areas they operate.

3.12 All providers with more than 1,000 properties should as soon as possible after 1 April 2010 publish for the benefit of their tenants a report that sets out how they already meet, or their plans for meeting, each of the national standards

(their 'baseline' position) noting any gaps and setting out their improvement plans, and how they will assure or measure their compliance against these standards in future. This report should include their plans for developing local standards. We do not want to be overly prescriptive as to the format of this report. As far as possible we expect providers to use information that is already collected and is therefore "used and useful". We require this first report to be published by no later than 1 October 2010 and for it to be shared with the TSA as evidence of how providers intend to comply with our standards framework.

3.13 We are minded to require this for providers with less than 1,000 properties. We want to hear the views of these organisations and their representatives to ensure our requirements are proportionate.

3.14 By 1 July 2011, and by that date in all subsequent years, providers should publish for the benefit of their tenants, and submit to the TSA, an annual report containing their view on their performance against the national standards in the preceding twelve months leading up to 1 April. This should include reference to tenant scrutiny of performance and, where appropriate, use of external validation, peer review and benchmarking.

VI. Good governance is a universal principle and is essential to the quality of service delivery, financial robustness and value for money.

3.15 The 2007 Cave Report and 2008 Act recognise that the bedrock of great service delivery relies on good governance, financial strength and value for money. For the housing association sector, we will continue to have a strong focus on governance and viability matters. Although we do not have specific powers to set standards for governance and viability for local authority providers and ALMOs, the principles of good governance and financial strength are universal. Given the strong link between service delivery and good governance, we will work closely with the Audit Commission in their role overseeing local authorities' leadership and financial matters, with a shared aspiration of helping to ensure all tenants receive the quality of service they deserve.

VII. We want to promote effective forms of independent validation, audit and benchmarking of performance to encourage providers to continually improve and free the best from unnecessary red tape.

3.16 The TSA will work with tenants, providers and other stakeholders in the lead up to April 2010 and beyond to promote effective forms of validation and peer review that best support the standards framework. Continuous improvement is important to ensure that the quality of service tenants receive improves. We recognise that there are many routes to improvement and it is important that providers are able to choose approaches that match their culture and values. The TSA's excellence programme will help identify and share best practice to support tenants and providers.

VIII. For the national service delivery standards, we will focus our resources in 2010-11 on identifying and addressing the worst performing providers, where tenants are being let down by their provider's performance.

3.17 Providers are expected to meet all the requirements of all the applicable national standards. All tenants deserve a good quality service and many already receive this from their provider. We wish to prioritise our focus on raising the standard of service for those tenants that are currently not getting a good deal from their provider. We know that performance can vary across the

range of activities of a provider and from place to place. By concentrating on poor performance we will be acting proportionately ensuring we focus our energies where they are most likely to promote better outcomes for tenants.

3.18 Starting with this document, but evolving in the lead up to April 2010 and beyond, we will develop our approach to judging compliance with national standards, including the types of evidence and information we will look at to assess whether there are compliance concerns.

IX. The standards framework must support the principle of sector-led improvement. Where problems are identified the provider will usually be offered an opportunity for speedy self-improvement.

3.19 Where this is either inappropriate (eg an urgent health and safety issue) or where the provider does not command confidence to deliver, we may consider the use of our more formal regulatory and enforcement powers. In considering any intervention, the TSA will act in a proportionate way. We will also consider other statutory objectives such as whether any action we might take would conflict with the objective to ensure that providers remain financially viable.

IX. Registration criteria should encourage new entry into the social housing sector, consistent with our objectives in the 2008 Act.

3.20 The discretionary registration criteria that we can set should be related to a provider's ability to meet the national standards, given that this will be what is expected from them once they are on our register.

6 Proposals for a Tenant Involvement and Empowerment standard

The scope of the proposed standard

6.1 This standard covers customer service and choice, tenant involvement and empowerment, and complaints. It also includes direct requirements in relation to the two areas that were identified as possible cross-cutting themes in our June document: equality and diversity, and tenants with additional support needs.

6.2 This standard will apply to all providers from 1 April 2010. It will apply where all or part of the management of service delivery has been contracted to another organisation.

6.3 This standard will apply to all registered providers of social housing.

6.4 We are not proposing a Code of Practice to amplify this standard.

Rationale for the standard

6.5 The feedback from tenants through the National Conversation made clear their expectation is that providers should offer a quality customer service where they are treated with respect and

courtesy. The standards on customer service and on complaints relate directly to one of the TSA's fundamental objectives to ensure that actual and potential tenants have an appropriate degree of choice and protection.

6.6 The specified outcomes and requirements for customer service apply to the approach which landlords adopt in meeting other national and local standards for housing services. This approach is intended to meet the objective of firmly establishing good customer service and the need for providers to embed their approach to meeting diverse needs of their tenants as cross-cutting requirements for services covered by other standards in these proposals.

6.7 Our National Conversation also clearly indicated that many tenants want to be involved in decisions about their homes. This standard also relates directly to one of the TSA's fundamental statutory objectives to ensure that tenants of social housing have the opportunity to be involved in its management.

6.8 The TSA has been directed by the Government to set a standard in relation to tenant involvement and empowerment. Government's rationale for the terms of the direction is to ensure

that not only do providers offer opportunities for involvement in the management of their homes, but that it is necessary to support tenants and build their capacity to make meaningful use of those opportunities.

6.9 Involvement and empowerment are not the same thing:

- Empowerment requires information, the ability to be heard, to hold providers to account, to influence service delivery and the decisions that providers take. Tenant empowerment needs to be both individual and collective and requires a proactive approach by providers
- Tenant involvement is a technique by which tenant empowerment is enabled. Tenants have a right to have their voice heard and to be consulted on issues that affect them and to know how their landlord will have regard to their views. Effective involvement must take into account equality and diversity issues and avoid discriminatory processes to ensure all tenants have an opportunity to contribute and to be heard

6.10 There are many different ways in which providers can meet these objectives and we would not want to be overly prescriptive about how each provider should achieve them. However, there are certain requirements we would expect providers to demonstrate in achieving the desired outcomes. This is especially the case for our requirements on how providers should engage locally with tenants about their priorities.

6.11 Complaints and customer feedback are an essential part of the relationship between providers and their tenants and should be valued and acted upon to improve services.

6.12 We propose that the standard should apply to all registered providers of social housing and that occupants of LCHO and intermediate rent as well as other types of low-cost rented housing should have the same opportunities to be involved in developing, and to benefit from, their provider's local standards, especially where their homes are part of mixed tenure estates. We also encourage providers to include leaseholders and other residents in their involvement strategies.

Proposed text for the standard

6.13 The text of the standard comprises the required outcomes and specific requirements in the box below.

Tenant Involvement and Empowerment standard

The required outcomes

1 Customer service and choice

Registered providers must design and deliver housing services that tenants can access easily. Tenants must be offered choices over the services they receive, and be treated with fairness and respect. In relation to all the standards, registered providers must consider equality issues and the diversity of their tenants, including tenants with additional support needs.

Registered providers must understand their tenants' needs and use this information to:

- design and deliver housing services
- communicate with tenants

2 Involvement and empowerment

Registered providers will offer all tenants opportunities to be involved in the management of their housing. This must include opportunities to:

- influence housing related policies and how housing related services are delivered
- be involved in scrutinising performance in delivering housing-related services

Registered providers must offer tenants support so they are more able to be effectively engaged, involved and empowered.

3 Responding to complaints

Registered providers must have a clear and accessible policy. They must deal with tenants' complaints and any other feedback promptly, politely and fairly. The policy must include how they use complaints and other feedback to:

- change how they do things
- improve services

Specific requirements

1 Customer service and choice

1.1 Registered providers will be able to show they have arrangements for understanding their tenants, their views and needs so that in all the standards, they can use this information to:

- improve services
- offer choices in the services provided

1.2 For all the standards, registered providers must consider equality issues and the diversity of their tenants, including tenants with additional support needs and incorporate choices that are designed to meet the diverse needs of their tenants.

