

**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

5 JULY 2010

The Resources Board will meet in the Chamber at The Council House, South Street, Atherstone, Warwickshire on Monday, 5 July 2010 at 6.30 pm.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Declarations of Personal or Prejudicial Interests.**
(Any personal interests arising from the membership of Warwickshire County Council of Councillors Fowler, 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.**
- 5 **Minutes of the Resources Board held on 13 April and 24 May 2010** (copies herewith) to be approved as correct and signed by the Chairman.

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

- 6 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – March 2010** - Report of the Chief Executive and Director of Resources

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 2009 to March 2010.

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

- 7 **Social Homebuy** – Report of the Assistant Director (Housing)

Summary

This report provides Members with information about the Social Homebuy Scheme that is promoted by Communities and Local Government.

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

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

Summary

The report updates Members on the situation with regard to dog control orders and seeks approval for consultation on a refreshed Order to cover the whole Borough.

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

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

- 9 **Tenant Satisfaction Survey** – Report of the Director of Resources

Summary

This report presents the results of the Council's annual survey of its Tenants in order to receive feedback on satisfaction levels with the Housing Service.

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

- 10 **Risk Management Annual Report 2009/10** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report is to inform Members of the progress made on Risk Management during 2009/10.

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

- 11 **Efficiency Review – Housing Maintenance Services** – Report of the Assistant Director (Housing)

Summary

This report provides the Board with an update about work to progress the objective set out in the Housing Division's Forward Work Plan to undertake an efficiency review of its Maintenance Service.

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

- 12 **Capital Programme 2010/2011 – Period Ending May 2010** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report updates Members on the progress of the 2010/2011 Capital Programme in terms of both expenditure and outcomes.

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

- 13 **Annual Treasury Report for 2009/2010** – Report of the Director of Resources

Summary

This report shows the out-turn for 2009/2010 and highlights any areas of significance.

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

- 14 **Internal Audit – Performance for 2009/10** - Report of the Director of Resources

Summary

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

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

- 15 **Budgetary Control Report 2010/2011 – Period Ended 31 May 2010** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report covers revenue expenditure and income for the period from 1 April 2010 to 31 May 2010. The 2010/2011 budget and the actual position for the period, compared with the estimate at that date are given, together with an estimate of the out-turn position for services reporting to this Board.

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

- 16 **Consolidated Budgetary Control Report 2010/2011 – Period Ended 31 May 2010** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report covers total Council General Fund revenue expenditure and income for the period from 1 April 2010 to 31 May 2010.

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

- 17 **Housing Revenue Account Budgetary Control Report 2010/2011 – Period Ended 31 May 2010** – Report of the Assistant Director (Finance and Human Resources)

Summary

This report covers total Housing Revenue Fund revenue expenditure and income for the period from 1 April to 31 May 2011.

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

- 18 **Collection Progress for Sundry Debts 2009/10 and Prompt Payment of Creditor Invoices, LPI 8** – Report of the Assistant Director (Finance and Human Resources)

Summary

The purpose of this report is to advise Members of the collection progress for Sundry Debts in 2009/10 and to highlight the performance of LPI 8, Prompt Payment of Creditor Invoices.

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

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

Summary

This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2009 to March 2010 and provides some further information on action taken in managing absence.

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

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

- 20 **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.

- 21 **The Arcade** – Report of the Assistant Director (Streetscape)
The Contact Officer for this report is Richard Dobbs (719440).
- 22 **Request for a Right of Way – Coleshill** – Report of the Assistant Director (Housing)
The Contact Officer for this report is Angela Coates (719369).
- 23 **Atherstone Town Centre CCTV Scheme** – Report of the Assistant Director (Housing)
The Contact Officer for this report is Gary Thomas-McGenity (719303).
- 24 **Housing Act 2004 – Emergency Prohibition Order** – Report of the Assistant Director (Housing).
The Contact Officer for this report is David Baxendale (719322).
- 25 **Provision of Public Toilets in Polesworth**– Report of the Assistant Director (Streetscape)
The Contact Officer for this report is Chris Jones (719265).
- 26 **Phoenix Yard Access** – Report of the Assistant Director (Streetscape)
The Contact Officer for this report is Richard Dobbs (719440).
- 27 **Minutes of the Appeals Sub-Group held on 3 June 2010** – copy herewith to be received and noted.

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE RESOURCES BOARD

13 April 2010

Present: Councillor Smith in the Chair

Councillors Bowden, Butcher, N Dirveiks, Forwood, Fowler, Moore, Payne, Smitten and Winter.

Apologies for absence were received from Councillors Jenkins, Johnston, Lea and Y Stanley.

Councillors Lewis and Phillips were also in attendance and with the consent of the Chairman spoke on the item recorded at Minute No 111 (Transfer of Land at Hurley).

107 **Declarations of Personal or Prejudicial Interests**

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

108 **Minutes**

The minutes of the meetings of the Board held on 14 December 2009 and 2 February 2010, copies having previously been circulated, were approved as a correct record and signed by the Chairman.

109 **Amendments to Financial Regulations**

The Assistant Director (Finance and Human Resources) informed Members of proposed amendments to the Financial Regulations.

Recommended:

That the Council accepts the proposed amendments to the Financial Regulations, as set out in the report of the Assistant Director (Finance and Human Resources) and the consequent amendments to the Constitution be made.

110 **Procurement and Commissioning Strategy 2010/11-2012/13**

The Assistant Director (Corporate Services) presented the draft Procurement and Commissioning Strategy 2010/11- 2012/13 to Members for their consideration, comment and approval.

Recommendation to the Executive Board:

That the draft Strategy provided as Appendix A to the report of the Assistant Director (Corporate Services) be approved.

111 Transfer of Land at Hurley

The Assistant Director (Leisure and Community Development) detailed a proposal for the transfer of land at Hurley from the Housing Revenue Account to the General Fund in order that it may be used to provide allotments for the local community.

Resolved:

That the site identified at Appendix A to the report of the Assistant Director (Leisure and Community Development) be transferred from the Housing Revenue Account to the General Fund for use as allotments.

112 Internal Audit – Plan of Work for 2010-11

The Director of Resources explained the basis upon which the Audit Plan for 2010/11 had been developed, using a variety of sources of information to ensure that all appropriate aspects of service activity were embraced as part of the approved three-year review programme.

Resolved:

That the Audit Plan for 2010/11 be approved.

113 Information Security Policy 2010-2012

The Assistant Director (Corporate Services) sought approval for the Council's information Security Policy for the period 2010-2012. The policy was needed to help protect the Council's information and ensure it was used legally and effectively.

Recommendation to the Executive Board

That the Information Security Policy 2010-2012, attached as Appendix A to the report of the Assistant Director (Corporate Services) be approved.

114 ICT Strategy 2010/11 Action Plan

The Assistant Director (Corporate Services) presented the 2010/11 ICT Strategy Action Plan which supported the delivery of the Information and Communications Technology (ICT) Strategy 2009-2012.

Resolved:

That the Information and Communications Technology Strategy Action Plan for 2010/11, attached as Appendix A to the report of the Assistant Director (Corporate Services), be approved.

115 Procurement Performance Indicators and Benchmarking

The Assistant Director (Corporate Services) updated Members on the performance indicators being developed by the Council's Corporate Procurement function and the benchmarking exercise carried out in preparation for the value for money review of Procurement scheduled for 2010/11.

Resolved:

That the report be noted.

116 Exclusion of the Public and Press

Resolved:

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

117 Proposed Changes to Staffing in Central Services

The Assistant Director (Corporate Services) sought approval for a change to the staffing within the Central Services Section within the Corporate Services Division.

Resolved:

- a That PM be assimilated into the Role of Central Services Assistant (Legal & Refuse) with effect from 13 April 2010;**
- b That the temporary cover for the post of Central Services Assistant (Typing) be given 1 months notice; and**
- c That the post of Central Services Assistant (Typing) be deleted from the establishment.**

118 Irrecoverable Housing and Local Taxation Debts

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

Resolved:

- a** That the write-off of 6 balances over £1,250 totalling £13,161.53 in respect of unpaid Council Tax be approved;
- b** That the write-off of 10 balances over £1,250 totalling £59,520.75 in respect of unpaid Non Domestic Rates be approved;
- c** That the write-off of 3 balances over £1,250 totalling £7,460.89 in respect of unreclaimed overpaid Housing Benefit be approved;
- d** That the write-off under delegated powers of 130 balances under £1,250 totalling £44,108.73 in respect of unpaid Council Tax be noted;
- e** That the write-off under delegated powers of 12 balances under £1,250 totalling £4,958.53 in respect of unpaid Non Domestic Rates be noted;
- f** That the write-off under delegated powers of 64 balances under £1,250 totalling £9,565.75 in respect of unreclaimed Housing Benefit Overpayments be noted;
- g** That the write-off under delegated powers of 17 balances under £1,250 totalling £537.87 in respect of former tenant rent arrears be noted;
- h** That the write back under delegated powers of 10 balances under £1,250 totalling £731.43 in respect of overpaid Council Tax be noted;
- i** That the write-back under delegated powers of 5 balances totalling £8,048.78 in respect of overpaid Non Domestic Rates be noted; and
- j** That the write-back under delegated powers of 77 balances totalling £792.10 in respect of former tenant rent credits be noted.

119 Access to Phoenix Yard, Atherstone

The Assistant Director (Streetscape) sought approval for the Council, as landowner, to grant permission to Arragon Properties to carry out highway improvements at the Long Street junction of the access road to the Memorial Hall at no charge in order to allow the development of Phoenix Yard to proceed.

Resolved:

- a That the developer be granted the right to undertake the necessary works on the Council's land (the access road) without charge as long as the development of Phoenix Yard is wholly completed within two years; and**
- b That, in exchange for granting the right at no cost, the Council will seek from the developer the grant (at no further cost to the Council) of a right to vary the access to its land, to safeguard the value of the site should it be used for any form of development in the future and alterations to the present access arrangements are required.**

120 Land at St Georges Road, Atherstone

The Assistant Director (Streetscape) sought approval to sell a strip of land adjacent to No 58 St George's Road, Atherstone to the occupier of that property.

Recommended:

- a That the land forming the alleyway adjacent to No 58 St Georges Road, Atherstone be declared surplus to requirements on the grounds that it is of no practical purpose; and**
- b That the land be sold to the owner of the adjacent property as set out in paragraph 3.4 of the reports of the Assistant Director (Streetscape).**

121 Sale of Land off Rectory Road/Bournebrook View, Arley

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

Recommended:

- a That the proposed revised valuation for the part of the site to be used for affordable housing and developed by**

a Registered Social Landlord partner as set out in Section 6.1.8 of the report of the Assistant Director (Housing) be approved; and

- b That any capital receipts received by the Council in connection with the sale of land/proposed development off Rectory Road/Bournebrook View, Arley, be used for affordable housing.**

L Smith
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE RESOURCES BOARD

24 May 2010

Present: Councillor Smith in the Chair

Councillors Bowden, Butcher, N Dirveiks, Fowler, Fox, Johnston, Lea, Moore, Payne, Smitten, Y Stanley and Winter.

