

**To: Deputy Leader and Members of the Resources Board
(Councillors L Smith, Johnston, Bowden, Butcher,
N Dirveiks, Forwood, Fowler, Fox, Lea, Moore, Payne,
Smitten, Y Stanley and Winter)
For the information of other Members of the Council**

**For general enquiries please contact Emma
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**For enquiries about specific reports please
contact the Officer named in the reports.**

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RESOURCES BOARD AGENDA

1 FEBRUARY 2011

The Resources Board will meet in the Chamber at The Council House, South Street, Atherstone, Warwickshire on Tuesday, 1 February 2011 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, Fox and Lea, and membership of various Parish Councils of Councillors Butcher, Smitten and Y Stanley (Polesworth), Fox (Shustoke) and Moore (Baddesley Ensor), are deemed to be declared at this meeting).

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

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

- 5 **Corporate Plan 2011 – 2012** – Report of the Chief Executive

Summary

The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval to those parts of the Corporate Plan Targets for which it is responsible and to agree the 2011-12 Service Plans for the Finance and Human Resources, Revenues and Benefits, Corporate Services and Housing Divisions and the Internal Audit Service.

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

- 6 **Proposed 2011/12 Budget Savings** – Report of the Assistant Chief Executive (Community Services)

Summary

This report identifies potential areas for budget savings put forward by the Assistant Chief Executive (Community Services) for inclusion in estimates for 2011/12.

The Contact Officer for this report is Bob Trahern (719378).

- 7 **Proposed 2011/12 Revenue Savings – Finance and Human Resources Division** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report identifies potential areas for revenue budget savings within the Finance and Human Resources Division for inclusion in the 2011/12 revenue estimates.

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

- 8 **General Fund Fees and Charges 2011/2012** – Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Director (Revenues and Benefits) and Assistant Director (Finance and Human Resources)

Summary

The report covers the fees and charges for 2010/11 and the proposed fees and charges for 2011/2012.

The Contact Officer for this report is Nigel Lane (7199371).

- 9 **General Fund Revenue Estimates 2011/2012 – Services Recharged Across all Boards** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2010/2011 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/2013, 2013/2014 and 2014/15.

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

- 10 **General Fund Revenue Estimates 2011/12 – Services Remaining Within Board** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

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

- 11 **General Fund Revenue Estimate 2011/12 - Summary** – Report of the Deputy Chief Executive

Summary

This report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

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

- 12 **Housing Revenue Account Estimates 2011/12 and Rent Review** – Report of the Deputy Chief Executive

Summary

The report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

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

- 13 **Capital Programme Bids 2011/12 to 2013/14** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report identifies proposals for schemes to be included within the Council's capital programme over the next three years.

The Contact Officer for this report is Jon Illingworth (719489).

- 14 **Housing Allocations Scheme** – Report of the Assistant Director (Housing).

Summary

This report sets out two proposed changes to the Council's Housing Allocations Scheme and requests that the Board approves them.

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

- 15 **Local Investment Plan – To Deliver Affordable Housing** – Report of the Assistant Director (Housing)

Summary

This report sets out a Local Investment Plan to deliver affordable housing for Members' consideration.

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

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

- 16 **Member Induction** – Report of the Chief Executive

Summary

The Board is invited to endorse a programme of induction for new members following the Borough elections in May 2011.

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

- 17 **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2011/12** – Report of the Deputy Chief Executive

Summary

This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2011/12.

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

- 18 **Dog Control Orders** – Report of the Assistant Director (Housing)

Summary

On 11 October 2010 the Resources Board agreed to revise the Council's Dog Control Order. Following the necessary publicity which has now been undertaken this report seeks the Board's formal approval to put the revised order in place.

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

- 19 **Internal Audit - Performance for Third Quarter 2010-11** – Report of the Deputy Chief Executive

Summary

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

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

- 20 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2010 – December 2010** – Report of the Chief Executive and Deputy Chief Executive – REPORT TO FOLLOW

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Resources Board for April 2010 to December 2010.

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

- 21 **Housing Act 2004 - Emergency Prohibition Order** – Report of the Assistant Director (Housing)

Summary

The report confirms the revocation of an Emergency Prohibition Order on a residential property in the Borough.

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

- 22 **An Explanation of Welfare Benefit Changes to be introduced from April 2011 Onwards** – Report of the Assistant Chief Executive (Community Services)

Summary

The purpose of this report is to make Members aware of the changes proposed to a wide range of welfare benefits from April 2011 onwards, and their likely implications for the Council.

The Contact Officer for this report is Bob Trahern (719378).

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

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

Recommendation:

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.

- 24 **Housing Register Officer – Extension of Temporary Post** – Report of the Assistant Director (Housing)

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

- 25 **Request to Purchase Garden Land adjacent to 1 Rowland Court, Arley -** Report of the Assistant Director (Housing)

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

- 26 **Tenants Insurance Scheme** – Report of the Assistant Director (Housing)

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

- 27 **Irrecoverable Housing and Local Taxation Debts** - Report of the Assistant Chief Executive (Community Services)

The Contact Officer for this report is Bob Trahern (719378).

- 28 **Police Accommodation – Safer Neighbourhoods Office** – Report of the Chief Executive – REPORT TO FOLLOW

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

JERRY HUTCHINSON
Chief Executive

Agenda Item No 5

Resources Board

1 February 2011

Report of the Chief Executive

Corporate Plan 2011 - 12

1 Summary

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to seek the Board's approval to those parts of the Corporate Plan Targets for which it is responsible and to agree the 2011-12 Service Plans for the Finance and Human Resources, Revenues and Benefits, Corporate Services and Housing Divisions and the Internal Audit Service.

Recommendation to the Executive Board

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

Recommendation to the Board

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

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Report

- 3.1 Corporate Plan Targets and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.
- 3.2 In 2006 the Council produced a new style of Corporate Plan more closely aligned to the North Warwickshire Sustainable Community Strategy and incorporating a long term Vision.
- 3.3 Members will be aware that the Sustainable Community Strategy has recently been reviewed and now has three key themes. Public Agencies in the County have also agreed a Warwickshire Sustainable Communities Strategy. Consequently, a number of revisions were made to the format to the 2010-11 Corporate Plan to reflect this.

- 3.4 Appendix A sets out proposals for those Corporate Plan Targets which fall within the remit of the Resources Board. Proposals for the 2011/12 Corporate Plan reflect discussions which have taken place at Portfolio Groups in appropriate cases. Members are requested to recommend to the Executive Board that the Corporate Plan targets set out in Appendix A are agreed.
- 3.5 A report will be presented to the Boards after the end of the financial year to show the year end out-turn on the 2010-11 targets. The targets for 2011-12 are being recommended in advance of the Election in May and may well need to be reviewed post-election. For this reason a fully formatted Plan is not being recommended at this stage, with the 2011-12 Plan being finalised following discussion with Members post-election.
- 3.6 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.
- 3.7 The Service Plans for the Finance and Human Resources, Revenues and Benefits, Corporate Services and Housing Divisions and the Internal Audit Service comprise Appendix B to this report, as most of these programmes relate to work carried out for this Board.
- 3.8 Where there are any budget implications for another Board arising out of work programmes, those implications will be drawn to the attention of the relevant Board in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards are dealt with in the Budget Report also on this agenda.
- 3.9 Once the Corporate Plan Targets and Divisional Service Plans have been agreed, they will all be subject to the usual reporting procedures for monitoring performance as for last year, ie:-
- Monthly reports are considered by Management Team;
 - A traffic light warning indicator is used:-
 - Red – target not likely to be achieved.
 - Amber – target currently behind schedule and requires remedial action in order to be achieved.
 - Green – target currently on schedule to be achieved;
 - Progress reports to each Board meeting, and
 - The Scrutiny Board will monitor the performance of indicators and targets where the traffic light is amber and red.

4 **Report Implications**

4.1 **Finance and Value for Money Implications**

4.1.1 Where possible, targets and indicators for 2011-12 will be achieved from within existing Board resources. Details of any additional funding are included in the right hand column of the table in Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

4.2 **Human Resources Implications**

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

4.3 **Risk Management Implications**

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

4.4 **Links to Council's Priorities**

4.4.1 These are set out in the Appendices.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

CORPORATE PLAN TARGETS – 2011/12

RESOURCES BOARD

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Housing	To produce a programme of work by May 2011, based on our stock condition information, which will maintain the Council's stock to a good standard and set out a local standard, in accordance with the Government guidelines for registered providers.	Resources Board/Housing Portfolio/AD (H)	To be met within existing budgets.
Housing	To report further to the Housing Portfolio Holder Group and Resources Board by June 2011 on current shared equity schemes and make recommendations for such a scheme in North Warwickshire.	Resources Board/Housing Portfolio/AD (H)	To be met within existing budgets.
Housing	To act on the objectives set out in the Warwickshire Local Investment Plan by appraising how public land holdings can be used to deliver affordable homes, find new ways of funding schemes and bringing empty homes back into use and to review the position annually from March 2012.	Resources Board/Housing Portfolio/AD (H)	Any financial implications will be identified as part of the review.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Housing	To report on the implications of the Localism Bill (when enacted) for housing services and take action where appropriate with regard to changes in legislation with regard to tenure, allocations, homelessness, tenant scrutiny and Housing Revenue Account Subsidy reform.	Resources Board/Housing Portfolio/AD (H)	Any financial implications will be identified as part of the review.
Housing	To work proactively with residents and partners to assist residents in the private sector to access funding to improve their homes (especially with regard to energy efficiency) and to report on progress annually from March 2012.	Resources Board/Housing Portfolio/AD (H)	To be met within existing budgets.
Housing	To review the services delivered by Community Support and report to Resources Board on issues and proposed improvement by March 2012.	Resources Board/Housing Portfolio/AD (H)	Any financial implications will be identified as part of the review.
Housing	To implement changes proposed from review of Home Improvement Agencies and Adaptations Services by June 2011.	Resources Board/Housing Portfolio/AD (H)	To be met within existing budgets.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Resources	To implement identified improvement works to the Council's main offices to ensure the ongoing provision of services to the local community while safeguarding the safety and security of all residents, staff and visitors who use The Council House building.	Executive Board/Special Sub/DCE, AD (S)	Will have capital and revenue implications which will be reported as part of the decision making process.
Resources	To continue to contribute to the effectiveness and savings targets through the delivery of the Procurement Strategy Action Plan.	Resources Board/Resources Portfolio/AD (CS)	To be met within existing budgets.
Resources	To continue to contribute to the effective delivery of services through implementing the actions identified in the ICT Strategy Action Plan.	Resources Board/Resources Portfolio/AD (CS)	To be met within existing budgets.
Resources/Housing	To carry out the preparatory work needed, ready for the implementation of the 'self financing' model for the Housing Revenue Account in time for the proposed implementation date of April 2012.	Resources Board/Housing Portfolio Group/DCE, AD (H), AD (F&HR)	To be assessed when further detail is known.
Resources	To continue to look for ways of narrowing the Council's capital funding gap and report annually in February.	Executive Board/Resources Portfolio/DCE, AD (F&HR), AD (S)	To be met within existing budgets.

Corporate Plan Theme	Target	Board/Portfolio Holder/ Lead Officer	Additional Training/ Financial Implications
Resources	<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. 	Resources Board/Resources Portfolio/Management Tam, AD (F&HR)	To be met within existing budgets.

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

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

CORE TASKS

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

Management Accountancy	
1	To ensure that budgetary control is exercised throughout the Council on revenue activities
2	To maintain the Financial Management System
3	To complete grant claims and statistical returns as required
4	To provide financial advice to colleagues and members as requested

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

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

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

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

SUMMARY ACTION PLAN – specific work

Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To review the 2010/11 training year against the agreed programme		HR	April 2011	May 2011	High	Results reported to Management Team	Existing budget
To complete the year end procedures for the 2010/11 financial year	SRM	Mgt Accts AD (F&HR) Fin Accts Corp Accts	Sept 2010	June 2011	High	Review of annual governance arrangements completed by end of March Statements of Assurance received from EMT by April 2011 Accounts closed by the end of May Annual Governance Statement considered by Management Team by end May Reports to Executive Board in June <ul style="list-style-type: none"> • 2010/11 Statements • Capital funding • Annual Governance Statement Minimal report to those charged with governance presented to Executive Board in September by PwC	This may need to take priority over other areas
To calculate service charges for: <ul style="list-style-type: none"> • HRA leaseholders 	SRM	Mgt Accts	July 2011	August 2011	High	Leaseholders / tenants notified of service charges	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

<ul style="list-style-type: none"> HRA tenants Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Provision of benchmarking data for the housing service to Housemark	SRM	Corp Accts Mgt Accts	July 2011	Oct 2011	Medium	Full information provided to Members for decision making	Existing budget
To update the F&HR Divisional Workforce Plan		AD (F&HR)	Sept 2011	Dec 2011	High	Updated plan included in the Authority Plan	
To roll out the 360 appraisal process to Principal Officers	SRM	HR	Sept 2011	Dec 2011	Medium	Reports available for appraisals	
Arrange the staff survey, analyse the results and provide feedback for management	Staff Care	HR	August 2011	January 2012	High	Results considered by EMT and circulated to managers	Use of Management Team contingency (if needed)
To update Financial Regulations	SRM	Fin Accts	Sept 2011	January 2012	High	To take amendments to Board for approval, if necessary To provide briefing sessions for staff	Existing budget
To have produced and reported to the Executive Board on proposals for updating the financial strategy	SRM	AD (F&HR) Mgt Accts	August 2011	February 2012	High	Budget Strategy for 2012/13 approved in September 2011 Budget strategy updated in February 2012	Existing budget
To establish a process for identifying savings, and work with Divisions to achieve the target required	SRM	AD (F&HR) Mgt Accts	April 2011	February 2012	High	Savings achieved in line with the budget strategy	Existing budget
Production of the 2012/13 revenue estimates	SRM	Mgt Accts	August 2011	March 2012	High	To assess the 2012/13 housing subsidy settlement in November To assess the 2012/13 finance	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

						settlement in December Budgets approved	
Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Production of the 2012/13 capital estimates	SRM	Corp Accts	April 2011	March 2012	High	Capital Programme approved	Existing budget
To keep up to date the 2009 – 2012 Workforce Plan for the authority	SRM Quality Services	HR	April 2011	March 2012	Medium	Monitoring systems in place to collect workforce data Skills database updated Divisional Workforce plans kept up to date NWBC workforce plan kept up to date	Existing budget
To report on progress against the HR strategy to Resources Board	SRM	HR	April 2011	March 2012	High	Reports to Resources Board on a 6 monthly basis All actions implemented successfully	Training implications to be assessed
Undertake a corporate audit of Risk Assessments	SRM	HR	April 2011	March 2012	High	Audits completed, and action plans produced	Existing budget

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

To provide support to services on a range of issues, including: <ul style="list-style-type: none"> different methods of service provision eg. shared services VFM reviews Smaller external funding arrangements 	SRM	Mgt Accts Corp Accts Fin Accts HR	April 2011	March 2012	High	HR implications managed No unexpected costs Full information provided to Members for decision making Reviews completed to timetable	Existing budget
Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To assist with the accountable body duties for the Leader Project		Mgt Accts	April 2011	March 2012	High	No unexpected costs for the Council. Maximum grant obtained.	Existing budget
To assist with the audit of the North Arden Project		Mgt Accts	April 2011	Sept 2012	High	No unexpected costs for the Council. Maximum grant obtained.	Existing budget
To support the Housing Division to provide information around the maintenance of the Decent Homes Standard		Corp Accts	April 2011	March 2012	High	No unexpected costs for the Council. Maintenance of the Decent Homes Standard	Existing budget
To support the Atherstone Accommodation project		Corp Accts	April 2011	March 2012	High	Full information provided to Members for decision making	These will need to be evaluated
To provide financial assessments for leisure projects (Coleshill LC, Green Space Strategy)		Corp Accts Mgt Accts	April 2011	March 2012	High	Full information provided to Members for decision making	These will need to be evaluated
To provide support to the Property Officer around the Asset Management Plan (including reviews of assets and land		Corp Accts	April 2011	March 2012	High	Full information provided to Members for decision making	These will need to be evaluated

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

holdings)							
Production of PI's		Fin Accts Corp Accts Mgt Accts HR	April 2011	March 2012	Medium	Monthly PI's produced Annual PI's produced	
Actions from Statement of Assurance		AD (F&HR)	April 2011	March 2012	Medium	Actions completed	
To update the Business Continuity Plan for the Division		AD (F&HR) Mgt Accts Corp Accts Fin Accts HR	April 2011	March 2012	Medium	Divisional BCP in place	
Action		Lead Officer/ Section	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
To carry out a rolling programme of financial awareness training for Managers and Members	SRM	AD (F&HR)	April 2011	March 2012	High	Programme produced Attendance by all identified staff	Existing budget
To support the Council House Building Scheme	SRM	Mgt Accts Corp Accts	April 2011	March 2012	High	Houses built within budget and included on rent register accurately	
To support the work on the Learning and Development Academy	SRM	AD (F&HR) HR	April 2011	March 2012	Medium	Increased training opportunities for NWBC employees MT / Members have appropriate information to decide on future involvement	
To roll HARRIET out to all Divisions	SRM	HR	April 2011	March 2012	High	Risk assessments held on HARRIET	
To review policies in accordance with the timetable	Staff Care	HR	April 2011	Timetable	High	Revised policies approved by Board. Briefing sessions held	Existing budget
To carry out tasks in accordance	SRM	Corp Accts	April	Timetable	High	Tasks completed	Some additional resources may be

FINANCE AND HUMAN RESOURCES DIVISION

2011/2012 DIVISIONAL PLAN

with the FMS development plan		Mgt Accts Fin Accts	2011				required, if systems are to interface with the financial ledger, and front end scanning is to be implemented
Carry out systems review work in Financial Accountancy	SRM	AD (F&HR) Fin Accts	July 2011	March 2012	High	Revised systems in place	There may be some impact on normal duties, with staff spending time on review work
Equal Pay Audit	SRM	HR	April 2011	March 2012	High	Results of audit reported to MT	
Assess the continued use of the current JE system	SRM	AD (F&HR)	April 2011	March 2012	High	Results of assessment reported to MT	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
1. Strategy – Development and Implementation								
ICT Strategy								
	<ul style="list-style-type: none"> Develop and seek approval for 2012 – 2015 ICT Strategy and Annual Action Plan. 	ICT Strategy	LB/GH	Sept 11	Mar 12	High	Strategy updated and approved.	
	<ul style="list-style-type: none"> Implement actions identified in the 11/12 ICT Strategy Action Plan. 	ICT Strategy	GH	Apr 11	Mar 12	High	Actions completed on target.	
Procurement Strategy								
	Procurement Strategy <ul style="list-style-type: none"> Develop and get approval for 2012/13 Procurement Action Plan 	Procurement Strategy/ Use of Resources (UoR)	LB/EC	Oct 11	Mar 11	High	Strategy Updated and approved.	Any costs/savings arising from the Strategy will be identified in the Strategy
	<ul style="list-style-type: none"> Ensure the implementation of the actions identified in the 11/12 Action Plan by the target dates. 	Procurement Strategy / UoR	LB/EC	Apr 11	Mar 12	High	Actions completed on target.	
Customer Access Strategy								
	Customer Insight <ul style="list-style-type: none"> Ensure Gov Metric reports are produced & available service improvement 	Customer Access Strategy (CAS)	HH/LB	Apr 11	Mar 12	High	Reports produced & system available to help services improve.	
	Support Service's access ambitions. <ul style="list-style-type: none"> Help deliver Channel Strategy and Customer Access Projects. 	CAS, Community Life	LB	Apr 11	Mar 12	Med	Help provide technology.	
	Use of e-services <ul style="list-style-type: none"> Continue work on increasing take up of e-services and moving services to less costly channels. 	CAS/UoR	LB/HH	Apr 11	Mar 12	High	Use increased and reported to Board.	

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

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
2. Standards and Policy – Development and Implementation								
	Government Connect Initiative <ul style="list-style-type: none"> Ensure Gov Connect implications are understood & re-submissions made. 	ICT Strategy Policy, Govt requirement.	GH/NW	Sep 11	Dec 11	High	Successful re-submission	
	<ul style="list-style-type: none"> Carry out work in response to previous Gov Connect compliance assessment. 	IS Policy, Govt requirement.	GH/NW	Apr 11	Mar 12	High	Act on areas identify by compliance assessment.	Dependant on the actions required or issues identified.
	PCI DSS Compliance <ul style="list-style-type: none"> Understand the implications of, and meet the requirement for, PCI DSS. 	ICT Strategy	GH/NW	Sep 11	Mar 12	High	Meet PCI DSS Standards as and when required by the bank.	
3. Use of Information Technology – Computer Development Programme								
EDRMS								
	TRIM exploitation. <ul style="list-style-type: none"> Support Services wanting to improve processes thought process review and use of tools such as Trim. 	UoR	TB/DC	Apr 11	Mar 12	Med	Process and service improvement.	
	<ul style="list-style-type: none"> Major upgrade 	UoR/ Data Quality	TB/DC	Apr 11	Dec 11	Med	Upgraded and staff made aware of new features.	Revenue budget used if supplier services needed.
Website & Intranet								
	<ul style="list-style-type: none"> Implement improvements as a result of 2010 "Better Connected" report. 	Use of Resources	HH/ChH	Jul 11	Nov 11	Low	Learn from best practice. Aim to maintain rating.	
	<ul style="list-style-type: none"> Develop website utilising functionality in the upgraded version of system. 	CCAS)/UoR	HH	Ongoing	Dec 11	Med		
GIS, LLPG & Street Naming & Numbering								
	Census 2011 <ul style="list-style-type: none"> Provide GIS/LLPG support for the 2011 Census. 	Data Quality	JS	Ongoing	Mar 12	High	Resolving address anomalies and act as Census Support Officer	Work with ACE&StC & to Government's timetable for 2011 Census.
	Implement LLPG Improvement Schedule <ul style="list-style-type: none"> Develop and improve LLPG 	Data Quality (DQ) / UoR	JS/LB	Ongoing	Mar 12	Med	Improved data quality and accuracy. Ensure minimum standards met.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	GIS <ul style="list-style-type: none"> Implement new Mapping Services Agreement as appropriate. 	UoR	JS	Apr 11	Dec 11	High	MSA implemented.	
	<ul style="list-style-type: none"> Upgrade CadCorp GIS System. 	DQ / UoR	JS/CH	Jul 11	Dec 11	High	System upgraded.	Possibly need support from supplier.
Service Specific Projects								
	Contact Centre <ul style="list-style-type: none"> Provide technical support and development for Front Office e.g. Script development & enhancement 	Customer Access Strat.	HH/ChH	Apr 11	Mar 12	High	Work Programme to be agreed with Contact Centre Manager	
	e-payments <ul style="list-style-type: none"> Develop Worldpay & Jadu e-payment solution to cover all on-line payments 	ICT Strategy, Use of Resources	GH/LS/HH	Ongoing	Sep 11	Med	Improved e-payments developed & promoted.	
	iLAP System (Development Control & LLC) <ul style="list-style-type: none"> Replace server & migrate application. 	DC Service Plan	CH/NW	Jul 11	Dec 11	High	Replace old server & migrate application.	Capital Programme Bid.
	Member ICT Provision <ul style="list-style-type: none"> Ensure Members have access to Council information/Email. 	ICT Strategy	GH/MV	May 11	Jul 11	High	Councillors able to access the information they need.	Revenue Budget available if equipment needed for new members.
4. Use of Information Technology – Technical and Infrastructure Improvements								
	Desktop Hardware & software <ul style="list-style-type: none"> Upgrade client systems to Microsoft Office 2010 	UoR / ICT Strategy	NB/MV	Jul 11	Mar 12	Med	Client software upgraded.	
	<ul style="list-style-type: none"> Staff made aware of new features and differences in Office 2010. 	UoR	GH	Apr 11	Mar 12	Med	Migration planned and staff informed.	
	<ul style="list-style-type: none"> Migrate to Windows 7 	UoR / ICT Strategy	GH/NB	Jul 11	Mar 12	Med	Implementation	
	<ul style="list-style-type: none"> Ensure staff have adequate PC equipment to carry out their role. 	UoR / ICT Strategy	NB/MV	Apr 11	Mar 12	High	PC's replaced in line with ICT strategy.	Capital and Revenue Budgets.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	Upgrade Business Application <ul style="list-style-type: none"> Upgrade applications to comply with suppliers upgrade cycles and meet user needs. 	UoR / ICT Strategy	LS	Ongoing	Apr 12	High	Systems such as ICON, Academy, IBS, TOTAL upgraded as needed.	
	Backup Server <ul style="list-style-type: none"> Upgrade backup system to become windows server 2008 compliant 	UoR / ICT Strategy	NB	Apr 11	Jul 11	High	Can backup Windows 2008 servers	Capital Programme bid
	Domain upgrade <ul style="list-style-type: none"> Upgrade to a 2008 domain, current release is no longer supported. 	UoR / ICT Strategy	NW	Ongoing	May 11	High	Have a 2008 domain	
	Exchange Upgrade <ul style="list-style-type: none"> Plan and implement upgrade to Exchange email system & clients. 	UoR/ICT Strategy	GH/NB	Sep 11	Mar 12	High	Options for upgrade identified, plan produced and upgrade completed.	Capital Programme bid.
	Cheque Printing <ul style="list-style-type: none"> Investigate the replacement of line printers with laser printers. 	UoR	GH/LS	Sep 11	Mar 12	Low	Investigate replacement and replace if feasible.	Capital Programme – Infrastructure.
	IT and Telecomm Cabling <ul style="list-style-type: none"> As part of electrical cabling upgrade replace all cat 5 cabling 	UoR/ICT Strategy	GH/NB	TBC	TBC	High	Cabling that can support VOIP phone system	Part of Accommodation Project Funding
	Replace IT switches <ul style="list-style-type: none"> Replace all IT switches 	UoR/ICT Strategy	NW/GH	TBC	TBC	High	Switches that can support VOIP phone system	Capital Programme approved bid
	New VOIP telephone <ul style="list-style-type: none"> Implement Mitel VOIP system across entire Council 	UoR/ICT Strategy	NW/GH	TBC	TBC	High	Have no reliance on current unsupported phone system	Capital Programme approved bid
5. Procurement								
	Contracts & Suppliers <ul style="list-style-type: none"> Update & maintain Contract Register & forward quote/tender plan. 	UoR / Procurement Strategy	LB/EC	Jul 11	Sep 11	High	Contract Register updated with 10/11 spend and forward plan produced.	
	<ul style="list-style-type: none"> Agency Staff - Review and renew contract. 	UoR	EC	Mar 11	Oct 11	High	Compliant contract to meet services needs.	
	<ul style="list-style-type: none"> Post – Establish a joint contract for Postal Services. 	UoR	EC	Ongoing	Dec 11	High	Compliant and cost effective joint contract.	Work with Worc/Warks.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> PPE Contract – Implement standardised PPE contract. 	UoR	TF	Ongoing	Jul 11	Med	Compliant and cost effective contract.	
	<ul style="list-style-type: none"> Lease Cars – Review and renew contract. 	UoR	EC	Ongoing	Sep 11	High	Compliant contract to meet services needs.	
	<ul style="list-style-type: none"> Advertising Contract – Implement contract for remaining advertising. 	UoR	EC	Ongoing	Jun 11	Med	Compliant and cost effective contract.	
	<ul style="list-style-type: none"> Fire & Building Alarm–Consolidate requirements and put contract in place. 	UoR	EC	Ongoing	Dec 11	High	Compliant contract to meet services needs.	
	<ul style="list-style-type: none"> Savings- identify opportunities for savings through better procurement and monitor their achievement. 	Procurement Strategy	EC/LB	Apr 11	Mar 12	High	Opportunities identified Target set of ? non-Housing savings.	
	E- procurement - TOTAL <ul style="list-style-type: none"> Provide training, advice and support for use of TOTAL for procurement. 	UoR / Proc. Strategy	TF/JH	Ongoing	Mar 12	Med	Working & training to new procedures. Training schedule published.	
	Procurement Information. <ul style="list-style-type: none"> Update Procurement pages on website. 	UoR	TF	Ongoing	Jul 201	Low	Pages up to date.	
	Transparency <ul style="list-style-type: none"> Work to ensure tender and contract information is made available as required by Government. 	Government initiative, UoR	LB/EC	Ongoing	Mar 12	Med	Information should be available from Jan 2011.	
	<ul style="list-style-type: none"> Ensure Spend data, salaries information is updated and published as required & respond to future requirements. 	Government initiative, UoR.	LB	Ongoing	Mar 12	Med	Information should be available from Jan 2011.	
	Sustainability <ul style="list-style-type: none"> Source sustainable products where appropriate. 	Proc Strategy Sustainability	Proc Team	Ongoing	Mar 12	Med		

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
6. Printing and Copying								
	Printing & Copying <ul style="list-style-type: none"> Work to better monitor paper use with the aim of reducing its use. 	Use of Resources	JH	Apr 11	Oct 11	Med	Improved understanding of paper use and plans to reduce use.	
7. Central Services								
	Administrative Support <ul style="list-style-type: none"> Support reviewed & developed for:- <ul style="list-style-type: none"> Licensing Grounds Maintenance. Bulky Waste 	Quality of Service	PM / MJ / LB	Apr 11	Mar 12	Med	Respond to Service reviews. Support provided efficiently and effectively.	
	Post <ul style="list-style-type: none"> Continue to provide cost effective postal services. Review large item postage. 	Use of Resources	PM / LB	Jul 11	Sep 11	Med	Service meeting customers' needs and providing savings.	
	Typing Service <ul style="list-style-type: none"> Continue to provide a typing service for the Council. 	Use of Resources	PM	Apr 11	Mar 12	High	Customers' needs reviewed and service provided.	
	Support for Planning Fee Changes <ul style="list-style-type: none"> Update administrative processes to reflect any changes to Planning Fees if they are implemented. 	DC Service Plan /Legislation	PM	Ongoing	Oct 11	High	Assist with providing the data for setting the fees & changes embedded.	
8. Community Plan, Corporate Plan, Vision & Political Priorities								
	Accommodation Project <ul style="list-style-type: none"> Support project from a technical point & in reducing space needed. 	Corp Plan Target / Use of Resources	GH	Ongoing	TBC	High	IT implications are fully considered in the project.	To be identified as part of the Accommodation Project.
9. External Assessment and Audit (Internal and External)								
	<ul style="list-style-type: none"> Support the 11/12 ICT Audit Plan <ul style="list-style-type: none"> Areas to be identified with Internal Audit. 	Use of Resources	LB/GH	Apr 11	Mar 12	High	Score =>Adequate Management responses provided and actioned.	Any cost identified as part of agreeing recommendations.
	<ul style="list-style-type: none"> Ensure we implement agreed recommendations from audits. 	Use of Resources	GH/LB	Apr 11	Mar 12	Med	Recommendations actioned as agreed.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
	<ul style="list-style-type: none"> Support planned Internal Audits. ...to be identified. 	Use of Resources	LB	Apr 11	Mar 12	Med	Score => Adequate. Mgmt response actioned.	Any cost identified as part of recommendations.
10. Value for Money Review and Services Improvement								
	Procurement VFM Review. <ul style="list-style-type: none"> Implement Actions identified in Procurement VFM Review. 	Use of Resources	EC/LB	Jul 11	Dec 11	Med	Improvements actioned.	
	Central Services Review <ul style="list-style-type: none"> Implement improvements identified in Customer Survey. 	Use of Resources	PM/MJ	Jul 11	Dec 11	Med	Customer feedback improvements actioned.	
	Post implementation reviews <ul style="list-style-type: none"> Carry out efficiency / benefits realisation from ICT projects. 	Use of Resources	GH	Jul 11	Mar 12	Med	At least 3 reviews completed and efficiencies identified.	
11. Performance Management and Indicators (Local and National)								
	<ul style="list-style-type: none"> Produce and report on agreed Service Performance Indicators. 	Quality of Service	LB	Apr 11	Mar 12	High	Performance against indicators identified.	
12. Risk Management								
	Service & Operational risks. <ul style="list-style-type: none"> Formally review Risks assessments and update containment plans. 	Use of Resources	GH/EC/LB/PM	Jul 11	Oct 11	Med	Updated risks and mitigation.	
13. Business Continuity, Disaster Recovery and Emergency Planning								
	Business Continuity <ul style="list-style-type: none"> Ensure sections BC and DR plans up to date and communicated. 	Quality of Service.	EC/GH/LB/PM	Oct 11	Mar 12	High	BC / DR plans in place and relevant staff aware of responsibilities.	
	IT Disaster Recovery (DR) <ul style="list-style-type: none"> Test ICT DR focusing on priority services. 	UoR, ICT Strategy.	GH/NB	Dec 11	Mar 12	Med	Successful test & plan updated.	
14. Health and Safety								
	<ul style="list-style-type: none"> Do H&S Assessments & Audits to ensure assessments are sufficient and implement actions identified. 	Health and Safety	EC/GH/NB/PM	Sep 11	Dec 11	High	Up to date audits and assessments. Actions completed.	
	<ul style="list-style-type: none"> Chair H&S Working Party 	Health and Safety	LB	Apr 11	Mar 12	High	Meetings take place and actions progressed.	

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
15. ICT Skills & Awareness								
	Training and Awareness <ul style="list-style-type: none"> Provide 1 Open day p.a. and single topic workshops or information as required. 	Use of Resources	GH/EC	Jul 11	Feb 12	Med	Raise awareness of Division's services	
16. Divisional Skills Development & Staff Survey Issues								
	Divisional Skills <ul style="list-style-type: none"> Ensure the development and delivery of Sections' Training Plans 	Use of Resources	GH/EC/PM	Jul 11	Mar 12	High	Plans developed and delivered and skills used.	Resourced through Development Programme.
	2010 staff survey results. <ul style="list-style-type: none"> Implement any areas for improvement in 2009 Survey. 	Use of Resources	LB/ EC/ GH/PM	Sep 11	Dec 11	Med	Maintain or improve where necessary for future surveys.	Training implications may arise from improvement plan.
	Divisional Sickness levels <ul style="list-style-type: none"> Monitor and aim to reduce 	Use of Resources	LB	Apr 11	Mar 12	Med		
	Workforce Planning <ul style="list-style-type: none"> Implement areas identified for action in 10/11 & update plan as required. 	Use of Resources (UoR)	LB	Sep 11	Jan 12	High	Workforce plan updated.	
17. Partnership Working								
	Warwickshire Direct Partnership <ul style="list-style-type: none"> Help support the work of WDP 	CAS	LB	Apr 11	Mar 12	Med	To help deliver approved WDP priorities & projects	
	Procurement Network <ul style="list-style-type: none"> Ensure we are part of an effective Procurement Network. 	Use of Resources.	EC/LB	Apr 11	Mar 12	Low	Attend Worc / Warks & RIEP meetings. Become involved with WCC / CCC /SMBC joint working.	
18. Shared Service Agenda								
	Shared Service Opportunities <ul style="list-style-type: none"> Continue to investigate and where appropriate implement Shared Service / collaboration initiatives. 	Use of Resources	LB	Apr 11	Mar 12	Med	Any initiative identified must deliver quantifiable benefits.	Resource requirements will be included in any business cases produced.

CORPORATE SERVICES DIVISION – SERVICE ACTION PLAN 2011/12

Ref	Action	Contributes to...*	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources / Training Implications and Cost
19. Equalities								
	Equalities Policy <ul style="list-style-type: none"> Equality Impact Assess Strategy and Policies as they are updated. 	Equalities	LB	Apr 11	Mar 12	High	Policies and strategies assessed.	
20. Climate Change								
	Procurement <ul style="list-style-type: none"> Ensure climate change/sustainability criteria are included in procurements. 	Climate Change	EC	Apr 11	Mar 12	Med	Criteria included in procurements and impact monitored and reported.	
	Energy Reduction <ul style="list-style-type: none"> Investigate and implement energy reduction measures in conjunction with Facilities Management. 	Climate Change reduction	GH	Apr 11	Mar 12	Med	Reduction in electricity used for ICT services.	

Housing Division Forward Work Plan 2011-2012

Vision for the Service

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

The Housing Divisional work plan should be considered in conjunction with the Housing Strategy, Housing Revenue Account Asset Management Plan, Homelessness Strategy and the Tenant Partnership Agreement.

Scope of the Service Area

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

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

Key to abbreviations:

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

Strategy

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Produce a new Housing Strategy	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H)	March 2011	September 2011	Medium	<p>Published Housing Strategy which addresses prevalent housing issues in the Borough and seeks solutions to address housing need in partnership with relevant organisations.</p> <p>Progression of actions will include:</p> <ul style="list-style-type: none"> • Action to improve current stock (private & public) • Providing additional affordable housing • Addressing the needs of an ageing population • Sets out a range of housing options 	<p>Staff Time</p> <p>Targets within the Strategy will be resourced from sources such as Supporting People, capital receipts & Homes and Communities Agency & Homelessness Directorate Funding.</p> <p>Working in partnership helps to achieve VFM.</p>	.

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
<p>Work with the Homes and Communities Agency and partner Housing Associations and the Planning Division to deliver additional affordable homes in the Borough.</p> <p>Link to Performance Indicator NI 155</p>	<p>Community Life Health and Well Being Social Inclusion</p>	<p>AD (H) Housing Strategy & Development Officer</p>	<p>March 2011</p>	<p>March 2012</p>	<p>High</p>	<p>Deliver additional affordable homes at strategic sites across the Borough. This will include:</p> <ul style="list-style-type: none"> • Agreeing strategic sites • Agreeing new methods of funding affordable developments • Acting to develop the sites • Working closely with Parish Councils to promote understanding of the benefits of developments 	<p>The Council may decide to provide land at less than market value to develop affordable housing.</p> <p>Cross subsidy opportunities will be key to development in future.</p>	
<p>Revise Homelessness Strategy to link with Housing Strategy</p>	<p>Community Life Health and Well Being Social Inclusion Customer Access Strategy</p>	<p>Principal Housing Management Officer</p>	<p>April 2011</p>	<p>September 2011</p>	<p>Medium</p>	<p>The revised strategy will address:</p> <ul style="list-style-type: none"> • Preventative services • Issues arising out of welfare reform • Issues arising 	<p>The Department for Communities and Local Government has committed £50,000 revenue funding for 2011/12</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Link to Performance Indicator NI 156						<p>from the pressure on affordable lettings</p> <ul style="list-style-type: none"> Action to make better use of existing stock 		
Fully revise the Housing Revenue Account Asset Management Plan	Community Life Health and Well Being Social Inclusion Customer Access Strategy	AD (H)	May 2011	September 2011	High	<p>Asset Management Plan fully revised in consultation with Borough Wide Tenants Forum</p> <p>Revised Plan & Strategy submitted to Resources Board for consideration</p>	The Asset Management Plan objectives are funded through the Council's capital programme and the Housing Revenue Account.	
Undertake an assessment of house conditions in the private sector	Community Life Health and Well Being Social Inclusion Customer Access Strategy	Environmental Health Manager	April 2011	September 2011	High	<p>Production of a report which shows the national and local picture with regard to house conditions and proposes remedial actions.</p> <p>Research presented to Resources Board for consideration</p>	The work required to provide the report is expected to cost in the region of £30,000.	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Assess implications of and respond to Communities and Local Government review of housing subsidy system	Quality Services	Director of Resources & AD (Finance & Personnel) & AD (Housing)	January 2011	March 2012	High	Report to Resources Board about implications for North Warwickshire and respond to consultation Keep Tenants informed through Borough Wide Tenants Forum	Staff time to assess implications The outcome of the review is likely to have significant implications for the Housing Revenue Account.	
To respond pro-actively to the welfare benefit reforms introduced by Government and promote financial inclusion for tenants and applicants	Social Inclusion Customer Access Strategy	Housing Strategy and Development Officer	January 2011	March 2012	High	Report to Resources Board about implications for North Warwickshire and respond to consultation Keep Tenants informed through Borough Wide Tenants Forum Take action where appropriate to keep tenants informed about how changes will effect them	Staff time to assess implications and to keep Councillors and tenants informed	

Community Support

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
<p>Undertake a fundamental review of the Community Support services and how they are delivered</p> <p>Link to Performance Indicator NI 141</p>	<p>Community Life Health and Well Being Social Inclusion Customer Access Strategy</p>	<p>Community Support Manager</p>	<p>June 2011</p>	<p>December 2011</p>	<p>High</p>	<p>Report setting out issues and solutions agreed by Resources Board</p>	<p>Staff time to complete a review of the service.</p> <p>Financial resources for the service will be included in the review</p>	

Private Sector Housing

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
Implement changes following district and countywide review of services linked to home improvement agency work	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2011	September 2011	High	<p>Actions will include:</p> <ul style="list-style-type: none"> ○ New measures to understand service delivery ○ Adaptations carried out efficiently ○ High levels of customer satisfaction 	<p>Staff time to engage proactively with the review agenda</p> <p>The Council commits in the region of £250,000 per annum to providing adaptations for people with a disability in the private sector</p>	
Proactively work in communities to ensure homes in the private sector meet the decent homes standard.	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2011	March 2012	High	<p>Success will include:</p> <ul style="list-style-type: none"> ○ Number of non decent homes reduced ○ Additional funds levered in to support the service ○ High number of HHSRS property improvements ○ Engaging in affordable warmth initiatives ○ High levels of customer satisfaction 	<p>This work current depends on a project officer post to be able to work proactively in the Borough.</p> <p>The Council commits in the region of £100,000 per annum for this type of work. (This is mainly through Government Grant)</p>	<p>Project officer in place to take this work forward. Probably needs more of a strategic overview and focus.</p>

Undertake initiatives to bring long term empty homes back into use	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	May 2011	March 2012	High	<p>Success will include:</p> <ul style="list-style-type: none"> o Implementation of the empty homes policies & procedures o The implementation of an updateable database of long term empty homes including action taken o Undertaking surveys to establish why properties are empty 	<p>The Council has capital funding that can contribute to this work.</p> <p>£100m has been flagged up by Government nationally for this work. A bid in partnership with a Registered Provider partner will be made against this fund.</p> <p>Homelessness grant could contribute to the Council's capacity to undertake this work.</p>	Main work being undertaken is in Dordon and Hurley with regard to private properties in poor condition.
To work with the Assistant Chief Executive to provide a source of expertise in addressing the climate change agenda	Community Life Health and Well Being Social Inclusion	Environmental Health Manager	April 2010	March 2011	High	<p>Success will include:</p> <ul style="list-style-type: none"> o Contributing to Countywide and regional meetings to take forward initiatives o Enabling all Divisions to be able to focus on how they can act to support this agenda o Acting to bring forward specific initiatives which will help individuals and communities to make changes to their lifestyles 	<p>Staff time.</p> <p>Specific initiatives will depend on accessing Government grant funding in order to bring about innovation and raise awareness.</p>	Ongoing. Hill Top is a model example. We can also do some publicity around our Code 4 new build homes to promote issues.

Pre-Tenancy Services, Tenancy Services & Estate Management

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Respond to the Localism Bill and subsequent legislative changes with regard to allocations, homelessness and tenancies.	Community Life Health and Well Being Social Inclusion	AD (H) Principal Housing Management Officer	January 2011	March 2011	High	Action to keep Councillors and tenants informed of implications for North Warwickshire and to make appropriate changes to the allocations scheme, homelessness procedures and tenancies.		
Review the system used to let empty properties	Community Life Health and Well Being Social Inclusion	Principal Housing Management Officer Maintenance Manager	February 2011	April 2011	High	Clear analysis of issues with current system and report on actions required to make improvements.		
To fully revise the Tenant Partnership Agreement to ensure compliance with regulatory standards.	Community Life Health and Well Being Social Inclusion	AD (H) Principal Housing Management Officer	March 2011	July 2011	High	Revised Partnership Agreement in place by April 2011 and implementation of actions during 2011/12		

Asset Management

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
<p>Act to ensure that the Council's stock condition information is up to date and can underpin the capital programme</p> <p>Link to performance indicator NI 158</p>	To sustain the decent homes standard.	Maintenance Manager	February 2011	July 2011	High	Report on stock condition to be considered by Management Team, Resources Board and Borough Wide Tenant Forum with recommendations for future work	<p>Staff time</p> <p>Accurate stock condition information is essential to building an improvement programme which meets the needs of the stock, tenant aspirations and makes best use of resources.</p>	
Ensure the response repairs service meets regulatory standards.	Quality Service Provision	Maintenance Manager	April 2011	March 2012	High	<p>Reporting measures which show consistently that the service is provided:</p> <ul style="list-style-type: none"> • Right first time • Is cost effective • Provides safe services 		
Undertake a review of leaseholder services	Quality Service Provision	Maintenance Manager	June 2011	October 2011	High	Review of current practices by September 2011. The review will consider good practice and produce a	<p>Staff time for the review.</p> <p>Improved</p>	

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VFM) Implications	Update
						report which sets out improvements to be made	procedures should ensure a better income stream with the minimisation of disputes	

Customer Service and Tenant Involvement

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money (VMF) Implications	Update
Ensure the services we provide address the diverse needs of our customers.	Quality Services Customer Access Strategy	Performance and Quality Officer Housing Strategy and Development Officer	April 2011	March 2012	High	Evidence of use of customer profiling and equality impact assessments to focus and improve services.	Staff time to input and collate information. Better information will ensure we can improve how we manage our information to Tenants	
Contribute to the actions taken to improve access to services for customers in rural areas	Quality Services Customer Access Strategy	Assistant Director (Housing)	March 2011	March 2012	High	Action taken to provide additional facilities outside of the Council House for service delivery – including Branching Out Bus service and consideration of use of sheltered scheme communal rooms	Any funding required will be supported by the access project.	

Performance & Capacity to Deliver -

Action	Community Plan, Corporate, Divisional Objective or Policy the task relates to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resources – including Value for Money Implications	Update
Implement a training plan which reflects the priorities of the Forward Work Plan	Quality Services Staff Care	Performance & Quality Officer Team Leaders	April 2011	March 2012	High	Production of training plan agreed with staff and in line with priorities. Delivery of training against the training plan.	Resources will be agreed as part of the corporate training plan.	
Monitor sickness levels in line with Council policies and procedures	Quality Services Staff Care	Team Leaders	April 2011	March 2012	High	Reduction in sickness levels across the Division.	Staff Time	
Review Divisional risk register	Quality services	AD(H) with Principal Officers	April 2011	March 2012	Medium	Up to date risk register in place for all relevant service areas	Staff time	
Review health and safety procedures & assessments	Quality Services Staff Care	Principal Officers	April 2011	March 2012	High	Up to date health and safety procedures and assessments	Staff time	
Produce a clear statement and procedures on the Division's approach to value for money	Quality Services	AD(H)	April 2011	March 2012	High	Achievement of targets against the action plan. Undertake a value for money review of housing management services	Staff Time Part of the plan's intention is to seek out efficiencies.	

**NORTH WARWICKSHIRE BOROUGH COUNCIL
INTERNAL AUDIT SERVICE
SUMMARY ACTION PLAN FOR SERVICE PLAN 2011-12**

Action	Community Plan Objective, Corporate Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Meet audit performance indicator targets	Performance Management Policy	B Haswell	April 2011	March 2012	H	Targets met	None
To establish a revised and appropriate 3 year cyclical audit plan	To provide assurance on internal control on all service areas in due course	B Haswell	April 2011	June 2011	H	Plan produced	None
To continue to explore the needs of future service delivery of the Internal Audit function.	Meet legislative requirement for an effective, efficient and economic internal audit service.	B Haswell	May 2011	March 2012	M	Appropriate resource maintained	None
Take part in the annual audit benchmarking exercise	Performance Management Policy	B Haswell	Jan 2012	Mar 2012	M	Submission of data by deadline	£400
Review risk matrices and update as necessary	Risk Management Policy	B Haswell	Dec 2011	Jan 2012	H	Completion of data by deadline	None

Agenda Item No 6

Resources Board

1 February 2011

**Report of the Assistant Chief Executive
(Community Services)**

Proposed 2011/12 Budget Savings

1 Summary

- 1.1 This report identifies potential areas for budget savings put forward by the Assistant Chief Executive (Community Services) for inclusion in estimates for 2011/12.

Recommendation to the Board

- a To endorse the savings put forward for inclusion within the 2011/12 estimates by agreeing to an increase in the level of summons costs by £10.00 with effect from 1 April 2011; and**
- b To remove the staff uniform allowance for One Stop Shop staff with immediate effect.**

2 Introduction

- 2.1 The budget strategy for 2011/12, agreed by the Executive Board at its September meeting, required Assistant Directors to identify potential areas for savings of £1.5m over 4 years and report these to service boards.
- 2.2 This target was increased to £2m in November 2010 following a preliminary assessment of the Comprehensive Spending Review and is expected to increase again following receipt of the financial settlement.
- 2.3 A number of the savings identified by the Division have already been approved but this report brings together the proposed savings identified in the Revenues and Benefits and Customer Contact services that will require member approval and which are necessary to meet the divisional savings target for 2011/12.

3 Proposed Changes

3.1 Court Cost Increase (Liability Orders)

3.1.1 It is proposed to increase the level of summons costs from £85 to £95 for both Council Tax and Non Domestic Rate accounts where it is necessary to issue a Court summons with a view to obtaining a Liability Order (i.e.) a multi purpose Court Order from the Magistrates' Court.

3.1.2 It is estimated that the changes to the summons cost budget will result in additional income to the Council of **£13,730** in 2011/12 and if approved will need agreeing by the Courts before they can be implemented. These costs are in line with the average level of costs that are levied nationally based on information known.

4 Removal of Uniform Allowance

4.1 When the One Stop Shop was opened in 2007, it was agreed that in order for staff to be easily identified that a uniform would be provided. A budget exists for replacement of items annually and in the event of new staff joining the service.

