

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](mailto:emmahumphreys@northwarks.gov.uk) or [amandatonks@northwarks.gov.uk](mailto: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**

**14 DECEMBER 2009**

The Resources Board will meet in the Chamber at The Council House, South Street, Atherstone, Warwickshire on Monday, 14 December 2009, 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 **Minutes of the Resources Board held on 7 September and 26 October 2009** (copies herewith) to be approved as correct and signed by the Chairman.
- 5 **Request for discussion of En Bloc items.**
- 6 **Countering Fraud Presentation** – Tracey Spragg, Local Counter Fraud Specialist.

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

- 7 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – October 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 period April 2009 to October 2009.

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

- 8 **Corporate Services Division Capital Programme Bids** – Report of the Assistant Director (Corporate Services).

### **Summary**

This report highlights capital schemes relating to information and communications technology projects under the control of the Resources Board which have been proposed by the Corporate Services Division for inclusion in the Council's Capital Programme.

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

- 9 **Local Land Charges Fees** – Report of the Assistant Director (Corporate Services).

### **Summary**

This report proposes a revised scale of fees for the Local Land Charges service.

The Contact Officer for this report is Andy Cooper (719432).

- 10 **Postal Savings** - Report of the Assistant Director (Corporate Services) (Report to Follow).

### **Summary**

This report suggests a number of options for reducing the Council's spend on postal services and recommends we enter into a contract with TNT Post.

The Contact Officer for this report is Andy Cooper (719432).

- 11 **Funding for Rural Housing Enabler** – Report of the Assistant Director (Housing).

**Summary**

This report provides the Board with information about the work required to work with local communities and provide evidence for the Local Development Framework in order to deliver sustainable housing developments in the Borough.

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

- 12 **Review of Home Improvement Agencies and Associated Work** – Report of the Assistant Director (Housing).

**Summary**

This report provides the Board with an overview of work which has been undertaken to review the delivery of the work carried out by home improvement agencies in the County and the proposal to take the next steps to improve this service and those associated with it.

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

- 13 **Capital Programme Bids** – Report of the Assistant Director (Housing) (Report to Follow).

**Summary**

This report highlights capital schemes relating to Private Sector Housing and Community Support under the control of the Resources Board which have been proposed by the Housing Division for inclusion in the Council's capital programme.

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

- 14 **Capital Programme Bids** – Report of the Assistant Director (Streetscape).

**Summary**

This report highlights capital schemes relating to Municipal Buildings and Car Parks under the control of the Resources Board which have been proposed by the Streetscape Division for inclusion.

The Contact Officer for this report is Chris Jones (719265).

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

- 15 **Progress Report on Human Resources Issues** – Report of the Assistant Director (Finance and Human Resources).

### **Summary**

This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2009 to September 2009 and provides some further information on action taken in managing absence.

The Contact Officer for this report is Kerry Drakeley (719300).

- 16 **Capital Programme 2009/10 – Period Ending November 2009** – Report of the Assistant Director Finance and Human Resources.

### **Summary**

The report updates Members on the progress of the 2009/10 Capital Programme in terms of both expenditure and outcomes.

The Contact Officer for this report is Sara Haslam (719489).

- 17 **Budgetary Control Report 2009/10 – Period Ended 30 November 2009** – Report of the Assistant Director Finance and Human Resources.

### **Summary**

The report covers revenue expenditure and income for the period from 1 April 2009 to 30 November 2009. The 2009/2010 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

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

- 18 **Consolidated Budgetary Control Report 2009/10 – Period Ended 30 November 2009** – Report of the Assistant Director Finance and Human Resources.

### **Summary**

The report covers total Council General Fund revenue expenditure and income for the period from 1 April 2009 to 30 November 2009.

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

- 19 **Housing Revenue Account Budgetary Control Report 2009/2010 – Period Ended 30 November 2009** – Report of the Assistant Director Finance and Human Resources.

### **Summary**

The report covers total Housing Revenue Fund revenue expenditure and income for the period from 1 April to 30 November 2009.

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

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

- 20 **Exclusion of the Public and Press**

### **Recommended:**

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

- 21 **Changes to Staffing Arrangements within Leisure Facilities** – Report of the Assistant Director (Leisure and Community Development).

The Contact Officer for this report is Peter Wheaton (719257).

- 22 **Sale of Land at Warton** – Report of the Assistant Director (Housing).

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

- 23 **Redevelopment in Atherstone** – Report of the Assistant Director (Housing).

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

- 24 **Sale of Land at Arley** – Report of the Assistant Director (Housing) (Report to Follow).

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

JERRY HUTCHINSON  
Chief Executive

**NORTH WARWICKSHIRE BOROUGH COUNCIL**

**MINUTES OF THE  
RESOURCES BOARD**

**7 September 2009**

Present: Councillor Smith in the Chair

Councillors Bowden, N Dirveiks, Forwood, Johnston, Jenkins, Moore, Smitten and Winter.

Apologies for absence were received from Councillors Butcher, Lea, Fowler, Payne and Y Stanley.

Councillors M Moss and Phillips were also in attendance.

**27 Declarations of Personal or Prejudicial Interests**

Any personal interests arising from the membership of various Parish Councils of Councillors Smitten (Polesworth) and Moore (Baddesley Ensor) were deemed to be declared at the meeting.

**28 Minutes**

The minutes of the meetings of the Board held on 1 June and 6 July 2009, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

**29 Corporate Counter Fraud Update**

The Director of Resources provided the Board with an update on the progress of the Council's Corporate Counter Fraud activity against that outlined in the current Council Policy and Strategy.

**Resolved:**

**That the report be noted and a 30 minute training session to raise awareness among Members be arranged prior to a future Board meeting.**

**30 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – June 2009**

The Chief Executive and Director of Resources informed Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Resources Board for the first quarter April 2009 to June 2009.

**Resolved:**

**That the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Resources Board for the first quarter April 2009 to June 2009 be noted.**

31 **Local Government Pension Scheme**

The Director of Resources outlined details of a consultation paper issued by the Department of Communities and Local Government (DCLG) relating to the Local Government Pension Scheme. Members were invited to endorse a proposed response.

**Resolved:**

**That the proposed response to the consultation paper, attached as Appendix B to the report of the Director of Resources, be endorsed.**

32 **Consultation on Reforming Council Housing Finance**

The Director of Resources outlined details of a consultation paper produced by the Government on reforming Council Housing finance.

**Resolved:**

- a That the proposals for reforming Council Housing Finance be noted; and**
- b That the Board's comments be included in a response to the consultation paper, when it is submitted to the Board for approval at its meeting on 26 October 2009.**

33 **Diversion of Footpaths Application Charge**

The Head of Development Control sought approval for the introduction of a fee to be submitted with applications made to the Council under Planning legislation for the diversion of public footpaths.

**Resolved:**

**That the fee, set out in the report of the Head of Development Control, in connection with applications for public footpath diversions or extinguishment of such paths, be agreed.**

34 **Building Council Properties**

Following the Resources Board's decision at its meeting on 6 July 2009, to bid for Social Housing Grant to build Council properties, the Assistant Director (Housing) updated Members on the progress made to bring forward potential sites for development.

**Resolved:**

- a That the decision of the Assistant Director (Housing) in consultation with the Chairman of the Resources Board to apply for planning permission for small housing developments on the garage sites at Sycamore Crescent – Arley, Eastlang Road – Fillongley, Bromage Avenue – Kingsbury and George Road – Water Orton, as identified in the appendices attached to the report, be ratified;**

- b That the financial implications of the Council building its own properties, as set out in Section 6 of the report of the Assistant Director (Housing) be noted;**
- c That Waterloo Housing Association be engaged as a development agent to work with the Council both prior to and after the bid to the Homes and Communities Agency for Social Housing Grant; and**
- d That the decision of the Director of Resources, in consultation with the Chairman of Resources Board, to approve a budget of £40,000 to cover the costs of the project to date be ratified.**

**35 Employing Apprentices in the Housing Division**

The Assistant Director (Housing) outlined an opportunity to employ two apprentices in the Housing Division and sought the Board's approval to the apprenticeship scheme.

**Resolved:**

**That the Housing Division employs two apprentices from September 2009 as outlined in the report of the Assistant Director (Housing).**

**36 Treasury Policy Statement and Out-turn for Quarter 1 2009/10**

The Director of Resources detailed the performance of the treasury management function for the first quarter of 2009/10.

**Resolved:**

- a That the performance of the treasury management function for quarter 1 be noted;**
- b That the benchmarking of current practices be agreed;**
- c That the changes in working practices and Strategy be agreed;**
- d That the changes to the Council's authorised lending list be agreed; and**
- e That a half day training session for Members be arranged on treasury management.**

**37 Members' Surgeries**

The Assistant Director (Finance and Human Resources) detailed alternative options for advertising Members' surgeries.

**Resolved:**

- a That the advertising of Members' surgeries in the local press is stopped;**



- b That Members' surgeries continue to be advertised on the Council's website; and**
- c That information relating to Members' surgeries be included in an edition of North Talk.**

**38 Provision of Public Toilets in Polesworth**

The Assistant Director (Streetscape) updated Members on the current position with regards to provision of public toilets in Polesworth.

**Resolved:**

- a That the actions and initiatives that have been pursued since the closure of the existing public conveniences be noted;**
- b That the initiative to incorporate a toilet for public use in Polesworth Memorial Hall which had proved unsuccessful be noted; and**
- c That further investigations be carried out on the feasibility of a Community Toilet Scheme being established in Polesworth.**

**39 Members' Allowances – Report of the Independent Remuneration Panel**

The Assistant Director (Finance and Human Resources) gave details of the reassessment by the Independent Remuneration Panel, following the revision of the Scrutiny Boards from two to one Board, and the responsibility of the Chairman of the Board.

**Resolved:**

- a That the Sixth Report of the Independent Remuneration Panel be noted;**
- b That the Chairman of the Scrutiny Board be paid a Special Responsibility Allowance of £4,934 per annum; and**
- c That the Allowance is backdated to the start of the municipal year.**

**40 Capital Programme 2009/10 – Period Ending July 2009**

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2009/10 capital programme in terms of both expenditure and outcomes.

**Resolved:**

**That the progress of the 2009/10 capital programme in terms of both expenditure and outcomes be noted.**

41 **internal Audit – Performance for First Quarter 2009-10**

The Director of Resources detailed the progress of the Council's Internal Audit function against the agreed plan of work for the First Quarter 2009/10.

**Resolved:**

**That the report be noted.**

42 **Housing Revenue Account Budgetary Control Report 2009/2010 Period Ended 31 July 2009**

The Assistant Director (Finance and Human Resources) and the Director of Resources reported on the total Housing Revenue Fund revenue expenditure and income for the period from 1 April to 31 July 2009.

**Resolved:**

**That the report be noted.**

43 **Consolidated Budgetary Control Report 2009/2010 – Period Ended 31 July 2009**

The Assistant Director (Finance and Human Resources) updated the Board on the total Council General Fund revenue expenditure and income for the period from 1 April to 31 July 2009.

**Resolved:**

**That the report be noted.**

44 **Budgetary Control Report 2009/2010 Period Ended 31 July 2009**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2009 to 31 July 2009. The 2009/2010 budget and the actual position for the period, compared with the estimate at that date were detailed, together with an estimate of the out-turn position for services reporting to the Board.

**Resolved:**

**That the report be noted.**

45 **Exclusion of the Public and Press**

**Resolved:**

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

46 **Staffing Implications from Previous Restructures / Reviews**

The Assistant Director (Information and Procurement Services) reported on the changes introduced as part of the Senior Management restructure effective November 2008 and the Planning Review in June 2009. The changes had impacted on the roles of three members of staff who, as a result of the reviews moved into Central Services. The changes in the roles resulted in the need to update job descriptions and evaluate the new jobs.

**Resolved:**

**That the job evaluations, and subsequent costs, for the posts of System Support Manager, Information Systems Officer and Local Land Charges Officer be agreed.**

47 **Review of Administrative Services**

The Assistant Director (Information and Procurement Services) and Project Officer reported on a review covering Central Services, Support to Management Team and administration staff remaining in Print and Procurement, Revenues and Benefits, Housing, HR, Planning and Policy.

**Resolved:**

**That with effect from 14 September 2009:**

- a **The support for Management Team be agreed;**
- b **The post of Central Services Officer be deleted and the post holder redeployed to the vacant post of Secretary to Director (Resources);**
- c **A new post of Senior Central Services Officer be created;**
- d **The post of Planning Technical Support Officer be deleted and the post holder redeployed to the new post of Senior Central Services Officer;**
- e **The 0.4 and 0.6 part time posts from Central Services (1 FTE) be deleted;**
- f **The post of Clerical Assistant (Policy) be moved to Central Services;**
- g **The 14 hours of work from Revenues and Benefits be absorbed within Central Services from November 2009 and the existing temporary post be deleted;**
- h **The Information and Procurement Services Division be renamed to Corporate Services; and**
- i **Any other administrative posts be kept under review as staffing changes permit.**

48 **Procurement Process Improvements and Staffing**

The Assistant Director (Information and Procurement Services) proposed a number of improvements to the Council's Procurement processes.

**Resolved:**

- a **The proposed changes to the grade of the Procurement Officer posts and the responsibilities described within the Job Description appended to the report of the Assistant Director (Information and Procurement Services) be agreed;**
- b **That the proposals for funding the grade change be approved; and**
- c **That the improvements to procurement be agreed.**

49 **Voice Telecommunications Contract Extension**

The Assistant Director (Information and Procurement Services) sought approval for the extension of the contract with Global Crossing for the provision of telephone lines and call charges for twelve months.

**Resolved:**

**That the twelve month extension to the telephony contract with Global Crossing be approved.**

50 **The Arcade, Atherstone**

The Assistant Director (Streetscape) provided background information on The Arcade, Atherstone and Members were invited to consider further actions.

**Resolved:**

- a **The contents of the report be noted; and**
- b **That a further report be brought back to the Board setting out options for the future of The Arcade, Atherstone following completion of market testing.**

51 **Irrecoverable Housing and Local Taxation Debts**

The Assistant Director (Revenues and Benefits) detailed the amounts recommended for write-off, in accordance with the write-off policy agreed by the former Finance Sub-Committee in September 2000.

**Resolved:**

- a **That the write-off of 4 balances over £1,250 totalling £13,716.34 in respect of unpaid Non Domestic Rates be approved;**

- b** That the write-off of 2 balances over £1,250 totalling £3,779.45 in respect of unreclaimed overpaid Housing Benefit be approved;
- c** That the write-off of 1 balance over £1,250 totalling £1,503.08 in respect of former tenant rent arrears be approved;
- d** That the write-off of 24 balances under £1,250 totalling £6,520.09 in respect of unpaid Council Tax be noted;
- e** That the write-off of 13 balances under £1,250 totalling £3,110.51 in respect of unpaid Non Domestic Rates be noted;
- f** That the write-off of 53 balances under £1,250 totalling £7,820.89 in respect of unreclaimed Housing Benefit Overpayments be noted;
- g** That the write-off of 35 balances under £1,250 totalling £1,839.11 in respect of former tenant rent arrears be noted;
- h** That the write off of 1 balance under £1,250 totalling £4.82 in respect of mortgage arrears be noted;
- i** That the write-back of 9 balances totalling £3,666.59 in respect of overpaid Council Tax be noted;
- j** That the write-back of 7 balances totalling £10,623.20 in respect of overpaid Non Domestic Rates be noted; and
- k** That the write-back of 6 balances totalling £55.42 in respect of mortgage credits.

L Smith  
Chairman

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE RESOURCES BOARD

26 October 2009

Present: Councillor Smith in the Chair

Councillors Bowden, Butcher, Forwood, Fowler, Johnston, Jenkins, Lea, Moore, Payne, Y Stanley and Winter.

Apologies for absence were received from Councillors N Dirveiks and Smitten.

Councillor Phillips was also in attendance.

#### 52 **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 and Y Stanley (Polesworth) and Moore (Baddesley Ensor) were deemed to be declared at the meeting.

Councillor Fowler declared a personal interest in Minute No. 57 Homelessness and Housing Advice Service by reason of being a member of the North Warwickshire Citizens Advice Bureau.

#### 53 **Electronic Services Update and Plans for Increasing Use**

The Assistant Director (Corporate Services) provided an update on the use of the Council's website and those services the Council delivered on-line or via the internet. Also outlined was how the Council planned to increase and improve the use of the website for those services that could be most effectively provided on-line.

**Resolved:**

**That the report be noted.**

#### 54 **Empty Private Sector Homes – Enforcement and Intervention Protocol Update**

The Assistant Chief Executive and Solicitor to the Council outlined measures which could be used to encourage the occupation or marketing of empty homes.

**Resolved:**

**That the Empty Property and Intervention protocol be agreed and applied in the context of available resources and priorities.**

55 **Building Council Properties**

The Assistant Director (Housing) updated Members on the progress so far for bidding for Social Housing Grant to build Council properties.

**Resolved:**

- a **That the progress of the project to bid for Social Housing Grant to build Council properties be noted; and**
- b **That the funding required to carry out the work of the project up to making the bid for Grant, be approved.**

56 **Capital Programme 2009/10 – Period Ending September 2009**

The Assistant Director (Finance and Human Resources) updated Members on the progress of the 2009/10 capital programme in terms of both expenditure and outcomes.

**Resolved:**

- a **That the progress of the 2009/10 capital programme be noted;**
- b **That a virement of £30,000 from the private sector Decent Homes budget to the Disabled Facility Budget, be approved; and**
- c **That the reduction of capital schemes which have eased the financial pressure around capital funding, be noted.**

57 **Homelessness and Housing Advice Service**

The Assistant Director (Housing) updated the Board on the work of the Housing Pre Tenancy Team (homelessness and allocations), the impact of the economic climate on the service and requested an additional member of staff to enable the service to be extended and improved.

**Resolved:**

- a **That the current service provided by the Pre Tenancy Team and the impact of the current economic climate be noted;**
- b **That an additional temporary 12 month fixed term post of Homelessness Support Officer funded from the additional grant from Communities and Local Government (CLG), be approved; and**
- c **That Members noted that there will be no impact on the General Fund as the proposed new post will be funded entirely from government grant made available to Local Authorities to support the development of actions to tackle the threat of repossession across all tenures.**

58 **Consultation on Reforming Council Housing Finance**

The Director of Resources sought endorsement from the Board to a proposed response to the consultation paper on Reforming Council Housing Finance.

**Resolved:**

**That the response to the consultation paper on Reforming Council Housing Finance, as set out in Appendix B to the report of the Director of Finance, be endorsed.**

59 **Capital Prudential Indicators 2008/09 Out-turn**

Members were updated on the out-turn of the capital related prudential indicators for 2008/09.

**Resolved:**

**That the out-turn of capital related prudential indicators for 2008/09 be noted.**

60 **Prosecution Outcome – Housing Act 2004 Improvement Notice**

The Assistant Chief Executive and Solicitor to the Council reported on the outcome of a prosecution of a private sector Landlord under the Housing Act 2004 for failure to comply with an Improvement Notice.

**Resolved:**

**That the report be noted.**

61 **Revised Housing Allocations Policy**

The Board was presented with a revised property allocations policy for consideration and comment.

**Resolved:**

**That the revised housing allocation policy as set out in Appendix A of the report of the Assistant Director (Housing) be adopted and implemented from March 2010.**

62 **Budgetary Control Report 2009/2010 Period Ended 30 September 2009**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2009 to 30 September 2009. The 2009/2010 budget and the actual position for the period, compared with the estimate at that date were detailed, together with an estimate of the out-turn position for services reporting to the Board.

**Resolved:**

**That the report be noted.**



**63 Consolidated Budgetary Control Report 2009/2010 – Period Ended 30 September 2009**

The Assistant Director (Finance and Human Resources) updated the Board on the total Council General Fund revenue expenditure and income for the period from 1 April to 30 September 2009.

**Resolved:**

**That the report be noted.**

**64 Housing Revenue Account Budgetary Control Report 2009/2010 Period Ended 30 September 2009**

The Assistant Director (Finance and Human Resources) updated the Board on the total Housing Revenue Fund revenue expenditure and income for the period from 1 April to 30 September 2009.

**Resolved:**

**That the report be noted.**

**65 Exclusion of the Public and Press**

**Resolved:**

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

**66 Phoenix Yard, Atherstone**

The Corporate Property Officer reported further on the proposals for the redevelopment of the Phoenix Yard site and Members were asked to agree a suggested course of action.

**Resolved:**

**a That the immediate exchange of land as identified in the report of the Corporate Property Officer dated 28 July 2008, be agreed; and**

**b That, pending the outcome of the Council's Accommodation Project, a decision on the carriageway widening works be deferred until further notice.**

**67 Sale of Land off Rectory Road/Bournebrook View, Arley**

The Assistant Director (Housing) updated Members on the progress on the proposals to develop the Council's land off Rectory Road, Arley and provided an update about land valuations for consideration.

**Resolved:**

- a That the project update to develop the land off Rectory Road, be noted;

**Recommended:**

- b That the proposed valuation for the part of the site to be used for open market sale properties developed by Lovell Partnership, as set out in paragraph 6.1.7 of the report of the Assistant Director (Housing), be approved; and
- c That any capital receipts received by the Council in connection with the sale of land/proposed development off Rectory Road/Bournebrook View, Arley, be used for affordable housing.

**68 Request to Cross Land at Owen Square, Atherstone**

The Assistant Director (Housing) outlined a request from an owner to have a pedestrian crossing over the Council's parking area at Owen Square, Atherstone.

**Resolved:**

**That a licence to cross the Council's land be granted on the terms as set out in the report of the Assistant Director (Housing).**

**69 Proposed Structure Change in the Finance and Human Resources Division**

The Assistant Director (Finance and Human Resources) highlighted a change to the structure within the Finance and Human Resources Division following the implementation of the County Council's payroll system.

**Resolved:**

- a That the revised structure of the Finance and Human Resources Division as shown in Appendix B of the report of the Assistant Director (Finance and Human Resources), be approved;
- b That JG be assimilated into the role of Senior Accountancy Assistant with effect from 1 July 2009; and
- c That the vacant Accountancy Assistant post for 25 hours per week be filled.

**70 Land Sales**

Members were updated on two pieces of Council owned land which had previously been identified as being suitable for disposal and were asked to agree a course of action in respect of each sale.

**Recommended:**

- a That the land adjacent to 40 Kiln Way, Polesworth, be declared as surplus to the requirements of the Council and be placed for sale on the open market; and**
  
- b That the sale of land at Jean Street, Baddesley Ensor, be deferred and a report to brought back to Board when the outcome of the sale of land adjacent to 40 Kiln Way, Polesworth is known.**

L Smith  
Chairman

## **Agenda Item No 7**

### **Resources Board**

**14 December 2009**

#### **Report of the Chief Executive and the Director of Resources**

#### **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – October 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 period April 2009 to October 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 second 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 period from April to October 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 October 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 2 Number	Quarter 2 Percentage
Red	0	0%
Amber	2	9%
Green	21	91%
Total	23	100%

##### **Performance Indicators**

Status	Quarter 2 Number	Quarter 2 Percentage
Red	2	5%
Amber	7	17%
Green	31	78%
Total	40	100%

#### 5 **Conclusion**

- 5.1 The progress report shows that 91% of the Corporate Plan targets and 78% 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


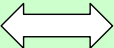
6.6.1 There are a number of targets and performance indicators contributing towards the priorities of access to services, improving housing in the borough, tackling health inequalities, achieving a balanced budget and developing our workforce.

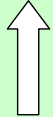
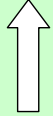
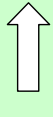
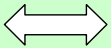
The Contact Officer for this report is Robert Beggs (719238).