Councillors B Moss and Phillips were also in attendance. With the consent of the Chairman Councillor B Moss spoke on Minute No 9 (Computer Server Room Location) and Minute No 10 (Limes Developments).

1 **Declarations of Personal or Prejudicial Interests**

Any personal interests arising from the membership of Warwickshire County Council of Councillors Fowler and Lea, and membership of various Parish Councils of Councillors Butcher, Smitten and Y Stanley (Polesworth), Fox (Shustoke) and Moore (Baddesley Ensor) were deemed to be declared at the meeting.

2 **Street Naming and Numbering – Introduction of Charges**

The Assistant Director (Corporate Services) sought approval to introduce charges for the processing of requests submitted to the Street Naming and Numbering service provided by the Authority.

Resolved:

That the introduction of charges for the Street Naming and Numbering service and the scale of charges identified in Section 5.1.1 of the report of the Assistant Director (Corporate Services) be approved.

3 **Housing Finance Reform**

The Director of Resources summarised the Government's latest consultation document setting out detailed plans for reforming council housing finance and identified the initial implications for North Warwickshire and the further work that would need to be done around the proposals.

Resolved:

a That the proposals relating to Housing Finance Reform be noted;

- b That a Members' Seminar be held on Tuesday, 15 June 2010 on the proposals; and**
- c That a detailed response be considered by the Executive Board and Full Council on 28 June 2010.**

4 Members' Allowances Out-turn for 2009/10

The Assistant Director (Finance and Human Resources) advised Members of the allowances paid for 2009/10, which the Council had a duty to publish under the Members' Allowance Scheme.

Resolved:

That the report be noted.

5 Exclusion of the Public and Press

Resolved:

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

6 Progress Report – Housing Direct Works

The Assistant Director (Housing) provided the Board with information about the improvements which had been made to the Housing Direct Works service and proposed a change to the current staffing structure.

Resolved:

- a That the progress made to improve the Housing Direct Works Service be noted; and**
- b That the change to the Maintenance Administrative Section be agreed.**

7 Community Support Control Centre Supervisor Post

The Assistant Director (Housing) reported that the post of Community Support Control Centre System Support Officer was currently vacant and outlined a proposal to amend the job description for that post in order to improve the structure and resilience of the Community Support Section.

Resolved:

That the job description for the new role of Community Support Control Supervisor be approved.

8 Proposed Replacement of EHO Post with Food Safety Officer

The Assistant Chief Executive asked Members to consider a cost saving solution to fill a vacant post in the Environmental Health section.

Resolved:

That the proposal to replace an EHO post with a Food Safety Officer be trialled for a period of one year, and made permanent if successful, subject to a further report to the Board.

9 Computer Server Room Location

The Assistant Director (Corporate Services) put forward a number of options for the location of the Council's computer servers which were currently situated in the server room on the ground floor of the Council House.

Resolved:

a That working with Warwick District Council to investigate options to collaborate on ICT projects be supported, providing there is a positive business case for each project and funding is available within existing Information Services budgets; and

b That further information be obtained pertaining to Option 4 of the proposal.

10 Limes Developments

The Assistant Director (Streetscape) sought approval to extend the long stop date agreed between the Council and Limes Development until the end of the current financial year, in respect of the sale of Park Road Car Park, Coleshill.

Resolved:

That the long stop date agreed between the Council and Limes Development be extended until 30 March 2011.

L Smith
Chairman

Agenda Item No 6

Resources Board

5 July 2010

Report of the Chief Executive and the Director of Resources

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – March 2010

1 Summary

- 1.1 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 2009 to March 2010.

Recommendation to the Board

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Background

- 3.1 This report shows the end of year position with the achievement of the Corporate Plan and Performance Indicator targets for 2009/10. The report updates the progress achieved shown in Quarterly reports to each Board during 2009/10.

4 Progress achieved during 2009/10

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the national and local performance indicators during April to March 2009/10 for the Resources Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved
Green – target achieved.

5 Performance Indicators

- 5.1 The figures for the national and local performance indicators are subject to review by internal and external audit and should be considered as draft figures at this stage.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 87% of the Corporate Plan targets and 77% of the performance indicator targets have been achieved. The report shows that individual targets that have been classified as red or green. Only three Corporate Plan targets have not been fully achieved and these relate to work on decent private sector housing, governance action plan and the Corporate Property Strategy. Progress has been made with all these actions but not fully to the original intention. The red status performance indicators include Corporate Services local indicators, Housing Benefit overpayments, direct debit take up and waiting times for disability adaptations. Most of the targets have only been missed by a small margin and individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	20	87%
Red	3	13%
Total	23	100%

Performance Indicators

Status	Year End Number	Percentage
Green	43	77%
Red	13	23%
Total	56	100%

7 Summary

- 7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

8 Report Implications

8.1 Safer Communities Implications

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

8.2 Legal and Human Rights Implications

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

8.3 Environment and Sustainability Implications

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

8.4 Risk Management Implications

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

8.5 Equalities

8.5.1 There are a number of equality related actions and indicators highlighted in the report including developing outreach services, affordable housing, disabled facilities grants and tackling fuel poverty.

8.6 Links to Council's Priorities

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


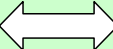
The Contact Officer for this report is Robert Beggs (719238).

Background Papers




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

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

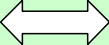


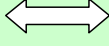

Corporate Plan

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

Corporate Plan

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

Corporate Plan

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

Corporate Plan

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

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
64	Apr-09	In addition, implementing improvements in service delivery in conjunction with the County wide programme, specifically improving the speed and quality of service delivery and value for money by procurement and recycling of e.g. stairlifts, adapted housing registers, cross-agency staff training and an electronic service pathway	Resources Board	DR	Environmental Health Manager (Private Sector Housing & Public Health)	Housing		The issues detailed are all identified work packages in the countywide project group/strategy in which North Warwickshire officers are taking an active part. Procurement process have improved and much joint work has been undertaken to improve skills and processes generally. The Home Improvement Agency review and improvements to other work streams will underpin this work.	Green	↑
65	Apr-09	Undertake a fundamental service review of Environmental Health, including external peer challenge	Community & Environment Board/Resources Board/	ACE	Assistant Chief Executive & Solicitor to the Council	Housing/Environment		The review is complete and was agreed by Executive Board and Council. The changes have been fully implemented.	Green	↔
74	Apr-09	Reviewing and taking timetabled actions from the Human Resources Strategy, including continuing to extend opportunities for home/flexible working and for shared offices where the business case is made; and carrying out a review of office space requirements	Resources Board	MT/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Progress against the HR Strategy was reported to the December meeting of the Resources Board. The extension of flexible working to reduce office space has been reviewed and revised working arrangements will commence in 2010/11.	Green	↔
75	Apr-09	Reviewing policies and providing briefing sessions for managers and unions	Resources Board	MT/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		The Flexible Working Policy was approved at the Executive Board on 2 November. Briefing sessions for staff were run in November/December.	Green	↔
77	Apr-09	Continuing to contribute to the efficiencies and savings targets through the delivery of the Procurement Strategy Action Plan	Resources Board	AD (I&PS)	Assistant Director Information and Procurement Services	Resources		Procurement Strategy Action Plan delivered and any ongoing actions were included in the Plan for 2010/11 which was approved by Resources Board.	Green	↑
79	Apr-09	Continuing to ensure the Council makes good use of its resources, through the implementation of an action plan to improve governance arrangements, data quality and other areas	Resources Board	DR	Director of Resources	Resources		Action plan partially delivered, some actions still in progress/outstanding.	Red	↑
80	Apr-09	Producing a new Corporate Property Strategy by September 2009	Resources Board	DCE/DR/AD (S)	Assistant Director Streetscape	Resources		Much of any new Corporate Property Strategy is dependent on the outcome of the Accomodation Project. A report on the project is due to be considered by Special Sub on 24th May 2010. Revised CPS and AMP should be completed by the end of 2010.	Red	↔

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	2010/11 Target
INFS-LPI 1	The percentage availability of corporate systems available to users Monday to Friday 8.00 am to 5.30 pm :	Info & Procurement Services	Computer Services	99.60%	99.96% year avg			99.99%	Green	↔		Q	Resources Board	99.70%
INFS-LPI 3	The percentage of initial response to helpdesk calls within four hours of a call being placed :	Info & Procurement Services	Computer Services	95%	99% year avg			99%	Green	↑		Q	Resources Board	95%
INFS-LPI 7	Percentage of Service Desk Calls resolved in target (total of IS3 to IS6)	Info & Procurement Services	Computer Services	95%	-			97%	Green	↑		Q	Resources Board	95%
INFS-LPI 8	Analyse and report of e-service take up for the previous 12 months	Info & Procurement Services	Computer Services	Increase	-			Increased	Green	↑	See Resources Board Report "Item 5 Electronic Services Update and Plans for Increasing Use" October 2009	A	Resources Board	Increase
INFS-LPI 9	% of invoiced expenditure against a contract or a valid exception (NPO & Task PO)	Info & Procurement Services	Procurement	85%	-			87%	Green	↑		A	Resources Board	85%
INFS-LPI 12	% of Non Task Purchase Order invoiced expenditure which does not comply with an Exception (FR Sec 17) e.g. utility, contract, rent	Info & Procurement Services	Procurement	10%	-			5%	Green	↑	Target kept at above 5% as spend figures skewed due to very high Decent Homes contract spend .	A	Resources Board	8%
INFS-LPI 14	Number of invoices received and avg value	Info & Procurement Services	Procurement	3% reduction in No's	-			7% red in No's. £1626 avg inv Val	Green	↑		A	Resources Board	3%
INFS-LPI 15	Number of invoices below £100 (reduce)	Info & Procurement Services	Procurement	16%	-			16%	Green	↔		A	Resources Board	14%
NI 179a	VFM – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (October estimate)	Finance & HR	Management Accountancy	£934,000	£429,000 est for year end			£1,263,232	Green	→	The 2nd year target for the NI 179 is set to be exceeded substantially in 2009/10 and it is expected that the Council will meet the final year target in 2010/11 of £1.575rr	Q	Resources Board	
BVPI 12	The proportion of working days / shifts lost to sickness absence	Finance & HR	Human Resources	10 days	10.64 days			10.46	Green	↔		Q	Resources Board	
BVPI 13	Voluntary leavers as a % of staff in post	Finance & HR	Human Resources	10%	7.28%			9.03%	Green	↑		Q	Resources Board	
F&HR LPI 3	The % of invoices for commercial goods and services which were paid by the authority within 30 days of such invoiced being received by the Authority	Finance & HR	Financial Accountancy	96%	94.39%			98.23%	Green	↑		Q	Resources Board	
BEN-LPI 4	The percentage of all new claims processed within 14 days of receiving all relevant information :	Revs & Bens	Revs & Bens	96%	96.61%			97.78	Green	↑		Q	Resources Board	96.50%
LPI	Housing Benefit Security: : The number of prosecutions and sanctions, per 1,000 caseload..	Revs & Bens	Revs & Bens	6	5.59			6.30	Green	↑		Q	Resources Board	5.5
LPI	Speed of processing : Average time for processing new claims	Revs & Bens	Revs & Bens	22	19.60	24		17.9	Green	↑	This will be upper quartile performance nationally	Q	Resources Board	21
LPI	Speed of processing : Average time for processing notifications of changes of circumstance.	Revs & Bens	Revs & Bens	7.75	5.50	7.1		3.5	Green	↔	This will be upper quartile performance nationally	Q	Resources Board	7