4.2 The provision of a set uniform in black and white has caused a number of problems in terms of guaranteeing the quality of, and timeliness in taking delivery of uniforms as well as arranging the customisation and alteration of uniforms necessary to comply with income tax requirements, Dealing with uniform matters has also involved a considerable amount of management time and effort being spent in co-ordinating and dealing with issues which could be better deployed.

4.3 As a number of staff had also indicated a preference to wear their own clothes, based on them being easily identifiable by the wearing of a name badge, following consultation it was agreed that officers would wear their own clothes having regard to an agreed code of conduct. This will allow a reduction to the existing budget of **£1,210** per annum to be made.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 The Council will need to find significant revenue savings of at least £2 million over the next four years. The savings proposed in this report total £14,940 per annum and will contribute to this requirement. They are considered to carry relatively low or medium level risks to service provision. If these proposals are not approved, savings will need to be found in other areas of activity, which may have a more significant impact on service delivery.

5.2 Legal and Human Rights Implications

5.2.1 The approval of the increase in summons costs will require ratification by the Magistrates Court if approval to increase the level of costs is approved.

5.3 Human Resources Implications

5.3.1 Consultation and advice has been undertaken with the unions and Human Resources division with relation to the removal of the uniform.

5.4 Risk Management Implications

5.4.1 An assessment of the risks associated with the identified proposals was an inherent feature of the corporate process through which savings options were highlighted and subsequently considered by Management Team. As identified in paragraph 5.1.1 above, each of the proposals are considered to have a "low" or "medium" risk rating.

The Contact Officer for this report is Bob Trahern (719378).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 7

Resources Board

1 February 2011

Report of the Assistant Director (Finance and Human Resources)

Proposed 2011/12 Revenue Savings – Finance and Human Resources Division

1 Summary

- 1.1 This report identifies potential areas for revenue budget savings within the Finance and Human Resources Division for inclusion in the 2011/12 revenue estimates.

Recommendation to the Board

That the proposed savings are included within the revenue estimates for this Board.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holder for Resources have been made aware of this report. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 The budget strategy for 2011/12, agreed by the Executive Board at its meeting held in September 2010, required Assistant Directors to identify potential areas for revenue savings of £1.5 million over the next four years. This target was increased to £2 million in November following a preliminary assessment of the Comprehensive Spending Review.
- 3.2 Some savings have been found as part of the normal budget review process, and these have already been included in the Revenue Estimates report which will be considered later in the agenda.

4 Proposed Revenue Savings

4.1 Corporate Subscriptions

- 4.1.1 A review of corporate subscriptions has been carried out, which has questioned the benefit of continuing to subscribe to the Coalfield Communities Campaign. This is a grouping of Local Authorities from coal mining communities and was established as this particular industry declined as a way of like minded councils working together to bid for regeneration.
- 4.1.2 In the past, the Council were involved in the Coalfield Communities successful campaign for European funding, through the RECHAR programme. However this was in the early to mid 1990's, some time ago now. Looking back over the last five year period, there have been no direct benefits from being a member of the Coalfield Communities group. Funding towards regeneration projects has tended to come from other sources, such as Advantage West Midlands.
- 4.1.3 The current annual subscription amounts to £3,250. Given the lack of return on this sum, the proposal is to stop subscribing to the Coalfield Communities.

4.2 Staff Welfare

- 4.2.1 At present, staff who have worked for North Warwickshire for 10 years or more, who leave the Council on retirement or to take up another post, are given the opportunity to have a leaving lunch. This involves the provision of a buffet lunch for colleagues, and may be for immediate colleagues only, or may include colleagues from other Divisions. Not all eligible staff choose to take up this option.
- 4.2.2 Some staff have questioned the provision of these lunches given the Council's current financial situation. If the decision is taken to withdraw this option, a saving of £2,000 could be achieved.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 The Council will need to find significant revenue savings of at least £2 million over the next four years. The proposed savings amount to £5,250, are considered by officers to carry acceptable levels of risk to service provision and will contribute to the savings required. If these savings are not approved, other areas which will have a greater impact may need to be reduced.

5.2 Risk Management Implications

5.2.1 An assessment of the risks associated with the identified proposals was an inherent feature of the corporate process through which savings options were highlighted and subsequently considered by Management Team. A summary of the areas considered is attached at Appendix A. As identified above, both of the proposals are considered to have a low risk rating.

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

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

Service	Corporate and Democratic core
Current Budget	£834,910
Proposed Action	Stop the subscription to the Coalfield Communities Campaign.
Estimated Saving	£3,250
Implementation date	April 2011
Impact on Council Priorities	No direct impact
Impact on Other Services	Withdrawal from the organisation is not expected to impact on the Council, as any information gained from them is expected to be available from other sources, such as the LGA, LGIU etc.
Impact on Customers	None.
Impact on the Community	None.
Impact on Voluntary/Third Sector	None.

Risk Assessment	Low
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APPENDIX A

Service	Welfare Services
Current Budget	£33,540 (includes CSS recharges, but before recharges made to services)
Proposed Action	Stop staff who are leaving North Warwickshire and have been with the authority for 10 years or more having the option of a leaving lunch with colleagues.
Estimated Saving	£2,000
Implementation date	April 2011
Impact on Council Priorities	No direct impact. Possible impact on staff morale, although expected to be minimal, as this has been a staff suggestion.
Impact on Other Services	None.
Impact on Customers	None.
Impact on the Community	None.
Impact on Voluntary/Third Sector	None.

Risk Assessment	Low
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Agenda Item No 8

Resources Board

1 February 2011

Report of the Assistant Chief Executive and Solicitor to the Council, Assistant Director (Streetscape), Assistant Director (Revenues and Benefits) and Assistant Director (Finance and Human Resources)

General Fund Fees and Charges 2011/12

1 Summary

- 1.1 The report covers the fees and charges for 2010/11 and the proposed fees and charges for 2011/12.

Recommendation to the Board

That the schedule of fees and charges for 2011/12, set out in the report, be accepted.

2 Introduction

- ... 2.1 Attached for the Board's consideration at Appendix A are details of present and proposed fees and charges for the financial year 2011/12. Prices have generally increased by inflation. The amounts shown have already been included in the revenue estimates for 2011/12.

3 New Fees and Charges for 2011/12

- 3.1 As part of the annual review of fees and charges, some areas have been identified where the Council don't currently charge a fee but are entitled to do so. Given the current financial position and the need to generate additional resources wherever possible, charges for these areas are proposed for 2011/12. Further detail is given below.

3.2 Unadopted Streets and Car Parks

- 3.2.1 Builders' skips, scaffolding and hoardings placed on land owned by the Borough Council require consent and a licence to cover an agreed period of time.
- 3.2.2 Permission is also necessary for vehicular access crossings located on streets owned and maintained by the Borough Council. This facility allows vehicles legitimate access to properties via a defined footway.

3.2.3 Licence Agreements allow temporary possession of land owned by the Council and indemnify the Licensor against all losses, costs, claims, damages and liabilities arising from a licence being granted.

3.3 **Street Works Licence**

3.3.1 Builders, Developers and Statutory Undertakers, such as Gas, Electric, Water and Telecommunications require a licence to install or maintain underground equipment in roads owned and maintainable by the Borough Council.

3.4 **Road Closures**

3.4.1 In accordance with Town Police Clauses Act 1847, sect 21, local events on the public highway must be registered and approved by Warwickshire County Council and advertised through local media. Other public bodies are consulted, advised and notified of the proposed temporary road closure.

4 **Report Implications**

4.1 **Financial Implications**

4.1.1 The pricing structure contained within this report will contribute to the achievement of income targets, which are contained within the Deputy Chief Executive's report on the General Fund estimates 2011/12, presented elsewhere within the agenda for this meeting.

4.2 **Risk Management**

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL
RESOURCES BOARD
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	2010/11 CHARGE £	2011/12 CHARGE £	VAT RATING
REGISTER OF ELECTORS			
a) Paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	Outside Scope
b) Charge per full register in paper form	255.00 plus postage	255.00 plus postage	"
c) Data form	20.00+ 1.50 per 1,000 names	20.00+ 1.50 per 1,000 names	"
d) Charge per full register in data form	93.50	93.50	"
e) Overseas Electors-paper form	10.00+ 5.00 per 1,000 names or part thereof plus postage	10.00+ 5.00 per 1,000 names or part thereof plus postage	"
STATEMENTS OF ACCOUNT (per copy)	10.40	10.70	Outside Scope
INSPECTION AND COPYING OF BACKGROUND PAPERS UNDER SECTION 100H OF THE LOCAL GOVERNMENT ACT 1972			
a) Inspection of background papers to a part 1 report per item of business	2.10	2.20	Outside Scope
b) Photocopying of background papers to a part 1 report per copy	0.10	0.10	"
minimum charge	0.50	0.50	"
PARKING PENALTIES			
If paid within 7 days	10.00	20.00	Outside Scope
If paid after 7 days	20.00	40.00	"
UNADOPTED STREETS AND CAR PARKS			
Builders Skip Permits	N/A	25.00	Exempt
Scaffolding/Hoarding Permits (for a period up to and including 1 month)		100.00	"
Vehicular Access Crossing	N/A	75.00	Exempt
Licence Agreement for Temporary Possession	N/A	300.00	"
Licensor Surveyor's Fee and Legal Costs	N/A	50.00	"
STREET WORKS LICENCE			
Inspection Fee (per opening)	N/A	150.00	Exempt
Administration Fee to process application	N/A	300.00	"
ROAD CLOSURES			
Commercial Organisations	N/A	Cost of Advert plus 15% Admin charge	Exempt
Town/Parish Councils	N/A	50% of Cost of Advert plus 15% Admin charge	"
Charities and Non-Profit Making Bodies	N/A	Free	"
CONCESSIONARY FARES			
Bus Pass	Free	Free	Outside Scope
COURT COSTS			
Summons Costs (Council Tax and NDR)	80.00	90.00	Outside Scope
BOROUGH CARE			
Charge for service users under 62 years not in receipt of low income subsidy (per week)	4.00	4.12	Incl. VAT at Standard Rate
Monitoring only service (existing customers only - per year)	67.46	69.49	Incl. VAT at Standard Rate

Agenda Item No 9

Resources Board

1 February 2010

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2011/12 - Services Recharged
Across All Boards

1 Summary

- 1.1 This report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

Recommendation to the Board

- a To accept the revised budget for 2010/11; and
- b To accept or otherwise vary the Estimates of Expenditure for 2011/12, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 7 February 2011.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Report

3.1 Introduction

- 3.2 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2011/12 and this, together with a revised budget for 2010/11, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2009/10 are shown.

- 3.3 At its meeting in September, the Executive Board agreed the budget strategy for 2011/2015 which required savings of £1.5 million over a four year period. This was increased to £2 million following an initial assessment of the Comprehensive Spending Review in November. This required budget savings of £380,000 in 2011/12, with additional savings of £590,000 in 2012/2013, £520,000 in 2013/2014 and £510,000 in 2014/15. The provision for growth in 2011/2012 was £50,000, with a further £25,000 in 2012/2013, 2013/2014 and 2014/15.

3.4 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income. Some have now been incorporated into the estimates being considered and these are shown in Appendix D. A number of others have been covered in other reports earlier in the agenda.

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

- No increase in the level of service except where Council approval has already been given
- Zero pay awards for 2010/11 through to 2012/13 except for those employees earning less than £21,000 where provision has been made for an additional £250 in each of 2011/12 and 2012/13
- Pay awards of 2% for 2013/14 and 2.5% for 2014/15
- Changes in National Insurance from April 2011, with a 1% increase in contributions levels, although the starting point at which contributions are made has been increased to partially offset this
- Increases in the Councils pension contribution rate
- A general provision for inflation of 3%, although where contractual obligations require a price increase in line with inflation, these have been provided.

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

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

	Approved Budget 2010/11 £	Revised Budget 2010/11 £	Original Budget 2011/12 £
Employee Costs	8,422,090	7,990,660	8,152,520
Premises	495,450	505,850	515,530
Supplies and Services	880,290	867,610	819,980
Transport	750,750	767,220	796,560
Earmarked Reserves	(14,680)	(22,930)	(7,280)
Gross Expenditure	10,533,900	10,108,410	10,277,310
Income	(32,930)	(53,330)	(41,730)
Net Controllable Expenditure	10,500,970	10,055,080	10,235,580
Recharged to Other Services	(13,595,790)	(12,973,590)	(13,154,310)
Central Support	2,209,820	2,100,370	2,090,890
Capital Charges	895,000	818,140	827,840
Net Expenditure	10,000	0	0

4 Capital Charges

4.1 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Included within the services of this Board are Council Offices, Depot and Stores, vehicles and IT equipment. Therefore, changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

5 **Comments on the 2010/11 Revised Budget**

5.1 The revised budget to be recharged across all Boards for 2010/11 is estimated to be £12,973,590; a decrease of £632,200 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have decreased by £431,430 and the main variations are as follows:

	£
Increase in overtime budgets	7,290
Reduction in agency staff budgets	(9,580)
Long term sickness	(10,470)
Maternity leave	(16,190)
Reduction in recruitment budget	(18,400)
Frozen posts	(23,390)
Virement of training budget from the central provision to budgets held within other Boards	(44,310)
Vacant posts	(78,720)
Zero pay award set against budget provision of 1.5%	(117,740)
Deleted posts and restructures	(120,150)
TOTAL	(431,660)

5.3 **Premises** budgets have increased by £10,400 because of increases in Non Domestic Rates, utilities and buildings insurance.

5.4 **Supplies and Services** have decreased by £12,680 and the main variations are as follows:

	£
Increase in software maintenance charges (funded from reserves)	13,890
Increase in professional fees (partially funded through earmarked reserves or additional income)	6,750
Reduction in postage budget	(8,960)
Reduction in transport repair materials	(23,320)
TOTAL	(11,640)

5.5 **Transport** budgets have increased by £16,470 and the main variances are shown below:

	£
Increase in vehicle fuel costs	31,770
Reduction in staff travel (vacant, frozen and deleted posts)	(21,750)
TOTAL	10,020

5.6 The use of **earmarked reserves** has increased by £8,250, due to the following;

	£
Repayment to the New Initiatives Fund for the purchase in 2009/2010 of the power perfecter	7,730
Increase in use of Revenues and Benefits Fund to cover additional expenditure (including £14,120 of software maintenance)	(17,250)
TOTAL	(9,520)

- 5.7 The increase in **income** of £20,400 arises mainly from additional employee staff car contributions and County Council contributions towards refuse collection vehicle costs.
- 5.8 **Departmental and central support** charges have decreased by £109,450. This is due to there being a zero pay award, the effect of deleted, frozen and vacant posts, reduced staff travel costs and the movement of some support charges to end service budgets.
- 5.9 Lastly, **capital charges** have reduced by £76,860. The major changes are reduced staff car leasing costs and reduced depreciation on IT systems.

6 **Comments on the 2011/12 Estimates**

- 6.1 The original budget to be recharged across all Boards for 2011/12 is estimated to be £13,154,310; an increase of £180,720 on the 2010/11 revised budget and a decrease of £451,480 on the 2010/11 original budget.
- 6.2 **Employee costs** have increased by £161,860 and the main variations are as follows:

	£
Reinstatement of vacant posts and maternity leave	79,490
Increase in superannuation rate	73,530
Training budget held centrally within this Board	32,550
Provision for a pay increase (staff earning less than £21,000 full time equivalent)	18,000
Reinstatement of long term sickness	11,190
Full year effect of new posts	8,870
Increase of 1% in employers National Insurance	8,800
Full year effect of restructures	7,370
Changes related to grades, hours or increments	6,490
Reduction in overtime budgets	(10,200)
Reduction in agency budgets	(31,130)
Full year effect of deleted posts	(47,230)
TOTAL	157,730

- 6.3 **Premises** budgets have increased by £9,680 due to inflationary increases.
- 6.4 The reduction in **supplies and services** of £47,630 relates mainly to;

	£
Removal of one off increase in professional fees	(4,530)
Reduction in occupational health fees	(5,000)
Removal of one off increase in software maintenance	(23,740)
TOTAL	(33,270)

- 6.5 The increase in **transport** of £29,340 is accounted for by an increase for vehicle fuel inflation and the reintroduction of provision for staff travel for vacant posts.

- 6.6 The use of **earmarked reserves** has reduced by £15,650. The repayment to the New Initiatives Fund from the postage budget has reduced as this becomes fully paid back part way through 2011/12. Set against this, the two one-off items for IFRS work and software maintenance have been taken out.
- 6.7 The reduction in **income** of £11,600 includes the removal of one-off IRRV income and removal of one-off County Council income towards vehicle costs.
- 6.8 **Departmental and Central Support** have reduced by £9,480 indicating a movement of support charges from central support budgets to service budgets.
- 6.9 **Capital charges** have increased by £9,700 with the major factor being the reintroduction of leasing charges for staff cars as vacant posts become filled.

7 **Growth Items**

- 7.1 The provision for unavoidable ongoing growth included in the Council's Budget Strategy, approved in September 2010 by the Executive Board, was £50,000 for 2011/12, covering key growth areas at that time. There are no growth items relating to the services covered by this report.

8 **Income**

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

9 **Risks to Services**

- 9.1 The key risks to the budgetary position of the Council from services under the control of this Board are:
- The negotiated pay award being in excess of those budgeted for.
 - The costs of managing absence, for example occupational health costs and agency cover. This varies according to the type and length of sickness.
 - Changes to economic circumstances that require increases in the authority's contribution levels to the pension scheme, which are above previous forecasts. This is a possibility from 2011/12 onwards.
 - Increasing costs of maintaining mechanical equipment within the Council offices. As core mechanical elements of the building, such as the lift or the automatic entrance doors, continue to age, the likelihood of breakdown increases.
 - Potential further increases in vehicle fuel costs, and a reversal in the utility reductions seen in 2010/11.
 - The number of claims made influences the insurance costs of the transport fleet. An increase in accidents could result in a greater level of insurance premiums.
 - Increases in contracts that are based on RPI (4.7% in November 2010).

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

10 Future Year Forecasts

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2011/12. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2012/13 £	Forecast Budget 2013/14 £	Forecast Budget 2014/15 £
Employee Costs	8,309,310	8,577,300	8,892,050
Premises	525,870	536,380	547,110
Supplies and Services	834,670	851,410	866,810
Transport	807,890	818,500	829,420
Earmarked Reserves	(380)	(390)	(400)
Gross Expenditure	10,477,360	10,783,200	11,134,990
Income	(37,220)	(32,070)	(27,990)
Net Controllable Expenditure	10,440,140	10,751,130	11,107,000
Recharged to Other Services	(13,377,130)	(13,734,460)	(14,148,130)
Central Support	2,114,240	2,169,260	2,233,130
Capital Charges	822,750	814,070	808,000
Net Expenditure	0	0	0

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 0% in 2012/13, 2% in 2013/14 and 2.5% in 2014/15, increases in contracts of 2% and general increases in supplies and services of 2%. In total, the amount to be recharged to services is expected to increase by 1.7% in 2012/2013, by 2.7% in 2013/14 and by 3% in 2014/2015.

10.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

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

11.3 Risk Management Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Chief Executive	196,213	222,120	220,190	222,960
Assistant Chief Executive (Community Services)	1,286,554	1,317,450	1,283,300	1,269,540
Assistant Chief Executive and Solicitor to the Council	1,367,696	1,442,770	1,350,730	1,405,810
Deputy Chief Executive	4,478,474	4,573,850	4,376,480	4,431,310
Building Maintenance Fund	277,190	281,540	278,210	283,180
Council Offices	322,791	310,360	319,660	324,560
Central Telephones	36,181	37,080	36,850	37,370
Recruitment	25,104	52,970	34,850	35,900
Printing and Copying	69,426	75,970	72,970	74,250
Training	30,829	129,050	40,730	120,540
Depot and Stores	61,461	60,330	65,860	67,750
Postage and Franking	94,605	92,200	87,300	80,050
Central Services	306,737	301,100	287,130	289,200
Information Services	895,691	893,010	894,800	875,900
Procurement	60,633	62,470	62,550	63,530
Staff Welfare	26,549	32,410	30,560	24,220
Transport Management Account	603,697	616,290	612,910	629,510
Net Controllable Expenditure	10,139,832	10,500,970	10,055,080	10,235,580
Recharge to Services	(13,235,874)	(13,595,790)	(12,973,590)	(13,154,310)
Central Support	2,221,973	2,209,820	2,100,370	2,090,890
Capital	874,070	895,000	818,140	827,840
Resources Board (Recharged) Total	0	10,000	0	0

Various - Chief Executive

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	186,630	211,400	210,070	212,290
Supplies and Services	2,645	3,530	2,880	3,430
Transport Related Expenditure	6,938	7,190	7,240	7,240
NET CONTROLLABLE EXPENDITURE	196,213	222,120	220,190	222,960
Recharged to Services	(232,101)	(267,220)	(263,590)	(265,520)
Central Support	32,647	41,040	39,620	38,780
Capital Charges	3,241	4,060	3,780	3,780
NET EXPENDITURE	-	-	-	-

Various - Assistant Chief Executive (Community Services)

This includes the Revenues and Benefits and Customer Contact budgets.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	1,174,651	1,188,710	1,153,960	1,137,370
Supplies and Services	142,161	123,990	145,070	126,980
Transport Related Expenditure	30,600	28,780	28,580	32,250
Earmarked Reserves	(23,649)	(24,030)	(41,280)	(24,030)
GROSS EXPENDITURE	1,323,763	1,317,450	1,286,330	1,272,570
GROSS INCOME	(37,209)	-	(3,030)	(3,030)
NET CONTROLLABLE EXPENDITURE	1,286,554	1,317,450	1,283,300	1,269,540
Recharged to Services	(1,710,200)	(1,740,790)	(1,704,840)	(1,684,340)
Central Support	367,662	364,690	363,170	356,360
Capital Charges	55,984	58,650	58,370	58,440
NET EXPENDITURE	-	-	-	-

Various - Assistant Chief Executive and Solicitor to the Council

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	1,272,590	1,338,030	1,252,830	1,308,500
Supplies and Services	24,500	17,960	23,710	19,460
Transport Related Expenditure	81,635	92,310	84,070	87,730
Earmarked Reserves	(5,581)	-	-	-
GROSS EXPENDITURE	1,373,144	1,448,300	1,360,610	1,415,690
GROSS INCOME	(5,448)	(5,530)	(9,880)	(9,880)
NET CONTROLLABLE EXPENDITURE	1,367,696	1,442,770	1,350,730	1,405,810
Recharged to Services	(1,688,522)	(1,756,360)	(1,641,890)	(1,696,910)
Central Support	291,080	280,500	261,990	261,690
Capital Charges	29,746	33,090	29,170	29,410
NET EXPENDITURE	-	-	-	-

Various - Deputy Chief Executive

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	4,212,981	4,299,470	4,117,020	4,158,430
Supplies and Services	98,257	94,310	96,280	91,530
Transport Related Expenditure	158,322	180,070	165,580	181,350
Earmarked Reserves	11,010	-	(2,400)	-
GROSS EXPENDITURE	4,480,570	4,573,850	4,376,480	4,431,310
GROSS INCOME	(2,096)	-	-	-
NET CONTROLLABLE EXPENDITURE	4,478,474	4,573,850	4,376,480	4,431,310
Recharged to Services	(5,430,267)	(5,539,580)	(5,277,580)	(5,316,710)
Central Support	852,110	861,080	808,780	793,450
Capital Charges	99,683	104,650	92,320	91,950
NET EXPENDITURE	-	-	-	-

3006 to 3039 - Building Maintenance

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	70,030	71,360	70,260	71,190
Premises Related Expenditure	201,384	210,030	207,210	211,840
Supplies and Services	6,314	150	1,440	150
Earmarked Reserves	(538)	-	(700)	-
NET CONTROLLABLE EXPENDITURE	277,190	281,540	278,210	283,180
Recharged to Services	(306,980)	(311,300)	(307,070)	(311,200)
Central Support	29,790	29,760	28,860	28,020
Capital Charges	-	-	-	-
NET EXPENDITURE	-	-	-	-

3040 to 3041 Council Offices

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	59,394	63,900	62,130	63,460
Premises Related Expenditure	258,665	233,900	241,700	245,100
Supplies and Services	35,363	23,840	19,860	20,380
Earmarked Reserves	(15,860)	-	7,360	7,360
GROSS EXPENDITURE	337,562	321,640	331,050	336,300
GROSS INCOME	(14,771)	(11,280)	(11,390)	(11,740)
NET CONTROLLABLE EXPENDITURE	322,791	310,360	319,660	324,560
Recharged to Services	(549,355)	(523,000)	(526,680)	(527,870)
Central Support	162,112	148,180	142,750	139,110
Capital Charges	64,451	64,460	64,270	64,200
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Area of Council Offices (m ²)	3,855	3,855	3,855	3,855
Expenditure per square metre	£ 142.50	£ 135.67	£ 136.62	£ 136.93

3043 - Central Telephones

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	10,026	10,440	10,310	10,440
Supplies and Services	26,157	26,640	26,540	26,930
GROSS EXPENDITURE	36,183	37,080	36,850	37,370
GROSS INCOME	(2)	-	-	-
NET CONTROLLABLE EXPENDITURE	36,181	37,080	36,850	37,370
Recharged to Services	(44,060)	(45,410)	(43,180)	(41,860)
Central Support	4,184	2,790	790	800
Capital Charges	3,695	5,540	5,540	3,690
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of phones	190	190	190	190
Expenditure per phone line	£ 231.89	£ 239.00	£ 227.26	£ 220.32

3045 - Recruitment

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	14,731	45,310	25,310	26,070
Supplies and Services	10,373	7,660	9,540	9,830
NET CONTROLLABLE EXPENDITURE	25,104	52,970	34,850	35,900
Recharged to Services	(42,886)	(69,920)	(42,970)	(44,120)
Central Support	17,782	16,950	8,120	8,220
NET EXPENDITURE	-	-	-	-

3046 - Printing and Stationery

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	20,004	23,550	24,060	24,630
Supplies and Services	49,883	52,550	49,140	49,950
Transport Related Expenditure	84	-	100	-
GROSS EXPENDITURE	69,971	76,100	73,300	74,580
GROSS INCOME	(545)	(130)	(330)	(330)
NET CONTROLLABLE EXPENDITURE	69,426	75,970	72,970	74,250
Recharged to Services	(108,361)	(111,240)	(106,650)	(108,470)
Central Support	35,686	32,100	30,590	31,130
Capital Charges	3,250	3,170	3,090	3,090
NET EXPENDITURE	-	-	-	-

3047 - Training

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	16,599	127,530	39,480	119,240
Premises Related Expenditure	88	-	-	-
Supplies and Services	1,502	1,520	1,250	1,300
Earmarked Reserves	13,090	-	-	-
GROSS EXPENDITURE	31,279	129,050	40,730	120,540
GROSS INCOME	(450)	-	-	-
NET CONTROLLABLE EXPENDITURE	30,829	129,050	40,730	120,540
Recharged to Services	(103,460)	(201,320)	(111,280)	(190,340)
Central Support	69,087	68,720	67,230	66,470
Capital Charges	3,544	3,550	3,320	3,330
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

FTEs (full time equivalents)	367.95	363.05
Expenditure per FTE	£ 547.14	£ 524.28

3048 - Depot and Stores

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	5,751	5,870	6,020	6,170
Premises Related Expenditure	51,612	50,880	56,300	57,930
Supplies and Services	4,098	3,580	3,540	3,650
NET CONTROLLABLE EXPENDITURE	61,461	60,330	65,860	67,750
Recharged to Services	(85,545)	(85,660)	(91,460)	(92,540)
Central Support	17,922	18,410	18,770	18,690
Capital Charges	6,162	6,920	6,830	6,100
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Area of Depot and Stores (m ²)	3,649	3,649	3,649	3,649
Expenditure per square metre	£ 23.45	£ 23.48	£ 25.07	£ 25.36

3110 - Postage and Franking

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	6,350	-	-	-
Supplies and Services	76,360	82,910	73,150	70,870
Earmarked Reserves	13,382	9,350	14,350	9,390
GROSS EXPENDITURE	96,092	92,260	87,500	80,260
GROSS INCOME	(1,487)	(60)	(200)	(210)
NET CONTROLLABLE EXPENDITURE	94,605	92,200	87,300	80,050
Recharged to Services	(125,759)	(123,900)	(127,260)	(120,240)
Central Support	30,157	31,110	39,340	39,570
Capital Charges	997	590	620	620
NET EXPENDITURE	-	-	-	-

3226 - Central Services

The costs of the central administration function.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	305,719	300,580	286,350	288,490
Supplies and Services	535	1,170	1,490	1,210
Transport Related Expenditure	46	100	130	100
Earmarked Reserves	1,020	-	(260)	-
GROSS EXPENDITURE	307,320	301,850	287,710	289,800
GROSS INCOME	(583)	(750)	(580)	(600)
NET CONTROLLABLE EXPENDITURE	306,737	301,100	287,130	289,200
Recharged to Services	(422,155)	(415,960)	(393,460)	(394,480)
Central Support	101,186	100,300	94,040	92,970
Capital Charges	14,232	14,560	12,290	12,310
NET EXPENDITURE	-	-	-	-

3290 - Information Services

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	541,728	540,940	547,460	544,350
Premises Related Expenditure	42	-	-	-
Supplies and Services	319,574	318,480	313,550	301,120
Transport Related Expenditure	30,751	34,200	34,390	31,030
Earmarked Reserves	4,191	-	-	-
GROSS EXPENDITURE	896,286	893,620	895,400	876,500
GROSS INCOME	(595)	(610)	(600)	(600)
NET CONTROLLABLE EXPENDITURE	895,691	893,010	894,800	875,900
Recharged to Services	(1,346,923)	(1,329,050)	(1,287,010)	(1,269,960)
Central Support	87,296	86,370	84,470	86,320
Capital Charges	363,936	349,670	307,740	307,740
NET EXPENDITURE	-	-	-	-

KEY PERFORMANCE INDICATORS

Number of PCs	307	304	296	295
Expenditure per PC	£ 4,387.37	£ 4,371.88	£ 4,348.01	£ 4,304.95

3291 - Procurement

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	56,815	58,630	58,600	59,650
Supplies and Services	123	160	180	180
Transport Related Expenditure	3,695	3,680	3,770	3,700
NET CONTROLLABLE EXPENDITURE	60,633	62,470	62,550	63,530
Recharged to Services	(98,603)	(101,100)	(103,250)	(105,040)
Central Support	36,512	37,130	39,380	40,190
Capital Charges	1,458	1,500	1,320	1,320
NET EXPENDITURE	-	-	-	-

3292 - Staff Welfare

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	2,424	5,700	3,850	2,320
Supplies and Services	21,637	24,710	24,710	19,840
Transport Related Expenditure	2,488	2,000	2,000	2,060
NET CONTROLLABLE EXPENDITURE	26,549	32,410	30,560	24,220
Recharged to Services	(27,609)	(23,540)	(31,880)	(25,640)
Central Support	1,060	1,130	1,320	1,420
NET EXPENDITURE	-	10,000	-	-

3300 to 3999 - Transport Management Account

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	121,277	130,670	122,950	119,920
Premises Related Expenditure	620	640	640	660
Supplies and Services	77,376	97,130	75,280	73,170
Transport Related Expenditure	426,694	402,420	441,360	451,100
Miscellaneous	2,643	-	-	-
Earmarked Reserves	72	-	-	-
GROSS EXPENDITURE	628,682	630,860	640,230	644,850
GROSS INCOME	(24,985)	(14,570)	(27,320)	(15,340)
NET CONTROLLABLE EXPENDITURE	603,697	616,290	612,910	629,510
Recharged to Services	(913,087)	(950,440)	(913,540)	(959,070)
Central Support	85,700	89,560	71,150	87,700
Capital Charges	223,690	244,590	229,480	241,860
NET EXPENDITURE	-	-	-	-

Risk Analysis

	Likelihood	Potential impact on Budget
Increase in the pay award above 0% 2011/12, 0% 2012/13, 2% 2013/14 and 2.55 2014/15	Medium	Medium
Increased costs associated with employee absence such as occupational health costs and agency cover	Medium	Medium
Increase in the superannuation contribution levels above those previously forecast	Low	Medium
Increased maintenance costs related to Council Offices	Medium	Low
Increased vehicle fuel costs	Medium	Low
Increased vehicle insurance costs arising from increase in accident levels	Low	Low

Description	2011/12
A review of the Central Services team identified a redundancy opportunity with a typist. This was agreed by Resources Board and took place in May 2010	£19,020
Telephony - The new contract with Global Crossing should deliver savings over the next three years through tariff reductions.	£2,000
Telephone Equipment- there has been a regular underspend on the replacement equipment budget over the last few years	£400
Stationery- Implementation of a new contract should deliver savings	£2,000
Reduction in the equipment maintenance for small print finishing equipment	£300
Stop Document Exchange Post contract for sending and receiving certain mail. There are only low volumes of mail and service users have not identified any problems with stopping the service.	£1,000
Reduce Information Service divisional budgets on books, subsistence, travel and professional support . Limit overtime working so only critical work is done out of hours (eg. office moves would be done in work time). Reduce the equipment available for other Divisions	£2,010
Find cheaper ways of providing internet access for staff working at home and for use at sheltered dwellings.	£1,000
Printer Consumables spend has decreased significantly due to the use of fewer large printers.	£5,000
Canceling software maintenance contracts, where we could use free or cheaper packages, which have now become available	£12,310
Telephony - improved tariffs have been obtained for mobiles.	£2,000
Online resources available through the Legal Shared service will allow a reduction in lawtel subscriptions	£1,500
The Law Society have reduced the cost of public sector practising certificates	£1,820
Revised work schedules to reduce mileage undertaken by staff within the Assistant Chief Executive and Solicitor to the Council's (ACE&StC's) Division	£1,100
Use other means of obtaining information, to allow a reduction in the books/ journals used by the Revenues & Benefits Division.	£410
Withdraw from the IRRV forum service.	£1,000
Change the issue of reminder notices sent out by Revenues and Benefits from 1st class to 2nd class post. This will require a minor adjustment to recovery cycles.	£1,000
Delete the conference budget within the Revenues and Benefits Division	£660
Senior Management Restructure - removal of a Director post with subsequent structure changes to reallocate work	£77,650
Internal Audit. Amendments to staffing and counter fraud arrangements	£18,685
The Council to move from TNT post to a Birmingham City Council post contract (agreed at Resources Board).	£8,000
Reduce the blackberries used in the Information Services Division by 2. This would mean that there are no 'spare' devices to lend to other Divisions.	£500
The renegotiation of the Council's computer disaster recovery contract through joint working with Solihull MBC has delivered a saving.	£2,600
Reduce recruitment budget. Revised advertising arrangements and reduced recruitment activity have led to a reduction in spend in this area.	£18,400
Occupational health is used in managing some sickness absence. If greater emphasis is placed on targeting the remaining provision, the impact of reducing budget provision should be small.	£5,000
Update the recharge of external audit costs and bank charges to the HRA, to reflect current costs	£23,010
Staff reduction in the Revenues and Benefits Division, including not replacing a current vacancy in the Contact Centre.	£25,060
Removal of the System Support Manager post within the Corporate Services Division	£47,040
Reduction in the staff training budget	£12,110
Overall Total	£292,585

Agenda Item No 10

Resources Board

1 February 2010

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2011/12 - Services Remaining
within the Board

1 Summary

- 1.1 This report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

Recommendation to the Board

- a To accept the revised budget for 2010/11; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2011/12, as submitted, for them to be included in the budget to be brought before the meeting of the Executive Board on 7 February 2011.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Report

3.1 Introduction

- 3.2 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2011/12 and this, together with a revised budget for 2010/11, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2009/10 are shown.

- 3.3 At its meeting in September, the Executive Board agreed the budget strategy for 2011/2015 which required savings of £1.5 million over a four year period. This was increased to £2 million following an initial assessment of the Comprehensive Spending Review in November. This required budget savings of £380,000 in 2011/12, with additional savings of £590,000 in 2012/2013, £520,000 in 2013/2014 and £510,000 in 2014/15. The provision for growth in 2011/2012 was £50,000, with a further £25,000 in 2012/2013, 2013/2014 and 2014/15.

3.4 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income. Some of these have now been incorporated into the estimates being considered and are shown in Appendix D. Others have been the subject of previous reports on the agenda.

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

- No increase in the level of service except where Council approval has already been given
- Zero pay awards for 2010/11 through to 2012/13 except for those employees earning less than £21,000 where provision has been made for an additional £250 in each of 2011/12 and 2012/13
- Pay awards of 2% for 2013/14 and 2.5% for 2014/15
- Changes in National Insurance from April 2011, with a 1% increase in contributions levels, although the starting point at which contributions are made has been increased to partially offset this
- Increases in the Councils pension contribution rate
- A general provision for inflation of 3%, although where contractual obligations require a price increase in line with inflation, these have been provided

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

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

	Approved Budget 2010/11 £	Revised Budget 2010/11 £	Original Budget 2011/12 £
Employee Costs	1,653,710	1,532,470	1,560,260
Premises	154,970	155,050	215,120
Supplies and Services	1,162,580	1,129,260	644,980
Transport	42,340	41,070	41,920
Transfer Payments	17,334,210	17,955,570	18,719,230
Miscellaneous Items	22,150	25,780	22,810
Earmarked Reserves	(4,900)	100,960	(20,470)
Gross Expenditure	20,365,060	20,940,160	21,183,850
Income	(18,770,480)	(19,812,080)	(20,083,200)
Net Controllable Expenditure	1,594,580	1,128,080	1,100,650
Recharged to Other Services	(79,070)	(101,310)	(101,730)
Departmental Support	967,090	961,760	904,410
Central Support	1,470,390	1,396,500	1,392,740
Capital Charges	484,950	774,190	506,790
Net Expenditure	4,437,940	4,159,220	3,802,860

4 Capital Charges

4.1 The Council values all of its assets using a five year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Therefore, changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

5 Comments on the 2010/11 Revised Budget

5.1 The revised budget of services that remain within the Resources Board for 2010/11 is estimated to be £4,159,220; a decrease of £278,720 on the approved position. The main variations are given below.

5.2 **Employee costs** have decreased by £121,240 and the main variations are as follows:

	£
In the original budget, the training and recruitment costs are held as "unallocated". However, as the year progresses and actual expenditure is incurred, the budget is vired to the relevant other budget heads to match spend. As such, the "unallocated" pot is reduced in the revised budget whilst being increased in other budgets, essentially the central support budgets.	(85,910)
Reduction in the overall recruitment budget	(18,400)
Reduction in the allocation of salaries from benefits staff (deleted post) to the benefits service budgets	(17,930)
Reduction in recharged salaries within Borough Care (no pay award)	(7,560)
Reduction in the Customer Contact agency staff budget	(5,850)
Reduction in the Members training budget to reflect current spending levels	(4,000)
Increase in recharged salaries supporting the North Warwickshire LEADER Partnership	14,220
TOTAL	(125,430)

5.3 **Premises** budgets have increased by just £80 overall, although within that there are a couple of notable changes. There has been a reduction in the contribution made from the industrial units and public conveniences to the Building Maintenance Fund, and an increase in Non Domestic Rates at public conveniences and car parks due to revaluations.

5.4 The decrease in **supplies and services** of £33,320 is due to the following reasons:

	£
The expenditure of Narrowing the Gap funding, which aims to reduce the gap in outcomes between vulnerable and excluded children (fully funded from grant income)	141,180
Actual take up of travel tokens and taxi vouchers is less than the budgetary provision	(6,140)
Reduction in recharged software maintenance on benefits	(6,610)
Reduction in Members allowances, especially travel allowances	(11,010)
The reimbursement expected to be made to travel companies for the concessionary fares scheme is lower than the budget provision originally included	(149,550)
TOTAL	(32,130)

5.5 The decrease in **transport** budgets of £1,270 relates to a reduction in the use of pool transport.

5.6 Within **Transfer Payments** there is a significant increase of £621,360 in benefits payments. The vast majority of this is reclaimed from central government.

	£
Additional payments on rent allowances	429,060
Additional payments on rent rebates	129,950
Additional payments on council tax benefits	62,350
TOTAL	621,360

5.7 **Earmarked reserves** have increased by £105,860 and the main variations are as follows:

	£
Additional grant obtained in year towards the Branching Out Bus has been put into reserves to fund expenditure next year	69,680
Grant income received in the year has been transferred to the Environmental Sustainability reserve for future use	38,980
There has been less use of the Homeless Persons Grant reserve, due to a vacancy	2,590
A reduction in the contribution required to the CCTV Asset Replacement Fund	(5,000)
TOTAL	106,250

5.8 **Income** has increased by £1,041,600 and the main variations are as follows:

	£
Rent Allowances, additional subsidy to offset the costs mentioned in paragraph 5.6	(403,870)
Rent Rebates, additional subsidy to offset the costs mentioned in paragraph 5.6 and a small increase in the percentage recovered	(142,330)
Council Tax Benefits, additional subsidy to offset the costs mentioned in paragraph 5.6 and a small increase in percentage recovered	(81,090)
The recovery of overpayments of benefit payments has increased	(146,440)
Grant income received to fund Narrowing the Gap projects (see paragraph 5.4)	(141,480)
Additional grant to fund an extension of the Branching Out Bus service	(57,490)
Increase in legal fees received in relation to Council Tax collection	(12,760)
Increase in grant received for Environment Sustainability work (see matching entry in paragraph 5.7)	(38,980)
Rebate from the Audit Commission for IFRS work	(7,060)
Increase in grants received for one off NDR work	(7,590)
TOTAL	(1,039,090)

5.9 The increased **recharge to other services** of £22,240 largely relates to the additional recharge of external audit fees to the Housing Revenue Account.

5.10 **Departmental and central support** charges have decreased overall by £79,220. The main decreases are from Internal Audit, the Assistant Chief Executives Division, and the Council Offices. In addition there are no longer any recharges from the Director of Community and Environment following the deletion of the post. Set against this are increased allocations from the Management Team Support Unit, Information Services, Financial Services and Staff Welfare. The overall reduction is a result of the zero pay award, deleted and vacant posts changes in allocations between this Board and others.

5.11 **Capital charges** have increased by £289,240 and the main variations are as follows:

	£
Increased expenditure on the private sector housing capital programme in the current year	327,720
An expected increase in lease rental charges at Innage Park has not been required	(10,000)
Reduction in recharged capital charges from Information Services due to some equipment being fully written down leading to reduced depreciation charges	(11,240)
The delayed replacement of the public convenience at Polesworth has meant only a part year lease rental charge	(14,220)
TOTAL	292,260

6 **Comments on the 2011/12 Estimates**

6.1 The estimated budget for 2011/12 is £3,802,860; a decrease of £635,080 on the 2010/11 approved budget, and a decrease of £356,360 on the revised 2010/11 budget. The main variations are given below:

6.2 **Employee costs** have increased by £27,790 and the main variations are as follows:

	£
The full training and recruitment budgets for 2011/12 are held within the Unallocated Central Support Services (CSS) budget, until they are transferred later in the year	87,510
Deletion of a temporary Homelessness Officer post	(14,610)
Adjustments to posts made late in the budget process are held centrally on the Unallocated CSS budget	(49,880)
TOTAL	23,020

6.3 **Premises** budgets have increased by £60,070 and the main change is an increase of £63,440 for Non Domestic Rates payable at vacant industrial units. A temporary freeze on payments comes to an end in April 2011.

6.4 **Supplies and services** have decreased by £484,280 and the main variations are as follows:

	£
Increase in professional fees within Election Expenses representing the costs of holding the local elections in May 2011	50,000
Removal of one off item in 2010/11 for demolition and installation of new public convenience at Polesworth	(17,000)
Reduction in grants paid out for the Branching Out Bus project	(39,210)
The Narrowing the Gap project was a one year project, so spending on this has been taken out of 2011/12	(141,180)
The concessionary fares budget has reduced considerably following the transfer of the national bus scheme to the County Council from April 2011	(340,090)
TOTAL	(487,480)

6.5 There is an increase in **Transfer Payments** of £763,660 in total. This reflects expected increases across Rent Allowances, Rent Rebates and Council Tax benefit payments.

6.6 **Earmarked reserves** have been used in 2011/12 rather than the contribution into reserves in 2010/11. This has resulted in a movement of £121,430 and the main variations are as follows:

	£
The transfer from the Homelessness Grant reserve is not required in 2011/12 as the post being funded is no longer in place	15,030
Repayment to the New Initiatives Fund for the purchase of the replacement Borough Care equipment ends part way through 2011/12	(16,220)
Grants for Environmental Sustainability work finish at the end of 2010/11, so there is no funding to be placed into reserves	(38,980)
There is no funding for the Branching Out Bus which means that instead of adding to reserves there is a need to draw on reserves to fund the project during the year	(80,260)
TOTAL	(120,430)

6.7 The increase in **income** of £271,120 is made up of the following

	£
Rent Rebates - with the increased costs in payments, the subsidy will also increase	(509,000)
Rent Allowances – with the increased costs in payments, the subsidy will also increase	(144,760)
Council Tax Subsidy – with the increased costs in payments, the subsidy will also increase	(95,270)
Additional legal fee income within benefits budgets reflecting an increase in summons fees	(17,000)
Cessation of funding for Narrowing the Gap activities	141,180
Cessation of funding for the Branching Out Bus	119,250
Loss of direct grant towards the running of the concessionary fares scheme	87,090
A reduction in recovery of overpayments, as 2010/11 was an exceptionally high year	60,640
Loss of Environmental Sustainability funding	38,980
The Administration Grant that the Council receives to manage the payment of Housing and Council tax benefits is expected to reduce	27,960
Removal of one off income for NDR work	7,590
Removal of one off income for IFRS work	7,060
Loss of County Council contribution for carers impact within Borough Care	5,680
TOTAL	(270,600)

- 6.8 **Departmental and central support** has reduced by £61,110 with the majority being central support changes. The significant charges are shown in the table below;

	£
Additional costs from Internal Audit (as per audit plan)	17,660
Reinstatement of a vacant post in the Assistant Chief Executives Division	9,080
A reduction in the occupational health budget held on staff welfare	(6,240)
Financial Services (reduced allocations to Corporate and Concessionary Fares and winding down of Branching Out Bus and North Arden Heritage Trail projects)	(7,050)
The Audit Commission have indicated that there will be a reduction in audit fees for 2011/12	(9,150)
Removal of the Customer Contact recharge to Concessionary Fares	(9,250)
A late reduction in the training budget has been included in the central Unallocated CSS budget	(12,110)
Director of Community and Environment (post deleted after three months of 2010/11, reduction represents that period)	(18,880)
Revenues and Benefits due to deleted post (retiree) and reduction in allocations to Concessionary Fares	(24,950)
TOTAL	(60,890)

- 6.9 **Capital charges** have decreased by £267,400 and the main variations are as follows:

	£
Increase in lease rentals for public conveniences – full year of rental at Polesworth plus increases based on RPI (4.7%)	18,190
The one off increase in private sector housing improvements in 2010/11 has been removed	(284,470)
TOTAL	(266,280)

7 **Growth Items**

- 7.1 The unavoidable growth included in the Council's Budget Strategy, approved in September 2010 by the Executive Board, was £50,000 for 2011/12 for on going growth. A one off sum of £50,000 has already been included in the 2011/12 estimates, to cover the costs of the local elections to be held in May 2011.

8 **Income**

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

9 Risks to Services

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

- Further increases in vacancies at industrial estates and shops that will impact on the level of rental income the Council receives and the amount of NDR that the Council is liable for
- A higher level of maintenance at property assets and car parks, over and above that budgeted for
- An increase in the level of Local Authority error made in processing benefit payments could lead to a loss of subsidy
- A fall in the level of recovery of Housing Benefit overpayments (greater than that expected) would impact on the level of expenditure borne by the Council
- Contracts based on RPI (which was running at 4.7% in November 2010)
- Additional resources that may be required to support the North Warwickshire LEADER Partnership and other externally funded projects

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

...

10 Future Year Forecasts

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2011/12. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2012/13 £	Forecast Budget 2013/14 £	Forecast Budget 2014/15 £
Employee Costs	1,569,900	1,586,320	1,635,630
Premises	219,400	223,760	228,190
Supplies and Services	579,720	590,490	603,070
Transport	38,990	39,710	40,590
Transfer Payments	19,811,120	20,149,330	20,562,510
Miscellaneous	23,270	23,740	24,210
Earmarked Reserves	15,450	15,450	15,450
Gross Expenditure	22,257,850	22,628,800	23,109,650
Income	(21,119,960)	(21,461,020)	(21,868,000)
Net Controllable Expenditure	1,137,890	1,167,780	1,241,650
Recharged to Other Services	(103,350)	(105,420)	(107,680)
Departmental Support	945,780	970,800	999,840
Central Support	1,411,140	1,449,490	1,493,020
Capital Charges	484,230	486,480	487,550
Net Expenditure	3,875,690	3,969,130	4,114,380

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 0% in 2012/13, 2% in 2013/14 and 2.5% in 2014/15, increases in contracts of 2% and general increases in supplies and services of 2%. In total, net expenditure is expected to increase by 1.9% in 2012/2013, by 2.4% in 2013/14 and by 3.7% in 2014/2015.