#### 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

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 considered some possible proposals for consideration on 4 November and the AD (R&amp;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 strategy has also been reviewed via a dedicated workshop with outcomes feeding into a revised strategy to be considered by Members in early 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	

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		Work is being progressed with the County Council and other Third Sector partners to identify the best way to deliver the key outcomes identified in the countywide Scrutiny review undertaken into Financial Well Being which identified actions necessary to achieve the Narrowing the Gap agenda. A countywide multi agency bid proposal made to secure LPSA2 funding in September is progressing well and we are confident that funding approval to a countywide financial inclusion approach will be agreed in December to secure two year funding for CAB, Credit Union and Welfare Right activity.	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 has been 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	
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 Central Government partners. This is due to be considered in November 2009 by the Government which could see the Council become an early adopter of any scheme agreed.	Green	



Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
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 for 6 months. The position remains the same.	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. We are working towards a new build scheme and still exploring the possibility of a virtual extra care scheme. The position remains the same.	Green	↔
14	Apr-09	Progressing schemes at Dordon and Anasley Common	Resources Board	DR/AD (H)/DCE	Assistant Director Housing	Housing		Anasley is progressing well. Dordon will be complete in February 2010.	Green	↑
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 in principle are progressing. The position remains the same.	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. A bid for Social Housing Grant will made on 28th October 2009. The Homes and Communities Agency will advise whether grant is awarded in December 2009.	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 position remains the same.	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		The third round of consultation material has now been published and will be discussed with Members and Tenants with a view to responding by 10th February 2010.	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		There is a strategy in place to take this work forward and much successful work has been undertaken to date. Some of the work has stalled over the last few months because of a staff vacancy but this is now being addressed.	Amber	↔

## Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
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	DR	Assistant Director Housing	Health and Well Being		Work is underway to progress the review. Service information is being gathered to submit to Members for consideration.	Green	↔
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 have improved and much joint work has been undertaken to improve skills and processes generally. The Home Improvement Agency review and improvements to othe 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/	DR	Assistant Chief Executive & Solicitor to the Council	Housing/Environment		The review is complete and was accepted by the Executive Board in September. It is subject to final confirmation by full Council on 18th November.	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 July meeting of the Resources Board, and is also included within a separate rreport on this agenda.	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 will be 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 September. The Group will next meet in January 2010.	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 Accomodation Project. Work on the Council's Asset Management Plan is underway and both should be completed by December 2009.	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% Avg	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%				96% 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			1,264,000	Green	↑	The value of gains reported to the CLG via NI 179 was £1.264m against a target of £934k	Q	Resources Board
BVPI 12	The proportion of working days / shifts lost to sickness absence	Finance & HR	Human Resources	10 days	10.64 days			5.25	Amber	↓	Figure is for Apr to Sep	Q	Resources Board
BVPI 13	Voluntary leavers as a % of staff in post	Finance & HR	Human Resources	10%	7.28%			5.88%	Amber	↓	Figure is for Apr to Sep	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%			97.92%	Green	↑		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%			97.04%	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			3.24	Green	↑		Q	Resources Board
LPI	Speed of processing : Average time for processing new claims	Revs & Bens	Revs & Bens	22	19.60	24		18.2	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		5.0	Green	↔		Q	Resources Board
NI181	Overall Average Time for Processing Changes and New Claims	Revs & Bens	Revs & Bens	9	Not available	New Indicator		7.08	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
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%		60.73%	Amber	↓	This is a combination of the impact of the recession and more overpayments being raised. As such it is likely that whilst we may not hit our stretching target, the amount of income generated will exceed budgetary estimates	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%		26.37%	Amber	↔	As above	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	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%			1.64%	Green	↑		Q	Resources Board
LPI	Percentage of Discretionary Housing Payment budget committed	Revs & Bens	Revs & Bens	100%	-			89.80%	Green	↑		Q	Resources Board
NI014	Avoidable Contact: The average number of customer contacts per resolved request	Revs & Bens	Contact Centre	TBC	37%			Not yet available			There are no valid comparisons for this indicator. However, customer satisfaction ratings continue to be very good	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%		71.94%	Green	↔	Proportionally we are well up on target	Q	Resources Board
LPI	Proportion of Council Tax collected. :	Revs & Bens	Revs & Bens	98.30%	98.54%	98.50%		68.55%	Green	↔	Proportionally we are on target	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%			74.91%	Green	↓	This has been a further impact of the recession which has seen promotion of direct debit become more difficult. We have seen more greater unpaid rejections from banks than in previous years	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%			66.98%	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%			75%	Amber	↑		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		78%	Green	↑		Q	Resources Board
HSG-LPI 1	The percentage of urgent repairs completed within Government time limits. :	Housing	Housing Maintenance	99%	97.14%			98.41%	Amber	↑		Q	Resources Board
HSG-LPI 2	% of routine repairs carried out within 28 days	Housing	Housing Maintenance	96%	97.29%			98.17%	Green	↑		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			156.68	Red	↔		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			127.33	Red	↔		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 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	31 days			29.35 days	Green	↑		Q	Resources Board
HSG-LPI 6	Gas certificates outstanding	Housing	Housing Maintenance	0.10%	99.26%			0.23%	Amber	↔	3041 appliances 7 outstanding non long term	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			18.5	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%			97.60%	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%			99.40%	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
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%	-			98.80%	Green	↔	68% Return on Survey	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	↔		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
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	↔	Monthly reviews conducted - six month DFG waiting list.	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	↔		Q	Resources Board

## Agenda Item No 8

### Resources Board

14 December 2009

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

#### Corporate Services Division Capital Programme Bids

#### 1 Summary

- 1.1 This report highlights capital schemes relating to information and communications technology projects under the control of the Resources Board which have been proposed by the Corporate Services Division for inclusion in the Council's Capital Programme.

#### Recommendation to the Board

- a That the Board indicates its continued support for the capital bids previously approved and recommends their inclusion in the next long term capital programme to the Executive Board; and
- b That the Board indicates whether it recommends any of the schemes currently not included in the long term capital programme be included on the basis that they are essential to the continued operation of Council Services

#### 2 Introduction

- 2.1 In accordance with the approval process, bids and estimates for capital expenditure for the next 3 years has been carried out. Members are aware of the limited amount of capital resource available which has resulted in a significant shortfall.
- 2.2 To determine which schemes should be included in the final programme, they are assessed and scored against the Council's key priorities as well as the level of potential risks to which the Council would be exposed to should the schemes not be implemented.

#### 3 Details of Schemes

- ... 3.1 This report focuses on the next 3 years and the schemes proposed by the division are summarised in Appendix A. Section 4 of this report provides detailed narrative on each of the schemes that have previously been approved for inclusion in the capital programme. Section 5 contains those schemes which we are seeking approval for and requesting their inclusion in the capital programme. Section 6 summarises projects which have been assessed as being of a lower priority and/or risk to the Council and, as such, are included in this report to bring them to Members attention but are not necessarily being requested to be put forward for inclusion in the capital programme at this stage.

3.2 As mentioned above, capital-funding remains scarce so, without amendments to the approved schemes, it is unlikely that the Council will be able to afford any of the lower scoring schemes within the current resources.

#### **4 Schemes Currently Approved in the 3 Year Capital Programme**

##### **4.1 ICT Software and Hardware Purchase and Replacement**

4.1.1 It is important that a programme is in place to replace and improve our hardware and software assets as they age. We must also make sure that low specification hardware and software does not impact adversely on employees' ability to provide services or have access to information.

4.1.2 We need to ensure we are using the most appropriate and technically supported versions of our main software packages such as Windows and Office.

4.1.3 A budget of £40,000 per annum for 2010/11 and £30,000 for 2011/12, 2012/13 has been previously approved for hardware and software purchase and replacement. The Council has already approved a commitment to funding a software agreement with Microsoft costing £28,000 per annum in 2010/11. Failure to carry out this scheme will mean that we will be unable to meet our contractual commitments or upgrade hardware and software to levels which perform efficiently and avoid costly maintenance.

##### **4.2 Warwickshire Direct Partnership funding**

4.2.1 As part of the Warwickshire Direct Partnership (WDP), the Council has an ongoing commitment to provide funding towards the salary cost of the Technical Manager who is the remaining person jointly employed by the Warwickshire Councils to support the work of the WDP.

4.2.2 In 2008 all the Councils involved in WDP agreed to reduce the staff working in the jointly funded project team resulting in a reduction in our contribution from £115,860 over three years to £10,000 in 2010/11, £10,350 in 2011/12 and £10,710 in 2012/13.

##### **4.3 ICT Infrastructure Development**

4.3.1 The ICT infrastructure consists of network hardware, communication technology, central servers, back up devices, anti virus software and monitoring software. This budget allocation of £20,000 per annum is to ensure that the core IT infrastructure is fit for purpose. It supports the effective, secure delivery of the software systems that the Council operates and which it needs to achieve its aspirations around home working, remote access, hot desking and self service internet access.

#### **5 Schemes not currently approved, but recommended for inclusion**

##### **5.1 Exchange Email and Archive upgrade**

5.1.1 The Council's Email and email archiving system will be 6 years old in 2010/11 and needs to be upgraded. A request for £30,000 is included in the programme to accomplish this.

5.1.2 Email is now a business critical application for the Council and the volume of email sent and stored continues to rise, affecting the level of response, reliability and functionality that can be expected from old hardware and software.



5.1.3 We intend to work with Warwick District Council on this project as they are facing the same challenges and sharing training and consultancy will help us achieve value for money.

## 5.2 **Planning and Land Charges System**

5.2.1 By 2011 the hardware used to run these systems will be over six years old and will need to be reviewed and replaced in order to ensure this business critical system operates efficiently. A bid of £15,000 is included in the programme in 2011/12 for this purpose.

## 5.3 **Leisure System**

5.3.1 In 2008 we were made aware by the supplier of the Leisure system that they are carrying out a major redevelopment of their application and will be stopping support of the version we use. We have therefore included a bid of £50,000 in 2010/11 to cover the cost of the upgrade and to improve the network connections to the Leisure centres.

## 5.4 **IT Security**

5.4.1 This is a new bid, arising from the demands being placed on all Council's to meet stringent security standards laid down by the Government through "Government Connect" and the "Employee Authentication Service" and the Payment Card Industry through their Data Security Standard (PCI DSS).

5.4.2 To date, unlike a number of other Councils, we have been able to achieve compliance at minimal cost, using revenue budgets and building on existing good practice. However, there are now two requirements around vulnerability detection and log file audit and management that need to be invested in. A bid for £20,000 is included in the programme for 2010/11. This bid scored well against the capital risk criteria due to the risk to services, data and reputation by not having compliant security solutions in place.

## 5.5 **Backup System**

5.5.1 A bid of £30,000 has been made for 2011/12 to replace the Council's data backup system, which will be old and unable to cope with the volume of data we expect to hold by this time. This scheme is likely to become unavoidable as the Council must have a reliable, robust and secure backup solution.

## 6 **Schemes not currently approved.**

### 6.1 **GIS**

6.1.1 It is envisaged that further development of the Council's Corporate GIS system will be required in future years to account for changing service requirements and additional sophistication demanded by our customers. A bid of £10,000 in 2012/13 is included in the programme, but scored low, taking into account the Council's priorities and risk assessment.

### 6.2 **Housing Management, Maintenance and Rents System**

6.2.1 A bid of £70,000 is included in the programme for 2012/13 to part fund the possible replacement of the system used to support the Housing Division's Services. In 2012

the current system will be 10 years old and it is good practice to review the application and business processes to ensure they are both for purpose.

### **6.3 Electronic Document and Records Management Systems (EDRMS)**

6.3.1 The aim of the EDRMS programme is to give the Council a single store for all its key documents helping people share information securely and efficiently. A bid for £15,000 for potential development work is included in 2011/12. This work is not essential at the moment and the system currently has a low score against the capital criteria.

### **6.4 Web Development**

6.4.1 A bid of £20,000 has been made in 2012/13 to support the development of the Website and the Council's Intranet. The bid currently has a low score against the capital criteria.

### **6.5 Telephone System**

6.5.1 This is a new bid for £65,000 in 2010/11, made due to the potential problems and level of risk associated with the continued use of the Council's telephone system.

6.5.2 The system is over 10 years old and is no longer supported by the manufacturer. At present we rely on a 3<sup>rd</sup> party maintenance company and their ability to source appropriate second hand parts, which is becoming increasingly difficult for them. However, we do not want to replace the system while we are still using the current outdated cabling. Our preference is to wait and carryout a project to replace the phone system as part of any Accommodation Project.

6.5.3 This bid is included to make Members aware of the level of risk we are accepting by continuing to use the old system and the potential cost and loss of service that could be encountered if we have a major problem before the planned replacement of the telephone system as part of any Accommodation Project.

### **6.6 Switch Upgrade**

6.6.1 This is a new bid for £55,000 in 2010/11, made due to the potential problems and level of risk associated with the continued use the Council's network switch infrastructure which will be 7 years old in 2010.

6.6.2 The switches are the devices through which desktop computers connect to the Council's application servers and through which the majority of the Council's data flows. A failure of the main switch would result in the network not being available and staff being unable to use there computers. However, we do not want to replace the network switches while we are still using the outdated data cabling. Our preference is to wait and carry out a project to replace the network switches as part of any Accommodation Project.

6.6.3 This bid is included in the programme to make Members aware of the level of risk we are accepting by making the decision to not upgrade at present and the potential costs we may have if we have a major failure before the planned replacement as part of any Accommodation Project.

## 7 Report Implications

### 7.1 Finance and Value for Money Implications

7.1.1 In terms of the overall capital programme, the bids included in this report will be collated into an overall programme and submitted to the Executive Board for final approval in February. However, the programme should only include those schemes that are assessed as having the highest priority.

7.1.2 The anticipated capital resources have not improved since the last programme was set and, in fact, the position has deteriorated as a large percentage of the funding is made up of land sales which, in the current economic climate, will not realise the level of receipts originally expected. As such, members of this Board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they will only do so if another approved scheme is reduced or deleted or external borrowing will be necessary. Schemes to the value of £145,000 have been identified in this report to be added to the capital programme that have not previously been included.

### 7.2 Environment and Sustainability Implications

7.2.1 Proposed bids relating to the replacement of old hardware will deliver energy savings as new hardware is more energy efficient.

### 7.3 Portfolio Holder, Shadow Portfolio Holder and Ward Members

7.3.1 The Portfolio and Shadow Portfolio Holders have been consulted on the contents of this report and any comments will be reported verbally at the meeting.

### 7.4 Risk Management Implications

7.4.1 The risks associated with the failure to undertake the proposed schemes are taken into account when the capital bids are scored and are highlighted where necessary in the main body of this report.

### 7.5 Links to Council's Priorities

7.5.1 These bids relate directly to the Council's priorities around Access to Services, and Best Use of Resources.

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

#### Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13
<b>Draft Capital Programme 2010 - 2013 - SCHEMES CURRENTLY APPROVED</b>						
Computer hardware & software purchase & replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft licence renewal	Ensure business continuity and that all equip is fit for purpose	Inefficient hardware and software, increase hardware maint rev costs, affect PI's for help desk response and ultimately council service delivery	40,000	30,000	30,000
Warwickshire Direct Partnership	To continue the development of the shared Contact Centre technology with other Warwickshire councils with one central project manager	To manage the changes required to the joint system in the next few years	Without any funding for a central resource to liaise with all the partners, there will be a reduction in the holistic approach taken to the development of the system. It may mean that NWBC staff will need to then carry out the work which will take them off other NWBC duties	10,000	10,350	10,710
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible	To allow resilience for those working both on and off site and increase access to services from self service applications	Could lead to more revenue costs in the long term, systems failure, no homeworking/mobile working efficiencies.	20,000	20,000	20,000
<b>Draft Capital Programme 2010 - 2013 - SCHEMES NOT INCLUDED But WHICH WE ARE SEEKING TO INCLUDE</b>						
Exchange Email and Archive upgrade (FOI) - ESSENTIAL	Email archiving solution will need upgrading due to capacity and email software versions will be updated which we will need and also email servers will then need updating.	Ensure email system is at a supported version and reliable and that our archiving solution is complaint and robust	Lose email services	30,000		

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13
Replacement Planning/Land Charges - ESSENTIAL	In 2011 the hardware that SX3 runs on will be at least 6 years old and will need to be reviewed and potentially replaced.	Ensure the IT system meets the needs of service providers	Depends on how the systems have been developed to keep up with user needs		15,000	
Replacement Leisure System - ESSENTIAL	The current system (Flex) is being de-supported and so is in need of a major upgrade	We have been informed by the supplier that they will stop supporting the current version of the system in 2011/12 and we will need to take a major upgrade. The system is also used to allow on line booking	We will be unable to use the current system, leaving the leisure centres without a membership and booking system	50,000		
IT Security - ESSENTIAL	To be able to carry out audit trails for credit card payments and provide intruder protection	To ensure the Council complies with new data security legislation	The Council could be heavily fined for breach of these regulations and if customer data is abused, there could be a major reputational risk also	20,000		
Back Up and Disaster Recovery- ESSENTIAL	The backup solution will need replacing as it won't have the capacity to deal with the amount of data we are backing up	Ensure back up facility can cope.	Loss of data which may impact on frontline services ability to operate, we would also be in breach of data protection legislation		30,000	
<b>Draft Capital Programme 2010 - 2013 - SCHEMES NOT INCLUDED and NOT currently seeking to be included</b>						

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13
GIS	Upgrade to the GIS capacity of the Council	Integration into website better to carry out locality based services e.g. "where is the nearest...leisure centre in my area". Helps support localisation of services. Currently on website but needs improving.	Not as major as some of the other schemes but we wouldn't be taking adv of the functionality that we have. It could probably be paid for via revenue.			10,000
Replacement Housing/Rents	The current system (IBS) will be 10 years old at this point and an assessment will need to be made to see if it still meets user needs	Ensure the IT system meets the needs of service providers	Depends on how the systems have been developed to keep up with user needs			70,000

## **Agenda Item No 9**

### **Resources Board**

**14 December 2009**

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

#### **Local Land Charges Fees**

##### **1 Summary**

- 1.1 Property searches comprise two elements, firstly a search of the Local Land Charges Register "LLC Register" and secondly standard local enquiries made of the Local Authority via a CON29 form.
- 1.2 Purchasers, Solicitors or Property Search Companies wishing to carry out a search can either apply for an Official Search whereby the Local Authority will search the registers and provide answers to CON29 enquiries, or upon payment of the statutory fee, they may conduct a Personal Search themselves.
- 1.3 Companies have used Personal Searches, along with the inspection of other public records, to compete with the Local Authority Local Land Charges search service over recent years.
- 1.4 Government has worked to create a "level playing" field for this competitive business by legislating that Local Authorities allow access to all records required to complete a full Local Land Charge Search (LLC1 and CON29 Parts 1 and 2).
- 1.5 Regulations also exist that require Local Authorities to set their fees for the Local Land Charges service on a cost recovery basis. Due to significant changes in the staffing of the service and also the introduction of a revised fee for Personal Searches, of £22, our existing scale of charges needs to be revised.

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

- a To agree the revised scale of Fees for the Local Land Charges service, with effect from 1 January 2010; and**
- b Approve an active promotional campaign targeting local solicitors and estate agents; to inform them of our new fees, at a cost of approximately £500, funded from Local Land Charge Service budgets.**

##### **2 Consultation**

###### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.2 This report has been forwarded to the Resources Board Portfolio Holder and the Shadow Portfolio Holder for their comments.

##### **3 Background**

### 3.1 Cost Recovery

3.1.1 At the end of 2008, the Government introduced regulations to ensure that fees set by Local Authorities for the provision of its Local Land Charges services would be based on a “cost recovery” basis. Those Regulations set out how the fee is to be calculated, and ensure that this calculation is in the public domain. This report provides that information.

### 3.2 Personal Searches

3.2.1 In response to the consultation “Local Authority Charges for Property Search Services” in the first quarter of 2008 the government has concluded that the fee for a personal search of the Local Land Charges register should be increased from £11, the level at which it was set in 2003, to £22.

3.2.2 The new fee comes into force on 1 January 2010.

3.2.3 A previous report to the Planning and Development board in February 2009, demonstrated that due to the continuing fall in the number of search applications and the high costs of the service, any move toward cost recovery would have significantly increased the cost of searches and hence the decision was made to retain our existing scale of fees until the cost of providing the service could be reduced.

## 4 Costs and Fees

4.1 Due to the outcomes of two recent reviews (Planning and Administrative Services) the staff time charged to the Local Land Charges budget has decreased, this coupled with the increased revenue we will receive for Personal Searches, from 1 January 2010, enables us to now move to true cost recovery.

4.2 In consultation with Finance we have established that the provisional gross cost of the service in 2010/11 will be £57,530; subject to future board approval

4.3 Since this account should be true cost recovery the previous subsidy from Planning Delivery Grant of £6,760 has been excluded, which will provide a small saving to the PDG fund.

4.4 The costs are made up as follows:

Description	Budget	Notes
Employee / Management Expenditure	£27,120	Includes all costs of staff and management directly employed in this service
Supplies and Services Software	£5,200	Includes insurances and Maintenance re-charges



Marketing	£500	Estimated cost of marketing new fees. Which will be subject to a growth bid
Central Support	£20,010	Includes re-charges from support services such as the One Stop Shop and Information Services
Capital Re-charges	£4,700	For I.T. equipment
<b>TOTAL</b>	<b>£57,530</b>	
In addition to the costs		
WCC Payment	£23 per application	This is the cost that WCC charges for completing all or part of any questions on CON29 R Searches.

## 5 Search Profile

5.1 The time taken to complete various types of search was recorded during September 2009, and then this information was used to calculate an average time to complete each search type.

5.2 The number of each type of search was extrapolated for 2009/10 and a cost for each type of search was calculated.

### 5.3 Numbers of Searches

Search Type	05/06	06/07	07/08	08/09	09/10 (projected)
Full Search	833	812	693	349	346
LLC1	670	742	137	59	48
Personal Search	759	1045	1154	961	1069
Individual Enquiries	-	-	24	41	237

### 5.4 Proposed Revised Fees

	Existing Fee	Proposed Fee	Expected Income Based on 09/10
Full Search (including the costs of WCC @ £23) - Single Parcel	£119.46 Residential £136.50 Commercial	£107.00	346 x £107.00 = £37,022
Each Additional Parcel	£11.94	£10.70 (10%)	Less 346 x £23.00 (WCC) = £7,958 = £29,064
LLC1 – Single Parcel of Land	£14.71	£29.00	48 x £29.00 =
Each Additional Parcel	£1.08	£2.90 (10%)	£1,392

Initial CON29 R or Additional Questions – Residential	£1.64 CON29 R/O £10.60 Additional	£16.50	237 x £16.50 = £3,910
Initial CON29 O – Residential / Commercial	£7.25 CON29 O	£16.50	-
Initial CON29 R – Commercial	£2.13 CON29R £10.60 Additional	£16.50	-
Registered Common Land and Town or Village Green Enquiry (WCC Fee) – via NWBC	£10.00	£16.50	
Subsequent CON29 R/O or Additional Questions	£1.64 CON29 R/O £10.60 Additional	£1.00	237 x £1.00 = £237
Personal Search (Regulated Fee)	£11.00	£22.00	1069 x £22.00 = £23,518
CON29 Questions answered by WCC, all or part, set by WCC (re-directed to WCC)	£23.00	£23.00	
Total Expected Income			£58, 121

## 6 Report Implications

### 6.1 Finance and Value for Money Implications

- 6.1.1 These proposed fees move the Local Land Charges service into a true cost recovery model, whilst significantly reducing the existing fee for a full search. This provides improved value for money for any customers wishing to purchase searches from the Council.
- 6.1.2 The increase in the fee for a Personal Search will provide us with increased revenue enabling us to reduce the cost of our full search; this in turn may lead to us achieving an increased market share.
- 6.1.3 Fees should be reviewed annually to ensure recovery of costs, to come into effect at the start of each financial year.

### 6.2 Legal and Human Rights Implications

- 6.2.1 Not adopting a cost recover model for the Local Land Charges service could lead to a legal challenge.

### 6.3 Environment and Sustainability Implications

- 6.3.1 By having a full cost recovery model this will help contribute towards sustainability by establishing the service without a subsidy from the planning delivery grant and will therefore free up resources for reinvestment in other priorities or to be used as a potential saving.

**6.4 Human Resources Implications**

6.4.1 None, although it may arise that any significant changes in the profile of Local Land Charge searches would result in more resource being allocated to the Local Land Charges account.

**6.5 Risk Management Implications**

6.5.1 There is little risk attached to this proposal since we will be aiming to recover all costs associated with providing the service, by including any surplus or deficit in subsequent fee reviews.