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	2010/11 Target
NI181	Overall Average Time for Processing Changes and New Claims	Revs & Bens	Revs & Bens	9	Not available	New Indicator		5.11	Green	↔	This will be upper quartile performance nationally	Q	Resources Board	8.5
N180	Number of Positive and Negative Changes in Circumstances per 1000 caseload	Revs & Bens	Revs & Bens	580	Not available	New Indicator		1535.2	Green	↑		Q	Resources Board	600
LPI	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period. :	Revs & Bens	Revs & Bens	39%	44.36%	39%		41.04%	Green	↑	Overall our performance on overall overpayments collected. This means older debts have been collected more successfully than predicted.	Q	Resources Board	40%
LPI	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period. :	Revs & Bens	Revs & Bens	6%	5.71%			3.24%	Green	↔		Q	Resources Board	6%
NI014	Avoidable Contact: The average number of customer contacts per resolved request	Revs & Bens	Contact Centre	TBC	37%			10.9%	Green	↑		Q	Resources Board	Deleted from national set
LPI	The percentage of non-domestic rates due for the financial year which were received by the authority. :	Revs & Bens	Revs & Bens	98.90%	99.45%	98.60%		99.35%	Green	↑	Likely to maintain us as an upper quartile performance based on limited benchmarking undertaken	Q	Resources Board	99%
LPI	Proportion of Council Tax collected. :	Revs & Bens	Revs & Bens	98.30%	98.54%	98.50%		98.52%	Green	↑	Likely to maintain us as an upper quartile performance based on limited benchmarking undertaken	Q	Resources Board	98.40%
CTAX-LPI 2	Proportion of Direct Debit take up for NDR collection :	Revs & Bens	Revs & Bens	65% (or 1% more than baseline figure as at 31 March 2009)	63.38%			64.92%	Green	↑		Q	Resources Board	66%
NI 158	Non decent homes: : The proportion of LA homes which were non-decent at 1 April 2010	Housing	Housing Maintenance	20.77%	17.26%			1.02%	Green	↑		A	Resources Board	
HSG-LPI 1	The percentage of urgent repairs completed within Government time limits. :	Housing	Housing Maintenance	99%	97.14%			99.55%	Green	↔		Q	Resources Board	97%
HSG-LPI 2	% of routine repairs carried out within 28 days	Housing	Housing Maintenance	96%	97.29%			98.45%	Green	↑		Q	Resources Board	
HSG-LPI 3	Average waiting time to complete an adaptation from request and completion of work	Housing	Housing Maintenance	136 days	Not yet available			131.14	Green	↑		Q	Resources Board	
HSG-LPI 5a	The average waiting time for adaptations to local authority housing for people with disabilities(excluding major work): between, time taken between referral and completion of work	Housing	Housing Maintenance	46 days	-			38.14	Green	↑		Q	Resources Board	

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	2010/11 Target
NI 156	Number of households living in temporary accommodation. (Snapshot at end of each quarter)	Housing	Housing Management	2 households	1			1	Green	↑		Q	Resources Board	
NI 160	The percentage of all council tenants, or a representative sample of council tenants, stating that they are satisfied with the overall service provided by their landlord when surveyed.	Housing	Housing Management	86%	85%			89.90%	Green	↑		A	Resources Board	
HSG-LPI 7	Local authority rent collection and arrears: : Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing	Housing Management	98.84%	98.38%			99.21%	Green	↑		A	Resources Board	98.88%
HSG-LPI 9	Percentage of calls answered through the Central Control system within 30 seconds. (TSA national standard 80%) :	Housing	Community Support	96%	97%			97.12%	Green	↑		Q	Resources Board	97%
HSG-LPI 10	Percentage of calls answered through the Central Control system within 60 seconds. (TSA national standard 96.5%):	Housing	Community Support	99%	99.10%			99.29%	Green	↑		Q	Resources Board	96.50%
HSG-LPI 11	The percentage of new Lifeline phone and pendant connections installed within seven working days of receipt of the application, in the cases where there is an existing telephone jackpoint and nearby electric socket. :	Housing	Community Support	99%	100%			99%	Green	↔		Q	Resources Board	99%
HSG-LPI 12	The percentage of client's details inputted and amended in the Central Control System within 12 hours of receipt. :	Housing	Community Support	100%	100%			100%	Green	↔		Q	Resources Board	100%
HSG-LPI 13	To carry out a follow up check within 10 working days of lifeline installation, to check that the client is happy & familiar with the operation of the system :	Housing	Community Support	100%	100%			95.60%	Green	↔	Poor weather in January/February caused back log	Q	Resources Board	99%
HSG-LPI 14	The percentage of a representative sample of customers stating that they are satisfied with the overall service provided by Community Support when surveyed.	Housing	Community Support	95%	-			99.20%	Green	↑		Q	Resources Board	
EH-LPI 6	monthly review of budgets and case by case review of all waiting lists. Examination of each case for approval and payment as presented. Customer satisfaction letters as CSL indicator with Home Improvement Agency / WCC	Housing	Private Sector & Public Health	100.00%	-			100%	Green	↔		M	Resources Board	Under review

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	2010/11 Target
EH-LPI 8	DFG waiting list and activity review	Housing	Private Sector & Public Health	6 month max. wait, quality indicators (feedback) and development initiatives as per policy	-			100%	Green	↑		M	Resources Board	Under review
EH-LPI 9	Decent Homes assistance waiting list and activity review	Housing	Private Sector & Public Health	swift good value service in accordance with policy	-			100%	Green	↑		M	Resources Board	Under review
NI187	Tackling fuel poverty – % of people receiving income based benefits living in homes with a SAPenergy efficiency rating of below 35	Housing	Private Sector & Public Health	baseline year	12.61%			9%	Green	↑		A	Community and Environment and Resources Boards	
NI187	Tackling fuel poverty – % of people receiving income based benefits living in homes with a SAPenergy efficiency rating of over 65	Housing	Private Sector & Public Health	baseline year	12.61%			38%	Green	↑		A	Community and Environment and Resources Boards	

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	2010/11 Target
INFS-LPI 10	% of invoiced expenditure against a collaborative procurement	Info & Procurement Services	Procurement	20%	-			13%	Red	↓		A	Resources Board	22%
INFS-LPI 11	% of invoices raised against Task Orders	Info & Procurement Services	Procurement	60%	-			46%	Red	↓	The percentage is skewed by contract spend for decent homes work.	A	Resources Board	60%
INFS-LPI 13	Satisfaction with quality of service	Info & Procurement Services	Procurement	90%	-			82%	Red	↓	Target lowered based on CIPFA Benchmarking	A	Resources Board	83%
INFS-LPI 16	Number of Suppliers whose avg Invoice Value is below £100 (reduce).	Info & Procurement Services	Procurement	16%	-			18%	Red	↓		A	Resources Board	14%
LPI	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period. :	Revs & Bens	Revs & Bens	77%	89.75%	82%		73.45%	Red	↑	Achieving this target has been much more difficult to achieve as a result of the recession. This is because we have raised a higher number of high value overpayments particularly in respect of fraud. The actual monetary value of overpayments recovered has exceeded target which is beneficial to the council and on previous benchmarking would make us a higher than average performer	Q	Resources Board	75%
LPI	Percentage of Discretionary Housing Payment budget committed	Revs & Bens	Revs & Bens	100%	-			93.96%	Red	↔		Q	Resources Board	100%
CTAX-LPI 1	Proportion of Direct Debit take up for Council Tax collection. :	Revs & Bens	Revs & Bens	76% (or !% more than baseline figure as at 31 March 2009)	74.86%			75.12%	Red	↑	Wwe have maintained a very high level of take up in spite of the impactof the recession. This has meant that the target when set having regard to the current climate was too ambitious eventhough it was only marginally missed.	Q	Resources Board	76%
CC-LPI 1	The Percentage of Calls answered in 20 seconds in the contact centre	Revs & Bens	Contact Centre	80%	79.50%			74%	Red	↓	This indicator has been impacted by the increase in the level of complexity of calls taken in the service, higher than average staff absentism levels and the need to train new staff. This level of service would compare very favourably with other contact centres based on benchmarking undertaken	Q	Resources Board	75%

Performance Indicators

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	2010/11 Target
CC-LPI 2	The Percentage of Calls answered at the first point of contact in the contact centre	Revs & Bens	Contact Centre	80%	-	New Indicator		78%	Red	↑	This indicator has been impacted by the increase in the level of complexity of calls taken in the service and the need to train new staff. This level of service would compare very favourably with other contact centres based on benchmarking undertaken	Q	Resources Board	Deleted from national set
HSG-LPI 4	The average waiting time for adaptations to local authority housing for people with disabilities: a, time taken between initial request and referral	Housing	Housing Maintenance	90 days	68 days			93.00	Red	↓		Q	Resources Board	
HSG-LPI 5b	The average waiting time for adaptations to local authority housing for people with disabilities where an extension is required: between, time taken between referral and completion of work	Housing	Housing Maintenance	5 months	-			18 months	Red	↓		A	Resources Board	
HSG-LPI 6	Gas certificates outstanding	Housing	Housing Maintenance	0.10%	99.26%			5.23%	Red	↓	Poor weather in January/February caused back log	Q	Resources Board	0.10%
HSG-LPI 8	Average time taken to re-let local authority housing.	Housing	Housing Management	21 days	21			22.40	Red	↓	Top quartile 24.28 extensive works required in void	Q	Resources Board	

Agenda Item No 7

Resources Board

5 July 2010

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

Social Homebuy

1 Summary

- 1.1 This report provides Members with information about the Social Homebuy Scheme that is promoted by Communities and Local Government. The scheme enables Local Authority tenants to part buy their homes. It is a voluntary scheme and Local Authorities are not obliged to become involved. This was originally brought to Members attention in February 2007, where a decision was taken not to take part at that stage. There have been some changes to the process and therefore we are providing an update and Members are asked to consider whether the scheme should be adopted in North Warwickshire.

Recommendation to the Board

- a That the scheme is not adopted at the current time for the reasons set out in the report; and**
- b That the possible adoption of the scheme be considered again in 6 months when the outcome of the reform of the Housing Revenue Account Subsidy System is known.**

2. Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1 The Housing Portfolio Group will consider this report at their meeting on 23 June 2010 and their comments will be shared with the Resources Board at the meeting.

3 Background

- 3.1 Social Homebuy was introduced in April 2006 to provide increased opportunity for tenants of local authorities to access home ownership. The scheme is voluntary for landlords, who are encouraged to participate and aims to help social tenants who have a statutory purchase right but cannot afford to buy outright. Social Homebuy enables tenants to buy a lease of their rented home at a discount, but only pay a proportion of the value (from 25%). The equitable interest in the property is shared with the landlord. The purchase may also be outright at 100% of the market value, although in many authorities, it would be cheaper for the tenant to simply use the Right to Buy scheme if they wanted to pursue this option.