10.3 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

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

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

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

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Cost of Democratic Services	416,839	452,360	432,090	430,440
Election Expenses	5,783	4,760	4,760	54,890
Registration of Electors	14,787	15,350	15,140	15,580
Non Domestic Rates	(87,301)	(57,320)	(67,670)	(56,690)
Council Tax Collection	(53,129)	21,470	1,780	(10,700)
Investors in People	-	1,930	1,930	1,930
Finance Miscellaneous	16,379	30	3,660	30
Compensation and Pension Increases	144,558	147,500	141,000	141,000
Assisted Car Purchase	(26)	-	(130)	(130)
Minor Works	46,069	4,640	4,640	2,100
Electricity at Work	48,957	20,860	20,020	17,290
Efficiencies and Value for Money	-	2,340	2,340	2,340
Finance Unused Land	-	-	-	-
Corporate and Democratic Core	38,104	48,620	31,500	39,080
Unallocated Central Support Services	-	195,940	100,970	138,310
External Funding Consultants	4,171	3,800	4,650	-
Coleshill Shops and Flats	(65,745)	(65,590)	(65,550)	(69,480)
The Arcade, Atherstone	(4,038)	(4,300)	(2,500)	4,200
The Pavilions, Holly Lane	(67,112)	(63,090)	(65,560)	(62,980)
Carlyon Road Industrial Estate	(108,116)	(113,070)	(115,610)	(115,360)
Innage Park Industrial Estate	(71,672)	(69,950)	(61,730)	(9,810)
Polesworth Workspace Units	(6,807)	(6,900)	(7,420)	(7,200)
The Bear and Ragged Staff	(12,981)	(12,960)	(12,730)	(12,700)
Football Stadium	-	-	(10)	-
Homeless Persons	32,945	40,920	41,470	40,140
Public Conveniences	14,933	25,500	32,710	15,460
Fillongley Kitchens	(870)	(840)	(350)	-
Customer Contact	14,634	25,740	19,720	20,500
Rent Allowances	12,351	45,310	(81,890)	3,230
Housing Benefit Administration and Rent Rebates	(14,024)	5,610	(14,550)	(11,480)
Concessionary Fares	258,091	414,290	270,670	21,920
Non Domestic Rates - Discretionary Relief	15,962	22,150	22,150	22,810
Council Tax Benefits	(77,452)	(44,450)	(66,690)	(55,350)
Car Parks	52,970	39,790	46,560	47,900
Business Improvement District	-	-	-	-
Warwickshire Direct Partnership	11,522	-	-	-
Environmental Sustainability	5	-	-	-
Private Sector Housing Assistance	23,127	26,200	30,550	30,910
CCTV	2,133	3,770	300	880
Community Support	410,061	464,060	447,390	447,060
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	-	-	14,220	14,390
Polesworth Better Welcome	-	-	-	-
Coleshill Better Welcome	-	-	-	-
Narrowing the Gap	-	-	-	-
Branching Out Bus	(1,188)	-	140	140
North Arden Heritage Trail	7,086	110	110	-
Net Controllable Expenditure	1,021,006	1,594,580	1,128,080	1,100,650
Recharged to Services	(86,426)	(79,070)	(101,310)	(101,730)
Departmental Support	979,469	967,090	961,760	904,410
Central Support	1,501,206	1,470,390	1,396,500	1,392,740
Capital	720,388	484,950	774,190	506,790
RESOURCES BOARD (REMAINING) TOTAL	4,135,643	4,437,940	4,159,220	3,802,860

3000 - COST OF DEMOCRATIC PROCESS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	84,349	120,660	115,500	116,600
Premises Related Expenditure	1,043	1,100	1,100	1,130
Supplies and Services	295,759	308,710	293,600	290,160
Transport Related Expenditure	15,848	21,890	21,890	22,550
Earmarked Reserves	20,000	-	-	-
GROSS EXPENDITURE	416,999	452,360	432,090	430,440
GROSS INCOME	(160)	-	-	-
NET CONTROLLABLE EXPENDITURE	416,839	452,360	432,090	430,440
Recharged to Services	(30,420)	(30,690)	(32,060)	(33,020)
Central Support	318,290	321,620	320,620	314,480
Capital Charges	27,747	28,170	25,650	25,680
NET EXPENDITURE	732,456	771,460	746,300	737,580

Contributes to corporate priorities :

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

3001 - ELECTION EXPENSES

The Council is responsible for the proper staging of elections at a local and national level held within its area. The costs of the various elections are reimbursed by the bodies to whom they relate. Borough Council elections take place every four years with the next being due in May 2011.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	330	330	330
Supplies and Services	5,821	4,430	4,430	54,560
Balance Sheet Items	3,000	-	-	-
GROSS EXPENDITURE	8,821	4,760	4,760	54,890
GROSS INCOME	(3,038)	-	-	-
NET CONTROLLABLE EXPENDITURE	5,783	4,760	4,760	54,890
Departmental Support	11,299	11,840	11,720	11,680
Central Support	4,460	4,540	4,730	9,780
Capital Charges	3,177	3,180	3,180	3,180
NET EXPENDITURE	24,719	24,320	24,390	79,530

Contributes to corporate priority :

- Enhancing community involvement and access to services

3002 - REGISTRATION OF ELECTORS

This budget head shows the cost of maintaining an up-to-date register of electors. There is a statutory duty on the Council to ensure that all proper steps are taken to maintain a register of those persons eligible to vote at elections.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	400	400	400
Supplies and Services	16,636	16,040	16,040	16,520
GROSS EXPENDITURE	16,636	16,440	16,440	16,920
GROSS INCOME	(1,849)	(1,090)	(1,300)	(1,340)
NET CONTROLLABLE EXPENDITURE	14,787	15,350	15,140	15,580
Departmental Support	800	750	370	360
Central Support	26,633	26,140	25,320	25,030
Capital Charges	5,650	5,650	5,650	5,650
NET EXPENDITURE	47,870	47,890	46,480	46,620

Contributes to corporate priority :

-Enhancing community involvement and access to services

KEY PERFORMANCE INDICATORS

Number of registered electors	49,834	49,930	49,885	49,885
Cost per registered elector	£0.96	£0.96	£0.93	£0.93

3003 - NON DOMESTIC RATES

The Borough Council is required to collect non-domestic rates from businesses on behalf of the Exchequer which then re-distributes the total collected to all local authorities on the basis of population. A special grant for the cost of collection is received from central Government. The rateable value of non-domestic property is fixed in most cases by an independent valuation officer. All non-domestic property is revalued every five years, the last valuation being in 2005.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	41,080	50,520	49,880	54,200
Supplies and Services	12,848	14,480	12,750	16,180
GROSS EXPENDITURE	53,928	65,000	62,630	70,380
GROSS INCOME	(141,229)	(122,320)	(130,300)	(127,070)
NET CONTROLLABLE EXPENDITURE	(87,301)	(57,320)	(67,670)	(56,690)
Departmental Support	76,613	76,210	74,320	77,240
Central Support	11,959	17,460	14,950	15,280
Capital Charges	2,230	2,680	1,660	1,660
NET EXPENDITURE	3,501	39,030	23,260	37,490

Contributes to corporate priority :

-Making the best use of resources

KEY PERFORMANCE INDICATORS

% of NDR Collection Rate	99.40%	99.50%	99.30%	98.90%
Number of NDR properties	2,100	2,121	2,150	2,170
Cost per NDR property	£1.67	£18.40	£10.82	£17.28

3004 - COUNCIL TAX COLLECTION

The Council is responsible for levying and collecting the council tax from taxpayers within its area on behalf of not only itself but also Warwickshire County Council, the Police Authority and Parish Councils. The Council Tax is the only major source of revenue for local authorities which is determined locally. The tax is levied on the basis of the valuation of the property.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	78,344	97,840	92,790	92,660
Supplies and Services	40,207	46,820	44,990	49,640
GROSS EXPENDITURE	118,551	144,660	137,780	142,300
GROSS INCOME	(171,680)	(123,190)	(136,000)	(153,000)
NET CONTROLLABLE EXPENDITURE	(53,129)	21,470	1,780	(10,700)
Departmental Support	183,058	179,700	184,500	188,010
Central Support	33,959	37,600	38,640	37,640
Capital Charges	3,953	4,110	3,380	3,380
NET EXPENDITURE	167,841	242,880	228,300	218,330

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

KEY PERFORMANCE INDICATORS

% of Council Tax Collection Rate	98.50%	98.50%	99.50%	98.50%
Number of households	26,741	25,531	26,878	26,901
Cost per household	£6.28	£9.51	£8.49	£8.12

3049 - INVESTORS IN PEOPLE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	1,930	1,930	1,930
NET CONTROLLABLE EXPENDITURE	-	1,930	1,930	1,930
Central Support	11,056	12,530	10,200	10,260
NET EXPENDITURE	11,056	14,460	12,130	12,190

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

3050 - FINANCE MISCELLANEOUS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	30	30	30
Premises	4,500	-	-	-
Supplies and Services	14,244	-	-	-
Miscellaneous Expenditure	664	-	3,630	-
Earmarked Reserves	31,746	-	-	-
GROSS EXPENDITURE	51,154	30	3,660	30
GROSS INCOME	(34,775)	-	-	-
NET CONTROLLABLE EXPENDITURE	16,379	30	3,660	30
Central Support	728	800	560	600
NET EXPENDITURE	17,107	830	4,220	630

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

3051 - COMPENSATION AND PENSION INCREASES

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	144,558	147,500	141,000	141,000
NET CONTROLLABLE EXPENDITURE	144,558	147,500	141,000	141,000
Recharged to Services	(30,652)	(31,120)	(29,750)	(29,750)
Central Support	860	940	760	840
NET EXPENDITURE	114,766	117,320	112,010	112,090

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

3052 - ASSISTED CAR PURCHASE

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
GROSS INCOME	(26)	-	(130)	(130)
NET CONTROLLABLE EXPENDITURE	(26)	-	(130)	(130)
NET EXPENDITURE	(26)	-	(130)	(130)

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

3053 - MINOR WORKS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Supplies and Services	50,561	4,640	4,640	2,100
GROSS EXPENDITURE	50,561	4,640	4,640	2,100
GROSS INCOME	(4,492)	-	-	-
NET CONTROLLABLE EXPENDITURE	46,069	4,640	4,640	2,100
Central Support	776	870	710	-
NET EXPENDITURE	46,845	5,510	5,350	2,100

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

3054 - ELECTRICITY AT WORK

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	220	220	220
Premises Related Expenditure	48,957	20,640	19,800	17,070
NET CONTROLLABLE EXPENDITURE	48,957	20,860	20,020	17,290
Central Support	3,688	4,750	4,680	4,680
NET EXPENDITURE	52,645	25,610	24,700	21,970

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

3057 - EFFICIENCIES AND VALUE FOR MONEY

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	2,340	2,340	2,340
NET CONTROLLABLE EXPENDITURE	-	2,340	2,340	2,340
Central Support	56,150	57,990	40,480	51,150
NET EXPENDITURE	56,150	60,330	42,820	53,490

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

3059 - FINANCE UNUSED LAND

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Central Support	440	470	380	420
NET EXPENDITURE	440	470	380	420

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

3060 - CORPORATE AND DEMOCRATIC CORE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	21,150	21,150	21,150
Supplies and Services	29,409	27,470	17,410	17,930
Earmarked Reserves	8,695	-	-	-
GROSS EXPENDITURE	38,104	48,620	38,560	39,080
GROSS INCOME	-	-	(7,060)	-
NET CONTROLLABLE EXPENDITURE	38,104	48,620	31,500	39,080
Recharged to Services	(26,610)	(17,260)	(39,500)	(38,960)
Central Support	845,142	794,930	745,530	757,950
Capital Charges	9,738	8,620	8,760	8,760
NET EXPENDITURE	866,374	834,910	746,290	766,830

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

3061 - UNALLOCATED CENTRAL SUPPORT SERVICES

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	194,900	100,120	137,590
Premises Related Expenditure	-	870	-	-
Transport Related Expenditure	-	170	850	720
NET CONTROLLABLE EXPENDITURE	-	195,940	100,970	138,310
Recharged to Services	1,256	-	-	-
Central Support	48,654	44,070	32,430	15,870
Capital Charges	1,511	2,830	-	-
NET EXPENDITURE	51,421	242,840	133,400	154,180

3062 - EXTERNAL FUNDING CONSULTANTS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Supplies and Services	4,171	3,800	4,650	-
NET CONTROLLABLE EXPENDITURE	4,171	3,800	4,650	-
Central Support	553	610	510	-
NET EXPENDITURE	4,724	4,410	5,160	-

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

3065 - COLESHILL SHOPS AND FLATS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	80	80	80
Premises Related Expenditure	1,339	990	3,210	940
GROSS EXPENDITURE	1,339	1,070	3,290	1,020
GROSS INCOME	(67,084)	(66,660)	(68,840)	(70,500)
NET CONTROLLABLE EXPENDITURE	(65,745)	(65,590)	(65,550)	(69,480)
Central Support	1,838	2,430	2,360	2,640
NET EXPENDITURE	(63,907)	(63,160)	(63,190)	(66,840)

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

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of shops	7	7	7	7
Annual income per shop	-£8,636	-£8,450	-£8,779	-£8,954

3066 - THE ARCADE, ATHERSTONE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	1,980	3,370	5,100	5,230
Premises Related Expenditure	13,289	10,070	10,820	18,030
Supplies and Services	4,555	3,080	2,410	2,490
GROSS EXPENDITURE	19,824	16,520	18,330	25,750
GROSS INCOME	(23,862)	(20,820)	(20,830)	(21,550)
NET CONTROLLABLE EXPENDITURE	(4,038)	(4,300)	(2,500)	4,200
Central Support	6,018	6,140	6,490	6,570
Capital	90,000	-	-	-
NET EXPENDITURE	91,980	1,840	3,990	10,770

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

KEY PERFORMANCE INDICATORS

Occupancy rate	64%	33%	57%	57%
Number of units	14	14	14	14
Annual income per unit	-£1,621	-£1,402	-£1,423	-£1,472

3067 - THE PAVILIONS, HOLLY LANE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	110	110	110
Premises Related Expenditure	6,712	6,920	4,170	9,150
Supplies and Services	300	300	300	310
GROSS EXPENDITURE	7,012	7,330	4,580	9,570
GROSS INCOME	(74,124)	(70,420)	(70,140)	(72,550)
NET CONTROLLABLE EXPENDITURE	(67,112)	(63,090)	(65,560)	(62,980)
Central Support	4,289	4,940	4,520	4,820
NET EXPENDITURE	(62,823)	(58,150)	(61,040)	(58,160)

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

KEY PERFORMANCE INDICATORS

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

3068 - CARLYON ROAD INDUSTRIAL ESTATE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	100	100	100
Premises Related Expenditure	3,404	1,290	1,410	5,480
Supplies and Services	110	110	110	110
Earmarked Reserves	(1,450)	2,000	1,450	-
GROSS EXPENDITURE	2,064	3,500	3,070	5,690
GROSS INCOME	(110,180)	(116,570)	(118,680)	(121,050)
NET CONTROLLABLE EXPENDITURE	(108,116)	(113,070)	(115,610)	(115,360)
Central Support	2,861	3,470	3,460	3,970
Capital - Impairment Losses	113,000	-	-	-
NET EXPENDITURE	7,745	(109,600)	(112,150)	(111,390)

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

KEY PERFORMANCE INDICATORS

Occupancy rate	75%	100%	87%	100%
Number of units	8	8	7	7
Annual income per unit	-£13,773	-£14,571	-£14,835	-£15,131

3069 - INNAGE PARK, INDUSTRIAL ESTATE

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	370	370	370
Premises Related Expenditure	59,672	53,690	50,660	99,660
Supplies and Services	2,275	490	540	550
GROSS EXPENDITURE	61,947	54,550	51,570	100,580
GROSS INCOME	(133,619)	(124,500)	(113,300)	(110,390)
NET CONTROLLABLE EXPENDITURE	(71,672)	(69,950)	(61,730)	(9,810)
Central Support	17,367	18,270	17,430	17,890
Capital Charge	114,000	111,000	101,000	101,000
NET EXPENDITURE	59,695	59,320	56,700	109,080

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

KEY PERFORMANCE INDICATORS

Occupancy rate	54%	51%	40%	38%
Number of units	39	39	39	39
Annual income per unit	-£3,272	-£3,041	-£2,756	-£2,677

3070 - POLESWORTH WORKSPACE UNITS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Premises Related Expenditure	4,737	4,610	4,630	4,740
Supplies and Services	192	230	200	200
GROSS EXPENDITURE	4,929	4,840	4,830	4,940
GROSS INCOME	(11,736)	(11,740)	(12,250)	(12,140)
NET CONTROLLABLE EXPENDITURE	(6,807)	(6,900)	(7,420)	(7,200)
Central Support	2,598	3,200	3,160	3,220
NET EXPENDITURE	(4,209)	(3,700)	(4,260)	(3,980)

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

KEY PERFORMANCE INDICATORS

Occupancy rate	100%	100%	100%	100%
Number of units	8	8	8	8
Annual income per unit	-£1,467	-£1,468	-£1,531	-£1,518

3079 - THE BEAR AND RAGGED STAFF (FORMERLY BODACEAS)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	10	10	10
Premises Related Expenditure	819	830	1,060	1,090
GROSS EXPENDITURE	819	840	1,070	1,100
GROSS INCOME	(13,800)	(13,800)	(13,800)	(13,800)
NET CONTROLLABLE EXPENDITURE	(12,981)	(12,960)	(12,730)	(12,700)
Central Support	655	700	630	620
NET EXPENDITURE	(12,326)	(12,260)	(12,100)	(12,080)

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

3080 - FOOTBALL STADIUM

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
GROSS EXPENDITURE	-	-	-	-
GROSS INCOME	-	-	(10)	-
NET CONTROLLABLE EXPENDITURE	-	-	(10)	-
Central Support	360	390	360	360
NET EXPENDITURE	360	390	350	360

Contributes to corporate priority :

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

3084 - HOMELESS PERSONS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	32,439	51,630	48,900	34,290
Premises Related Expenditure	3,154	4,690	5,330	4,570
Supplies and Services	39,816	44,600	44,700	43,710
Earmarked Reserves	34,230	(17,620)	(15,030)	-
GROSS EXPENDITURE	109,639	83,300	83,900	82,570
GROSS INCOME	(76,694)	(42,380)	(42,430)	(42,430)
NET CONTROLLABLE EXPENDITURE	32,945	40,920	41,470	40,140
Departmental Support	26,988	12,960	19,920	16,540
Central Support	4,474	4,570	5,150	6,830
Capital Charges	5,076	5,630	5,080	5,080
NET EXPENDITURE	69,483	64,080	71,620	68,590

Contributes to corporate priorities :

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

-Improving housing in the borough

3085 to 3089 - PUBLIC CONVENIENCES

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	5,462	6,980	7,240	7,150
Premises Related Expenditure	8,447	7,160	7,220	7,120
Supplies and Services	1,107	11,460	18,350	1,290
GROSS EXPENDITURE	15,016	25,600	32,810	15,560
GROSS INCOME	(83)	(100)	(100)	(100)
NET CONTROLLABLE EXPENDITURE	14,933	25,500	32,710	15,460
Departmental Support	4,730	4,770	4,720	4,720
Central Support	3,285	3,380	2,780	2,790
Capital Charges	51,798	70,920	58,700	76,890
NET EXPENDITURE	74,746	104,570	98,910	99,860

Contributes to corporate priorities :

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

3090 - FILLONGLEY KITCHENS

Warwickshire County Council contribute to the costs of these premises for the meals on wheels service provided by the Women's Royal Voluntary Service (WRVS). This contribution will cease from September 2010.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Premises Related Expenditure	593	500	490	-
GROSS EXPENDITURE	593	500	490	-
GROSS INCOME	(1,463)	(1,340)	(840)	-
NET CONTROLLABLE EXPENDITURE	(870)	(840)	(350)	-
Central Support	780	850	600	-
Capital Charges	1,060	1,580	1,060	-
NET EXPENDITURE	970	1,590	1,310	-

Contributes to corporate priority :

- Enhancing community involvement and access to services

3094 - CUSTOMER CONTACT

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	19,614	51,710	45,690	46,460
Supplies and Services	80	300	300	310
Earmarked Reserves	21,210	-	-	-
GROSS EXPENDITURE	40,904	52,010	45,990	46,770
GROSS INCOME	(26,270)	(26,270)	(26,270)	(26,270)
NET CONTROLLABLE EXPENDITURE	14,634	25,740	19,720	20,500
Departmental Support	84,177	84,030	83,420	75,080
Central Support	940	950	1,290	1,050
Capital Charges	66,536	49,730	43,780	43,780
NET EXPENDITURE	166,287	160,450	148,210	140,410

Contributes to corporate priority :

-Enhancing community involvement and access to services

3097 - RENT ALLOWANCES

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	120,982	141,470	124,320	124,000
Supplies and Services	28,693	31,890	30,750	31,840
Transfer Payments	6,840,894	7,038,310	7,467,370	7,616,720
Miscellaneous	88	-	-	-
Earmarked Reserves	31,567	(1,330)	-	-
GROSS EXPENDITURE	7,022,224	7,210,340	7,622,440	7,772,560
GROSS INCOME	(7,009,873)	(7,165,030)	(7,704,330)	(7,769,330)
NET CONTROLLABLE EXPENDITURE	12,351	45,310	(81,890)	3,230
Departmental Support	97,946	97,540	105,120	101,220
Central Support	8,497	9,290	9,550	10,620
NET EXPENDITURE	118,794	152,140	32,780	115,070

Contributes to corporate priority :

-Improving housing in the borough

KEY PERFORMANCE INDICATORS

Number of claimants	1,654	1,739	1,750	1,750
Cost of administration per claimant	£71.82	£87.49	£18.73	£65.75

3098 - HOUSING BENEFIT ADMINISTRATION AND RENT REBATES

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	58,401	70,200	74,470	72,360
Supplies and Services	4,001	8,460	7,810	8,140
Transfer Payments	5,221,019	5,649,360	5,779,310	6,299,450
Earmarked Reserves	29,196	390	-	-
GROSS EXPENDITURE	5,312,617	5,728,410	5,861,590	6,379,950
GROSS INCOME	(5,326,641)	(5,722,800)	(5,876,140)	(6,391,430)
NET CONTROLLABLE EXPENDITURE	(14,024)	5,610	(14,550)	(11,480)
Departmental Support	71,206	71,440	64,340	62,050
Central Support	8,079	9,090	7,670	8,420
NET EXPENDITURE	65,261	86,140	57,460	58,990

Contributes to corporate priority :
-Improving housing in the borough

KEY PERFORMANCE INDICATORS

Number of claimants	1,595	1,654	1,750	1,850
Housing benefit per claimant	£3,273	£3,416	£3,302	£3,405
Cost of administration per claimant	£41	£52	£33	£32

3099 - CONCESSIONARY FARES

From April 2008 a new free national bus pass scheme was introduced allowing free travel for senior citizens. In addition the Council provides Taxi Vouchers to people of a pensionable age claiming a high rate disability allowance and who have no access to a car or public transport. Responsibility for most of the scheme passes to the County Council in April 2011. This Authority will continue to operate travel token and taxi voucher scheme after this date.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	940	940	940
Supplies and Services	343,149	499,480	358,920	21,840
GROSS EXPENDITURE	343,149	500,420	359,860	22,780
GROSS INCOME	(85,058)	(86,130)	(89,190)	(860)
NET CONTROLLABLE EXPENDITURE	258,091	414,290	270,670	21,920
Departmental Support	40,597	42,030	41,260	1,690
Central Support	6,424	5,920	7,110	670
NET EXPENDITURE	305,112	462,240	319,040	24,280

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

3100 - NON DOMESTIC RATES DISCRETIONARY RELIEF

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Miscellaneous Expenditure	15,962	22,150	22,150	22,810
NET CONTROLLABLE EXPENDITURE	15,962	22,150	22,150	22,810
Central Support	1,957	2,040	1,980	2,020
NET EXPENDITURE	17,919	24,190	24,130	24,830

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

3101 - COUNCIL TAX BENEFITS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	171,320	204,820	204,440	201,880
Supplies and Services	14,305	16,620	14,280	14,740
Transfer Payments	4,577,435	4,646,540	4,708,890	4,803,060
Earmarked Reserves	29,978	780	-	-
GROSS EXPENDITURE	4,793,038	4,868,760	4,927,610	5,019,680
GROSS INCOME	(4,870,490)	(4,913,210)	(4,994,300)	(5,075,030)
NET CONTROLLABLE EXPENDITURE	(77,452)	(44,450)	(66,690)	(55,350)
Departmental Support	175,913	174,870	169,210	161,360
Central Support	13,900	18,880	14,200	14,800
NET EXPENDITURE	112,361	149,300	116,720	120,810

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

KEY PERFORMANCE INDICATORS

Number of claimants	5,066	5,300	5,300	5,300
Council Tax Benefits per claimant	£903.56	£876.71	£888.47	£906.24
Cost of administration per claimant	£22.18	£28.17	£22.02	£22.79

3102 - CAR PARKS

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	82	1,010	1,010	1,010
Premises Related Expenditure	57,198	41,350	44,690	46,010
Supplies and Services	7,290	7,640	7,210	7,420
Earmarked Reserves	(1,000)	-	-	-
GROSS EXPENDITURE	63,570	50,000	52,910	54,440
GROSS INCOME	(10,600)	(10,210)	(6,350)	(6,540)
NET CONTROLLABLE EXPENDITURE	52,970	39,790	46,560	47,900
Departmental Support	8,056	8,330	8,150	8,140
Central Support	5,941	6,590	6,430	5,350
Capital Charges	13,861	-	1,290	1,290
NET EXPENDITURE	80,828	54,710	62,430	62,680

Contributes to corporate priorities :

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

3106 - BUSINESS IMPROVEMENT DISTRICT

A public-private partnership in which businesses pay an additional duty to pay for local works, only 1 scheme is in operation and involves environmental issues.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Supplies and Services	149,833	-	-	-
GROSS EXPENDITURE	149,833	-	-	-
GROSS INCOME	(149,833)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support	1,631	1,010	1,710	1,560
NET EXPENDITURE	1,631	1,010	1,710	1,560

Contributes to corporate priority :

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

3108 - WARWICKSHIRE DIRECT PARTNERSHIP

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Supplies and Services	42,281	-	-	-
Earmarked Reserves	(30,759)	-	-	-
NET CONTROLLABLE EXPENDITURE	11,522	-	-	-

3109 - ENVIRONMENTAL SUSTAINABILITY

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	-	-
Supplies & Services	5	-	-	-
Earmarked Reserves	22,811	-	38,980	-
GROSS EXPENDITURE	22,816	-	38,980	-
GROSS INCOME	(22,811)	-	(38,980)	-
NET CONTROLLABLE EXPENDITURE	5	-	-	-
Departmental Support	2,071	2,220	2,240	2,260
Central Support	1,336	1,340	6,360	6,450
NET EXPENDITURE	3,412	3,560	8,600	8,710

Contributes to corporate priority :

-Protecting and improving our environment

5008 - PRIVATE SECTOR HOUSING ASSISTANCE

The Council awards minor grants targeted at the elderly and those in need to prevent further more serious and costly deterioration of unfit privately owned properties in the Borough and for Disabled Facilities Grants. The Government funds 60% of disabled facilities grants, with the Council having to contribute the full 100% towards other private sector grants including Home Energy Grants to tackle fuel poverty.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	22,921	25,900	30,250	30,600
Supplies and Services	206	300	300	310
NET CONTROLLABLE EXPENDITURE	23,127	26,200	30,550	30,910
Departmental Support	33,302	36,520	38,930	39,550
Central Support	4,749	4,870	3,510	4,640
Capital Charges	161,320	140,000	467,720	183,250
NET EXPENDITURE	222,498	207,590	540,710	258,350

Contributes to corporate priority :
-Improving housing in the borough

5035 - CCTV

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	2,830	2,830	2,830
Supplies and Services	14,062	13,480	14,390	15,240
Earmarked Reserves	20,000	20,000	15,000	15,450
GROSS EXPENDITURE	34,062	36,310	32,220	33,520
GROSS INCOME	(31,929)	(32,540)	(31,920)	(32,640)
NET CONTROLLABLE EXPENDITURE	2,133	3,770	300	880
Departmental Support	88,642	93,190	90,770	92,650
Central Support	500	530	540	550
Capital Charges	11,719	13,570	18,250	18,250
NET EXPENDITURE	102,994	111,060	109,860	112,330

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

5036 - COMMUNITY SUPPORT (BOROUGH CARE)

A 7 day, 24 hour emergency alarm and mobile warden service available to all residents aged 62 or over within the Borough. The scheme also provides some for neighbouring authorities.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	387,027	431,060	423,500	434,080
Premises Related Expenditure	222	260	260	130
Supplies and Services	25,121	24,890	26,390	25,680
Transport Related Expenditure	12,143	14,430	14,380	14,940
Earmarked Reserves	23,500	23,500	23,500	7,280
GROSS EXPENDITURE	448,013	494,140	488,030	482,110
GROSS INCOME	(37,952)	(30,080)	(40,640)	(35,050)
NET CONTROLLABLE EXPENDITURE	410,061	464,060	447,390	447,060
Departmental Support	66,365	63,400	62,050	61,160
Central Support	4,121	4,230	3,990	4,070
Capital Charges	26,210	28,130	20,270	20,270
NET EXPENDITURE	506,757	559,820	533,700	532,560

Contributes to corporate priority :

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

KEY PERFORMANCE INDICATORS

Number of Connections	5,425	5,440	5,350	5,350
Cost per connection	£93.41	£102.91	£99.76	£99.54

7350 - COLESHILL MARKET TOWN (externally funded)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Central Support	470	-	310	-
NET EXPENDITURE	470	-	310	-

7360 - NORTH WARWICKSHIRE LEADER PARTNERSHIP (externally funded)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenditure	-	-	14,220	14,390
Premises Related Expenditure	15	-	-	-
Supplies and Services	1,568	-	-	-
Transport Related Expenditure	14	-	-	-
GROSS EXPENDITURE	1,597	-	14,220	14,390
GROSS INCOME	(1,597)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	14,220	14,390
Central Support	11,969	18,060	29,870	30,960
NET EXPENDITURE	11,969	18,060	44,090	45,350

7501 - POLESWORTH BETTER WELCOME (externally funded)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Premises Related Expenditure	100	-	-	-
Supplies and Services	25,152	-	-	-
GROSS EXPENDITURE	25,252	-	-	-
GROSS INCOME	(25,252)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support	962	-	-	-
NET EXPENDITURE	962	-	-	-

7502 - COLESHILL BETTER WELCOME (externally funded)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Supplies and Services	28,542	-	-	-
Earmarked Reserves	(3,840)	-	-	-
GROSS EXPENDITURE	24,702	-	-	-
GROSS INCOME	(24,702)	-	-	-
NET CONTROLLABLE EXPENDITURE	-	-	-	-
Central Support	962	-	-	-
NET EXPENDITURE	962	-	-	-

7750 - NARROWING THE GAP (externally funded)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Supplies and Services	95,905	-	141,180	-
Miscellaneous Expenditure	7,095	-	-	-
GROSS EXPENDITURE	103,000	-	141,180	-
GROSS INCOME	(103,000)	-	(141,180)	-
NET EXPENDITURE	-	-	-	-

7760 - BRANCHING OUT BUS (externally funded)

External funding has been secured from central Government to operate a mobile information point within the Borough. This takes the form of a mobile home that tours the Borough offering information to citizens about service availability and benefit issues as well as providing more general information as and when requested. The service has reduced funded in 2011/12 up until the end of March 2012.

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	11,393	15,670	15,570	15,920
Premises	1,629	-	200	-
Supplies and Services	89,475	72,860	62,610	23,710
Transport Related Expenditure	4,590	5,850	3,950	3,710
Earmarked Reserves	10,075	(32,620)	37,060	(43,200)
GROSS EXPENDITURE	117,162	61,760	119,390	140
GROSS INCOME	(118,350)	(61,760)	(119,250)	-
NET CONTROLLABLE EXPENDITURE	(1,188)	-	140	140
Central Support	6,617	6,770	9,320	7,450
Capital Charges	10,376	8,870	8,590	8,590
NET EXPENDITURE	15,805	15,640	18,050	16,180

7800 - NORTH ARDEN HERITAGE TRAIL (externally funded)

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

DESCRIPTION	ACTUALS 2009/2010	APPROVED BUDGET 2010/2011	REVISED BUDGET 2010/2011	ORIGINAL BUDGET 2011/2012
Employee Expenses	24,695	7,630	7,630	-
Premises Related Expenditure	191	-	-	-
Supplies and Services	137,635	-	-	-
Transport Related Expenditure	929	-	-	-
GROSS EXPENDITURE	163,450	7,630	7,630	-
GROSS INCOME	(156,364)	(7,520)	(7,520)	-
NET CONTROLLABLE EXPENDITURE	7,086	110	110	-
Departmental Support	7,706	7,290	720	700
Central Support	14,278	7,160	5,220	440
Capital Charges	1,426	280	170	80
NET EXPENDITURE	30,496	14,840	6,220	1,220

Contributes to corporate priority :

-Defending and improving our countryside and rural heritage

Risk Analysis

	Likelihood	Potential impact on Budget
Liability for NDR at vacant industrial estates and shops	Medium	Medium
Increase in maintenance levels at car parks	Low	Low
Increase in errors in processing benefit payments	Low	Medium
Fall in the level of recovery of benefit overpayments	Low	Medium
Effect of RPI on contracts based on this measure	Low	Low
Increased support for externally funded projects	Medium	Medium

Description	2011/12
Delete overprovision in the concessionary travel subsidy budget	£5,080
Reduce provision for Member training, travel and subsistence to reflect actual expenditure in previous years.	£10,620
A small minor works budget has been held centrally to avoid individual budgets within services for one-off type work. There has been little use of this fund in the last couple of years, so delete the budget.	£2,540
Maintain consistent recovery of rent allowance over payments.	£30,000
Reduction in the cost of auditing Housing Benefit Subsidy, due to additional work undertaken by Revenues and Benefits.	£5,000
A licence for external funding software is no longer required, as this information is being obtained from other sources.	£3,800
Saving on External Audit fees proposed by the Audit Commission	£12,480
Overall Total	£69,520

Agenda Item No 11

Resources Board

1 February 2011

Report of the Deputy Chief Executive

General Fund Revenue Estimates 2011/12 – Summary

1 Summary

- 1.1 This report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

Recommendation to the Board

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

- a The revised budget for 2010/11;**
- b To consider the growth item for 2011/12 totalling £11,000; and**
- c To approve the schedule of expenditure requirements totalling £9,359,260 for 2011/12.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Introduction

- 3.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that the Executive Board has not yet considered its spending requirements, so these figures could alter.

4 The Council's Budget Requirement

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

	Approved Budget 2010/11	Revised Budget 2010/11	Original Estimate 2011/12
Net Board Expenditure	10,693,460	10,401,920	10,131,150
Financing Adjustment	(808,350)	(1,094,330)	(801,890)
Investment Interest Income	(100,000)	(120,000)	(100,000)
Revenue Contribution to Capital Expenditure	130,000	130,000	130,000
Net Expenditure Requirement	9,915,110	9,317,590	9,359,260

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

5 Capital Charges

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

6 The Council's 2010/11 Estimated out-turn

6.1 The Council's revised net expenditure requirement for 2010/11 amounts to £9,317,590, which is £597,520 less than the approved estimate. The major changes in Board expenditure are:

6.2 There has been a significant reduction in employee costs. The main reasons for this are a zero pay award (provision for a 1.5% increase was included in the original budget); the deletion and freezing of posts; vacant posts for part of the year; and a reduction in recruitment activity.

(£400,790)

6.3 There has been an increase in the recovery of housing benefit overpayments.

(£135,430)

6.4 An underspend on concessionary fares is expected at the end of the year.

(£140,560)

6.5 There has been a reduction in the cost of the kerbside recycling contract, following the renegotiation of a new contract part way through the year. This is partially offset by an increase in the cost of the Building Control Partnership.

(£25,490)

- 6.6 There has been a reduction in income on a number of services, including leisure centres, planning control, cesspool emptying, domestic and trade refuse collection.
£85,450
- 6.7 There has been a reduction in the interest paid to the Housing Revenue Account for the balances that it holds, as they are lower than originally expected. In addition the Housing Revenue Account borrowed to fund capital expenditure in 2009/10, and is now paying the General Fund interest on that borrowing to compensate the General Fund for the loss of investment income.
(£32,050)
- 6.8 The council's cashflow has been better than expected, enabling additional investment income to be earned.
(£20,000)
- 6.9 An increase in contingencies relating to this Council's financial liability for the West Midlands Leader Board.
£60,000

7 The Council's 2011/12 Expenditure Requirement

- 7.1 The Council's net expenditure requirement for 2011/12 amounts to £9,359,260, which is £555,850 less than the approved estimate for 2010/11 and £41,670 more than the revised estimate. The main variations between the 2011/12 original budget and the 2010/11 revised budget are set out below:
- 7.2 The impact of annual increments and provision for a pay increase for employees earning less than £21,000 per annum has been included within service budgets. Provision has also been made for those posts that were vacant in 2010/11 and for an increase of 1% in the superannuation rate. These increases have been partially offset by a reduction for the full year effect of some deleted and frozen posts, and a reduction in some agency budgets.
£144,990
- 7.3 A net increase in the costs of Rent Allowances, Rent Rebates and Council Tax Benefits after taking the changes in the net subsidy payments, administration grants and benefit overpayments into account.
£103,230
- 7.4 A one off sum has been included to cover the costs of the local elections, together with a provision for recurring growth of £50,000.
£100,000
- 7.5 Payment of Non Domestic Rates on vacant industrial units, following the removal of the NDR exempt position previously available.
£68,220

- 7.6 The cashflow benefits available to the authority in 2010/11 are not expected to continue, so investment income has been reduced to reflect this.
- £20,000
- 7.7 Concessionary Fares expenditure on bus travel will transfer to Warwickshire County Council from the beginning of April 2011.
- (£253,000)
- 7.8 Removal of growth which was approved for 2010/11 only.
- (£60,530)
- 7.9 A general increase in income from fees and charges, after allowing for known reductions in service income.
- (£58,740)
- 7.10 The full year effect of the saving obtained on the new recycling contract.
- (20,100)

8 **Growth Items Contained Within the Estimates**

- 8.1 The provision for ongoing growth included within the Council's Budget Strategy, approved in September 2010 by the Executive Board, was £50,000 for 2011/12. Only one bid for growth of £11,000 has been submitted:

- **Play Areas** – During 2010/11 the Council is refurbishing play areas at Sycamore Road, Kingsbury and Old Arley Recreation Ground through the use of the Playbuilder Fund. However this funds only the initial capital cost of the play areas, leaving this Council to pick up any ongoing revenue costs for maintenance and subsequent replacement. Providing for these will require the approval of additional funding of £5,000 for maintenance and £6,000 for future replacement.

This scheme contributes towards the Council's corporate priorities of: tackling health inequalities and improving well-being and leisure opportunities to all our citizens; and protecting and improving our environment.

9 **Contingencies**

- 9.1 The Council includes within its budget requirement an amount to cover future events and issues that may impact upon the finances of the Authority. For 2011/12 the amount included in the contingency totals £69,890. This is the same level as the 2010/11 revised estimate.

10 **Performance Against Budget Strategy**

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

- Budget reductions of £280,000 for 2011/12, with an additional £590,000 in 2012/13, £320,000 for 2013/14 and £310,000 for 2014/15.
- Growth of £100,000 for 2011/12, of which £50,000 was recurring, with an additional £25,000 in 2012/13 and following years.

10.2 Following a preliminary assessment of the Comprehensive Spending Review in October / November, it was identified that the savings target of £1.5 million was expected to rise to around £2 million. This required savings of £380,000 in 2011/12, £590,000 in 2012/13, £520,000 in 2013/14 and £510,000 in 2014/15.

10.3 In total, savings or additional income of £489,145 have been identified and included within the 2011/12 budgets. These are detailed in Appendix G. A number of other potential savings have also been considered by service boards. If these are approved, a further £80,270 of savings will need to be included within these estimates.

10.4 The provision of £50,000 for ongoing growth items that has been included in the figures in this report is the same as the provision included within the strategy.

11 Predicted Use of Balances

11.1 The revised budget strategy from September 2010 envisaged the following use of balances over the next four years.

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Use of Balances	506	213	304	452
Level of Balances 31 March	2,160	1,947	1,643	1,191

11.2 Each board has projected its expenditure requirements up to and including 2014/15, together with budget reductions, financing and other reductions. This has altered the use of balances expected over the next few years and is shown below:

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Use of Balances	409	392	309	457
Level of Balances 31 March	2,542	2,150	1,841	1,384

11.3 This predicted use of balances is based on the approved level of growth shown above in paragraph 10.1 and a 0% increase in council tax for 2011/12

and 2% for 2012/13, 2013/14 and 2014/15. Although balances are higher than included in the strategy, the Council has a risk it cannot currently quantify, around the reduction in external funding in the two later years, and a potential shortfall of £111,000 when the external support to compensate for the 0% council tax increase in 2011/12 disappears after 2014/15.

12 Risks to the Council

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

- Changes to the expected cash flow of the Authority, leading to a reduction in investment income. A £1m change could reduce income by around £10,000 - £15,000.
- Further changes in interest rates would impact on investment income, and could be either beneficial or detrimental. The impact of a 1% change in interest rates could be around £30,000.
- A pay award of 0% has been assumed in preparing the budgets. Any settlement above or below this would affect the financial position of the Authority. A ½% variation would equate to £41,920.
- A vacancy factor of £80,000 has been included within the overall estimates. Should vacancies be less than expected, then additional costs will be borne by the Authority.
- There is a requirement for all authorities to set planning control fees locally from 1 October 2011. If planning control income does not improve, additional costs will be borne by the Council, unless some action is taken to reduce the outstanding financial commitments previously covered by PDG.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. Increased take up of benefit could impact on the costs of the Council, as in addition to the small proportion paid for by the Council, there could be a need to increase the staff to cover the additional workload. If existing staffing levels were retained, a dip in performance would be likely, which could reduce the grant able to be reclaimed. There is also a risk that the level of recovery of overpayments could be affected by the current economic downturn.
- Transport fuel and utilities prices have seen significant fluctuations over recent times, and this is still a possibility.
- A reduction of 1% in the collection of income from fees and charges could increase the costs of the Council by £18,860.
- The current economic situation could have an increasing impact on the industrial rent income that the Council can obtain. In addition, the NDR

exempt period on vacant commercial properties will no longer apply in 2011/12, so any prolonged vacancies will impact directly on the Council's costs.

- The economic situation could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.
- The Council is promoting recycling activities across the Borough. If take up increases significantly, this could add to the costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues.
- Reduction or cessation of grants received for Community Development work could impact on the ability of the Council to meet some corporate priorities, as could failure to secure funding for the Branching Out Bus in future years.

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

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

13.1 A meeting with Non-Domestic Rate Payers was held on 31 January and their comments will be reported to the Executive Board.

14 **Report Implications**

14.1 **Finance and Value for Money Implications**

14.1.1 As detailed in the body of the report.

14.2 **Environment and Sustainability Implications**

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

14.3 **Risk Management Implications**

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

14.4 **Equality Implications**

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Pitches and Pavilions	44,441	50,070	45,900	45,840
Polesworth Sport Centre	83,077	85,590	85,150	80,290
Arley Sports Centre	121,712	131,490	122,380	120,250
Coleshill Sport Centre	86,639	95,310	131,370	115,250
Atherstone Leisure Complex	263,720	234,910	241,450	240,490
Memorial Hall	75,546	80,530	75,150	75,750
Public Health	(75,771)	53,200	63,710	64,470
Commercial Pollution Control	199,291	238,290	188,190	210,420
Domestic Refuse Collection	863,134	929,480	923,180	994,410
Trade Refuse Collection	(29,495)	(38,720)	(18,080)	(18,710)
Cesspool Emptying	(61,110)	(56,440)	(51,370)	(59,430)
Recycling	330,054	368,710	348,240	276,760
Animal Control	35,784	41,830	37,860	39,450
Abandoned Vehicles	943	1,490	1,580	1,630
Amenity Cleaning	638,243	693,180	678,170	696,200
Unadopted Roads	6,181	7,180	7,180	7,380
Drain Unblocking Service	26,860	29,700	29,850	30,270
Street Furniture	9,443	10,000	10,340	9,890
Atherstone Market	1,747	3,590	3,610	3,720
Parks, Playing Fields and Open Spaces	394,645	376,390	353,980	383,480
Play Areas	99,295	121,260	128,270	129,770
Public Health (Control of Disease) Act 1984 Burials	1,615	70	70	70
Sustainable Communities	2,700	2,790	2,790	2,790
Consultation	2,837	16,840	16,840	17,340
Corporate Policy	15,338	23,670	23,670	24,310
Rural Regeneration	19,993	41,960	9,450	9,570
Landscape	8,464	8,760	8,550	8,810
Marketing and Market Research	7,655	8,040	8,040	8,270
Support to Voluntary Organisations	110,256	151,300	144,940	106,490
Young People and Intergeneration	31,603	40,570	40,090	40,520
Community Development Environment	26,696	29,470	28,960	29,020
Social Inclusion and Art	6,884	10,480	10,360	10,660
Social Inclusion and Sport	32,419	35,450	35,010	35,050
Community Development Health Improvement	14,149	20,130	21,780	17,200
Community Development Safer Communities	49,079	52,070	51,480	52,780
Activities 4 U	185	-	40	-
Allotments and Biodiversity	19,981	20,310	20,310	20,900
Smoke Free Organisation Grant	-	-	-	-
Community Award Scheme	-	5,000	5,000	-
More Time to Play	-	-	-	-
Sports Club Development Officer Programme	(225)	-	160	170
Local Nature Reserves	-	-	-	-
Net Controllable Expenditure	3,464,008	3,923,950	3,833,650	3,831,530
Departmental Support	626,245	627,280	593,750	598,870
Central Support	673,643	645,280	616,730	639,360
Capital	547,738	380,240	392,160	383,400
Net Expenditure	5,311,634	5,576,750	5,436,290	5,453,160

NORTH WARWICKSHIRE BOROUGH COUNCIL
PLANNING AND DEVELOPMENT BOARD
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Planning Control	112,584	94,810	96,010	147,870
Building Control (Non Fee Earning)	87,758	51,510	62,910	54,570
Conservation and Built Heritage	7,510	10,190	10,150	27,590
Planning Delivery Grant	(34)	-	-	-
Local Land Charges	(57,321)	(49,300)	(37,710)	(31,180)
Street Naming and Numbering	(210)	(210)	(3,240)	(3,340)
Net Controllable Expenditure	150,287	107,000	128,120	195,510
Departmental Support	130,195	149,460	126,980	128,140
Central Support	234,872	218,470	220,690	220,520
Capital Charges	20,631	21,740	20,630	20,630
Planning and Development Board Total	535,985	496,670	496,420	564,800

NORTH WARWICKSHIRE BOROUGH COUNCIL

LICENSING COMMITTEE SUMMARY

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Licensing Authority	(44,054)	(41,220)	(44,400)	(43,520)
Licences and Registration	(12,224)	(8,600)	13,180	13,190
Hackney Carriages	(22,981)	(10,230)	(26,330)	(27,370)
Gambling Act Authority	(10,600)	(9,060)	(9,420)	(9,420)
Net Controllable Expenditure	(89,859)	(69,110)	(66,970)	(67,120)
Departmental Support	23,878	50,430	47,460	47,270
Central Support	38,206	49,570	49,040	47,860
Capital Charges	5,780	4,800	-	-
Licensing Committee Total	(21,995)	35,690	29,530	28,010

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Cost of Democratic Services	416,839	452,360	432,090	430,440
Election Expenses	5,783	4,760	4,760	54,890
Registration of Electors	14,787	15,350	15,140	15,580
Non Domestic Rates	(87,301)	(57,320)	(67,670)	(56,690)
Council Tax Collection	(53,129)	21,470	1,780	(10,700)
Investors in People	-	1,930	1,930	1,930
Finance Miscellaneous	16,379	30	3,660	30
Compensation and Pension Increases	144,558	147,500	141,000	141,000
Assisted Car Purchase	(26)	-	(130)	(130)
Minor Works	46,069	4,640	4,640	2,100
Electricity at Work	48,957	20,860	20,020	17,290
Efficiencies and Value for Money	-	2,340	2,340	2,340
Finance Unused Land	-	-	-	-
Corporate and Democratic Core	38,104	48,620	31,500	39,080
Unallocated Central Support Services	-	195,940	100,970	138,310
External Funding Consultants	4,171	3,800	4,650	-
Coleshill Shops and Flats	(65,745)	(65,590)	(65,550)	(69,480)
The Arcade, Atherstone	(4,038)	(4,300)	(2,500)	4,200
The Pavilions, Holly Lane	(67,112)	(63,090)	(65,560)	(62,980)
Carlyon Road Industrial Estate	(108,116)	(113,070)	(115,610)	(115,360)
Innage Park Industrial Estate	(71,672)	(69,950)	(61,730)	(9,810)
Polesworth Workspace Units	(6,807)	(6,900)	(7,420)	(7,200)
The Bear and Ragged Staff	(12,981)	(12,960)	(12,730)	(12,700)
Football Stadium	-	-	(10)	-
Homeless Persons	32,945	40,920	41,470	40,140
Public Conveniences	14,933	25,500	32,710	15,460
Fillongley Kitchens	(870)	(840)	(350)	-
Customer Contact	14,634	25,740	19,720	20,500
Rent Allowances	12,351	45,310	(81,890)	3,230
Housing Benefit Administration and Rent Rebates	(14,024)	5,610	(14,550)	(11,480)
Concessionary Fares	258,091	414,290	270,670	21,920
Non Domestic Rates - Discretionary Relief	15,962	22,150	22,150	22,810
Council Tax Benefits	(77,452)	(44,450)	(66,690)	(55,350)
Car Parks	52,970	39,790	46,560	47,900
Business Improvement District	-	-	-	-
Warwickshire Direct Partnership	11,522	-	-	-
Environmental Sustainability	5	-	-	-
Private Sector Housing Assistance	23,127	26,200	30,550	30,910
CCTV	2,133	3,770	300	880
Community Support	410,061	464,060	447,390	447,060
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	-	-	14,220	14,390
Polesworth Better Welcome	-	-	-	-
Coleshill Better Welcome	-	-	-	-
Narrowing the Gap	-	-	-	-
Branching Out Bus	(1,188)	-	140	140
North Arden Heritage Trail	7,086	110	110	-
Net Controllable Expenditure	1,021,006	1,594,580	1,128,080	1,100,650
Recharged to Services	(86,426)	(79,070)	(101,310)	(101,730)
Departmental Support	979,469	967,090	961,760	904,410
Central Support	1,501,206	1,470,390	1,396,500	1,392,740
Capital	720,388	484,950	774,190	506,790
RESOURCES BOARD (REMAINING) TOTAL	4,135,643	4,437,940	4,159,220	3,802,860