**6.6 Equalities Implications**

6.6.1 The Council is required to provide equal levels of service to all customers

**6.7 Links to Council's Priorities**

6.7.1 There is a need to review the costs of this service in order to meet the Council's priority of making the best use of its resources.

The Contact Officer for this report is Andy Cooper (719432).

**Background Papers**

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

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

## Agenda Item No 10

### Resources Board

14 December 2009

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

#### Postal Savings

### 1 Summary

- 1.1 This report suggests a number of options for reducing the Council's spend on postal services and recommends we enter into a contract with TNT Post.

#### Recommendation to the Board

- a Approval is given to enter into a contract with TNT Post for the distribution of outgoing mail, with a review in 12months; and
- b The termination of the existing DX Post account in August / September 2010.

### 2. Consultation

#### 2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.2 This report has been forwarded to the Resources Board Portfolio Holders for their comments.

### 3 Background

- 3.1 Currently postal services are provided by various Royal Mail services and DX-Post.

- 3.2 The spend for the financial year 2008/09 was:

Response Services (pre-paid envelopes)	£6,037	
PO Box Fees	£120	<i>To be Cancelled 2010/11</i>
Selecta Post	£3,022	<i>Cancelled September 2009</i>
DX Post	£2,680	
Council Tax (Bulk Mailing Account)	£6,426	
General mail via Royal Mail	£66,391	
Total Spend 2008 /09	£84,676	

- 3.3 Due to the significant cost of postal services, and the requirement to reduce costs in all areas, a number of alternative options have been investigated.

## 4 **Alternative Options**

### 4.1 **Clean Mail**

4.1.1 Royal Mail operates a scheme called "Clean Mail" which offers a 10% discount for machine readable mail where volumes reach 1000 items per day, which we rarely achieve.

4.1.2 Machine readable mail is mail where the address is "printed" in a minimum font size of 10point, and includes an accurate post code. The address should also be clearly visible through the envelope window. No discounts are available on hand written addresses.

4.1.3 Clean Mail also requires that a barcode is printed on the letter. There are two ways of producing the barcode; either a software solution or via the franking machine.

### 4.2 **Option 1 - Clean Mail Software Solution**

4.2.3 We previously investigated the software solution, along with an envelope inserter, via Neopost and found that the costs were in excess of any savings produced.

### 4.3 **Option 2 - Clean Mail Franking Machine Solution**

4.3.1 Producing the barcode via the franking machine option is also an available option, but requires us to replace our existing machine with a sophisticated new franking machine.

### 4.4 **Option 3 - TNT Post**

4.4.1 The TNT Post option was identified by the Procurement Manager, through the collaborative working of the Warwickshire and Worcestershire Procurement Group.

4.4.2 As part of the ESPO contract with TNT further cost reductions will be provided by TNT Post, as more Local Authorities take up agreement.

4.4.3 This option provides smaller discounts than Clean Mail, for machine readable mail, but has no set-up costs and requires no purchases of additional equipment.

4.4.4 This option would see the majority of outbound mail going via TNT Post. Outgoing post will be packed into crates provided by TNT.

4.4.5 Franking of the post will be undertaken by TNT Post, as part of the contract, leaving us to frank only the residual post to be sent via Royal Mail. This will extend the life of our existing franking machine, which will only be used to frank priority items sent via Royal Mail, such as Special Delivery.

4.4.6 In order to streamline the "stuffing" of envelopes it is proposed to standardise on C4 / C5 envelope sizes throughout the Authority. This would allow a single fold for stuffing "general" mail items, as opposed to 2 – 3 folds.

## 4.5 Option Evaluation

- 4.5.1 Since the minimum quantity of mail needed for the “clean mail” options is 1000 items per mailing / day we would have to send our mail every two days in order to achieve any discounts, which itself is a reduction in service.
- 4.5.2 Both Clean Mail options require investment in either software or a new franking machine. Therefore neither of the Clean Mail options is recommended.
- 4.5.3 We recommend that we enter into a contract with TNT via a regional agreement negotiated by ESPO. The TNT service has no set-up costs and will provide a saving of approximately £6,000 per annum over current Royal Mail costs. This saving may increase as further discounts are introduced.

## 4.6 DX Post

- 4.6.1 We also maintain a DX Postal Account which is a next day service, mainly used to send and receive items from other Local Authorities and Solicitors
- 4.6.2 The costs for this account are reviewed in August / September each year, and in September 2009 the account was renewed at a cost of £2,680.
- 4.6.3 If these items were sent via TNT Post / Royal Mail there would be an approximate saving of £2,200
- 4.6.4 We are currently recording users of this DX service and it is proposed that we notify these users in July / August 2010 of our intention to terminate the account, and that post will need to be sent via other means.

## 5 Report Implications

### 5.1 Finance and Value for Money Implications

- 5.1.1 Estimated savings via TNT Post are conservative and could be as high as £8,900 but will depend on achieving a high rate of machine readable mail.
- 5.1.2 Expected Savings over our existing budget are as detailed below:

PO Box Fees	£120	<i>To be Cancelled 2010/11</i>
Selecta Post	£3,022	<i>Cancelled September 2009</i>
DX Post	£2,200	
General mail via TNT Post	£6,000	
Total Savings for 2010/11	£11,342	

### 5.2 Risk Management Implications

- 5.2.1 There is little risk attached to this proposal since there is no minimum contract period for TNT Post or investment required.

### 5.3 Equalities Implications

- 5.3.1 The Council is required to provide equal levels of service to all customers

**5.4 Links to Council's Priorities**

5.4.1 There is a need to review the costs of this service in order to meet the Council's priority of making the best use of its resources.

**5.5 Human Resources Implications**

5.5.1 These changes will result in a small time saving which will be re-invested in the service.

The Contact Officer for this report is Andy Cooper (719432).

**Background Papers**

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

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

## **Agenda Item No 11**

### **Resources Board**

**14 December 2009**

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

#### **Funding for Rural Housing Enabler**

### **1 Summary**

- 1.1 This report provides the Board with information about the work required to work with local communities and provide evidence for the Local Development Framework in order to deliver sustainable housing developments in the Borough.

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

- a That the Council uses existing resources to fund an internal post of Rural Housing Enabler for twelve months; and**
- b That the Housing Division works with partners to access external funding to continue the role of the Rural Housing Enabler after the initial twelve months funded by the Council**

### **2 Consultation**

#### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 The Housing Portfolio Holder, Councillor Johnston, and the Shadow Housing Portfolio Holder, Councillor Winter, have been sent a copy of this report and any comments received will be reported to the Board.

### **3 Background**

- 3.1 In May 2006, the Rural Affordable Housing Commission reported on the chronic shortage of affordable housing in rural areas. A combination of high house prices and a reduction in the number of affordable homes to rent, due to the success of the Right to Buy scheme for Council properties, has resulted in many middle to low income families being unable to buy or rent even the cheapest property in the village where they were born.
- 3.2 As a consequence, many young people are forced to move away to towns and cities to find affordable housing. This outward migration of younger, lower income people has led in some cases to the closure of village schools, shops, doctors' surgeries and bus services, thereby putting the sustainability of the village under threat.



- 3.3 Current research indicates that in many rural areas nationwide the picture outlined in 2006 has not changed. Nonetheless, in order to address the issues, suitable land has to be found for development, and the concerns of local people about the potential for new developments to disturb their village has to be overcome. Both of these issues are crucial and both of them require capacity to address.

#### **4 The Role of a Rural Enabler**

- 4.1 Nationally the role of a Rural Housing Enabler is seen as one which can seek out land which might not necessarily have otherwise come forward for development in rural areas, and can provide an independent specialist to work closely with Parish Councils and local communities to understand and address housing need.
- 4.2 A Rural Housing Enabler makes links with landowners to bring forward potential sites for development and has a particular role in providing independent information about local housing needs. This is very important in rural areas, where a local need has to be shown for exception sites to be considered for development.
- 4.3 Warwickshire Rural Community Council has employed Rural Housing Enablers in Warwickshire for some years. The role has been very successful in Stratford District where the Council is funding a full time post for five years in order to work with local communities and bring forward sites. In North Warwickshire the role was a part time one – 2 or 3 days a week (depending on the funding at the time) and has largely been concerned with understanding housing need in specific villages (8 local housing needs surveys being completed). However it is recognised that there have been issues around lack of direction and focus for the work and a concern about barriers being created between the Borough Council and local communities.

#### **5 Current Position**

- 5.1 The new Homes and Communities Agency, which provides funding for new affordable homes developments, is working with rural authorities by way of a Rural Housing Project in order to better understand barriers to developments in rural areas. They have funding specifically for rural developments and keen targets to meet in this area. Having the capacity to work closely with local communities can enhance the potential for development.
- 5.2 North Warwickshire Borough Council is part of the sub-regional group for the National Affordable Rural Housing Project, along with five other Local Authorities and will be looking to help complete the regional rural target for affordable homes, of 1,219 in settlements under 3,000 for 2008 to 2011. There are still 766 needed to meet the target. In settlements below 10,000, the region has a target of 500 and still has 354 to be met. They will also be looking at issues that affect rural sites, such as costs; village green applications, etc, and this will result in an eventual sub regional rural strategy being completed.
- 5.3 Funding for the role of Housing Enabler in North Warwickshire came to an end in June 2009. This is unfortunate because the capacity and independence it brings to potential rural developments would be very useful at a time when the Homes and Communities Agency is actively seeking to fund affordable homes in rural areas, and Housing and Planning Officers are seeking out sites to bring forward for preferred Housing Association partners to develop.

- 5.4 Unlike Stratford upon Avon District Council, North Warwickshire has never directly funded the post of Rural Housing Enabler. In previous years the role has been assisted with funding from agencies such as DEFRA and the Countrywide Agency under their Rural, Social and Community Programme, but these funding streams have now dried up. The post has also benefitted from funds from the Narrowing the Gaps allocation for the North Warwickshire Community Partnership in 2008/09.
- 5.5 The delivery of affordable housing through the Local Development Framework in the Borough is well underway but needs to be underpinned by clear and current evidence of need to supplement the Housing Market Assessment. . This would provide a clear role for the rural enabler over 12 months as well as adding to the Council's capacity to build crucial relationships in local communities in order to develop much needed affordable housing in those areas. We would anticipate that the work would play a very important role in attracting future funding from the Homes and Communities Agency.
- 5.6 As an interim arrangement in order to address the needs of the Local Development Framework process and to build relationships with local communities in order to bring forward land for development it is proposed that the Council employ a post internally for 12 months. This will establish the role and its focus in anticipation of accessing future funding from sources other than the Council's own budgets. If the post works well it will assist in attracting development funding into the area.
- 5.7 In addition to the role of a designated Rural Enabler the work could be complimented if required by Warwickshire Rural Housing Association who would undertake needs surveys on an ad hoc basis to add to capacity if required.

## **6 Report Implications**

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

- 6.1.1 To be productive it is proposed that the post is covered for three days per week. This means funding of £23,000 for the twelve months period. The funding is from existing budgets in both the Housing Division and the Forward Planning Team. The £14,800 carried over from a budget for housing strategy work will be matched by £8,200 funding from the Local Development Framework budget.
- 6.1.2 The Housing Division is actively working with partners and other Districts to seek out funding for this post for future years.

### **6.2 Environment and Sustainability Implications**

- 6.2.1 The work will help to develop small new build developments within parishes that will assist with the agenda of sustainable communities and help to meet local need within villages.

### **6.3 Risk Management Implications**

- 6.3.1 If the role of Rural Housing Enabler does not continue in the Borough, there is a risk that useful and productive development sites in rural areas will not be brought forward at a time when funding is available.

#### 6.4 **Links to Council's Priorities**

6.4.1 Improving housing in the Borough by delivering more affordable housing.

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

#### **Background Papers**

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

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

## **Agenda Item No 12**

### **Resources Board**

**14 December 2009**

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

#### **Review of Home Improvement Agencies and Associated Work**

### **1 Summary**

- 1.1 This report provides the Board with an overview of work which has been undertaken to review the delivery of the work carried out by home improvement agencies in the County and the proposal to take the next steps to improve this service and those associated with it.

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

- a That the report received by and recommendations agreed by the Supporting People Commissioning Body be noted and;**
- b That the Housing Division's active participation in the work required to develop and commission a new service model for the delivery of home improvement agency services and their associated work streams be agreed and;**
- c That the consideration of potential service models be considered by the Housing Portfolio Holder Group before submission to the Resources Board for a decision on the Council's participation in the proposed model;**

### **2 Consultation**

#### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 Councillor Johnston and Councillor Winter, as Portfolio Holder and Shadow Portfolio Holder for Housing, have been made aware of this report.
- 2.1.2 The report to the County's Commissioning Body attached as an appendix to this report has been considered by Councillor Hayfield and Councillor Phillips who are both represented on the Supporting People Commissioning Body.

### **3 Background**

- 3.1 Home Improvement Agencies are locally based, not for profit organisations. They help older, disabled and vulnerable homeowners or private tenants repair, improve, maintain or adapt their homes. Some also provide services to Council and Housing Association tenants and some provide support to move home where this is a preferred option. However the prime purpose of Home Improvement Agencies is to help people continue to live in their own homes in comfort, safety and security and independence.

- 3.2 Nationally Home Improvement Agencies present part of the solution to the Government's proposals to increase choice, empower individuals and address inequalities in care and support services. Agencies have been developing over 20 years and now cover over 90% of local authority areas. They are funded in the main by Supporting People.
- 3.3 Through Supporting People funding, which is managed by Warwickshire County Council but is delivered strategically through partnership arrangements which include Borough Councils, there are 3 Home Improvement Agencies. Age Concern works in Warwick and Stratford, Orbit Housing Association works in Rugby and Nuneaton and Bedworth Borough Council delivers the service for Nuneaton and North Warwickshire.
- 3.4 The Nuneaton and Bedworth Home Improvement Agency provide services in North Warwickshire by providing an officer who is based in Nuneaton but is part time in North Warwickshire and works closely with the Private Sector Housing Section.

#### 4 **Current Position**

- 4.1 As part of its programme of strategic reviews of services funded by Supporting People the Commissioning Body has been considering how Home Improvement Agencies can best deliver services in the future. Whilst the three Home Improvement Agencies themselves are relatively small the review has been quite an extensive piece of work because of the work streams that it touches and enables. It has also reflected on a picture both nationally and locally of an increasingly older population, a strong drive towards keeping people in their own homes and the increasing costs needed to do so.
- 4.2 The full Home Improvement Agency review report has been placed in the Group offices for Members to consider. The Executive Summary is attached to this report as Appendix A.  
...
- 4.3 The report to the Supporting People Commissioning Body about the review is attached at Appendix B for the Resources Board to consider. The Commissioning Body report brings together information on a number of work streams which have converged as they seek to improve services for older and disabled people and draws some conclusions. One of the conclusions is the necessity to seek out a different service model which will improve access to services as well as how we deliver them consistently across the County.  
...
- 4.4 A considerable amount of work needs to be undertaken before a different service model can be proposed however some broad principles will underpin future considerations. Members will note from the report attached at Appendix B that these principles have been born out of partnership work carried out to review how adaptations are delivered as well as Home Improvement Agency case work. Some of the key principles are set out at 2.2 and 2.5 of the attached report.
- 4.5 The Supporting People Commissioning Body is asking each borough Council to support the work that is now required to build on the findings of the review and to work in partnership to seek out a new service model to deliver the services set out at 3.1 above
- 4.6 In order to do this and to ensure that current and future resources are fully understood part of the proposal is to work with Foundations, a national organisation appointed by the Communities and Local Government, to support Home

Improvement Agencies and seek service transformation as well as seeking out a funding resource to appoint a designated project officer to work closely with all partners to deliver change. There are examples across the Country of similar work being undertaken and these examples will be drawn upon in future considerations however what is important is that a service model is developed that is fit for purpose in the Warwickshire context.

- 4.7 In the interim there is lots of work being undertaken across the County to improve the delivery of adaptations and other services which assist older people to remain independent. Much work has been done by the Project Board for Adaptations to achieve better procurement and to stream line processes. This includes how to use specialist Occupational Therapist skills in a more productive way and to prevent duplication of effort. A partnership around the Supporting People programme has attracted £200,000 of Communities and Local Government funding to provide a housing options approach for older people who want to remain independent but need assistance. In addition additional funding has been attracted for an extension of the handy man service across the County (which can prevent the need for major adaptations depending on what is required). Essentially all of this work is concerned with improving the service for our customers and it is expected that bringing together the work that is already underway and working to give a new focus to how we deliver services across the County will improve their experience of both accessing services and their delivery.

## **5 Conclusion**

- 5.1 County and Borough Council partners have been working actively together to improve the delivery of services over a number of work streams which assist older and disabled people to remain independent in their own homes. It has been proposed that this partnership work over a number of services now converges in order to discover whether a new service model can be developed in Warwickshire which improves the service to customers and makes the best use of resources available.
- 5.2 Although a considerable amount of thought has been brought to the process and key elements of a possible new model have been set out much work is still required for partners to explore what the best model for Warwickshire would look like. It is this piece of work which is now required and when it is completed it will be subject to each partners organisation deciding how or whether they want to participate in the new model.

## **6 Report Implications**

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

- 6.1.1 The Council spends in the region of £0.5 million per annum from its capital funds on the services related to the Home Improvement Agency. It is critical to the future affordability of such services that these funds are spent efficiently and customers in need have a wide range of options available to assist them. The continuation of this review will assist to remodel services to improve efficiency and effectiveness in the future.
- 6.1.2 The critical aspect of this work is to provide preventative services in partnership and to keep people independently in their own homes. Both of these provide a high level of satisfaction when delivered in a personal and joined up way.

## 6.2 Risk Management Implications

- 6.2.1 This report updates Members on work done so far and asks to be able to progress it further. Risks attached to any proposed model(s) will be fully evaluated going forward.

## 6.3 Human Resources Implications

- 6.3.1 A new models for service delivery is likely to have staff implications. These could be similar to those attached to a shared service, TUPE implications or possibly redundancy. As service models are explored the Council's Human Resources Section and Unions will be kept fully involved and informed as appropriate

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

**Helping More People Live Independently:  
Improving the Quality of Home Improvement Agency  
Services in Warwickshire**

**Summary of business case report**

**MARCH 2009**

***Strictly private and confidential***



## Introduction

1. Home Improvement Agency (HIA) services have vast potential to enable people to remain in their homes and retain independence and therefore present part of the solution to the governments' proposals to increase choice, empower individuals and address inequalities in care and support services. They help older, disabled and vulnerable homeowners and tenants to repair, improve, maintain or adapt their homes. Their prime purpose is to help people continue to live in their own homes in comfort, safety, security and independence.
2. Foundations, the National Body for Home Improvement Agencies across England, has been appointed by Communities and Local Government (CLG) to support the HIA sector to expand the coverage of services across the country and to improve the way services are planned and delivered in future. This involves helping commissioners and providers to respond to the changing environment in the social care, health and housing arenas through their Future HIA project.
3. Three HIAs currently provide services in Warwickshire run by Age Concern, Nuneaton and Bedworth Borough Council and Orbit Heart of England. Building on a review of these services carried out in 2007/08 the County Council, together with the five district councils<sup>1</sup>, the 'partners', decided to explore whether HIA services could be provided in a more consistent way with improvements to quality and value for money, as well as being more flexible, both in addressing future needs and being able to respond to changes in health and social care policy.

## Improving the quality of HIA services in Warwickshire – the project

4. The project has been delivered in 4 stages:
  - Desktop review of the need for HIA services and the way they are delivered currently in Warwickshire.
  - Stakeholder engagement with service users, other key agencies (including health, social care, police and fire and rescue services) and the partners themselves to develop a shared vision for the future service and identify all opportunities to improve the service through joint working.
  - Soft market testing to explore the likelihood of other providers being willing and able to deliver HIA services in Warwickshire, on what basis they would consider this and how much the future service is likely to cost.
  - Option generation and appraisal to develop a model for Warwickshire that best meets needs and is fit for the future. This included an evaluation of risk, cost, quality, strategic fit, governance and impact in terms of equalities and diversity.

---

<sup>1</sup> (North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council, Rugby Borough Council, Stratford-on-Avon District Council and Warwick District Council)

5. The process and outcomes of each stage are detailed within a suite of four project documents; Desktop Review report, Stakeholder Engagement report, Soft Market Testing report and Business Case report. Following the options appraisal, a detailed business case was developed for the recommended option, to commission a single service across the county.

## Improving the quality of HIA services in Warwickshire – conclusions

6. Within Warwickshire the demographic trend shows a larger population of older people in the future. This, together with the changing aspirations of older people and the policy change agenda towards staying put rather than accessing sheltered housing or residential care, will increase the need and demand for HIA services in future. It is also anticipated that there will be an increase in the number of younger adults with physical impairments and people with learning disabilities requiring HIA services in future. The needs identified are not evenly spread across Warwickshire and partners will need to consider how to respond to this issue, as well as the growing need for services, perhaps by pooling resources to reduce any inequalities that exist in service availability.
7. HIA services make an important contribution to the wider priorities that exist in Warwickshire, most notably those identified in the Local Area Agreement (LAA), Sustainable Community Strategies and the Joint Commissioning Strategy for Older People Services. In particular there are four targets within the LAA that HIA services contribute to, as follows:
  - NI124 – people with a long term condition supported to be independent and in control of their condition
  - NI139 – the extent to which older people receive the support they need to live independently
  - NI141 – number of vulnerable people achieving independent living
  - NI187 – tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating.

They also contribute less directly to indicators relating to concerns about anti-social behaviour and crime, reducing carbon dioxide emissions, encouraging healthy lifestyles and promoting community volunteering.

8. The existing services perform well against the targets set by commissioners. However there is a significant difference between service volumes and performance across agencies suggesting that major inequalities exist between services to people living in the different local authority areas.

9. The total expenditure on HIA services across Warwickshire, discounted by the contribution that the existing providers make towards their costs, is £607,984. In addition to this CLG have recently awarded £125k to the county for additional handyperson services, with a further £185k being available for 2010/11, Nuneaton and Bedworth BC have recently been allocated funding to support the introduction of the Kickstart loan scheme locally and the local authorities could consider transferring in house staff resources that currently support the HIA function, the value of this being as much as £160,000. Together with the original budget and the potential for the HIAs to increase their income from other sources, this creates a much larger pot with which to commission services in future.
  
10. It is clear from the stakeholder engagement events that service users, other agencies and the partners themselves share a vision of HIA services in Warwickshire looking very different from the way they are delivered now. In summary, the most important changes that stakeholders wished to see are: easy and equitable access, a broader range of services and customer base, clear and consistent branding and definition of services, a more personalised approach, quicker turnaround and better customer engagement.
  
11. Although the response to the soft market testing exercise was limited, it demonstrated that there are organisations within the market which are interested in tendering for future HIA services in Warwickshire. All agencies identified that efficiencies could be generated through tendering a single contract, that alternatively greater service volumes could be delivered with the existing resources and that they could generate additional resources through, for example, increasing fee income.
  
12. The option appraisal process concluded that the best option for the future delivery of HIA services in Warwickshire is to commission a single contract across the county. In developing the options and criteria for appraisal a number of assumptions were made, the most important being that partners want to improve the quality of the HIA service as well as generating efficiencies, but that the resources to expand the service to meet the increasing needs and aspirations of local people are limited. It was also assumed that partners are keen to reduce inequalities across the districts by enabling a service that responds to the highest priority needs, including consideration of pooling of grant/loan budgets in future, as well as the revenue budgets invested in the service.

### **Business case for recommended option – to commission a single countywide service**

13. The option to commission a single countywide service scored significantly better than all other options considered. This was true in respect of all criteria except the ability of the option to respond to the personalisation agenda and this issue is addressed below.