1.3 Registered providers will provide tenants with accessible, comprehensive and timely information about:

- how tenants can access services
- the standards of housing services their tenants can expect
- how they are performing against those standards
- the service choices available to tenants
- any additional costs that are relevant to specific choices
- how tenants can communicate with them

2 Involvement and empowerment

2.1 Registered providers, having consulted their tenants, must have arrangements in place that support and enable tenants to be involved and empowered. Tenants must have the opportunity to:

- be involved in the management of their homes (including, for example, in relation to the repairs programme and choice of main contractors)
- influence their registered provider's strategic priorities
- measure and scrutinise how effective their registered provider's involvement and empowerment policy is

2.2 Registered providers must say how they will provide support to build tenants' capacity to be effectively engaged, involved and empowered.

2.3 Arrangements for involvement and empowerment must be clearly published and accessible for tenants.

2.4 Following consultation with their tenants, registered providers will establish by no later than 1 April 2011 local standards in those service areas where the TSA has indicated that its national standards should be tailored with local standards where tenants want them. Local standards should include commitments on:

- local standards for performance
- how performance will be monitored and reported to tenants
- how tenants can be involved in scrutinising performance
- what happens if local standards are not met
- arrangements for reviewing the local standards on an annual basis

2.5 Registered providers will consult their tenants about how many tenant members there should be on their governing bodies or service delivery committees. Registered providers will do this at least once every three years.

2.6 Registered providers will offer tenants a range of opportunities to scrutinise their performance. This applies to all standards.

2.7 When registered providers are required by law to consult tenants about changes to their constitution (for example, where there will be a change of registered provider), they should clearly and objectively set out the options, and the costs and benefits of the options.

2.8 Where registered providers intend to make a significant change in the arrangements for the management of their stock, they must consult their tenants.

2.9 Where registered providers have consulted tenants about the standards, they should feed back to tenants about how they have taken their views into account.

3 Responding to complaints

3.1 Registered providers will have an approach to complaints that is clear, simple and accessible to tenants and potential tenants. The approach should include:

- a range of ways for tenants to express a complaint
- details of what to do if they are unhappy with the outcome of a complaint

3.2 Registered providers will develop, agree and monitor service standards for complaints with tenants. Registered providers will make sure that complaints and any other feedback are managed and resolved promptly, politely and fairly.

3.3 Each year registered providers will publish information about:

- the number of complaints received
- the nature of the complaints
- the business area the complaints relate to
- the outcome of the complaints
- how they have changed the way they do things to improve services as a result of feedback

Consultation question

5A Does the proposed text for the Tenant Involvement and Empowerment standard:

- address priorities for tenants whilst taking into account our duty to have regard to the desirability of registered providers being free to choose how to provide services and conduct their business?
- express requirements of providers in a way that is clear, succinct, and as outcome focused as possible?

7 Proposals for a Home standard

The scope of the proposed standard

7.1 This standard covers a number of areas proposed in the June discussion document. These include standards related to the quality of accommodation, and repairs and maintenance.

7.2 This standard will apply to all providers from 1 April 2010.

7.3 We are not proposing any Codes of Practice to amplify this standard.

Rationale for the standard

7.4 The TSA has been directed by the Government to set a standard in relation to quality of accommodation.

7.5 The consultation on the direction made clear that it does not constitute a guarantee that funding will be made available to deliver decent homes. This is particularly relevant for local authority providers. In assessing compliance with the quality of accommodation standard, the TSA will take account of the extent to which providers require

capital funding from Government and when it is likely that such funding will be available.

7.6 The direction only applies to low-cost rented accommodation that is subject to rent restructuring. In reviewing the scope of this standard, we propose that, for low-cost home ownership, quality of accommodation applies where there are common or communal areas for which there is a requirement for local standards. This is of particular importance within mixed tenure settings, and where the views of those occupants and the costs to them of delivering local standards require that they should be involved in the development of local standards.

7.7 We also propose that this standard should apply to other types of low-cost rented housing, particularly intermediate rent. This is for the most part recently developed. For quality of accommodation, it is our assessment that the standard should apply to support our objective to safeguard the public subsidy that has been used to provide homes of this kind.

7.8 The feedback from tenants through the National Conversation is clear that these aspects of service, particularly repairs and maintenance and the maintenance of the local environment, are high priorities for tenants.

7.9 The standard on repairs and maintenance is therefore included in relation to a number of TSA fundamental objectives which provide for a supply of well-managed social housing of appropriate quality, an appropriate degree of choice and protection for actual and potential tenants, and ensuring that registered providers perform their functions efficiently, effectively and economically.

7.10 Repairs and maintenance does not apply to low-cost home ownership. This reflects the provisions of lease agreements.

7.11 The scope of the repairs and maintenance standard includes intermediate rent. The application of the standard reflects the fact that intermediate rent is a form of low-cost rent that has received public subsidy and standards should be applied that reflect that public investment and to provide an appropriate degree of choice and protection for those tenants.

7.12 We have included a requirement (2.1) that providers should adopt an approach that ensures repairs services are based on a 'right first time' approach. This is an outcome that both tenants and providers have generally supported in principle. We have therefore judged that it is right to include this requirement but also consider that it will be necessary to keep under review the approaches and performance of providers in delivering this. We will work with them and with tenants in identifying any revision that is required to the definition of the standard or requirement for a Code of Practice or other guidance to support the effective delivery of this outcome.

Proposed text for the standard

7.13 The text of the standard comprises the required outcomes and specific requirements in the box below.

The Home standard

The required outcomes

1. Quality of accommodation

Registered providers must ensure that all homes are warm, weatherproof and have modern facilities.

2. Repairs and maintenance

Registered providers must provide a cost-effective repairs and maintenance service that responds to the needs of, and offers choices to, tenants. They must meet all applicable statutory requirements that provide for the health and safety of tenants in their homes.

Specific requirements

1. Quality of accommodation

1.1 Registered providers must ensure tenants' homes either:

- meet the Decent Homes Standard set out in Section 5 of the Government's Decent Homes guidance*, or
- meet the standards of design and quality that applied when the home was first built, and were required as a condition of publicly funded financial assistance**, if these standards are higher than the Decent Homes Standard

1.2 Registered providers must meet the standard in 1.1 by 31 December 2010. They must continue to maintain their homes to this standard. The TSA may agree an extension to this date with the registered provider where it is reasonable.

1.3 Registered providers must ensure their tenants have the opportunity to agree a local standard, as set out in 2.4 of the Tenant Involvement and Empowerment standard. The local standard should be higher than the standard set out in 1.1. In developing local standards, registered providers must:

- have regard to Section 6 of the Government's Decent Homes guidance
- demonstrate how they have ensured that tenants' views have been taken into account

* 'Decent Homes guidance' means A Decent Home: Definition and Guidance for Implementation, published by the Department for Communities and Local Government in June 2006, and any guidance issued by the Department or its successors, in relation to that document¹⁴.

** 'Financial assistance' is defined in Section 19 (3) of the Housing and Regeneration Act, 2008. For the purpose of this standard it includes financial assistance provided by the Homes and Communities Agency's predecessor bodies.

¹⁴ Available at: www.communities.gov.uk/publications/housing/decenthome

2 Repairs and maintenance

2.1 Registered providers must have a repairs and maintenance service that:

- is cost effective
- has the objective of completing repairs and improvements 'right first time'
- has published standards that have been agreed with tenants for completing repairs and improvements
- offers tenants choice (for example about appointment times for carrying out repairs)

2.2 Registered providers must ensure a prudent, planned approach to repairs and maintenance. It should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include:

- responsive repairs
- planned and capital work
- work to empty properties
- adaptations
- cyclical works
- communal areas as well as individual homes

2.3 Registered providers must comply with all applicable legislation and regulation that provide for the health and safety of the occupants of their homes.

2.4 Registered providers must ensure their tenants have the opportunity to agree a local standard, as set out in 2.4 of the Tenant Involvement and Empowerment standard.

2.5 Registered providers must provide tenants with clear information about:

- each other's responsibilities
- the progress of works

2.6 Registered providers must co-operate with relevant organisations to provide an adaptations service that meets tenants' needs.