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Chief Executive	196,213	222,120	220,190	222,960
Assistant Chief Executive (Community Services)	1,286,554	1,317,450	1,283,300	1,269,540
Assistant Chief Executive and Solicitor to the Council	1,367,696	1,442,770	1,350,730	1,405,810
Deputy Chief Executive	4,478,474	4,573,850	4,376,480	4,431,310
Building Maintenance Fund	277,190	281,540	278,210	283,180
Council Offices	322,791	310,360	319,660	324,560
Central Telephones	36,181	37,080	36,850	37,370
Recruitment	25,104	52,970	34,850	35,900
Printing and Copying	69,426	75,970	72,970	74,250
Training	30,829	129,050	40,730	120,540
Depot and Stores	61,461	60,330	65,860	67,750
Postage and Franking	94,605	92,200	87,300	80,050
Central Services	306,737	301,100	287,130	289,200
Information Services	895,691	893,010	894,800	875,900
Procurement	60,633	62,470	62,550	63,530
Staff Welfare	26,549	32,410	30,560	24,220
Transport Management Account	603,697	616,290	612,910	629,510
Net Controllable Expenditure	10,139,832	10,500,970	10,055,080	10,235,580
Recharge to Services	(13,235,874)	(13,595,790)	(12,973,590)	(13,154,310)
Central Support	2,221,973	2,209,820	2,100,370	2,090,890
Capital	874,070	895,000	818,140	827,840
Resources Board (Recharged) Total	0	10,000	0	0

NORTH WARWICKSHIRE BOROUGH COUNCIL

EXECUTIVE BOARD SUMMARY

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2009/2010 £	Approved Budget 2010/2011 £	Revised Budget 2010/2011 £	Original Budget 2011/2012 £
Housing Strategic Service Review	(912)	1,040	1,040	1,040
Corporate Communication - Leader	-	-	25,000	25,000
Corporate Communication	80,280	80,540	54,600	55,780
Community Strategy	37,427	33,500	37,730	38,320
Greenspace Strategy	-	-	-	-
Communication Group	383	1,570	1,570	1,620
Emergency Planning	15,702	16,980	16,980	15,490
North Warwickshire Local Development Framework	51,620	77,140	76,050	124,880
Support to Parishes	9,963	10,610	10,610	10,930
Net Controllable Expenditure	194,463	221,380	223,580	273,060
Departmental Support	157,778	154,570	138,250	147,170
Central Support	119,471	127,180	101,770	98,280
Capital Charges	-	-	-	-
EXECUTIVE BOARD TOTAL	471,712	503,130	463,600	518,510

APPENDIX F

RISK ANALYSIS

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

Description	2011/12
A review of the Central Services team identified a redundancy opportunity with a typist. This was agreed by Resources Board and took place in May 2010	£19,020
Telephony - The new contract with Global Crossing should deliver savings over the next three years through tariff reductions.	£2,000
Telephone Equipment- there has been a regular underspend on the replacement equipment budget over the last few years	£400
Stationery- Implementation of a new contract should deliver savings	£2,000
Reduction in the equipment maintenance for small print finishing equipment	£300
Stop Document Exchange Post contract for sending and receiving certain mail. There are only low volumes of mail and service users have not identified any problems with stopping the service.	£1,000
Reduce Information Service divisional budgets on books, subsistence, travel and professional support . Limit overtime working so only critical work is done out of hours (eg. office moves would be done in work time). Reduce the equipment available for other Divisions	£2,010
Find cheaper ways of providing internet access for staff working at home and for use at sheltered dwellings.	£1,000
Printer Consumables spend has decreased significantly due to the use of fewer large printers.	£5,000
Canceling software maintenance contracts, where we could use free or cheaper packages, which have now become available	£12,310
Telephony - improved tariffs have been obtained for mobiles.	£2,000
Emergency Planning - reduce the payment made to the Emergency Planning Unit at WCC.	£2,000
Online resources available through the Legal Shared service will allow a reduction in lawtel subscriptions	£1,500
The Law Society have reduced the cost of public sector practising certificates	£1,820
The Council looks to engage the public in the development of the Community Strategy. This will reduce the capacity to buy in outside help and printing for things like the partnership days.	£2,000
Following a number of changes to licencing matters, licensing income has settled at a higher level than has previously been assumed in the budget.	£11,440
Revised work schedules to reduce mileage undertaken by staff within the Assistant Chief Executive and Solicitor to the Council's (ACE&StC's) Division	£1,100
Closure of the creche and the re-utilisation of the space released to generate income, has been approved by Community & Environment Board	£18,000
The introduction of the new kerbside recycling contract has already started to generate this saving.	£60,000
The kennel contract within the Dog Control service has been retendered, giving a saving.	£2,460
Within the Public Health budget, reduce the contingency provision for work carried out in default on private sector properties (generally expenditure is recovered from the owners).	£3,000
The redevelopment of Meadow Street for supported housing will provide an alternative to bed and breakfast accommodation, allowing the budget for B&B to be reduced.	£1,090
Use other means of obtaining information, to allow a reduction in the books/ journals used by the Revenues & Benefits Division.	£410
Withdraw from the IRRV forum service.	£1,000
Change the issue of reminder notices sent out by Revenues and Benefits from 1st class to 2nd class post. This will require a minor adjustment to recovery cycles.	£1,000
Delete overprovision in the concessionary travel subsidy budget	£5,080
Delete the conference budget within the Revenues and Benefits Division	£660
Senior Management Restructure - removal of a Director post with subsequent structure changes to reallocate work	£77,650
Internal Audit. Amendments to staffing and counter fraud arrangements	£18,685
Reduce provision for Member training, travel and subsistence to reflect actual expenditure in previous years.	£10,620
A small minor works budget has been held centrally to avoid individual budgets within services for one-off type work. There has been little use of this fund in the last couple of years, so delete the budget.	£2,540

Description	2011/12
Corporate subscriptions have been reduced to reflect a lower charge from the West Midlands Leader Board.	£5,200
The Council to move from TNT post to a Birmingham City Council post contract (agreed at Resources Board).	£8,000
Reduce the blackberries used in the Information Services Division by 2. This would mean that there are no 'spare' devices to lend to other Divisions.	£500
The renegotiation of the Council's computer disaster recovery contract through joint working with Solihull MBC has delivered a saving.	£2,600
Maintain consistent recovery of rent allowance over payments.	£30,000
Reduction in the cost of auditing Housing Benefit Subsidy, due to additional work undertaken by Revenues and Benefits.	£5,000
Reduce recruitment budget. Revised advertising arrangements and reduced recruitment activity have led to a reduction in spend in this area.	£18,400
A licence for external funding software is no longer required, as this information is being obtained from other sources.	£3,800
Occupational health is used in managing some sickness absence. If greater emphasis is placed on targeting the remaining provision, the impact of reducing budget provision should be small.	£5,000
Update the recharge of external audit costs and bank charges to the HRA, to reflect current costs	£23,010
Divisional Salary Savings - potential savings which would require changes to ways of working and some reductions in service	£25,060
Removal of the System Support Manager post	£47,040
Reduction in the contingencies provision	£21,850
Saving on External Audit fees	£12,480
Reduction in the training budget	£12,110
Overall Total	£489,145

Agenda Item No 12

Resources Board

1 February 2011

**Report of the
Deputy Chief Executive**

**Housing Revenue Account
Estimates 2011/12 and
Rent Review**

1 Summary

- 1.1 The report covers the revised budget for 2010/11 and an estimate of expenditure for 2011/12, together with forward commitments for 2012/13, 2013/14 and 2014/15.

Recommendation to the Board

- a To accept the revised estimate for 2010/11;**
- b That rent increases, calculated on the basis that the Council will continue to move properties towards their individual target rents, be adopted;**
- c To approve the proposed fees and charges for 2011/12 as set out in Appendix D;**
- d To approve the service charges for the cleaning of communal areas, as detailed in Appendix E, from April 2011;**
- e To approve the service charges for window cleaning, as detailed in Appendix F, from April 2011; and**
- f To accept the Estimates of Expenditure for 2011/12, as submitted.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Introduction

- 3.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2011/12 and this, together with a revised budget for 2010/11, appears in

... Appendix A. To provide a more complete picture of the spending pattern of the service, the actual figures for 2009/10 are shown.

3.2 In preparing the estimates, the opportunity has been taken to review and incorporate the effects of changes in the Housing Subsidy Determination for 2011/12.

4 **Comments on the 2010/11 Revised Budget**

4.1 The revised budget for 2010/11 shows an expected deficit of £42,970; which is £50,130 worse than the approved budget surplus of £7,160. The main variations are given below.

a Departmental support costs charged to the **Repairs Fund** have increased by £20,030 mainly due to salary time allocation changes within the Housing maintenance section and some small changes in the allocations of time from Community Support.

£20,030

b There has been a increase in **General Administration, Lettings, Estate management and Rent Collection and Arrears**. This is due to an increase in External Audit fees of £22,240. In addition there have been increased allocations from staff in Housing Management, Housing Strategy and Internal Audit totalling £26,240. These have been partially offset by reductions in building insurance, recruitment costs and legal costs amounting to £21,320 and also a reduction in the allocation of time from Housing Maintenance staff of £4,280.

£21,030

c There has been a decrease in the costs of **Tenant Participation** relating to a reduction in the time spent by the Housing Management team.

(£4,540)

d The decrease in the **Flats and Communal Centres** budget mainly relates to a reallocation of Housing Management staff time allocations.

(£7,230)

e Removal of a software maintenance budget which is no longer required (£6,000)

f A reduction in the consolidated rate of interest, used in the capital element of the calculation of notional surplus, has increased the transfer to **Communities and Local Government** for 2010/11.

£49,480

- g The service recharges made to **Leaseholders** of flats have increased due to the higher repair levels which are rechargeable.
- (£5,230)
- h There has been a decrease in income from **Garage Rents** of £15,370, which has been partly offset by additional income from **Shops** by £2,780.
- £12,590
- j The **Interest on balances** has decreased, as notional investments have been adjusted to reflect the lower level of balances held by the HRA and changes in interest rates.
- £14,450
- k An increase in **rental income** is the result of lower than expected sales of council houses and a lower level of voids.
- (£46,530)

5 Rent Review 2011/12

- 5.1 The Government has set out its commitment to having fair and affordable rents for Social Housing, with rents for Local Authority Housing brought more into line with those charged by Registered Social Landlords. To achieve this, Rent Restructuring was introduced, with the aim of achieving rent convergence by the end of the 2011/12 financial year. This was updated in 2009/10, with the timescale for convergence extended until 2024/25. This timescale was amended again in 2010/11, with the timescale for convergence at 2013/14. This timescale has been reviewed again within the Housing Subsidy Determination for 2011/12, which is set out in the section below.
- 5.2 Rent Restructuring means that individual targets and rents are set for each property. All properties will need to increase rents to get to their target rent. Although there is an average rent increase of £5.56 per week (8.1%), individual rent changes will vary from increases of £4.31 to £7.05 in 2011/12. This is due to the limits imposed by the Government, which require individual rents to rise by no more than inflation plus 0.5% plus £2 per week.

6 Housing Subsidy Determination 2011/12

- 6.1 The Authority receives Housing Subsidy from the Department for Communities and Local Government (CLG) on an annual basis. The figures in this report are based on the final determination for 2011/12.
- 6.2 Pre-set figures are normally used for a number of elements provided the Authority remains within a given tolerance on its property numbers. As sales are not expected to be high in 2011/12, the Authority should not exceed the tolerance allowed.

- 6.3 The strategy agreed last year assumed that rents would be increased by a guideline figure in line with the Rent Restructure Formula. Rents for the 2011/12 estimates have been calculated on the basis that the Council will continue to move properties towards their individual target rents, subject to changes imposed in the 2011/12 final Subsidy Determination.
- 6.4 The CLG splits management and maintenance into two targets, and have updated the targets in 2011/12. Although the allowances actually paid are set lower than the targets, there has still been an increase in allowances. Whilst the allowance has increased the authority's property numbers have reduced, therefore the impact is an overall decrease to the Housing Revenue Account of approximately £37,610 over the 2010/11 estimate.
- 6.5 The changes are summarised below:
- a The management allowance has been increased by £6.75 (1.47%) from the 2010/11 figure to £465.15 per dwelling;
 - b The maintenance allowance has been decreased by £0.67 (0.07%) from the 2010/11 figure to £999.34 per dwelling;
 - c The major repairs allowance has been increased by £15.02 (2.4%) from the 2010/11 figure to £642.05 per dwelling; and
 - d Guideline rents will increase by £3.81 (5.36%) to an average rent of £74.81 per week (48 weeks) per dwelling. This is in recognition that an element of the guideline rent for 2010/11 that could not be collected due to the use of caps is reflected in the rent element of the Housing Subsidy calculation in 2011/12.
 - e Rent convergence has been increased from 2013/14 to 2016/17. In the 2011/12 determination, the annual September (4.6%) inflation figures are used in the calculation of target rents. This has had the effect of increasing the target rents for each property, so to keep rent increases at a reasonable level, the date by which Authorities should achieve the target rents has been moved to 2016/17. Given the caps and limits which are set by the CLG, and which the Authority must comply with, it will not be possible for actual rents to reach the new targets by the required date.
 - f Caps and limits have been retained for 2011/12, so the actual rents that the Authority can charge to tenants are lower than the target rents used in the subsidy calculation. This mis-match is a cost to the Housing Revenue Account in the year it occurs. The lost rent will be compensated through the adjustment of the subsidy guideline rent figure in the following year. There is a timing issue with this method of reimbursement, as highlighted above.
- 6.6 The calculation for subsidy purposes will result in either a positive figure, with the Authority receiving income, or a negative figure, with the Authority having to pay the notional surplus over to the CLG. The calculation for this Authority is:

	2011/12 £
Management allowance	1,267,070
Maintenance allowance	2,722,200
Major Repairs Allowance (MRA)	1,748,940
Capital Financing	94,890
Interest on Mortgages	(380)
Rents	(9,586,460)
Surplus payable to CLG	(3,753,740)

7 Comments on the 2011/2012 Estimates

7.1 Rents for the 2011/12 budgets have been calculated on the basis that the Council will continue to move properties towards their individual target rents, within the constraint of increases capped at inflation plus 0.5% +£2 per week, set by the CLG. The other assumptions included are:

- a Pay awards have been provided on the basis of a 0% settlement with effect from 1 April 2011 except for increments and provision for a flat increase of £250 for an employee earning less than £21,000
- b The increase in **Capital Charges** relates to the additional costs of borrowing to fund the balance of the costs of the New Build Scheme.
£41,280
- c The decrease in the central support costs charged to the **Repairs Fund** reflects a reduction in Internal Audit recharges.
(£5,820)
- d The **contribution to the Repairs Fund** has been calculated with an inflationary increase of 3%, an allowance for the 25 new properties built and an assumed 5 council house sales (see Appendix B).
£65,220
- e The increase in **Major Repairs Account** reflects the amount per property given in the 2011/12 determination, which is 2.4% higher than that for 2010/11, and the reduced number of properties that will attract this allowance.
£32,020

- f There has been an increase in **General Administration, Lettings, Estate management and Rent Collection and Arrears**. The main increase relates to the reinstatement of the £5,000 legal fees budget reduced in 2010/11.

£9,340

- g The **payment over to the CLG** for Housing Subsidy has increased from the revised 2010/11 figures. This reflects the increased notional guideline rent figures, which exceed increases in Management and Maintenance. The guideline rent figures are higher than the actual rents the Council is able to charge to tenants.

£372,290

- h There is an increase in Council house **rental income** as the Authority moves towards its new target rent, in line with the rent restructuring rules.

(£771,750)

8 **Housing Revenue Account**

- 8.1 The estimated balance on the Housing Revenue account at 1 April 2011 is £627,417, with the estimate for 2011/2012 showing an expected contribution to balances of £194,410 in the year.

- 8.2 It has been considered prudent to keep a balance on the account of at least £500,000, approximately 5% of expected spending, particularly in light of the significant variations that have been experienced through the Subsidy system. Given the expected requirement for authorities to buy themselves out of the national subsidy system and move to a self financing model, and the uncertainties that currently exist, it will be beneficial to increase balances to a higher level if possible.

9 **Housing Repairs Fund**

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

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

10 **Housing Direct Works**

- 10.1 Estimates for Housing Direct Works (HDW) have been prepared for 2011/12, along with the revised position for 2010/11, and these are attached as Appendix C.

...

10.2 The main changes between the original and revised budgets for 2010/11 are:

- **Employee** budgets have decreased due to one administration post being frozen and vacancies within the workforce covered by sub contractors.
(£30,700)
- **Supplies and services** have increased due to additional work undertaken by sub contractors of £197,290, partially due to not being fully staffed. The use of materials has also increased by £57,340.
£254,630
- **Transport costs** have decreased due to lower running costs of the newer HDW vehicle fleet.
(£5,290)
- **Income** has increased to reflect the increased workload now being completed by Housing Direct Works staff and sub contractors.
(£187,540)
- **Departmental and Central Support** charges have decreased mainly due to the reduction in overheads relating to the administration post which has been frozen and also due to a change in the allocation from housing maintenance
(£20,830)
- **Leasing charges** are more than originally estimated due to a change in the expected replacement dates of some of the HDW vehicle fleet.
£1,810

10.3 The main changes between the revised 2010/11 and original budget for 2011/12 are:

- **Employee** costs have increased to full establishment of 28 employees.
£2,600
- **Supplies and services** have decreased due to a reduction in work undertaken by sub contractors as HDW will be fully staffed, partially offset by an inflation allowance on material costs.
(£49,720)
- **Income** has decreased to reflect the decreased workload now being completed by Housing Direct Works staff and sub contractors after allowing for inflation.
(£35,990)

- **Leasing charges** have decreased due to changes in replacement dates of the remaining HDW fleet.

(£1,680)

11 Forward Projection

- 11.1 The three years following 2011/12 have been estimated to give a more complete picture, and have been calculated based upon the continued movement towards individual target rents.

	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
HRA Expenditure	6,085	6,242	6,359	6,489	6,615
Payment to DCLG	3,381	3,754	4,332	4,577	4,848
Total Expenditure	9,466	9,996	10,691	11,066	11,463
Income	9,423	10,190	10,676	11,142	11,613
Total Income	9,423	10,190	10,676	11,142	11,613
Balances (surplus)/Deficit	43	(194)	15	(76)	(150)
Balance at 31 March	627	821	806	882	1,032

- 11.2 The projections show that the Housing Revenue Account will make a surplus in 2011/12 followed by a small deficit in 2012/13 and surplus in 2013/14 and 2014/15. The result is that by March 2015 the Housing Revenue Account will have a balance of £1,032,807. Assuming a minimum working balance of £500,000, no financial savings will need to have been generated during the next four years. However, the service will still need to comply with the efficiency agenda and the need to demonstrate value for money.
- 11.3 It should be noted that the current projections include assumptions about the level of housing subsidy that will be received. As Members are aware, this income has been subject to some significant variations over recent years, and cannot be guaranteed at its current level.
- 11.4 The 30 year business plan produced as part of the Housing Options Appraisal highlighted the need to set aside surpluses in the early years of the projection, to fund shortfalls in later years. Also as mentioned earlier, the service will need to increase reserves if the move to self financing goes ahead as expected.
- ## 12 Bids for Growth
- 12.1 One one-off growth bid of £1,170 for 2010/11 and 2011/12 has been put forward for Members' consideration. The details are contained in a later report contained on this agenda.
- 12.2 Approval of the growth bid will reduce balances by £2,340 over the four year period. Given the expected balance of £1,032,807, this could be accommodated whilst still increasing the level of balances held.

13 Fees and Charges

- ... 13.1 The proposed fees and charges have been increased by 3% for 2011/12. The detailed list is attached as Appendix D to the report.

14 The Background to Service Charges

- 14.1 The proposals put forward in the consultation process on Rent Restructuring also included a requirement for service charges to be paid by those tenants who actually receive specific services. Guidance states that “Local Authorities should have discretion to decide what services it is appropriate to charge for within a broad definition of what may be classified as a service charge.”
- 14.2 Whilst the Government has stated that Local Authorities should have discretion indetermining what to charge for, it has also indicated that a national interpretation will be enforced if it is felt that Local Authorities are not dealing with the issues properly.

15 NWBC Service Charges

- 15.1 NWBC has traditionally pooled service costs incurred within the HRA, and expenditure has been financed through the rents received from all tenants, irrespective of the type of accommodation in which they live or the facilities and services they receive. The exceptions to this are garage rents and window cleaning and cleaning costs of communal areas in blocks of flats.
- ... 15.2 The current charge for Cleaning and Caretaking of communal areas in 2010/11 is £1.54 per week per flat. A charge of £1.52 per week is proposed for full cost recovery to be implemented from April 2011 (see Appendix E).
- ... 15.3 The current charges for window cleaning in 2010/11 range from £0.37 to £2.27 per week per flat. A charge of £0.38 to £2.34 per week per flat is proposed based on the contractor’s costs, to be implemented from April 2011 (see Appendix F).

16 Risks to Budget

- 16.1 The key risks to the budgetary position of the Housing Revenue Account include:
- The level of transfer to the CLG. Future projections on this include assumptions about the level of allowances that the Authority may receive. If the expected increases do not materialise, the account could lose up to £72,320 per annum.
 - Rising tenant expectations and an ageing stock are likely to continue to increase the demand for repairs. It is likely that this increase could be accommodated within existing budgets.

- Any reduction in the performance of Housing Direct Works will put pressure on the Council to use external contractors and therefore will impact on the level of expenditure.
- The uncertainty of the actual debt settlement that North Warwickshire will be required to take on, and how the self financing model will work.

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

17 Conclusions

17.1 The Housing Revenue Account is in an acceptable financial position, although the future will remain uncertain, until information on self financing is published.

18 Report Implications

18.1 Finance and Value for Money Implications

18.1.1 As above.

18.2 Risk Management Implications

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

18.3 Equality Implications

18.3.1 The impact of the proposed rent increases on individual communities needs to be considered in detail together with the implications highlighted in the report to this meeting on Welfare Benefit Changes by the Assistant Chief Executive (Community Services). As a rent increase is applied to every rent account, no potential discrimination has been identified, however it is suggested that an impact assessment is undertaken to identify if any individuals or communities will be affected adversely.

The contact officer for this report is Nigel Lane (719371).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

HOUSING REVENUE ACCOUNT							
Actual 2009/10	DESCRIPTION	ORIGINAL BUDGET 2010/11 £	REVISED BUDGET 2010/11 £	ORIGINAL BUDGET 2011/12 £	ORIGINAL BUDGET 2012/13 £	ORIGINAL BUDGET 2013/14 £	ORIGINAL BUDGET 2014/15 £
	EXPENDITURE						
28,447.40	Capital Charges	299,880	302,090	343,370	358,200	367,160	347,240
13,947.64	Provision for Bad Debts	20,000	20,070	20,960	21,040	21,060	21,080
	Repairs Fund						
263,585.89	Departmental Support Services	290,530	310,560	312,760	316,740	326,060	337,320
86,549.19	Central Support Services	129,660	127,730	121,910	123,110	126,010	129,270
1,960,084.92	Contribution to Fund	1,977,210	1,977,790	2,043,010	2,075,820	2,108,770	2,157,020
1,714,714.19	MRA	1,731,860	1,732,980	1,765,000	1,797,020	1,829,620	1,862,810
	Management						
445,402.91	General Administration	445,940	477,660	484,490	496,480	511,180	529,220
153,001.54	Housing Registor & Lettings	167,010	162,610	151,350	153,790	158,190	163,610
238,164.36	Tenancy & Estate Management	252,200	238,720	243,350	246,950	253,970	262,350
186,869.01	Rent Collection & Arrears	225,890	233,080	242,220	246,110	252,720	260,590
33,014.07	Tenant Participation	45,470	40,930	43,600	43,840	44,610	45,530
316,388.94	Flats & Communal Centres	309,890	302,660	310,000	318,030	325,340	333,080
-	Supporting people Service	16,550	16,550	17,690	18,690	20,100	21,870
1,924.41	Laundries	2,810	3,630	4,630	4,820	5,010	5,200
	New computerised diagnostic system and schedule of rates	6,000	-	-	-	-	-
14,379.37	Cesspools and Management of Shops	15,750	15,610	15,760	16,040	16,430	16,850
365,001.58	Revenue Contribution to Capital	122,000	122,000	122,000	122,000	122,000	122,000
3,177,672.92	Transfer to Department for Communities and Local Government (DCLG)	3,331,970	3,381,450	3,753,740	4,332,420	4,577,710	4,848,390
8,999,148.34	Gross Expenditure	9,390,620	9,466,120	9,995,840	10,691,100	11,065,940	11,463,430
	INCOME						
30,734.10	Service Charges - Leaseholders	32,550	37,780	37,780	37,780	37,780	37,780
11,315.08	Service Charges - Window Cleaning	11,630	13,130	13,520	13,790	14,070	14,350
36,840.87	Service Charges - Cleaning & Caretaking	41,690	40,860	40,330	41,140	41,960	42,800
230,047.86	Garage Rents	231,850	216,480	216,480	244,030	244,030	244,030
92,242.95	Shop Rents	93,040	95,820	93,220	95,490	98,040	99,220
548.51	Interest on Sale of Council Houses	440	420	350	270	200	130
20,688.11	Interest on Balances	26,790	12,340	11,100	16,860	27,250	35,620
(29,879.79)	Pensions reserve	67,700	67,700	67,700	67,700	67,700	67,700
8,760,345.24	Gross Rents (less voids)	8,892,090	8,938,620	9,709,770	10,158,630	10,610,890	11,072,210
9,152,882.93	Gross Income	9,397,780	9,423,150	10,190,250	10,675,690	11,141,920	11,613,840
(153,734.59)	(Surplus)/Deficit for Year	(7,160)	42,970	(194,410)	15,410	(75,980)	(150,410)
(516,652.14)	Revenue Fund balance at start of year	(758,833)	(670,387)	(627,417)	(821,827)	(806,417)	(882,397)
(670,386.73)	Revenue Fund balance at end of year	(765,993)	(627,417)	(821,827)	(806,417)	(882,397)	(1,032,807)
2,777	1st April Stock numbers for Subsidy	2,762	2,762	2,724	2,719	2,714	2,709
2,743	Average no. of properties (nwbc calc)	2,723	2,723	2,720	2,715	2,710	2,705

Appendix B**HOUSING REPAIRS FUND**

£

Balance at 1 April 2010	176,121
Contribution 2010/11	1,964,000
Expected Use of Fund	(1,984,000)
Balance at 1 April 2011	156,121
Contribution 2011/12	2,029,020
Expected Use of Fund	(2,049,020)
Balance at 1 April 2012	136,121

1900 - HOUSING DIRECT WORKS

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2009/10	BUDGET 2010/11	BUDGET 2010/11	BUDGET 2011/12
Employee Expenditure	773,330	876,710	846,010	848,610
Premises Related Expenditure	730	-	-	-
Supplies & Services	719,688	673,290	927,920	878,200
Transport	77,661	87,740	82,450	84,550
Miscellaneous Expenditure	84,259	-	-	-
GROSS EXPENDITURE	1,655,668	1,637,740	1,856,380	1,811,360
GROSS INCOME	(1,979,002)	(2,012,800)	(2,200,340)	(2,164,350)
NET CONTROLLABLE EXPENDITURE	(323,334)	(375,060)	(343,960)	(352,990)
Departmental Support	158,943	190,980	171,540	170,950
Central Support Services	117,767	123,360	121,970	125,260
Leasing Charges	46,624	53,130	54,940	53,260
NET (SURPLUS) / DEFICIT	-	(7,590)	4,490	(3,520)

NORTH WARWICKSHIRE BOROUGH COUNCIL
HOUSING
PROPOSED FEES AND CHARGES FROM 1 APRIL 2011

	2010/2011 CHARGE £	2010/2011 CHARGE £	2011/2012 CHARGE £	2011/2012 CHARGE £	VAT RATING
SMALL COMMUNITY ROOMS					
	Voluntary Groups	Private	Voluntary Groups	Private	
Communal Centres					
Use of lounge (per 2 hours)	5.20	10.50	5.40	10.80	Exempt
Use of kitchen	1.10	2.20	1.15	2.30	"
Purpose Built Community Centres					
Use of lounge (per 2 hours)	7.80	15.60	8.05	16.10	Exempt
Use of kitchen	1.60	3.20	1.65	3.30	"
Multi-Purpose Centres					
Use of lounge (per 2 hours)	10.50	20.80	10.80	21.40	Exempt
Use of kitchen	2.20	4.20	2.30	4.35	"
		2010/2011 CHARGE £		2011/2012 CHARGE £	VAT RATING
GUEST BEDROOMS					
Per week or part of week		1.60		1.70	Incl VAT at Standard Rate
ALLOTMENT RENT					
Waverton Avenue, Warton		2.60		2.70	Exempt
GARAGE PLOTS					
Bracebridge Road, Lister Road & St.George's Road, Atherstone					
NWBC council house tenants		21.80		22.45	Exempt
Others		26.00		27.35	Incl VAT at Standard Rate

Name of Scheme	Cost Per Property	Cost per week (48 wks)
	£	£
Alder Court and Heather Atherstone	72.86	1.52
Alexandra Court, Atherstone	72.86	1.52
St Benedicts Close, Atherstone	72.86	1.52
Welcome Street, Atherstone	72.86	1.52
Arden Forest Estate, Ridge Lane	72.86	1.52
Church Road/Long Street,Dordon	72.86	1.52
Chancery Court, Chapel End	72.86	1.52
Gramer Court, Mancetter	72.86	1.52
Monument View/Sycamore Ave Polesworth	72.86	1.52
Abbey Green Court, Polesworth	72.86	1.52
Jubilee Court, Kingsbury	72.86	1.52
Drayton Court, Hartshill	72.86	1.52
Eastlang Road, Fillongley	72.86	1.52
Hudson/Wall Avenue, Coleshill	72.86	1.52
Digby Road & Clinton Road, Coleshill	72.86	1.52
George Road, Water Orton	72.86	1.52
Church Hill Coleshill	72.86	1.52
Owen Square Atherstone	72.86	1.52

Name of Scheme	Cost Per Property	Cost per Fortnight (24)
	£	£
Alder Court and Heather Atherstone	9.20	0.38
Alexandra Court, Atherstone	18.54	0.77
Coleshill Road Atherstone	52.57	2.19
Lister Road Atherstone	38.11	1.59
Long Street Atherstone	22.30	0.93
St Benedicts Close, Atherstone	35.05	1.42
Welcome Street, Atherstone	23.36	0.97
Arden Forest Estate, Ridge Lane	21.51	0.90
Church Road, Dordon	30.64	1.28
Long Street, Dordon	32.50	1.35
St Leonards Close, Dordon	24.32	1.01
Chancery Court, Chapel End	27.20	1.13
Gramer Court, Mancetter	32.57	1.36
Monument View/Sycamore Ave Polesworth	26.15	1.09
Abbey Green Court, Polesworth	33.32	1.39
Jubilee Court, Kingsbury	27.11	1.13
Oldbury View, Hartshill	36.80	1.53
Drayton Court, Hartshill	27.70	1.15
Eastlang Road, Fillongley	24.43	1.02
Hudson/Wall Avenue, Coleshill	15.93	0.66
Digby Road, Coleshill	24.69	1.03
Clinton Road, Coleshill	23.90	1.00
Delves Crescent, Wood End	46.00	1.92
George Road, Water Orton	10.89	0.45
Church Walk Mancetter	56.14	2.34
Church Hill Coleshill	18.60	0.78

Risk Analysis

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

Agenda Item No 13

Resources Board

1 February 2011

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

**Capital Programme 2011/ 12 to
2013/14**

1 Summary

- 1.1 This report identifies proposals for schemes to be included within the Council's capital programme over the next three years.

Recommendation to the Board

- a That the Board supports the schemes previously approved within the Council's three-year capital programme,**
- b That the Board supports the inclusion of the schemes reclassified as essential within the Council's provisional three year capital programme; and**
- c The Board notes the schemes which will not be included within the capital programme.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and Shadow Portfolio Holder for Resources have been made aware of this report. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 The Council has a shortfall of capital resources when compared against potential capital schemes. As a result, schemes considered to be non essential were not included in the three year capital programme for 2010/11 – 2012/13 approved last February. The financial position has not improved since then, so the same approach will be required for setting the capital programme for 2011/12 – 2013/14.

4 Updating the Capital Programme

- 4.1 A number of schemes relating to this Board were included in the approved capital programme and these are detailed in Appendix A

...

4.2 The opportunity has been taken to review schemes previously classed as non essential, to assess whether this classification is still valid. As a result some schemes have been reclassified as essential; Appendix B provides details of these schemes.

4.3 When assessing the schemes as essential, it was felt that service delivery would be affected by failing investment in the schemes. In the case of the roof replacement at the Bear and Ragged Staff, annual income of around £13,800 in rents would be at risk if the current occupiers were unable to trade from the premises.

4.4 The remaining schemes relating to this Board which were considered non essential and were excluded from the programme are shown in Appendix C.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 In terms of the overall capital programme, the bids for schemes included in Appendices A and B of this report will be collated into an overall programme which will be submitted to the Executive Board for final approval in February.

5.1.2 As capital resources have not improved since the last programme was set, 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.

5.2 Safer Communities Implications

5.2.1 The identified schemes would have positive implications for the development of safer communities, in that the provision of good quality leisure opportunities reduces the likelihood of criminal and/or anti-social behaviour. There is an allocation for the burglary reduction initiative not included in the Capital Programme. However the impact of this is not considered to be too significant at this stage with the levels of domestic burglary currently reducing.

5.3 Environment and Sustainability Implications

5.3.1 Capital investment is required if the Council is to maintain and enhance both its assets and the quality and consistency of its services to the community.

5.4 Risk Management Implications

5.4.1 The risks associated with the failure to undertake the proposed schemes are taken into account in assessing whether the schemes are essential or non essential.

5.5 Equality Implications

5.5.1 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.

5.6 Links to Council's Priorities

5.6.1 The capital project proposed for inclusion will contribute to enhancing community involvement and access to services and tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens.

The Contact Officer for this report is Jon Illingworth (719374).

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
The Proposed 3 Year Capital Programme	Management Team	Report to Executive Board	8 February 2010

SCHEMES INCLUDED IN THE CAPITAL PROGRAMME 2011/12-2013/14**1) Housing Revenue Account - (HRA)**

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 Year Total (£)
Canopies	Carry out improvements to canopies over front doors.	-	-	32,320	32,320
External works	To carry out various works as required on a year by year basis to the external areas of Council housing estates.	-	-	2,080	2,080
Staffing	Housing Staffing	170,000	170,000	170,000	510,000
Kitchens and Bathrooms	Kitchens and bathrooms previously declined in the Decent Home Standard scheme.	153,000	153,000	153,000	459,000
Heating	Boiler replacement - boilers that are over 15 years old and also solid fuel to gas boilers.	72,600	254,100	79,200	405,900
Electrics	Electrical testing / upgrade to 17th edition including boards to meet legislative requirements. Also carry out electrical rewiring due to failures found from testing process	146,000	146,000	146,000	438,000
Chimney stacks	A programme of chimney stacks improvements where required.	25,500	25,500	25,500	76,500
Flat entrance Doors	Flat entrance Doors	235,400	-	-	235,400
Electric Heaters to gas boilers	At Alder Court, Alexander Court, Chancery Court, Church Hill, Drayton Court, Eastlang Road, George Road, Gramer Court, Heather Court, The Green and Wall Avenue	427,500	463,500	454,500	1,345,500
Loft insulation	Loft insulation top up to 350mm Targeting low Standard Assessment Procedure (SAP) energy efficiency rated properties (current recommendation)	75,000	75,000	75,000	225,000
Wall insulation	External wall insulation to solid wall properties houses. Targeting low SAP energy efficiency rated properties.	304,000	380,000	380,000	1,064,000
Asbestos	Asbestos removal, targeting higher risk works derived form Asbestos Management Plan.	70,000	70,000	70,000	210,000

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 Year Total (£)
Fascias	Replace wooden fascias with UPVC ones, targeting properties with no other painting works.	-	50,000	50,000	100,000
Rain water goods	Replacement of guttering to protect the structure of the buildings from rain.	-	20,000	136,800	156,800
Community Centres	Refurbishment of community centres.	46,000	46,000	46,000	138,000
Disabled Facility Grant (DFG) adaptations	Adaptations to council houses where the tenant has a disability.	175,000	175,000	175,000	525,000
Garage Roofs	To carry out improvements to garage roofs to ensure that they are water tight.	8,000	8,000	8,000	24,000
Roof secondary	Replace roofs where they are damaged and leaking.	12,500	12,500	76,500	101,500
Corrugated Roofs	Replace roofs where they are damaged and leaking.	-	9,320	-	9,320
Roof covering	Improvements to the roof covering of council houses.	-	-	52,500	52,500
Gardens Piccadilly	Gardens Piccadilly	70,000	-	-	70,000
Housing Revenue Account Grand Total		1,990,500	2,057,920	2,132,400	6,180,820

2) General Fund

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 Year Total (£)
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.	15,000	15,000	15,000	45,000
Disability Discrimination Act (DDA)	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 Accommodation Review has been completed.	150,000	-	-	150,000
The Council House-Maintain 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.	30,000	-	-	30,000

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 Year Total (£)
Home Safety Check Scheme (funded from DHS below)	This agency visits older people in their homes to assess their safety and to see if alterations can be made to make them safer.	7,500	7,500	7,500	22,500
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.	57,500	57,500	57,500	172,500
Decent Homes Assistance- Temporary Officer	A temporary officer post to promote and facilitate the DHS programme to the private sector.	24,750	-	-	24,750
Disabled Facilities Grants (DFG)- 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.	252,000	252,000	252,000	756,000
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.	12,000	12,000	12,000	36,000
IT Back up and disaster recovery	There is a need 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	30,000	-	-	30,000
IT Replacement of Planning and Land Charges server	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.	15,000	-	-	15,000
Replacement Uninterrupted power supply battery for the Borough Care System	The replacement battery is critical to ensure that if there is a power cut, the IT system on which the service entirely relies can continue.	-	2,500	-	2,500
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.	30,000	30,000	40,000	100,000

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 Year Total (£)
Warwickshire Direct Partnership	To continue the development of the shared One Stop Shop technology with other Warwickshire councils with one central project manager.	10,350	10,710	11,080	32,140
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible.	20,000	20,000	20,000	60,000
Capital Salaries Management		30,000	30,000	30,000	90,000
General Fund Grand Total		684,100	437,210	445,080	1,566,390

3) Overall Total		2,674,600	2,495,130	2,577,480	7,747,210
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SCHEMES RECLASSIFIED AS ESSENTIAL 2011/12-2013/14**1) Housing Revenue Account - (HRA)**

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 YEAR TOTAL (£)
Renew Flat Roof At Rowland Court Community Centre	Replacement of main flat roof at the centre.	28,000	-	-	28,000
Housing Revenue Account Grand Total		28,000	-	-	28,000

2) General Fund

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 YEAR TOTAL (£)
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.	11,600	11,600	-	23,200
Borough Care Lifelines - additional amount	During 2010/11, an analysis of the level of lifelines required to keep the service going was re-assessed and reported to Executive on Board 28th June 2010. The basic level is now required at £18,000, which is £6,000 more than the current budget provision.	6,000	6,000	6,000	18,000
Disabled Facilities Grants (DFG)-Private Sector	The approved DFG programme is for £252,000. However, the Department of Communities & Local Government has assessed our need as being £300,000 per year based on our demographics. This bid represents the difference between assessed need and budget provision.	48,000	48,000	48,000	144,000
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement.	-	-	15,000	15,000

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)	3 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.	-	-	120,000	120,000
General Fund Grand Total		65,600	65,600	189,000	320,200

3) Overall Total		93,600	65,600	189,000	348,200
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SCHEMES NOT INCLUDED IN THE CAPITAL PROGRAMME 2011/12-2013/14

1) Housing Revenue Account - (HRA)

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)
"Sure stop", stop taps	Fit 764 "Sure Stop" push button stop taps to bungalows and sheltered scheme flats	16,000	16,000	16,000
Housing Revenue Account Grand Total		16,000	16,000	16,000

2) General Fund

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)
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.	-	10,000	-
Carlyon Rd - resurface car park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	250,000	-	-
The Depot-Refurbishment	This is a basic refurbishment of the office areas.	-	-	500,000
The Depot-Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	-	-	250,000
The Depot - Car Park	The streetscape in the area of the depot will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	-	-	100,000
Innage Park Phase 1- resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	80,000	-	-

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)
Innage Park - Phase 1 - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units age. There will struggle to be let if some improvements are not made.	750,000	-	-
Innage Park Phase 2- resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	40,000	-	-
Innage Park Phase 2 - replace roof cladding	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	400,000	-	-
Innage Park Phase 2 - Improvements & Refurbishment	To carry out a minor refurbishment to meet the needs of the tenants as the units age. There will struggle to be let if some improvements are not made.	120,000	-	-
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.	-	35,000	-
Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	190,000	190,000	190,000
Central Records Maintenance (CRM) renewal	The current new CRM system has a 5 year lifespan. Some provision will be needed to carry out an upgrade/refresh	-	-	40,000
Graphical Interface System (GIS)	Upgrade to the GIS capacity of the Council	-	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	-	70,000	70,000
Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To replace the hardware that the EDRMS runs on and to update licences	-	15,000	-

Name of the Scheme	Basic Details of the Scheme	2011/12 (£)	2012/13 (£)	2013/14 (£)
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 2013. We need to work with WCC	-	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.	20,000	-	-
Burglary Reduction Initiative	The Council is currently in a 3-year agreement to fund work which aims to reduce the no. of domestic burglaries and offer assurance to vulnerable households	15,000	15,000	15,000
Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on.	-	-	20,000
Refurbishment of Council House	The current electrical provision at the Council offices is in need of full replacement. The boiler and heating system have also exceeded their economic life and so it is efficient to carry out the works together to minimise disturbance and costs. There is also a need identified by other public sector organisations in Atherstone to rationalise office accommodation and as such, the option to incorporate parters in the building is being assessed.	3,000,000	-	-
General Fund Grand Total		4,865,000	425,000	1,185,000

3) Overall Total	4,881,000	441,000	1,201,000
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Appendix C

3 Year Total (£)
48,000
48,000

3 Year Total (£)
10,000
250,000
500,000
250,000
100,000
80,000

3 Year Total (£)
750,000
40,000
400,000
120,000
35,000
570,000
40,000
10,000
140,000
15,000

3 Year Total (£)
80,000
20,000
45,000
20,000
3,000,000
6,475,000

6,523,000

Agenda Item No 14

Resources Board

1 February 2011

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

Housing Allocations Scheme

1 Summary

- 1.1 This report sets out two proposed changes to the Council's Housing Allocations Scheme and requests that the Board approves them.

Recommendation to the Resources Board

- a That the change of wording to the local connection criteria in the Council's Allocations Scheme be agreed; and**
- b That the change to the priority criteria reflecting under occupation of properties in the social housing sector in the Council's Allocations Scheme be agreed.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The change of wording for the local connection criteria is supported by the Housing Portfolio Holder Group which considered it at their meeting in November 2010.

3 Background

- 3.1 A revised version of the Council's Allocations Scheme has been in place since June 2010. The revised policy was subject to consideration by the Housing Portfolio Holder Group, Borough Wide Tenants Forum and Resources Board before it was published.
- 3.2 As part of the work being undertaken by the UChoose Partnership consideration has been given to the policy and whether any further revisions are required. For the most part the revisions proposed are a matter of clarifying wording and how the policy will operate rather than fundamental changes to the policy itself.
- 3.3 The Housing Division has been contributing to the consideration of the current common policy. As a consequence we have considered the wording used to

describe our local connection criteria and how we can ensure the policy provides opportunities for tenants who are under occupying their Council and Housing Association Homes to have sufficient priority to move home.

4 Proposed Change to North Warwickshire' Local Connection Criteria

4.1 The current local connection criteria for North Warwickshire is as follows:

“Local connection is defined as:

Currently living in the area and have done so for the last 6 months

Working in the area

Close family living in the area (close family does not extend beyond parents, adult children, brothers or sisters)”

4.2 Although this criteria has been in place for several years a number of recent cases have caused the Pre Tenancy Team operating the policy to question whether it is sufficiently clear and whether it is acting in the way the Council would expect.

4.3 The first example is where an applicant has lived in the Borough for all of their life (or for many years) but their housing circumstances are such that they have to find alternative accommodation and are forced to move to a neighbouring district. Under the current criteria as soon as that applicant crosses the border they no longer have a local connection. This means that there would be little possibility of them moving back to North Warwickshire even if they had support networks here.

4.4 The second example is where an applicant obtains very temporary work in the area – it could be without a contract and only for a few weeks. Under the current criteria they immediately have a local connection priority.

4.5 The third example is applicants not being very clear about when they qualify for a local connection because of their family relationships. The current criteria can also mean that a close family member could have lived in the area for a matter of weeks and this will give an applicant a local connection immediately.

4.6 In order to overcome these issues and make the local connection criteria clearer the following rewording of this part of the policy is proposed:

“Customers who fulfil any the following will be classed as having a local connection:

Currently live, or have lived, within the North Warwickshire area and have done for at least 6 out of the last 12 months or 3 out of the last 5 years.

Have immediate family (mother, father, brother, sister, son, daughter, grandparents, step-relatives, adoptive parents) who are currently living in the North Warwickshire Borough area and have done for at least five years or more.

Have a contract of employment within the North Warwickshire Borough area.

The need to care for, or receive care from someone who lives in the district “

4.7 If this reworded policy criteria is used it will have the additional benefit of matching the definition in the homelessness legislation and is therefore less confusing for customers. (The Team assisted an applicant recently who had a local connection within the homelessness legislation but not within the Council's allocations scheme. This was unhelpful for the customer and for the officer giving advice.)

5 Proposed Change to the criteria for giving priority for under occupation

5.1 Currently the Council's allocations policy states that a higher priority will be given to tenants in social housing. Applicants who meet the following criteria are placed in

Band 2:

"Applicants of UChoose social landlords who are under occupying their current accommodation by two or more bedrooms."

5.2 The Pre Tenancy Team are aware that there are tenants who are under occupying properties by only one bedroom that would like to move to a smaller property. At the moment, if there are no other issues such as medical problems, these applicants are placed in Band 4. This means that they have no priority for a transfer and are competing with other applicants who have no housing need.

5.3 In order to make the best use of the social housing stock it is proposed that the 'by two or more bedrooms' part of the criteria is deleted so that the criteria reads:

"Applicants of UChoose social landlords who are under occupying their current accommodation."

6 Conclusion

6.1 The revised allocations policy has been well received by applicants and is better equipped to address housing need in the Borough. However the experience of the Pre Tenancy Team in working with the policy and feedback from customers indicates that the two changes set out above will provide a positive improvement.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 There are no financial implications directly arising out of this report.

7.1.2 The Council's allocations policy is designed to address housing needs in the Borough. The amendments proposed will assist in providing an improved service by creating greater clarity for customers and enabling better use of the social housing stock in the Borough.

7.2 Legal and Human Rights Implications

- 7.2.1 Local Authorities have to adhere to the Homelessness Act 2002 in setting out the allocations scheme for their area.

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

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

**Local Investment Plan – to deliver
Affordable Housing**

1 Summary

- 1.1 This report sets out a Local Investment Plan to deliver affordable housing for Members' consideration.

Recommendation to the Resources Board

- a That the Local Investment Plan be considered and approved with any amendments proposed; and**
- b That the Plan be submitted to the Executive Board for approval.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Housing Portfolio Holder Group considered the Local Investment Plan at its meeting on 19 January 2011. Their comments will be shared at the meeting.

3 Background

- 3.1 The Council has a duty to act to provide housing in its Borough which provides for a range of housing needs. As part of its strategic enabling role it is expected to work in partnership to attract funding to deliver affordable housing. This could be for rent or low cost home ownership.
- 3.2 In 2007 the Council commissioned a Housing Market Assessment in partnership with neighbouring local authorities. The Assessment indicated that in order to meet housing need for affordable housing the Council needed to be delivering an additional 281 homes a year. Since 2009 the Council has delivered 124 additional affordable homes with grant funding from the Homes and Communities Agency.
- 3.3 The Housing and Regeneration Act 2008 introduced changes to the regulation of all social housing providers – local authorities and housing associations. It split financial regulation from the oversight which is concerned with service delivery. The former was undertaken by the newly formed Homes and Communities Agency and the latter by the Tenant Services Authority.