14. This option assumes a single client function based within one of the local authorities, who will work actively with the new service to ensure that it delivers the quality of service required. It also assumes that the pooling of DFG and administration budgets across the county will be considered in future to enable a consistent service to be delivered on the basis of need.
15. If this option is implemented, there could be considerable synergies with the current countywide information and signposting service for older people, PHILLIS (Promoting Health and Independence through Low Level Integrated Support). This would enable customers to access advice and information through a single point of contact, and those requiring repairs or adaptations could be referred directly to the HIA provider. However the needs of HIA customers who are not older people would have to be considered as they would not currently be able to access the service if PHILLIS. Also specific consideration will need to be given as to whether the new HIA service will also support those for whom a move to a new home is the best option, or whether this will become a role for PHILLIS or another party.
16. The financial case for the recommended option is strong and it scores highly in relation to cost and value for money, and to generating additional income. It scores less well in relation to transitional costs, as there is a risk that higher transitional costs could be incurred, although these are unlikely to outweigh the on-going revenue savings and steps can be taken to mitigate these risks.
17. The commissioning of a single county wide service also scores highly in terms of service quality. When assessing this option against the 'ideal' service, as described in the full Business Case Report, and as described by Foundations in their work on the future HIA, a single county-wide service has very significant quality gains over several, smaller services because:
- Consistency of service can be achieved most easily through clear management of all staff working in the team and unified procedures, access criteria and performance monitoring.
  - Achievement of the targets in the service specification will be easier through greater flexibility to deploy staff resources to meet needs and to cover staff absence.
  - An organisation operating across the county can better manage peaks and troughs in demand for service, more easily develop constructive working relationships with other county level organisations and to co-operate with other services to plan and manage demand and marketing.
  - It is better placed to develop a, or work with an existing, single advice line to handle and advise on all enquiries.
18. A single county wide service is well placed to deliver on equalities agendas, both in terms of reducing existing inequalities of access to services and in terms of

developing new, more culturally sensitive services. Reducing inequality of access will be maximised if commissioners are able to pool capital budgets, and create a single, unified loans policy and scheme for the county.

19. As mentioned above a single county-wide service providing the full range of HIA services is not the best option in terms of personalisation, but it is better than two or three-agency models, as the larger organisation allows for increased financial flexibility to cope with some low levels of work for clients who 'spend' their personalised budgets elsewhere. In order to really deliver personalised services, it is preferable to split the advice/advocacy/service commissioning role from the service delivery role. This allows the advisors to explore all available options with a customer, without the temptation to push them towards HIA services, and without HIA services carrying the financial risk of conducting advice work that leads to no fee, as customers choose to spend their individualised budget elsewhere.
20. At the present time, the personalisation agenda in relation to HIAs is not yet well advanced, and it seems appropriate to adopt a model that will allow an increasing focus on personalisation over time. The willingness and flexibility of potential providers to work with the partners to positively respond to this changing environment will need to be explored during the tender process.
21. A strong commercial case for the recommended option also exists with all respondents to the soft market testing exercise expressing an interest in tendering for a countywide service. There was little appetite from the providers who responded to the soft market testing exercise for an option which split advice and support from service delivery and this supports the suggested approach to developing a more personalised service over time.
22. Finally, the single countywide service option has potential to achieve simplicity, consistency and clarity in its governance arrangements. However it is recognised that the engagement of local stakeholders and customers may be more difficult to achieve for a countywide service in view of the distance between the districts.

## Risks

23. Tendering for a single countywide service compares well with the other options evaluated on all risks. Partners desire to achieve value for money from the new arrangements for HIA services are most likely to be met by this option as evidenced by the soft market testing exercise. The exercise also demonstrated that this was an option that potential providers were keen to tender for, whilst options splitting the advice role from the technical role were less favoured. Hence there is a low risk that the market will not engage if this option is progressed.
24. All other risks identified can be mitigated through good communications with customers, elected members and staff. However, partners need to prepare for the

possibility that staff will leave the service and some early research within the market for relevant skills and the best places to advertise will assist the provider to ensure a full staffing complement as soon as possible. Partners also need to be alert to the possibility of grievance if staff feel they have been treated unfairly or the transfer has not been properly managed and the likely cost of employment action.

## Next steps

25. The key actions needing to be taken by partners in developing the future HIA service in Warwickshire are listed below. However, one issue that has not been considered in the report above is the clear message from service users at the focus group in January that they wished to see a different name for a service that rather than seeking to 'improve' peoples' homes, is more about helping them make changes that will enable them to continue to live independently. The actions required are included in a draft plan to be completed by partners (see Appendix B to the full report) but these include:
- Agreement on option for consultation
  - Consult relevant Members
  - Consider how best to apportion risk between partners
  - Develop draft funding model/options for consideration by Members
  - Agree who the service should be targeted to and what service might be available to those not in priority need
  - Develop a draft specification
  - Engage other partners, eg, PCT and Fire and Rescue
  - Agree preferred option with all partners as above
  - Develop communications plan
  - Develop partnership agreement, funding agreement and agree governance arrangements
  - Develop an implementation/transition plan from existing services to new
  - Tender the service including requirement for method statements and evidence of past performance in other areas to assist in evaluating quality of bids.

HQN is the largest independent housing training and consultancy company in the UK. Over 680 housing organisations nationwide subscribe to The Housing Quality Network which provides high quality briefings and workshops on a wide range of issues affecting the sector. We also run a number of specialist networks, provide bespoke consultancy and research, in-house training, interim management (The Pool) and executive recruitment (The Source) services and host a comprehensive programme of conferences and seminars.

**For further information, please contact:**

Consultancy: Jason Lukehurst – [jason@hqnetwork.co.uk](mailto:jason@hqnetwork.co.uk)

Networks: Ben Osborne – [ben@hqnetwork.co.uk](mailto:ben@hqnetwork.co.uk)

Events: Fiona Macfarlane – [fiona@hqnetwork.co.uk](mailto:fiona@hqnetwork.co.uk)

Training: David Ganz – [dave@hqnetwork.co.uk](mailto:dave@hqnetwork.co.uk)

The Pool: Ruth Leap – [ruth@hqnetwork.co.uk](mailto:ruth@hqnetwork.co.uk)

The Source: David Ganz – [dave@hqnetwork.co.uk](mailto:dave@hqnetwork.co.uk)

**Or call any of the above on 0845 4747 004 For further information: [www.hqnetwork.co.uk](http://www.hqnetwork.co.uk)**





**AGENDA MANAGEMENT SHEET**

**Name of Committee** Supporting People Commissioning Body

**Date of Committee** 30<sup>th</sup> September 2009

**Report Title** Home Improvement Agency Report

**Summary**

**For further information please contact:** Rachel Norwood – SP  
Lead Commissioner  
01926 742965

Warwickshire Heads of  
Housing

**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background papers** HIA CB Report March 2008  
HIA Review Report March 2009

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)
- Other Elected Members  .....
- Cabinet Member  .....
- Chief Executive  .....
- Legal  .....
- Finance  .....
- Other Chief Officers  .....
- District Councils



Health Authority  .....

Police  .....

Other Bodies/Individuals

**FINAL DECISION YES/NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by  
this Committee

To Council  .....

To Cabinet  .....

To an O & S Committee  .....

To an Area Committee  .....

Further Consultation  .....

## Home Improvement Agency (HIA) Review Report Commissioning Body

### Recommendations:

It is recommended that:

- **The Commissioning Body commend the shared vision and model for future service delivery, which brings together different housing related work streams.**
- **The Commissioning Body commend the implementation of the countywide housing options and advice pilot service for older people.**
- **The Commissioning Body agree to streamline current Supporting People contractual arrangements with Home Improvement Agencies to have one countywide service.**
- **The District and Borough members of the Commissioning Body take a recommendation to the appropriate decision making bodies in each District/Borough to work in partnership to streamline all partners' contractual arrangements with Home Improvement Agencies to jointly develop and commission a service model which will deliver a more efficient and more effective single countywide service.**

### 1. Introduction

- 1.1 This report provides an update and recommendations to the Commissioning Body regarding the future commissioning for Home Improvement Agencies in Warwickshire.
- 1.2 The Commissioning Body received a report at its meeting in April 2009 which presented the draft Business Case for the review of the Home Improvement Agency services in the County. Since that meeting partners have been working to finalise the Business Case and to consider how to productively take this work forward in order to improve the services provided by and through Home Improvement Agencies.
- 1.3 It was noted at the Commissioning Body meeting that the Home Improvement Agency review is multifaceted because it is not just concerned with the contractual and funding arrangements dictated by Supporting People. The funding arrangements for both Home Improvement Agency case work and the related work streams are resourced significantly by the five district Councils.

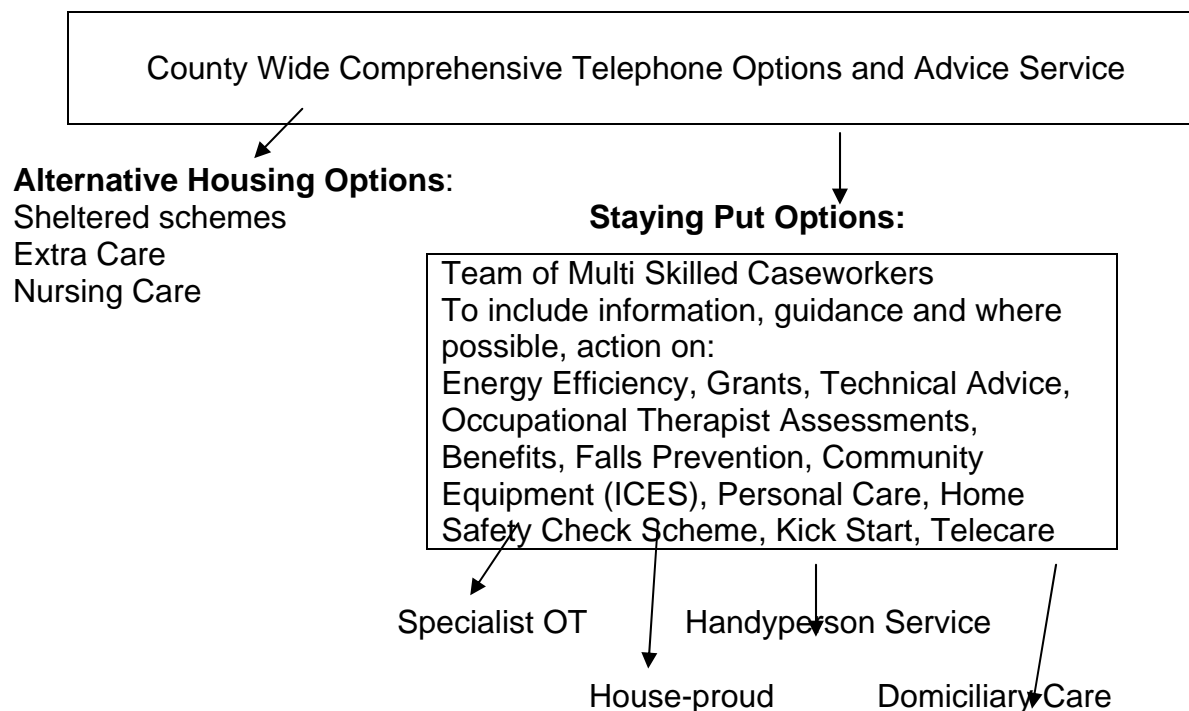
This has made the review complex and will mean that delivering any recommendations are equally complex.

- 1.4 In addition to working with Housing Quality Network to consider how services can be improved partners have also been working closely with Foundations (the national co-ordinating body for Home Improvement Agencies) and the Adaptations Strategic Advisory Group (a County wide Group established to improve the delivery of adaptations). The latter is of particular importance because it has become clear through a maturing understanding by partners of the extensive work that is undertaken across the County currently to ensure people can retain their independence (and the funding streams connected to that work) that delivering services holistically is important to customers as well as ultimately to the efficiency and effectiveness of the service delivery.
- 1.5 The first part of this report provides the Commissioning Body with a summary of the holistic countywide approach partners are considering. The second part indicates the work which would need to be undertaken to implement this approach with information about an early opportunity to work together to provide a comprehensive options service. The Commissioning Body will note that the work required is significant and would not be completed within 12 months. It is for this reason that a staged approach will be required which will include the re-commissioning of current Home Improvement Agency services to start to provide a foundation for future work, developing a countywide housing options advice service for older people as well as making clear connections to the work which is underway to improve the delivery of adaptations.

## 2. A Holistic Countywide Approach

- 2.1 Alongside the work that has been undertaken to understand and review how we deliver Home Improvement Agency services there has also been work taking place with Warwickshire County Council and the Districts and Boroughs in other housing related areas. These areas of work include adaptations (both private and public), Tele-care and handyperson services.
- 2.2 A countywide workshop to review the delivery of adaptations in May of this year, as well as the detailed work which has been undertaken to review Home Improvement Agency services, have indicated that transforming these services requires a combined approach in order to deliver:
  - A holistic and comprehensive options approach for all customers requiring support and assistance
  - Personalised case work for customers who need it to deliver both low and higher levels of support
  - Efficient systems, which combine workloads and expertise
  - Better value through joint commissioning
  - Resilient services
  - Improved performance monitoring
  - Services which attract additional investment

- 2.3 In order to transform these services and deliver these aspirations we need to work strategically across a number of work streams. There has been an emerging recognition that to achieve a long term positive outcome the transformation of these services will require a commitment from all partners over the next 2 to 3 years to ensure they are fully realised.
- 2.4 In order to progress this transformation, partners will have to agree a joint vision and model of service. This will enable any future work to be grounded in a shared vision and as the work streams progress for all future decisions of partners to be measured against.
- 2.5 The Home Improvement Agency review and the transformation work being undertaken to improve the delivery of adaptations have both indicated that customers would benefit from a shared vision for a holistic countywide service that:
- Is able to respond to demographic pressures
  - Improves service delivery at a time of reducing resources
  - Is an holistic approach with shared risks across the County Council, Districts and Boroughs and Health
  - Is able to offer a full range of services from low to high level support
  - Provides good advice which is co-ordinated and consistent with a range of options for customers
  - Offer a first point of contact able to give a broad range of advice and options
  - Involves fewer visits by less people with more broadly skilled staff
  - Has a caseworker who stays with the customer throughout the process
  - Streamlines processes, reducing time and bureaucracy for delivery
  - Has good joint procurement mechanisms
  - Has robust reporting on performance to partner agencies
- 2.6 It is too early in the process to give an absolute definition of a service model that would deliver the holistic countywide shared service but it would be underpinned by the principles set out above, would be set up as one team and resourced through one or more funding frameworks. A broad outline of a possible model is set out below for illustrative purposes only:



### 3. Home Improvement Agency (HIA) Review

- 3.1 The Home Improvement Agency Business Case completed by Housing Quality Network recommends the commissioning of a single countywide service. This conclusion was reached following a desktop review, stakeholder and service user engagement, soft market testing and option generation and appraisal. The Executive Summary to the report is attached to this report as Appendix 1. The full report is available on request.
- 3.2 This recommendation echoes that of the strategic review completed in 2008, with the desired outcome being that a single countywide HIA service is the service model that best meets need and is fit for the future. However, the Business Case builds on the experience of other Councils and proposes a more holistic approach by including the provision of wide ranging options advice to customers and the delivery of adaptations within the Home Improvement Agency Team. The benefits of this approach are commended to the Commissioning Body. However, it does mean that developing a service model to deliver services in a different way will require partners to engage in a project to explore service model options for a countywide service and address issues which arise from the change process.
- 3.3 Partners have already been exploring the benefits of providing a countywide holistic model through meetings with Foundations. Over recent years a number of Councils have reviewed their Home Improvement Agency services and developed different models of delivery. Some of these have been considered by partners, and Foundations have provided information on them, however it is clear that each area has different issues and constraints and what is important is that Warwickshire develops a model of delivery that is appropriate for the needs of its customer base and reflects local needs.

- 3.4 There are two clear drivers for change – current performance and future needs.
- 3.5 Both the strategic review and the HQN Business Case have indicated that service delivery in Warwickshire is uneven. There is a clear indication of differences between service volume and performance suggesting inequality of service provision in different areas. In addition, because HIA services are not coherently delivered or strategically governed, performance information and costs are not consistently reported. Current providers are not identifying future needs for their services or driving improvements in quality or efficiency of their services. It is interesting to note that current services rely heavily on local authority funding (47%) when compared nationally (22%).
- 3.6 Demographic information indicates that Warwickshire will have a larger population of older people in the future together with changing aspirations and an increasing desire to remain independent. There will also be more adults with physical impairments and learning disabilities. This will increase the demand on HIA services and the delivery of adaptations in particular in the future. This is coming at a time of extreme pressure on public funding. There is an expectation on local authorities that they should be working in partnership to change how HIA related services are provided to customers, in order to assist people in their understanding of what options are available to them and to work more efficiently.
- 3.7 Stakeholder and service user events showed that service users, agencies and partners have a shared vision for how services should be delivered. Key changes stakeholders and service users wanted to see were easy and equitable access, a broader range of services, more personalised approach, quicker turnaround and better customer engagement. This is reflected in the vision set out above.
- 3.8 The soft market testing was limited but demonstrated that there are organisations who are interested in tendering for future HIA services. All identified that greater service volumes could be delivered with existing resources and they could generate additional resources.
- 3.9 The HQN Business Case sets out significant benefits of a restructured HIA service. These include; enhanced governance with single management information and contract monitoring, service consistency through clear management with unified procedures, access criteria and performance monitoring, improved resilience, ability to provide a single point of access for customers, quality assurance through uniform service standards and an ability to develop effective relationships at a strategic level to drive efficiencies and service improvements as well as attracting new funding sources. The Business Case and Foundations report also indicate that economies of scale could be achieved through:
- Reductions in management and overhead costs,



- Sharing office bases where geographically appropriate,
  - Contract monitoring efficiencies,
  - Managing staff cover and flexible working across districts,
  - Sharing expertise and good practice,
  - One set of policies and processes removing duplication of effort,
  - A single development which can be taken forward for the whole county
  - A single point of contact for commissioners.
- 3.10 Councils who have undertaken to transform how their Home Improvement Agencies and their related work areas are delivered have indicated that there are risks in relation to the need to engage in complex negotiations about how services can be delivered through a shared service model. There are also risks in relation to the potential for resistance from some partners, reaching agreement about a funding formula and consideration of transitional arrangements. The development of a full risk management plan and an intention to build flexibility into the service model so that partners can choose their level of involvement and retain control will assist with managing these risks.
- 3.11 It is clear that there must be a strong and effective partnership relationship for the project to be as successful as it can be. The greatest risk to the project is that the project could fail if it becomes impossible to agree a service model which accommodates the needs of all partners. This includes the vehicle for funding the joint service.
- 3.12 Funding arrangements will reflect each organisation's service need and their ability to fund the part of the service to address that need. For example the service model could be based upon the current successful Integrated Community Equipment Service (ICES) partnership framework in Warwickshire. The framework requires partners to commit to annual fixed costs for service provision in line with each partners minimum service expectations, this is a percentage of the total fixed cost. These would be reviewed annually and be revised based on previous year's usage. The service manager - a post funded jointly by the partners - monitors spend and service performance and reports to the partnership quarterly. All partners through this partnership arrangement monitor service provision in their locality or area of interest.

In addition to agreed fixed costs, each partner decides upon a maximum amount of funding for variable costs of the service specifically for their locality or area of interest. The funding framework would enable the service to be delivered as agreed by partners with spend against variable costs being monitored and reported quarterly. This framework arrangement allows for a countywide shared service whilst partners maintain control over minimum service requirements from fixed costs and control over their financial contributions locally for variable costs. A formal legal agreement between partners is utilised. The detail of a funding framework would come from the implementation of the project.



- 3.13 As reported to the Commissioning Body in April 2009, it is anticipated that once agreement is reached about a vision for future services delivery more work needs to be done to work up the detail of the new service. To do this an implementation plan would have to be developed and there would be a need to build in capacity to develop and deliver the plan through the appointment of a designated project manager. The actions which would have to be considered in an implementation plan are outlined in the next section.

#### **4. Implementation Plan for the Commissioning of HIA Services**

- 4.1 The recommendations to the Commissioning Body and the potential benefits from having a holistic countywide model are aligned to the vision partners proposed above.
- 4.2 In order to progress this work partners have been supported by Foundations as well as HQN. Foundations have completed Strategic Reviews of HIA services in other Authorities and are the national experts on these services. Foundations have been tasked by the national government to work with local authorities to improve HIA services and outcomes from them, including supporting authorities such as Warwickshire in the future commissioning of HIA's and to move to more streamlined contracting arrangements. Foundations have offered to work with Warwickshire partners, through the implementation phase of the project to a countywide HIA to help ensure its success. They have learning from within Foundations itself but also from their work with other authorities.
- 4.3 The partners have received a suggested implementation plan from HQN, as part of the HIA report. An example of an implementation plan has also been sourced from Foundations, through a report they completed for another local authority.
- 4.4 The draft implementation plan set out in Appendix 2 of this report reflects the current complexities within the Warwickshire services, possible procurement timescales for Warwickshire and end dates for current contracts in Warwickshire. It provides the Commissioning Body with possible timescales for the project should a decision be made to accept the recommendations set out in this report. However, it is worth noting that this is a time intensive project and delivery is dependent upon capacity within each organisation. The final project plan may have revised timescales dependent on the capacity available.
- 4.5 As capacity will be crucial to the development and delivery of the new service model if the Commissioning Body and individual Local Authorities endorse the recommendations set out here, work will be undertaken to appoint a full time project officer. In order to provide this capacity resources will be sought from the West Midlands Local Government Association efficiency fund, sourced from the Housing Options grant and through Foundations.

## 5. Housing Options and Advice Countywide Pilot for Older People

- 5.1 In May 2009, the Communities and Local Government (CLG) awarded Warwickshire £192,000 over 2 years to provide a countywide housing options advice service for older people, with practical support for those who wished to move home to more appropriate accommodation. The service is to be proactive and target those older people at risk of falls as well as release family sized properties through supporting those older people who wish to downsize to do so.
- 5.2 The proposal for a comprehensive and proactive county wide housing options and advice service in Warwickshire was developed by the County Council, Health and the Districts/Boroughs. This partnership working successfully bought in the additional funding, which Warwickshire otherwise would not have had. This funding has not been allocated to Supporting People but to Warwickshire County Council and partners are keen for this pilot project to help deliver some key objectives set out in the HIA Business Case and the vision for future services. If successful it will be an opportunity to make improvements requested by customers at an early stage of revising the service delivery model.
- 5.3 The CLG funding would be utilised to pilot a countywide comprehensive housing options and advice service for older people. This pilot would be taking place while the work to progress the other elements within the overall model continues.
- 5.4 In taking the pilot forward there is an intention to work with a service called FirstStop. This is a national advice service on housing and care options provided by Counsel and Care, Elderly Accommodation Counsel, Help the Aged and NHFA. The FirstStop consortium has also been awarded funding through the CLG to launch a pilot service to deliver comprehensive options advice. FirstStop provides a national telephone options and advice service for older people as well as written literature. The organisation holds a database of the housing and care options for older people available in each Local Authority. Its priorities for 2009 are to promote the national service, explore local partnerships and evaluate the pilot. The FirstStop website can be found at [www.firststopadvice.org.uk](http://www.firststopadvice.org.uk)
- 5.5 It is proposed that Warwickshire work in partnership with FirstStop to provide a pilot countywide housing options and advice service in Warwickshire. This will avoid duplication of a service and utilise the expertise within FirstStop to benefit Warwickshire. FirstStop are able to provide a dedicated telephone housing options and advice service for Warwickshire with the funding it has received from the CLG. The funding that has been awarded to Warwickshire will provide local staff to work in partnership with FirstStop to provide a visiting housing options and advice service for those older people in Warwickshire who do not want to or cannot use a telephone service as well as practical support to those older people who wish to move home.

- 5.6 The local staff would market the Warwickshire FirstStop service across the County as well as proactively target the marketing of the service to falls prevention, hospital discharge and other older people who are at risk and establish clear referral routes. The service will be widely marketed, including to people in rural localities to ensure those who need to service can access it, wherever they live. Staff locally would also develop referral routes to the service from the One Stop Shops. With FirstStop, local staff would develop and implement ways to monitor and evaluate the pilot service. The service would not duplicate local housing advice services in each district, which may provide advice and some support to older people who are their own tenants but the service would fill a gap in service provision by providing a service to owner occupiers and in other rented accommodation.
- 5.7 Local staff would work with FirstStop to complete the housing options and advice database for Warwickshire and local services would acquire the knowledge and skills. Both of these will help to ensure the service can be continued in Warwickshire when the FirstStop pilot funding comes to an end. Outcomes, performance data and the evaluation will provide an evidence base for putting the case forward for further funding after the pilot if it was successful.
- 5.8 The partners would propose to utilise an element of the CLG funding to Warwickshire, as well as seek additional funding to employ a jointly funded post to oversee the implementation of the pilot service and the co-ordination and 'pulling together' of the work streams within the model. Appendix 3 outlines the proposed pilot service and demonstrates its links with the overall model outlined in section 2.