Consultation question

5B Does the proposed text for the Home standard:

- address priorities for tenants whilst taking into account our duty to have regard to the desirability of registered providers being free to choose how to provide services and conduct their business?
- express requirements of providers in a way that is clear, succinct and as outcome focused as possible?

8 Proposals for a Tenancy standard

The scope of the proposed standard

8.1 This standard covers a number of areas proposed in the June discussion document. These include allocations, rents and tenure.

8.2 This standard will apply to all registered providers from 1 April 2010 with the exception of the requirements on rent which will not apply to local authorities.

8.3 The standards will not apply to LCHO except the specific requirement in 1.8 of the Allocations standard will apply to recording of sales activity.

8.4 We do not currently propose that this standard will apply to low-cost rented accommodation that is not subject to rent restructuring.

8.5 We are not proposing any Codes of Practice to amplify this standard.

Rationale for the standard

8.6 The TSA has been directed by Government to set a standard in relation to rents for all registered providers **except** for local authorities.

8.7 Government has indicated that it intends to direct TSA in relation to a rent standard that applies to local authority providers at a later time.

8.8 Standards on tenure and allocations are included in relation to one of the TSA's fundamental objectives which is to ensure that actual and potential tenants have an appropriate degree of choice and protection. The intention of the standard in relation to security of tenure is to maintain the current requirements for housing associations (and recognise that local authorities are subject to different legislation on security of tenure). Security of tenure is a matter for Government policy and the TSA's intention is not to introduce any change in setting our new standards.

8.9 The Homes and Communities Agency (HCA) is undertaking a review of the homes that it funds other than social rented homes (referred to as 'intermediate products') – this includes LCHO and intermediate rent. Each of these types is potentially subject to the matters covered by this standard.

However, we will assess with the HCA and the Communities and Local Government department whether the outcome of that review indicates that these types of accommodation should be subject to TSA standards in this area, tailored to the specific purposes of intermediate products and the needs of the groups at which they are targeted.

Proposed text for the standard

8.10 The text of the standard comprises the required outcomes and specific requirements in the box below.

The Tenancy standard

The required outcomes

1 Allocations

Registered providers must let their homes in a fair, transparent and efficient way. They must take into account the housing needs and aspirations of tenants and potential tenants. They should demonstrate how their allocations processes:

- make the best use of available housing
- contribute to local authorities' strategic housing function and sustainable communities

There should be clear decision making and appeals processes.

2 Rents

Registered providers will charge rents in accordance with the objectives and framework set out in the Government's direction to the TSA of November 2009.

3 Tenure

Registered providers must offer and issue the most secure form of tenure compatible with:

- the purpose of the housing
- the sustainability of the community

They must meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements.

Specific requirements

1 Allocations

1.1 Registered providers will co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements. Where in exceptional circumstances registered providers choose not to participate in choice-based lettings schemes in areas where they own homes, they justify their reasons for doing so publicly.

1.2 Registered providers will develop and deliver services to address under occupation and overcrowding in their homes, within the resources available to them. These services will meet the needs of their tenants, and will offer choices to them.

1.3 Registered providers will provide tenants wishing to move with access to clear and relevant advice about their housing options. They will participate in mobility schemes and mutual exchange schemes where these are available.

1.4 Registered providers will publish their allocations policies and outcomes, how this has made best use of available housing and contributed to sustainable communities. The published policies should include (where it applies) their participation in:

- common housing registers
- common allocations policies
- local lettings policies

Registered providers will clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.

1.5 Registered providers will develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English.

1.6 Registered providers will work to make sure that the specific needs and aspirations of tenants and potential tenants with diverse needs are reflected in the choices available to them. This applies particularly to the development of local lettings policies.

1.7 Registered providers must minimise the time that properties are empty between each letting. When doing this, they must take into account the circumstances of the tenants who have been offered the properties.

1.8 Registered providers must record all lettings and sales in the Continuous Recording of Lettings system.

2 Rents

2.1 Registered providers will ensure they meet the following requirements which derive from the Government's direction to the TSA of November 2009 and published within Directions to the Tenant Services Authority – summary of responses and Government response, November 2009, CLG

2.2 Subject to paragraph 2.3, registered providers will set rents with a view to achieving the following as far as possible:

2.2.1 Rents conform with the pattern produced by the rent formula set out in Rent Influencing Regime guidance* ('target rents') with a five per cent tolerance in individual rents (ten per cent for supported and sheltered housing) ('rent flexibility level') but subject to the maximum rent levels specified in that guidance ('rent caps').

2.2.2 Weekly rent for accommodation increases each year by an amount which is no more than $RPI^{**} + 0.5\% + £2$ until it reaches the upper limit of the rent flexibility level or the rent cap, whichever is lower.

2.2.3 Weekly rent for accommodation which has reached or is above the upper limit of the rent flexibility increases each year by an amount which is no more than the increase to the target rents.

2.2.4 Rent caps increase annually by $RPI + one\ per\ cent$.

2.2.5 Target rents increase annually by $RPI + 0.5\%$.

2.3 Where the application of the rents standard would cause registered providers to be unable to meet other standards, particularly in respect of financial viability including the risk that a reduction in overall rental income causes them to risk failing to meet existing commitments such as banking or other lending covenants, then the TSA may allow extensions to the period over which the requirements of the rent standard are met.

2.4 Registered providers must provide clear information to tenants that explains how their rent and any service charge is set, and how it is changed, including reference to the RPI benchmark to which annual changes to rents should be linked (except where rents are controlled under different legislation).

* 'Rent Influencing Regime guidance' means the Rent Influencing Regime Guidance published by the Housing Corporation¹⁵ in October 2001, and any guidance issued by the Housing Corporation or TSA, or its successors, in relation to that document.

** 'RPI' means the general index of retail prices (for all items) published by the Office of National Statistics or, if that index is not published for any month, any substituted index or index figures published by that Office.

3 Tenure

3.1 Registered providers must publish clear and accessible policies which outline their approach to tenancy management. They must develop and provide services that will support tenants to maintain their tenancy and prevent unnecessary evictions. The approach must set out how registered providers will make sure that the home continues to be occupied by the tenant they let the home to.

3.2 Registered providers must provide tenants with accessible, comprehensive and timely information about their responsibilities and tenants' responsibilities.

¹⁵ Available at: <http://www.housingcorp.gov.uk/upload/pdf/rentir.pdf>

Consultation question

5C Does the proposed text for the Tenancy standard:

- address priorities for tenants whilst taking into account our duty to have regard to the desirability of registered providers being free to choose how to provide services and conduct their business?

- express requirements of providers in a way that is clear, succinct and as outcome focused as possible?

9 Proposals for Neighbourhood and Community standard

The scope of the proposed standard

9.1 This standard covers a number of areas proposed in the June discussion document. These include standards related to neighbourhood management, local area co-operation and anti-social behaviour.

9.2 This standard will apply to all registered providers' social housing from 1 April 2010.

9.3 We are not proposing any Codes of Practice to amplify this standard.

Rationale for the standard

9.4 Our fundamental objectives require us to ensure that actual and potential tenants have an adequate degree of choice and protection, and to encourage registered providers to contribute to the environmental, social and economic well being of the areas in which their housing is situated. This recognises the importance of 'place' and community cohesion.

9.5 The feedback from tenants through the National Conversation is that the matters covered by this standard are a high priority for them. They are grouped into a Neighbourhood and Community standard because the outcomes for these standards are dependent for their delivery on the operation of collaborative partnership approaches with tenants and other agencies. The outcomes are worded to reflect this.

9.6 The standard in relation to anti-social behaviour recognises that providers will need to work in partnership with others in order to identify and tackle any problems. It sets an overarching framework that requires providers to work proactively with others to ensure their tenants live in safe neighbourhoods. Consistent with our approach to co-regulation, it does not specify particular policies given that the effectiveness of various measures will be different depending on the nature of the area and community. Nevertheless there is an expectation that providers will consider the full range of measures including, following our recent announcement, accessing funding for Family Intervention Projects¹⁶.