- 3.2 Social Homebuy was initially a two year pilot, but the Government announced that they would continue the scheme in December 2007 to increase opportunities for social housing tenants to access homeownership.
- 3.3 A previous report was brought to the Resources Board on 12 February 2007 and after deliberation, Members decided not to pursue the option of Social Homebuy at that time due to the constraints that could be placed upon the Council. Since that time it has been considered every 6 months by the Housing Portfolio Holder Group.
- 3.4 In order for tenants to be eligible for Social Homebuy, they would need to fulfil the following criteria: -
- They must have been secure tenants who have held a public sector tenancy for a minimum of five years.
 - The prospective buyer must not be in rent arrears or in breach of their tenancy agreement. Tenants who meet the eligibility criteria when they apply must continue to do so up to the exchange of contracts.
 - Tenants who are not eligible include those who are undischarged bankrupts or with a bankruptcy petition pending, those subject to a formal creditors agreement made under the Insolvency Acts, and tenants who are obliged to give up their tenancies in pursuance of an order of the court (whether or not they are in breach of the order), or who are subject to a suspension order.
 - Purchasers must be able to afford a minimum 25% share and be able to sustain home ownership. Local authorities are required to carry out an affordability check to determine the share which tenants can purchase and sustain.
- 3.5 If the owner wishes to sell their share or home (when they own 100%) they are expected to offer it back to the Local Authority first. Local authorities do have a right to first refusal to buy back the property or nominate a new buyer. If the local authority decides not to do either the owner sells the property on the open market.
- 3.6 Social Homebuy is a voluntary scheme. The Government is encouraging participation although it is not currently a statutory scheme.
- ... 3.7 Some of the advantages and disadvantages of the scheme are set out in Appendix 1.
- 3.8 If the Authority were to participate in the scheme capacity would have to be found both to set up the scheme and then operate it. Currently the Council's Legal Team undertake the work to implement the Right to Buy scheme and the additional scheme would most naturally sit alongside that work. If the Council decided to proceed with a scheme a work plan and the necessary capacity to undertake it would be evaluated at that time. However indications are that there could be a lot of resource required to set up a Social Homebuy scheme with little return for the additional resources. Members will be aware that Right to Buy completions have reduced considerably over the last 2 to 3 years.

4 Changes to and Experience of the Scheme Since 2007

- 4.1 One of the changes from the last report is in connection with discounts. At the time of the last report tenants could only apply the discount once – that is the first time they applied to buy a percentage of their home. Those rules have now changed and the tenant is entitled to a discount at each stage that they buy a percentage of their home. (They could start at 25%, then buy another 25% and then another 25% and each time they would get a discount.) This could lead to increased costs for the authority as each time the purchaser applies for more shares the property would have to be valued and if the market values have increased since the last valuation, the discount will also increase. In the situation of a Right to Buy and the previous Social Homebuy rules there was only one discount.
- 4.2 In order for prospective purchasers to make an informed choice, Local Authorities are required to offer information about the initial and ongoing costs of home ownership. This will include general information such as: -
- Initial costs – e.g. stamp duty, legal and survey fees, mortgage and valuation fees
 - Ongoing costs – e.g. mortgage repayments, rent charges, buildings insurance and the costs of upkeep including service charges.
 - Service charges – in regards to flats being sold under Social Homebuy, the Local Authority should also provide estimates of service charges in respect of expected repairs and improvements for the first five years of the lease.
 - Repayment of discounts – if the buyer sells within 5 years, they would be liable to payback a percentage of the discount given to them. This starts off with a full repayment if you sell in the first year followed by a 20% reduction for each prospective year until five years have passed.
- 4.3 Currently if the Local Authority decides to go ahead with the concept of Social Homebuy it will not have to pool the receipts as is the current system under Right to Buy. However, the monies raised through Social Homebuy do have to be put towards specific objectives such as: -
- Acquiring buildings or other land to be used for affordable housing
 - Preparing land for development for affordable housing.
 - Constructing, improving or repairing dwellings to be used for affordable housing
 - Providing dwellings to be used for affordable housing by converting all or part of a building
 - Paying a contribution, grant or subsidy under any power conferred on the authority under any enactment
 - Giving consideration for any benefit that the authority has received, or will receive, by the virtue of the provision of affordable housing.
 - Making grants under Section 129 of the Housing Act 1988 (i.e. cash incentive schemes) to help tenants to buy other properties and thus to vacate properties that are to be used for affordable housing.
 - Meeting the administrative costs of or incidental to a Social Homebuy disposal.

- Meeting the administrative costs of or incidental to the running of the Social Homebuy scheme.
- Meeting the administrative costs of or incidental to collecting charges payable by Social Homebuy owners on the share of their homes retained by the local authority.

4.4 Since this matter was considered by the Resources Board research has been published about the pros and cons to the scheme. This has been shared with the Housing Portfolio Holder Group. In general terms it was concluded that if Tenants decide to and can afford to buy their Council home they are more likely to do it through the Right to Buy Scheme. It was also noted that the repairs and maintenance responsibilities post sale is a disincentive for tenants.

4.5 There are also examples from authorities who have introduced a scheme for their tenants: -

- Wandsworth Council began a pilot scheme in 2007. Since then they have completed two Social Homebuy sales. Their experience is that the administrative setting up for the scheme was considerable with very little return but they are continuing the scheme at the present time. They have commented that a lot of time was spent setting up the leasing agreement as it is very complex.
- Waveney is a part urban/part rural authority and they introduced Social Home Buy about 2 ½ years ago. They have had one application for Social Homebuy which did not conclude because the applicant changed to Right to Buy as it was a better option. Waveney's feedback is that there has been a lot of effort for very little return.

5 **Conclusion**

5.1 The Social Homebuy scheme has been introduced to provide tenants who cannot afford to buy their tenancy outright the opportunity to have an equity stake in the property.

5.2 Research has shown that there has not been a great take up of the scheme where it has been introduced with tenants still preferring to exercise their statutory right to buy if they are considering purchasing their tenancy.

5.3 Introducing the scheme would have resource implications which would have to be considered further if the Council wanted to proceed. However there are also considerations with regard to the viability of a future Business Plan for the Council's housing stock if the Housing Subsidy System reform proceeds and is concluded if property numbers are reduced.

5.4 In view of the low take up in areas which have introduced the scheme, current low take up of the Right to Buy scheme with the implication that resources may be diverted from other duties to introduce a scheme with an expected low take up and the need to see the Housing Revenue Account Subsidy Reform process concluded in order to understand how that might impact on such a

scheme it is proposed that a scheme for Social Homebuy is not introduced at the current time.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 The financial implications of this scheme as opposed to the previous version reported in 2007 is that the level of potential discount has increased as tenants are allowed to have a discount factored in each time that further equity is purchased. The table set out at Appendix 2 indicates a typical example of this. It is not possible to predict how many tranches of equity tenants will purchase so the impact on the overall capital receipt cannot be quantified at this stage.

6.1.2 If the Council introduced Social Homebuy currently there would be a reduction in maintenance and management subsidy and Major Repairs Allowance for each property that participates in the scheme. Figures for next year are £999.34 for the maintenance subsidy, £458.62 for the management subsidy and £627.04 for the Major Repairs Allowance totalling a loss of £2,085 for each property participating in the scheme. However this would change if the reform of the Housing Revenue Account Subsidy System is concluded.

6.2 Legal and Human Rights Implications

6.2.1 We would need to apply for a certificate to put certain regulations into the process such as preventing subletting on a property that the tenant obtained through a discount.

6.2.2 Legal did advise that a similar scheme was operated by the Council before which was not successful and attracted only one applicant. They stated that such a scheme would involve a lot of setting up from the legal, valuation, finance and housing perspective and could involve any amount of future input as the occupants secure future percentage ownership in the property. If the scheme was to generate the same amount of take up as before, it could be costly in setting up the scheme in monetary terms as well as officer time.

6.3 Environment and Sustainability Implications

6.3.1 The idea of Social Homebuy falls in with the Government's proposals of sustainable communities by creating mixed tenures within estates.

6.4 Human Resources Implications

6.4.1 If a decision is taken for the authority to participate in this scheme it is likely that the work would fall to the Legal Team that manage the Right to Buy scheme. The impact of this would have to be evaluated.

6.5 Risk Management Implications

- 6.5.1 By selling the local authority properties under Social Homebuy, we are further depleting the amount available to accommodate the needs of the housing register for council housing.
- 6.5.2 If the Housing Revenue Account Subsidy Reform is concluded there would be a risk to the Council's Business Plan for its stock if it is depleted to an extent which means that revenue income is reduced and the Plan is no longer viable.

6.6 Equalities Implications

- 6.6.1 The scheme would allow tenants to get a step up on the home ownership market, but we would need to ensure that receipts were ploughed back into providing affordable housing to ensure that we meet the needs of residents within North Warwickshire who are unable to afford to buy through schemes such as Social Homebuy.

6.7 Links to Council's Priorities

- 6.7.1 Improving housing in the Borough by delivering more affordable housing and achieving the Decent Homes Standards for our own stock.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
Social Homebuy – Guidance for Local Authorities	Communities and Local Government	Advisory	Jan 2010

Appendix 1

Advantages

- The Council would no longer have to fund repairs on these properties.
- Tenants may go for this scheme as it would be a cheaper route of owning a stake in their property as opposed to the Right to Buy.
- Providing we use proceeds from the sale of these properties in accordance with the specified criteria, the Council is allowed to keep 100% of proceeds, which does not currently happen with Right to Buy.
- Proceeds from the sales can be used to fund affordable housing of which there is a shortage in North Warwickshire. This should also be able to go towards any new developments that the Council are considering building themselves under the Local Authority New Build Programme.

Disadvantages

- Reduction of an already unlimited stock of Council Housing, which would have an impact on the increasing waiting list.
- Council overheads per property will not reduce even though the rental income will have done so.
- The Council will no longer attract maintenance subsidy or Major Repairs Allowance for properties participating in the scheme. This would need to be considered against the revenue that Social Homebuy may bring in.
- Difficult to predict when we will need to rebuy the stakes in the houses sold, therefore causing cash flow problems. This would also be exacerbated by the right to apply discount for each tranche purchased, which would be dependent on current market levels, as originally this was only discounted once.
- Tenants may be reluctant to go on the scheme due to only owning part of the property and being responsible for future maintenance.
- The Council has participated in a similar scheme before called Rent to Mortgage that was not very successful and was eventually withdrawn as it involved a lot of administrative work for very little return.