## 6 Conclusion

- 6.1 The Commissioning Body is asked to agree to the recommendation to re-commission the Home Improvement Agency services which are delivered through Supporting People grant. However Home Improvement Agency services and their related work streams are also funded and delivered outside of Supporting People elsewhere in the County, including in District and Borough Councils. For this reason the picture is complex and to deliver the proposal to provide a countywide holistic service, agreement needs to be reached by each organisation and further work needs to be undertaken to explore what is the best service and funding model, which will deliver the vision set out above for Warwickshire.

Nick Cadd – Stratford District Council  
Angela Coates – North Warwickshire Borough Council  
Dawn Dawson – Nuneaton & Bedworth Borough Council  
Rachel Norwood – Warwickshire County Council  
Steven Shanahan – Rugby Borough Council  
Alison Simmons – Warwick District Council

September 2009



## Home Improvement Agency Review

### Appendix 2

**District & Borough members of the Commissioning Body take the recommendation to commission a single countywide HIA service to the appropriate decision making bodies in each District/Borough, October 2009 – January 2010**

**Set up project infrastructure, October 2009 – December 2009** - agree project group membership, methodology, responsibilities and task group membership, identify co-ordinator, identify commissioning resource and meet as a project implementation group.

**Service Design, January 2010 – April 2010** – to include stakeholders, service users, providers, partners; agree scope of services – eligibility, target groups, access, determine service objectives and outcomes, determine monitoring requirements and review arrangements, specification.

**Financial Arrangements, February 2010 – June 2010** – identify potential partners and model service to estimate potential contract value, seek additional funding, decide price limit and develop funding formula, standardise fee income, secure agreement of all funding partners, discuss expected risk share and minimum requirements of partners, put in place Memorandum of Understanding or partnership agreement to underpin funding.

**Contingencies, February 2010 – April 2010** – devise contingency plans

**Market Test, April 2010 – July 2010** – analyse the potential market of providers

**Human Resource Issues, July 2010 – September 2010** – identify provider and local authority staff who TUPE regulations or local government pension scheme arrangements may apply to, inform unions if appropriate, staff informed or consulted within statutory timescales, make sure necessary information is in tender pack, clarify cost implications.

**Reporting Arrangements, September 2010 – October 2010** – to councillors and other joint strategic bodies.

**Prepare Contract, September 2010 – November 2010** – draft contract and test that risk split is fair.

**Prepare Tender, October 2010 – January 2011** – determine tender process, prepare tender pack, prepare and agree evaluation criteria.

**Tender Process, February 2011 – July 2011** – Procurement in line with EU rules, hold a 'meet the buyer' event, evaluate tender submissions.

**Award Contract, August 2011 – September 2011** – approval, notification and contract award

**Put Service In Place, October 2011 – February 2012**

## Agenda Item No 13

### Resources Board

14 December 2009

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

#### Capital Programme Bids

#### 1 Summary

- 1.1 This report highlights capital schemes relating to Private Sector Housing and Community Support under the control of the Resources Board which have been proposed by the Housing Division for inclusion in the Council's Capital Programme.

#### Recommendation to the Board

- a That the Board indicates its continued support for the capital bids previously approved and recommends their inclusion in the next long term capital programme to the Executive Board; and
- b That the Board indicates whether it recommends any of the schemes currently not included in the long term capital programme be included on the basis that they are essential to the continued provision of Council Services and that sufficient funding is available

#### 2 Introduction

- 2.1 In accordance with the approval process, bids and estimates for capital expenditure for the next 3 years has been carried out. Members are aware of the limited amount of capital resource available which has resulted in a significant shortfall.
- 2.2 To determine which schemes should be included in the final programme, they are assessed and scored against the Council's key priorities as well as the level of potential risks to which the Council would be exposed to should the schemes not be implemented. Brief outlines of each scheme and their associated risks are detailed below.

#### 3 Details of Schemes

- ...
- 3.1 Appendix A is split into 2 parts; initially there are details of schemes that have previously been approved for inclusion in the capital programme and secondly those schemes that have previously been assessed as being of a lower priority and/or risk to the Council and, as such, have not been approved for inclusion.
- 3.2 As mentioned above, capital-funding still remains scarce so, without amendments to the approved schemes, it is unlikely that the Council will be able to afford any of the lower scoring schemes within the current resources.
- 3.3 However, if Members feel strongly that some of the projects in the second half of Appendix A are now equally or more important than the schemes in the top half, there are a couple of options. Either a reduction or deletion in the approved schemes

can take place to counter act the inclusion of the new schemes or external borrowing may be undertaken to fund the schemes. However, it should be noted that the latter has an impact on the general fund position.

#### **4 Schemes Currently Approved (Funded) in the 3 Year Capital Programme**

##### **4.1 Decent Homes / Fuel Poverty – Private Sector**

4.1.1 This budget assists private sector homes in the borough to be improved where necessary to ensure that the homes are decent and offer sufficient warmth. It also levers in significant funds via the Warm Front scheme, some £600,000 per annum\* spent in North Warwickshire, by the work of the project officer and others. (\*Warm Front funding reducing by 40% in 2010/11) This is the continuation of a successful scheme which has matured and is looking to reduce by 50% after 2010/11. It is anticipated that this scale down is deliverable with a neutral or positive impact on delivery if the Council decides to and is able to utilise the West Midlands Kick Start project which will be considered in 2010. (The scheme is sponsored by West Midlands Government Office and offers top-up loans or grants to households on means tested benefits (or for landlords willing to accommodate such families) to make non decent homes safe and decent for occupation.) The funding provided will also be used to support the Home Safety Check scheme which is match funded by two thirds by the County Council and NHS Warwickshire locally. The amount requested is £130,000 in 2010/11 and £65,000 in the next 2 years.

##### **4.2 Home Improvement Agency**

4.2.1 North Warwickshire has benefited from a relationship with the Nuneaton & Bedworth Home Improvement Agency for several years. This is largely funded through Supporting People Grant with £24,500 per annum in addition to the Borough Council's £11,600. It is critical to the delivery of adaptations and improvement works to continue this relationship in the context of reduced direct staffing and the need to expand the range of services offered to include the empty homes project and Kick Start. The amount requested is £11,600 per annum. Although the funding in the programme is currently for 2010/11 only, an extension is requested subject to the Home Improvement Agency review which is reported elsewhere in this Agenda.

##### **4.3 Decent Homes Assistance – Temporary Officer**

4.3.1 Members had already approved a three year extension to the original project which is funded through the West Midlands Regional Housing Pot. The post holder left to take up alternative employment in August 2009 and the post is being re-framed and re-graded to continue and complete some of the ongoing project work over the next two years. The potential to supplement this post with Kick Start delivery money, to extend the project at no additional cost to the Council, is currently being explored. The amount requested is £27,000 in 2010/11 and £20,250 in 2011/12.

##### **4.4 Disabled Facilities Grants – Private Sector**

4.4.1 The Council receives in the region of £180,000 annually towards this mandatory grant, equivalent at the rate of 60% (previous match-funded subsidy) to a total local need of £300,000, making a shortfall of £120,000. The original 2009/10 allocation was insufficient to meet Members aspirations for a waiting list of under six months in the face of rising demand, and so had to be increased mid-year. Waiting lists continue to grow and this grant remains mandatory. The amount requested is £252,000 per annum\* of which £180,000 is subsidy. Please also see a currently unapproved scheme bid below.

#### **4.5 Lifeline Equipment for Borough Care**

- 4.5.1 This equipment is provided for all Borough Care users to enable them to make contact with the Council in an emergency. It is a critical piece of equipment for the service and although when they are returned they are used again for future customers where possible our experience in the last 12 to 18 months has been that the older equipment is now being returned and is not always serviceable for recycling to new customers. The amount requested is £12,000 per annum,

### **5 Schemes Currently Not Approved in the Capital Programme.**

#### **5.2 Disabled Facilities Grants – Private Sector**

- 5.2.1 As 4.4.1 above indicates the funding of £252,000 included remains at least £48,000 short of the assessed local need for this mandatory grant. Whilst every attempt is made to secure best value and efficiency in what we do and how we spend, the implication of allocating less than assessed local need is that waiting lists will grow, pushing costs onto other social care and medical providers and households themselves, with the risks and loss of independence and dignity which go with the unmet demand for an adaptation. It is expected that the review of Home Improvement Agencies and related services which is underway will assist to remodel how these services are delivered in the future but there is some way to go before a revised service model is agreed. The amount requested is £48,000 per annum, and provisional approval to continue matching the GOWM allocation at a 60/40 rate based on 100% of assessed need. As with this year it is likely that if approved funds do not keep pace with demand a request for additional funding will come forward to the Resources Board which will be set against the possibility of a growing waiting list with its attendant costs and risks.

#### **5.4 Home Improvement Agency**

- 5.4.1 As 4.2 above, the agency performs work of far greater value in the Borough than it costs the Borough Council (currently £24,000 per annum Supporting People funded, NWBC funding at less than 1/3<sup>rd</sup>). A continuing relationship with the service will be vital in delivering new forms of loan based financial assistance such as Kick Start, and the funding for this scheme which ends in 2010/11 is requested to continue for a further two years at circa £11,600 per annum.

#### **5.5 Borough Care Control Centre IT System**

- 5.5.1 The Borough Care control system is 7 years old and is effectively at the end of its useful life. The manufacturer has not been developing the system during that time. The necessity for a replacement system will be considered as part of the review of Borough Care and specified accordingly to meet future service demands. The review is unlikely to be completed before April 2010. Nonetheless it is already clear that the system is no longer fit for purpose in that the database is not perfectly reliable, it does not provide for ease of reporting and therefore monitoring is limited and the equipment is not user friendly. In addition a proposed BT upgrade in the next couple of years will mean that if the current system is not replaced it will require an upgrade (costing around £4,000) to ensure it is compliant. The amount requested is £50,000 with the actual cost being dependent on a tender process. A further report will be brought to the Resources Board with regard to the necessity and funding for a replacement system as part of the review of Borough Care.



5.5.2 The Borough Care Uninterrupted Power supply system is critical to ensure that if there is a power cut the IT system on which the service entirely relies can continue. An amount of £2,500 is requested for 2012/13 for a replacement battery to ensure that the service can be provided without interruption.

## **6 Report Implications**

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

6.1.1 In terms of the overall capital programme, the bids included in this report will be collated into an overall programme and submitted to the Executive Board for final approval in February. However, only those bids that are assessed as having the highest priority will be recommended for approval.

6.1.2 The anticipated capital resources have not improved since the last programme was set and, in fact, the position has deteriorated as a large percentage of the funding is made up of land sales which, in the current economic climate, will not realise the level of receipts originally expected. As such, members of this board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they will only do so if another approved scheme is reduced or deleted or external borrowing will be necessary.

### **6.2 Environment and Sustainability Implications**

6.2.1 Proposed bids relating to refurbishment, replacement and maintenance of municipal buildings should increase their sustainability and reduce their environmental impact.

### **6.3 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

6.3.1 The Portfolio and Shadow Portfolio Holders have been consulted on the contents of this report and any comments will be reported verbally at the meeting.

### **6.4 Risk Management Implications**

6.4.1 The risks associated with the failure to undertake the proposed schemes are taken into account when the capital bids are scored.

### **6.5 Equalities Implications**

6.5.1 The Council is required to ensure that as far as it is reasonably practicable, it has taken appropriate steps to ensure compliance with the provisions of the DDA. Failure to do so could result in limiting access to services provided from our buildings and facilities by disabled people.

### **6.6 Links to Council's Priorities**

6.6.1 These bids relate directly to the Council's priorities around Access to Services, and Best Use of Resources.

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

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

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	3 YEAR TOTAL
<b>SCHEMES PREVIOUSLY APPROVED IN THE CAPITAL PROGRAMME</b>							
Decent Homes/Fuel Poverty (Private Sector)	There is an increasing number of vulnerable households in non-decent homes. Assistance with minor repairs targeted to the elderly or needy to prevent further more serious and or costly deterioration and associated health effects. Also contribute towards Home Energy Conservation Act targets and avoid failing PSA7 targets.	Reduce the % of vulnerable houses in non-decent homes.	The population will have increasingly poor health and well being issues, leading to increased other social costs and poor energy consumption	130,000	65,000	65,000	<b>260,000</b>
Home Improvement Agency	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	To increase the scope of services to clients and reduces admin time for our staff, acts as a link between clients and builders	The waiting list for DFGs and DHS works may go up, cases drop out and maybe need another member of staff (part post)	11,600			<b>11,600</b>
Decent Homes Assistance-Temporary Officer	A temporary officer post to promote and facilitate the DHS programme to the private sector	Increase the uptake of the DHS funding to improve private sector housing, to assist in levering in external funds and to assist in meeting the PSA7 targets.	There will be a lower public awareness of the funding and without this post, there would be a greater demand on other environmental staff who would need to be diverted from other Env Health duties. Also more likely to fail PSA7 targets	27,000	20,250		<b>47,250</b>
Disabled Facilities Grants-Private Sector	Adaptations to the homes of disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improving the quality of the lives of the disabled person and their families. HOWEVER, THE CLG HAS ASSESSED OUR NEED AS BEING £300K PER YEAR BASED ON OUR DEMOGRAPHICS	Vulnerable and disabled people are able to live in their own homes as independently as possible	The Council has a waiting list target of 6 months. Without this funding, this target can not be met, our statutory duty will not be met and this may lead to an ombudsman case.	252,000	252,000	252,000	<b>756,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13	3 YEAR
Borough Care Lifelines	There has been a programme of replacement of lifelines over the last few years but these have an expected lifespan of approximately 10 years. This budget is to provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	To allow the Borough Care scheme to continue to be provided to all current customers. This is in line with the Councils priority of "well-being".	The units will not work and the service cannot be provided to current, vulnerable users	12,000	12,000	12,000	<b>36,000</b>
<b>SCHEMES NOT PREVIOUSLY APPROVED IN THE CAPITAL PROGRAMME</b>							<b>-</b>
Disabled Facilities Grants-Private Sector	The approved DFG programme is for £252k. However, THE CLG HAS ASSESSED OUR NEED AS BEING £300K PER YEAR BASED ON OUR DEMOGRAPHICS. This bid represents the difference between assessed need and budget provision	Vulnerable and disabled people are able to live in their own homes as independently as possible	The Council has a waiting list target of 6 months. Without this funding, this target MAY not be met, our statutory duty MAY not be met and this may lead to an ombudsman case.	48,000	48,000	48,000	<b>144,000</b>
Home Improvement Agency	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	To increase the scope of services to clients and reduces admin time for our staff, acts as a link between clients and builders	The waiting list for DFGs and DHS works may go up, cases drop out and maybe need another member of staff (part post)		11,600	11,600	<b>23,200</b>
Borough Care Control System (including voice recorder)	Replace the current Borough Care system once the current one has reached the end of its life. There is currently a review of Boro Care underway . However, the current database is not now 100% reliable. Also, there is likely to a BT upgrade in the next couple of years and if the current system is not replaced, it will need a £4k upgrade to be compliant	To allow the Borough Care Service to continue its current capacity and also to develop the service future.	To not replace the existing equipment may mean that the service will be unreliable and not able to meet future needs and demands.	50,000			<b>50,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13	3 YEAR
Borough Care Uninterrupted Power Supply - batteries	The Uninterrupted Power supply system allows the Borough Care service to be continued during periods where there is a power cut. The system itself was replaced as part of the CCTV system upgrade but it will need new batteries every couple of years to continue to be functional.	There is a need to replace the battery on the system purchased in 06-07 so that it can continue to function. Then, in ten years time, the current system will need to be replaced to ensure consistency of service.	During a power cut, the system will not be able to function and there will be a loss of service to vulnerable citizens.			2,500	2,500
<b>TOTAL</b>				<b>530,600</b>	<b>408,850</b>	<b>391,100</b>	<b>1,330,550</b>

## **Agenda Item No 14**

### **Resources Board**

**14 December 2009**

#### **Report of the Assistant Director (Streetscape)**

#### **Capital Programme Bids**

#### **1 Summary**

- 1.1 This report highlights capital schemes relating to Municipal Buildings and Car Parks under the control of the Resources Board which have been proposed by the Streetscape Division for inclusion.

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

**a/ That the Board indicates it's continued support for the capital bids previously approved and recommends their inclusion in the next long term capital programme to the Executive Board**

**b/ That the Board indicates whether it recommends any of the schemes currently not included in the long term capital programme be included on the basis that they are essential to the continued operation of Council Services**

#### **2 Consultation**

##### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 The Portfolio and Shadow Portfolio Holders have been consulted on the contents of this report and any comments will be reported verbally at the meeting.

#### **3 Introduction**

- 3.1 In accordance with the approval process, bids and estimates for capital expenditure for the next 3 years has been carried out. Members are aware of the limited amount of capital resource available which has resulted in a significant shortfall.

- 3.2 To determine which schemes should be included in the final programme, they are assessed and scored against the Council's key priorities as well as the level of potential risks to which the Council would be exposed to should the schemes not be implemented. Brief outlines of each scheme and their associated risks are detailed below.

#### **4 Details of Schemes**

- ... 4.1 Appendix A and B show the schemes in detail. Appendix A shows details of schemes that have previously been approved for inclusion in the capital programme and Appendix B shows those schemes that have previously been assessed as being

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	3 YEAR TOTAL
<b>SCHEMES PREVIOUSLY APPROVED IN THE CAPITAL PROGRAMME</b>							
Decent Homes/Fuel Poverty (Private Sector)	There is an increasing number of vulnerable households in non-decent homes. Assistance with minor repairs targeted to the elderly or needy to prevent further more serious and or costly deterioration and associated health effects. Also contribute towards Home Energy Conservation Act targets and avoid failing PSA7 targets.	Reduce the % of vulnerable houses in non-decent homes.	The population will have increasingly poor health and well being issues, leading to increased other social costs and poor energy consumption	130,000	65,000	65,000	<b>260,000</b>
Home Improvement Agency	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	To increase the scope of services to clients and reduces admin time for our staff, acts as a link between clients and builders	The waiting list for DFGs and DHS works may go up, cases drop out and maybe need another member of staff (part post)	11,600			<b>11,600</b>
Decent Homes Assistance-Temporary Officer	A temporary officer post to promote and facilitate the DHS programme to the private sector	Increase the uptake of the DHS funding to improve private sector housing, to assist in levering in external funds and to assist in meeting the PSA7 targets.	There will be a lower public awareness of the funding and without this post, there would be a greater demand on other environmental staff who would need to be diverted from other Env Health duties. Also more likely to fail PSA7 targets	27,000	20,250		<b>47,250</b>
Disabled Facilities Grants-Private Sector	Adaptations to the homes of disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improving the quality of the lives of the disabled person and their families. HOWEVER, THE CLG HAS ASSESSED OUR NEED AS BEING £300K PER YEAR BASED ON OUR DEMOGRAPHICS	Vulnerable and disabled people are able to live in their own homes as independently as possible	The Council has a waiting list target of 6 months. Without this funding, this target can not be met, our statutory duty will not be met and this may lead to an ombudsman case.	252,000	252,000	252,000	<b>756,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13	3 YEAR
Borough Care Lifelines	There has been a programme of replacement of lifelines over the last few years but these have an expected lifespan of approximately 10 years. This budget is to provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	To allow the Borough Care scheme to continue to be provided to all current customers. This is in line with the Councils priority of "well-being".	The units will not work and the service cannot be provided to current, vulnerable users	12,000	12,000	12,000	36,000
<b>SCHEMES NOT PREVIOUSLY APPROVED IN THE CAPITAL PROGRAMME</b>							-
Disabled Facilities Grants-Private Sector	The approved DFG programme is for £252k. However, THE CLG HAS ASSESSED OUR NEED AS BEING £300K PER YEAR BASED ON OUR DEMOGRAPHICS. This bid represents the difference between assessed need and budget provision	Vulnerable and disabled people are able to live in their own homes as independently as possible	The Council has a waiting list target of 6 months. Without this funding, this target MAY not be met, our statutory duty MAY not be met and this may lead to an ombudsman case.	48,000	48,000	48,000	144,000
Home Improvement Agency	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	To increase the scope of services to clients and reduces admin time for our staff, acts as a link between clients and builders	The waiting list for DFGs and DHS works may go up, cases drop out and maybe need another member of staff (part post)		11,600	11,600	23,200
Borough Care Control System (including voice recorder)	Replace the current Borough Care system once the current one has reached the end of its life. There is currently a review of Boro Care underway . However, the current database is not now 100% reliable. Also, there is likely to a BT upgrade in the next couple of years and if the current system is not replaced, it will need a £4k upgrade to be compliant	To allow the Borough Care Service to continue its current capacity and also to develop the service future.	To not replace the existing equipment may mean that the service will be unreliable and not able to meet future needs and demands.	50,000			50,000

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11	2011/12	2012/13	3 YEAR
Borough Care Uninterrupted Power Supply - batteries	The Uninterrupted Power supply system allows the Borough Care service to be continued during periods where there is a power cut. The system itself was replaced as part of the CCTV system upgrade but it will need new batteries every couple of years to continue to be functional.	There is a need to replace the battery on the system purchased in 06-07 so that it can continue to function. Then, in ten years time, the current system will need to be replaced to ensure consistency of service.	During a power cut, the system will not be able to function and there will be a loss of service to vulnerable citizens.			2,500	2,500
<b>TOTAL</b>				<b>530,600</b>	<b>408,850</b>	<b>391,100</b>	<b>1,330,550</b>



of a lower priority and/or risk to the Council and, as such, have not been approved for inclusion.

- 4.2 As mentioned above, capital-funding still remains scarce so, without amendments to the approved schemes, it is unlikely that the Council will be able to afford any of the lower scoring schemes within the current resources.
- 4.3 However, if Members feel strongly that some of the projects in Appendix B are now equally or more important than the schemes in Appendix A, there are a couple of options. Either a reduction or deletion in the approved schemes can take place to counteract the inclusion of the new schemes or external borrowing may be undertaken to fund the schemes. However, it should be noted that the latter has an impact on the general fund position.

## **5 Schemes Currently Approved in the 3 Year Capital Programme**

### **5.1 Remedial Works to Electrical Installations at Municipal Buildings**

- 5.1.1 The provisions of the Electricity at Work Regulations 1989, require all building owners to undertake mandatory tests of buildings electrical installations at predetermined intervals. The allocation is to undertake any urgent remedial works that may be identified from these tests.
- 5.1.2 The purpose of the legislation is to ensure that employees, tenants and visitors are safe. Failure to undertake the works would mean that the Council would not meet its legislative requirements, and would increase the risk of shock, injury and fire. This could lead to the potential closure of buildings, risk of litigation and bad publicity

### **5.2 Disability Discrimination Act – Compliance Works at Municipal Buildings**

- 5.2.1 The Disability Discrimination Act requires all public buildings and the services they provide to be fully accessible.
- 5.2.2 Several years ago, disability audits were carried out at the Council's publicly accessible buildings to determine what works are required to achieve compliance with the acts provisions. Various works and improvements have already been carried out and implemented, however the accommodation review and uncertainty surrounding a number of buildings has recently prevented further progress.
- 5.2.3 It is proposed that formal reassessments are now carried out of the audits. A programme of works then needs to be re-established by the Asset Management Group once the accommodation review has been completed
- 5.2.4 Although for the reasons mentioned, the budget has slipped over recent years, it is prudent to retain the budget allocation to fund a revised programme. Resuming the programme will assist in meeting the Council's priority of enhancing access to its services and reduce the risk of litigation being brought against it for non compliance.