¹⁶ On 30 September 2009, we announced that we would help Government set up a voluntary match challenge fund to support the increased participation in FIPs.

9.7 This standard will apply to registered providers' low-cost home ownership and to intermediate rent housing. The occupants of this type of housing have the same interests as other types of tenant in the safety and security of their neighbourhoods.

Proposed text for the standard

9.8 The text of the standard comprises the required outcomes and specific requirements in the box below.

Neighbourhood and Community standard

The required outcomes

1 Neighbourhood management

Registered providers will keep the common areas associated with the homes that they own clean and safe. To achieve this, they will work in partnership with:

- their tenants
- other providers and public bodies, where this is the most effective way of achieving this standard

2 Local area co-operation

Registered providers will co-operate with relevant partners to help promote social, environmental and economic well being in the areas where their properties are.

3 Anti-social behaviour

Registered providers must work in partnership with other public agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

Specific requirements

1 Neighbourhood management

1.1 Registered providers will consult with tenants in developing their policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility for the condition of that neighbourhood. The policy must include any communal areas associated with the registered provider's homes. The registered provider must publish this policy.

1.2 Registered providers must ensure their tenants have the opportunity to agree a local standard, as set out in 2.4 of the Tenant Involvement and Empowerment standard.

2 Local area co-operation

2.1 Registered providers, having taken account of their presence and impact within the areas where they have properties, will:

- identify and publish the roles they are able to play within the areas where they have properties
- co-operate with local strategic partnerships and local strategic housing authorities where they are able to assist them in achieving their objectives

3 Anti-social behaviour

3.1 Registered providers will develop and deliver services which are effective in achieving the core commitments of the Respect Standard for Housing Management¹⁷

3.2 Registered providers will publish a policy on how they work with relevant partners to tackle anti-social behaviour in areas where they own properties

3.3 Registered providers must ensure their tenants have the opportunity to agree a local standard, as set out in 2.4 of the Tenant Involvement and Empowerment standard.

Consultation question

5D Does the proposed text for the Neighbourhood and Community standard:

- address priorities for tenants whilst taking into account our duty to have regard to the desirability of registered providers being free to choose how to provide services and conduct their business?
- express requirements of providers in a way that is clear, succinct and as outcome focused as possible?

¹⁷ Available from: www.communities.gov.uk/publications/housing/landlordtoolkit

10 Proposals for a Value for Money standard

The scope of the proposed standard

10.1 This standard covers the standard relating to value for money proposed in the June discussion document.

10.2 This standard will apply to all registered providers from 1 April 2010.

10.3 We do not propose a Code of Practice to amplify this standard.

Rationale for the standard

10.4 The Housing and Regeneration Act requires the TSA to "ensure that registered providers of social housing perform their functions efficiently, effectively and economically". We believe that it is important that the TSA sets out its expectations on providers in this area in the form of a standard to ensure that providers take an active approach to delivering the best possible value for the communities they serve. We are therefore setting a standard on value for money under section 193 of the 2008 Act.

10.5 We do not consider that value for money can be considered in isolation. We expect providers to adopt the principles of value for money set out in this standard across the full range of their activities.

Proposed text for the standard

10.6 The text of the standard comprises the required outcomes and specific requirements in the box below.

Value for Money standard

The required outcomes

1 Value for money

In meeting all national standards and their local standards, registered providers have a comprehensive approach to managing their resources to provide cost-effective, efficient, quality services and homes to meet tenants' and potential tenants' needs.

Specific requirements

1 Value for money

1.1 Registered providers, publish as part of their communications with their tenants, information on at least an annual basis that demonstrates:

- how they have allocated and prioritised expenditure on different areas of housing services covered by the national standards and their local standards and other priorities such as investment in the supply of new social housing
- how they have ensured that it has secured value for money in that expenditure, how they have tested this, and the benefits that tenants can expect

- their expectations for future value for money improvements and how they have taken into account in these expectations improvements arising from asset management, income management, and procurement policies

1.2 Registered providers have arrangements for tenants to influence the services delivered and the cost of those services that result in service charges to tenants. Registered providers must ensure their tenants have the opportunity to agree a local standard (in line with the requirements of 2.4 of the Tenant Involvement and Empowerment standard).

1.3 Registered providers' governing bodies scrutinise the performance of the registered provider at least annually against this standard.

Consultation question

5E Does the proposed text for the Value for Money standard:

- address priorities for tenants whilst taking into account our duty to have regard to the desirability of registered providers being free to choose how to provide services and conduct their business?
- express requirements of providers in a way that is clear, succinct and as outcome focused as possible?

11 Proposals for a Governance and Financial Viability standard

The scope of the proposed standard

11.1 This standard covers the standards relating to governance and financial viability proposed in the June discussion document.

11.2 For the not-for-profit and profit-making sectors, we will continue to have a strong focus on governance and financial viability. Although we do not have specific powers to set standards for governance and financial viability for local authority providers and ALMOs, in our work on service delivery regulation, should any issues arise related to these areas, we will work closely with the Audit Commission.

11.3 In assessing compliance for membership run registered providers such as co-operatives, we shall have regard to their particular circumstances.

11.4 We do not propose a TSA Code of Practice to amplify this standard, but note we are as part of the governance standard requiring providers to adopt an appropriate code of governance.

Rationale for the standard

11.5 Effective arrangements for governance and financial viability of non-profit and profit-making registered providers are essential to underpin their ability to operate as organisations delivering good quality services on a sustainable and well-organised basis.

11.6 A number of our fundamental objectives are therefore reliant on these arrangements. However our fundamental objectives to ensure that registered providers of social housing are financially viable and properly managed and to avoid the imposition of an unreasonable burden on public funds in particular require the establishment of a standard for governance and viability.

Proposed text for the standard

11.7 The text of the standard comprises the required outcomes and specific requirements in the box below.

Governance and Financial Viability standard

The required outcomes

1 Governance

Registered providers have effective governance arrangements that ensure that they have structures, systems and processes to deliver their aims, objectives and intended outcomes for tenants and potential tenants in an effective, transparent and accountable manner. Governance arrangements ensure they:

- adhere to all relevant legislation
- comply with their governing documents and all regulatory requirements
- are accountable to tenants, the TSA and relevant stakeholders
- safeguard tax payers' interests and the reputation of the sector.

2 Financial viability

Registered providers must manage their resources effectively to ensure their viability is maintained.

Specific requirements

1 Governance

1.1 Registered providers adopt and comply with an appropriate code of governance. They will give the reasons for their choice and explain areas of non-compliance with their chosen code.

1.2 Registered providers must establish and maintain clear roles, responsibilities and accountabilities for their board, chair and chief executive. At least once a year, they must assess how effective these arrangements are in meeting the required outcomes above.

1.3 Registered providers submit an annual return, on an accurate and timely basis in a form determined by the TSA. This is currently the Regulatory and Statistical Return (and its successor the National Register of Social Housing).

1.4 Where a registered provider is within a wider group structure that is not regulated by the TSA, it will ensure with its parent that nothing in their relationship shall hinder the subsidiary's ability to meet all the national standards, and the TSA's effective regulation of performance against these standards.

2 Financial viability

2.1 Registered providers ensure that:

- effective controls and procedures are in place to ensure security of assets and the proper use of public funds
- effective systems are in place to monitor and accurately report delivery of their plans
- the risks to delivery of financial plans are identified and effectively managed

2.2 Registered providers will ensure that they have a robust and prudent business planning and control framework. Through this framework they will ensure:

- there is access to sufficient liquidity at all times
- financial forecasts are based on appropriate and reasonable assumptions
- planning sufficiently considers the financial implications of risks to the delivery of plans
- they monitor, report on and comply with their funders' financial covenants

23 Registered providers will provide to the TSA:

- accurate and timely statutory and regulatory financial returns
- an annual report on any losses from fraudulent activity

Consultation question

5F. Does the proposed text for the
Governance and Financial Viability
standard:

- allow registered providers to choose how to conduct their business whilst ensuring the security of social housing assets for current and future tenants?
- express requirements of providers in a way that is clear, succinct and as outcome focused as possible?