Appendix 2

New Scheme

Buy 25%		
	Current Value	100,000
	Discount say £16k	16,000
	Buy 25%	25,000
	Less discount	4,000
	Capital receipt	21,000
Buy another 25%		
	New value	120,000
	Discount say £16k	16,000
	Buy 25%	30,000
	Less discount	4,000
	Capital Receipt	26,000
Buy last 50%		
	New value	140,000
	Discount say £16k	16,000
	Buy 50%	70,000
	Less discount	8,000
	Capital receipt	62,000
	Tenant pays in total	109,000
	Original value	100,000
	Last value	140,000
	Discount allowed	16,000

Old Scheme

Buy 25%		
	Current value	100,000
	Discount say £16k	16,000
	Buy 25%	25,000
	Less discount	4,000
	Capital receipt	21,000
Buy another 25%		
	New value	120,000
	Buy 25%	30,000
	Less discount	0
	Capital receipt	30,000
Buy last 50%		
	New value	140,000
	Buy 50%	70,000
	Less discount	0
	Capital receipt	70,000
	Tenant pays in total	121,000
	Original value	100,000
	Last value	140,000
	Discount allowed	4,000

Appendix 1

Advantages

- The Council would no longer have to fund repairs on these properties.
- Tenants may go for this scheme as it would be a cheaper route of owning a stake in their property as opposed to the Right to Buy.
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	New value	140,000
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	Buy 50%	70,000
	Less discount	8,000
	Capital receipt	62,000
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	Original value	100,000
	Last value	140,000
	Discount allowed	16,000

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	Less discount	0
	Capital receipt	30,000
Buy last 50%		
	New value	140,000
	Buy 50%	70,000
	Less discount	0
	Capital receipt	70,000
	Tenant pays in total	121,000
	Original value	100,000
	Last value	140,000
	Discount allowed	4,000

Agenda Item No 8

Resources Board

5 July 2010

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

Dog Control Orders

1 Summary

- 1.1 The report updates Members on the situation with regard to dog control orders and seeks approval for consultation on a refreshed Order to cover the whole Borough.

Recommendation to the Board

That the consultation proceeds as described in the report.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Councillors Wykes (Shadow Cllr N Dirveiks), Smitten (Shadow Cllr Pickard) and Fox (Shadow Cllr Morson) Portfolio Holders for (Environment, Health, Wellbeing and Leisure and Safer Communities) have been consulted and their responses if any will be reported to the meeting.

3 Report

- 3.1 Members will recall that a *poop-scoop* Order was approved by the Council in 2006 following the introduction of powers under the Clean Neighbourhoods and Environment Act 2005. Since then, the dog warden and other staff have actively promoted the issue with both education and enforcement, including issuing fixed penalty notices. Two local parish Councils have also used the process to introduce specific Orders which give effect to a dog ban area (Newton Regis) and a 'dogs on leads' area (Fillongley) in response to local concerns. No other local body has yet introduced such Orders, or which relate to other specified matters; to require dogs to be put on leads when asked by a warden, or to limit the maximum number of dogs a person can exercise at once.

- 3.2 Despite the best efforts of staff since the latest Order was approved, complaints continue to be made and some Members will be aware of the serious assault on the dog warden last November during the course of his enforcement duties. This resulted in hospitalisation and a two month absence from duties, during which time dog fouling worsened. Unfortunately, much of the fouling seems to occur outside of normal working hours and safety concerns now require double-staffing for such initiatives, which result in overtime payments or TOIL absences. It appears that some residents have failed to heed the messages and warnings about cleaning up after their pets, and it would be useful to reissue the Order as a strong reminder of the seriousness with which the Council views this matter. The operational risk assessment for this activity has also been reviewed.
- 3.3 The process to refresh the Order follows that carried out four years ago. Firstly the Council has to consult with Parish and Town Councils and the Countryside Agency, then publicise it's intention in a newspaper and on the website, then deal with any representations and determine the matter at a future Board or Council meeting which takes responses into account. The Order then takes effect at least seven days after a further advert. It is hoped that this will stimulate better awareness and a culture of no tolerance to offending dog owners within their communities. At the very least, the Council needs more information and cooperation from communities who can give anonymous and/or confidential intelligence on suspects and offenders via the One Stop Shop and online. All reports are investigated.
- 3.4 As there is no apparent desire or need to increase the scope of local Orders to include matters other than dog fouling, and the fine is already set at the maximum level (discount for early payment), no specific changes to the 2006 Order are proposed. However given the time since the last Order and the use of the local Orders detailed above, it will be useful to consult on whether the public see a need for changes.
- 3.5 Staff will also be promoting the less known legal requirement that all dogs in public areas are to have an identity collar or tag. Those which do not can be seized by the warden (even if in company), and owners can be prosecuted. However, this would be a last resort after an informal request and written warning. There has been an increase in reports of dog attacks and so-called *status dogs*, bred for fighting and intimidation. Details of their ownership are not always apparent or disclosed.

4 **Report Implications**

4.1 **Finance and Value for Money Implications**

- 4.1.1 The proposed activity is met from within existing budgets and may result in an improved, cleaner and safer environment at minimal cost and value for money.

4.2 Safer Communities Implications

4.2.1 Better behaviour by dog owners will create safer and stronger communities.

4.3 Legal and Human Rights Implications

4.3.1 These issues are addressed in the consultation and legal process. People do have a right to expect an environment substantially free of dog fouling, and the Council has an implicit obligation to contribute and lead on this matter.

4.4 Environment and Sustainability Implications

4.4.1 Positive. Measures to ensure that dog fouling is discouraged or prevented will contribute towards an improved environment and is consistent with sustainability principles.

4.5 Human Resources Implications

4.5.1 Nil, save giving staff the clarity and confidence to deal with this issue with greater public support and cooperation.

4.6 Risk Management Implications

4.6.1 Not a major policy change, but health and safety risk assessment updated.

4.7 Equalities Implications

4.7.1 Registered blind persons are exempt from fouling penalty in respect of guide dogs, and disabled or infirm persons in any circumstances will be treated considerately depending upon the situation.

4.8 Links to Council's Priorities

4.8.1 Clean and safe environment, and meeting the Council's obligations on staff welfare and safety.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 9

Resources Board

5 July 2010

**Report of the
Director of Resources**

Tenant Satisfaction Survey

1 Summary

- 1.1 This report presents the results of the Council's annual survey of its Tenants in order to receive feedback on satisfaction levels with the Housing Service.

Recommendation to the Resources Board

That the results of the Tenant Satisfaction Survey be noted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Housing Portfolio Holder (Councillor Johnston) and the Shadow Housing Portfolio Holder (Councillor Winter) have been sent a copy of this report and asked for their comments.

3 Introduction

- 3.1 All Councils have a duty to carry out a Tenant satisfaction survey every two years. The survey is commonly known as the STATUS survey. This is because the questionnaire is based on the National Housing Federation's Standardised Tenant Satisfaction Questionnaire. The overall results are used as part of the suite of national indicators and reported on nationally.
- 3.2 The STATUS survey is undertaken within a strict framework laid down by Government guidance. The questions asked as part of the STATUS survey are the same for all social housing providers. This enables regulators to gauge Tenant satisfaction across all Councils on common ground. Over the last few years, because the service has been undergoing significant change, the Housing Division has undertaken the survey annually in order to evaluate changing satisfaction rates.
- 3.3 This report updates Members on the results of the most recent survey. The field work for the survey was undertaken between the period from December 2009 to March 2010.

4 The Survey

- 4.1 A summary of the results is attached for Members attention at Appendix 1.
- 4.2 The Council has just over 2,700 tenancies. A total of 1301 questionnaires were mailed out with a response rate of 44%.
- 4.3 Members will note from the summary that in general satisfaction rates have improved or remain good:
- 90% of tenants are satisfied or very satisfied with the housing services provided
 - 92% are satisfied or very satisfied with their neighbourhood
 - 92% are satisfied or very satisfied with the quality of their home
 - 96% were satisfied with the attitude of the workforce carrying out repairs
 - 92% were satisfied with the quality of the repair
- 4.4 However there are some matters to consider further:
- The satisfaction with opportunities to participate has dropped a little
 - Less than half of respondents found it easy to get hold of the right person when reporting anti social behaviour and there are other issues around how we deal with these matters
 - 58% of tenants had not heard of tenant participation compacts/ partnership agreement
- 4.5 The Housing Division will undertake to understand this feedback and deal with it this year when we revised the tenant partnership agreement and review policies and procedures for dealing with nuisance reports.

5 Conclusion

- 5.1 Over the last 3 years the Housing Division has been working to improve its services to Tenants. The feedback indicates that there is improved satisfaction in many areas however there are some matters to address.

6 Report Implications

6.1 Financial Implications

- 6.1.2 Carrying out an annual survey using a research company costs in the region of £5,000. This will be to carry out the survey, analyse the results and submit a report on the significance of the data. There is budgetary allowance which covers the cost of this work.

6.2 Safer Communities Implications

- 6.2.1 The Tenants survey includes specific questions relating to crime and disorder. The results show positive responses on these although some of the specific results require further consideration as indicated in the report.

6.2 Equality Implications

- 6.2.1 There are equality implications highlighted in the survey report which will be considered further.

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

Appendix 1

North Warwickshire Borough Council performs at above average levels when compared with the national data for satisfaction.

Satisfaction with Neighbourhood National average 87%	NWBC 92% 2009/10	2008/9 92%
Overall satisfaction National average 72%	NWBC 90% 2009/10	2008/9 84%
Satisfaction with repairs National average 73%	NWBC 84% 2009/10	2008/9 82%

Comparing satisfaction in the key areas

Status survey	2006/07	2008/9	2009/10
Proportion satisfied with the overall service provided by the landlord	84%	84%	89.90%
% satisfied that views are taken into account	72%	74%	77%
Proportion satisfied with the overall quality of their homes	85%	88%	92%
Proportion satisfied with the repairs service	79%	82%	84%
Proportion satisfied with neighbourhood as a place to live	90%	92%	92%
% of tenants satisfaction with opportunities to participate	61%	74%	72%

Satisfaction with the overall quality & value for money for rent 2009/10 92% 2008/9 90%
General condition of the property 2009/10 89% 2008/9 85%
Satisfaction & advice & support on rent payments 2009/10 84% 2008/09 86%
Satisfaction & advice & support on moving home 2009/10 42% 2008/9 61%
Satisfaction & advice & support to new tenants 2009/10 49% 2008/9 69%
Satisfaction & advice provided to vulnerable tenants 2009/10 53% 2008/9 66%
Satisfaction on how enquiries are dealt with generally 2009/10 85% 2008/9 84%

Findings by Age

The analysis of each of the questions replied to in the survey included a summary of the feedback by age group. It was prevalent throughout the survey that younger respondents were less likely to be satisfied than older respondents.

Services in Order of Priority

The survey report analysed the services which Tenants said were most important to them. The results are summarised below:

Repairs and Maintenance	87%
Overall quality of your home	62%
Keeping Tenants informed	35%
Value for Money for your rent	31%
Neighbourhood as a Taking Tenants views into account	30%
Dealing with Anti social behaviour	29%
Taking tenants views into account	29%

Serious Problems experienced by Tenants

The table below shows the full analysis of the issues tenants face in their neighbourhoods. Tenants were presented with a list of 11 issues and asked whether they thought it was a problem. This table shows the % of Tenants who said the issue listed was serious.