- 3.4 The Homes and Communities set out its new role by proposing a new way of working with local authorities. Traditionally the Housing Corporation (which was replaced by the Homes and Communities Agency) had an emphasis on working directly with housing associations to deliver affordable homes with local authorities being asked to give support for schemes. The new agency proposed to put local authorities at the forefront of development programmes through an agreed Local Investment Plan and a legally binding Local Investment Agreement. The latter was intended to connect the Plan to a funding commitment for Social Housing Grant which is the Government grant which has traditionally supported the development of affordable homes.
- 3.5 A high profile pilot project was undertaken to test out the new way of working and Local Investment Plans were developed by authorities such as Solihull, Coventry, Telford and Wrekin, Manchester and Hull. As a result of these pilots a template was drafted which Local Investment Plans were expected to follow.
- 3.6 From April 2012 the Tenants Services Authority will no longer exist and the Homes and Communities Agency will be undertaking all regulatory oversight of social housing providers. They will also continue with their role of working with local authorities to provide affordable homes but it will have an emphasis on enabling. One of the reasons for this is that the Agency itself will be much reduced in size and the funding streams to provide new homes are changing. Central Government provision of Social Housing Grants will be significantly reduced. (For the year 2010-11 £2.7b is available nationally. For the period 2011-15 £4.5b will be available nationally.) The reliance on Social Housing Grant to provide affordable housing is replaced by an emphasis on use of land owned by the public sector, Housing Associations using revenue streams by increasing their rents to 80% of market rents and cross subsidising schemes as well as borrowing.
- 3.7 The Homes and Communities Agency continues to promote the production of a Local Investment Plan as an indication of how partners (the Agency, local authorities and housing associations) will work together to address housing need for affordable housing. However it is not only concerned with developing new homes but picks up on the new Government's agenda with regard to making the best use of current stock – including empty homes in the private sector. When the proposal to develop Local Investment Plans was first introduced there was an intention to have a Plan for two tier authorities and then a district level on with a Local Investment Agreement attached. The proposal is now to have a high level Plan only.

4 Local Investment Plan for Warwickshire

- 4.1 The draft Local Investment Plan for Warwickshire can be viewed via the following link:-

http://www.northwarks.gov.uk/site/scripts/meetings_info.php?meetingID=125

- 4.2 The Plan captures information from other documents (for example Housing Market Assessments, strategy documents and Local Strategic Partnership priority documents) aims to set the housing context for Warwickshire as a whole. It gives a perspective from each of the five Warwickshire districts, the County Council and the Homes and Communities Agency. It sets out how we will act individually and in partnership to address housing need.
- 4.3 The plan is intended to provide clarity about the relationship between local authorities, their housing association partners and the Homes and Communities Agency. The main body indicates strategic issues and direction and the appendices provide important information about development schemes which each local authority would like to progress in the next 4 years. This clarity will allow the Homes and Communities Agency to provide strategic and financial support for local authorities.
- 4.4 The Local Investment Plan has been drafted at a time of change in how affordable homes will be planned for strategically and funded in the future. For this reason this draft Plan will be refreshed and updated in April 2011 and fully reviewed after 12 months.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 There are no financial implications directly arising out of this report. However funding new affordable homes or bringing empty homes back into use does have a significant cost. These costs are met through government grant, borrowing, providing land at less than market value and through revenue streams where appropriate.

5.2 Legal and Human Rights Implications

- 5.2.1 There is no legal requirement to provide a Local Investment Plan. However the Council does have obligations both in Housing and Planning legislation to ensure that it provides suitable housing for its residents. The Plan is a pragmatic way of setting out how we will act to meet those obligations.

5.3 Environment and Sustainability Implications

- 5.3.1 The provision of affordable housing is a key contribution towards ensuring sustainable communities and this is reflected in the Developing Healthier Communities priority of the North Warwickshire Sustainable Communities Strategy 2009 – 2026. The new arrangements for the Local Investment Plan will provide a framework for the partnership approach towards this. By bringing more empty properties back into use this will also contribute positively to sustainability.

5.4 Links to Council's Priorities

- 5.4.1 The Council has a corporate priority to provide more affordable homes in the Borough to address housing need.

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



North Warwickshire
Borough Council

**Nuneaton
&
Bedworth**



United to Achieve

The Warwickshire Local Investment Plan



DRAFT

The Warwickshire Local Investment Plan

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Appendix 7: List of Warwickshire Public Land Sites.

1. Introduction

All the Local authorities in Warwickshire (all five District and Borough housing authorities and Warwickshire County Council) have agreed to work together in partnership with the Homes and Communities Agency (HCA) and other key local partners (e.g. Developers, Registered Housing Providers) to produce this Local Investment Plan (LIP). The Warwickshire Local authorities will work together to meet local housing needs and enable the HCA to deliver its national regeneration delivery targets through planning and agreement at Local Authority level and to ensure the effective delivery of new and improved housing, infrastructure and regeneration and community activities, fully embracing the new 'localism' agenda. This local housing partnership sees appropriate housing provision and economic development being intrinsically linked, to deliver effective placemaking for Warwickshire and ensure the best quality of life for all Warwickshire communities.

In Warwickshire, the LIP will draw on the priorities for the area, as set out in key local and regional plans, building on work already done by Local Strategic Partnerships (LSPs) for the Local Area Agreement (LAA), when this was in place, as the research work and statistics compiled for that are still valid. The LIP will also draw on the Local Authority Core Strategies, part of the Local Development Frameworks (LDFs), which have set out priorities for housing and regeneration investment, as well as key economic development issues going forward. The Local Economic Assessment (LEA) for the Coventry and Warwickshire Sub-Region will be important for informing the need and demand projections for particular types of housing, as will the impact of the proposed Birmingham to London high-speed rail link (High Speed 2 - HS2). The LIP will be reviewed in the light of emerging information on the LEA and HS2, as well as the newly agreed Coventry and Warwickshire Local Enterprise Partnership (LEP). The aim of all partners is to work in partnership to produce a single LIP for Warwickshire. The LIP contains the most up to date available responses to national, regional and sub-regional changes in policy/structures. However, as the details on some of these (e.g. new "affordable rent" initiative, Housing Revenue Account (HRA) changes, Coventry and Warwickshire Local Enterprise Partnership (CW LEP)), there will be a review of the appendices in the LIP and these will be updated in April 2011 and the full LIP document will be refreshed in December 2011.

In addition, because of the need to take account of neighbouring housing markets and economic development, the LIP document will be underpinned by and closely aligned to the Coventry, Solihull and Warwickshire (CSW) Sub Regional Housing Growth Strategy and the emerging Single Integrated Sub Regional Strategy (SISRS), which is expected to be produced to draft stage during 2011. The SISRS document will bring together and reconcile the Sub-Region's Economic, Housing, Transport and Spatial Planning Strategies as well as wider infrastructure priorities and will inform any future reviews of the Warwickshire LIP.

The Warwickshire-wide LIP will provide a detailed investment framework covering the next medium term 3-5 year period, as well as some indicators on a longer term strategic framework for investment covering 15 years. This is in line with the SISRS, which it is anticipated will run to 2026. This will be the case, if the SISRS programme adopts the same timeline as the Regional Spatial Strategy (RSS), although the Coalition Government has signalled its intention to revoke the RSS. The LIP will focus on local housing need to demonstrate how the HCA and Warwickshire LAs have jointly defined and prioritised the County's Thematic and Spatial Priorities for planned growth. This will set out the principles and priorities for joint investment by all Warwickshire Local authorities and the HCA, in cash and/or in kind, to deliver shared local visions in a way that integrates with investment from other funding streams such as education, health and transport and which influence cross cutting priorities such as worklessness and climate change. The documents

will be regularly updated to take account of changing economic circumstances and any changes in Central Government Policy.

It is to be noted that due to the scale and diversity of the County, it will be difficult to capture a comprehensive evidence base within a single document, although the Appendices to the LIP do attempt to give some details. It is, therefore, proposed that the initial LIP document will provide an outline of the scope and depth of priorities and a more detailed picture of local housing market conditions and a comprehensive evidence base for need and investment decisions will be encapsulated within the emerging Local Authority Core Strategies and Local Development Framework documents.

Any project that secures funding as a result of this plan will be required to have appropriate project management and governance arrangements in place that include active and detailed risk management. Risks to the LIP as a whole (e.g. national/regional/local policy changes, changing economic circumstances etc) will be managed and monitored through the adoption of a strategic risk log that will be regularly scrutinised, reviewed and updated by the LIP Steering Group.

2. LIP Aims and Objectives

1. To identify thematic regeneration priorities within each local authority considering the needs of vulnerable groups and the rural community.
2. To agree spatial priorities across each local authority including large scale transformational programmes.
3. To establish short-term investment priorities to support delivery of local housing plans.
4. To establish principles for shared investment decisions and alignment of priorities with other sectors to maximise resource allocation and to adopt Total Place and Total Capital approach to regeneration.
5. Ensure high quality standards of delivery in line with the HCA's minimum standards in design and sustainability.
6. Ensure that the LIP takes account of current and future economic drivers (e.g. priority issues emerging from the LEA, SISRS, LEP and HS2).

3. Warwickshire's Vision

The LIP will contribute to achieving the Warwickshire County's vision as outlined in both the countywide Sustainable Communities Strategy (SCS) and the individual District and Borough priorities in their own Sustainable Communities Strategies to create a Warwickshire-wide partnership that will:

1. Tackle inequality
2. Improve access to services and to
3. Provide sustainable solutions to enhance the physical and natural environment for People, Places and Prosperity.

The key strands around housing issues that underpin this vision in the Countywide SCS are

1. Access - ensure that there are good support and advice services accessible to those struggling to remain in their accommodation or seeking a new home. Ensure that people are better able to access housing appropriate to their needs
2. Growth - Securing the delivery of housing growth to meet local and CSW Sub-Regional housing and economic development needs.
3. Affordability - Securing the delivery of new affordable homes and ensuring existing stock is decent.

4. Renewal - Supporting the regeneration of underperforming areas and renewal of deteriorating estates, particularly seeking to tackle the problem of worklessness.
5. Sustainability - Delivering high standards of design in buildings, public spaces and places, and creating sustainable communities.

The key Outcomes countywide for housing from the Warwickshire SCS are as follows:

Key Housing Outcomes for Warwickshire

What needs to be done?

1- Tackling Inequality: Ensuring that there is an adequate supply of land for affordable housing. Ensure that those experiencing fuel poverty, living in non-decent, unsafe or insecure accommodation are identified and where appropriate assisted.

2- Access: Ensure that there are good support and advice services accessible to those struggling to remain in their accommodation or seeking a new home. Ensure that people are better able to access housing appropriate to their needs.

3- Sustainability: Seek favourable grant rates from national and regional sources. Work with our regional partners to ensure there is a co-ordinated approach to housing growth, infrastructure and the provision of services. Make sure that new housing is well designed, creates a distinct sense of place and is supported by a range of facilities and services that makes the new areas desirable places to live. (Warwickshire SCS)

The overall vision for the CSW Housing Growth Strategy is to “increase the supply of housing within the CSW sub-region to enhance economic development, meet diverse needs and support the creation of sustainable, inclusive and mixed communities”. This vision implies an appropriate balance in the distribution, location and type of development that meets the needs of existing and future households.

Each District and Borough in the County has its own set of Corporate Priorities and these are very similar to the priorities in the Countywide SCS. **Appendix 1** sets out the Corporate Priorities for each District/Borough.

4. Overview of Warwickshire

The Warwickshire LIP covers the five local authorities within the Warwickshire County Council area, namely

- North Warwickshire Borough Council (NWBC)
- Nuneaton and Bedworth Borough Council (NBBC)
- Rugby Borough Council (RBC)
- Warwick District Council (WDC)
- Stratford on Avon District Council (SDC)

Warwickshire has a two tier local authority structure with the majority of its population of 530,700 (ONS estimate in 2009) in its main towns although a significant portion of the County is rural in nature. The County is well connected with other parts of the country, both north and south, in terms of transport offering commuting opportunities regionally and to London and has attracted industrial growth in recent years. It has a strong economic link with Coventry, which is at the heart of the sub region. However, access to services and affordable housing is a key issue for all areas in the County, particularly in Stratford and Warwick where house prices are among the highest in the West Midlands.

One of the main reasons for high house prices in the south of the county is the relative lack of supply of the type of homes purchased by first time buyers, namely flats and

terraced properties. Only 14.3% of the County's housing stock is social housing (20.6% across the region), while demand for social housing is increasing at a much higher rate than the region average. This gap between supply and demand is greatest in Stratford District. Owner occupation levels are high at 75.6% and private renting (around 7%) is also a valuable supply to the housing stock - remaining 3% listed as "Other" in Census data (Census 2001). In addition, as 85% of the people living in Coventry and Warwickshire actually work in Coventry and Warwickshire, it is crucial to recognise the importance of good quality homes in attracting, supporting and retaining the workforce, and the associated economic benefits of this.

Unemployment levels in the County are low at 3% (NOMIS June 2010); educational attainment levels are above the region's average. Despite general prosperity in the County, there remain areas of challenge where concentrations of unemployment and economic inactivity persist, particularly in Nuneaton and Bedworth. There are six Super Output Areas (SOAs) in Warwickshire that are ranked within the top 10% most deprived SOAs nationally. They are all in Nuneaton and Bedworth. However, when looking at individual multiple deprivation indices, like access to housing, there are more rural areas in Warwickshire that are deprived, than would be evidenced by looking solely at the SOAs.

Average earning levels are similar across the County at around £26,500, compared to the West Midlands average of £23,780. However, the more affluent areas of Stratford and Warwick have higher average earnings of around £28,000. The average house price across the County is £210,000 with significant variance whereby in Stratford it is much higher at £255,000 and much lower in Nuneaton and Bedworth at £136,000. The affordability ratio (average house price/ earnings) across the County shows a similar pattern of variance with the County average at 7.95, Stratford at 9.16 and Nuneaton and Bedworth at 5.64 (www.home.co.uk April 2010).

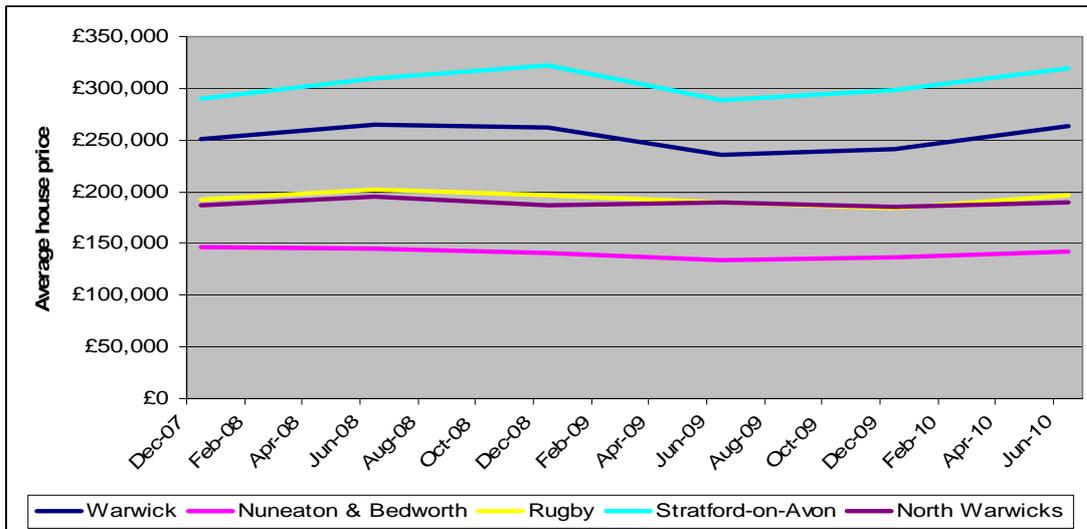
Warwickshire has not been uniformly affected by the housing downturn and partial recovery. There has been a marked difference between the south of the county and the north - with much more volatility Stratford-on-Avon¹ District in particular. This partly reflects historic trends, notably the attractiveness of much of the area to many of those working in Coventry and Birmingham. There has also been a moratorium on new housing planning approvals in Stratford District. The highest house prices in the whole county are still found in the B94/B95 postcodes to the immediate south of Solihull (Tanworth-in-Arden and Henley-in-Arden).

However, this divide is becoming more pronounced as a result of the growing importance of the links between the southern parts of the county and London and Oxford. The upgrade of the Chiltern line, which will bring Warwick and Leamington Spa, along with Rugby, within roughly an hour of London, will make this area even more attractive to those commuting to the capital. The graph below shows the gap in pricing between the districts, and how the recovery has been more marked in Warwick and Stratford.

¹ Stratford-on-Avon is one of the geographically largest district councils in the country, and as such has an extremely diverse housing market. To the west, it is more closely linked to Birmingham, Solihull and/or Redditch than to Coventry or central Warwickshire. Its rural south also has more in common with the bordering parts of Oxfordshire, Gloucestershire and Worcestershire than with the M40 corridor.

5. Housing Market Analysis

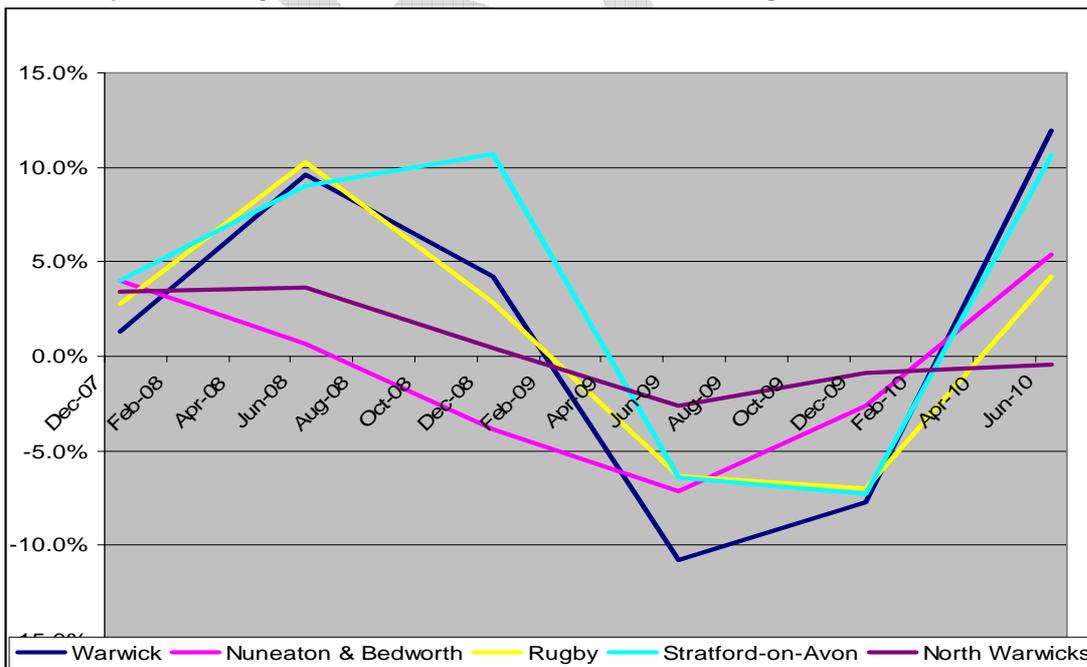
House prices, Warwickshire Districts and Boroughs



Source: Hometrack (Transactions and valuations)

According to Hometrack, prices have risen by 11.9% and 10.7% in Warwick and Stratford-upon-Avon respectively over the past year, but by only 5.4% and 4.2% in Nuneaton & Bedworth and Rugby, as the graph below shows. In contrast, prices have fallen by 0.4% in North Warwickshire. The pattern is even more pronounced for transaction levels. In the year to March 2010, 53.5% and 48.8% fewer property sales took place in Nuneaton and Bedworth and North Warwickshire respectively than in the year to March 2008. The drop in Warwick and Stratford-upon-Avon was just 32.2% and 35.0% respectively. This demonstrates that, irrespective of pricing, the demand for property in the south of the county is much more resilient than in the north.

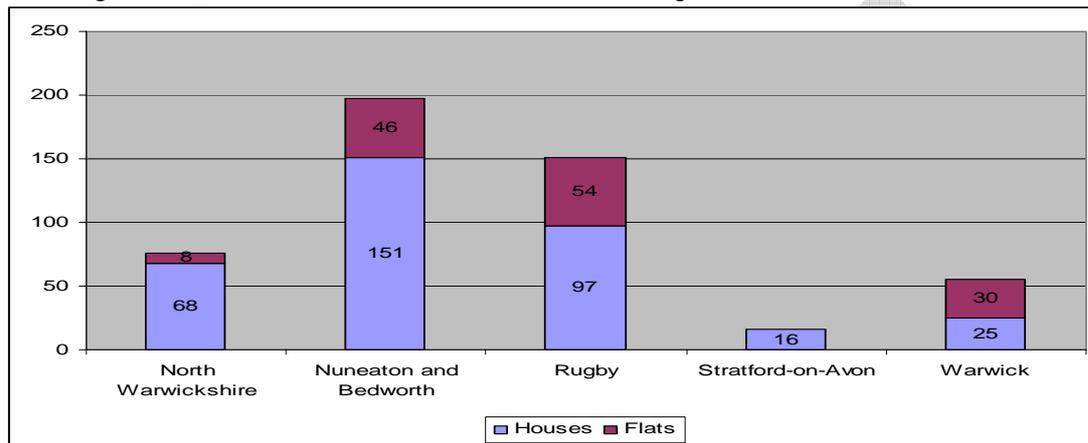
Annual price change, Warwickshire Districts and Boroughs



Source: Hometrack (Transactions and valuations)

Data on new housing supply in Warwickshire over the past year, however, shows that there are more starts in the northern districts, where demand is relatively restrained, than in the south. According to the National House Building Council (NHBC), there were just 16 starts in Stratford-on-Avon and 55 in Warwick in the 12 months to August 2010, compared to 197 in Nuneaton and Bedworth, 151 in Rugby and 76 in North Warwickshire. This may be due generally to the current pressures in the market and, in Stratford, to the current planning moratorium. However, this low level of supply in the south will further intensify the divide in pricing between the two halves of the county, although the pricing situation would suggest that development would be more than viable in districts such as Warwick and Stratford-on-Avon.

Housing Starts, Warwickshire Districts and Boroughs



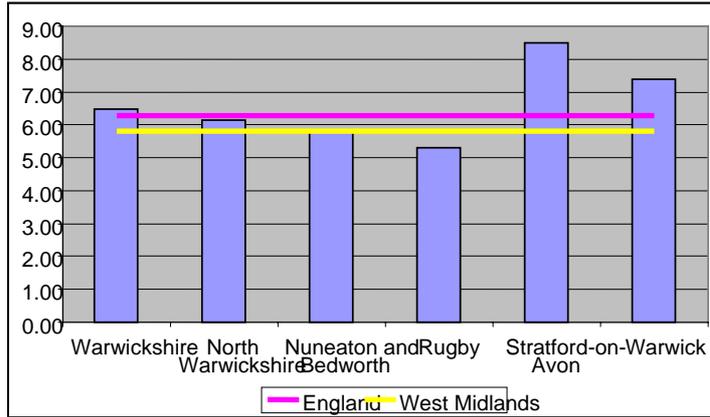
Source: NHBC

N.B. NHBC figures only include properties where the NHBC have undertaken the Building Control function. Therefore, where local authorities have undertaken the Building Control function, a degree of underreporting may be observed (e.g. Stratford-on-Avon District Council starts for the 12 months to August 2010 are 66).

Lack of supply of new affordable housing is likely to contribute further to the affordability problem in areas such as Warwick and Stratford-on-Avon, which is already on a par with that found in parts of the South of England². The graph below gives the affordability ratios for the districts.

² Stratford-on-Avon is more unaffordable than Poole, Buckinghamshire or Reigate and Banstead; Warwick is more unaffordable than Reading, Cheltenham and Kent.

Ratio of lower quartile house prices to lower quartile incomes, Warwickshire districts



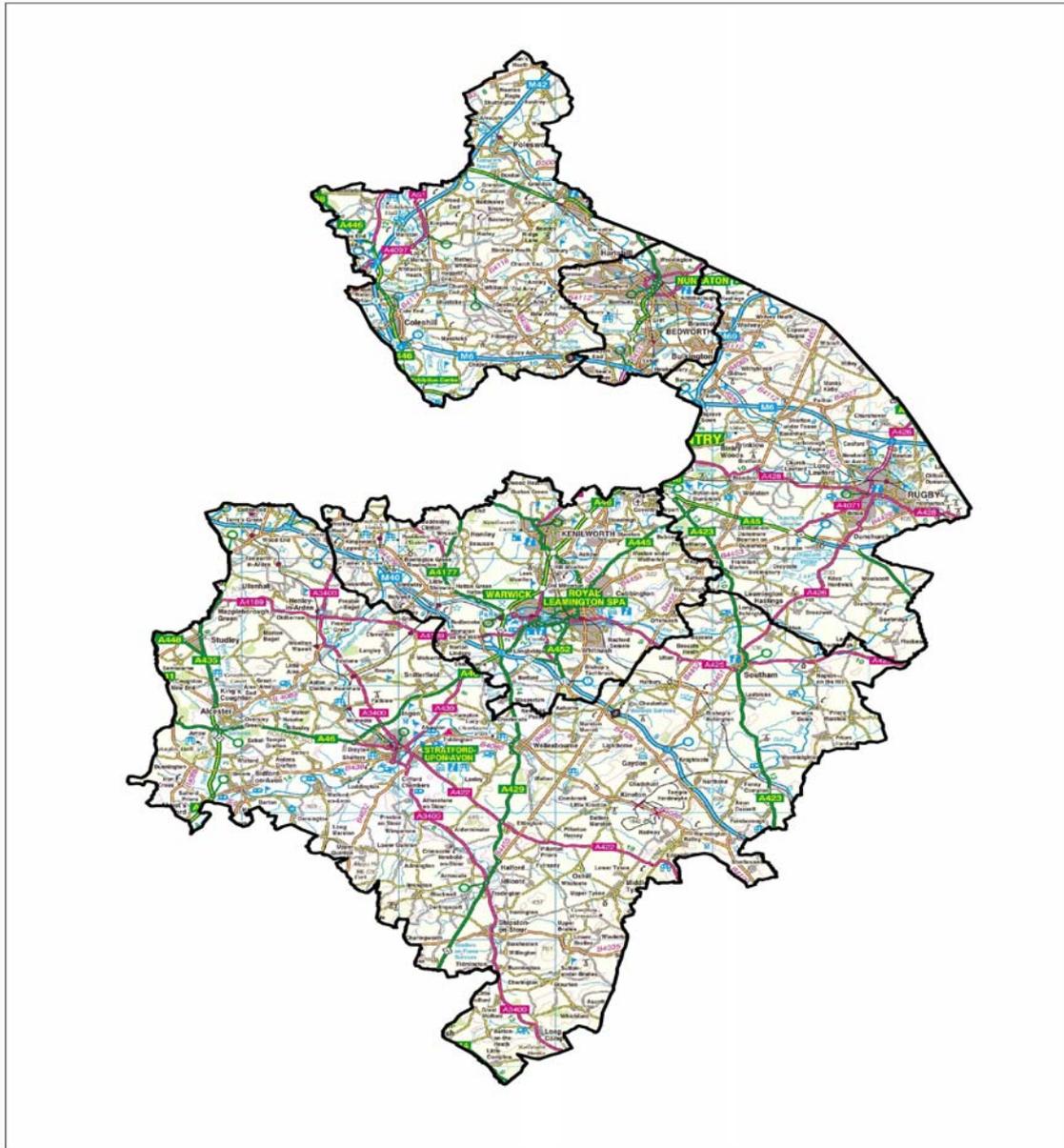
Source: CLG

It should be noted, however, that the higher incomes associated with the south of the district may mean that affordability, availability of credit and saving for a deposit - all currently barriers to homeownership - could be easier here than elsewhere in the county. As incomes are forecast to rise quicker here than in the West Midlands as a whole, this may further add to the north/south divide within the county.

Appendix 2 gives more detailed local housing market analysis information for each District and Borough in Warwickshire, including information on the private sector.

The map below shows the County and its constituent local authority districts.

DRAFT



Warwickshire

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6. Local Demographic and other Key Indicators.

6.1. Population and Demographics

The overall population of Warwickshire is expected to increase from 530,000 in 2009 to almost 600,000 by 2026 - an increase of 14%, a rate of increase that is twice the expected regional growth rate. In particular, the South of the County is expected to experience the highest population growth rates with Warwick District expected to grow by 31% over the same period. Population growth is also expected to be significant in Rugby (21%) and Stratford (24%).

A further challenge is presented by the changing dynamics of the population profile. In line with other parts of the country, there is a significant increase in the elderly

population, which is matched by a decline in the number of births and the very young. This clearly brings challenges in terms of service provision particularly with regard to health, adult social care, supported housing and extra care housing provision. The impact will also be the need for smaller homes. Nationally the CLG predicts that single person households will account for two thirds of the increase in households by 2031.

Across Warwickshire, the highest rates of projected population growth are among the age groups 65 and over. The rate of growth at these older ages increases with age, with the eldest age group, those aged 85 and over, projected to increase by over 190% between 2008 and 2033. The population of those aged over 65 accounted for just over 17% of the total population in 2008. This is projected to increase to over a quarter of the population (26%) in 2033. Population projections help inform the planning of services and decisions about the future allocation of resources.

An ageing population has implications for the future of many services linked to older people. Interestingly, North Warwickshire Borough is projected to experience negative population growth for all groups up to 65 during the period 2008 to 2033. However, it should also be noted that there is also the positive growth in the older age groups within North Warwickshire. Nuneaton & Bedworth is projected to experience negative population growth for those aged between 50-64 years, a fall of 900 people or 3.8% by 2033. This may have implications for the local labour market and local economy.

Dependency ratios consider the proportion of the population who are dependent (those aged 0-15 years and 65+ years) relative to the working age population. Warwickshire's dependency ratio is projected to increase by over 21 percentage points to 0.85 by 2033. Effectively this means there are 8.5 dependents for every ten people of working age. This is higher than the equivalent regional (0.82) and national ratios (0.77).

The dependency ratio is particularly high in Stratford-on-Avon District, which is projected to have a ratio of 1.05 by 2033, a 32-percentage point increase in the 25 year period. This means that the District is projected to have more people who are dependent than are economically active. As the dependent population grows, this is likely to have implications for future service delivery. It may also be useful to note that North Warwickshire is only just behind Stratford in regards to the dependency ratio.

6.2. Transport

The CSW Sub Regional Transport Strategy highlights that transport as a cross cutting theme has wide ranging implications for a number of policy areas including supporting sustainable housing, retail and employment growth as well as helping to tackle climate change.

In Warwickshire, a key issue will be the provision of improved transport infrastructure (including public transport, traffic management and, where justified, new roads), to meet the needs of any large-scale development that may take place in the main towns of the County. In rural areas, a key transport challenge will be to improve public transport between the market towns and surrounding villages in order to make services more accessible. This would include improvements to bus and rapid transport services as well as investment in rail networks on the following corridors:

- Nuneaton/Coventry/Leamington
- Leamington/Warwick/Solihull/Birmingham
- Rugby/Coventry/Birmingham; Stratford/Henley/Shirley/Birmingham.

These issues will be addressed and prioritised through the LDF process.

Warwickshire's Third Local Transport Plan (LTP3), currently out to consultation, will set out a range of local transport improvements for implementation from April 2011. Travel

patterns from Warwickshire to London and Birmingham, for leisure as well as employment, and the likely local impacts of HS2 will inform and influence the need and provision of housing going forward. HS2 will have significant positive impact on housing demand, mobility patterns by promoting a commuter belt and a boost to local economies as well as presenting new challenges such as adding to affordability pressure.

6.3. Health

The health of the people of Warwickshire is generally better than the average for England. However, the rate for road injuries and deaths is higher than the England average. However, this needs to be viewed in the context of Warwickshire having a significant motorway and trunk road network, which carries high traffic volumes through the County. This affects road casualty levels, resulting in a high casualty rate when compared to Warwickshire's resident population. When casualty rates are compared in terms of the number of people killed or seriously injured (KSI) per million vehicle kilometres (a method used by the Department for Transport (DfT) to compare Local Authority areas) Warwickshire's casualty rate is actually better than average (Source: A Safer Way: Consultation on Making Britain's Roads the Safest in the World - DfT 2009).

Life expectancy for males and females is longer than the England average. Death rates from smoking related causes are lower than the England average, but the estimated proportion of adult smokers is closer to the average.

The proportion of people living in deprived areas varies between the districts of the county. The percentage living in deprived areas is highest in Nuneaton and Bedworth and lowest in Stratford upon Avon. Life expectancy is lowest in Nuneaton and Bedworth and greatest in Warwick and Stratford-on-Avon.

6.4. Unemployment

At June 2010, The Job Seekers Allowance (JSA) claimant count level was 9,688 in Warwickshire, which was a fall of 511 claimants from the previous month. Each district and borough has seen reductions in the number of JSA claimants from May 2010. Rugby Borough has seen the largest percentage fall with a reduction of 6.4% while Nuneaton and Bedworth has seen a 4% reduction. The numbers have clearly fallen over the past year, as shown by the table below. However, there is variation within the County; Stratford on Avon's has seen a 26.8% fall in JSA claimants over the last year whereas Nuneaton and Bedworth has seen a 14.1% reduction over the same period. This suggests that parts of Warwickshire may be recovering more quickly than others.

	June 2010		Monthly Change May – June 2010*		Year-on-Year Change June 09 – June 10	
	Count	Rate	Count	% Change	Count	% Change
UK	1,444,096	3.8	-58,059	-3.9%	-109,160	-7.0%
West Midlands	158,104	4.8	-6,339	-3.9%	-18,521	-10.5%
Coventry	10,374	5.3	-371	-3.5%	-778	-7.0%
Solihull	4,645	3.8	-200	-4.1%	-640	-12.1%
Warwickshire	9,688	3.0	-511	-5.0%	-2,260	-18.9%
North Warwickshire	1,146	3.0	-69	-5.7%	-363	-24.1%
Nuneaton & Bedworth	3,341	4.5	-141	-4.0%	-548	-14.1%
Rugby	1,869	3.4	-128	-6.4%	-369	-16.5%
Stratford-on-Avon	1,236	1.8	-63	-4.8%	-452	-26.8%
Warwick	2,096	2.4	-110	-5.0%	-528	-20.1%

Notes: *Claimant count figures are not seasonally adjusted. Care is needed in interpreting monthly changes in the District counts, which will be affected

6.5. Education

There are 249 schools throughout Warwickshire with 75,901 pupils between them. In regards to pupils gaining qualifications of 5 or more A*-C grades including English and Maths, North Warwickshire has the lowest attainment rate of pupils gaining qualifications at 38.7% and Stratford On Avon has the highest at 61%. (Nomis)

According to the "Knowledge and Information Management Service - Children, Young People and Families Directorate, Warwickshire County Council" found that North Warwickshire had the highest percentage in the county (15.3%) of 16-74 year olds with no qualifications compared to the lowest percentage (7.3%) in Stratford On Avon. It should be noted that the education results are based on school location, not pupil residence.

6.6 Housing Need

Back in 2007, Warwickshire was split into two different housing markets with North Warwickshire, Nuneaton and Bedworth and Rugby being in the Central Housing Market and Stratford and Warwick being in the South Housing Market. The Central Housing Market Area carried out a Strategic Housing Market Assessment and Warwick and Stratford Districts completed a Joint Housing Assessment to determine their affordable housing need on an annual basis and the results are as follows:

Local Authority	North Warwickshire	Nuneaton and Bedworth	Rugby	Stratford On Avon	Warwick
Net Annual Housing Need	281	306	245	532	821

Sustainability

Ensuring that all new homes provided meet the highest standards possible of sustainability, as well as a strong programme of retro-fitting for existing dwellings, will be key to delivering not just sustainable homes, but also sustainable communities, by delivering ways to reduce fuel bills. More details on developing sustainable homes, both from the point of view of communities, but also from the position of improving energy efficiency and reducing carbon footprint, can be found in the Warwickshire SCS (Section 7 - Key Outcomes: Places, as mentioned on page 6 above. There is also more detail in Section 10 (D) below and in Appendix 1, where each District/Borough sets out its priorities.

Economic Drivers

The Warwickshire economy, with Coventry located within its heart, forms a strong local functional economic area in terms of commuting, housing, business, retail and leisure. The economy is relatively prosperous with relatively high employment, above average skill levels and strong business start up levels. Economic output (GVA) in the Coventry and Warwickshire sub-region has grown by 5.25% pa over the last 10 years.

The area has a diverse business base with a strong history of creating wealth. Traditional economic drivers such as the car industry, which have declined in size and importance, have required restructuring towards new growth areas. The local automotive and precision engineering heritage is being applied to new low carbon vehicles and our history in power production is now being taken forward by Rugby's new Power Academy and there is cutting edge research being undertaken at Warwick and Coventry Universities.

The total economic output of the sub-region (measured in terms of Gross Value Added - GVA) was £16.1bn in 2007. Total sub-regional output between 1995 and 2007 grew by

79%, compared to a rise of 92% for England over the period - but Warwickshire saw much stronger growth (+95%) than Coventry (+56%).

Comparative economic performance of areas is generally measured through GVA per head of population. The latest data (2007) shows that the sub-region has a GVA per head figure of £19,414 - 5.5% lower than the average for England (£20,458). There is, however significant variation across the sub-region. Warwickshire as a whole has a slightly higher rate (£19,623), and Coventry slightly lower (£18,848). Official data is not available below this level, but modelled data suggests significant variation across the county - with rates well above the national average in Warwick District (£22,217) and well below average in Nuneaton & Bedworth Borough (£13,033).

GVA per head data can be affected by relative levels of commuting and economic activity rates within an area. It is therefore often felt that GVA per employee is a better measure of the performance of an economy, providing crucial information on relative levels of productivity. On this measure, the sub-region performs worse, with a figure 9% lower than the England average (£41,333 compared to £45,436). Warwickshire has slightly lower levels than Coventry (£41,181 and £41,608 respectively). Modelled data below this level suggests that variation is much lower on this measure, with all areas experiencing below average productivity (Figure a). Of perhaps greatest concern is that sub-regional productivity (GVA per employee) has fallen relative to England over the past seven years (in 2000, the sub-region had figures comparable to the national average, but by 2007 it had fallen to 9% below).

The number of businesses within the sub-region has grown strongly over the past 10 years - increasing by 7,464 to a total of 35,760 in 2008. This is an increase of 26%, which compares to growth of 19% for England as a whole. Three-quarters of this growth occurred in Warwickshire - and mainly in the south of the county.

Coventry and Warwickshire have also now joined together to create the Coventry and Warwickshire Local Enterprise Partnership. This has now been approved by Government and a board is being established. This will be a key influence in future economic work in the sub region. More detail on economic development issues are given in section 8.2 below.

The table below provides a summary of housing indicators for each local authority.

Warwickshire Housing Data Summaries (Source: CLG Live)

Key Housing Indicator	N Warwicks	Nuneaton & Bedworth	Rugby	Warwick	Stratford	Warwickshire Total
Household growth projections (2006-26)	5,000	10,000	9,000	19,000	14,000	58,000
Average House Price (Dec 2008)	£184,500	£136,600	£171,400	£219,500	£255,600	£210,900
Average Earnings (Dec 2009 ASHE)	£25,700	£24,200	£26,800	£28,600	£27,900	£26,500
Affordability Ratio (Apr 2009)	6.13	5.82	5.31	7.38	8.48	6.49
Average RSL Rents (per week for 3 Bed house) (Apr 2009)	£75.29	£74.09	£75.19	£76.35	£81.74	78.62
RSL Stock (2008/09)	900	1,657	1,947	2,546	6,792	13,842
LA Stock (CLG April 2010)	2,723	5,954	3,925	5,622	nil	18,224
Number of LA owned homes not meeting Decent Homes Standard (CLG April 2010)	14 (0.5%)	141 (2.3%)	0	376 (6.6%)	0	531 (2.9%)
Households on LA waiting lists (2009)	1,426	2,760	2,042	3,305	2,553	12,086
Net New Home Completions (2008/09 WMRA)	106	301	376	410	194	1,387
Net Annual affordable housing need (SMHA)	281	306	245	785	532	2,149
Indicative Annual Growth Target (Former RSS Ph 2)	150	540	540	540	280	2,050

7. HCA NAHP Investment in Warwickshire during 2008/11 Budget Periods

Local Authority	Housing Completions 2008/09	Housing Completions 2009/10	Housing Completions 2010/11 (Forecast)	Total Housing Completions 2008/11 (Forecast)	Total HCA Funding	Main Schemes of >10 units
Rugby BC	69	204	52	325	£18.8m	Boughton Road; Coton Park; St Peters Back Lane, Long Lawford; Rugby Cattle Market Willans Green; Avon Mews; Butterfield Road
Nuneaton & Bedworth BC	90	121	107	318	£21.1m	Camp Hill; Marshall Rd; Jodrell St; Leyland Rd, Garage Sites, Bucks Hill; Poachers Pocket; Bloors Nuneaton; Park Road; St Marys Rd P&R funding £1m: Camp Hill Ph 3 (Barratts): Kickstart (Rd 1) funding £1m: Camp Hill Ph 2 (Lovells)
North Warwickshire BC	61	24	100	185	£8.2m	Hill Top, Gun Hill; Rectory Rd, Arley Gate Hill, Dordon LANB schemes (25 units): Eastlang Rd, Fillongley; Bromage Ave, Kingsbury Sycamore Cres, N Arley; George Rd, W Orton
Warwick DC	142	43	5	190	£4.6m	Dalehouse Lane, Kenilworth; Abbey End Kenilworth, Open Market Homebuy, Mortgage Rescue HOLD
Stratford DC	50	69	74	193	£12.4m	Tilemans Lane; Briar Croft; Wattons Lane; Fenny Compton; Farmhouse, Kineton Curlieu Ln, Norton Lindsay; Bush Heath, Harbury Shipston on Stour; Glebe Rd Kickstart (Rd 2) funding: Cattle Market (Redrow)
WCC Total	412	461	338	1211	£65.1m	

8. Policy Context

8.1 West Midlands and Sub Regional Context

The West Midlands Joint Strategy and Investment Board has agreed that economic, housing, regeneration and investment planning in the West Midlands will now focus in 6 current sub-regional local authority groupings of which Coventry, Solihull and Warwickshire (CSW) will be one. This arrangement replaces the previous Housing Market Area Partnerships. The map below shows the proposed new subregions in the West Midlands, but these may change, as future policy areas are developed.

It is envisaged that each subregion will produce its own investment strategy relating to Business, the Economy, Transport and Housing, ensuring that housing and regeneration is integrated with economic planning and emerging Total Capital thinking.

The CSW Housing Growth Strategy 2010 was developed in recognition of the economic, social and transport connectivity within the sub region and the need for housing development to respond to this connection. Large parts of Warwick, Stratford, North Warwickshire and Rugby consist of rural settlements where the population has commuter links to local towns such as Southam, Leamington and Atherstone as well as across the Region.

The sub-regional economy is a strong performer in the West Midlands contributing over 22% to the total regional economic output with generally high levels of employment as well as high workforce earnings in the region. However the areas prosperity is not equally distributed and there are many significant pockets of deprivation on top of rural deprivation. To address this, the region recognises that housing growth needs to be linked to economic and social interventions to tackle worklessness and access to services.

The CSW Housing Growth Strategy recognises that the sub region will be required to provide considerable development in the future. The Phase 2 Review of the RSS set a target of 87,500 new homes in the 20 years to 2026, of which 43,500 were planned to be in Warwickshire. The CSW Housing Growth Strategy stated that this growth needs to be employment led with an appropriate balance of type, tenure and quality of housing to meet the needs of a full spectrum of income levels. This will now look to inform the work on the Single Integrated Sub-Regional Strategy (SISRS) and increases in housing demand and need from improving commuter links to London.

Housing growth in the sub region is likely to be focussed on the North South Corridor (Nuneaton to Warwick through Coventry) and around Rugby town: locations where there is existing supporting infrastructure to accommodate this growth.

Now that the Government has signalled its intention to abolish Regional Spatial Strategies (RSS), the targets in this document for four of the five districts and boroughs are for information only and will be updated as new policies and strategies emerge. Rugby is unaffected, as it will retain the targets in the strategy. The other local housing authorities are working on revised illustrative numbers for new housing based on local needs, as identified by the Strategic Housing Market Assessment and, where applicable, local Housing Needs Surveys. As these are aspirational figures, it is accepted that this level of housing supply may not be achieved in full, due to the constraints of funding, infrastructure, environment, and market delivery. These figures will be used to help inform a localised "bottom up" means of establishing a housing requirement for four individual local authority areas in the absence of the RSS. In addition to the scale of local housing need identified, there may be other components of a housing requirement that should be assessed and provided for. The situation will be reviewed once planning policy

has been clarified for each particular local authority through its Local Development Framework.

The Regional Spatial Strategy (RSS) (now likely to be revoked) indicated housing growth targets at local authority level to support the population growth estimates. Over 75% of this growth was expected to be in Warwick, Rugby and Nuneaton and Bedworth. The target split at LA level against forecast HCA funded completions for 2009/11 is shown in Table below:

Area	RSS Phase Two Revision Housing Provision Recommended by EIP Panel (2006/26)	RSS Phased Annual Target (2009/11)	Total Completions (2009/11)	Section 106 Units Delivered (2009/11)	HCA Funded Completions 2009/11 (*)
North Warwickshire	3,000	150	124	0	124
Nuneaton & Bedworth	11,000	540	747	51	228
Rugby	11,000	540	412	123	256
Warwick	11,000	540	63	46	48
Stratford	7,500	375	147	31	143
Warwickshire CC Total	43,500	2,145	1493	251	799

(*) Includes NAHP, HBD, LANB round 1 & 2 and P&R completions forecast as at 26.11.10

Within the sub region it was recognised that some local authorities such as Coventry, which had a growth target of 33,500 would have had difficulties in accommodating this growth and that there would need to be flexibility with adjoining boundaries such as Warwick or Nuneaton and Bedworth.

The focus of West Midlands investment in regeneration is currently in the 20 large scale Impact Investment Locations (IILs) - areas identified by Advantage West Midlands and the former Regional Assembly as key major project areas for housing and economic development. Three of these are in Warwickshire: Camp Hill in Nuneaton, Ansty Business Park in Rugby District (non-housing) and the Rural Affordable Housing programme across the County. Given the likely scarcity of public funding support going forward, it is suggested that we retain this approach of focusing resources in 20 key IILs.

8.2 Coventry and Warwickshire Local Enterprise Partnership (CW LEP)

The CW LEP key priorities are:

- ✓ Facilitate the growth of the local business base by improving the connectivity of the subregion
- ✓ Stimulate new and sustainable employment
- ✓ Strengthen and support innovation
- ✓ Secure economic diversity and sustainability.

The CW LEP:

- Will develop a strong and robust partnership with the ability - and focus - to create the conditions for businesses to grow and prosper and to deal with actual or potential barriers to growth. Thereby, improving the performance of the locality in terms of competitiveness, wealth creation and jobs.
- Recognises that the economy, although already relatively strong, can do better and be more resilient and more sustainable given the right package of leadership, authority and public/private sector investment.
- Will have the flexibility and vision to work co-operatively and collaboratively with neighbouring LEPs on issues and strategies that are relevant. Conversations are already occurring between business organisations and local authorities beyond Coventry and Warwickshire such as the wider Midlands including Leicestershire, Northamptonshire, Worcestershire, Oxfordshire, Birmingham and Solihull. The CW LEP acknowledges that the private sector does not recognise 'administrative boundaries' and it is committed to the concept of porous boundaries working with other LEPs and national agencies in a commonsense way relative to the bigger issues that need to be faced collectively.
- Will actively develop local priorities and cross boundary working and work in a way that is business focused, making the best use of the resources available and avoiding duplication of effort.

The CW LEP will ensure that strategic plans being developed within the SISRS in the area relating to employment, housing growth, economic development, transport and infrastructure are joined up. The aim will be to maximise resources and investment impact, taking into account any future demand and needs of the area. This will be done by developing innovative ways to pool together private and public funding, aligning individual departmental budgets to LEP priorities and promoting inward investment. The Local Investment Plan will provide a balance to and influence on the LEP by emphasising the importance of development in rural areas

The Warwickshire LIP, along with the Coventry LIP, has been developed to demonstrate the priorities for delivery that will accommodate and facilitate these investment and growth plans and in doing so will act as a delivery document to the CW LEP. The CW LEP Board is expected to be in place by April 2011.

8.3 HCA Business Plan Priorities

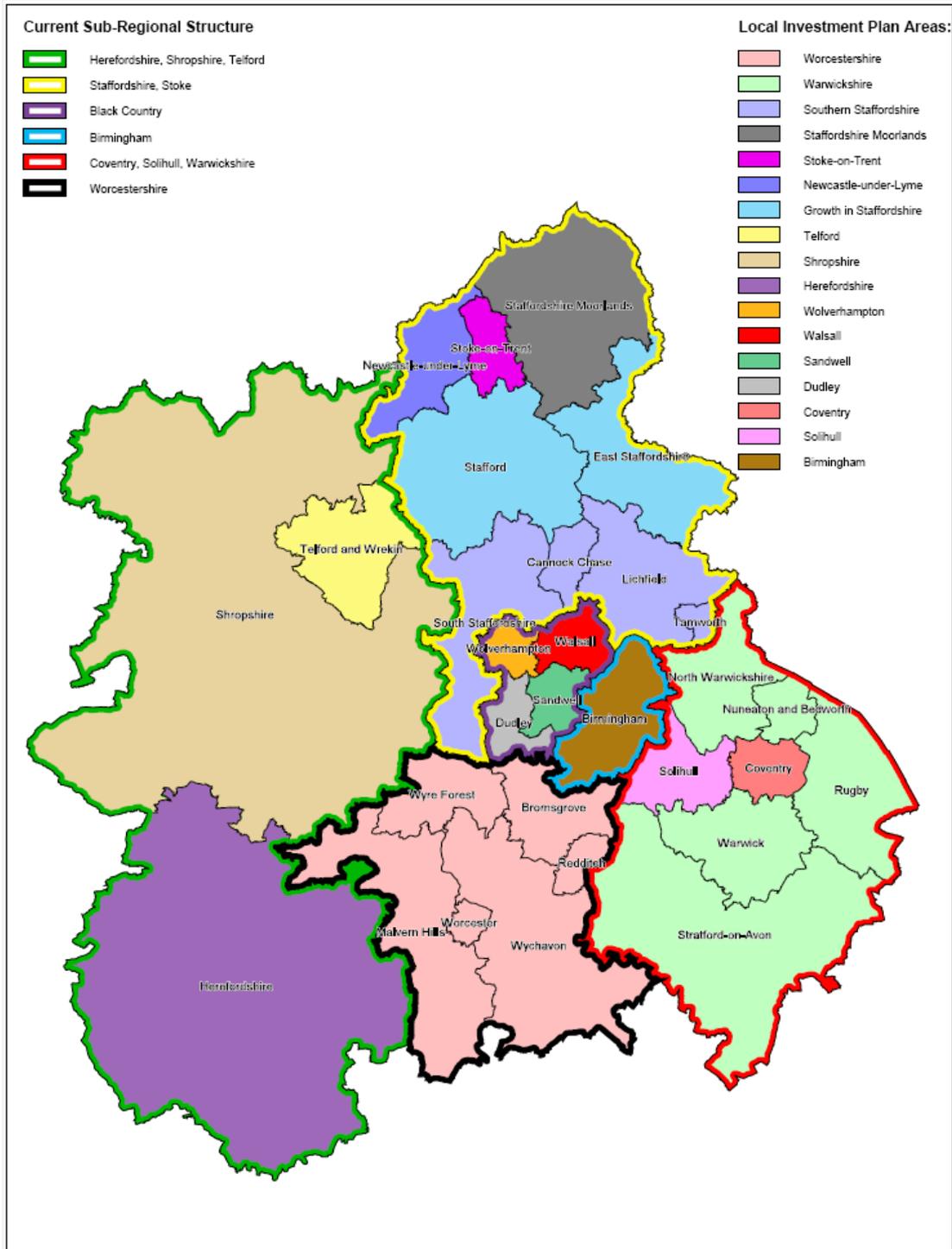
Regionally the LIP will be consistent with and support other current regional strategies, and will be consistent with their urban and rural housing objectives. The LIP will also support the HCA's Corporate Plan objectives to:

- ✓ Increase the supply of new housing and new affordable homes and contribute to the housing targets of each local authority
- ✓ To deliver more rural affordable homes and improve accessibility to housing in the rural areas of most acute need
- ✓ To deliver a comprehensive place making approach and maximize the impact of public and private expenditure in local authority priority areas and

✓ To contribute to the well being of the local economy.