Table 2: Summary of attributes for all proposed standards

Standard	Does the standard have cross-cutting elements across all standards?	Does the standard have a requirement in relation to equality and diversity?	Apply to local authorities?	Apply to not-for-profit registered providers (RPs)?
Tenant Involvement and Empowerment	Yes	Yes	Yes	Yes
Home	No	Yes	Yes	Yes
Tenancy – allocations	No	Yes	Yes	Yes
Tenancy – rents	No	Yes	No	Yes
Tenancy – tenure	No	Yes	Yes	Yes
Neighbourhood and Community	No	Yes	Yes	Yes
Value for Money	Yes	Yes	Yes	Yes
Governance and Financial Viability	Yes	Yes	No	Yes

Agenda Item No 13

Resources Board

2 February 2010

Report of the Assistant Director (Housing)

Private Sector Decent Homes Work

1 Summary

- 1.1 This report updates Members on work to bring homes in the private sector up to a decent homes standard and recommends that the Council engages with an initiative which provides financial assistance for homeowners called Kick Start.

Recommendation to the Board

- a That the work to support the owners in the private sector to bring homes up to the decent homes standard be noted; and
- b That the steps towards joining the Kick Start scheme be supported.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Work to assist private householders has been considered by the Housing Portfolio Holder Group. The Kick Start initiative in particular has been discussed and is supported by the Group subject to the safeguard that the information providers for owners interested in the scheme is clear that the decision to take up the option of equity release is their choice and the Council is not in the position of recommending any particular option to them.

3 Background

- 3.1 The Council's last private sector stock condition survey (2005/6) suggested that North Warwickshire has a significant number of properties which fail the decent homes standard and that the incidence of vulnerable households living in those properties remains high. However the report noted that the overall energy efficiency of the stock in the Borough is slightly better than the national average.
- 3.2 Although the overall unfitness rate in the borough (2.33%) is slightly lower than the national average resources required to remedy unfitness were estimated to be £2.51 million.
- 3.3 The historic fitness standard was replaced early in 2006 by the Housing Health and Safety Rating System. The rate of Category 1 hazards identified was about four times that of the unfitness rate (9.38%). It was calculated that 51.43% of vulnerable households live in dwellings that fail the Decent Homes standard.

- 3.4 The Public Service Agreement target (PSA7) for Decent Homes required local authorities to aim to ensure that no more than 35% of vulnerable households in the private sector live in non decent homes by 2020. Resources required to remedy non decency where the occupant is classed as vulnerable were estimated to be £3.11 million. Poor housing is generally occupied by households who are vulnerable or in some other way at risk (for example, due to old age).
- 3.5 It was resolved to concentrate resources and action in this area given the key role of poor thermal efficiency in non decency and Category 1 hazards.

4 Action Taken to Improve Private Sector Stock

- 4.1 Since 2005 the Council has helped hundreds of households and improved many non decent dwellings both directly through financial and technical aid. Where appropriate enforcement action has also been taken. Indirectly private occupiers have also been helped through advice, leverage of other funds and by the Council acting as a referral agent. For example, the last two years have seen well in excess of £600,000 spent on heating and insulation works for vulnerable households each year in North Warwickshire using the Warm Front scheme, with many properties also converted to more affordable gas heating from solid fuel.
- 4.2 The Council's annual budget for this work has routinely been oversubscribed with waiting lists developing towards the end of each financial year. Our website content describes the scope of our role and includes reference to the work of the Home Improvement Agency and Home Safety Check Schemes.
- 4.3 The Regulatory Reform Order 2002 allowed the Council to introduce loans in addition to the traditional grants, and many properties have been improved with a mixture (generally 50/50) of loan and grant finance, some of these loans being eventually repayable and recycled back into Council funds for further use. We have also assisted landlords bringing empty homes back into use for vulnerable households.
- 4.4 Our criteria for assistance, based on PSA7, are that a property must be non decent to start with (and made decent as a result), and that the occupying household meets the government definition of vulnerable, effectively qualifying by virtue of a recognised means tested benefit.
- 4.5 Our ability to assist is generally limited by a combination of available capital funds, by the staffing resource to deliver projects, and sometimes by difficulties in finding and engaging with target households. We have made our capital funding go further by levering in external finance and by using the loan/grant mechanism, in addition to choosing schemes based on value for money and effectiveness.
- 4.6 Nonetheless it should be noted that nationally funding remains an issue. The Private Sector Housing grant to local authorities to address the decent homes issue in the private sector has been reduced to supplement the local authority new build initiative. The Warm Front scheme, which has delivered huge local benefits of circa £600,000 per annum for improved heating and insulation is due for a funding reduction in 2010/11. This will place further pressures on the Council to step in, especially where fuel poverty is indicated. In addition the current economic climate means that vulnerable householders will find it even more difficult to source funds for critical home improvements.

4.7 Nonetheless it should be noted that failure in the private rented sector is still an issue which can still be dealt with by enforcement (when the tenant complains), and/or by financial assistance if allowed within the policy.

4.8 In face of a difficult funding climate it is essential that owners of homes which are in poor condition are given every option available to access funds to assist them.

5 **Kick Start Programme**

5.1 The Kick Start Partnership began as a pilot in 2004. It created a partnership between local authorities and Communities and Local Government around using the Regional Housing Pot funds for loan based housing assistance. The initiative brings together local authorities and delivery agents to assist home owners to access funds to improve their homes. The lead partners are Birmingham City Council and Sandwell Council. In order to fund the pilots funding was top sliced from the decent homes grants available to all Councils and put in a special fund for this particular purpose.

5.2 Members (Portfolio Group) received a report early in 2008 about the opportunity to join the West Midlands Kick Start partnership, as a means of accessing additional funds for private sector housing renewal. At the time, it was considered premature in the context of difficulties other partners had faced with delivery of the Kick Start offer and the regional partnership had a schedule for bringing partners into the scheme which did not include North Warwickshire until 2010/2011.

5.3 The partnership has since matured and is making great efforts to simplify and accelerate the processes by which private householders are considered for equity release type finance products. Details of the partnership are available on the internet via - <http://www.wmkickstart.co.uk/index.htm>

6 **North Warwickshire Proposal**

6.1 Joining the Kick Start Partnership would enable North Warwickshire residents to have another option available to them if their home is in a poor condition. To join the partnership would require the development of a delivery plan which is a significant piece of work. However the task would be made easier by working in partnership with Nuneaton and Bedworth Borough Council.

6.2 North Warwickshire and Nuneaton and Bedworth Borough Council already work very closely to deliver Home Improvement Agency services in the private sector. Nuneaton has now joined Kick Start and is now processing enquiries from its waiting list into claims for assistance. This is in the context of transition from a *grants-to-loans* culture in the sector.

6.3 The opportunity exists to apply to join the partnership by attachment to the Nuneaton and Bedworth Borough Council Home Improvement Agency by way of a supplement to their 'local delivery plan'. There are synergies and economies of scale in such an arrangement, in addition to reduction of project risk by joining with an existing deliverer. There are also potential advantages by access to delivery funding to contribute towards the staff costs of the additional service. In the meantime information on the scheme would be provided by current private sector staff. If a customer was interested in the scheme a referral would be made to Kick Start staff who would contact the customer and deal with them directly. It is unlikely that North Warwickshire would be able to access funding until

2011/2012 however if the scheme is a success delivery costs are quoted at a maximum of 20%, so (for example), if the service was able to arrange loans of £100,000 in a year, up to £20,000 of delivery funding may be forthcoming.