### **5.3 The Council House - Remedial Works to Electrical Installation**

- 5.3.1 All members will be aware of the unsatisfactory condition of the Council House's electrical installation.
- 5.3.2 Until a full rewire is carried out, a 100% inspection of the fixed electrical installation is being carried out annually and the £30,000 annual allocation funds the urgent works that are identified. Failure to undertake these works would mean that the Council

would not be meeting its legislative requirements in ensuring that employees and visitors are safe by increasing the risk of shock, injury and fire.

## **6 Schemes Currently Not Approved in the Capital Programme.**

6.1.1 The following lists the schemes that are currently not in the approved capital programme. Further details on each of the schemes is contained in Appendix B:

- Bear and Ragged Staff – replacement roof
- Bear and Ragged Staff – resurface car park
- Carlyon Road - Refurbishment of 2 vacant units
- Carlyon Road - Replace hard standing/car park areas
- The Depot - Refurbishment
- The Depot - Replace asbestos cladding and roofing
- The Depot - Replace hard standing/car park areas
- Innage Park Phase I - Replace asbestos cladding
- Innage Park Phase 1 - Replace hard standing/car park areas
- Innage Park - Phase I - Internal refurbishments
- Innage Park Phase 2 - Replace hard standing/car park areas
- Innage Park Phase 2 - Replace roof cladding
- Innage Park Phase 2 -Improvements & internal refurbishments
- The Pavilions, Holly Lane - Replace roof cladding
- The Pavilions Holly Lane, - Internal refurbishments
- The Arcade – Refurbishments
- Car Parks – Repair car park wall adjacent the Memorial Hall
- Car Parks and Unadopted Roads - Structural maintenance programme
- Car Parks – Provision of meters
- Car Parks – signage and markings

6.1.2 The schemes in Appendix B total £3,938,000 and obviously represent a significant amount of work that is required but is currently unfunded. However, officers are working to find ways to provide alternative solutions. For example, discussions are currently being undertaken with Hinckley and Bosworth Borough Council about the possibility of working in partnership to provide joint depot facilities and the Asset Management Group are reviewing the Council's industrial units to decide which options provide the best value for money.

6.1.3 Although the Arcade is currently being market tested, if its retention is recommended or it cannot be sold in the near future then some electrical and roofing works will need to be carried out. As such, officers suggest that this board recommends to the Executive Board that this scheme is included as an essential capital project. If, in the meantime the Arcade is sold and the works are not required, the bid can be withdrawn.

## 7 Report Implications

### 7.1 Finance and Value for Money Implications

7.1.1 In terms of the overall capital programme, the bids included in this report will be collated into an overall programme and submitted to the Executive Board for final approval in February. However, only those bids that are assessed as having the highest priority and will be recommended for approval.

7.1.2 The anticipated capital resources have not improved since the last programme was set and, in fact, the position has deteriorated as a large percentage of the funding is made up of land sales which, in the current economic climate, will not realise the level of receipts originally expected. As such, members of this board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they will only do so if another approved scheme is reduced or deleted or external borrowing will be necessary.

### 7.2 Environment and Sustainability Implications

7.2.1 Proposed bids relating to refurbishment, replacement and maintenance of municipal buildings should increase their sustainability and reduce their environmental impact.

### 7.3 Risk Management Implications

7.3.1 The risks associated with the failure to undertake the proposed schemes are taken into account when the capital bids are scored.

### 7.4 Equalities Implications

7.4.1 The Council is required to ensure that as far as it is reasonably practicable, it has taken appropriate steps to ensure compliance with the provisions of the DDA. Failure to do so could result in limiting access to services provided from our buildings and facilities by disabled people and could potentially leave the Council open to legal challenges.

### 7.5 Links to Council's Priorities

7.5.1 These bids relate directly to the Council's priorities around Access to Services, and Best Use of Resources.

The Contact Officer for this report is Chris Jones (719265).

### 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

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	Delivery options	2010/11	2011/12	2012/13	10 YEAR
Other Council Owned Buildings Electrical Installations	To carry out electrical improvements to all council owned property following on from routine electrical testing to ensure compliance with legislation.	Meet legislation and ensure that both employees, tenants and visitors are safe	The Council will not meet the legislative requirements, there may be an increased risk of shock and fire, potential closure of building and risk of litigation and bad publicity	Rather than capital funding, this work could be paid from revenue but there are pressures to keep revenue growth at a minimum therefore it is unlikely that this is viable.	15,000	15,000	15,000	45,000
Disability Discrimination Act	To ensure that all of the Councils buildings are suitable for disabled users and to comply with the DDA legislation. An initial survey was carried out to identify priorities and this scheme looks to address those survey findings. A programme of works needs to be re-established by the Asset Management Group once the Accommo Review has been completed.	Meet the DDA legislation and assist in meeting the councils priority of enhancing access to services. Biggest issues currently are with the Mem Hall, CLC, Arley sports centre and sports pavilions	Risk of litigation and non accessibility to the public. Although due to other strategic issues this budget has been slipped over the last couple of years, until the Accommo review has been completed, it is prudent to retain it for a revised programme of works as relevant	Rather than capital funding, this work could be paid from revenue but there are pressures to keep revenue growth at a minimum therefore it is unlikely that this is viable.	75,000	150,000		225,000
The Council House-Replace Electrical Installation	To maintain the electrical installation at the Council Offices to a minimum legal standard. Essential to the health and safety of both employees and visiting public	Meet legislation and ensure that both employees and visitors are safe. The budget provision is intended to cover the current building until the point where either a major refurbishment takes place or a replacement building is built/found.	The Council will not meet the legislative requirements, there may be an increased risk of shock and fire, potential closure of building with the added relocation costs and issues of business continuity along with risk of litigation and bad publicity	Rather than capital funding, this work could be paid from revenue but there are pressures to keep revenue growth at a minimum therefore it is unlikely that this is viable.	30,000	30,000	-	60,000
<b>TOTAL</b>					<b>120,000</b>	<b>195,000</b>	<b>15,000</b>	<b>330,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	10 YEAR TOTAL
Bear and Rugged Staff - replace roof covering	The roofing may erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy and may result in either unbudgeted repairs or put the rental income of £13,800 a year at risk	Replace the roof so that the premises can continue to be used as intended	Potential loss of £14k annual income or additional revenue costs. The facility is part of the Football ground and so, until a conclusion is made regarding the future of this area, works should not be undertaken. However, if the property is not sold, works will be vital.			120,000	<b>120,000</b>
Bear and Rugged Staff - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	To resurface the entire car park to reduce the risk of personal or vehicle damage, make it fit for purpose.	The Bear and Rugged Staff is part of the Football ground and so, until a conclusion is made regarding the future of this area, works should not be undertaken. However, if the property is not sold, works will be vital.			10,000	<b>10,000</b>
Carlyon Road - Refurbishment of 1 vacant units	1 units at Carlyon Road are currently vacated but due to the poor state of repair internally, these units cannot be re-let	To re-instate the units to a position where they can be let.	The units may be left vacant (the budgeted income is £9k per annum) or let at a cheaper rate to reflect the level of maintenance required.	25,000			<b>25,000</b>
Carlyon Rd - resurface car park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	To resurface the entire car park to reduce the risk of personal or vehicle damage, make it fit for purpose.	The area will look run down, not in line with the Councils priority of protecting the environment, as well as there being an increased risk of claims being brought against the council for personal injury or vehicle damage.	250,000			<b>250,000</b>
The Depot- Refurbishment	This is a basic refurbishment of the office areas.	To make the building fit for purpose for the staff working at the depot.	The options for provision of a Depot is currently underway with other local authorities and until a conclusion is made regarding this, works should not be undertaken. However, failure to act in the long term will lead to unsuitable staff office accommodation	-		500,000	<b>500,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	10 YEAR TOTAL
The Depot-Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	To ensure the depot is safe for all those staff using the building	The asbestos is reviewed annually and at present the situation is under control. However, once the review shows that a deterioration has occurred, major works will need to be carried out. It is not known at this stage when that will be or whether the works will be superseded by the possibility of alternative Depot provision with partners			250,000	<b>250,000</b>
The Depot - Car Park	The streetscape in the area of the depot will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	To resurface the entire car park to reduce the risk of personal or vehicle damage, make it fit for purpose.	The area will look run down, not in line with the Councils priority of protecting the environment, as well as there being an increased risk of claims being brought against the council for personal injury or vehicle damage.			100,000	<b>100,000</b>
Innage Park Phase I - replace asbestos cladding	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	To ensure Innage Park units are safe for all those tenants using the buildings.	Once the works are at a point where the situation is unmanageable, the units will be unsafe for tenants.	-	200,000		<b>200,000</b>
Innage Park Phase 1- resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	To resurface the entire car park to reduce the risk of personal or vehicle damage, make it fit for purpose.	The area will look run down, not in line with the Councils priority of protecting the environment, as well as there being an increased risk of claims being brought against the council for personal injury or vehicle damage.	-	80,000		<b>80,000</b>
Innage Park - Phase I Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.	To upgrade the industrial units to match customer expectations.	Potential loss of rental income or additional revenue costs		750,000		<b>750,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	10 YEAR TOTAL
Innage Park Phase 2- resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	To resurface the entire car park to reduce the risk of personal or vehicle damage, make it fit for purpose.	The area will look run down, not in line with the Councils priority of protecting the environment, as well as there being an increased risk of claims being brought against the council for personal injury or vehicle damage.	-	40,000		<b>40,000</b>
Innage Park Phase 2 - replace roof cladding	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	Replace the roof so that the premises can continue to be used as intended	Potential loss of rental income or additional revenue costs	-	400,000		<b>400,000</b>
Innage Park Phase 2 - Improvements & Refurbishment	To carry out a minor refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.	To upgrade the industrial units to match customer expectations.	Potential loss of rental income or additional revenue costs		120,000		<b>120,000</b>
The Pavilions - Cladding/roof works	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	Replace the roof so that the premises can continue to be used as intended	Potential loss of rental income or additional revenue costs	-		175,000	<b>175,000</b>
The Pavilions - Internal Refurbishment	To carry out a minor refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.	To upgrade the industrial units to match customer expectations.	Potential loss of rental income or additional revenue costs			35,000	<b>35,000</b>
Improvements to the Arcade	The roof needs replacing and the electricals need improvements in order for it to be within H&S legislation	To ensure the Arcade remains within the legislation and that the revenue income stream is maintained	The council may be in breach of H&S legislation, a tenant or member of the public may be injured. If water ingresses into the building, the revenue stream will be at risk	193,000			<b>193,000</b>
Memorial Hall Car Park Wall	There is a need to demolish and re-build a failing wall	Ensure the wall on the outskirts of the car park and facing a pavement near houses is safe and secure	The wall may collapse and injure a passer by or damage a car etc	20,000			<b>20,000</b>

Name of the Scheme	Basic Details of the Scheme	Objective of the Scheme	Implications if we don't do it	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	10 YEAR TOTAL
Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	To ensure that the councils car parks and unadopted roads are maintained to a level that minimises the need to carry out revenue repairs and reduces the risk of accident or injury. However, this budget is unlikely to get the roads to a certain standard that the county will take over adopting them.	Possibility of third party insurance claims against the council in terms of accidents or injuries. (however we have had none where we have been liable recently) Also, the car parks and roads will look neglected, at odds to the councils objective to improve the street realm. Revenue spend may need to increase to "patch up" areas if a major re-surface does not take place.	190,000	190,000	190,000	570,000
Car Parking Meters	To provide car parking meters at all of the councils car parks, initially to assist in parking enforcement but then providing the potential to introduce parking fees if required. The programme will start at Atherstone and Water Orton where there are train stations to regulate the correct use of car parking spaces. This will then be rolled out to Polesworth and Coleshill. This also part of the decriminalisation of off street car parking which needs to be implemented by 2011. We need to work with WCC	To be able to enforce more easily the car parking regulations at the council car parks and give the flexibility to cope with parking charges in the future	Without parking meters we will not be able to maximise the management of parking spaces			80,000	80,000
Surface Marking and Signage to Public Car Parks	Replace car park signage at all council car parks as these have passed their useful lives and re-mark the parking bays in each of the council car parks. This will be even more important if the car parking meters are introduced.	The current signs have been defaced and have become worn and some of the car parking bays are not clearly marked. New signs will have clearer wording which will make taking enforcement action easier and will portray a better corporate image. It will also enable the signage to become DDA compliant. Clearer marking will also increase the ease of enforcement action.	Without clear bay markings and wording on the signage, enforcement action will not be maximised which could result in a loss of penalty income. Also, there may be DDA claims bought against the council along with a weak corporate identity.	5,000	15,000		20,000
<b>TOTAL</b>				<b>683,000</b>	<b>1,795,000</b>	<b>1,460,000</b>	<b>3,938,000</b>



## **Agenda Item No 15**

### **Resources Board**

**14 December 2009**

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

#### **Progress Report on Human Resources Issues**

#### **1 Summary**

- 1.1 This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2009 to September 2009 and provides some further information on action taken in managing absence.

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

**That the report be noted.**

#### **2 Consultation**

##### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 The Portfolio holder and Shadow Portfolio holder have been informally consulted.

#### **3 Report**

- 3.1 This report provides an update on the Human Resources (HR) Strategy Action Plan and under Health and Absence Management gives the position on sickness for the first half of 2009/10.

#### **4 Recruitment, Retention and Selection**

- 4.1 Flexible working pilots have continued to run across a number of Divisions during the 2009/10 year and to date all of these pilots have reported no issues. The HR Manager drafted a Flexible Working Policy, which was agreed at Full Council on 18th November 2009. The HR Manager has run briefing sessions for managers and supervisors in November/ December 2009.
- 4.2 The revised recruitment application form has been tested. There are a few minor amendments to make following the testing. Once these amendments have been made the use of the form will be implemented.
- 4.3 There were a number of starters and leavers between April and September 2009. There were 21 leavers, including 4 employees who retired, 2 employees retired on ill health grounds, 1 death in service and 1 frustration of contract. There were 6 starters. This equates to a labour turnover of 5.88%
- 4.4 The Council has signed up to the Local Employment Partnership (LEP). LEPs were launched by Gordon Brown to give employers and Jobcentre Plus the opportunity to

work in partnership to release the untapped potential in Britain's Labour Market. North Warwickshire Borough Council are working with Jobcentre Plus locally to support local unemployed people back to work.

- 4.5 As part of the West Midlands public services skills challenge 'Skillspledge', the Council has authorisation to recruit to 2 new Apprenticeship posts within the Housing Division. The recruitment to these posts is expected to take place in December 2009 – January 2010.

## **5 Pay and Benefits**

- 5.1 In 2009/10, the HR Manager has started to undertake an Equal Pay Audit in partnership with the trade unions.
- 5.3 The HR Officer is due to undertake a research project on Pay and Reward within the Council during 2009/10.

## **6 Learning, Training and Development**

- 6.1 In the 2009/10 training year, Extended Management Team are due to receive a 360-degree appraisal. The existing competencies have been reviewed and amended. The HR department are due to complete the questionnaire and analysis in house and the feedback will be provided by the West Midlands Leaders Board.
- 6.2 The learning and development arm of the Staffordshire Plus Project has continued to meet to share information, learning and training. The HR Manager is part of this group. Working in collaboration with the other Local Authorities in the group, the Council has benefitted from cost effective or free training.
- 6.3 The Training and Development Plan for 2009/10 has been written and agreed by Management Team. Training plans for Divisions and individuals have been distributed.
- 6.4 During 2009/10 training year, the Council has planned in house courses, which have been sourced using cost effective providers or using funding which is available. These include Health and Safety courses (e.g. Risk Assessment, Safety Audit and IOSH Managing Safely), IT courses, Fire Awareness and Corporate Induction programme.
- 6.5 The Council has signed up to the development of a business case for the Coventry & Warwickshire Learning & Development Academy partnership. The Assistant Director Finance & HR is a member of the Project Board and the HR Manager is on the learning & development workstream.
- 6.6 The Council has signed the West Midlands public services skills challenge skills pledge. It is a commitment to raising the minimum level of skills and competencies of our employees to improve the organisation's performance. The qualification audit has been completed and the results are to be fully analysed. The HR section are due to run basic skills and NVQ courses in early 2010 to raise the minimum skills level across the Council.

## **7 Safety Management**

- 7.1 An IOSH Managing Safely course is scheduled for later on in the 2009/10 year and the basic Occupational Health & Safety Level 2 course has continuing to run as a rolling program, with the aim of having all employees qualified to this standard. The government funding available for the Health and Safety Level 2 course has been removed, therefore the HR section will seek to find a cost effective alternative to maintain the programme.
- 7.2 Claire Barnes (HR Support Officer) started to undertake the NEBOSH qualification in January 2009 and successfully passed in August 2009. This has enabled her to provide support for managers in completing risk assessments and providing health and safety advice, where needed. Tracey Curran (HR Support Officer) is also NEBOSH qualified and provides health and safety advice and assistance to managers.
- 7.3 The HR Manager is a member of the Emotional Health in the Workplace Project Group which is dealing with delivering on this indicator in the Warwickshire Local Area Agreement (LAA). The LAA commenced on the 1 April 2007 and is a three-year plan. The Project Group secured funding for Stress Awareness training. The Council has hosted a number of these courses and has approximately 30 spaces for managers/supervisors to attend during 2009/10.
- 7.5 The Council participated in the European Health & Safety Week (19 – 23 October 2009) to raise awareness, focus on risk assessments and tidy up work areas.
- 7.6 Work was undertaken during 2008/09 on research into the HARRIET Health and Safety Risk Assessment system. It is a computerised system produced by Grace Governance Solutions Ltd. and Solihull MBC, for the corporate storage, sharing and monitoring of H&S risk assessments. The system has been implemented in November 2009. The HR department are due to customise the system and then pilot the system with one Division and then roll out to the rest of the Council.

## 8 Health and Absence Management

### 8.1 Summary of Sickness Absence 2009/10 April – September

8.1.1 The number of recorded days sick for the period April 2009 to September 2009 was 1,849.92 days, equating to 5.25 days per full time employee (FTE). For the same period last year the number of recorded days sickness was 1,780.34 days with a FTE of 4.93 days per employee. Appendix A shows these figures by Division for both years, and also shows the split between long and short-term sickness.

8.1.2 The variations between the two years show that this year there has been an overall increase of 69.58 days in sickness in April to September 2009. This has produced an increase of 0.32 days, from 4.93 to 5.25 days per FTE.

8.1.3 Short-term sickness in April – September 2009 has decreased by 0.12 days per FTE, compared with the short-term sickness in April – September 2008. Short-term sickness absence reports are sent to Assistant Directors on a monthly basis. HR also meet with the Assistant Directors on a bi-monthly basis to provide advice and to discuss what action they have taken within their Divisions. The aim of these reports and meetings is to increase managers' awareness of sickness absence within their Divisions, which should aid proactive and consistent management of absence issues and will contribute to a reduction in the short-term absence figures.

8.1.4 Long-term sickness in April – September 2009 has increased by 0.44 days per FTE, compared with the long term sickness in April – September 2008. The long-term sickness absence is being managed either by getting staff back to work or them exiting the organisation either on ill-health retirement or by resignation. Those with significant long-term absence equates to 8 employees having lost a total of 560.70 days per FTE. Two of these employees have now left the Authority and five have successfully returned to work. There is currently 1 employee with significant long-term absence.

... 8.1.5 Appendix B shows the reasons for the number of days lost per FTE. The main reasons for absence relate to: Muscular, Operation/Post Op and Anxiety/Depression illnesses.

## 8.2 **Ill Health Monitored Under the Attendance Management Policy**

8.2.1 Under the Attendance Management Policy where ill health is having a detrimental effect on an individual's ability to perform their job, or where the trigger points have been exceeded under the policy, then managers will seek to manage these cases in a pro-active way. The Attendance Management Policy sets out the procedures to be used, starting with management reviews to Case Management stages 1, 2 and working through, if necessary, to the end of the process at stage 3.

8.2.2 There are a number of cases currently being dealt with under the Attendance Management Policy, and the current status of these cases are as follows:

- 1 employee due to start management reviews
- 12 employees are having management reviews
- 2 employees are at Stage 1

## 9 **Human Resource Management Systems**

9.1 The HR Section was under resourced in the beginning of 2009, due to long term sickness. Since October 2009, the department has been fully staffed.

9.2 The HR Manager has a work plan to review all policies and, where appropriate, take revised policies to Executive Board. Briefings for managers/supervisors and unions have been held for the policies that have been approved over the past twelve months.

9.3 The HR Manager and the HR Officer are involved in providing advice to Managers on policies, procedures, employment law and best practice.

9.5 Employee files were reviewed throughout the year to ensure they were complete and up to date.

## 10 **Organisational Development**

10.1 The HR Officer took the lead on preparing for the liP re-assessment in March 2009. The re-assessment was successful. The Council retained its liP recognition and achieved Level 2 recognition in Indicator 1 (A strategy for improving the performance of the organisation is clearly defined and understood) and Indicator 6 (People's contribution to the organisation is recognised and valued). The action plan will be monitored by the Improving the Way We Work employee group.

- 10.2 The HR Officer and HR Support Officer are both volunteering to participate in the Improving the Way We Work employee group that the Chief Executive has set up in order to improve the way we work and to look at areas for development and improvement with the Council.
- 10.3 The Audit Commission, as part of measuring the use of resources at KLOE 3:3, stresses the importance of all Authorities developing a workforce development plan. The aim of the workforce development plan is to ensure the right people with the right skills are in the right place at the right time. During 2008/09, the Council achieved its objective that all Divisions were to produce a workforce development plan. During 2009/10, the HR Manager has collated all Divisional plans into a strategic corporate document, which is ready for Management team approval.
- 10.4 HR and Payroll under the direction of the Assistant Director Finance & HR are working with Warwickshire County Council on shared services for payroll & HR. This has been achieved for payroll in April 2009 and the work for HR is still ongoing.

## 11 **Employee Relations**

- 11.1 The HR team provides advice and support to managers on all HR issues. The HR Manager and the HR Officer provide support to managers and lead, where appropriate, on investigations, disciplinary, grievance, and capability relating to performance or attendance.
- 11.2 The HR Manager and HR Officer also provide considerable support in the preparation for Appeals and Employment Tribunals. The Council at present has no cases awaiting appeal and no cases lodged with the Employment Tribunal.
- 11.3 In July 2008, the Council participated in The Times Best Councils Survey. It has been agreed to participate in this survey every 3 years as a benchmarking tool. In 2009/10, the HR Officer reviewed the current staff survey and included additional questions from the Best Councils Survey in order to be able to produce accurate comparison between the two surveys. The Staff Survey 2009 has been completed and the HR department are due to analyse the results.

## 12 **Equality and Diversity**

- 12.1.1 The Policy team are continuing to co-ordinate all staff and member training in awareness and understanding of their individual responsibility and that the Council's policies are equality impact assessed. further training has been arranged for January 2010

The HR Manager is a member of the Equality Forum which has been established to oversee Equality and Diversity actions and promote good practice across the Council

HR contributed to a peer review to assess the Council against level 3 of the Equality Standard. From April 2009 this standard has been replaced by the Equality Framework for Local Government and a assessment against this is being carried out Legislation is currently being progressed under the Single Equality Bill which promotes the establishment by public bodies of a Single Equality Scheme. This will incorporate existing equality schemes and action plans into one consolidated plan and offers a consistent approach to all strands of equality

## 13 Report Implications

### 13.1 Finance and Value for Money Implications

13.1.1 These will depend on whether additional resources are used to cover periods of absence. Most short-term absence is absorbed within sections. However, if sickness is long term, and the service could potentially fail as a result of staff shortages, then there would be additional costs to maintain services, either through buying in extra resources or acting up arrangements.

### 13.2 Human Resources Implications

13.2.1 As detailed in the report.

### 13.3 Portfolio Holder, Shadow Portfolio Holder and Ward Members Consultation

13.3.1 The Portfolio Holder and Shadow Portfolio Holder have been updated.

### 13.4 Risk Management Implications

13.4.1 Low staffing levels and the labour intensive casework has resulted in the section having to prioritise the service provisions.