Car Parking	19%
Disruptive children/teenagers	5%
Rubbish or litter	5%
Drugs use or dealing	5%
Litter & rubbish in the street	5%
Noise from traffic	4%
Noise from people or neighbours	3%
Drunk or rowdy behaviour	3%
Abandoned or burnt out vehicles	1%
Other crime	2%
Vandalism	2%
Dogs	2%
Graffiti Abandoned or burnt out vehicles	2%
People causing damage to your home	1%
Racial harassment	1%

Methods of contact that tenants have used to contact

78% of tenants have been in contact in the last 12 months
85% have telephoned
13% have visited the office
1% has e mailed
1% wrote

Reasons for contact

83% for repairs
8% for rents and housing benefit
2% neighbour problems

Satisfaction on services received

82% found getting hold of the right person easy
87% found staff helpful
80% found that staffs were able to deal with the problem
76% were satisfied with the final outcome

Satisfaction on Repairs and Maintenance

84% satisfied with repairs and maintenance
74% have had a repair completed in the last 12 months
83% were informed when work would be completed
96% were satisfied with workers attitude
92% were satisfied with overall quality of the repair
92% were satisfied with workers keeping dirt/mess to a minimum

Preferred method of contact stated by tenants

80% preferred a letter
35% preferred a telephone call
29% preferred visits
22% preferred a newsletter
5% preferred an E Mail
5% preferred a meeting
1% preferred on line forms

Anti Social behaviour issues

92% have had no ASB issues in the last 12 months
8% had reported an ASB issues in the last 12 months
44% found getting hold of the right person easy
31% found it difficult to get the right person
63% found staff helpful
18% found staff unhelpful
40% found staff able to deal with the problem
50% found staff unable to deal with problem
58% were satisfied with advice

50% were satisfied with staff keeping them informed
43% were satisfied with the support received
56% were satisfied with the speed and the way it was dealt with
53% were satisfied with the final outcome

Tenant Participation

42% had heard of tenant participation compacts
58% had not heard of tenant participation compacts
70% were satisfied with local tenant participation

Agenda Item No 10

Resources Board

5 July 2010

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

**Risk Management Annual Report
2009/10**

1 Summary

- 1.1 This report is to inform Members of the progress made on Risk Management during 2009/10.

Recommendation to the Board

That progress be noted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 None

3 Background

- 3.1 Risk is the threat that an event or action will affect the Council's ability to achieve its objectives and to successfully execute its strategies. Risk Management is the process, by which risks are identified, evaluated and controlled. It is a key element of the framework of corporate governance. The Council's Strategic risks are normally identified by Management Team, who will ensure that processes are in place to control them. They are risks which need to be taken into account in judgements about the medium to long term goals and objectives of the Council. Strategic risk assessments are carried out as part of the corporate, community and service planning process and as a key element of service reviews. Operational risks are identified and managed by each Division.

4 Report

- 4.1 During 2009/10 the emphasis on risk management has again been to strengthen the existing process. The framework has been in place now for a number of years and amended from time to time to ensure that it is robust, that it takes into account any areas of perceived weakness identified from Internal Audit reports or from other sources, and that it is used consistently throughout the Authority. The framework has been reviewed and no amendments were thought necessary. Risk Management is important as it enables us to ensure that our plans are sound and proportionate to the risks that exist in our area, and enable us to take preventative action where appropriate.
- 4.2 During 2009/10 work has been carried out to ensure that both the operational and strategic risk registers are up to date and reflect any changes in service or process provision. This year has again seen less support required from Financial Services in updating the operational register - proof that risk management is embedded in the culture of the Council, although some improvements can still be made.
- 4.3 All audits carried out identify any strategic or operational risks. As part of the audit, enquiries are made regarding the latest position of those risks, and this has also resulted in some additional risks being added to the register.
- 4.4 Two publications of the risk management newsletter "Risky or What" have been issued. The June issue concentrated entirely on Reputational Risk with interesting articles written by several different members of staff. The December issue looked at Insurance, Procurement and Community Risks. Posters have also been displayed around the building to help further embed the message.
- 4.5 Risk implications are included in all Board reports. A full risk assessment will be included if the report relates to a new service, policy or significant change in service provision. Any implications identified will assist Members in making an informed decision.
- 4.6 As part of the internal control framework, Directors and Assistant Directors complete an Annual Statement of Assurance on the risks within their area of control. This process informs the Annual Governance Statement, which is a statutory requirement and is reported to Executive Board. A number of issues were identified in the Statement for 2008/09 which needed to be addressed in 2009/10. Examples of those completed include:
- A revision of the role of Overview and Scrutiny, including the role of Portfolio groups;
 - Risk Management training for Officers;
 - Implementation of Gov Metric;
 - A review of Service Standards by all divisions;
 - Further work on Business Continuity;

- The production of a Member Development Strategy;
- A Health and Safety week, to promote the importance and management of health and safety issues.

4.7 Much risk management work has taken place throughout the Authority during the year. Examples are: -

- Stress awareness training for staff;
- The Council's lending list was kept under constant review and a full review of the Treasury Management Policy was carried out, together with the implementation of amendments to some procedures;
- Work on the Financial Strategy continued, including the extra work on savings and supporting the Savings Project Group;
- An ICT penetration test was carried out to assess our security arrangements and further work done to improve security;
- We have entered into a 3 year ICT Disaster Recovery service, giving us additional services and reducing costs;
- Increased communication with stakeholders through BOB bus project by directly reaching out to hard to reach customers and by greater liaison with CAB, Credit Union, Jobcentre etc;
- Joint working with Coventry to identify and prevent Benefit fraud;
- Out of hours calls for the Contact Centre are now taken in Bedworth via the County Council Contact centre, providing a permanent and effective Disaster Recovery option;
- Employment of a Quantity Surveyor to work in detail on the Housing partnering contract;
- Implementation of new CCTV software, hardware and new procedures.

These are just a few examples of the work that has been carried out.

... 4.8 A copy of the Authority's strategic register is shown at Appendix A. The significant risks (classed as "red") are:-

- The civic offices become unfit for purpose - Accommodation project;
- Leader project- risk of incurring irrecoverable expenditure;
- Inadequate resources to maintain the Council's capital assets;
- Expected efficiency savings and service improvements are not delivered.

Project or action plans have been drawn up for each of these risks.

4.9 Several new risks, both operational and strategic, have been identified for 2010/11 such as: -

- Loss of data due to inadequate security on portable devices;
- Developing Council owned land;
- The development of new Council properties;
- BOB bus – ICT related risks;
- The Leader project- risk of incurring irrecoverable expenditure.

- ... 4.10 A copy of the red operational risks and also the highest scoring amber risks are shown at Appendix B. Work will be carried out during 2010/11 to help mitigate the risks. An action Plan for Risk Management is shown at Appendix C.
...

5 Risk Management Fund

- 5.1 The risk management fund, provided by the Council's Insurers, has provided valuable funding for a computerised Health and Safety risk assessment system, the new Health and Safety Executive posters which must be displayed in all of our workplaces, a security scanning system and staff risk training. All Divisions are encouraged to bid for funding from the risk fund to help mitigate the risk in their areas of responsibility. Some delay has occurred in the implementation of the Health and Safety risk assessment system due to staffing. Now that the Human Resources section is fully staffed, the implementation of this system will commence shortly.

6 Report Implications

6.1 Safer Communities Implications

- 6.1.1 There are specific risks identified for the work the Council carries out with partners to help reduce crime and disorder in North Warwickshire. These are reflected within the Partnership Plan of the North Warwickshire Community Safety Partnership and in specific service plans of the Council.

6.2 Legal and Human Rights Implications

- 6.2.1 The Annual Governance Statement referred to in paragraph 3.6 is part of the legal framework for financial reporting.

6.3 Environment and Sustainability Implications

- 6.3.1 Having effective risk management will contribute towards the delivery of sustainability and helps the Council continue to provide services to help improve the quality of life for the communities of North Warwickshire.

6.4 Risk Management Implications

6.4.1 Regular reports, ongoing monitoring, further staff training and the strengthening of partnership arrangements will increase awareness of the importance of Risk Management. Individual risks fall into various categories, such as political, environmental, financial, economic, organisational, legal, technical etc. The implication of each risk is assessed and scored to identify whether there are sufficient controls in place or whether additional action needs to be taken.

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

Strategic Risk Register - April 2010			
Likelihood	Impact	Score	Risk
4	5	20	Civic offices become unfit for purpose- Accommodation Project
4	4	16	Expected efficiency savings and service improvements are not delivered
4	4	16	Inadequate resources to maintain the Council's capital assets
3	4	12	Insufficient corporate capacity to deal with all the issues facing the Authority
3	4	12	Ineffective response to an incident (or business continuity plan fails)
4	3	12	Large number of staff off sick at any one time- pandemic
4	3	12	Poor/ inaccurate data quality
3	4	12	Risk of not managing the Council's budget effectively in a difficult economic downturn
2	5	10	Failure to make appropriate arrangements to meet the demand for leisure facilities-medium term
3	3	9	Council's procurement procedures are inadequate leading to poor VFM or lack of probity
3	3	9	The Council's political arrangements cease to work effectively
3	3	9	A key partnership fails
3	3	9	The Council fails to meet its commitments arising from the Community and Corporate Plans
3	3	9	Timetable to secure the local Development Framework is not achievable
3	3	9	Failure to promote and tackle green issues including climate change
3	3	9	Failure to manage staff concerns & well-being , in current economic climate
2	4	8	Health & Safety is not managed effectively
4	2	8	Failure to significantly improve recycling performance
2	3	6	Sickness absence is not managed effectively
2	3	6	Employees & Members unable to fulfil roles due to change in duties or lack of training & development
2	3	6	Council unable to recruit/retain appropriately qualified staff
2	3	6	The Council fails to meet the requirements of the Decent Homes Standard by the required time
3	2	6	Staff do not have the necessary skills, competencies and training to undertake their roles
3	2	6	Breach of Corporate Governance policies and procedures
2	3	6	Failure to make appropriate arrangements to meet the demand for leisure facilities <12 months
3	2	6	Failure to manage performance effectively
2	2	4	The Authority fails to comply with key legislation

SUMMARY OPERATIONAL RISK REGISTER 2010		Gross	Net	
Section	Risk	Score	Score	Colour
Building Maintenance	Enhanced risks from headline health and safety legislation	20	10	Amber
Housing	Failure to deliver value for money	20	10	Amber
Housing	Failure to comply with gas regulations	25	10	Amber
Information Services	Virus from storage device plugged in to USB port on NWBC PC	20	10	Amber
Information Services	Virus from users using Web Mail	15	10	Amber
Information Services	Virus from a users laptop	15	10	Amber
Information Services	Virus from Councillors laptops	15	10	Amber
Information Services	Virus from Citrix home user	10	10	Amber
Information Services	Theft of credit card information	10	10	Amber
Landscape Management	Failure to provide appropriate play facilities for children	15	10	Amber
Landscape Management	Failure to provide appropriate outdoor facilities for the community.	15	10	Amber
Community Development	Child abuse/Vulnerable Adults	15	10	Amber
Transport	Inadequate fire safety precautions at the Depot	20	10	Amber
Human Resources	Inadequate support on Safety	25	12	Amber
Leisure Services	Coleshill- Failure to maintain buildings, plant fixed and portable equipment	20	16	Red

Action Plan for 2010

	Date Due
Check Risk Management implications are fully completed on Board reports	On-going
Review level of insurance cover	July 2010
Warwickshire Risk and Insurance Network Meetings	Quarterly
Review strategic risks and identify mitigating controls	July 2010
Review Partnership framework and prepare Policy for Board	August 2010
Review Strategy	August 2010
Report to Resources Board	6 monthly
Start Implementation of H & S risk assessment system- to be piloted in Streetscape (full implementation by June 2011)	September 2010
Review linkage of operational risks to strategic business objectives	September/ October 2010
Start review of Operational Risks (annually)	September 2010
Establish/ Review action plans to deal with highest priority strategic risks	September 2010
Further Review of Strategic Risks	January 2011
Annual Statements of Assurance	February 2011
Annual report on Risk Management	June 2011
Review Strategy	July 2011

Agenda Item No 11

Resources Board

5 July 2010

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

**Efficiency Review – Housing
Maintenance Services**

1 Summary

- 1.1 This report provides the Board with an update about work to progress the objective set out in the Housing Division's Forward Work Plan to undertake an efficiency review of its Maintenance Service.