6.4 One of the principal roles of the project officer would be to integrate the operations of this Council's activity, systems and policy with those of Nuneaton and the HIA as part of their broader work area. The more successful that integration, the sooner loans can be accessed and the value of those loans translated into a delivery funding bid. The role of the project officer in respect of Kick Start will include;

- Research on target audience and housing conditions,
- Marketing to stimulate demand
- Agreement of systems with HIA
- Development of the FLARE computer database
- Technical visits to clients homes
- Completing and assisting with forms etc. and associated administration
- Agreeing and preparing specifications, getting quotations and management of works including payments
- Performance management and reporting
- Scheme development and systems improvement

6.5 The actual loan process is largely conducted by (existing) staff of the Home Improvement Agency and of Art Homes, an Independent Financial Advisor (IFA) and the Home Improvement Trust. Added to this is the work of a valuer and legal personnel. A considerable effort is being made to reduce the number of different contacts with the client to reduce the risk of confusion and associated visit and contact costs, and to avoid a high client drop-out rate.

6.6 Also, the Council cannot advise clients to select a particular financial product but can only assist with the process and seek to clarify the clients questions. Art Homes financial staff would initially screen and assess information from and about the client and refer appropriate cases to the Independent Financial Advisor, except in cases where the client has access to savings, charity or family funds or has sufficient income over expenditure to access a commercial personal loan. The Independent Financial Advisor will further clarify details and use a financial market comparison tool to generate loan options, and will then signpost clients to the Home Improvement Trust (depending on age, equity and loan amount required) or back to Art Homes for various equity release options as a last resort.

6.7 The role of North Warwickshire staff would be to carry out the work that they do now which is to arrange or conduct the technical property inspection and generate the schedule, provisional costs and builders quotes, and then to manage delivery of works after finance is secured. The role of the HIA is to support and assist the client with the process and paperwork.

6.8 Initial informal discussions have been held between Officers of the two Councils. Nuneaton and Bedworth Borough Council are interested in the proposal and have no objections to further detailed exploration of opportunities if the Resources Board supports the initiative.

6.9 In order to be considered for membership, Members are asked to endorse a letter of intent to be considered by the Partnership as a formal indication of interest.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 For a 3-year period from 2008/09 to 2010/11, the Council has approved a budget of over £630k to support private sector housing work on the back of a 3-year annual £120,000 grant being provided through the Regional Housing Programme. However, we have been informed that the 2010/11 grant will be reduced to £114,000 due to a shift towards transferring monies to fund local authority new build schemes. From 2011/12, it is not expected that any other funding will be available and as such, it is expected that the Council will reduce its annual budget to around £65,000 to assist private sector housing.

7.1.2 The Kick Start scheme would offer owner occupiers another source of funding rather than waiting for grant or loans from the Council. Funds available to provide for the equity release scheme are held by the Kick Start partnership and do not impinge on the Council's capital budgets.

7.2 Human Resources Implications

7.2.1 The Private Sector Housing team's ability to engage in this scheme will depend on the appointment of a new Project Officer. The recruitment process is already underway to replace the previous post holder.

7.3 Risk Management Implications

7.3.1 In taking the new initiative forward the main risk would be the capacity of the Private Sector team to do the work required to introduce it in North Warwickshire and to work proactively with customers to promote the scheme. Once the scheme is implemented Home Improvement Agency and Kick Start staff would work closely with customers to help them understand whether it is a scheme which could help them.

7.4 Environment and Sustainability Implications

7.4.1 The Kick Start scheme offers an opportunity for sustaining an alternative option for assisting residents in improving the conditions of their homes to ensure they are meeting decent homes standards. By improving houses in a poor condition this will contribute towards sustainable communities and will also contribute towards meeting environmental objectives.

The Contact Officer for this report is David Baxendale (719322).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 14

Resources Board

2 February 2010

**Report of the
Director of Resources**

**Treasury Management Strategy
Statement, Minimum Revenue
Provision Policy Statement and
Annual Investment Strategy for
2010/11**

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2010/11.

Recommendation to the Board

That the Strategies and Policy Statement be accepted.

2 Introduction and Background

- 2.1 In the light of the Icelandic situation in 2008, CIPFA has amended the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and the template for the revised Treasury Policy Statement. As the Code has been revised, there is a separate report on this agenda, where the Council is asked to adopt the revised Code and the revised Treasury Management Policy Statement.
- 2.2 The revised Code has emphasised a number of key areas including the following:-
- a) All Councils must formally adopt the revised Code and four clauses.
 - b) The strategy report will affirm that the effective management and control of risk are prime objectives of the Council's treasury management activities.
 - c) The Council's appetite for risk must be clearly identified within the strategy report and will affirm that priority is given to security of capital and liquidity when investing funds and explain how that will be carried out. Responsibility for risk management and control lies within the organisation and cannot be delegated to any outside organisation.

- d) Credit ratings should only be used as a starting point when considering risk. Use should also be made of market data and information, the quality financial press, information on government support for banks and the credit ratings of that government support.
- e) Councils need a sound diversification policy with high credit quality counterparties and should consider setting country, sector and group limits.
- f) Borrowing in advance of need is only to be permissible when there is a clear business case for doing so and only for the current capital programme or to finance future debt maturities.
- g) The main annual treasury management reports MUST be approved by Full Council.
- h) There needs to be, at a minimum, a mid year review of treasury management strategy and performance. This is intended to highlight any areas of concern that have arisen since the original strategy was approved.
- i) Each Council must delegate the role of scrutiny of treasury management strategy and policies to a specific named body.
- j) Treasury management performance and policy setting should be subjected to prior scrutiny.
- k) Members should be provided with access to relevant training.
- l) Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.
- m) Responsibility for these activities must be clearly defined within the organisation.
- n) Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the Council (this will form part of the updated Treasury Management Practices).

2.3 This strategy statement has been prepared in accordance with the revised Code. Accordingly, the Council's Treasury Management Strategy will be approved annually by the Resources Board and Council and update reports will be brought to Resources in each cycle of meetings. In addition there will be monitoring reports and regular review by members in both executive and scrutiny functions. The aim of these reporting arrangements is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

2.4 This Council will adopt the following reporting arrangements in accordance with the requirements of the revised Code: -

Area of Responsibility	Council/ Committee/ Officer	Frequency
Treasury Management Policy Statement (revised)	Full Council	Initial adoption in 2010
Treasury Management Strategy / Annual Investment Strategy / MRP policy	Full Council	Annually before the start of the year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – mid year report	Full Council	Mid year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – updates or revisions at other times	Full Council	As needed
Annual Treasury Outturn Report	Full Council	Annually by 30 September after the end of the year
Treasury Management Monitoring Reports	Resources Board	Each cycle
Treasury Management Practices	Review by Internal Audit	Annually
Scrutiny of Treasury Management Strategy	Scrutiny Board	Annually before the start of the year
Scrutiny of Treasury Management Performance	Scrutiny Board	Annually by 30 September after the end of the year

3 Revised CIPFA Prudential Code

3.1 CIPFA has also issued a revised Prudential Code which primarily covers borrowing and the Prudential Indicators. Three of these indicators have now been moved from being Prudential Indicators to being Treasury Indicators: -

- authorised limit for external debt
- operational boundary for external debt
- actual external debt.

However, all indicators are to be presented together as one suite to Executive Board, as part of budget setting. In addition, where there is a significant difference between the net and the gross borrowing position, the risks and benefits associated with this strategy should be clearly stated in the annual strategy.

4 Revised Investment Guidance

- 4.1 It should also be noted that the Department of Communities and Local Government is currently undertaking a consultation exercise on draft revised investment guidance which will result in the issue of amended investment guidance for English local authorities to come into effect from 1 April 2010. A separate report will be made to members to inform them when this guidance has been finalised. It is not currently expected that there will be any major changes required over and above the changes already required by the revised Code. Members will be aware that the Council implemented a revised strategy in September 2009 following the draft guidance

5 Treasury Management Strategy for 2010/11

- 5.1 The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 5.2 The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 5.3 The suggested strategy for 2010/11 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, Sector Treasury Services.
- 5.4 The strategy covers:
- treasury limits in force which will limit the treasury risk and activities of the Council
 - Prudential and Treasury Indicators
 - 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: -

1. Increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
2. 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 2010/11 to 2012/13**

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”. In England and Wales the Authorised Limit represents the legislative limit specified in the Act. 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’. 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. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years, details of the Authorised Limit can be found in Appendix A of this report.