HCA investment will concentrate on three key programme areas:

- Housing growth and affordability
- Placemaking and regeneration and
- Existing stock.



West Midlands Local Investment Plans

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GML542_Sub Regions - 23/8/10



8.4 Local Authority Context

Currently to inform their delivery plans each local authority has undertaken a Strategic Housing Land Availability Assessment (SHLAA) to identify the level of development that could be undertaken. This information has been used to produce a Local Development Framework (LDF) to guide future development. The LDF is underpinned by a range of strategic documents covering linked strands including worklessness, sustainability, Supporting People, homelessness and energy efficiency, which all combine to provide part of the evidence base. Within each LDF is a Core Strategy Document, which outlines spatial delivery plans for housing.

The Core Strategy documents for each local authority are currently moving towards the consultation stage and are expected to be approved and adopted over the next year or two, as noted for each LA in the panels below, and may be further reviewed following the abolition of the RSS.

8.5 Summary of Core Strategy Positions

<p>Rugby</p>	<p>Rugby's "preferred strategy" sees the Rugby urban area as the main focus for all development, making up at least 90% of the Borough total. Smaller scale development is to be permitted in the main rural settlements, with identified local needs given priority over market-led development. Within the countryside, all new development will be resisted to preserve existing character and resources.</p> <p>Rugby has ambitious housing and business growth plans including the mixed use development of three major brownfield sites around the train station, a sustainable community development of 1,300 homes and 2,000 new jobs at the Sustainable Urban Extension to the north of the town know as Gateway Rugby. In addition, the Rugby Radio Station Sustainable Urban Extension will provide 6,200 homes and 3,000 jobs to the east of the town. This site is of national significance and will provide the link between Rugby and the expanding DIRFT strategic rail freight terminal.</p> <p>There are major business growth plans on the 39 hectare ex-Peugeot site at Ryton as well as regionally significant plans to develop a technology centre on the 100 acre Ansty Park site at junction 2 of the M6. Renewable energy has become a growth sector locally on the back of the ongoing expansion of companies such as Alstom and Converteam. The new campus for Warwickshire College and the Power Academy near the railway station will fuel the education and skills needs of the local economy into the future.</p> <p>Rugby Borough Council has published its Core Strategy, completed the Examination in Public and aims to see the Core Strategy adopted during 2011.</p>
<p>Stratford-on-Avon</p>	<p>Stratford's draft preferred strategy published in February 2010 is to focus development at specific locations within Stratford and the main rural centres through a dispersed development approach. The latter are seen as Service Village Centres providing improved shopping and community facilities to meet the day-to-day needs of local people. The Cattle Market site will provide a gateway mixed use development. Proposals for an eco-town have been formally withdrawn. However,</p>

	<p>outline planning permission for a new residential village, near Long Marston, of up to 500 homes has been granted. A S.106 Agreement secures delivery of 35% affordable housing on a nil public subsidy basis.</p> <p>In the rural areas of Stratford the main issue relates to access to services and shortage of affordable housing. To address this, a rural package programme will be developed via the Rural Enabler based on local Housing Need Surveys.</p> <p>A further draft of Stratford's Consultation Core Strategy will be published in Autumn 2011 with final adoption anticipated in late 2012.</p>
<p>Nuneaton and Bedworth</p>	<p>"Issues and Options" were published in June 2009. Options range between focussing growth in the main urban centres; along a north-south corridor; either side of the M6 Motorway; and as small urban extensions.</p> <p>The LA is committed to the long-term regeneration of the Camp Hill area, which is an Impact Investment Location that will see the wholesale transformation of the former coalfield estate with the development of around 1500 new homes by 2019. The North West area of Nuneaton is also identified for strategic development and has earmarked Bermuda Village as a priority area for development.</p> <p>The preferred option will be out for consultation by February 2011, with submission in May 2011 and final adoption early in 2013.</p>
<p>North Warwickshire</p>	<p>Issues and Options were published in June 2009. There are five options, which range from directing growth to main settlements to dispersing developments around the Borough. The preferred option being progressed.</p> <p>North Warwickshire suffers from rural deprivation, which is focused on the former coalfields areas, where access to employment and services is prevalent as issues. In addition, health inequalities and low educational attainment are key issues to be tackled.</p> <p>The results of the Issues and options consultation supported the dispersed development option throughout the borough. Nevertheless, it is expected a significant proportion of development needs will be met in the three main settlements, which are Atherstone, Coleshill and Polesworth/Dordon.</p>
<p>Warwick</p>	<p>Following the Government's decision to revoke Regional Spatial Strategies, the Council has decided to review the growth levels for Warwick District. Further consultation will take place on the issues and options in early 2011 following the publication of the Localism Bill and details on the New Homes Bonus. The Council will aim to consult on a draft Core Strategy in early 2012 and to submit to the Secretary of State in April 2012.</p> <p>In the meantime, the Council will be working with developers to bring forward the remaining phases of the allocated housing land at South West Warwick; the brownfield site at the former Pottertons in Warwick and the strategically important mixed use site at Station Approach, Leamington Spa. Urban windfall development has a significant role to play in delivering new housing in the District and a number of new</p>

	<p>windfall sites are expected to come forward over the period to 2014. In the rural areas, the Council is actively encouraging Parish Councils to complete Housing Needs Assessments in order to assist in the delivery of rural affordable housing.</p>
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Links between housing and employment opportunities will be key when bringing sites forward. Housing developments will aim to focus on suitable locations, which offer a range of community facilities and with good access to jobs, key services and infrastructure. Employment and training opportunities will also be maximised on the various schemes that come forward.

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9. Key Issues and Opportunities for Warwickshire

Key Issues	Key Opportunities
<p>Reduced Funding: With reduced funding levels, new investment models will be explored to maximise HCA investment impact (e.g. release of WCC land holdings, funding through any local benefits arising from any Housing Revenue Account (HRA) reform, and closer working with WCC on educational and highways issues).</p> <p>The impact of reduced funding and reduced grant levels on housing delivery is a recognised risk to this LIP</p>	<p>Alignment of Investment The Local Investment Plan and partnership working can make a significant contribution to delivering local priorities through alignment of investment to maximize impact. This is consistent with the Government's austerity drive and devolution approach to enable local authorities to establish their own priorities.</p> <p>The Districts and Boroughs will continue their policy of providing land at less than best value for affordable housing, wherever possible, and WCC has also agreed, in principle, to provide land at less than best value for affordable housing, wherever possible.</p> <p>Some Districts and Boroughs may look to build new homes themselves.</p>
<p>Reduced Funding: The issue of reduced funding levels is particularly pressing in relation to rural affordable housing schemes, which tend to be more grant intensive than more conventional urban schemes. Therefore, the Warwickshire Districts and Boroughs will seek to develop an innovative new county-wide approach and appraisal process to support rural growth needs and deliver economies of scale, building on the good practice from the work between Stratford District Council and the Warwickshire Rural Housing Association.</p>	<p>Rural Growth: The Districts and Boroughs will work with the HCA to use the National Affordable Housing Programme (NAHP) to provide affordable housing in small rural settlements and market towns to increase supply and choice for local people.</p> <p>New intermediary products that are less grant intensive and which promote owner occupation can be promoted on rural sites through NAHP</p>
<p>RSS Targets: The government has announced its decision to replace existing RSS targets and to introduce new delivery measures and priorities that are locally driven. This Warwickshire-wide LIP will provide a new, more localised means of arriving at likely future housing needs.</p>	<p>Local Land: The HCA will work with LAs to identify developable public sector land and to explore co-investment approaches as a way to deliver more affordable homes with reduced funding levels. The use of the HCA's Delivery Partner Panel (DPP) will be encouraged to speed up procurement processes. More detail on sites identified to date is set out in Appendix 7. However, we are still mapping out public land opportunities across the county and, therefore, Appendix 7 represents the position as at the time of writing.</p>

<p>RSS Targets: The RSS suggested the need to deliver 43,500 new homes in the County by 2026. This would have been extremely challenging particularly in the current economic climate. In addition, there was an expectation of a negotiation to assimilate a portion of Coventry's growth target within Nuneaton and Bedworth and Warwick. As the RSS is now likely to be revoked and new LA growth plans are to be confirmed, there may be uncertainty on cross boundary arrangements.</p>	<p>The CSW Housing Growth strategy has identified housing growth to focus in North Solihull and Rugby town and the north south corridor along Nuneaton, Bedworth, Coventry and Warwick.</p> <p>Future growth in Rugby around the Radio Mast Site and the north Rugby Gateway site will be key in meeting future housing need and demand.</p>
<p>Rural affordability: All rural areas in the County face rising housing affordability pressure, particularly in Stratford and Warwick, which is coupled with a shortage of affordable housing provision, partly due to the SDC housing moratorium.</p>	<p>Rural Package Programme: A package rural programme can be developed through the partnership working across the County, including working with the Warwickshire Rural Enabler, to provide a framework for strategic development in rural areas and to achieve economies of scale as well as to provide more clarity on delivery and funding timescales.</p>
<p>Housing Demand: The demand for affordable housing continues to increase yearly with rising waiting lists and housing demand.</p>	<p>Commissioning Approach: Explore opportunity to develop a joint commissioning approach to improve value for money in delivering priority targets.</p> <p>The Districts and Boroughs in Warwickshire will work with key partners to build into the LIP any likely benefits/opportunities arising from the emergence of new models of delivery, such as Community Land Trusts (CLTs)/Local Housing Trusts (LHTs).</p>
<p>Ageing Population: There is an increasing need to address the requirements of an ageing population, particularly in the more remote rural areas. This is highlighted in the countywide strategic review of sheltered housing and the Warwickshire Extra Care Housing Strategy.</p>	<p>WCC Extra Care Strategy: Opportunity for further joint working across LA boundaries to meet the needs of Older People and to support Warwickshire's countywide Extra Care strategy</p>
<p>Existing Stock: A number of Warwickshire's Local Housing Authorities have a track record in delivering Do It Yourself Shared Ownership, Purchase and Repair and Empty Property schemes locally. The capacity to fund such schemes has reduced for many local authorities and many smaller district Councils, in rural areas, traditionally have limited capital resources for housing investment.</p>	<p>Shared Ownership: Home ownership and promotion of shared ownership products is a key priority for the new government.</p> <p>The HCA could consider directly funding some local authorities to deliver affordable housing through local partnerships with registered providers, a process that could be managed or controlled through the setting of grant limits and/or delivery targets.</p>

<p>Gypsy and Traveller Needs: Growing demand for sites to meet the needs of the Gypsy and Traveller community and reduced G&T funding levels. Please see Section 10 (C) (2) for more detail on this.</p>	<p>Gypsy and Traveller Provision: Opportunity for joint working, across LA boundaries, to meet the needs of the Gypsy and Traveller community and to explore alternative funding streams.</p>
<p>Growing Extra Care Need: Growing demand for sites to provide Extra Care Housing suitable to meet the needs of Older People.</p>	<p>Countywide Strategy: Opportunity for further joint working across LA boundaries to meet the needs of older people and adults with disabilities.</p>
<p>Supported Living; Growing demand for sites to provide Supported Living as an alternative to residential care by providing support and accommodation to people who are assessed as eligible for services under Warwickshire County Council's Fairer Access to Care Policy (FACS), e.g. Adults with Physical and/or Learning Disabilities.</p>	<p>Extra Care Provision: Opportunity for further joint working across LA boundaries to meet the needs of older people and adults with disabilities to ensure that sufficient homes are in place to meet the need</p>
<p>Prioritisation: There has been increasing dependency on public funding to deliver regeneration projects. With the public sector and future funding expected to shrink, at least in the medium term, projects will need to be prioritised. The LIP, drawing on strong local evidence base and developed through a local partnership approach, will provide an excellent tool for doing this and ensuring that HCA priorities are addressed.</p>	<p>Sub Regional Investment: The agreed Impact Investment Locations (IILs) enable targeting investment in priority areas.</p> <p>Investment in Warwickshire can be considered more closely within the sub-region by aligning the Warwickshire LIP with the emerging Single Integrated Sub Regional Strategy (SIRS) and with potential Local Enterprise Partnerships (LEPs).</p> <p>There may also be an opportunity for the LIP to have a role in highlighting the importance of infrastructure investment (whether delivered via Community Infrastructure Levy or any new version of this) as a precondition for housing delivery.</p>
<p>Narrowing the Gaps: The CSW sub region is characterised by polarisation of both the housing market and economy with very different drivers for housing growth and with varying economic characteristics, particularly between the south and the north and so real attention will need to be paid to narrowing the gaps across the sub-region. This is already a key area for partnership working across Coventry and Warwickshire, with Narrowing the Gaps (NTGs) seen as a major cross-cutting theme.</p>	<p>Cost efficiencies and targeting to meet local needs: Local Investment Plans can be tailored to achieve shared goals and to develop common effort to create efficiencies across public sector bodies through the new sub regional structures.</p> <p>CSW have appointed AECOM to progress an infrastructure study for the sub-region. This will support the development of a comprehensive aligned investment approach and identify infrastructure investment and sources of funding for major projects and will be used to update this LIP when the study is completed.</p>

<p>Employment and Skills: The Region's unemployment rate is currently the highest in the country, with some Super Output Areas (SOAs) in Warwickshire among the highest in the Region, highlighting the need to align HCA resources with the jobs and skills sectors. In particular, there is a significant concentration of unemployment and economic inactivity in Nuneaton and Bedworth.</p>	<p>Employment and Skills Plans: The HCA and its partners can address worklessness by integrating local employment and training targets and Employment and Skills Plans (ESPs) within their scheme proposals.</p>
<p>Empty Homes: Recent privately developed new-build properties remaining empty may be difficult to convert to affordable rented units through HCA funding, as they do not meet Sustainability Code Level 2 or eco-'good' ratings.</p>	<p>Existing Stock: There is an opportunity to achieve improvements to energy efficiency on new and existing housing and to introduce a pilot retrofit programme that complements existing investment.</p> <p>A flexible approach to funding during this challenging economic period, which enables registered providers to determine for themselves whether properties are worth adding to their stock, would support some delivery.</p>
<p>Empty Homes: Older empty homes may also benefit from HCA funding, if some funds could be set aside to build on existing and developing empty homes strategies from the Districts and Boroughs.</p>	<p>Existing Stock: Opportunities exist for joint working on tackling the problems in existing stock, both public and private, e.g. energy efficiency programmes, empty homes strategies, etc.</p>
<p>Shared Ownership: A number of Registered Social Landlords are holding off development at present on account of funding tied-up in unsold shared-ownership units.</p>	<p>Shared Ownership: HCA funding options exist which would enable registered providers to convert unoccupied shared-ownership properties to rented units, thus releasing tied-up capital to support new programmes.</p>
<p>Existing Stock: There will be a growing need for existing housing to be adapted to meet the needs of those requiring Supported Housing.</p> <p>Work is underway across all Warwickshire Districts and Boroughs to understand the degree to which sheltered housing is meeting need. Investment will be needed to adapt, update or demolish existing homes in response to this.</p>	<p>Existing Stock: Opportunity to support the Government's Decent Homes target.</p> <p>Some sites may be released for development in the medium term as a result of this work, although subsidy for demolition and remediation may be required in order to make the sites viable.</p>
<p>HS2: the proposed High Speed 2 project could exacerbate existing affordability issues in Warwickshire by encouraging housing demand from outside the area</p>	<p>HS2: The proposed HS2 will provide an impetus to the local economy and boost local housing demand.</p>

10. LIP Thematic Priorities

(A) Meet Affordable Housing Growth Needs

The need for affordable housing is critical within all local authority areas to meet local need. Currently this need is met either through the local authorities planning framework or through HCA investment. Individual local authority policies for affordable housing are as follows:

LA	Annual affordable housing need (Net)*	Proportion of affordable housing on site (%)	Description of housing required
Rugby	245 (SHMA 2008)	In urban areas 33.3% of new units to be affordable in developments between 15-30 dwellings. On larger sites, 40% is required. In rural areas, provision varies in relation to the relevant settlement and the level of available services. In smaller villages, development is restricted to that which meets an identified local need.	Priority is for 2/3 bedroom properties with a significant need for housing for single people under retirement age.
N. Warks	281 (SHMA 2008/09)	40% housing requirement on all sites of 15 dwellings or more in market towns, 5 houses or more in selected villages/service centres. Elsewhere (small rural villages and countryside) 100% affordable housing for all developments.	Primarily rental tenure required with 97% social rental and 3% shared ownership (although some flexibility applies). Normally housing type is determined by waiting list data.
N & B	306 (SHMA 2008/09)	25% of new units to be affordable in developments of 15 or more new dwellings.	Mix of social rented and low cost home ownership, with larger homes for families and housing that meets the needs of older people.
Warwick	785 (SHMA 2008/09)	40% affordable housing provision within towns on sites of 10+ dwellings, and within rural areas on sites of 3+ dwellings. Development of affordable housing in rural areas to meet local identified needs.	Mix of social rented and low cost homeownership split as: 80% Social rented units 20% Low Cost Home Ownership/Intermediate tenure. Priority for 2, 3, 4 bedroom houses.
Stratford	532 (SHMA 2009)	Minimum 35% affordable by floor space on mainstream sites (10+ dwellings). 100% affordable or local market housing on rural sites.	Affordability and market considerations indicate a strong preference for social rented housing. Sustainability considerations indicate predominant need for 2, 3 and 4 bedroom houses suitable for families.

**The Annual Affordable Housing Need is based on the Strategic Housing Market Assessment (SHMA) and also on Joint Housing Assessments carried out.*

Appendix 3 shows a development schedule of potential strategic housing sites, where known and available, both urban and rural, currently being considered by the local authorities in Warwickshire, with Appendix 4 giving more detail on rural schemes.

(B) Address Rural Housing Growth and Affordability

Warwickshire faces a diverse range of issues in terms of maintaining sustainable rural communities. The former coalfield areas in North Warwickshire face employment issues, while in the south in Stratford and Warwick issues include high housing and land prices and high overall demand for housing leading to acute affordability issues. Both North and South face the withdrawal of rural services and the challenges this brings.

Extensive rural enabling programmes including tailored planning policies, LANB and prudential borrowing funded schemes are underway independently in Stratford-on-Avon, Rugby, North Warwickshire and Warwick. Alongside this, the creation of a single rural housing approach is being considered across all the boroughs and districts. A county-wide approach on delivering new rural homes, as part of one procurement package, in larger volumes is likely to create more financially viable proposals through economies of scale, improved deliverability through the ability to create accountable 'delivery chains' and greater security for the community capacity building arrangements that need to be in place.

The Rural Housing Enabler approach is well established having worked well in Stratford and Warwick but also with many communities across the County. Whilst North Warwickshire Borough Council does not have a rural enabler post, it will be expanding its capacity to deliver rural schemes and work with local communities, following the site starts on four LA New Build schemes in rural areas within the Borough during 2010. Housing and Planning teams are supportive of the preparation of Parish Plans, with Stratford providing dedicated grants to support this exercise.

Community Land Trusts are being explored by Parishes within Warwickshire and the Local Housing Trusts proposed recently are welcomed, which may provide another delivery mechanism.

The provision of rural affordable housing is a key priority within the HCA's West Midland Business Plan.

Rural affordable homes enabled between 2005 and 2010:

Local Authority	Rented	Low Cost Home Ownership	Total
N Warwickshire BC	166	37	203
Nuneaton & Bedworth BC*	0	0	0
Rugby BC	23	8	31
Warwick DC	23	10	33
Stratford DC	88	85	173
Warwickshire Total	300	140	440

(*) Nuneaton and Bedworth Borough Council have no rural parishes.

Appendix 3 provides a pipeline development schedule of potential rural schemes to be developed.

(C) Meet Housing Needs of Vulnerable Groups

(1) Supported Housing

The Warwickshire Housing Support Partnership (previously the Supporting People Commissioning Body) provides a strategic overview to addressing the supported housing needs in the County. The Supporting People strategy was approved in 2008 and reflected housing needs at that time. Over the last 12 months, work has been undertaken to refresh this information by undertaking a series of comprehensive strategic reviews and by developing a Care and Choice accommodation programme for older people and adults with disabilities.

Housing-related support to vulnerable people is provided in a range of settings. This includes supported housing for those who have higher needs and are temporarily unable to live in or access more permanent independent accommodation. Supported housing is a critical service to many vulnerable people as it provides accommodation with support to enable people to achieve longer-term independent living within their community. The Supporting People strategic reviews are largely completed and have made recommendations for the future commissioning of housing-related support services for vulnerable people in Warwickshire. This may involve remodelling or construction of new 'bricks and mortar' if it is to be fully realised.

In response to an ageing population in the County, the demand for a range of care and choice accommodation is expected to increase significantly. An Extra Care Housing Strategy has been developed jointly in the County as part of the Care and Choice Accommodation Programme (CACAP) to meet the changing housing and support needs of Warwickshire's growing population of older and frailer people. By 2013, the Strategy aims to provide a minimum of 500 'affordable' Extra Care homes, forming part of a target to have 20 planned schemes completed by around 2014. One method of delivering these homes will be through a preferred partnership framework with named developer partnerships, to speed up the delivery of new homes.

The strategic reviews have been carried out for people fleeing domestic abuse, young people at risk and leaving care, young families, people with mental ill-health, people with a learning disability, older people, offenders, substance mis-users, homeless people and people with complex needs. The reviews have evidenced gaps in the provision of supported housing in some areas of the County, which is resulting in unmet need. This is particularly evident for some client groups, including young people and young families, people fleeing domestic abuse, people with mental ill health and for people with complex needs (i.e. those who are homeless, with substance misuse problems and often an offending history). The challenge for the Partnership is to meet identified needs and gaps in service provision for accommodation and support. There will clearly be challenges ahead in commissioning new supported housing schemes and HCA gap funding is likely to be required to support this programme, to ensure the accommodation provided matches the Partnership's strategic priorities.

Whereas the Government has published in its comprehensive spending review £6.5 billion for the Supporting People programme between 2011 and 2015, this funding is no longer ring-fenced. The county council, as the administrative body, may decide to reduce this budget as part of its wider approach to making savings, if it considers that other public services have a higher priority.

Home improvement Agency work is seen as a key area of activity for Warwickshire as a means of helping people to live independently for longer and so reduce pressure created by a growing population of older people on care homes, as well as providing people with a

choice as to how they will continue to live independently. Overseen by the Warwickshire Housing and Support Partnership, a multi-agency review of these services started on 1 December 2010. The review team includes representatives of all the districts and boroughs, the county council, the NHS and all the providers across Warwickshire.

The Government's announcement in the Comprehensive Spending Review that Disabled Facilities Grant will rise in line with inflation provides some optimism that this review may be able to help to spend that money more effectively, as a prelude to wider-reaching changes in these services to help people remain independently at home for longer.

Appendix 5 sets out a detailed list of schemes.

(2) Gypsy and Traveller Housing Strategy

There is a shortage of authorised sites for Gypsies and Travellers and, as a result, one in five families living in caravans has no authorised site on which to reside. This disconnection from services can create health and educational inequalities and the Gypsy and Traveller community are recognised as one of the most disadvantaged ethnic groups. Within Warwickshire numerous unauthorised encampments, often on land owned by the Gypsy or Traveller community have sprung up.

Local authorities are required to undertake Gypsy and Traveller Accommodation Assessments (GTAA) in their areas to identify the gap between pitch supply and need. The table below shows the level of need established across Warwickshire through the GTAA exercises:

Local Authority	No of Existing Authorised G&T Pitches	No of New G&T Pitches Required (2007/17)
N Warwickshire BC	24	17
Nuneaton & Bedworth BC	37	27
Rugby BC	66	67 **
Warwick DC	0	26 **
Stratford DC	41	44 **
Warwickshire CC Total	173	148 **

(**) Includes the need to deliver temporary/transit sites.

The HCA currently provides investment support to local authorities and registered providers through the National Gypsy and Traveller Site Grant programme. Within the sub region Rugby (Woodside Park) and Coventry (Siskin Drive) submitted applications in the 2010/11 G&T Grant Programme. However, this programme was cancelled as part of the Government's austerity drive. Stratford-on-Avon District is developing its approach to the provision of sites and a corporate group is working to ensure these are delivered in sustainable locations and that pre-application advice is accessible.

With the removal of the regional requirements and the weakening of the evidence base within the current GTAA, Warwick District Council will be reviewing evidence of local need and demand before it can set out and plan for its future Gypsy and Traveller requirements through the new local plan (core strategy) and/or subsequent site allocations document. This evidence will be used to inform the issues and options stage of consultation as part of the preparation of the draft local plan.

D) Improve Existing Housing Stock

Public and Private-Sector Housing Stock and Empty Properties

Whereas all five district and borough councils have responsibility for improving the condition of the private-sector housing in their areas, only four have retained their council housing. Stratford-on-Avon District Council transferred its housing stock to the housing-association sector in 1996, and Orbit Heart of England now owns this.

Stock condition surveys are used to understand both sectors, inform future priorities and target vulnerable households more effectively, whilst strategic housing market assessments, which all five have undertaken, assess the need for housing across the county.

Work is underway across all districts and boroughs, in partnership with the county council and the Institute of Public Care, to understand the degree to which sheltered housing is meeting need. Options appraisals have been carried out on sheltered housing schemes across the county to establish the long-term future for schemes. These appraisals are being evaluated: however, it seems certain that investment will be needed to adapt, update or demolish existing homes and to consider whether some should be converted to extra-care housing.

More details for each local authority are given below.

Rugby Borough Council

A private-sector house condition and energy survey was carried out in 2009, the results of which indicated that levels of disrepair in some of the 34,000 private-sector homes in Rugby (of which an estimated 4,400 are privately rented) are significant. Although 83% of the properties in the Borough met the decent-homes standard, there remain high levels of non-decent homes in the Newbold and New Bilton wards (35 and 53% respectively): the priority areas for the private-sector housing strategy.

As of May 2009, 517 properties within the borough were empty. The national average for long-term empty properties in March 2008 was 1.4%. Rugby performed slightly better than the national average in 2008 with only 1.2% of its total stock empty.

New Bilton ward has both the highest number, and the greatest concentration, of empty properties in the Borough. Empty properties here are 1.73% higher than the national average, and 1.93% higher than average for Rugby. Caldecott and Benn wards also contribute significantly to a large proportion of the borough's long-term empty properties.

In addition to prioritising New Bilton and Newbold wards, the Empty Property Strategy will prioritise Caldecott Ward for bringing long-term empty properties back into use.

The council has a housing stock of 3,934 (2,491 general-needs properties and 1,443 sheltered), all of which met the decent-homes standard by the end of March 2010. However, meeting this national standard does not mean that the public housing stock is fit for purpose as it is for tenants locally to articulate whether their homes are fit, and work for them. Lean-systems reviews of the housing service have, as one aim, the objective of establishing what is needed locally to bring the stock closer to local people's expectations.

Work to adapt existing homes to meet current standards and the housing need of local people will require capital investment. There is a mismatch between the existing stock

and the needs profile, so that single people under retirement age are present in disproportionate numbers on the housing register, not least as a result of only 8% of the stock being available to this group.

North Warwickshire Borough Council

North Warwickshire is a rural borough with a number of villages, which developed housing stock to serve mineworkers. Some of the issues in its private sector housing stock are directly related to the legacy of that stock being sold on to private landlords.

In some areas, there are small numbers of stock, which need intervention: however, in a few the legacy is significant enough to be blighting the area and need addressing. Whilst the condition of private sector housing in North Warwickshire is generally above national averages, it contains areas of local deprivation and problems with system-built 'PRC' ex coal-board houses along with older solid-walled properties typical of rural areas with agricultural and coal-mining heritage.

It also has the aggravating factors of isolation and an elderly population without adequate financial resources for home maintenance. The private-rented sector also lags behind owner-occupied and council/housing association stock as regards condition and energy efficiency, with enforcement activity a frequent occurrence despite some tenants' reluctance to complain about their circumstances or landlord.

The number of long-term vacant properties fluctuates with the housing market, and North Warwickshire has restarted a project to investigate ownership and reasons for vacancy on a proactive basis, including greater use of enforcement powers. Certain estates and certain landlords remain particularly challenging.

Data on the condition of local private-sector stock is reaching the end of its useful life there are plans to undertake some affordable stock modelling alongside the development of a database to specifically include energy efficiency for the purposes of targeting interventions and tracking impacts.

Our most up to date information on levels of decency in the private sector indicates a level of 24% of the stock not meeting the Decent Homes Standard. The lack of energy efficiency in many homes is a significant factor. The Council uses existing funding to help owners address the thermal comfort criteria both directly with grants, with loans and through access to the Kick Start equity release scheme and Warm Front. A reduction in funding will impact on these schemes, which are not mandatory and rely on pro-active work with owners to help them find the type of financial help, which is most suitable for them. Properties that do not meet the Decent Homes Standard also can have a direct relationship to the level of empty homes in some areas. For this reason, the Council is keen to continue with its pro-active engagement with owners and landlords to find out the reason for long term empty homes and address them in order to bring properties back into use.

Enabling people in the private sector to remain in their own homes by providing adaptations is a priority service for the Council. The demand currently requires a commitment of around £250,000 per annum. However, an ageing population is likely to mean an increasing demand on the service with a need for more complex adaptations to be undertaken.

North Warwickshire is a stock holding authority and has just over 2700 homes. Energy efficiency work has been undertaken as part of the improvement schemes to achieve the

Decent Homes Standard. This has included providing new energy efficiency heating systems (which meant bringing gas mains to many estates which did not previously have access to this fuel) external insulation, replacement windows and external doors. Further work is planned to improve loft insulation where required. There are no hard to let properties in the stock. However, as part of its overall asset management plan the Council will consider taking any necessary action to change the designation of its stock in order to meet the demands of its housing register. The decency rate for the public sector within North Warwickshire currently stands at 99.486%.

Nuneaton and Bedworth Borough Council

24% of houses in the private sector in Nuneaton and Bedworth were built pre-1919, with only 19% being built post 1974. The privately rented sector of the private-sector stock has a much higher proportion of pre-1919 dwellings at 37.7%, compared to 14% overall, taking into account the public sector stock

The last information on decency levels from a local survey (2005) assessed the level of decent homes in the private sector at 78.73% for owner-occupiers and 31.82% for privately rented homes.

NBBC is a stock holding authority and has just fewer than 6,000 units (1300 of which are supported sheltered housing units). The Council has 98 4-bed houses, just under 2,000 3-bed houses, and 873 2-bed houses. The vast majority of the Council's own stock now has Gas central heating, with only 49 properties with no central heating at all but programmed to be installed. In terms of energy efficiency, the council has completed 99% of its programme to provide a minimum of 250mm of loft insulation and cavity wall, wherever feasible, in the remaining properties will be addressed through the voids process. The current average SAP rating on its own stock is 69.3. 46% of the Council owned stock was built between 1945 and 1964, with an additional 17% built pre-1944 but post-1919.

In the private sector, NBBC has established a pilot carbon reduction project with the Energy Savings Trust (EST), which the Council will monitor with a view to rolling out as part of a desire to embed carbon reduction, energy efficiency and fuel poverty work across the housing market. The current average SAP rating for the private sector in the borough is around 58. 24% of houses in the private sector in Nuneaton and Bedworth were built pre-1919, with only 19% being built post-1974. It should be noted that the private rented sector of the private sector stock has a much higher proportion of pre-1919 dwellings at 37.7%, compared to 14% overall taking into account public sector stock(which includes NBBC's 6,000 and a further 1600 RP properties.

Stratford-on-Avon District Council

The Council has an Empty Homes Strategy that has resulted in 46 empty homes being brought back into use between April 2006 and September 2010. The homes are let to people on affordable rents. Additional grant funding is required.

The Council's private-sector stock condition survey (Nov 2009) uses the Housing Health and Safety Rating System and has identified incidents of the highest level of risks ("Category 1" failures) in owner-occupied, privately rented housing and in park mobile homes. The primary cause of these hazard failures is excess cold and almost 10,000 households (21% of all households) are in fuel poverty. Many of these are older dwellings that are occupied by people of pensionable age, people with disabilities and/or people on low incomes. The Council's "Signposting to Healthier Homes" seeks to address these issues but requires capital funding for energy efficiency improvements.

Warwick District Council

Warwick district contains the highest number and proportion of privately rented accommodation in the county. As of September 2009, there were 5,599 privately rented homes, accounting for 10.5% of the housing stock. This level of private renting is in large part due to the high number of students who live in the district whilst studying at Warwick University. There are approximately 1,250 student houses in multiple occupation (HMO), and 367 applications for HMO licensing have been processed since 2006.

There are areas of deprivation, notably in the wards of Willes, Brunswick, Warwick North and Whitnash. Decent-homes grant work is targeted at wards with the highest deprivation. The Council is in the process of commissioning a new private-sector stock condition survey: anticipated to be completed by March 2011.

Energy efficiency issues are dealt with through decent homes as well as through grants offered by the council and top ups to support warm front grants. The 2009 NI187 fuel poverty survey confirmed there were still 8.85% of homes with a SAP rating below 35 across all tenures. 32.5% of these were in the private sector stock. Analysis shows that the Brunswick ward continues to show highest level of fuel poverty with 31% of those households below SAP35 arising from that particular ward.

As at 31st August 2010, there were 1,028 dwellings that were long-term empty (excluding second homes). Of these, 292 (28.4%) have been empty for at least 5 years. The Council has recently been awarded a grant from the CLG for a 12-month period to kick start empty homes work in the District. All parts of the district are affected, with obvious concentrations in the main urban centres of Leamington, Warwick and Kenilworth. This funding will allow us to take a dedicated and proactive approach to tackling empty homes. Not only will this help to improve neighbourhoods but also increase housing options and opportunities to those in housing need. It is the Council's intention to bid for the additional empty homes funding, which has recently been announced, in order to sustain this dedicated approach.

Council Stock Existing Stock/Energy Efficiency

- 92% of the stock is decent at this point and it is anticipated that 100% decency will be achieved by 31st December 2010.
- Post decent homes, the programme will continue and the council will look to develop WDC decent homes plus target.
- Energy efficiency programmes include the ongoing solar hot water, PV panels, and biomass boilers. Warwick DC is continuing to check the insulation of properties and programming the insulation of our solid brick dwellings. This may be affected by what grants are available as to how many are undertaken.

11. Major Spatial Development Priorities in Warwickshire

Local Authority	Priority Intervention Area	Notes
North Warwickshire	SP1: North Warwickshire Rural Area	<p>These will be continuous sites throughout the Borough to meet general and specialised housing need. The schemes will be small rural sites aimed at addressing rural affordability and providing local choice to enable people to stay within their villages. Intervention is through the Parish Councils and the work will be based on local need assessments. The schemes will be mostly RP led and some will require HCA investment.</p> <p>The biggest schemes in the area currently on site are Hill Top, New Arley (33 units) through Waterloo and Rectory Cottages in Old Arley (16 units) through Midland Heart and the Local Authority New Build that is taking place across the Borough to develop 25 new Council properties. These are at the following areas: Water Orton (9 units), Kingsbury (6 units), New Arley (6 units) and Fillongley (4 units).</p> <p>Appendix 3 gives more details on potential pipeline sites with an indication of number of units that could be delivered on each site</p>
Nuneaton & Bedworth	SP1: Camp Hill, Nuneaton (1,550 houses, Priority A)	<p>Phased major regeneration programme involving housing, environment and community regeneration initiatives coordinated by Pride in Camp Hill. This is one of 20 Impact Investment Locations identified in the West Midlands by the RFA and is a priority investment area for the HCA and the local authority.</p> <p>The redevelopment started in 2003 and is to be delivered in 4 phases with mixed tenure. Phase 1 was completed by developer Lovells in 2006 and involved 172 new homes. Phase 2 involves 232 new homes as well as 7 retail units and a community centre in a Village Centre. The new homes are being built by Lovells during the economic downturn and some have received HCA Kickstart funding.</p> <p>Phase 3 commenced on site in November 2009 and is the largest residential area that will provide around 840 new homes in a staggered 6 year programme being developed by Barratts.</p> <p>Phase 4 will be developed by Redrow Homes and will provide around 350 homes as well as business space units on the former Midland Quarry site. In addition further small sites on the outskirts of</p>

		Camp Hill will be identified for development
Nuneaton Bedworth	& SP2: Borough wide Affordable Housing Sites	<p>These are on going development sites across the Borough to meet housing need. Currently 317 units have been identified for development on cleared and ready sites some of which will be on former garage sites.</p> <p>Some of the sites will be transferred by the LA to Registered Provider partners at nil cost.</p> <p>Appendix 3 gives more details on potential sites.</p>
Nuneaton Bedworth	& SP3: North West Nuneaton	There are proposals for the major redevelopment of an area to the North West of Nuneaton (Judkins Quarry and some adjoining sites) which could see the provision of some 3,000 homes and some mixed use employment development. This is only a proposal and the position on the outcome of the preferred option through the Core Strategy is being awaited before any further details are provided.
Nuneaton Bedworth	& SP4: Bermuda Village	The final phase of the development of this locality is the provision of 400 new homes, a new health/GP centre, new community centre, club and local shops. The development has already seen the construction of 800 homes, and an industrial estate that has brought new jobs to the area. This final phase will provide the rest of the infrastructure and amenities to create a truly sustainable community.
Rugby	SP1: Rugby Station Area (Cattle Market) (900 new houses, Priority A)	<p>Key priority area for the local authority and HCA investment to provide a mixed-use development to connect the gateway area between the town centre and the local rail station linking Rugby to the sub region. The site is adjacent to the Leicester Road site, currently being developed as part of a new campus for Warwickshire College. The site is a strategic priority within the RSS.</p> <p>The site has been masterplanned and will develop over 900 homes by 2015. (Orbit HA is currently on site to develop 40 new homes). The site will also provide a large retail outlet, a hotel, supported housing provision (Housing 21 are currently on site to provide 45 extra-care units), a supported housing facility and open public space</p>
Rugby	SP2: Radio Mast Site, Rugby (6,200 new houses)	<p>Large site owned by British Telecom currently being masterplanned by Locks to provide housing led development opportunity requiring major infrastructure investment.</p> <p>The southern part of the site, which falls within Rugby BC, was proposed in the former Regional Spatial Strategy as a sustainable urban extension to Rugby with the potential to accommodate up to</p>

		<p>6,200 homes along with commercial, retail, leisure and community facilities</p> <p>The proposals for the site provide a rare opportunity to create a new community with careful planning and to influence the regional economy. The challenge is to adopt and deliver a Total Place and Total Capital approach to avoid the mistakes of other developments and to provide an aspirational high quality sustainable development.</p> <p>This is a potential 20 year phased development. Phase 1 to deliver around 1200 units is earmarked from 2013 at around 400 units per year. The HCA will work with Rugby to develop a programme management approach to bring the site forward for development. The site is currently at outline planning application stage.</p> <p>The northern wedge of the site between the A5 and M1, which falls within the Daventry District, is earmarked for the expansion of the DIRFT site and the creation of a new national Rail Freight Interchange.</p>
Rugby	SP3: Rugby Gateway, Leicester Road	<p>The area along the A426 Leicester Road between Rugby and the M6 has been identified in the RSS as a Sustainable Urban Extension that can accommodate Rugby's growth targets. The area will be masterplanned and is expected to produce around 1300 homes as well as 35ha of employment land by 2021. The HCA will work with Rugby to identify areas for joint working and investment.</p>
Rugby	SP4: Rugby Urban Area	<p>These are ongoing development sites throughout the town to meet general and specialised need. These are sites outside the station-area allocation but include the nearby former GEC site which will be part of Warwickshire College and which will provide 180 new homes.</p> <p>Some of these schemes will require HCA funding for the affordable homes, while others will be delivered through S106 obligations. Appendix 3 gives more details on potential sites.</p>
Rugby	SP5: Rugby Rural Area	<p>These are ongoing development of small parish sites across the area identified by the rural enabler and based on local need assessments.</p> <p>Most of the schemes will be RP-led and some will require HCA investment. Potential rural settlement growth villages include Binley Woods, Brinklow, Dunchurch, Long Lawford, Stretton, Ryton, Clifton, Wolston and Wolvey. These are main settlement areas that have existing service provision to accommodate development. This does not preclude the possibility of sites in other villages coming forward for which HCA funding might be sought, if there is a demonstrable housing need.</p>

Warwick	SP1: District Wide Strategic Sites	<p>Development of designated strategic sites identified in the Core Strategy Document across the District. Delivery is expected to be developer led and most of affordable provision on each site will be delivered via s106 obligations. HCA intervention is minimal but will be required on specialist provision.</p> <p>The Core Strategy identifies major development to be concentrated at 3 locations: the area to the south east of Kenilworth, area south of Myton between Warwick and Leamington and possibly the area to the south of Finham, Coventry.</p> <p>A significant portion of this development will be on s106 sites identified in the built up areas of the District (Warwick, Leamington, Kenilworth, and Whitnash).</p> <p>Appendix 3 gives more details on potential sites.</p>
Warwick	SP2: District Rural Schemes	<p>Delivery of small-scale rural exception sites identified by housing needs surveys and Parish Plans via Warwickshire Rural Community Council. This is a key priority for WDC and is identified in its Corporate Strategy</p>
Warwick	SP3: Station Area, Leamington	<p>Regeneration of this significant brownfield site sees real potential for revitalising the area both economically and environmentally by enhancing the image and character of the area as a functional gateway point for Leamington Spa. This will be achieved by encouraging good integration and linkages between different land uses; promoting a sense of place with buildings and spaces of a high standard of urban design and townscape quality; and delivering sustainable development that contributes towards a low-carbon economy and is designed to accommodate the expected effects of climate change.</p> <p>The area is expected to produce around 150 new homes, a percentage of which will be affordable.</p>
Stratford	SP1: Rural Package Programme	<p>Ongoing development of package of small rural sites identified in small rural villages through local housing needs surveys and developed through Rural enabler. This is a HCA investment priority and a key corporate priority for SDC. The schemes are to be developed as packages to achieve economies of scale and provide greater clarity while consultation and local engagement takes place.</p> <p>Phase 1 received HCA support, to supplement SDC funding, to deliver 37 units over 3 sites. SDC grant investment will be provided to bring sites forward and HCA investment will be required to</p>

		<p>make schemes financially viable.</p> <p>One of the larger schemes receiving HCA funding is currently on site at Tilemans Lane (45 affordable homes), while a major extra care scheme was completed by Orbit Housing at Briar Croft.</p> <p>More details in Appendix 3.</p>
	SP2: Strategic Affordable Housing Sites (3,000 new houses)	<p>Development of around 1,000 affordable homes identified in the Consultation Core Strategy and located in Stratford and “Main Rural Centres” reflecting the Council’s draft preferred approach of dispersing rather than concentrating growth.</p> <p>Most sites will be developer led and secured through s106. HCA investment would only be required on some sites to address affordability issues and to support development of specialist housing provision. Some sites may require front funding to facilitate delivery</p>
	SP3: Cattle Market, Town centre (Priority A)	<p>This is a mixed use development site next to the railway station providing a gateway to the town centre. Redrow Homes have planning permission for the site, although the local authority is currently looking to review the scheme mix to provide more family houses and fewer apartments.</p>
	SP4: Long Marston Depot, Stratford	<p>Proposals for an eco-town on this site have been formally withdrawn. However, outline planning permission for a new residential village of up to 500 homes has been granted. The site is now likely to be progressed in line with a masterplan blueprint, to provide a mixed development village for industrial, leisure and residential use. The site will have a significant impact on the local economy and local service provision and is included in Stratford’s Local Plan. A S.106 Agreement secures delivery of 35% affordable housing on a nil public subsidy basis.</p>

Source: CSW Housing Growth Strategy 2010

12. Enabling Role of HCA

As the public sector shrinks over the coming years grant funds will be less readily available, new ways of working and funding mechanisms for housing programmes will be critical, if the serious housing needs of Warwickshire are to be fully addressed. Over the past few years, the District and Borough Councils in Warwickshire have had a strong track record in making land available for affordable housing either at nil cost or well below market value - and they intend to continue with this, whenever possible. Indeed, SDC has funding earmarked to support/enable local affordable housing projects.

More recently, WCC has agreed, in principle, to make land available for affordable housing at less than best value - and land currently or soon likely to be available has been shared with the Warwickshire Heads of Housing, for them to indicate which would be priority sites for development. The Housing Strategy Lead at WCC is also in discussions with private Developers about ways of extending partnership working to include cross-subsidy across different sites and possibly even across LA boundaries.

The role of the HCA will also be crucial in bridging any gap in funding to deliver real affordability and in consultancy, advice and support. WCC is also working, in close partnership with the Districts and Boroughs and a range of registered providers and private Developers on an innovative approach on providing Extra Care housing.

The HCA's role will be to work with local authorities and provide investment support, over and above what the local authorities can provide for themselves, to add value to that LA investment - but only where there is little likelihood of private sector investment - to achieve the best value possible for the HCA investment.

The HCA's new enabling role will focus on helping local areas to achieve their own objectives, by combining investment with specialist skills and expertise. They will provide a range of expertise to fit local needs, but examples could include arranging partnerships with the public sector as well as between sectors, making judgements on complex infrastructure needs and advice on achieving high quality design.

13. Investment

The availability of investment will be a key issue in the future and certainly over the lifetime of this plan. In recent years, Social Housing Grant has been a significant source of funding to deliver affordable housing. However, the Comprehensive Spending Review 2010 reduced the level of funding available and the HCA has reconsidered its priority areas moving forward.

HCA investment will be focused on three key programme areas

- housing growth and affordability
- existing stock and
- place making and regeneration.

A major issue facing District and Borough Councils over the next few years will be how to respond to the proposed changes in funding for Council housing. All of Warwickshire's District and Borough Councils, except for Stratford-on-Avon District Council, have retained ownership of their housing stock. The running of these council homes has been supported by a centralised system of council housing finance, called the Housing Revenue Account (HRA). Under the HRA subsidy system, councils are required to pay a proportion of council house rents, and the majority of receipts from any sales of land or homes, to central

government. It is then redistributed to local authorities based on a complex formula designed to assess need.

The coalition government has announced that this will be abolished and local authorities will move to a self-financing model, keeping their rents as well as receipts from sales on the proviso that they will use the headroom created to build and or facilitate new affordable homes. The freedom for councils to manage their own housing finances is, however, in exchange for taking on a significant portion of debt.

This new system will be introduced as part of the new Localism Bill due to be issued in the autumn of 2010, with proposed implementation of the new system in 2012.

All of Warwickshire's stock-holding councils have modelled the number of homes they may be able to build as a result of this new freedom. However, although the overall debt figure has been estimated at around £25 billion, the amount of debt to be allocated to councils nationally has not yet been confirmed and access to social housing grant needs clarification. Therefore, these figures are estimates based on the councils' replies to the previous government's consultation and cover the period over the life of the next parliament:

- North Warwickshire Borough Council: indicated that the initial surplus offered as part of the proposal would be enough to build 50 properties if social housing grant was available: 25 if not. In future years, positive consideration would be given to using council housing funding to build new homes whilst balancing that priority against the needs of the current stock.
- Rugby Borough Council: the council would look favourably at building 30 homes without further grant funding (more if funding becomes available)
- Nuneaton and Bedworth Borough Council: the initial priority is significant capital works to existing stock, particularly related to communal areas which may limit the ability to undertake a new-build programme early on.
- Warwick District Council: assuming a settlement of 7% the council would have the headroom to build approximately 90 new homes, assuming some level of social housing grant.

14. Governance and Delivery Arrangements

It is proposed that the LIP will be developed and reviewed through a new Steering Group comprised of the Heads of Housing from the five local authorities in Warwickshire as well as the Housing Strategy Lead from the County. A key principle for the Group will be to ensure that Housing investment will be agreed on the basis that it adds value to and links with the individual local housing authority's and the County's wider economic regeneration and community investment activity. Investment should also meet the aims and objectives of the Sub Regional strategies, including the housing impacts of future LEP proposals.