Recommendation to the Resources Board

- a That the work undertaken to achieve the Decent Homes Standard be noted;**
- b That the progress made to improve the response repairs service be noted;**
- c That the initial findings of the efficiency review of Housing Maintenance be noted;**
- d That the Resources Board and Housing Portfolio Holder Group be kept fully informed of the outcomes of the review to improve Housing Maintenance Services; and**
- e That Tenants be consulted about the scope of service and standards when appropriate.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio Holder for Housing (Councillor Johnston) and Shadow Portfolio Holder Housing (Councillor Winter) have been sent this report and asked for their comments. The Housing Portfolio Holder Group will consider the report as part of their meeting on 23 June 2010.

3 Background

- 3.1 Following a poor Audit Commission inspection report in 2006 the Council undertook a review of its Maintenance Service. Following the appointment of a new Maintenance Manager in 2007 new ways of working were agreed both to deliver the Council's capital programme and response repairs service.
- 3.2 Action taken by the Resources Board to improve how housing maintenance services are delivered has born fruit. Delivering the improvement programme to meet the Decent Homes Standard through a partnering contract has resulted in the programme of works being completed 8 months ahead of the December 2010 deadline and under budget. Benchmarking information has shown that the response repairs service has improved and recent satisfaction information continues to indicate high levels of tenant satisfaction with the service.

4 Action to meet the Decent Homes Standard

- 4.1 In its June 2008 re-inspection report the Audit Commission commended the Council for the work it was undertaking to achieve the Decent Homes Standard.
- 4.2 The partnering relationship has allowed the programme of works to be implemented more quickly than initially proposed. This has met tenant expectations to have improvements to their homes done quickly and at a time relative to their neighbours. The completion of much expected works such as new kitchens and bathrooms, windows, doors, new heating systems and insulations works ahead of time has brought high satisfaction rates. It has also meant that there will be savings on the preliminary costs to the contract. The savings against preliminary cost estimates are predicted to be in the region of £120,000.
- 4.3 As part of the improvement works the Council committed to bringing gas mains to estates which had not previously had access to gas as a fuel. This action allowed the Housing Division to install highly efficient gas combination boilers in order to meet the Decent Homes Standard. As well as providing our customers with lower fuel bills and warmer homes our energy initiatives (installing modern gas boilers) have brought in additional grant funds from TRANSCO of just above £80,000.
- 4.4 The Council's ability to meet decent homes within funds available has been made possible by the Resources Board decision to work with Waterloo Housing Association to regenerate the Hill Top Arley estate. The work undertaken was outside of the Council's own financial capacity. The total amount of funding brought to the scheme is £3,957,608.00. This consists of £2,229,000 Social Housing Grant from the Homes and Communities Agency, £100,000 regional grant funding as a contribution towards innovate ground source heat pumps, £48,438 grant for low carbon initiatives and £1,580,170 private funding from Waterloo Housing Association. Phase one is complete and phase 2 and 3 of the project are underway. An area with a high level of

hard to let properties is being transformed into an estate where housing applicants are choosing to live. It figures high quality design and carbon neutral initiatives. In view of the current economic climate the scheme has had the intention of using local labour and has employed two apprentices.

... 4.5 Details of the improvement work undertaken in the last 12 months is set out at Appendix 1. Also included is the improved satisfaction rating with the quality of their homes indicated by tenants following the most recent annual action survey undertaken by the Housing Division.

5 **Action to Improve the Response Repairs Service**

5.1 The new structure to deliver the response repairs service was implemented late in 2007 and there had not been sufficient time to show improvements in advance of the Audit Commission on site inspection in March 2008. For this reason, whilst recognising that the new structure was an improvement, this part of the Housing Maintenance service was still judged as 'weaknesses outweighing strengths'. Nonetheless the report also noted good performance in managing voids and gas servicing. Concerns were raised about the delivery of adaptations.

5.2 The Audit Commission made the following recommendations about the response repairs service: "Strengthen performance management, value for money and outcomes for service users by:

- Monitoring and reporting on the whole customer experience of services including repair appointments made and kept, repairs completed right first time and the whole time tenants wait for aids and adaptations
- Taking action to demonstrate and improve value for money of the direct labour organisation
- Addressing poor performance on repairs completed within target timescales"

5.3 During March the recruitment to new posts in the structure was complete and during the rest of the year the new ways of working were bedded in. The client contractor split was removed with the Maintenance Admin Team moving to work from the depot to support the work of the operatives more directly. New procurement arrangements were introduced from October 2008 and the workforce completed their multi skill training in October and November 2008.

5.4 The Council has been very mindful of the recommendations set out for the response repairs service by the Audit Commission.

5.5 Over the last 18 months the Housing Portfolio Holder Group and the Resources Board have received monitoring reports which have shown the progress that has been made to deliver against these recommendations.

5.6 The performance of the response repairs service is shown at Appendix 1. Included is the most recent tenant satisfaction survey results.

6 **Current Position**

6.1 A lot of work has been undertaken in the last two years to improve the performance of the Housing Maintenance Service. Nonetheless Councillors and tenants will expect in the current financial climate and in the face of the reform of the housing subsidy system as well as demands from a new regulator that the Division continues to drive forward the reforms which have already proven productive. It was for this reason that an intention was shown in the Division's Forward Work Plan to carry out an efficiency review of Housing Maintenance. The review is being undertaken using one of the methods which have been considered corporately as part of the Councils work with Improvement and Efficiency West Midlands (IEWM).

6.2 The review was started in April. The intention is to have a fundamental review of the current structure of the service to understand how it is able to meet demands and achieve value for money.

6.3 The new regulator has set out its expectations as part of its 'Home Standard'. This states that a landlord should:

With regard to quality of accommodation:

- Continue to maintain at least the decent homes standard after December 2010
- Meet the standards of design and quality that applied to the home when it was built if they are higher than the Decent Homes Standard
- Consider whether the locally agreed standard can be more than the Decent Homes Standard (the continuing need for energy efficient homes is a factor here)

With regard to repairs and maintenance:

- Provide a cost effective repairs and maintenance service
- Respond to tenants' needs, offer choice and have the objective of completing repairs and improvements right first time
- Meet all statutory requirements for health and safety of occupants

The Tenant Services Authority goes on to say that the landlord should have a prudent, planned approach to repairs and maintenance, demonstrate an appropriate balance of planned and responsive repairs and value for money. They also make special mention of the need to provide an adaptations service.

- 6.4 It will not go unnoticed that the priorities set out by the Tenant Services Authority reflect those emphasised by the Audit Commission. They are all priorities which tenants have also pressed us to deliver. It is the intention of the review of the Maintenance Service that after two years of hard, productive work it will take a time now to reflect and ensure we can deliver these priorities in the future.
- 6.5 The main objectives of the review are to:
- Find out whether planned and responsive work is appropriately balanced
 - Consider the costs of the service and ensure we are acting prudently
 - Ensure systems of work are as efficient as they can be
 - Ensure we are meeting tenants' reasonable expectation that we are doing work right first time at a time convenient to them.
 - That the health and safety of staff and tenants is at the core of our service
- 6.6 Mindful of the Audit Commission recommendations the review work has started with responsive repairs. However voids have also been included because the team of operatives doing responsive works carry out work in voids and there has been a recent dip in performance in turning vacant properties around in our target time.

7 Initial Findings from Review of Responsive Repairs

- 7.1 A small team of officers from the Responsive Repairs service plus the Maintenance Manager and the Assistant Director (Housing) have undertaken a review of information about the service in order to get a baseline position and understand issues. In addition to considering data time has been spent out with the workforce to ensure that what actually happens in order to get the work done is fully understood. The former has been very useful but the latter has been critical for managers to be very clear about what works well and what doesn't in the systems we have set up.
- 7.2 At the outset of the review the team were already aware of some issues that needed to be addressed. These included a dip in performance to turn around voids, ensure gas safety certificates are not overdue, delivering adaptations quickly, productivity remaining relatively static over the year and difficulties with delivering against the right first time target.
- 7.3 The team has carried out detailed work to find out the demands on the service, whether the current structure is capable of meeting those demands and finding out where the systems of working are not efficient. It has used a new method of analysis recommended by Improvement and Efficiency West Midlands – an organisation at the forefront of assisting the public sector to find efficiencies and introduced to the Housing Division through the work of the Council's Procurement Team.

- 7.4 Demand was assessed by considering the number of jobs received over a three year period overall and broken down by trade and by analysing customer contact with the service. Analysing demand over a three year period helps to understand both what is predictable and what varies which is important for organising work.
- 7.5 The capability of the service to meet those demands was assessed by analysing how many jobs are carried out by the workforce by trade. In addition information was collated from officers going out with the operatives and from that provided by the workmen about what actions they have to take in order to get the work done. (Get access, diagnose the repair and have the right materials to hand.)
- 7.6 The initial findings of the review team are:
- The structure of Housing Direct Works should be able to meet the demands on the service however the use of subcontractors and agency staff (whilst less than in previous years) is prevalent.
 - *The appointment system in place is not working effectively and the workforce is spending considerable amounts of time getting access to properties to do work.*
 - *The diagnosis of repairs on the work ticket issued using the schedule of rates is not accurate or helpful to the workforce as they anticipate the job to be done*
 - *The purchase and organisation of materials to ensure the work can be done right first time is not efficient. Better information is required on the use of materials in order to assist with this.*
 - Around 40% of the calls into the Maintenance Team could be avoided if systems were organised differently
 - There needs to be a closer technical relationship between works done as part of improvement and planned programmes in order to productively utilise expertise we have within the response repairs service.
 - Better information is required to enable managers to understand the demands on the service and the resources required to meet them. Early indications are that using schedule of rates codes is not the most helpful way to understand productivity.
- 7.7 The findings shown in the bullet points shown in italics in section 7.6 have a significant impact on the productivity of the work force and their ability to carry out work right first time. They indicate inefficiencies in the systems of work and need to be addressed. Addressing them will have an impact on the use made of subcontractors and agency staff and on how materials are procured. (And the costs connected to them).
- 7.8 The review has identified issues to be addressed which must be acted upon to ensure an efficient and customer focussed service. We need to take the next steps to reform our systems of working. These will include changing systems of work around getting access to properties, administration of work and

procuring materials as well as reviewing the role of the specialist supervisors to ensure they are as productive as possible in organising the work. It is imperative to meet the right first time standard for the work carried out in the office to support the workforce to get access and be able to carry out the work required right first time. To do this we need to understand the needs of each trade separately. The next step will also include a consideration of the scope of the services the response repairs service provides to ensure the balance between planned and responsive is right and that we are clear with tenants what level of service they can expect from us.