...

8 Current Portfolio Position

8.1 The Council's treasury portfolio position at 31/12/20090 comprised:

	Principal £m	Average Rate %
Fixed rate funding	0	0
Short term funding	2	0.30
Total Investments	6.86	2.67
Net Investments	4.86	

9 Treasury Indicators for 2010/11 – 2012/13

9.1 Treasury Indicators as set out in Appendix A to this report are relevant for the purposes of setting an integrated treasury management strategy.

9.2 The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This original 2001 Code was adopted on 4 February 2002 by the full Council and the revised Code is shown elsewhere on this agenda for adoption.

10 Prospects for Interest Rates

10.1 The Council has appointed Sector Treasury Services as treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. The following tables give the Sector central view drawn from a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates.

Bank Rate forecast at 31 March	%
2010	0.5
2011	1.5
2012	3.5
2013	4.5

10.2 There is risk that interest rates could be lower than these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

11 **Borrowing rates**

11.1 The Sector forecast for the PWLB new borrowing rate is as follows: -

	Mar 2010	June 2010	Sep 2010	Dec 2010	March 2011	March 2012	March 2013
Bank Rate	0.5%	0.5%	0.75%	1.00%	1.5%	3.5%	4.5%
5 yr PWLB rate	3.05%	3.20%	3.30%	3.40%	3.60%	4.60%	4.85%
10 yr PWLB rate	4.00%	4.05%	4.15%	4.30%	4.45%	5.00%	5.15%
25yr PWLB rate	4.55%	4.65%	4.70%	4.80%	4.90%	5.20%	5.35%
50yr PWLB rate	4.6%	4.70%	4.75%	4.90%	5.00%	5.30%	5.45%

11.2 The Council has a borrowing or Capital Financing Requirement of £6.17 million. However, 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 £10.3 million at the beginning of the year.

- The next financial year is expected to be one of historically low Bank Rate. This gives an opportunity to review our strategy of temporarily financing the capital programme by internal balances. Against this background, caution will be adopted with the 2011/12 treasury operations. The Director of Resources will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

12 **Policy on borrowing in advance of need**

12.1 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

12.2 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.

13 **Investment Policy**

The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") issued in March 2004, any revisions to that guidance, the Audit Commission's report on Icelandic investments and the 2009 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.

13.1 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.

13.2 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.

... 13.3 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.

14 **Creditworthiness Policy**

14.1 This Council uses the creditworthiness service provided by Sector Treasury Services. This service has been progressively enhanced over the last year 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 spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

14.2 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. Details are shown below.

Group Limit – Up to 30% of total investments		
Other Limits- Up to 50% of total investments may be invested for a period < 1 year		
Up to 100% of total investments may be made in UK institutions		
Up to 50% of total investments may be made in non UK institutions		
Up to 100% of total investments may be invested for a period up to 1 year		
Up to 20% of the investment portfolio in any one country outside the UK		
Individual Limits	Amount or % of total investments held	Rating
>1 Year	£2 million	Supranational banks AAA AAA Money Market Funds
>1 Year	£2 million	AAA F1+
> 1 Year	£1 million	AA- F1+
< 1 Year	£2 million	AAA F1+
< 1 Year	£2 million	AA+ F1
< 1 Year	£2 million	AA F1+
<1 Year	£2 million	AA- F1+
< 6 Months	£1 million	A+ F1+
< 3 Months	£750,000	A F1

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through the use of the Sector creditworthiness service.

15 Country limits

15.1 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.

...

15.2 Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

- *if it were felt that there was a significant risk of a sharp FALL in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*

- *if it were felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.*

16 **Interest Rate Outlook**

- 16.1 Bank rate has been unchanged at 0.5% since March 2009. Bank Rate is forecast to commence rising in quarter 3 of 2010 and then to rise steadily from thereon. The Council will avoid locking into longer term deals while investment rates are at historically low levels unless exceptionally attractive rates are available which make longer term deals worthwhile.

17 **Policy on the use of Treasury Management Consultants**

- 17.1 The Council uses Sector Treasury Services as its external advisers. The Council recognises that responsibility for treasury management decisions remains with the organisation and that it will make decisions after taking into account advice or information given. 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.

18 **Minimum Revenue Provision**

- ... 18.1 The Council's Minimum Revenue Provision Policy Statement for 2010/11 is shown at Appendix D.

19 **Report Implications**

19.1 **Finance and Value for Money Implications**

- 19.1.1 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 by 30 September each year, as well as the other reporting arrangements shown in this report.

19.2 **Environment and Sustainability Implications**

- 19.2.1 By having appropriate financial controls through the Treasury Management Strategy, Minimum Revenue Provision policy Statement and Investment Strategy, this contributes towards the sustainable provision of services.

19.3 Risk Management Implications

19.3.1 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.

The Contact Officer for this report is Jackie Marshall (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

Appendix A

Treasury Indicator	2010/11	2011/12	2012/13
	£000	£000	£000
Authorised Limit for external debt	23,085	23,547	24,018
Operational Boundary	11,673	11,921	12,173
Upper Limit for Fixed Interest Rate Exposure	9,600	9,600	9,600
Upper Limit for Variable Interest Rate Exposure	10,100	10,100	10,100
Upper Limit for total principal sums invested for over 364 days (per maturity date)	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 <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 Facility	Yes	N/A	In-house	364 days
Term Deposits- Local Authorities	Yes	N/A	In-house	364 days
Term Deposits- Banks and Building Societies	Yes	See Strategy	In-house	364 days
Banks nationalised by high credit rated countries (sovereign rating)	Yes	Sovereign rating	In-house	364 days
Government guarantee on ALL deposits by high credit rated countries (sovereign rating)	Yes	Sovereign rating	In-house	364 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.

LOCAL GOVERNMENT INVESTMENT (England)

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

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

UK Gilt Government	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>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</p>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
Bonds issued by a financial institution guaranteed by the UK Government	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>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>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>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>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
Sovereign Bonds (i.e. other than the UK Government)	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>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>		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>

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

Approved Countries for Investments
<p>AAA</p> <ul style="list-style-type: none">• Canada• Denmark• Finland• France• Germany• Luxembourg• Netherlands• Norway• Singapore• Spain• Sweden• Switzerland• U.K.• U.S.A.
<p>AA+</p> <ul style="list-style-type: none">• Australia• Belgium
<p>AA-</p> <ul style="list-style-type: none">• Italy• Qatar (AA- S& P rating)• Republic of Ireland *• Saudi Arabia
<p>Note: * No investments will be made to Irish banks whilst the Irish economy and banking sector remain under severe pressure</p>

APPENDIX D

Minimum Revenue Provision Policy Statement 2010/11 (England and Wales)

The Council implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09, and will assess their MRP for 2010/11 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.

The major proportion of the MRP for 2010/11 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with option 1 of the guidance. Certain expenditure reflected within the debt liability at 31st March 2010 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of the expenditure, using the annuity method. For example, capital expenditure on vehicle replacement will be related to the estimated life of those vehicles.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit 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.

Agenda Item No 15

Resources Board

2 February 2010

Report of the Director of Resources

Internal Audit – Performance for July to December 2009

1 Summary

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

2 Recommendation to the Board

That the report be noted.

3 Introduction

- 3.1 The 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 July to December 2009.

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 appendix shows that all key planned areas have been addressed within time. The 90% performance target was exceeded with 100% completion of planned audits. Appendix B provides definition for the levels of assurance applied.

- 4.2 Internal Audit can place a high level of assurance on the following final reviews.

Contracts	HR & Agency	Leisure Facilities
Dog & Pest Control	Corporate Plan	Comm Dev & safer Comms
Domestic Refuse	Fly Tipping	Env Hlth Enforcement
Ground Maintenance	Insurances	Policy Development
Contact Centre & OSS		

A medium level of assurance can be placed on the following review:
Licensing

- 4.3 The Internal Audit Section has undertaken some work recorded under contingency audits. These are reviews carried out either resulting from departmental requests, external audit suggestions or where Internal Audit have temporarily taken responsibility for service activity pending the securing of more permanent resource. This relates to counter fraud activity and monitoring of reporting information from the National Fraud Initiative.