The purpose of the Steering Group will be to agree delivery priorities, align resources, evaluate impacts and undertake regular review of the LIP as well as to explore new delivery and investment models including:

- Registered Provider commissioning approach, whereby the HCA will commission Registered Providers to deliver a range of affordable housing products within agreed spatial and thematic priority areas
- Where necessary to utilise the HCA Delivery Partner Panel to procure and deliver strategic sites

- Equity Funding to deliver infrastructure where the HCA provides upfront funding investment in return for an equity stake or future return through overage
- Tackle Worklessness and create new jobs by ensuring that employment opportunities for local people are integrated within the HCA investment and procurement models
- Efforts will be made to achieve maximum impact and return by aligning public sector investments.

It is proposed that this Steering Group will report directly into the Warwickshire Heads of Housing meetings and, through that Group, to the Local Strategic Partnership for each local authority and within existing LA political and hierarchy reporting structures.

It is expected that the Warwickshire LIP will be closely linked with future sub-regional and LEP proposals to provide alignment and cohesion with future investment and delivery plans. Governance and delivery arrangements will be reviewed at that point.

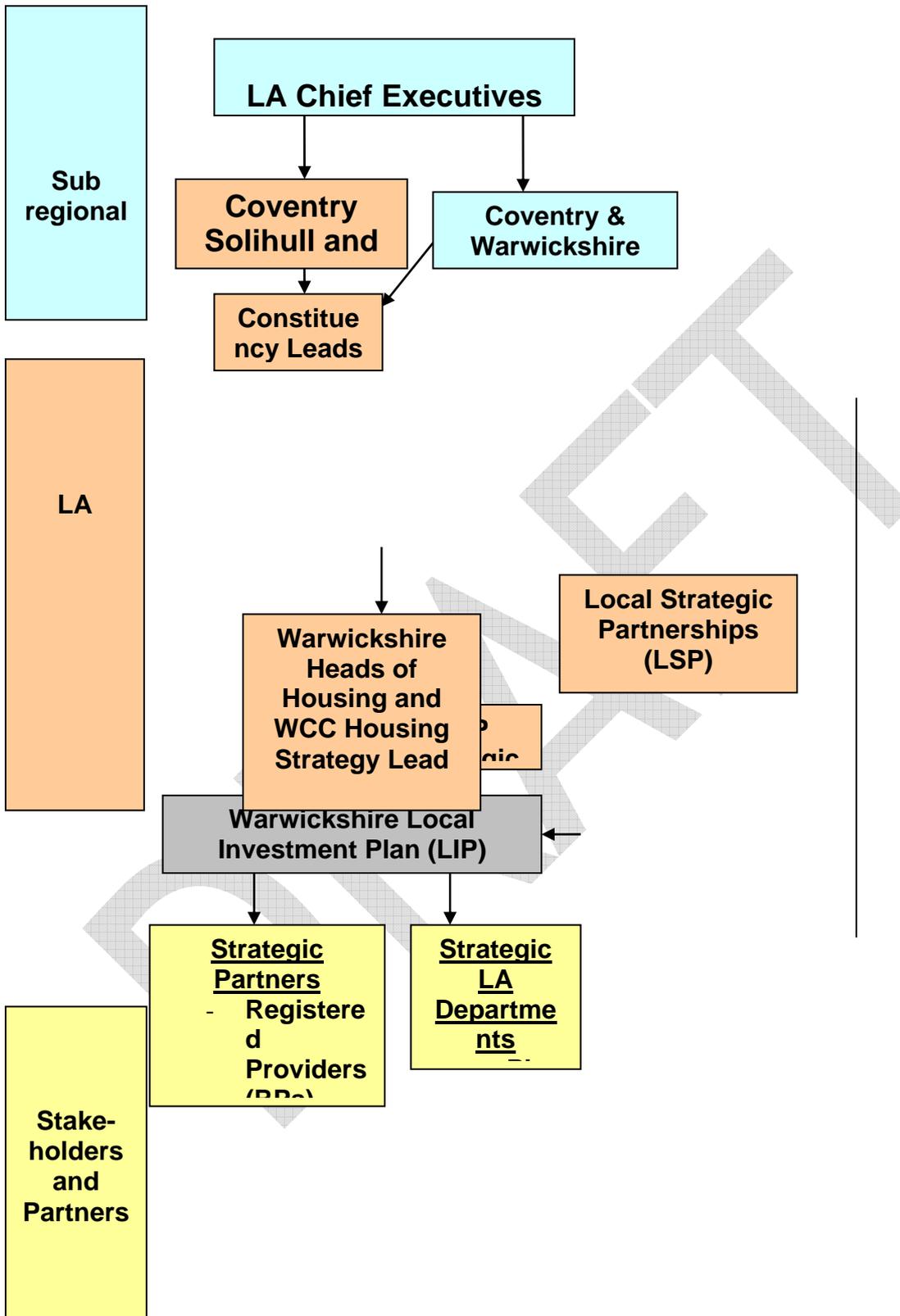
The work of the Steering Group will be underpinned by information from and consultation with key strategic partners operating across the County including Registered Providers and private Developers. **Diagram 1** below shows the proposed governance approach

15. Next Steps and Timescales

Once approved by the Warwickshire Heads of Housing at end of November, the LIP will go to the Chief Executives of all partner Districts/Boroughs for approval and taken through the Cabinets of all partner authorities and also through the CSWP and Coventry and Warwickshire LEP processes. The LIP will also be reviewed against the SISRS and any priorities arising from the Coventry and Warwickshire LEP, to ensure effective alignment through all sub-regional partnership working. The LA review and approval process should complete early in 2011, with the CSWP/SISRS/LEP review and alignment following on from that.

An Equality Impact Assessment (EIA) will be carried out by all the local authorities as part of the formal cabinet approval process of this Local Investment Plan. **Appendix 6** sets out a detailed project plan timetable

Diagram 1: Warwickshire LIP Delivery Arrangement



Appendix 1: District and Borough Corporate priorities

1. North Warwickshire Borough Council:

- Enhancing community involvement and access to services
- Improving housing in the Borough by delivering more affordable housing and achieving the Decent Homes Standard for our own stock
- Protecting and improving our environment
- Defending and improving our countryside and rural heritage
- Tackling health inequalities through improving well-being and providing leisure opportunities for all our citizens
- Working with partners to tackle crime, the fear of crime and anti-social behaviour
- Making best use of resources through achieving a balanced budget and developing our workforce.

2. Rugby Borough Council:

Rugby Borough Council has set up strategic objectives to be “Clean, Green and Safe”. The 5 key priorities that reflect these targets are.

1. Ensure all the Borough's residents are aware of our services and can access and influence them.
2. Meet the housing needs of our residents now and in the future.
3. Enable our residents, visitors and enterprises to enjoy, achieve and prosper.
4. Enable and sustain an environment which our residents can take pride in and which impress our visitors.
5. Enable the delivery of excellent Value For Money services in line with our corporate plans.

Vision

Rugby in 2026 will be a place where all sections of the community have worked together to create a Borough where people are proud to live, work and visit.

It will be a Borough where:

- **All sections** of the community are able to **access the services** they need and are able to **influence and be involved** in community life.
- People are **safe** and also **feel safe**
- People are able to maintain a **healthy** lifestyle but also have access to excellent health and welfare services should they require them.
- **Children & young people** are able to enjoy their youth while contributing positively to community life.
- The **local economy** is prosperous and everyone is able to achieve a good quality of life.
- The **local environment** is attractive and clean and the Borough's impact on the **global environment** has been significantly reduced.
- **Suitable housing** is available for all sections of the community.
- The Borough's **priority neighbourhoods** have been significantly improved and there are no significant areas of deprivation.
- A suitable and integrated **transport network** is in place that supports the local economy, meets the needs of all sections of the community and minimises damage to the environment.

Rugby has also agreed a new regeneration strategy, developed by the Rugby Local Strategic Partnership (LSP), which underpins the work of partners across the borough. Its purpose is to provide a framework for local agencies and communities to work together to make improvements to the parts of Rugby that are experiencing significantly poorer quality of life than the rest of the Borough. The strategy is broad as well as deep in that it examines a range of issues in respect of indices of deprivation and communities of interest across Rugby. The report recognises that deprivation issues will exist within the rural areas of the Borough and that not all geographical areas can be prioritised and it may be the case that targeting of resources in some areas is necessary to address specific issues but has agreed four priority super-output areas in the urban areas. Based on an assessment of the levels of deprivation experienced across the Borough, these are: Brownsover South Lake District North; Town Central [tier-one priorities]; New Bilton East and Newbold on Avon [tier-two priorities]. This strategy is key to the local investment plan as a key objective of the regeneration strategy is to influence agencies' service planning and resource allocation to address deprivation issues.

3. Nuneaton and Bedworth:

The Vision of the Sustainable Communities Plan (SCP) is that, by 2021, Nuneaton and Bedworth will be a place with strong, vibrant communities where everyone has access to opportunities, choices and high quality services. Within the SCP the 'stronger borough' theme (theme 1 of 3) aims to "Give everyone the opportunity of living in a decent, affordable home".

4. Stratford on Avon

Stratford District Partnership's *Improving the Quality of Life for everyone - a 2026 Vision for Stratford District* is the Sustainable Community Strategy for the District. It sets out a long-term vision for the area and provides the context for the Housing Strategy. *Improving the Quality of Life* identifies 10 'housing' goals (as well as many more that are more loosely related to housing):

Children and Young People

- Improving vulnerable young people's wellbeing and independence through enhancing their accommodation and support options.

Stronger Communities

- Giving everyone 'anytime anywhere' access to services and facilities through digital and other technologies.
- Helping communities identify sites for affordable housing.
- Extending the local choice scheme.
- Making more accommodation available by bringing more empty homes into use and encouraging older people who want to do so to move to smaller properties.

Healthier Communities and Older People

- Improving, expanding and extending at-home services, and adapting more properties to meet the needs of older people and people with disabilities.
- Delivering more accessible homes.

Climate Change and Environment

- Supporting and setting standards for home energy efficiency and the supply and use of renewable energy.
- Promoting and supporting home working.

Ensuring new development meets strict design quality standards.

5. Warwick

Warwick District's Overall Vision for their Sustainable Communities Strategy is:

Warwick District, a great place to live, work and visit, where we aspire to build sustainable, safer, stronger and healthier communities

Whilst work on other issues will continue, Warwick Partnership has decided that over the next 3 years it will prioritise collaborative activity on those issues where it needs to make significant improvements, and they fall within these 4 priority themes:-

1. Safer Communities - Protecting our communities from harm with an emphasis on the prevention of incidents whilst focusing on the most vulnerable to make them feel safer
2. Housing - Building communities - providing sustainable, affordable, quality housing for everyone who wishes to live and work in the District
3. Health and Well Being - A healthier community - encouraging a rounded and active view of lifestyles including exercise and healthy eating to minimise preventable deaths and illnesses
4. Economy, Skills and Employment - An economically vibrant and creative community - low carbon based, focusing on the development of the knowledge economy/creative/high value engineering and design industries, the health of its own town centres and rural areas and promoting continuous learning and innovation in our educational economic, tourism sporting and cultural activities.

In terms of the Housing priority, the strategic aim is to meet everyone's housing needs by 2026. This is broken down into the following five priorities:

- Meet housing need in accordance with government guidance, legislation and local need
- Meet the Decent Homes Standard
- Reduce and prevent homelessness
- Make homes sustainable
- Support independent living for older and more vulnerable people

To achieve our priorities we intend to:

- Ensure sufficient suitable land for housing is available and able to be developed to meet future requirements and that new housing development is of the right type, size and tenure
- Manage the impacts of housing growth effectively
- Implement Section 106 agreements effectively to ensure new residential developments have the necessary infrastructure to meet the needs of the community
- Develop a more integrated partnership approach to meeting housing demand e.g. jointly lobbying for funding, freeing up public land, public/private sector ventures
- Design in sustainability to new developments e.g. homes for life, energy efficiency, renewable energy sources, minimising carbon emissions, recycling provision
- Work closely with community forums/neighbourhood groups to maintain a good quality of life for residents and ensure a clean, green and safe environment in which to live.

Appendix 2: Local housing market analysis for each District and Borough

1. North Warwickshire Borough Council:

Local Housing Trends

Within the private rented sector, there has been an increase of just over 43% in the amount of people renting in 2001(1594) to 2008 (2283) which is not in line with the projection of the population for the same time period which rose by 0.97% from 25174 to 26000. Figures also show that 44.4% of households in private rented properties are under occupying the properties which could have a major repercussions if the housing benefit changes come in during 2013 which will reduce the housing benefit for working age claimants to what they should be using e.g. 2 people should live in 2 bed house, not 4.

Shared ownership has not taken off in a big way within North Warwickshire and between the period of 01/02 and 08/09, there has been 43 properties built within North Warwickshire before the recession hit and shared ownership came off the market. Developers are now relooking at shared ownership, but none have built within the last couple of years within North Warwickshire.

Changes in housing transactions

We have been looking at the housing sales that have taken place within North Warwickshire and the effect that it has been having on the housing market. In order to try to see how different areas have been affected, the Council split North Warwickshire into four areas, which were North, South, East and West. The study has shown that the North area has had a slight decrease in house prices, with an average of 0.77% being lost per property. The South has seen bigger decrease in house prices, with the average drop being 0.82% per property. The East has averaged out at a decrease of 0.65% per property, whilst the West, which has more affluent areas, appears to have not suffered a decrease at all with house prices actually rising in the more expensive properties. (Source: Up My Street Website)

Viability of developments

The Council has seen a decrease in the amount of developments that are coming through which may be due to the viability of sites in the current market. We have also had approaches from a couple of developers being asked to be released from their obligations in regards to affordable housing as they are having difficulty making the development stack up financially.

Impact of recession

North Warwickshire has not seen any major repercussions in regards to homelessness and repossessions in line with the recession and there has not been any increase in the amount of enquiries coming through the door in relation to this. In regards to more people coming in for housing advice, there has been a slight increase in the numbers over the last year, but nothing of any significance that would show in the footfall.

In regards to businesses within North Warwickshire, there has been an increase in shops and businesses closing down due to lack of trade and people having less spending power.

Unemployment did rise during the recession period, but the figures are now starting to decline again and stabilise out.

2. Rugby:

The Rugby Borough covers an area of 138 square miles and consists of the town of Rugby in the east and 41 rural parishes to the north, south and west of the town. There are around 42,000 dwellings in the borough of which 14% are in the social sector and 86% are in the private sector³. Up to date figures are not available for how much of the private stock is rented but as at the 2001 census private renting accounted for 9% of the total stock.

Housing conditions are relatively good although there are pockets of poorer quality stock. All of the council stock met the Decent Homes Standard as at 1st April 2010 while just 1.1% of housing association stock failed the standard at that time. A stock condition survey in September 2009 found that while 83% of private properties met the Decent Homes Standard the estimated cost of repair required in private sector housing across the borough over the next 5 years was £37 million. It also showed that there were two wards in the borough with much higher decent homes failure rates, of 35% and 54%, and that £21.6 million was required in those wards alone.

Empty properties do not present a significant problem at around 1.2% of the stock. However, the two wards with high failure rates on decency also have a proportion of empty properties significantly higher than the borough average.

Rugby's housing market profile

The urban and rural areas are quite different in market terms in that, generally (although this is not true in every case) the rural areas are more expensive than the town. However, there are also differences within the rural area and within the urban area.

The rural housing market is clearly differentiated in geographic terms: the parishes to the south of the town have the highest property prices followed by the northern area, then the western parishes. The cheapest part of the rural area is in the centre of the borough adjoining the town of Rugby.

In the urban area, there is a north/south divide with the southern side being the more expensive, although it is still cheaper than three of the four rural areas.

Housing market trends⁴

The whole market has been badly affected by the recession in terms of turnover. In the ten years up to and including 2007, there was an average of around 2,300 sales per year but, in 2008, there were just over 1,300 sales (a 48% year-on-year fall). Sales fell by a further 2% in 2009 and, while numbers rose slightly in the first half of 2010, they were still below the (very low) volume of sales in the corresponding half of 2008.

The impact upon house prices was less marked. The average sale price in the borough increased from £74,300 in 1998 to £185,800 in 2007. The average price actually increased slightly in 2008 to £186,800 before falling in 2009 to £171,100.

The affordability ratio in the borough (lower quartile house price to lower quartile earnings) had been 3.2 in 1998 and increased to a peak of 7.16 in 2006 but this has fallen in each of the three years since, standing at 5.3 in 2009.

Development viability⁵

³ Source: CLG live table 100.

⁴ Figures taken from CLG live tables 576, 584, 585 and 588.

⁵ Figures taken from Rugby Borough Council Annual Monitoring Reports 2004 and 2009.

The number of dwellings completed inevitably fluctuates from year to year. However looking at long term trends the recession does not appear to have done much damage to construction levels in Rugby. In the ten years up to and including 2005/06 completions averaged around 380 per year and the biggest variances over that period were +39% in 2003/04 and -28% in 2004/05.

Output increased massively in 2006/07 with over 1,400 completions and a further 700 in 2007/08. However, the subsequent fall in activity in 2008/09 to 360 completions was only 6% below the long-term average prior to 2006/07 and output increased again in 2009/10 to over 400.

Housing needs

Over the five years from April 2004 to April 2009, the number of applicants on the council's housing register doubled from around 1,000 to just over 2,000. Numbers fell markedly over 2009/2010 back to around 1,000. However, this was attributable to a re-registration exercise in preparation for the introduction of a new lettings system and numbers rose again rapidly to in excess of 2,000 over the first six months of 2010/11.

The Strategic Housing Market Assessment (SHMA) carried out in 2007/08 assessed the borough as:

- One of the less affordable markets in the sub-region with high house prices and corresponding affordability pressures;
- Suffering from a relative under-supply of private rented housing and of medium-sized properties;
- Needing a net additional 245 affordable homes per year over the following five years.

The SHMA identified potential future needs arising in Rugby from demographic change as:

- Increased requirement for support to help older people to stay in their own home;
- Increased need for specialist accommodation for older people;
- Continuing strong demand for family housing;
- A huge increase in the number of single-person households.

3. Nuneaton and Bedworth:

The Nuneaton and Bedworth Housing Market operates through three sub-markets overlapping with adjacent districts:

- Nuneaton
- North Coventry and Bedworth, and
- Hinckley and Bosworth.

There is a lack of affordable housing and evidence suggests that it is only with a shared equity home at 30% of the market value that a household on the lower quartile income could afford to buy in the borough. An estimated shortfall of 495 units of affordable housing p.a. was identified through the HNS in 2009.

There is an imbalanced housing market in Nuneaton in respect of:

- A relative under supply of private rented housing and social housing
- An over supply of larger properties
- An under supply of terraces and apartments, and
- High numbers of long term empty dwellings.

There is an unbalanced housing market in Bedworth in respect of:

- low rates of owner occupation, but a strong private rented sector
- An undersupply of large detached houses
- A strong supply of apartments.

There are strong patterns of migration between the borough and its neighbours. Coventry as a centre of employment has a strong pull for outward migration due to house prices in our borough being cheaper making commuting attractive.

In terms of the Housing Stock in Nuneaton and Bedworth, 84% of the stock is privately owned (77% owner occupied). 14% of the stock is social rented stock, with approximately 6,000 Borough homes and 1600 Registered Provider homes for rent. 51% of the total housing stock in the borough was built post 1964. The privately rented sector has a much larger proportion of pre 1919 dwellings with 37% built before that date, compared to 14% overall in the total stock.

Since the onset of the recession, the numbers of new dwelling completions has reduced significantly year on year, with only 146 total completions in 2009/10, of which 90 were Registered Provider affordable dwellings. 2007/08 saw 303 completions of which 60 were affordable homes, and 2008/09 saw 301 completions, of which 120 were affordable homes.

4. Stratford on Avon

Local Housing Issues

Stratford-on-Avon District is an attractive place to live. Residents, many of whom have chosen to move into the District, generally enjoy a high quality of life. However, the District's Housing Strategy 2009-2014 identifies some significant housing problems:

- Ensuring that everyone has equal access to services is important. The District is large (979 square km) with a dispersed settlement pattern: almost four-fifths of the population live in rural areas. Some people face reduced accessibility to services due to the limited public transport available in some parts of the District.
- The population of the District is projected to grow by 25% between 2007 and 2031 from 117,800 to 145,600. This increase is far higher than projected regional and national (England) population growth rates of 13.9% and 19% respectively.
- Currently 23.5% of residents are over pensionable age; this compares to 20.3% for Warwickshire and 18.9% across England. This is the age group that is projected to grow fastest by 2031, with particularly big increases in the number of people aged over 84.
- As most people want to live independently and stay in their own homes for as long as possible, it is essential that steps be taken to ensure existing housing is up to the job.
- The local housing market remains generally stable and buoyant. 'Market' housing in the District is the least affordable to buy in Warwickshire. This particularly affects households looking to buy their first home, and obliges more people to seek private rented or affordable housing.
- Most privately rented accommodation is of good quality but expensive. This restricts who can afford to rent a home of the appropriate size. Bringing empty homes back into use and letting them at affordable rents is one solution.

- There is a need to improve substantially the energy efficiency of much of the existing housing in the District. Reducing waste will allow more people to afford to heat their homes properly, and will contribute to a reduction in CO₂ emissions.
- There is a shortage of affordable housing. The latest assessment of District-wide housing needs points to an annual shortfall of 532 affordable homes.
- One of the main reasons for young people leaving the District is the lack of affordable accommodation.
- There is inadequate provision of housing and support for people who are vulnerable or at risk of homelessness.

5. Warwick

Warwick District has three main towns, Leamington Spa, Warwick and Kenilworth as well as rural settlements of varying sizes. The total population of the district is 135,700 with 17.5% living in the rural areas. Warwick has a total of 59,356 households in the District of which:

- 73.2% are owner occupiers
- 10.5% are privately renting
- 14.2% are occupying affordable housing
- 2.1% are occupying other forms of housing

Warwick has the best mix house types while Leamington Spa has over half of the District's flats/maisonettes. In terms of tenures, Leamington Spa has the highest proportion of rented accommodation both private and social.

The total affordable stock within the district is 7717 dwellings. The District Council is the largest social landlord with 5662 dwellings and registered providers own a further 2055. 56% of the affordable housing stock is within Leamington Spa, 27% in Warwick, 8% in Kenilworth and 8% in the rural areas.

Warwick district has a severe affordability issue in terms of incomes and house prices. The Housing Needs Survey 2006 identified the need to provide 821 new affordable dwellings per year to meet unmet need.

The 08/09 lower quartile (or entry level) house price was £148,000. A single income household would need to earn £42,286 and a joint household would need to earn £51,034 in order to afford this. The lower quartile income level for the district is £20,622 giving an affordability ratio of 7.18 to lower quartile prices.

In 2006, the average house price was £213,988; this has remained fairly constant despite the economic downturn. The average house price peaked at 246,000 in 2007.

The number of house sales has also remained constant over recent years, with the exception of the 4th quarter of 2008/09 which saw a significant fall where the number of sales reduced by half the usual amount, however this seems to have been a one-off dip as the number has increased again to the usual level.

Despite the economic downturn, there is still a demand for shared ownership houses. However, demand has decreased significantly for shared ownership flats, as they are perceived to be too high risk by lenders. This has resulted in a shortage of suitable mortgage products for shared ownership flats.

Warwick District had a moratorium against new residential developments in place from September 2005 to February 2009. The number of planning applications has therefore been minimal during this period, affecting the number of completions. However, there are signs of improvements as new applications are now being received. Sites that had already been granted planning permission continued on site even during the economic downturn with some developers reporting a slowdown in the number of sales achieved.

Over the past two years, there has been a change in the demand for housing and housing related services. There has been an increase in the number of households approaching for housing advice because of experiencing difficulty making rent and mortgage payments. Since November 2008, the District has seen the number of people claiming JSA increase by 39.28% with housing benefit claims increasing by 18.8% over the same period. For comparative purposes, over the same period across Warwickshire, the number of JSA claimants increased by 38.72% and housing benefit claims increased by 19.24%. Nationally, the number of JSA claimants increased by 43.76% with housing benefit claims increasing by 14.57%.

In terms of future need the District has the largest increase in population projections within the County of 31.6% from 2006 to 2031 and a 25% increase in the population of those aged 65 years and over in the next 25 years. Warwick therefore need to consider both the existing and future provision of housing for older people including extra care, retirement villages, sheltered accommodation and associated care and support across all tenures.

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Appendix 3: Strategic Housing Sites for Warwickshire's Local Investment Plan

Note: The following tables show the development sites within Warwickshire that the five District and Borough Councils will be looking to develop within their area and which align with the Homes and Communities Agency three key programme priorities, namely:

- Housing Supply - to include new build (rural and urban)
- Place Making and Regeneration
- Existing Stock - to include empty homes (private and public).

All land identified within this section has been prioritised by the individual Local authorities as being of strategic importance within the next three to five years and therefore are expected to start within the lifespan of the Local Investment Plan. As such, it has been agreed that there is no need for any type of prioritisation of projects by or between each local authority. It is to be noted that windfall sites and new development opportunities will emerge over time and that this schedule will need to be updated regularly.

1. North Warwickshire

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Action Stage
North Warwickshire	Housing Supply	Arley Miners Welfare Hall, New Arley	This is a private site which is in a rural location	38	15	Waterloo Housing Group.	In for outline planning now.
North Warwickshire	Housing Supply Place making and Regeneration	Lister Road, Atherstone	This is a local authority owned site in a rural location that has the potential for delivering extra care.	45	18	Waterloo Housing Group	Currently at feasibility stage
North Warwickshire	Housing Supply	Nuthurst Crescent, Ansley Village	This is a private exception site in a rural location that	5	5	Warwickshire Rural Housing Association.	About to go in for full planning

			will be built to meet Code Level 5.				
North Warwickshire	Housing Supply	Sportsman's Arms, Piccadilly.	This is a private owned site in a rural location.	18	18	Waterloo Housing Group.	About to go in for full planning.
North Warwickshire	Housing Supply	Arley Working Men's Club, New Arley	This is a private owned rural exception site to provide 100% affordable housing.	12	12	To be determined	Currently at feasibility stage
North Warwickshire	Housing Supply	Sparrowdale School, Grendon	This is a County Council owned site in a rural location that is in the SHLAA for development within the next five years.	50	20	Jephson Housing	Currently at feasibility stage
North Warwickshire	Housing Supply	Michael Drayton School, Hartshill	County Council owned site in a rural location that is in the SHLAA for development within the next five years.	36	14	Bromford	Has out line planning
North Warwickshire	Place Making and Regeneration	Off Church Walk, Mancetter	LA owned rural site			Waterloo Housing Group.	Currently at feasibility stage.

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Action Stage
North Warwickshire	Place Making and Regeneration Housing Supply	Father Hudson's, Coleshill	Private site in a rural location that has been included in the SHLAA for development within the next five years.	150	60	Midland Heart	Currently at feasibility stage
North Warwickshire	Housing Supply	Land rear of Co-op, Browns Lane, Dordon	This is a private site in a rural location	12	12	Jephson	Currently at feasibility stage
North Warwickshire	Housing Supply	Land supply at Corley	This is a private site in a rural location				Currently at feasibility stage. Housing needs survey being conducted.
North Warwickshire	Housing Supply	Barn End Close, Warton	Private site in a rural location	8	8	Warwickshire Rural Housing Association	Currently at feasibility stage
North Warwickshire	Housing Supply	Old Farm Road, Mancetter	This is a local authority owned site in a rural location that is being assessed for development			North Warwickshire Borough Council	Currently at feasibility stage

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Action Stage
North Warwickshire	Housing Supply	Birmingham Road, Water Orton	Rural site owned by the Local authority			North Warwickshire Borough Council	Currently at feasibility stage
North Warwickshire	Housing Supply	Princess Road, Atherstone	Rural site owned by the Local authority			North Warwickshire Borough Council	Currently at feasibility stage
North Warwickshire	Housing Supply	St Georges Road, Atherstone	Rural site owned by the Local authority			North Warwickshire Borough Council	Currently at feasibility stage
North Warwickshire	Housing Supply	Piccadilly Crescent, Piccadilly	Rural site owned by the Local authority			North Warwickshire Borough Council	Currently at feasibility stage
North Warwickshire	Housing Supply	Lister Road Garages, Lister Road	local authority owned site being assessed for development			North Warwickshire Borough Council	Currently at feasibility stage
North Warwickshire	Housing Supply	Atherstone Football Ground	This is a local authority owned site				
North Warwickshire	Existing Stock	Queensway, Hurley	Local authority owned site that is being assessed for development.	60	24	North Warwickshire Borough Council	Currently at feasibility stage.
North Warwickshire	Existing Stock	Ex coal board estate, Hurley	Existing rural properties in	100		North Warwickshire	Currently at feasibility stage

			private ownership in disrepair.			Borough Council	
North Warwickshire	Existing Stock	Ex coal board estate, Dordon	Existing rural properties in private ownership in disrepair.	10			Currently at feasibility stage

North Warwickshire - Priorities for improving existing housing.

Empty Homes		
The Council has an Empty Homes Strategy, which has resulted in 10 empty homes being brought back into use in 2009/10. The homes are let to people on affordable rents. Additional grant funding is urgently required for this work to continue.		
Year	NWBC Funding secured	Grant funding required
2010/11	£40,000	£0
2011/12	£40,000	£250,000
2012/13	£20,000	£50,000
2013/14	£0	£50,000
2014/15	£0	£0

2. Rugby

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
Rugby	Housing supply	Rugby Radio Station	Major urban extension	6,200	TBC circa 40%		
Rugby	Housing Supply	Rugby gateway site	Major Urban extension	1300	520	Rugby	
Rugby	Place Making and Regeneration Housing Supply	College site	Urban college site which is to be vacated in Autumn 2010 ready for redevelopment	210	84 units	Rugby	
Rugby	Place Making and Regeneration Housing Supply	Bishop Wolstan School site	Urban brownfield site	76	22	Rugby	
Rugby	Place Making and Regeneration Housing Supply	Leicester Road West	Part of the masterplan site around the railway station		9 units		
		Calvestone Road	Identified in RBC SHLAA as available for the development	189	76		

			of 189 houses in the 1-5 year time frame.				
Rugby	Place Making and Regeneration Housing Supply	St Modwens site	Part of the masterplan site around the railway station	540	138 units	Rugby	
Rugby	Housing supply	Nicholas Everton Close, Brandon	rural exception site	3	3		
Rugby	Housing supply	Willoughby - site	rural exception site	4	4		
Rugby	Housing supply	Wolston	Part of the S106 for the Bloors development but will be part of a wider rural programme proposed for the borough				

Empty Homes

Rugby Borough Council (RBC) developed a new Empty Homes Strategy in 2010 which prioritises working with partners to bring long-term empty properties back into use within the borough. Over the last 2 years, approximately 40 empty properties have benefited from this initiatives and are now occupied. The council is now developing a new initiative working with owners of empty properties to bring these back into use and up to the council's accreditation standard. Additional grant funding will be required to sustain this initiative and the sums required will be included in the LIP refresh in April 2011.

Year	RBC funding secured.	Other Grant funding required.
To be confirmed at LIP refresh.		

3.1 Warwick (Urban Sites)

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
Warwick District	Housing Supply	2-24 Kenilworth Street, Leamington	This is a private site within the urban area	30	12		
Warwick District	Housing Supply Place making & Regeneration	Pottertons - residential	This is a private site part of a wider scheme forming the redevelopment of a former factory site within the urban area.	251	34		
Warwick District	Housing Supply Place making & Regeneration	Pottertons - mixed use site	This is a private owned site part of a wider scheme forming the redevelopment of a former factory site within the urban area.	13	13		
Warwick District	Housing Supply	South West Warwick, Phase 9	This is a private owned site forming part of a large strategic site designated for development within the local plan within the urban area.	59	23		

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
Warwick District	Housing Supply	South West Warwick, Area 3	This site is owned by WCC and forms part of the large strategic site designated for development within the local plan within the urban area.	233	93		
Warwick District	Place making & Regeneration	Land at Station Approach, Leamington Spa	This is a private owned site forming part of the development brief for the station area, a significant brownfield site at the gateway of Leamington Spa.	150	60		
Warwick District	Place making & Regeneration	Former Ford Foundry, Old Warwick Road, Leamington Spa	This is a private owned site forming part of the development brief for the station area, a significant brownfield site at the gateway of Leamington Spa.	75	30		
Warwick District	Housing Supply	Edmonscote Manor, Warwick New Road,	This is a private owned brownfield site within the urban area	35	14		

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
		Leamington Spa					
Warwick District	Housing Supply	North Leamington School Site, Leamington Spa	This is a private owned brownfield site within the urban area	58	23		
Warwick District	Housing Supply	Ridgeway School, Warwick	This site is owned by WCC and has the potential for development in the next five years	100	40		
Warwick District	Housing Supply Place making & Regeneration	Council Offices, Southbank Road, Kenilworth	Site owned by the District Council. Planning application received for extra care accommodation. Forms part of the relocation of the Public Service Centre	50	20		
Warwick District	Housing Supply	Cape Road, Lower Cape, Warwick	This site is a privately owned site within the urban area	16	6		
Warwick District	Housing Supply	Queens Square, Warwick	A district council owned site that will deliver 100% affordable housing	6	6		

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
			within the urban area				
Warwick District	Housing Supply	Kingsway, Leamington Spa Edmonscoate Road garage site, Leamington Spa Bath Place, Leamington Spa	District Council owned sites for affordable housing schemes. Will form part of a parcel of sites to be delivered by one provider	Approx 300	Approx 270	Waterloo Housing Group	
Warwick District	Housing Supply	Empty Homes within the District	To bring back into use long term empty properties to help meet housing need.	30 per annum.	15		
Warwick District	Place Making & Housing Supply	Current provision for rough sleepers	Refurbishment/New Build to develop and enhance existing provision through the Places of Change Programme.				

3.2 Warwick (Rural Sites)

Local Authority	HCA Priority	Identified Site	Description of site	Potential Overall Units	Affordable Housing Element	Delivery Partner	Sources of funding including s106 monies
Warwick District	Housing Supply	Barford	Rural exception site.	11	11	Orbit/WRHA	
Warwick District	Housing Supply	Bishops Tachbrook	Rural exception site	10	10		
Warwick District	Housing Supply	Budbrooke	Rural exception site	5	5		
Warwick District	Housing Supply	Cubbington	Rural exception site	6	6	Orbit/WRHA	
Warwick District	Housing Supply	Baginton	Rural exception site	17	17		
Warwick District	Housing Supply	Bubbenhall	Rural exception site.	4	4		
Warwick District	Housing Supply	Lapworth	Rural exception site.	5	5		

4. Nuneaton and Bedworth

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
Nuneaton and Bedworth	Housing Supply	Armson Road	This is a local authority owned site that is being developed	12	12	Waterloo	
Nuneaton and Bedworth	Housing Supply	Grant Road	This is a local authority owned site that is being developed	6	6	Waterloo	
Nuneaton and Bedworth	Housing Supply	Acacia Crescent & Hazel Grove	This is a local authority owned site that is being developed. Part of the S106	24	24	Bromford	SHG
Nuneaton and Bedworth	Housing Supply	Bennetts Road		136	20	Barratts	
Nuneaton and Bedworth	Housing Supply	Camp Hill Phase 2	This is a local authority owned site that is being developed. Part of the S106	232	52	Bromford	SHG
Nuneaton and Bedworth	Housing Supply	Waddington Road		18	5	Cartwright	

Nuneaton and Bedworth	Housing Supply	Kingswood Road - Poachers Pocket		31	31	Orbit	SHG
Nuneaton and Bedworth	Housing Supply	Leyland Road		35	35	Orbit	SHG
Nuneaton and Bedworth	Housing Supply	Buck shill - The Bucks ford		20	20	Orbit	
Nuneaton and Bedworth	Housing Supply	Jodrell Street Phase 2		28	28	Orbit	SHG
Nuneaton and Bedworth	Housing Supply	Camp Hill Phase 3	This is a local authority owned site that is being developed. Part of the S106	813	206	Bromford	SHG
Nuneaton and Bedworth	Housing Supply	Bede Road	This is a local authority owned site that is being developed.	4	4	Waterloo	
Nuneaton and Bedworth	Housing Supply	Beachwood Road	This is a local authority owned site that is being developed.	14	14	Waterloo	
Nuneaton and Bedworth	Housing Supply	Acacia Road	This is a local authority owned site that is being developed.	3	3	Jephson	

Nuneaton and Bedworth	Housing Supply	Abraham Grove	This is a local authority owned site that is being developed.	7	7	Jephson	
Nuneaton and Bedworth	Housing Supply	Hingham Lane		4		Waterloo.	SHG
Nuneaton and Bedworth	Housing supply	Ryde Avenue Garage Site	local authority owned site being assessed for development	8			
Nuneaton and Bedworth	Housing Supply	Rectory Close Garage Sites- S1/S2/S3. Potential to incorporate adj land to S1	local authority owned site being assessed for development	Sites only: 8 Incorporating adj land: 14			
Nuneaton and Bedworth	Housing Supply	Marnier Road Garage Sites- S1/S2/S3	local authority owned site being assessed for development	16			
Nuneaton and Bedworth	Housing Supply	George Eliot Avenue Garage S1/S2 Byron Avenue Garages S1	local authority owned site being assessed for development	12. Potential to incorporate land adj to site to increase number of units			
Nuneaton and Bedworth	Housing Supply	Furnace Road Garage S2 - incorporating adj land	local authority owned site being assessed for development	8			

Nuneaton and Bedworth	Housing Supply	Everard Court Garage Site	local authority owned site being assessed for development	18			
Nuneaton and Bedworth	Housing supply	Hawthorne Garage Site	local authority owned site being assessed for development	4			
Nuneaton and Bedworth	Housing Supply	Craddock Drive Garages S1/S3	local authority owned site being assessed for development	20			
Nuneaton and Bedworth	Housing Supply	Charles Eaton Road	local authority owned site being assessed for development	6			
Nuneaton and Bedworth	Housing Supply	Greenmoor Garage Site	local authority owned site being assessed for development	8			
Nuneaton and Bedworth	Housing Supply	Aviemore Close Garage S1	local authority owned site being assessed for development	14			

5.1 Stratford - Urban Sites

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Glebe Road, Stratford-upon-Avon.	HA-owned redevelopment site. Permission granted. Completion expected 2012.	57	57	Orbit Heart of England	NAHP
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Cattle Market, Stratford-upon-Avon.	Privately owned urban regeneration site. Permission granted.	197	59	TBC	Kickstart
Stratford-on-Avon	Housing Supply	Egg Packing Station, Bishopton, Stratford-upon-Avon	Greenfield 'reserve' site in Local Plan. Permission granted	77	29	Jephson	S.106 site
Stratford-on-Avon	Housing Supply	Yeats Road, Stratford-upon-Avon	SDC-controlled site. Outline permission granted.	9	9	TBC	S.106 site
Stratford-on-Avon	Housing Supply	Bishopton Lane, Stratford-upon-Avon.	Local Plan allocation. SUA.T	25 - 30	9 - 11	TBC	S.106 site
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Arden Street, Stratford-upon-Avon.	Local Plan allocation. SUA.J.	15 - 25	5 - 9	TBC	S.106 site

Stratford-on-Avon	Housing Supply Place Making & Regeneration	Arden Street/ Birmingham Road/ Wester Road, Stratford-upon-Avon.	Local Plan allocation. SUA.K.	25 - 30	9 - 12	TBC	S.106 site
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Guild Street (south side), Stratford-upon-Avon.	Local Plan allocation. SUA.P.	10 - 15	4 - 5	TBC	S.106 site
Stratford-on-Avon	Housing Supply	205A & 207 Banbury Road, Stratford-upon-Avon.	Local Plan allocation (part) & SHLAA site.	75	26	TBC	S.106 site
Stratford-on-Avon	Housing Supply	Dudfields Nursery, Tavern Lane, Shottery	SHLAA site.	15	5	TBC	S.106 site
Stratford-on-Avon	Housing Supply	Guild Street (north side), Stratford-upon-Avon	Local Plan allocation (part) (SUA.O) & SHLAA site.	50	18	TBC	S.106 site
Stratford-on-Avon	Housing Supply	Land at Manor Road, Stratford-upon-Avon	Greenfield site. Proposed 'extra care' scheme. Planning decision pending.	60	TBC	TBC	S.106 site.
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Phase 3, NCJ site, Birmingham Road, Stratford-upon-Avon	Brownfield site. Outline permission granted.	61	21	Waterloo	S.106 site.
Stratford-on-Avon	Housing Supply	Land west of Shottery, Stratford-	Local Plan 'reserve' site	800	280	TBC	S.106 site

		upon-Avon.	(SUA.W). Planning decision pending.				
Stratford-on-Avon	Housing Supply	Land south of Kipling Road, Stratford-upon- Avon	Local Plan 'reserve' site (SUA.Y). Planning permission refused; appeal lodged	112	40	TBC	S.106 site.
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Windsor Street	Local Plan allocation. SUA.N	20	7	TBC	S.106 site
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Town Square	SHLAA site	14	5	TBC	S.106 site

5.2 Stratford - Rural Sites

Local Authority	HCA Priority Grouping	Identified site	Description of site	Potential overall units.	Affordable Housing Element	Delivery Partner	Sources of funding including S106 monies.
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Shipston House, Tilemans Lane, Shipston-on-Stour	Local Plan allocation (SHIP.C). Permission granted. Completion expected 2012.	45	45	Orbit Heart of England	NAHP
Stratford-	Housing	St Peter's Road,	HA-owned	11	11	Orbit Heart of	NAHP

on-Avon	Supply Place Making & Regeneration	Kineton	redevelopment site. Permission granted. Completion expected 2011.			England	
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Long Marston Estate, Long Marston/Quinton	Privately owned redevelopment site. Permission granted.	500	175	TBC	S.106 site
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Former School, Moorfield Road, Alcester	WCC-owned site. Potential for 'extra care' scheme	c.60	c.40	TBC	TBC
Stratford-on-Avon	Housing Supply	Land off Oaktree Close, Bearley	Potential rural 'exception' scheme. SDC & Orbit owned site.	c.5	c.5	Orbit Heart of England	TBC
Stratford-on-Avon	Housing Supply	Land at Bidford Road, Broom (Bidford-on-Avon Parish)	Potential rural 'exception' scheme	4	4	Warwickshire Rural	TBC
Stratford-on-Avon	Housing Supply	Land at Tower Hill, Bidford-on-Avon.	Potential 'Local Choice' scheme. WCC owned site.	12	12	Warwickshire Rural	TBC
Stratford-on-Avon	Housing Supply	Land off Gaydon Road, Bishops Itchington	Potential 'Local Choice' scheme.	12	12	Warwickshire Rural	HCA: TBC. SDC: committed.
Stratford-	Housing	Sutton Lane, Brailes	Proposed	8	8	Warwickshire	HCA: TBC.

on-Avon	Supply		'Local Choice' scheme. Planning decision pending.			Rural	SDC: committed.
Stratford-on-Avon	Housing Supply	Maudslay Park, Great Alne	Brownfield site in Green Belt. PR.2 - IM 4.4. Planning decision pending on outline application for 'extra care' scheme	211	74 (TBC)	Housing21	S.106 site
Stratford-on-Avon	Housing Supply	Phases 2 & 3, Bush Heath Lane, Harbury	'Local Choice' site. Outline permission granted. Further needs survey required.	Up to 27	Up to 27	Warwickshire Rural	TBC
Stratford-on-Avon	Housing Supply	Land at Armscote Road, Ilmington	Proposed 'Local Choice' scheme. WCC-owned site.	14	10	Warwickshire Rural	TBC
Stratford-on-Avon	Housing Supply	Banbury Road, Kineton.	Local Plan allocation (KIN.C)	30	11	Jephson	S.106 site
Stratford-on-Avon	Housing Supply	Land south of Stockton Road, Long Itchington	Potential 'Local Choice' scheme.	12	12	Warwickshire Rural	HCA: TBC. SDC: committed.
Stratford-on-Avon	Housing Supply Place Making	Napton Brickworks, Napton	Local Plan allocation (CTY.F).	TBC	TBC	TBC	S.106 site.

	& Regeneration		Planning decision pending on proposed 'live work' scheme.				
Stratford-on-Avon	Housing Supply	Land at Fells Lane, Napton	Potential 'Local Choice' scheme.	11	11	Jephson	TBC
Stratford-on-Avon	Housing Supply	Land at Stileman Close, Lower Quinton	Potential 'Local Choice' scheme.	8	8	Warwickshire Rural	TBC
Stratford-on-Avon	Housing Supply	Land at Tothall Lane, Salford Priors	Potential 'Local Choice' scheme. WCC-owned site.	6	6	Warwickshire Rural	TBC
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Victor Hodges House, Little Park, and land fronting High Street, Southam	Local Plan allocation (part) (SOU.B). Orbit and WCC-owned site. Potential 'extra care' and mixed use regeneration scheme under consideration.	c.80	TBC	Orbit Heart of England	S.106 site
Stratford-on-Avon	Housing Supply	Land off Glebe Close, Southam	Proposed 'Local Choice' scheme. Planning decision pending.	12	12	Warwickshire Rural	HCA: TBC. SDC: committed.
Stratford-on-Avon	Housing Supply	Land south of Barton Road, Welford-on-Avon	Proposed 'Local Choice' scheme.	7	7	Jephson	TBC

Stratford-on-Avon	Housing Supply	Land at Elliott Drive, Wellesbourne	Potential 'Local Choice' scheme. HA-owned site.	c.5	c.5	Bromford	TBC
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Cattle Market, Warwick Road, Henley-in-Arden	Local Plan allocation (HEN.C)	30	10	TBC	S.106 site
Stratford-on-Avon	Housing Supply Place Making & Regeneration	Alcester Road, Studley	Local Plan allocation (STUD.B)	20	7	TBC	S.106 site
Stratford-on-Avon	Housing Supply Place Making & Regeneration	United Carriers, Waterloo Road, Bidford-on-Avon	SHLAA site	18	6	TBC	S.106 site
Stratford-on-Avon	Housing Supply	Eagle Buildings, New Road, Studley	SHLAA site	18	6	TBC	S.106 site

5.3 Stratford - Priorities for improving existing housing

1. Empty Homes									
The Council has a well developed Empty Homes Strategy, which has resulted in 46 empty homes being brought back into use between April 2006 and September 2010. The homes are let to people on affordable rents. Additional grant funding is urgently required.									
	Year	SDC Funding secured	Grant funding required						
	2010/11	£180,000	£0						
	2011/12	£180,000	£20,000						
	2012/13	£35,000	£165,000						
	2012/13	£0	£200,000						
	2014/15	£0	£200,000						

2. Disrepair / fuel poverty							
<p>The Council's Private Stock House Condition Survey (Nov 2009) identifies Category 1 failures in owner occupied, privately rented housing and in park mobile homes. The primary cause of these hazard failures is excess cold and almost 10,000 households (21% of all households) are in fuel poverty. Many of these are older dwellings that are occupied by people of pensionable age, people with disabilities and or on people with low incomes. The Council's "Signposting to Healthier Homes" seeks to address these issues but urgently requires capital funding for energy efficiency improvements. Grant funding requirements are in the region of £100,000 p.a.</p>							

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Appendix 4: Schedule of Pipeline Rural Housing Enabler Programme

SOS Year	Project	LA	Lead partner	Contractor	Rent Units	LCHO Units	Total Units	Total est. project cost	Rural Population	Planning y/n	Ownership
Yr1 2010/11	Glebe Close, Stockton	Stratford	Jephson	Tender	9	3	12	£1,700,000	0-3000	yes (Oct 09)	Private
	Brailes	Stratford	Jephson	Tender	5	3	8	£1,107,075	0-3000	Nov-10	private
	Ansley	N/Warks	Jephson	Logix	5	0	5	£654,734	0-3000	Dec-10	private
					19	6	25	£3,461,809			
Yr 2 2011/12	Snitterfield	Stratford	East Mids	White Rock	7	3	10	£1,374,330	0-3000	Dec-10	private
	Lower Quinton	Stratford	East Mids	Tender	6	2	8	£1,061,200	0-3000	Jan-11	private
	Long Itchington	Stratford	Jephson	Tender	9	3	12	£1,490,441	0-3000	Mar-11	private
	Bishops Itchington	Stratford	Jephson	Tender	9	3	12	£1,519,792	0-3000	Mar-11	private
	Willoughby	Rugby	TBC	Tender	2	1	3	£453,120	0-3000	2011	private
	Brandon	Rugby	TBC	Tender	3	0	3	£470,400	0-3000	2011	private
	Cubbington	Warwick	Orbit	Tender	5	1	6	£780,000	0-3000	2011	private
				41	13	54	£7,149,283				
Yr3 2012/13	Ilmington	Stratford	Jephson	Tender	6	4	10		0-3000	Jan-11	WCC
	Salford Priors	Stratford	Jephson	Tender	6	0	6		0-3000	2011	WCC
	Barford	Warwick	Orbit	Tender	11	1	12		0-3000		private
	Warton	N/Warks	Jephson	Tender	8	0	8		0-3000		private
	Wolston	Rugby	TBC	S106	8	0	8		0-3000		private
				39	5	44					
Yr 4 2013/14	Harbury Phase 2	Stratford	TBC	Linfoot			14		0-3000		private
	Bidford	Stratford	Jephson	Tender	9	3	12		0-3000		WCC
	Broom	Stratford	Jephson	Tender	4	0	0		0-3000		private
	Wolvey	Rugby	TBC	Tender	4	0	4		0-3000		TBC
	Brinklow	Rugby	TBC	Tender	6	0	6		0-3000		WCC
	Bishops Tachbrook	Warwick	TBC	TBC	10	0	10		0-3000		TBC
	Bubbenhall	Warwick	TBC	TBC	6	0	6		0-3000		TBC
						52					

Appendix 5

‘Pipeline’ Extra Care and Housing Related Support Schemes across Warwickshire eligible for submission for HCA funding

LA	Scheme	Units
Stratford	Briar Croft, Stratford-upon-Avon: Extra care provision developed by Orbit with HCA funding. Completed in March 2010	64*
Stratford	Gt Aine: An Urban Renaissance Village scheme with care element provided by Housing 21 - Planning application submitted	50*/211
Stratford	Victor Hodges House, Southam: redevelopment opportunity by Orbit currently at feasibility stage. There is an opportunity to integrate the adjoining police and library buildings into this development and to consider a high impact mini Total Place approach to the site - Planning application to be submitted following any contract award	45*/85
Stratford	Bishopton: pipeline development on former school playing fields - Sport England issues to be resolved prior to Planning application being submitted following any contract award	45*/60
Stratford	a). St Nicholas School: potential scheme in Alcester - Planning application to be submitted following any contract award	45*/60
Stratford	b). Alcester Hospital: alternative potential scheme in Alcester - Planning permission granted for Integrated Service building, but ECH would require a further submission - Planning application to be submitted following any contract award	45*/60
Stratford	c). Alcester Town: alternative potential scheme in Alcester - no imminent application - Planning application to be submitted following any contract award	45*/60
Stratford	Bidford Village: potential LD development due to be tendered early 2011 - Planning application to be submitted following any contract award	15*
Rugby	Farmers Court, Rugby: ECH provision being developed with HCA funding by Housing 21 in mixed use scheme. Currently on site with completion in March 2011	45*
Rugby	Bilton Village: potential development on WCC land - Planning application submitted	32*/64
Warwick	Avon Court: pipeline scheme in Warwick, currently at tender stage - Planning application imminent	46*
Warwick	Wharf Street: potential LD development due to be tendered early 2011 - Planning application to be submitted following any contract award	15*

Nun'n Bedworth	&	Attleborough Grange: pipeline ECH scheme on WCC owned land to be developed by Housing 21. Planning application to be submitted once Capital funding, e.g. SHG, confirmed	21*
Nun'n Bedworth	&	a). Griff School: pipeline ECH scheme in Bedworth - Planning application to be submitted following any contract award	60*
Nun'n Bedworth	&	b). Bedworth Town: potential alternative pipeline scheme to above, inc 10 x LD units - partner bid being considered by liquidator. Planning application to be submitted following any contract award	50*
North Warwickshire		Mancetter: potential scheme in Atherstone - Planning application to be submitted following any contract award	60*
North Warwickshire		Coleshill: potential mixed tenure scheme	50*/150
Countywide		Further Learning Disability Supported Living schemes of approx. 10 - 15 units based on ECH model	160
		*Total Affordable Units on all schemes	893
		Total Units inc. <u>all</u> potentials	1226

Those schemes in red type above are potential alternatives.