### 13.4 Environment and Sustainability Implications

13.4.1 The work with the Local Employment Partnership and the Skillspledge will directly contribute towards the proposed priorities of the North Warwickshire Sustainable Communities Strategy 2009 – 2026 of Raising aspirations, education Attainment and skills.

### 13.5 Links to Council's Priorities

13.5.1 Improvement in sickness absence is one of the objectives within the Human Resources Strategy.

The Contact Officer for this report is Kerry Drakeley (719300).

### 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**

**ALL SICKNESS**

	<b>2008/09</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2009/10</b>
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	14.36	18.57	107.84	76.46	7.51	4.12
Information & Procurement services	16.20	27.89	111.13	75.27	6.86	2.70
Environmental Health	50.13	14.52	193.76	120.55	3.87	8.30
Streetscape	68.63	62.58	423.15	429.19	6.17	6.86
Leisure & Community Development	57.80	58.76	251.72	227.13	4.36	3.87
Revenues & Benefits	39.64	41.32	184.62	223.92	4.66	5.42
Finance & HR	19.95	19.18	27.01	193.00	1.35	10.06
Housing	62.65	87.99	417.00	487.95	6.66	5.55
Development Control	25.19	14.04	49.49	6.46	1.96	0.46
Internal Audit	4.49	2.99	7.62	7.00	1.70	2.34
Chief Exec	2.00	4.80	7.00	3.00	3.50	0.63
<b>Total</b>	<b>361.04</b>	<b>352.64</b>	<b>1,780.34</b>	<b>1,849.92</b>	<b>4.93</b>	<b>5.25</b>

**SHORT TERM SICKNESS**

	<b>2008/09</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2009/10</b>
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	14.36	18.57	12.98	<b>23.46</b>	0.90	1.26
Information & Procurement services	16.20	27.89	59.13	<b>75.27</b>	3.65	2.70
Environmental Health	50.13	14.52	91.87	<b>69.85</b>	1.83	4.81
Streetscape	68.63	62.58	318.83	<b>197.19</b>	4.65	3.15
Leisure & Community Development	57.80	58.76	130.79	<b>172.13</b>	2.26	2.93
Revenues & Benefits	39.64	41.32	101.64	<b>74.92</b>	2.56	1.81
Finance & HR	19.95	19.18	27.01	<b>22.00</b>	1.35	1.15
Housing	62.65	87.99	134.00	<b>222.95</b>	2.14	2.53
Development Control	25.19	14.04	49.49	<b>6.46</b>	1.96	0.46
Internal Audit	4.49	2.99	7.62	<b>7.00</b>	1.70	2.34
Chief Exec	2.00	4.80	7.00	<b>3.00</b>	3.50	0.63
<b>Total</b>	<b>361.04</b>	<b>352.64</b>	<b>940.36</b>	<b>874.22</b>	<b>2.60</b>	<b>2.48</b>

**LONG TERM SICKNESS**

	<b>2008/09</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2009/10</b>
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE

Assistant Chief Exec	14.36	18.57	94.86	53.00	6.61	2.85
Information & Procurement services	16.20	27.89	52.00	0.00	3.21	0.00
Environmental Health	50.13	14.52	101.89	50.70	2.03	3.49
Streetscape	68.63	62.58	104.32	232.00	1.52	3.71
Leisure & Community Development	57.80	58.76	120.93	55.00	2.09	0.94
Revenues & Benefits	39.64	41.32	82.98	149.00	2.09	3.61
Finance & HR	19.95	19.18	0.00	171.00	0.00	8.92
Housing	62.65	87.99	283.00	265.00	4.52	3.01
Development Control	25.19	14.04	0.00	0.00	0.00	0.00
Internal Audit	4.49	2.99	0.00	0.00	0.00	0.00
Chief Exec	2.00	4.80	0.00	0.00	0	0.00
<b>Total</b>	<b>361.04</b>	<b>352.64</b>	<b>839.98</b>	<b>975.70</b>	<b>2.33</b>	<b>2.77</b>



Reasons for Sickness

APPENDIX

Division	Anxiety / Dep	Back	Cancer	Chest	Cold	ENT/Eye	Flu	Geni-Urin	Heart	Hyperten	Musc	Neuro	Op & Post Op	Preg	Stom	Stress	Unknown
Assistant Chief Exec	0.00	1.50	0.00	4.50	3.00	0.00	0.00	0.00	0.00	0.00	0.00	2.73	0.00	0.00	0.00	63.00	1.73
Information & Procurement services	0.00	5.00	0.00	0.00	14.81	0.00	12.46	0.00	0.00	0.00	3.00	21.00	0.00	0.00	16.00	3.00	0.00
Environmental Health	67.35	0.00	0.00	0.00	20.60	0.00	9.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	21.60	0.00	0.00
Streetscape	0.00	38.00	70.00	28.05	4.00	24.92	12.00	0.00	58.00	0.00	139.00	3.41	2.00	1.00	40.81	5.00	3.00
Leisure & Community Development	0.00	2.93	0.00	5.83	8.92	21.99	13.48	0.00	0.00	0.00	54.19	2.54	67.28	0.00	32.26	8.17	9.53
Revenues & Benefits	66.00	0.00	0.00	8.00	2.49	10.00	4.86	0.00	0.00	0.00	20.00	0.00	82.24	0.00	13.62	4.54	12.16
Finance & HR	0.00	0.00	0.00	0.00	9.00	0.00	0.00	0.00	0.00	0.00	0.00	126.00	57.00	0.00	1.00	0.00	0.00
Housing	69.00	38.95	23.00	25.50	8.00	5.00	18.00	11.00	46.00	10.00	145.00	11.50	45.00	0.00	23.00	1.00	8.00
Development Control	0.00	0.00	0.00	0.00	0.46	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00
Internal Audit	0.00	0.00	0.00	0.00	3.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00
Chief Exec	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	202.35	86.38	93.00	74.88	74.28	61.91	72.80	12.00	104.00	10.00	361.19	168.18	253.52	1.00	155.29	84.71	34.42

Sickness Code

Description

Anxiety/ Depression	Anxiety, Depression
Back	Back & Neck problems
Cancer	Cancer related
Chest	Chest & Respiratory: to include Chest infections
Cold	Cold symptoms
Ent/Eye	Eye, Ear, Nose & Mouth/Dental : to include sinusitis
Flu	Flu symptoms
Genito-Urinary	Genito Urinary: to include menstrual problems
Heart	Heart Blood pressure& circulation
Hypertension	High Blood Pressure
Muscular	Other musculoskeletal problems
Neurological	Neurological; to include headaches and migraine
Operation & Post Op	Operation, Post Op
Pregnancy	Pregnancy related
Stomach	Stomach, Liver, Kidney & Digestion; to include gastro-enteritis
Stress	Stress, Mental health & fatigue
Unknown	No reason known for absence

**B**

<b>Total</b>
76.46
75.27
120.55
429.19
227.13
223.92
193.00
487.95
6.46
7.00
3.00
1,849.92

## Agenda Item No 16

### Resources Board

14 December 2009

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

#### Capital Programme 2009/10 Period Ending November 2009

#### 1 Summary

- 1.1 The report updates Members on the progress of the 2009/10 Capital Programme in terms of both expenditure and outcomes.

#### Recommendation to the Board

**That the Board notes the progress made against the capital budget.**

#### 2 Consultation

##### 2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Councillors Bowden and Butcher have been informally consulted and any response will be verbally updated at the meeting.

#### 3 Introduction

- 3.1 The Executive Board approved the Council's Capital Programme of £7,041,680 for 2009/10 in February 2009. At the Resources Board in November, it was agreed that £5,000 of the Community Support Lifeline budget for 2009/10 could be used in 2008/09 and, as such, the budget has been reduced accordingly.

- 3.2 At the Executive Board on 29 June, it was agreed to carry forward 2008/09 budgets not spent in the year, totalling £677,700, into 2009/10 and the Resources Board in July agreed to an additional amount of £48,000 for Disabled Facility Adaptations. This gives a total approved capital programme for 2009/10 of £7,762,380.

#### 4 Update on progress of schemes

- ... 4.1 Appendix A details the approved Capital Programme and the progress made against each scheme.

#### 5 Housing Schemes

The approved budget for housing schemes is £6,071,060 and in the programme presented to the Executive Board in February, the allocation of this budget between schemes was included. Since then however, as the programme and costings has been firmed up with the contractor (Lovells), the split between schemes has changed slightly, whilst the overall total has stayed the same. The Appendix attached reflects the revised allocation of budgets.

- 5.1 In terms of the works carried out, because of the complex nature of the housing capital programme, officers are working closely with Lovells to ensure that the programme is completed on time and within budget. To date, the progress made and the value for money of the works are both favourable. Works carried out this year include the provision of completed kitchens to 212 properties, bathrooms at 256 properties, new doors to over 1,000 houses, new windows to over 190 houses and insulation at 38 properties. The latest customer satisfaction surveys carried out on the residents who have had their houses improved as part of the Lovell's partnership show that around 95% said they were either satisfied or very satisfied with the work carried out.
- 5.2 Some of the schemes are virtually completed now, such as the works at Piccadilly, the wall insulation improvements and the door entry schemes at flats.
- 5.3 The Disabled Facility Adaptations budget has exceeded the original allocation due to the extension works required at Kings Avenue in Atherstone. There is also spend on the new house build scheme, which was agreed by this Board in July, to be funded from the housing capital works contingency, but this is allocated in 2010/11. However, by working closely with the housing contractor, it is anticipated that some schemes, such as the replacement doors and windows, will come in under the current budget allocation, which will allow these schemes to be funded in the current year. The revised capital programme currently being collated will confirm this and overall the housing capital programme is not expected to exceed the original budget in 2009/10.

## **6 General Fund Schemes**

- 6.1 The Disability Discrimination Act budget is to be used to make publicly accessible buildings compliant with the legislation. Members will be aware of the uncertainty of the long-term viability of several municipal buildings and, as such, this budget should only be used where it offers value for money. However, some work has been carried out on the doors at the Memorial Hall so far this year.
- 6.2 The final play area in the 3-year programme has now been completed at Atherstone with a positive response from local residents and some budget is remaining to carry out further works at Bretts Hall Estate. Improvements to the electrical systems at various Council owned buildings have been carried out and the costs paid over to the Warwickshire Direct Partnership to date are in relation to redundancy and retirement costs of the project team, which has allowed us to reduce the WDP budgets in the future.
- 6.3 The CCTV system situated in the Council offices has been replaced on time and just under budget with favourable local publicity. A UV filtration system has been purchased to improve the quality of water in the swimming pool and is being funded from a Government capital grant awarded to us for taking part in the free swimming initiative for the under 16's and over 60's. The leisure equipment spend is mainly in relation to new equipment purchased for the newly refurbished gym at Arley and replacement of gym equipment at Polesworth. There are earmarked reserves set aside to offset this current overspend, as is also the case with the Branching Out Bus and Capital Software System expenditure.

- 6.4 The costs against the Accommodation Project relate to various surveys and consultants fees which have been necessary in developing the options appraisals and the ICT spend is essentially in relation to the 2nd year payment of a three year contract to upgrade the Microsoft licence, continued work on the Electronic Document Management System (EDRMS) and the purchase of new servers.
- 6.5 Works on the glulam beams at Atherstone pool started on November 2 and have progressed so well that the pool is due to open 3 weeks earlier than originally expected. Work has also started in partnership with Waterloo Housing Association to utilise the Eco House budget to install ground source heating pumps in the houses that are being refurbished at Hilltop, Arley and we are awaiting invoices for the first tranche of works.
- 6.6 The Home Improvement Agency is being utilised to assist in the administration of private sector housing grants but they do not usually invoice the Council until the end of the financial year.
- 6.7 The work at Brindley Close on an unadopted road will mean that the County Council will adopt it and take over any future maintenance responsibilities.
- 6.8 Tenant removal expenses relate to the development at Hill Top, Arley and it is now expected that all of this budget will not be required. The revised budget will be reflected appropriately.
- 6.9 The Disabled Facility Grant spend to date has contributed to improvements at 25 separate private properties in the Borough and the Decent Homes Standard has assisted 32 properties. Although the Appendix shows that these budgets are behind the profile, this is just because it is difficult to predict when clients will submit claim forms. In terms of the DFG budget, this is currently committed in full.
- 6.10 60 new lifelines and 50 new pendants have been purchased with the Lifelines capital budget.

## **7 Funding of Capital Programme**

- 7.1 Reports brought to this Board in September 2008 and October 2009 identified a potential funding short fall in the currently approved capital programme due to the decline in the economic market which has, in turn, impacted on the land sales that were expected at the time of drawing up the programme.
- 7.2 As the revised capital programme is being drawn up, it is expected that a significant amount of the housing contingency can be deleted from the capital programme, now that the Decent Homes Programme is drawing to a close. However, as a report brought to the Executive Board in November identified, there may still be a need to borrow in the short term until the land sales materialise. This position will be monitored carefully and be included in the final capital programme proposal to be taken to the Executive Board in February.

## 8 Report Implications

### 8.1 Finance and Value for Money Implications

8.1.1 Of the total capital programme of £7,550,780 capital programme, £5,966,414 was profiled to be spent and £5,741,912 has actually been spent or committed, leaving a current under spend of £224,502.

8.1.2 The schemes will contribute to various outcomes which will increase the services provided by the Council, from providing decent Council homes, assisting in carrying out adaptations to residents houses to helping to fund efficient heating systems to promote carbon reduction.

### 8.2 Safer Communities Implications

8.2.1 The improvements to the Atherstone CCTV scheme are enhancing the capability to work with Warwickshire Police to make the town centre a safer place. There have been significant reductions in violent crime during 2008/09 and this is continuing to be the case in 2009/10. The CCTV scheme is an important factor in assisting with achieving the reductions. The Home Safety Check Scheme provides a service with Age Concern to help elderly residents be safe within their homes.

### 8.3 Environment and Sustainability Implications

8.3.1 Expenditure incurred as part of the Council's Capital Programme enables the Council to continue to improve and deliver a range of services to the people of North Warwickshire. The implementation of the capital programme will lead to improvements in the quality of life for the communities of North Warwickshire.

### 8.4 Risk Management

8.4.1 Failure to make reasonable adjustments to ensure our buildings and facilities are accessible could expose the Council to potential litigation and risks damage to its reputation.

### 8.5 Equalities Implications

8.5.1 The Council is required to ensure that as far as it is reasonably practicable, it has taken appropriate steps to ensure compliance with the provisions of the DDA. Failure to do so could result in limiting access to services provided from our buildings and facilities by disabled people and the potential for legal challenges being taken against the Council.

The Contact Officer for this report is Sara Haslam (719489).

## Background Papers

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

Background Paper	Author	Nature of Background Paper	Date

Expenditure Proposals	2009/10 Approved Budget	Profiled Budget	Committed as at end Nov 09	Actuals as at end Nov 09	TOTAL as at end Nov 09	Variance to profiled budget
<b>HRA Assets</b>						
Kitchens and bathrooms	1,471,790	1,144,726		1,187,434	1,187,434	42,708
Windows and Doors	1,233,370	959,288		1,019,289	1,019,289	60,001
Picadilly	625,210	625,210		609,968	609,968	(15,242)
Walls/Insulation - Bungalows	229,160	229,160		205,129	205,129	(24,031)
Heating -new gas supply	93,190	93,190		88,968	88,968	(4,222)
Electrics	100,000	77,778		72,404	72,404	(5,374)
Aerials	16,000	12,800		1,094	1,094	(11,706)
External Works	15,000	15,000		1,685	1,685	(13,315)
Housing Staffing	178,000	118,667		121,274	121,274	2,607
Disabled Facility Adaptations (C/H)	175,000	116,667		200,063	200,063	83,397
Disabled Facility Adaptations (C/H) Lovells	94,000	80,000		80,000	80,000	(0)
Chimney Stacks	24,000	16,000		3,673	3,673	(12,327)
Community Centres	82,880	55,253		57,524	57,524	2,270
Door Entry Scheme	90,000	90,000		84,129	84,129	(5,871)
Asbestos	50,000	38,889		40,179	40,179	1,290
Flat Roofing	897,000	697,667		553,683	553,683	(143,983)
New housebuild programme	-	-	3,200	39,346	42,546	42,546
Prelims	369,150	287,117		323,653	323,653	36,537
Profit and Overheads	327,310	254,574		260,283	260,283	5,709

Expenditure Proposals	2009/10 Approved	Profiled Budget	Committed as at	Actuals as at	TOTAL as at	Variance to profiled
<b>HRA TOTAL</b>	<b>6,071,060</b>	<b>4,911,984</b>	<b>3,200</b>	<b>4,949,777</b>	<b>4,952,977</b>	<b>40,993</b>
<b>GENERAL FUND Assets</b>						
DDA	144,220	96,147	5,493	2,134	7,627	(88,520)
Renewal of Play Areas	58,390	58,390		50,000	50,000	(8,390)
The Council House Electrical Installation	30,000	20,000	-	4,730	4,730	(15,270)
Other Council Electrical Installations	15,000	10,000		13,060	13,060	3,060
WDP	35,000	35,000		34,561	34,561	(439)
Replace CCTV system	85,000	85,000		81,234	81,234	(3,766)
Leisure Equipment	22,760	22,760	30,262	28,168	58,429	35,669
UV System at Pool (Free Swim Grant Funded)	-	-		18,000	18,000	18,000
Accommodation Project	58,200	38,800		34,629	34,629	(4,171)
Branching Out Bus	-	-	1,254	1,760	3,014	3,014
	-	-				-
ICT Contact Centre	25,500	25,500	2,365	20,865	23,230	(2,270)
ICT Infrastructure Development	20,000	13,333		11,353	11,353	(1,980)
ICT hardware & software purchase	40,000	40,000	3,334	35,948	39,282	(718)
Academy Server Replacement	20,000	20,000		18,973	18,973	(1,028)
Operating System Upgrade	30,000	10,000		10,991	10,991	991
EDRMS	12,000	12,000	12,470	-	12,470	470
Capital Asset Software	-	-		3,607	3,607	3,607
Glulam Beams	100,000	-	-	-	-	-
Eco House	100,000	-	-	-	-	-
Home Improvement Agency	11,600	-	-	-	-	-
	-	-				-
Capital Salaries - Management	54,000	36,000		36,160	36,160	160
Tenants Removal Expenses	47,400	5,000		4,600	4,600	(400)
Decent Homes Assistance-Temp Officer	30,000	15,000		14,752	14,752	(248)
Decent Homes (Private Sector)	212,400	141,600		71,483	71,483	(70,117)
Unadopted Road at Brindley Close, Atherstone	15,000	15,000		15,000	15,000	-
Home Safety Check Scheme	8,000	8,000		7,211	7,211	(789)
	-	-				-
Disabled Facilities Grants-Private Sector	509,850	339,900		207,530	207,530	(132,370)
Burglary Reduction Initiative	-	-				-
Comm Supp - Lifelines	7,000	7,000		7,008	7,008	8
<b>Total</b>	<b>7,762,380</b>	<b>5,966,414</b>	<b>58,377</b>	<b>5,683,534</b>	<b>5,741,912</b>	<b>(224,502)</b>



## Agenda Item No 17

### Resources Board

14 December 2009

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

#### Budgetary Control Report 2009/10 Period Ended 30 November 2009

#### 1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2009 to 30 November 2009. The 2009/10 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

#### Recommendation to the Board

**That the report be noted and that the Board requests any further information it feels would assist it in monitoring the budgets under the Board's control.**

#### 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 Under the Best Value Accounting Code of Practice (BVACOP), services should be charged with the total cost of providing the service, which not only includes costs and income directly incurred, but also support costs relating to such areas as finance, office accommodation, telephone costs and IT services.

- 3.3 Therefore, to comply with this requirement, the budgets reporting to this Board fall into two categories – services where the costs incurred are recharged to other services and Boards, and those services where costs remain within Resources Boards – and are reported separately within this report.

#### 4 Services Remaining Within Resources Board

##### 4.1 Overall Position

- 4.1.1 The total expenditure for those services that remain within Resources Board as at 30 November 2009 is £2,629,187, compared with a profiled budgetary position of £2,749,231; an under-spend of £120,044 for the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period. Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in

...

order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in more detail below:

#### **4.2 Democratic Process**

4.2.1 The current under-spend relates to lower use of Mayoral transport in the first half of the year than expected and lower levels of member training, travel and subsistence.

#### **4.3 Concessionary Fares**

4.3.1 Budget provision includes cover for some claims made by the public transport operator for journeys made in earlier years. The claims have not yet been resolved, as discussions with the main operator are still progressing.

#### **4.4 The Arcade**

4.4.1 The original budget assumed the sale of the Arcade at the end of 2008/09. As the sale is no longer going ahead, there are costs arising from the operation of the premises, offset by income from the rental of the units.

#### **4.5 Carlyon Road Industrial Estate**

4.5.1 Since becoming vacant, a unit at Carlyon Road has been split back into two units. Neither of the two smaller units are liable for an NDR charge, resulting in reduced expenditure of £7,760. Works have been carried out to these units to allow new tenants to move in later in the year.

#### **4.6 Innage Park Industrial Estate**

4.6.1 There has been a significant increase in vacant units on this industrial estate, which has reduced the income received. In addition, there has been an increase in insurance costs relating to the site.

#### **4.7 Customer Contact**

4.7.1 Budget provision available for use on agency staff has not yet been required.

### **5 Services Recharged to Other Directorates and Services**

#### **5.1 Overall Position**

5.1.1 Net controllable expenditure for those services that are recharged to other Directorates and Services, as at 30 November 2009, is £64,989, compared with a profiled budgetary position of £ 247,612; an under-spend of £182,623 for the period. Appendix B to the report gives the profiled and actual positions for the period for each service, together with the variance. Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in more detail below.

...

## 5.2 Directorate Budgets

5.2.1 The Council's budget requirement for 2009/10 assumed that there would be salary vacancy savings in the year of £160,000, and this was included as a central amount. The central vacancy factor has been added into the budget columns shown in Appendix B, to enable easier comparison with the actual position. Current vacancy levels within the Directorates mean that we are slightly below the target, taking into account the use of temporary and agency staff to cover key duties and any recruitment costs resulting from these vacancies.

5.2.2 The main divisions with vacancies are Assistant Chief Executive, Environmental Health, Central Services, Development Control, Leisure and Community Development, Finance and Human Resources and Revenues and Benefits. A summary of the position contributing to the central vacancy factor is shown below:

	Total £
Current agency staff variance	19,140
Current recruitment variance	(40,300)
Current salaries underspend	(76,900)
<b>TOTAL</b>	<b>(98,060)</b>

5.2.3 Other significant variances include under-spends on staff car costs (vacant posts), vehicle repair costs, conference fees, subsistence and vehicle fuel. The only significant over-spend is currently that seen on occupational health fees, reflecting the action being taken in relation to current sickness absence.

5.2.4 In addition to the vacancies identified in the table above, there is a further £117,640 of vacancies through the policy of freezing vacant posts where possible. This also explains why expenditure on recruitment is currently very low.

## 6 Performance Indicators

6.1 In addition to the financial information provided to this Board, when the budgets were set in February, performance indicators were included as a means of putting the financial position into context. These are shown at Appendix C.

...

## 7 Risks to the Budget

7.1 A number of key risks to the budgetary position of the Council from services under the control of this Board were identified when the budget was set in February. These are detailed below.

7.2 The key risks to the budgetary position of the Council from services under the control of this Board include:

- A change in rental income at industrial estates through changes to vacancy levels and the added effect of the obligation for the Council to pay the Non Domestic Rates of these units was identified as a risk. Income is currently lower than expected, although this is partially offset by a reduced NDR liability.
- The costs of managing absence, for example occupational health costs and cover by agency staff. These are currently running above the profiled budget provision.