5 Issues Arising

- 5.1 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.
- 5.2 In August an Audit Assistant (Job Share) relocated to another service and the post was frozen given the current efficiency savings programme. Additionally in early January 2010 a second Audit Assistant secured other employment. In effect this reduced the team size from 3.5 FTE's to 2 with a huge impact on the ability to address the annual audit plan as approved by Board for 2009-10.
- 5.3 The Councils external auditors require the internal team to review a number of key financial systems across the whole year to enable them to place reliance on the effectiveness and security of these activities. This prevents additional cost that may be incurred if the work has to be completed by them.
- 5.4 In order to make efficiency savings where possible, the workload for the final quarter of the year has been reviewed and reassessed by level of risk. Key financial reviews should be completed by the remaining team providing there are no unforeseen problems. However, there needs to be some level of resilience built in and to meet this it may be necessary to call on short term additional support from outside the Council using budget available from the salary saving of one Audit Assistant.
- 5.5 It has been decided that from the remaining areas of the plan, and in addition to the key financial reviews, work will be carried out on partnership working, official conduct and discretionary facilities grants. All other planned work will not be completed.

6 Future Plans

- 6.1 The changes outlined above have provided an opportunity to explore the various options for the continued provision of a successful internal audit service from 1 April 2010 addressing the changing needs for development, improvement and efficiencies.
- 6.2 Management will be looking into a possible restructuring of an internal team, buying in support from neighbours, securing supply from reputable firms or a mix of any of these. The needs of the Council for the future supply of the required internal audit function will be established for the next year and potentially two additional years to ensure that all key areas, those of high risk and those of local and national relevance have adequate resource to complete appropriate levels of review. This will safeguard the integrity and efficiency of Council systems and processes.

7 Report Implications

7.1 Risk Management Implications

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

7.2 Links to Council's Priorities

7.2.1 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 July to December 2009

Audit	Quarter Due	Status	Assurance Level *	Tot No. of Recs	High Priority	Medium Priority	Low Priority	H/M Recs not Agreed(see att)
Contracts	2	Final	High	2	1	1	0	0
HR and Agency etc	2	Final	High	5	2	3	0	0
Leisure Facilities	2	Final	High	1	0	1	0	0
Dog and Pest Control	2	Final	High	1	1	0	0	0
Corporate Plan	2	Final	High	0	0	0	0	0
Community Development & Safer Comms	2	Final	High	0	0	0	0	0
Domestic Refuse	3	Final	High	1	1	0	0	0
Environmental Health Enforcements	3	Final	High	1	1	0	0	0
Licensing	3	Draft	Medium	1	1	0	0	0
Fly Tipping	2	Final	High	0	0	0	0	0
Grounds Maintenance	3	Draft	High	2	0	1	1	0
Insurances	3	Draft	High	2	0	1	1	0
Policy Development	3	Final	High	0	0	0	0	0
Contact Centre and OSS	3	Draft	High	NA				

Reasons for not providing a high assurance level on final reports

The Licensing service at the time of audit was lacking in resilience, did not have appropriately documented procedures and working practices to support service continuity and was subjected to exceptional conditions surrounding staff absences and departures.

Progress Against Audit Plan

Audit	Status	Audit	Status
Performance Indicators & Management	Completed	Officers Car Lease	Completed
Officers Travel	Completed	Electoral Services	Completed
Corporate Priorities & Consultation	Completed	Street Cleaning	Completed
Drain Clearance	Completed	Insurances	Completed
Dog and Pest Control	Completed	Contact Centre and OSS	Completed
Contracts	Completed	HR and Agency etc	Completed

Audit	Status	Audit	Status
Leisure Facilities	Completed	Corporate Plan	Completed
Community Development & Safer Communities	Completed	Domestic Refuse	Completed
Environmental Health Enforcement	Completed	Licensing	Completed
Fly Tipping	Completed	Grounds Maintenance	Completed
Policy Development	Completed	Capital Accounting	Completed
Risk Management	Deferred	Corporate Governance	Deferred as last report only issued June 2009
Main Accounting	Ongoing	Creditors	Ongoing
Budgetary Control	Ongoing	Payroll	Ongoing
Housing Benefits and Subsidy	Ongoing	Council Tax	Ongoing
NDR	Ongoing	Debtors	Ongoing
Cash and Bank	Ongoing	Treasury Management	Ongoing
Housing Rents	Ongoing	Asset Management	Start Feb
Stocks and Stores	Start March	Partnerships	To start
Official Conduct	Start Feb	DFG's	Start Feb

The following low risk audits included in the original plan have been abandoned due to resource shortages:

Communications & Telephones
Amenity Cleaning
Concessionary Travel
Compliance with Policies & Strategies
Car Parks
Pitches and Pavilions

Horticulture
Petty Cash
Printing & Stationery
Forward Plan
Facilities Management

Performance of Audit April to december 2009 for Quarterly Indicators

No.	Indicator	Suggested Frequency	Performance for 2008-09
1	Performance reports to Resources Board	Quarterly	Reports submitted Sep 09, Feb 2010
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	7 out of 20 35%
4	Number of audits completed by set deadline	Quarterly	20 out of 20 100%
5	Final report issued within 4 weeks of completion of fieldwork	Quarterly	18 out of 20 90%
9	Questionnaire:Feedback obtained from report recipients is good (average 4 out of 5)	Quarterly	8 returned questionnaires all exceed target
10	% of sickness levels within Audit is below 5%	Quarterly	5% due to flu and injury due to a fall.

Agenda Item No 16

Resources Board

2 February 2010

Report of the
Director of Resources

Adoption of the Revised CIPFA
Treasury Management Code of
Practice 2009

1 Summary

- 1.1 This report adopts the revised CIPFA Treasury Management Code of Practice 2009 and amends its Financial Regulations accordingly.

Recommendation to the Board

- a That the Council adopts, as part of its Financial Regulations and other formal policy documents appropriate to their circumstances, the four clauses highlighted in paragraph 4.1; and**
- b That the Council adopts the revised CIPFA Treasury Management Code of Practice 2009.**

2 Introduction and Background

- 2.1 The CIPFA Code of Practice on Treasury Management in Local Authorities was last updated in 2001 and was revised in 2009 in the light of the default by Icelandic banks in 2008. The revised Code requires that a report be submitted to the council, board or other appropriate body, setting out four amended clauses which should be formally passed in order to approve adoption of the new version of the Code of Practice and Cross-Sectoral Guidance Notes.
- 2.2 The revised Code also includes an amended version of the treasury management policy statement (TMPS) incorporating just three clauses and a revised definition of treasury management activities.

3 Revised Financial Regulations relating to Treasury Management

- 3.1 CIPFA recommends that all public service organisations adopt, as part of their financial regulations, or other formal policy documents appropriate to their circumstances, the following four clauses.
- 1 This organisation will create and maintain, as the cornerstones for effective treasury management:

- a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
 - the content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the Code's key principles.
- 2 The Resources Board will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
 - 3 This organisation delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Resources Board, and for the execution and administration of treasury management decisions to the Director of Resources, who will act in accordance with the organisation's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
 - 4 This organisation nominates Resources Board to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

4 Treasury Management Policy Statement

- 4.1 The revised Code includes an amended version of the Treasury Management Policy Statement incorporating just three clauses and a revised definition of treasury management activities.
- 4.2
 - i) This organisation defines its treasury management activities as: "The management of the 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".
 - ii) This organisation 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 will focus on their risk implications for the organisation.

- iii) This organisation 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.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 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 by 30 September each year. In addition an update report is presented at each cycle of meetings.

5.2 Risk Management Implications

5.2.1 The revised policy emphasises the importance of effective risk management. By establishing the credit quality of investment counterparties and spreading the investments reduces the risk for the Council. Control of risk is the prime criteria by which the effectiveness of the Council's treasury management activities will be measured.

The Contact Officer for this report is Jackie Marshall (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