In addition to the above, it should be noted that there are a number of mono-tenure private-funded schemes that either have recently submitted planning applications or have recently received planning approval. Current schemes:

1. Limes Village extension at Dunchurch, Rugby - 59 ECH units
2. Manor Road, Stratford-upon-Avon - 60 ECH units

Furthermore, the remodelling of Sheltered Housing schemes provides another housing with care solution. With 51 schemes identified for possible upgrade, and one of the criteria being a minimum of 25 units, a fifth of these schemes - say 2 per District/Borough - would yield another 250 extra-care home units.

Appendix 6: LIP Project Plan and Approval Timescale

Milestone	Sub Task	Start	Complete
Initial Discussions (Stage 1)	High Level meeting with LA CEOs	17.5.10	21.5.10
	LIP Scoping Report to HCA RMB	29.7.10	29.7.10
LIP Planning (Stage 2)	LIP project plan to HoH for discussion	1.6.10	1.6.10
	Agree final project plan with HoH	25.6.10	25.6.10
Governance Structure	Establish SC Steering Group	24.5.10	24.5.10
	Steering Group meeting 1 and monthly thereafter	24.5.10	24.5.10
	LIP Planning Workshop	7.7.10	7.7.10
Preparation of LIP 2011-14 (Stage 3)	Confirm WCC vision and links to SISRS	14.6.10	29.6.10
	Draft Evidence Base report		
	• Overview and demographics	14.6.10	9.7.10
	• District Housing data	14.6.10	9.7.10
	• Core Strategy positions	14.6.10	9.7.10
	Agree Report with HCA	12.7.10	19.7.10
	Draft Existing Funding Streams Report		
	Prepare report	14.6.10	2.7.10
Agree report with HCA	5.7.10	20.7.10	
Draft Report on Spatial and Thematic Priorities			
	• Prepare and discuss draft reports	28.6.10	13.8.10
	• Housing, Development and Planning Workshop	12.7.10	16.7.10
Draft Report on Resource Plan and Governance Arrangements			
	• Agree priorities with HoH	16.8.10	3.9.10
Draft Report on Resource Plan and Governance Arrangements			
	• Agree report with HoH	6.9.10	10.9.10
	Produce 1 st draft of LIP document	13.9.10	13.9.10
Alignment of LIP with SISRS (Stage 4)	Draft Completion of SISRS	6.9.10	6.9.10
	Alignment of LIP with SISRS	Early 2011	Early-mid 2011
	Stakeholder Engagement Workshops	Early 2011	Early-mid 2011
Draft LIP (Stage 5)	Produce final draft LIP	23.09.10	08.12.10
Formal LIP Approvals (Stage 6)	Executive Board - N Warwicks	23.12.10	7.2.11
	Cabinet - N&B	23.12.10	24.2.11
	Cabinet - Rugby	23.12.10	17.1.11
	Executive - Warwick	23.12.10	9.2.11
	Cabinet - Stratford	23.12.10	7.2.11
	Management Board - HCA	15.01.11	15.01.11
Review of LIPs	Ongoing review and update of LIPs	Ongoing	Ongoing

Appendix 7

Warwickshire Public Land Sites

	Scheme	Owner	Local Authority	Usage	Estimated Outputs
1	Bilton Village	WCC	Rugby	Extra Care	32
2	Attleborough Grange	WCC	N&B	Extra Care	21
3	Victor Hodges, Southam	WCC/Orbit	Stratford	Mixed use	85
4	Ilmington	WCC	Stratford	Rural Exception	10
5	Salford Priors	WCC	Stratford	Rural Exception	6
6	Bidford	WCC	Stratford	Rural Exception	12
7	Brinklow	WCC	Rugby	Rural Exception	6
8	Station Approach Rd	Rail Board	Warwick	Affordable	60
9	Alcester Road	WCC	Stratford	Affordable	20
10	Bishopston	WCC	Stratford	Extra Care	60
11	St Nicholas School	WCC	Stratford	Extra Care	60
12	Alcester Hospital	PCT/WCC	Stratford	Extra Care	60
13	Cattle Market	RBC	Rugby	Mixed use	145
14	Avon Court	WCC	Warwick	Extra Care	45
15	Griff School	WCC	N&B	Extra Care	60
16	Wolf Street	WCC	Warwick	LDSL	14
17	Ro Fire Station, Bidford	WCC	Stratford	LDSL	14
18	Mancetter	WCC	NWBC	Extra Care	60
19	Lister Road	NWBC	NWBC	Affordable	45
20	Sparrowdale School, Grendon	WCC	NWBC	Affordable	50
21	Michael Drayton School, Hartshill	WCC	NWBC	Affordable	35
22	Old Farm Road, Mancetter	NWBC	NWBC	Affordable	6
23	Birmingham Road, Water Orton	NWBC	NWBC	Rural Exception	2
24	Princess Road, Atherstone	NWBC	NWBC	Affordable	6
25	St Georges Road, Atherstone	NWBC	NWBC	Affordable	6
26	Lister Road Garages	NWBC	NWBC	Affordable	3
27	Queensway, Hurley	NWBC	NWBC	Affordable	12
28	Watling Street, Atherstone	NWBC	NWBC	Affordable	15
29	Dunchurch	RBC	RBC	Affordable	11
	Total units				961

Agenda Item No 16

Resources Board

1 February 2011

Report of the Chief Executive

Member Induction

1 Summary

- 1.1 The Board is invited to endorse an outline programme of induction for new members following the Borough elections in May 2011.

Recommendation to the Board

That subject to any comments raised at the meeting, the outline programme of induction attached as an Appendix to the report of the Chief Executive be approved.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The report relates to all Members.

3 Member Induction

- 3.1 As Members will be well aware Borough elections are to be held on 5 May 2011. Traditionally a third of the Members elected will be new to the Council and in preparation for that an outline programme of induction has been drafted. The Board is invited to consider the draft attached as an Appendix.
- 3.2 In addition to the draft it is proposed to canvass the views of new members from 2007 and any observations received will be incorporated in guidance given.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 Budgetary provision has been made for IT equipment for Members and for Member Training.

4.2 Legal and Human Rights Implications

4.2.1 It is important that all Members are briefed on elements such as the Constitution, Code of Conduct, Officer/Member Protocol and Planning. These elements have been included in the outline programme.

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

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
None			

MEMBER INDUCTION

Immediately after the election (on the night when results are announced):

- Contact every member individually welcoming them to their new role with some contact details and directions to the Council House. *(Dem Services)*

Shortly after the election

- Member to meet with Chief Executive. Following which a representative from Democratic Services will issue Members with an induction pack including information on the day to day running of the Council, support services available and key contact details. Basics such as car parking, security passes, email addresses, office support, short tour around building etc. will also be covered. *(J Hutchinson/Dem Services)*
- Arrange for an appropriate individual to set up allowances and explain expenses system. *(Dem Services to speak to Finance)*
- Take photo and contact details for website and other publications. *(K Barrow)*
- Provide an induction (half day) with the Leader of the Council, Chief Executive, and Extended Management Team. To include Code of Conduct and Member/Officer protocol. To be held by end of May 2011. *(Date arranged for 26 May 2010 at 2pm)*
- Provide IT equipment, appropriate training and designated member of staff within IT that Members can contact with any IT based queries. *(Dem Services to liaise with L Bird)*
- Planning Training *(Dem Services to liaise with J Brown)*

Within the first few months of appointment:

- Offer a single point of contact from the senior management structure to help the Member navigate around new processes and structures (linked to Officer responsible for Area Forum locality). *(Dem Services)*
- Offer a political mentor to support new Councillor *(Steve Maxey/Leaders of Political Groups)*.
- Facilitate visits to the ward with the new member and appropriate senior officer to discuss key issues. *(EMT)*
- Provide a comprehensive introduction to Scrutiny and the role of the Scrutiny Board. *(Steve Maxey)*
- Explain and provide information about the Standards Committee. *(Steve Maxey)*
- Personal skills training – chairing, digesting briefing materials, how to find out more information, and access services the council provides. *(Steve Maxey)*
- Provide an area on the Intranet specifically for Members. Councillors would be able access specific documentation and could replace the paper version of the Yearbook. *(Dem Service liaise with L Bird)*

- A half day follow up session to be arranged for late November to pick up on any issues that need to be resolved from the first six months. (*Dem Services*)

November 2010

**Report of the
Deputy Chief Executive**

**Treasury Management Strategy
Statement, Minimum Revenue
Provision Policy Statement and
Annual Investment Strategy for
2011/12**

1 Summary

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2011/12

Recommendation to the Council

That the proposed strategies for 2011/12 be approved

2 Introduction and Background

- 2.1 Treasury management is defined as:

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

3 Statutory requirements

- 3.1 The Local Government Act 2003 and supporting regulations requires the Council to ‘have regard to’ the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.
- 3.2 The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 3.3 The Department of Communities and Local Government (CLG) has issued revised investment guidance which came into effect from 1 April 2010. There were no major changes required over and above the changes already required by the revised CIPFA Treasury Management Code of Practice 2009.

4 CIPFA requirements

4.1 The CIPFA Code of Practice on Treasury Management (revised November 2009) was adopted by this Council on 2 February 2010.

4.2 The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the way in which the Council will seek to achieve those policies and objectives.
- Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-Year Review Report and an Annual Report covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution of and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Resources Board.

5 Treasury Management Strategy for 2011/12

5.1 The suggested strategy for 2011/12 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Sector Treasury Services.

5.2 The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council
- Prudential and Treasury Indicators
- the current treasury position
- the borrowing requirement
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- the investment strategy
- creditworthiness policy
- policy on use of external service providers
- the MRP strategy

6 **Balanced Budget Requirement**

6.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:-

- Increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- Any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

7 **Treasury Limits for 2011/12 to 2014/15**

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

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

7.3 Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming year and two successive financial years. Details of the Authorised Limit can be found in Appendix A of this report.

...

8 **Current Portfolio Position**

8.1 The Council’s treasury portfolio position at 31/12/2010 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	0	0
Short Term Funding	3.0	0.426
Total Investments	11.143	1.57
Net Investments	8.143	1.46

9 Borrowing Requirement

- 9.1 The Council's Borrowing Requirement or Capital Financing Requirement (CFR) is £9,977,996 at 1 April 2010.

10 Prudential and Treasury Indicators for 2011/12 to 2013/14

- 10.1 Prudential and Treasury Indicators, as shown in Appendix A, are relevant for the purpose of setting an integrated treasury management strategy.
- 10.2 The council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The original Code was adopted on 4 February 2002 by the full Council and the revised Code was adopted on 2 February 2010.

11 Prospects for Interest Rates

- 11.1 The Council has appointed Sector Treasury Services as treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. The following table gives the Sector central view drawn from a number of current City forecasts for short term (Bank Rate).

Bank Rate Forecast at 31 March	%
2010/11	0.5
2011/12	1.00
2012/13	2.25

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

12 Borrowing rates

- 12.1 The Sector forecast for the PWLB new borrowing rate is as follows: -

	Jan 2011	March 2011	June 2011	Sept 2011	Dec 2011	March 2012	March 2013
Bank Rate	0.5%	0.5%	0.5%	0.50%	0.75%	1.00%	2.25%
5 yr PWLB Rate	3.41%	3.3%	3.3%	3.4%	3.5%	3.6%	4.3%
10 yr PWLB Rate	4.64%	4.4%	4.4%	4.4%	4.5%	4.7%	5.1%
25yr PWLB Rate	5.29%	5.2%	5.2%	5.2%	5.3%	5.3%	5.5%
50yr PWLB Rate	5.21%	5.2%	5.2%	5.2%	5.3%	5.3%	5.5%

- 12.2 The council has a borrowing or Capital Financing Requirement of £9.98 million. However, because we have a number of capital and revenue reserves which have not yet been used, we have temporarily used these to finance our capital spending rather than the Council borrowing externally. These reserves amounted to £10,193 million at the beginning of the year.
- 12.3 Over the next three years, investment rates are expected to be below long term borrowing rates and so value for money considerations indicate that value is best obtained by continuing to use internal reserves. However, it may shortly be necessary to borrow. The Deputy Chief Executive will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

13 Policy on Borrowing in Advance of Need

- 13.1 The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra funds borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.
- 13.2 In determining whether borrowing will be undertaken in advance of need the Council will ;
- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
 - ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
 - evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
 - consider the merits and demerits of alternative forms of funding
 - consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
 - Consider the impact of borrowing in advance of temporarily increasing investment cash balances (until required to finance capital expenditure) and the consequent increase in exposure to counterparty risk and the level of such risks given the controls in place to minimise them.

14 Annual Investment Strategy

- 14.1 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2009 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are: -
- a) the security of capital; and
 - b) the liquidity of its investments.

- 14.2 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments.
- 14.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
- 14.4 Investment instruments identified for use in the financial year are listed in Appendix B under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

15 Creditworthiness Policy

- 15.1 This Council uses the creditworthiness service provided by Sector Treasury Services. This service has been progressively enhanced over the last year and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -
- credit watches and credit outlooks from credit rating agencies
 - Credit Default Swap (CDS) spreads to give early warning of likely changes in credit ratings
 - sovereign ratings to select counterparties from only the most creditworthy countries
- 15.2 It is necessary to restrict the level of investments which may be made with any individual institution and also within any group to which they belong. Details are shown below.

Group Limit – Up to 30% of total investments		
Other Limits- Up to 50% of total investments may be invested for a period of more than 1 year		
Up to 100% of total investments may be made in UK institutions		
Up to 50% of total investments may be made in non UK institutions		
Up to 100% of total investments may be invested for a period up to 1 year		
Up to 20% of the investment portfolio in any one country outside the UK		
Money market Funds- as the funds are spread over a large number of institutions, these do not form part of any group limit.		
Individual Limits	Amount or % of total investments held	Rating
>1 Year	£2 million	Supranational banks AAA
>1 Year	£2.5 million	AAA Money Market Funds
>1 Year	£2 million	AAA F1+
> 1 Year	£1 million	AA- F1+
< 1 Year	£2 million	AAA F1+
< 1 Year	£2 million	AA+ F1
< 1 Year	£2 million	AA F1+
<1 Year	£2 million	AA- F1+
< 6 Months	£1 million	A+ F1+

< 3 Months	£750,000	A	F1
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- 15.3 All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through the use of the Sector creditworthiness service. The table above includes an increase in potential investments in AAA money market funds from £2million to £2.5 million, due to funds being spread over a wide range of investments.
- 15.4 If a downgrade results in the counterparty/ investment scheme no longer meeting the Council's minimum credit criteria, its further use as a new investment will be withdrawn immediately.
- 15.5 Sole reliance will not be placed on the use of external services. In addition, the Council will use market data and market information, information on government support for banks and the credit rating of that government support.

16 Country limits

- 16.1 The Council has determined that it will only use approved counterparties from a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix C. This list will be added to or deducted from by officers should ratings change in accordance with this policy.
- 16.2 Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

17 Interest Rate Outlook

- 17.1 Bank rate has been unchanged at 0.50% since March 2009. Bank rate is forecast to commence rising in September 2011, and then to rise steadily. Bank rate forecasts for financial year ends (March) are as follows:-

2011/12	1.00%
2012/13	2.25%

The Council will avoid locking into longer term deals when investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high credit-worthiness which make longer term deals worthwhile and within the risk parameters set by this Council. For 2011/12 it is suggested that the Council should budget for an investment return of 1.25% on investments placed during the year.

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

18 End of Year Investment Report

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

19 Policy on the use of Treasury Management Consultants

- 19.1 The Council uses Sector Treasury Services as its external advisers. The Council recognises that responsibility for treasury management decisions remains with the organisation and that it will make decisions after taking into account advice or information given. It recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and are subject to regular review.

20 Scheme of Delegation

20.1 Full Council

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

20.2 Resources Board

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

21 Role of the Section 151 Officer

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

- Recommending clauses, treasury management policy/ practices for approval, and reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers.

22 **Minimum Revenue Provision**

22.1 The Council's Minimum Revenue Provision Policy Statement for 2011/12 is shown at Appendix D.

23 **Report Implications**

23.1 **Finance and Value for Money Implications**

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

23.2 **Environment and Sustainability Implications**

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

23.3 **Risk Management Implications**

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

23.4 **Links to Council's Priorities**

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date



Appendix A

Treasury Indicators

Treasury Indicator	2011/12	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Authorised Limit for External Debt	27,966	28,931	29,358	28,838
Operational Boundary	10,366	10,587	10,411	10,683
Upper Limit for Fixed Interest Rate Exposure	9,600	9,600	9,600	9,600
Upper Limit for Variable Rate Exposure	10,100	10,100	10,100	10,100
Upper Limit for Total Principal Sums Invested for over 364 days (per maturity date)	50%	50%	50%	50%

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

LOCAL GOVERNMENT INVESTMENTS (England)**SPECIFIED INVESTMENTS**

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

Investment	Repayable/ Redeemable within 12 months?	Security / 'High' Credit Rating criteria	Circumstance of use	Maximum period
Money Market Funds <i>These funds do not have any maturity date- structured as Open Ended Investment Companies (OEICs)</i>	Yes	Yes AAA rated	In-house	the period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements
Debt Management Agency Deposit Facility¹	Yes	N/A	In-house	364 days
Term Deposits- Local Authorities	Yes	N/A	In-house	364 days
Term Deposits- Banks and Building Societies	Yes	See Strategy	In-house	364 days
Banks nationalised by high credit rated countries (sovereign rating)	Yes	Sovereign rating	In-house	364 days
Government guarantee on ALL deposits by high credit rated countries (sovereign rating)	Yes	Sovereign rating	In-house	364 days
UK government support to the banking sector (implicit guarantee)	Yes	UK sovereign rating	In-house	364 days

Monitoring of credit ratings :

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

Forward Deposits:

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

Support: Banks eligible for support under the UK bail-out package and which have debt guaranteed by the Government are eligible for a continuing guarantee when debts mature and are refinanced. The banks which have used this explicit guarantee are:

Bank of Scotland; Barclays; Clydesdale; Coventry Building Society; Investec Bank; Nationwide Building Society; Rothschild Continuation Finance plc; Standard Life Bank; Royal Bank of Scotland; Tesco Personal Finance plc; West Bromwich Building Society; Yorkshire Building Society

LOCAL GOVERNMENT INVESTMENT (England)

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

<u>Maturities in excess of 1 year Investment</u>	<u>(A) Why use it?</u> <u>(B) Associated risks?</u>	<u>Repayable/ Redeemable within 12 months?</u>	<u>Security / Minimum credit rating **</u>	<u>Circumstance of use</u>	<u>Max % of overall investments</u>	<u>Maximum maturity of investment</u>
Term deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment. (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period	No	Period and amount will be dependent on credit ratings, as shown on authorised list	in-house		<i>Suggested limit : 5 years</i>
Callable deposits with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity. (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) period over which investment will actually be held is not known at the outset. (iii) Interest rate risk : borrower will not pay back deposit if interest rates rise after deposit is made.	No	Period and amount will be dependent on credit ratings, as shown on authorised list	to be used in-house after consultation/ advice from Sector		<i>Suggested limit : 5 years</i>
Term deposits- local authorities	Going concern	No	N/A	In house		
UK Gilt Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the gilt		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>

Bonds issued by a financial institution guaranteed by the UK Government	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
Sovereign Bonds (i.e. other than the UK Government)	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/advice from Sector		<i>Suggested limit 10 years</i>
Bonds issued by Multilateral Development Banks	(A) (i) Excellent credit quality. (ii) relatively liquid. (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt ~ aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (B) (i) 'Market or interest rate risk' : Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen	No	AAA or government guaranteed	Buy and hold to maturity : to be used in-house after consultation/ advice from Sector		

Treasury Management Strategy Statement 2011/12

Approved Countries for Investments**AAA**

Canada
Denmark
Finland
France
Germany
Luxembourg
Netherlands
Norway
Singapore
Sweden
Switzerland
U.K.
U.S.A.

AA+

Australia
Belgium
Hong Kong

AA

Japan
Kuwait
Qatar (AA S&P rating)
UAE

AA-

Italy
Saudi Arabia

Minimum Revenue Provision Policy Statement 2011/12

The Council implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09, and has assessed their MRP for 2011/12 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

The major proportion of the MRP for 2011/12 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with option 1 of the guidance. Certain expenditure reflected within the debt liability at 31st March 2011 will under delegated powers be subject to MRP under option 3), which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the annuity method. For example, capital expenditure on vehicle replacement will be related to the estimated life of those vehicles, capital expenditure on existing buildings will be related to the estimated benefit of the expenditure, and capital expenditure on new buildings will be related to the assumptions made within the approved business case.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

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

**Report of the
Deputy Chief Executive**

**Internal Audit - Performance for
Third Quarter 2010-11**

1 Summary

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

Recommendation to the Board

That the report be noted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 None required.

3 Report

3.1 Introduction

- 3.1.1 The CIPFA Code of Practice on Internal Audit in Local Government defines standards of best practice for internal audit. The Code requires that Members both approve the Internal Audit Section's strategic work plan and receive periodic reports on performance against plan. This report summarises performance for October 2010 to December 2010.

3.2 Summary of Work Completed

- ... 3.2.1 Appendix A to the report summarises progress on the s151 audit plan for the period, identifying audits completed and indicating the extent of progress on those audits still outstanding. The appendix shows that all key planned areas have been addressed. Appendix B provides definition for the levels of assurance applied.

- 3.2.2 Internal Audit can place a high level of assurance on the final reviews of HR services and Risk Management.

- 3.2.3 Excellent progress is being made on the key financial system audits in preparation for the external audit visit in April 2011, when the work of the Internal Audit team is reviewed and assessed. To meet their requirements the completion of these cannot take place until the end of March 2011 when testing has encompassed the full years' transactions. Therefore Appendix B shows several outstanding audits but few final reports. These will be reflected in the final report for the 2010-11 year.

- 3.2.4 The work of the section has been restricted for some time while the programme was reduced to take account of a vacant auditor post. This has now been addressed and it is hoped that the section will be back to full strength early in 2011. There has been no increase in risk associated with this reduced programme as all key service areas have been monitored.
- 3.2.5 The Internal Audit Section has undertaken some work recorded under contingency audits. These are reviews carried out either resulting from departmental requests, external audit suggests, counter fraud activity and the management of information pertaining to the National Fraud Initiative.
- 3.2.6 The performance standards set by the Audit Commission require that Internal Audit complete at least 90% of planned work in the year unless there are good reasons otherwise. In calculating that statistic, planned work deferred at client request is ignored if such deferrals have appropriate justification. All client requests for deferrals have been based on sound, service based justifications.

4 **Report Implications**

4.1 **Risk Management Implications**

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

4.2 **Links to Council's Priorities**

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Assurance level definitions:

Overall Audit Opinion	
High	<p>Controls are in place and operating satisfactorily.</p> <p>Reasonable assurance can be given that the system, process or activity should achieve its objectives safely and effectively.</p>
Medium	<p>There are some control weaknesses but most key controls are in place and operating effectively.</p> <p>Some assurance can be given that the system, process or activity should achieve its objectives safely and effectively.</p>
Low	<p>Controls are in place but operating poorly or controls are inadequate, failing or not present to satisfaction.</p> <p>Only limited assurance can be given that the system, process or activity will achieve its objectives safely and effectively.</p>

Recommendation Priority Levels definitions:

High	Action is agreed for implementation within one month of the report date
Medium	Action is agreed for implementation within three months of the report date
Low	Action is agreed for implementation within twelve months of the report date

Agenda Item No 21

Resources Board

1 February 2011

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

**Housing Act 2004 – Emergency
Prohibition Order**

1 Summary

- 1.1 The report confirms the revocation of an Emergency Prohibition Order on a residential property in the Borough.

Recommendation to the Board

That the report be noted.

2 Background

- 2.1 Members received an information report on 5 July 2010 regarding the necessity to make an Emergency Prohibition Order on a residential property. This is an unusual course of events following the discovery of conditions of imminent danger of serious injury or risk to health. From the range of available options in the Council's enforcement protocol, immediate intervention was necessary to protect a vulnerable occupying household.

3 Imminent Danger

- 3.1 Conditions in the property have been substantially improved to meet the minimum safe standard to permit reoccupation. Accordingly, and following a re-inspection, the Order has been revoked. No prosecution was necessary, the Order was not appealed and no extra costs have been incurred by the Council.

4 Report Implications

4.1 Safer Communities Implications

- 4.1.1 Warm, well-maintained and safe homes contribute to attractive and safe communities and neighbourhoods.

4.2 Legal and Human Rights Implications

- 4.2.1 Serious (category 1) hazards under the Housing Act 2004, Housing Health and Safety Rating System must be addressed by Council's in accordance with their published enforcement policy. This was accomplished.

4.3 Environment and Sustainability Implications

4.3.1 Domestic maintenance and improvement and energy efficiency works are sustainable and environmentally positive. In this case, a unit of housing stock was swiftly returned to a safe habitable standard without public funding and is in productive use.

4.4 Portfolio Holder, Shadow Portfolio Holder and Ward Members Consultation

4.4.1 Councillors Johnston, Dirveiks, Wykes and Winter, Portfolio Holders (and Shadow Portfolio Holders) for Housing and Environment and local Ward Members Councillors Payne and Swann have been consulted and any comments received will be reported verbally at the meeting.

4.5 Links to Council's Priorities

4.5.1 The actions were in accordance with a number of Council priorities, specifically decent homes but also including protecting the environment, enhancing access to services and addressing inequality.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	AD (H)	Resources Board Report – Confidential Part 3	5.7.2010

Agenda Item No 22

Resources Board

1 February 2011

**Report of the Assistant Chief Executive
(Community Services)**

**An Explanation of Welfare Benefit
Changes to be introduced from
April 2011 Onwards**

1 Summary

- 1.1 The purpose of this report is to make Members aware of the changes proposed to a wide range of welfare benefits from April 2011 onwards, and their likely implications for the Council.

Recommendation to the Board

That the report be noted.

2 Background

- 2.1 In the emergency budget on 22 June 2010 and autumn budget on 22 October 2010, the Government announced significant changes to the welfare benefits system. These changes will be introduced over the next 3 years and it is estimated will save £18 billion by March 2015
- 2.2 The changes will have the outcome of reducing customer's disposable income levels where they are in receipt of certain types of benefit payments making it harder to meet daily living costs. Where customers are also reliant on housing benefit and council tax benefit, additional changes will also make it potentially more difficult for them to meet the costs of rent and council tax owed to the Council.
- 2.3 The impact of the proposed changes to housing benefit and Local Housing Allowance (LHA) on which benefits can be paid will affect social and private landlords, tenants, and strategic housing authorities across the UK.
- 2.4 The purpose of this report is to provide Members with a high level summary of the changes that are being introduced over the next 3 years (up to April 2013) along with their likely impact on the Council which are summarised at Appendix A.
- ...

2.5 In addition, the main body of this report will outline in more detail the likely impact of key changes to be introduced on 1 April 2011 on the Council where it has been possible to estimate them and actions we are taking to ensure customers are supported. If Members would find it useful they may also wish to attend briefings to be run for local landlords to explain changes and answer any questions that arise from these changes which will be run in late February / early March if there is sufficient demand.

3 Local Housing Allowance (LHA) Changes – April 2011

3.1 There are two key changes being introduced from 1 April 2011 in respect of LHA i.e. the level of rent used to calculate Housing Benefit entitlement which has regards to local conditions and sets an appropriate level of rent having regard to the size of properties in terms of bedrooms available.

3.2 The first change will have an impact on existing private tenants who currently receive up to £15 per week more benefit than their actual weekly rent under a scheme introduced by the Government in 2006. At present, LHA rates are calculated on 50 percentile of the total of local market rents meaning that if there were 100 properties available for letting of the appropriate size, the LHA will be based on the 50th lowest rent of those 100 properties. When the scheme was introduced, where a customer rented a property below this level, they were entitled to keep up to £15 per week of the shortfall. This generous scheme is now being removed.

3.3 At present, 184 occupiers of private rented property receive an average top up of just over £10.00, which will be removed from the anniversary date (review date) of their claim after 1 April 2011. Once all awards of this top up are removed, the total loss to customers and reduction in annual Housing Benefit paid out by the Council will be £99,507. This is not a saving to the Council as the level of benefit awarded is largely covered by Government subsidy but it will mean tenants losing an income on which many will have come to rely meaning them having to cut their current outgoings.

3.4 The more significant changes take effect from April 2011 for new private tenants', and for existing private tenants after a transitional period of 9 months from the anniversary date of their benefit claim or until a relevant change of circumstances, whichever is the sooner. This change will mean that LHA rates will be calculated on the 30th percentile of local market rents rather than the mid point. Consequently in each market area if there were 100 properties available for letting of the appropriate size, the LHA will now be based on the 30th lowest rent of those 100 properties instead of the bottom 50% at present.

3.5 As such, the impact of this change will mean that

- Tenants in private rented housing where LHA applies will have access to fewer properties in their area where their full rent could be covered by benefit.

- Tenants who cannot find a property priced in the first 30th percentile will have to make up the difference in rent or find alternative living arrangements, in or out of the borough.
- 3.6 Based on work undertaken of our current caseload of 712 LHA claims, the financial impact for the period 2011/2012 will be only impact on claims where the anniversary date for the current claim falls between 1 April 2011 and 30 June 2011. Claims where the date falls from 1 July 2011 onwards will only have a financial impact from 2012 onwards.
- 3.7 40 customers are estimated to be impacted in 2011/12 and they will experience a loss of Housing Benefit between £9.48 per week for a one-bedroom property up to £28.77 per week for a four-bedroom property. For example, In the worst case scenario of a four bed roomed property where the claimant is receiving full housing benefit, this could mean the tenant needing to find over £1,500 as an additional contribution towards their rent in a full year. The impact of this change alone is going to be considerable.
- 3.8 Based on the work we have done to date, we anticipate that over 500 private tenants will be adversely affected by this change by March 2012 should they remain in their existing accommodation. The only possibility of this situation being altered is where a landlord agrees to reduce the current rent charged to retain their existing tenants, which has been experienced in London where some of these changes have already begun. The Government will also be incentivising this approach by allowing direct payments to the landlord as opposed to the tenants in such cases.
- 3.9 However, where this is not the case, the likely impact of this change which will result in tenants having less disposable income after they have make the extra provision to pay their rent is as follows;
- Movement of low income tenants from more expensive rental market areas to cheaper ones where available.
 - Households struggling to access private rented accommodation.
 - Increased hardship, resulting in a greater demand for debt and counselling services, access to expensive forms of borrowing and rising arrears both in terms of Council Tax and other day-to-day expenses.
 - Concentration of tenants in receipt of LHA in cheaper, poorer quality private rented housing.
 - Greater demand on homelessness services due to homeless households being unable to solve their own housing problems by accessing privately rented properties.
 - Likelihood of an increased demand for the provision of temporary accommodation/bed and breakfast particularly if tenants evicted are considered intentionally homeless.
 - Greater demand on housing option services with increased numbers applying to join the housing waiting list.

- Greater levels of overcrowding and associated social impact
- Landlords becoming less prepared to let to known benefit claimants.
- Increased applications for discretionary housing payments, which is a relatively small fund available to the Council to make up shortfalls in Housing Benefit. It is anticipated that this fund will be inadequate to deal with the anticipated increased demands being placed on it. It will also increase the amount of work in dealing with such requests, which will need administering and supporting by the Council and local advice agencies.

4 Increasing non-dependent deductions – April 2011

- 4.1 Deductions from the claimant's eligible rent where other adults live with a claimant who are not part their family for benefit purposes (typically the claimant's own adult children who are either working or claiming in their own right) are set to increase dramatically from April 2011. This is because levels of deductions have not increased since 1999. These freezes are to be reversed over the next 3 years and in up-rated in future years in line with the consumer price index.
- 4.2 Reversing these freezes will result in an increase in the non dependent charge rates i.e. the amount paid by an adult, who is not tenant, by between one third and one half of their current rate, and in some cases even higher. As a result, both private and Council tenants sharing their home with other adult(s) will need to collect more money from the other adult(s) to contribute towards the rent, or make up the difference from their own money. e.g. the increase in contribution from a dependent earning a gross income of £180 (full time work on the minimum wage) will increase by £7.35 from £27.95 to £35.20.
- 4.3 In relation to the non-dependent charges for the period 2010/2011, this will impact on an estimated 812 households receiving either Council Tax Benefit only (where a property is owner occupied) or both Council Tax and Housing Benefit (where a Council or Private Tenant). We will be writing to these customers by the end of January 2011 to advise them of the likely impact of these changes so they can begin to plan for these changes.
- 4.4 The table below highlights an increase in non-dependent charges for 2011/2012 only as follows:

Tenure type	Total increase in CTB non-dependent deductions for 2011/2012 only	Total increase in HB non-dependent deductions for 2011/2012 only
Council Tax Benefit	£11,260.60	N/A
Council Tenants	£6,996.60	£45,552.00
Private Sector	£4,440.80	£27,487.20
Total	£22,698.00	£73,039.20

- 4.5 It should be noted that it is estimated that the increase in non-dependent deductions to be recovered is likely to be in the region of £350,000 in 3 years time based on the current caseload and anticipated indexation rises. The very likely outcome of this is that it will lead to higher rent and Council Tax arrears that the Council will be required to cover from some of its most deprived customers.
- 4.6 The possible impact of these changes is that it could also provide an incentive for tenants to encourage their children to leave home and also provide a disincentive to voluntary sharing. They will leave the primary tenant with a difficult dilemma: if the tenant allows the occupier to stay they could lose some of their housing benefit and will struggle to pay their rent if the shortfall is not paid to them by the non dependent, but if they ask them to leave then they could get hit with a reduction because they are under occupying their property based on the rules of LHA. Whilst the LHA issue currently only applies to private rented sector properties, it is proposed that similar size criteria rules will apply to the social rented sector from April 2013 onwards. No further details are available yet on this final point.
- 4.7 Other potential impacts of the up rating of Non-Dependent deduction rates are likely to be:
- Higher demand for debt counselling services.
 - Higher demand on homelessness services, with an increased number of homeless presentations.
 - Increased levels of homelessness for individuals who the Council has no statutory duty to accommodate, which may lead to rough sleeping.
 - Likelihood of an increased demand for the provision of temporary accommodation/bed and breakfast particularly if tenants evicted are considered intentionally homeless.
 - Increased demand on housing option services, along with a greater number of applications to join the housing waiting list,
 - Increased applications and demand from young people.
 - Increased transfer applications and bidding via U Choose particularly as we get nearer 2013.
 - Private landlords becoming more reluctant to let to families with older children who are approaching age 18.
 - Increased applications for discretionary housing payments.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 The reduced level of benefit entitlement paid to customers on Housing and Council Tax Benefits in 2011 is likely to have an adverse impact on the Council. This is because although total benefit expenditure will fall, as the cost of benefit paid is largely covered by Government subsidy, any saving to the Council will be very small, if any.

5.1.2 However, the Council as both a landlord and with responsibilities for collection of Council Tax is likely to have significant additional demands and responsibilities placed on it to deal with the increased workload caused by some of the most vulnerable members of our communities. No additional monies are being made to Councils to deal with this impact and in fact subsidy paid for dealing with the administration of benefits was cut in 2011/12 by approximately 5% and it is anticipated that future cuts will be made at a similar level over the next few years.

5.1.3 To address the known impact of these changes and to offset, in full or part, the impact of the LHA and Non Dependent changes, the Government will be increasing the level of the National Discretionary Housing Payment budget it provides to Local Government by an additional £40 million by 2014. No decision has been taken as yet as to how this money will be apportioned but the expectation is that as London Councils are particularly impacted by the proposals to limit the level of Housing Benefit that can be paid, most of this additional money will be allocated to them.

5.1.4 The Council currently has a Discretionary Housing Payment budget allocated to it by the Government totalling £14,181 but even having regard to this being increased, it is likely to be wholly inadequate to meet the increased demand that will be placed on it as tenants will increasingly rely on an uncertain discretionary system to meet ongoing housing costs. In addition, many will rely on help to assist them in submitting written applications for help placing further demands and expectations on the Council and local advice agencies. Any changes needed to our policy on awarding DHP will be reviewed by the end of March 2011.

5.2 Safer Communities Implications

5.2.1 The impact of the proposed and forthcoming changes will result in a number of reductions in existing support and benefit as highlighted in the main body of the report. Stable family, financial and housing conditions are key factors in a person's well being, security and sense of value and an erosion of any of these could have a negative impact within in the communities they live and result in new demands on service provision in the Borough.

5.3 Environment and Sustainability Implications

5.3.1 Maximising the availability of affordable housing to meet customer demands is going to be a major challenge as will be putting in place the appropriate type and level of support to assist customers affected by the proposed changes to Welfare Benefits during the next three years and beyond. Ensuring early awareness of the impact of changes is going to be key to ensuring individuals affected are supported through these changes and officers from Revenues and Benefits working closely with Housing colleagues and with third sector agencies in the area are already addressing these potential issues collectively. This will remain a major thrust of financial inclusion activities being delivered via the B.O.B service and partnership work already undertaken by the Council.

5.4 Human Resources Implications

5.4.1 Whilst it is likely that considerable new and additional demands will be placed on officers providing support and services to customers reliant on benefits, it is not possible to determine the level of impact at this stage.

5.5 Risk Management Implications

5.5.1 A significant amount of work by officers has already been undertaken to assess the impact of the changes outlined above and in Appendix A where sufficient detail of the proposed changes is known. By officers identifying the likely impact and risks of the changes at the earliest opportunity this should ensure that those affected, both customers and in terms of any administrative changes necessary can be planned and communicated.

5.6 Equality Implications

5.6.1 Equality implications are detailed as part of the report. However, to identify which individuals or communities may be disadvantaged or to meet differing needs, impact assessments will be carried out when changes materialise.

The Contact Officer for this report is Bob Trahern (719378).

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
A15 and A25 of 2010	DWP	Circulars	2010

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
<p>April 2011</p> <p>HOUSING BENEFIT</p>	<p>Amending the size criteria to allow for an additional bedroom for claimants who's condition requires a live in carer</p>	<p>Regs define criteria to need a carer. Only get extra room rate if you actually have the room – not just because you fit criteria</p>	<p>Need to identify existing cases prior to April Require a report to identify existing cases  Identify criteria  Email to request report</p>	
<p>HOUSING BENEFIT</p>	<p>For new claims, the LHA rate to be set at the 30th percentile of the list of rent levels rather than the current procedure of using the median figure</p>	<p>Will result in less LHA for new claimants – increase in cases with a shortfall between contractual rent and LHA rate. Unclear yet how software will be updated. Possible that staff will have to select the appropriate locality code when processing.</p>	<p>System needs to be updated to include locality codes. Existing claims will not be changed over until whichever occurs first: <ul style="list-style-type: none"> • COC which would result in a room rate change • COA • 9 months after anniversary date </p>	<p>Impact analysis on NWBC LHA caseload undertaken: <ul style="list-style-type: none"> • Based on Dec 10 data and Jan 11 'predicted' 30th percentile LHA rates:  40 cases affected during 2011/12  512 cases affected Post April 2012 </p>
<p>HOUSING BENEFIT</p>	<p>For New Claims LHA rates are to be capped at upper levels for each property size: 1 bed £250 2 bed £290 3 bed £340 4 bed £400 4 bed rate is upper limit replacing the 5 bed cap.</p>	<p>No cases in NWBC affected</p>	<p>System needs to be updated to ensure caps are applied.</p>	<p>No action needed, caseload unaffected on upper levels.</p>

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
DISCRETIONARY HOUSING PAYMENTS (DHP)	The DHP grant will be increased by £10million with additional £10million from CLG homeless budget	Need to carefully profile spending in order to take into account demand as a result of changes ongoing through the year	Need to ensure local policies are in place in order to structure DHP spending	<ul style="list-style-type: none"> ✚ Need to establish NWBC additional DHP grant. ✚ Develop a more robust local policy taking into account the potential increase in demand ✚ Develop an advertising strategy
HOUSING BENEFIT	£15 excess for LHA cases is removed from 1 st Anniversary date following 01/04/11	<p>A reduction in benefit will mean:</p> <ul style="list-style-type: none"> ✚ increased enquiries and appeals ✚ Increased rent arrears ✚ Potential increase in homeless applications 	<p>Need to identify and communicate this to affected claims.</p> <ul style="list-style-type: none"> ✚ LHA excess cases reported and identified. ✚ Letter to customers affected informing of the change – in advance (time to seek alternative accommodation) 	<p>Impact analysis on NWBC LHA caseload undertaken:</p> <ul style="list-style-type: none"> ✚ 184 cases identified as affected ✚ Average loss = £10.40 ✚ Total loss to customers and reduction in HOUSING BENEFIT spend of £99,507.20

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
HOUSING BENEFIT	Non Dep deductions will begin to be uprated and by 2014 they will have been increased to the level they would have been at had they been fully uprated since 2001	In real terms, this change will mean a reduction in benefit therefore creating an increase in enquiries and appeals	<p>Will be uprated as part of year end processing.</p> <p>Need to identify non-dep cases affected.</p> <ul style="list-style-type: none"> ✚ Report highlighting: <ul style="list-style-type: none"> ○ CTB ○ CT ○ HOUSING BENEFIT/CTB ✚ Calculated the affect for each category of charge and additional cost to customer. NB: could increase C/tax and rent arrears ✚ Write to tenants with non-deps highlighting change to the charge 	<p>Impact analysis on NWBC LHA caseload undertaken:</p> <ul style="list-style-type: none"> ✚ 812 non-deps identified as affected ✚ Total additional increase in non-dep deductions for both HOUSING BENEFIT and CTB = £95,737.20
HOUSING BENEFIT	The “ baby premium ” will be removed for all claimants who are responsible for a child under the age of one.	In real terms, this change will mean a reduction in benefit for some therefore creating an increase in enquiries and appeals.	<p>Will be uprated as part of year end processing</p> <p>Report prepared for cases where baby premium present. However, further work to be developed in the new year.</p>	
HOUSING BENEFIT	Full disregard of income from special guardianship payments	Need to request a report from RB Support to identify, if any, cases affected (will be minimal if any)	Will be uprated as part of year end processing	

All means tested benefits	Annual uprating of benefits to use Consumer Price Index (CPI) rather than the Retail Price Index (RPI) measure previously used	Benefits will be increased by a lower percentage than in previous years, based on CPI at 3.1% (SEPT 2010)	System will automatically uprate claims in this way.	No action required
WORKING TAX CREDITS (WTC)	The basic and 30 hour elements of the WTC will be frozen for 3 years	WTC cases must continue to have the figures broken down so that next year only those cases with elements other than the basic and the 30 hour elements need to be identified and manually uprated	WTC is not automatically uprated. Currently all elements of WTC are added together and input as "basic". Claims must be identified and split down into the elements, and appropriate elements manually uprated by checking CIS	Reports need to be identified for all affected cases and then manual exercise to re-enter data. To be actioned in the new year.
CHILD TAX CREDITS (CTC)	The child element of Child Tax Credit will be increased by £30 (and by £50 in 2012)		CTC is not automatically uprated. Claims must be identified and manually uprated by checking CIS – as above	Reports need to be identified for all affected cases and then manual exercise to re-enter data. To be actioned in the new year.
PENSION CREDIT	The maximum Saving Award in Pension Credit will be frozen for 4 years		All PC uprated figures are notified by etd and require manual input	No specific work identified at this stage
HOUSING BENEFIT	DWP have indicated that the direct payment safeguard provision to consider making payments to landlords will be widened		No details as yet	Need to consider the local Safeguard Policy and include the new criteria for direct payment to landlord along with staff awareness and training

APPENDIX A

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
Jan 2012 onwards	<p>For remaining existing claims, the LHA rate to be set at the 30th percentile of the list of rent levels rather than using the median figure.</p> <p>Existing claims as of April 2011 will have been given up to 9 months transitional protection from their anniversary date.</p>	Will result in a reduction in LHA for all existing LHA claimants – more enquiries and appeals	All LHA cases that are not already being assessed at the 30 th percentile will be moved to the 30 th percentile 9 months after their anniversary date following April 2011	<p>Impact analysis on NWBC LHA caseload undertaken:</p> <ul style="list-style-type: none"> Based on Dec 10 data and Jan 11 'predicted' 30th percentile LHA rates: <p>512 cases affected Post April 2012</p>
<p>April 2012</p> <p>DISCRETIONARY HOUSING PAYMENTS</p>	<p>DISCRETIONARY HOUSING PAYMENTS grant distribution will be increased by a further £10 million</p>	Much of the extra DHP grant will need to be reserved for shortfalls in rent due to the increased non dep deductions, and reduction in LHA	Need to ensure local policies are in place in order to structure DISCRETIONARY HOUSING PAYMENTS spending	
HOUSING BENEFIT	<p>Shared room rate in LHA extended to all single claimants under 35 instead of 25</p>	Will mean less HOUSING BENEFIT for a significant number of claimants. Will result in more enquiries and appeals	Claims need to be identified. Change is immediate and not in line with the anniversary date.	Report due in New Year from Software supplier to help identify all current cases where single < 35 years in a current PRS property
EMPLOYMENT SUPPORT ALLOWNACE (ESA)	<p>Time limit placed on ESA(c) to 1 year for those in Work Related Activity group</p>		Increased volume of HOUSING BENEFIT / CTB cocs as income changes occur	

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
WORKING TAX CREDITS (WTC)	Couples with children must work 24 hours between them with at least one working 16 hours to gain entitlement to WTC	In order that these cases are easily identified we should ensure that we accurately record hours worked with immediate effect.	WTC is not automatically updated. Claims must be identified and manually updated by checking CIS	
CHILD TAX CREDITS (CTC)	Child element in CTC increasing by £50		CTC is not automatically updated. Claims to be identified and manually updated by checking CIS	

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
April 2013 HOUSING BENEFIT	LHA rates will be updated annually on the basis of the CPI.	LHA rates will no longer be adjusted on a month by month basis, therefore anniversary dates will cease to exist	Need to ensure LHA rates are recorded accurately against claims as this could be an automatic update.	
HOUSING BENEFIT	Size criteria rules introduced for working age claimants in the social rented sector	Precise arrangements not yet announced. Unlikely to be the same as LHA rates		Impact analysis undertaken: <ul style="list-style-type: none"> ✚ 119 council tenancies would be affected, based on current HOUSING BENEFIT caseload data and IBS data

Timescale & Benefit Affected	Change	Comments & Recommendations	Action Required	Position update
HOUSING BENEFIT and other income related benefits	LA administered cap introduced for the maximum amount of benefit received by any family, restricted to the amount of £500 for couples and £350 for single people	Essential to ensure all incomes are in system accurately. All passported cases will need incomes identified by checking CIS. Individual incomes will then need inputting into system All cases will need to be monitored to maintain accuracy	LA expected to work out amount of total benefit received and “cap” HOUSING BENEFIT entitlement to set level at April 2013. Processes and systems required to be in place by April 2013	
COUNCIL TAX BENEFIT (CTB)	Reduced spending on CTB by 10%, and localising CTax from 2013		No details as yet	
FRAUD	New Fraud Investigation Service to deal with all aspects of benefit fraud		No details as yet	
CHILD BENEFIT (CB)	CB removed for families with higher rate tax payer	Unlikely to affect benefit claimants		