- Changes to economic circumstances that require increases in the Authority's contribution levels to the pension scheme, which are above previous forecasts. Ongoing turmoil in financial markets may impact on this but it is far too early for an impact to be quantified.
- 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. At the moment expenditure is at a level at or below budget in most areas.
- The possible need to 'buy in' professional services to cover some work that cannot be met by the current staffing levels. However, it is likely that any such costs would be met from the salary under-spend within the relevant division.
- The assumption has been made that the contract hire of new refuse vehicles will result in lower repairs costs. The contract hire agreement includes provision for fair wear and tear but damage outside of this definition will be an additional charge.
- Potential increases in vehicle fuel and utilities such as gas and electricity. In the last few months there appears to have been some stability in vehicle fuel prices although price increases are anticipated in the next few months. Significant changes to the price of vehicle fuel will be monitored and reported should they occur. Similarly, the high volatility that was seen in gas and electricity prices in the last 18 months seems to have abated and recent negotiations with energy suppliers should result in decreased charges. Again, any changes will be reported back together with any likely impact on the financial position.
- The increase in numbers of claimants for benefits could increase the council's costs. Whilst most of the costs are covered by Subsidy, approximately 98%, the council would still have to find the balance.

## 8 Estimated Out-turn

- 8.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2009/10 is £4,111,330 as detailed in the table below,

	<b>£</b>
Approved budget 2009/2010	4,409,730
Reduction in the provision for the pay award	(57,000)
Reduction as a result of frozen posts / restructures	(241,400)
<b>Expected Out-turn 2009/10</b>	<b>4,111,330</b>

## 9 Report Implications

### 9.1 Finance and Value for Money Implications

- 9.1.1 The Council's budgeted use of General Fund balances for the 2009/2010 financial year is £376,250, although this is expected to reduce to £126,350. Income and Expenditure will continue to be closely managed and reported to this Board at future meetings.

## 9.2 Environment and Sustainability Implications

- 9.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control, to ensure not only the availability of services within the current financial year, but in future years.

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**  
**Budgetary Control Report 2009/2010 as at 30 November 2009**

**Expenditure remaining within the Resources Board**

<b>Description</b>	<b>Original Budget 2009/2010</b>	<b>Profiled Budget to November 2009</b>	<b>Actuals to November 2009</b>	<b>Variance</b>	<b>Comments</b>
Democratic Process	805,770	537,542	513,783	(23,758)	see paragraph 4.2
Election Expenses	23,670	15,560	12,522	(3,038)	
Register of Electors	42,800	33,000	32,768	(231)	
Non Domestic Rates	1,560	69,813	66,907	(2,906)	
Council Tax Collection	253,010	157,473	159,495	2,022	
Investors in People	12,360	6,953	6,953	-	
Finance Miscellaneous	6,470	3,820	3,820	-	
Compensation & Pension	115,410	85,336	84,811	(525)	
Minor Works	5,460	3,640	5,030	1,390	
Electricity at Work	25,520	20,052	18,402	(1,650)	
Best Value and Gershon	61,630	39,526	39,527	0	
Finance Unused Land	600	400	400	-	
Corporate & Democratic	868,460	580,590	583,611	3,021	
Unallocated Central Support Services	275,300	131,318	130,270	(1,048)	
External Funding Consultants	4,360	2,907	4,571	1,664	
Coleshill Shops & Flats	(62,560)	(41,567)	(39,728)	1,839	
The Arcade	-	-	(9,562)	(9,562)	see paragraph 4.4
The Pavilions Holly Lane	(60,650)	(44,350)	(45,163)	(813)	
Carlyon Road Industrial Estate	(97,050)	(66,401)	(74,158)	(7,758)	see paragraph 4.5
Innage Park Industrial Estate	(3,110)	478	28,332	27,854	see paragraph 4.6
Polesworth Workspaces	(5,200)	(4,465)	(4,423)	42	
The Bear and Ragged Staff	(12,000)	(7,730)	(7,951)	(221)	
Football Stadium	410	273	273	-	
Homeless Persons	65,240	41,232	39,268	(1,965)	
Public Conveniences	82,210	57,522	55,779	(1,743)	
Fillongley Kitchens	1,170	723	687	(36)	
Customer Contact	167,900	101,055	86,687	(14,368)	see paragraph 4.7
Rent Allowances	85,600	54,086	60,150	6,064	
Rent Rebates	78,410	50,526	53,925	3,399	
Concessionary Fares	457,830	315,106	213,737	(101,369)	see paragraph 4.3
NDR Disc Relief	25,390	2,380	2,380	-	
Council Tax Benefits	159,090	96,657	96,568	(89)	
Car Parks	64,190	61,487	62,189	703	
Best Value External Costs	900	600	1,094	494	
Flexible Working	60	40	40	-	
Business Improvement District	2,910	1,940	1,940	-	
Environmental Sustainability	1,280	820	820	-	
Private Sector Housing Assistance	133,210	45,947	46,105	158	
CCTV	104,480	55,915	55,325	(590)	
Community Support	531,530	326,451	329,425	2,974	
Coleshill Market Towns	-	-	-	-	
North Warwickshire Leader	-	-	-	-	
North Arden Heritage Trail	18,830	12,577	12,577	0	
<b>TOTALS</b>	<b>4,242,450</b>	<b>2,749,231</b>	<b>2,629,187</b>	<b>(120,044)</b>	

**North Warwickshire Borough Council**  
**RESOURCES BOARD (RECHARGED)**  
**Budgetary Control Report 2009/2010 as at 30 November 2009**

<b>Description</b>	<b>Original Budget 2009/2010</b>	<b>Profiled Budget to November 2009</b>	<b>Actual to end November 2009</b>	<b>Variance to Date</b>	<b>Comments</b>
Building Maintenance Fund	-	0	0	(0)	
Council Offices	-	21,882	19,035	(2,847)	
Central Telephones	-	(2,729)	(4,092)	(1,363)	
Recruitment	-	(29)	(233)	(204)	
Printing and Copying	-	6,683	6,748	65	
Training	-	1	(20)	(21)	
Depot	-	1,508	(1,111)	(2,620)	
Postage and Franking	-	(0)	-	0	
Chief Executive Directorate	-	45,167	(339)	(45,507)	Paragraph 5.2
Directorate of Community and Environment	-	58,757	(73,104)	(131,861)	Paragraph 5.2
Directorate of Resources	-	86,278	8,044	(78,234)	Paragraph 5.2
Information and Procurement Services	-	122,663	95,963	(26,700)	Paragraph 5.2
Transport	-	14,098	14,098	-	
<b>TOTALS</b>	-	<b>354,279</b>	<b>64,989</b>	<b>(289,290)</b>	
Central Vacancy Factor	(160,000)	(106,667)	-	106,667	
<b>TOTALS</b>	<b>(160,000)</b>	<b>247,612</b>	<b>64,989</b>	<b>(182,623)</b>	

## Key Performance Indicators for Budgets Reporting to the Resources Board

	Budgeted Performance	Profiled Budgeted Performance	Actual Performance to Date
<b>Register of Electors</b>			
Cost per elector for the Electoral Register	£0.87	£0.67	£0.66
<b>Non Domestic Rates</b>			
% of NDR Collection Rate	99.50%	77.84%	79.82%
Cost Per NDR Property	£63.94	£41.34	£41.13
<b>Council Tax Collection</b>			
% of Council Tax Collection Tax	98.60%	78.39%	78.25%
Cost Per Household	£14.40	£9.18	£8.93
<b>Coleshill Shops and Flats</b>			
Occupancy Rate	100%	100%	100%
Annual Income Per Shop	£8,450	£5,633	£5,952
<b>The Arcade</b>			
Occupancy Rate	0%	0%	38.46%
Annual Income Per Unit	£0	£0	£1,203
<b>The Pavilions</b>			
Occupancy Rate	88%	88%	88%
Annual Income Per Unit	£10,099	£6,732	£7,830
<b>Carlyon Road Industrial Estate</b>			
Occupancy Rate	87%	87%	87%
Annual Income Per Unit	£8,502	£5,668	£6,010
<b>Innage Park Industrial Estate</b>			
Occupancy Rate	70%	70%	53%
Annual Income Per Unit	£4,996	£3,330	£3,510
<b>Polesworth Workspaces</b>			
Occupancy Rate	100%	100%	100%
Annual Income Per Unit	£1,468	£1,102	£1,102
<b>Rent Allowances</b>			
No of Claimants	1,223	1,223	1,617
Rent Allowances Per Claimant	£4,154.91	£2,769.94	£2,701.61
Cost of Administration Per Claimant	£212.71	£134.05	£101.33
<b>Rent Rebates</b>			
No of Claimants	1,644	1,644	1,741
Rent Rebates Per Claimant	£3,067.68	£2,045.11	£2,140.25
Cost of Administration Per Claimant	£89.37	£58.52	£52.56
<b>Council Tax Benefits</b>			
No of Claimants	4,392	4,392	5,092
Council Tax Benefits Per Claimant	£1,128.69	£1,087.11	£896.33
Cost of Administration Per Claimant	£86.77	£56.65	£48.39



## Agenda Item No 18

### Resources Board

14 December 2009

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

#### Consolidated Budgetary Control Report 2009/10 - Period Ended 30 November 2009

#### 1 Summary

- 1.1 The report covers total Council General Fund revenue expenditure and income for the period from 1 April 2009 to 30 November 2009.

#### Recommendation to the Board

That the report be noted and that the Board requests any further information it feels would assist it in monitoring the budgets under the Board's control.

#### 2 Consultation

##### 2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

#### 3 Board Report

##### 3.1 Overall Position

- 3.1.1 The actual level of Board expenditure for the period to 30 November 2009 is £6,930,566 compared with a profiled budgetary position of £7,393,576; an underspend of £463,010 for the period. Appendix A provides an analysis of Board expenditure and the overall position for the Council for this period.

...

- 3.1.2 As well as expenditure directly attributable to services, and included in the Board totals, there are a number of other amounts that need to be taken into account that provide the total net expenditure for the Council. This includes investment income, external interest payments and adjustments to reverse capital charges included within Board expenditure, from out of Council expenditure. Taking these amounts into account, net expenditure for the Council to the end of November totals £6,404,939, compared with a profiled position of £6,838,079, resulting in an underspend for the period of £433,140.

- 3.1.3 Where possible, the budget profile figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in more detail below:

#### 4 Board Expenditure

- 4.1 **Executive Board** – There is no significant variance to budget.
- 4.2 **Planning and Development Board** – Income on Development Control is behind target by £63,340. In addition there has been a need to employ professional services for advice on specific applications of £6,905, such as the Coleshill supermarket development and £12,891 at the Butchers Arms at Fillongley on planning enforcement. As the Butchers Arms costs are not recoverable, these will need to be funded from general reserves. These increases are partially offset by additional income from Local Land Charges of £10,019.
- 4.3 **Licensing Committee** – The underspend within this Board relates to increased levels of income across the service, in particular Hackney Carriage and Private Hire vehicles and the licenses for premises.
- 4.4 **Community and Environment Board** – There is currently an underspend on employee costs, mainly at the Leisure Centres and in the Grounds Maintenance and Refuse DSO's totalling £47,780, due to a mixture of staff vacancies and reduced use of certain staffing resources. There are currently underspends of around £29,000 within supplies and services in Parks and Playing Fields, Playing Fields and Allotment Improvements, the majority of which are around timing issues. There are also lower transport costs across the DSO's, Cesspool service, Community Development and in the Animal Control service totalling £23,780. Leisure income is ahead of profile in total by around £9,500, with increased use of the Pool outweighing reduced demand at the other centres.
- 4.5 **Resources Board**
- 4.5.1 **Recharged to Services**
- 4.5.2 The current underspend is £289,290, including budgeted vacancies. If these are excluded, the underspend reduces to £182,623, of which £167,855 relates to frozen posts and the reduction in the pay award. The remaining underspend relates to transport costs and other employee expenditure.
- 4.6 **Remaining**
- 4.6.1 The majority of the £120,044 underspend relates to budget provision for back dated claims from travel companies within the Concessionary Fares budget. There are also some underspends within the Democratic Process and Customer Contact budget. In contrast, there is an increased number of vacant units at Industrial Estates which has reduced the income received by the council.
- 5 **Other Income / Expenditure**
- 5.1 The economic situation has affected investment markets, and as a result the estimated investment income included in the budget will not be achieved. Some of this loss relates to specific action taken by the Council to reduce its risk, given the potential vulnerability of some financial institutions.
- 5.2 Council balances and reserves are invested in total. Investment income earned on the balances and reserves held by the HRA is transferred through the Financing Adjustment. The use of HRA balances to fund capital expenditure in 2008/09 was higher than anticipated, leaving less to invest in the current year. This has reduced the actual transfer required.

## 6 Risks to the Budget

6.1 In setting the budget in February 2009, a number of key risks to the overall budgetary position of the Council are highlighted below: -

- Changes to the expected cash flow of the Authority, leading to an increase or decrease in investment income
- A vacancy factor of £160,000 has been included within the overall estimate. The current vacancy factor is below the profiled budget (if excluding frozen posts).
- A reduction in expected income will increase the costs to the Council. Currently Planning Control Fees and Industrial Units rents are below budget. This is something that needs monitoring to determine whether this is a temporary downturn or something more permanent.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. A dip in performance in this area could reduce the grant able to be reclaimed, and also the level of recovery of overpayments. Costs in this area will be closely monitored.

## 7 Estimated Out-turn

7.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for the Council. It is anticipated at this stage that the out-turn for the General Fund will be £126,350 as detailed in the table below,

	£
<b>Original use of Balances 2009/10</b>	<b>376,250</b>
Supplementary estimate – Planning action – Heart of England	10,000
Resources Board - reduction as a result of Frozen posts / Restructures	(241,400)
Resources Board - anticipated reduction in Investment Income	100,000
Resources Board – anticipated reduction in Item 8 interest to the Housing Revenue Account	(23,000)
Resources Board – reduction in the contingency sum	(53,000)
Resources Board – reduction in the provision for the pay award	(57,000)
Planning and Development – additional Development Control professional fees	27,000
Community and Environment Board – loss of income from Air pollution Fees	4,000
Planning and Development – additional Land Charges Income	(10,000)
Community and Environment Board – reduction in tree management	(6,500)
<b>Expected Out- turn 2009/10</b>	<b>126,350</b>

## 8 Report Implications

### 8.1 Finance and Value for Money Implications

8.1.1 The Council's budgeted use of General Fund balances for the 2009/2010 financial year is £376,250, although this is expected to reduce to £126,350. The position will continue to be monitored closely and reported to Members at a future meeting of this Board.

8.1.2 Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board for comment.

## 8.2 Environment and Sustainability Implications

8.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control to ensure not only the availability of services within the current financial year, but in future years.

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

### Consolidated Budgetary Position for the Period 30 November 2009

Board	2008/09 Original Budget	Expected Position November	Actual Position November	Variance
Executive	474,830	328,491	326,986	(1,505)
Planning and Development	533,080	300,611	375,937	75,326
Licensing Committee	53,770	23,328	21,243	(2,085)
Community and Environment	5,798,270	3,637,636	3,512,224	(125,412)
Resources (including staff vacancies)	3,974,410	3,103,510	2,694,176	(409,334)
<b>Net Board Expenditure</b>	<b>10,834,360</b>	<b>7,393,576</b>	<b>6,930,566</b>	<b>(463,010)</b>
Other Contingencies	112,510	-	-	-
<b>Net Board Expenditure</b>	<b>10,946,870</b>	<b>7,393,576</b>	<b>6,930,566</b>	<b>(463,010)</b>
Investment Income	(300,000)	(192,329)	(146,753)	45,576
RCCO	130,000	75,833	75,833	-
Use of Balances	376,250	-	-	-
Financing Adjustment	(658,500)	(439,000)	(454,706)	(15,706)
<b>Net Expenditure</b>	<b>10,494,620</b>	<b>6,838,079</b>	<b>6,404,939</b>	<b>(433,140)</b>

## **Agenda Item No 19**

### **Resources Board**

**14 December 2009**

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

#### **Housing Revenue Account Budgetary Control Report 2009/2010 Period Ended 30 November 2009**

#### **1 Summary**

- 1.1 The report covers total Housing Revenue Fund revenue expenditure and income for the period from 1 April to 30 November 2009.

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

**That the report be noted and that the Board requests any further information it feels would assist it in monitoring the budgets under the Board's control.**

#### **2 Consultation**

##### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 Portfolio Holders and Shadow Portfolio Holders for Resources and Housing have been consulted regarding this report. Any comments received will be reported verbally to the Board.

#### **3 Report**

- 3.1 Under the Best Value Accounting Code of Practice (BVACOP), services should be charged with the total cost of providing the service, which not only includes costs and income directly incurred, but also support costs relating to such areas as finance, office accommodation, telephone costs and IT services and Member costs.

#### **4 Overall Position**

- 4.1 The Housing Revenue Account includes all costs and income relating to the letting and management of the Council's Housing Stock, and this has to be kept separate from General Fund expenditure. The actual position for the HRA for the period ended 30 November 2009 is a deficit of £141,680, compared with a forecast deficit position for the period of £142,599. Where possible, the forecast position has been profiled to reflect seasonal variations in expenditure and income, in order to give a better comparison with actual figures. The actual position is a favourable variance of £919 on the forecast position. Appendix A to this report provides details of the profiled and actual position for expenditure and income incurred by the HRA, and an explanation of significant variations are given in more detail below.

...

## 4.2 Supervision and Management – General

- 4.2.1 There has been lower spending on professional fees relating to Antisocial Behaviour, legal and court costs to date, partially offset by increased building insurance premiums.

## 4.3 Supervision and Management – Special

- 4.3.1 There has been lower spending on Equipment and Supplies budgets to date.

## 4.4 Investment Income - Other

- 4.4.1 Investment income earned on earmarked HRA balances is lower than expected due to higher usage in 2008/09 to meet decent homes works.

## 5 Housing Direct Works

- 5.1 As at the end of November there is a Surplus on Housing Direct Works of £21,651, compared with a forecast deficit position of £7,482. The account balance fluctuates throughout the year depending on workloads and invoice payments. It is expected that the surplus will not continue to the end of the financial year. Appendix B to this report provides the profiled and actual expenditure of Housing Direct Works in more detail.

- 5.2 The under-spend on employee costs reflects the lower number of directly employed staff utilised to date (26 employees), compared with the budget for day-to-day repairs (28 employees). Work levels are still being assessed to see if a further 2 full time employees are required on a full time basis. The increase in supplies and services has occurred due to the use of external contractors to provide support when workloads are higher. This has allowed the peaks and troughs in the repair work to be covered. A review of the establishment, including employing apprentices, is currently being undertaken. Transport costs have decreased mainly due to lower maintenance costs and lower fuel prices. Income is ahead of the profile due to more jobs being completed than expected in the period.

## 6 Housing Repairs Fund

- 6.1 The Housing Repairs Fund covers expenditure on all repairs and maintenance, both day to day and programmed whether carried out by Housing Direct Works or external contractors. This includes any surplus or deficit on the operation of Housing Direct Works.

- 6.2 The balance on the Fund at the start of the year amounted to £144,705. The balance can be used to cover timing issues between years. In 2009/10 the contribution to the fund is £2,309,210. Any over-spend in the repairs fund would impact on the use of Housing Revenue Account balances if it exceeded the balance on the fund and the contribution in the year. The position on the Fund at the end of November is shown in Appendix C, and is showing an under-spend to date, including the current surplus of Housing Direct Works.

- 6.3 As a way of putting the financial position into context, Appendix D to this report identifies key performance indicators of the overall Housing Division. The performance on actual repairs is ahead of the targets set. Also the average time to bring void properties to a lettable standard is 0.9 days better than the agreed target.

## 7 Risks to the Budget

7.1 The key risks to the budgetary position of the Housing Revenue Account in 2009/10 include:

- Rising tenant expectations, following extensive improvement works may increase the demand for repairs, which will need to be continuously monitored;
- 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.

## 8 Estimated Out-turn

8.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for the Council. Based upon currently available information, the Council is forecast to return a surplus on the HRA in 2009/10 of £202,590, as per the original Budget.

8.2 The estimated out-turn for the Repairs Fund remains the same as that included in the original budget.

## 9 Report Implications

### 9.1 Finance and Value for Money Implications

9.1.1 The Council is currently forecasting a contribution to the Housing Revenue Fund balance for the 2009/10 financial year of £202,590. Income and expenditure will continue to be closely managed and any issues that arise will be reported to this Board for comment.

### 9.2 Environment and Sustainability Implications

9.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control, to ensure not only the availability of services within the current financial year, but in future years.

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**  
**Budgetary Control Report as at 30 November 2009**

	Original Budget 2009/2010	Expected Spend 2009/2010	Actual Spend 2009/2010	Variance	Comments
<b>EXPENDITURE</b>					
Repairs and Maintenance	2,309,210	1,539,473	1,539,473	-	
Supervision and Management - General	1,177,250	744,728	728,259	(16,469)	Section 4.2
Supervision and Management - Special Services	378,910	247,775	244,617	(3,158)	Section 4.3
Provision for Bad Debts	20,000	13,333	13,333	-	
Transfer to DCLG	3,031,650	2,122,155	2,122,155	-	
Depreciation and Impairment	1,932,410	1,288,273	1,288,273	-	
<b>Total Expenditure</b>	<b>8,849,430</b>	<b>5,955,738</b>	<b>5,936,111</b>	<b>(19,627)</b>	
<b>INCOME</b>					
Gross Rent Income from Dwellings	(8,734,660)	(5,591,260)	(5,590,128)	1,132	
Gross Rent Income from Non-Dwellings	(325,840)	(210,287)	(211,273)	(986)	
Charges for Services and Facilities	(75,390)	(68,065)	(65,210)	2,855	
<b>Total Income</b>	<b>(9,135,890)</b>	<b>(5,869,612)</b>	<b>(5,866,611)</b>	<b>3,001</b>	
<b>NET COST OF SERVICES</b>	<b>(286,460)</b>	<b>86,126</b>	<b>69,500</b>	<b>(16,626)</b>	
Amortised Premiums and Discounts	28,450	18,967	18,967	-	
Investment Income - Mortgages	(1,110)	(740)	(740)	-	
- Other	(50,070)	(32,820)	(17,113)	15,707	Section 4.4
<b>NET OPERATING EXPENDITURE</b>	<b>(309,190)</b>	<b>71,533</b>	<b>70,614</b>	<b>(919)</b>	
Revenue Contributions to Capital	392,000	261,333	261,333	-	
Transfer to/(from) Pensions Reserve	(67,700)	(45,133)	(45,133)	-	
Transfer to/(from) Major Repairs Reserve	(217,700)	(145,133)	(145,133)	-	
<b>TOTAL (SURPLUS)/DEFICIT FOR THE YEAR</b>	<b>(202,590)</b>	<b>142,599</b>	<b>141,680</b>	<b>(919)</b>	

## APPENDIX B

### HOUSING REVENUE ACCOUNT HOUSING DIRECT WORKS Budgetary Control Report as at 30 November 2009

	Original Budget 2009/2010	Expected Spend 2009/2010	Actual Spend 2009/2010	Variance
<b>EXPENDITURE</b>				
Employee Costs	825,060	541,248	532,593	(8,655)
Supplies and Services	520,900	333,661	433,459	99,798
Transport	103,510	68,822	50,427	(18,395)
<b>Gross Expenditure</b>	1,449,470	943,731	1,016,479	72,748
<b>Total Income</b>	(1,774,710)	(1,143,702)	(1,244,731)	(101,029)
<b>Net Controllable Expenditure</b>	<b>(325,240)</b>	<b>(199,971)</b>	<b>(228,252)</b>	<b>(28,281)</b>
Central Support	266,060	172,292	171,440	(852)
Capital Charges	54,560	35,161	35,161	-
<b>NET EXPENDITURE</b>	<b>(4,620)</b>	<b>7,482</b>	<b>(21,651)</b>	<b>(29,133)</b>

## Appendix C

### HOUSING REPAIRS FUND (to end of November 2009)

	£
<b>Balance at 1 April 2009</b>	<b>144,705</b>
Contribution 2009/10 (to November 2009)	1,491,371
Expected Use of Fund (to November 2009)	(1,435,769)
<b>Balance at 31 July 2009</b>	<b>200,307</b>

## Housing Division Performance Indicators

## Appendix D

April 2009 to November 2009

	Target	Actual
% of emergency repairs carried out within 1 day	98.00%	98.16%
% of urgent repairs carried out within 5 days	95.00%	98.41%
% of routine repairs carried out within 28 days	95.00%	98.17%
Average time to bring void properties to lettable standard	17.0 days	16.04 days