- 7.9 The comprehensive nature of the review so far has put additional demands on the team undertaking it and there have been capacity issues. (This has been compounded by the work currently underway to deliver new Council homes in the Borough and supporting the work to inform the housing revenue account subsidy reform consultation.) They are learning new methods of understanding how to analyse demand and resources. Changing systems of work will be challenging. However action needs to be taken to build on the good foundations we have set down to improve the service further. In order to bring much needed additional capacity and expertise in making services more efficient the Housing Division will be working closely with Improvement and Efficiency West Midlands to take the next steps. It is also our intention to work with small pockets of Housing Direct Works to test out the changes first and ensure they are productive before rolling them out to the whole organisation.

8 Conclusion

- 8.1 In accordance with its Forward Work Plan objective the Housing Division is undertaking an efficiency review of its Housing Maintenance service. The review will cover all aspects of the service however, given the previous poor Audit Commission rating, work has begun with the response repairs service first.
- 8.2 The new Housing Direct Works structure introduced in 2008 has brought about efficiencies through the reduction in duplication caused by the client contractor split, the introduction of a multi skilled workforce and enabling the team to carry out more work without the use of external contractors. However after two years from its establishment it is important to formally evaluate the new structure.
- 8.3 The first part of the review has indicated a number of issues to be addressed. Over the next few months systems of work will be changed to address these issues and other aspects of the service will undergo the same methodology of understanding the demands on the service and how best to meet those demands.

9 Report Implications

9.1 Financial and Value For Money Implications

- 9.1.1 In 2009-2010 the Council spent £6.073m to continue the work programmes to bring its stock up to the Decent Homes Standard. The partnering contract adopted to do this work meant that the programme was completed more quickly than originally anticipated and so brought about efficiencies which are expected to be in the region of £120,000. In addition the Council attracted £80,000 from TRANSCO because of its energy efficiency work and Social Housing Grant and private finance in the region of £4 million as part of its work at Hill Top in partnership with Waterloo Housing Association. The work undertaken has received high levels of tenant satisfaction.
- 9.1.2 In future years as part of its obligation to keep its properties up to the Decent Homes Standard the Council will have in the region of £1.5 - £2 million (which is related to the Major Repairs Allowance) to spend annually on improvement works. It is critical that this level of spending is prudent and focused. It must be based on good stock condition information, the application of technical expertise from across the Maintenance Team and good procurement methods. The efficiency review set out in this report will ensure the systems of working support these aims.
- 9.1.3 The Housing Division has improved the productivity and performance of its Housing Direct Works team and has had a trading account in balance for the last two year. Satisfaction ratings with the service have improved recently. The team delivering the service wants to build on that success. The Housing Division has a budget of £2 million to deliver its response repairs service. Most of this is spent on establishment costs. However allowance is made for times when a subcontractor may be required because of high demand on the service or a specialism is required which is not available in the workforce. In usual circumstances the workforce is expected to meet the demands of the service within its own resources. Last year £188,000 was spent on a non specialist subcontractor. The efficiency review aims to remove parts of the system which are causing Housing Direct Works to be less productive than it could be. As a result costs to employ subcontractors will be cut.
- 9.1.4 The cost of materials for the response repairs service was £295,333.49 in 2008/09 and £348,020.05 in 2009/10. This level of spend demands an ongoing understanding of both materials bought and used. In the current system of working the first is available but the second is not. This is because the use of the schedule of rates for work undertaken does not show actual materials used. Changes coming out of the efficiency review will address this and will bring in more controls and better organisation of materials procurement. It is too early to say absolutely whether there will be cost savings on materials but early indications are that working differently should impact positively on this budget.

9.1.5 In order to take the next steps and achieve efficiencies the Housing Division is working through Improvement and Efficiency West Midlands with a company called Vanguard which is a company on their framework agreement. They are experts in bringing efficiencies to services by using a distinct methodology. This expertise is critical to the next stage of the review. The intervention will cost in the region of £15,000 to £25,000 depending on the work we need them to do. Input into the early stages will be very important with staff being supported to work in different ways. After that staff will undertake the work themselves with the Maintenance Manager leading on changes for the rest of the service. When the review reaches the provision of adaptations the Private Sector service to deliver disabled facilities grants will also benefit from applying the same method using the expertise of the Maintenance Manager. There is budget in the repairs fund to support this work however the Council is eligible to claim £20,000 from the fund made available by Improvement and Efficiency West Midlands. This fund has already been sourced by Rugby, Nuneaton and Warwick District Councils as an invest to save fund to implement similar efficiency work with positive effect.

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

Efficiency Review – Housing Maintenance

Report to Resources Board

Appendix 1

In our annual survey of tenants we ask them what their top three landlord services are. This year, as in other years, they put the repairs and maintenance service first. Second was the overall quality of their home.

1 Improvement Works

Tenants overall satisfaction with the quality of their home has increased to 92% this year from 88% in 2008/09.

Between April 2009 and March 2010 there was a 33% change in the number of properties that met the Decent Homes Standard with 1% of our stock not meeting the Decent Homes Standard. Work undertaken to achieve this change included:

- 299 kitchen & bathroom modernisations
- 237 properties with window replacements
- 835 properties had new doors installed
- 48 new boilers installed
- External wall insulation to 47 properties
- Completion of major modernisation works programme at Piccadilly

2 Housing Direct Works

Satisfaction with the repairs service has increased to 84% in 2010 from 82% in 2008/09.

- ✓ 96% of tenants surveyed were satisfied or very satisfied with the attitude of workers
- ✓ 91% of tenants surveyed were satisfied or very satisfied with the overall quality of the repair work
- ✓ 92% of tenants surveyed were satisfied or very satisfied with keeping dirt and mess to a minimum
- ✓ 83% and 82% were satisfied or very satisfied with being told when workers would call and time taken before work started respectively.

Productivity indicator

This indicator uses the schedule of rates as the basis for assessment. As part of the benchmarking which has been undertaken information has been obtained to compare the average Housing Direct Works productivity with other organisations.

The compared performance is set out below:

Average Turnover Per Operative				
North Warks Performance 2007/2008	North Warks Performance 2008/2009	North Warks Performance 2009/2010	Benchmark Upper Quartile Checkmate	Benchmark Median
£45,000	£60,398	£60,816	£74,208	£65,129

Other Benchmark Comparators

Qualitative				Quantitative			
Description	NWBC	Median	Upper Quartile	Description	NWBC	Median	Upper Quartile
Repairs Satisfaction	2009: 81% 2010: 84%	76.4%	80%	Average cost per property (responsive)	£165.28	£293.24	£246.64
% urgent repairs completed within timescales	2009: 96% 2010: 98.57	97.5%	98%	Average void cost	2009: £1700.00 2010: £1,947.00	£1,703.53	£1,170.38
% repairs as call out	8.39%	6.31%	4.53%	Operative efficiency on responsive repairs	2009: 1.98 orders/ day 2010: 2.38	2.14 orders/ day	3.18
% responsive repairs passing post inspection	2009: 97.2% 2010: 92.92	97.14%	99.19%	Operative efficiency on voids	2009: 0.71 orders/ day 2010: 1.11	0.71 orders/ day	1.05
% appointments made and kept	2009: 83% 2010: 97%	97%	98.7%	Gas Servicing – Certificates Outstanding	2009: 1.4% 2010: 5.23 %	0.6%	0.19%

Other Indicators:

- We completed 100% of emergency repairs on time.
- We completed 98.57% of urgent repairs on time within 5 days.
- We completed 98.45% of routine repairs within 28 days.

Agenda Item No 12

Resources Board

5 July 2010

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

**Capital Programme 2010/11
Period Ending May 2010**

1 Summary

- 1.1 The report updates Members on the progress of the 2010/11 Capital Programme in terms of both expenditure and outcomes.

Recommendation to the Board

That the Board notes the progress made against the 2010/11 Capital Programme.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Introduction

- 3.1 The Executive Board approved the Council's Capital Programme of £5,489,050 for 2010/11 in February 2010.

- 3.2 At the Executive Board on 28 June, a report was presented requesting that unspent 2009/10 budgets of £185,140 be carried forward into 2010/11 but that over spent budgets of £16,030 be reduced. The net change will be an increase of £169,110. However, at the time of writing this report, the Board has not met but the assumption has been made that this was approved. This gives a total approved capital programme for 2010/11 of £5,658,160.

4 Budget Profiling

- 4.1 To ensure that the Capital Programme projects are completed in a manageable time frame, a schedule of works is arranged by each budget holder and each of the schemes are timetabled for completion throughout the year. This schedule then feeds through to the budget profiling exercise, which identified that there are a number of capital

schemes which were not due to have started by the end of May. The table below indicates the breakdown:

	£
Schemes not due to have started before end of May 2010	1,433,140
Schemes due to have started before end of May 2010	4,225,020
TOTAL	5,658,160

5 Schemes Not Yet Started in May

5.1 The total value of the projects not yet started is £1,433,140 (25.3% of the 2010/11 Capital Programme). The particular schemes are shown in Appendix A.

6 Housing Schemes

6.1 At this early stage in the year, a programme of works is yet to be established for the garage improvements and work required at Coleshill shops. The Housing DSO will be carrying out the electrical improvements in the housing stock shortly and the Lovells contingency exists for any unforeseen costs that may be incurred once the main account for the decent homes work has been completed. Work is underway to close this contract and should be completed soon.

7 General Fund Schemes

7.1 In the General Fund, some invoices are expected later in the year such as the Warwickshire Direct Partnership and some projects are scheduled for later in the year such as the electrical works to the Council House and other council owned buildings.

7.2 Works are underway on schemes at the Memorial Hall Car Park, the replacement of the leisure booking system and the implementation of ground source heating at Hill Top in Arley.

7.3 However, some projects will not get underway until further reviews are undertaken. This is the case with the replacement of the Borough Care system, the new telephone and switch gear projects and the Arcade improvements.

7.4 Further detail is provided in the Appendix and as the year progresses, reports brought to this board will provide an update on these schemes.

8 Schemes already started in May 2010

8.1 Those schemes that were planned to start by the end of May 2010 total £4,225,020 (74.7% of the 2010/11 Capital programme) and are shown in Appendix B. The expenditure expected to date was £592,345, but actual spend or committed was £681,497; an apparent over spend of £84,152.

- 8.2 Several work streams are underway in housing; the initial Lovells contract for Decent Home Standard work is coming to an end with the final windows and asbestos work now being completed. Roofing work has been undertaken on a Community Centre at Hudson Avenue, Coleshill and the purchase of 3a Church Walk, Mancetter has now gone through. The development of former garage sites where the Council is building 25 new Council houses is also underway with site preparation work being undertaken by Frank Haslam Milan, the nominated contractor.
- 8.3 In terms of General Fund schemes, orders have been placed for 2 new play areas in Ridge Land and Baddesley. Whilst these works are almost completed, the invoices will only be paid once all works have been checked. Although there is no budget for these works, funding has been received from the Play Builder Scheme to cover the costs.
- 8.4 The leisure equipment budget has also exceeded its original budget with the complete refurbishment of the gym equipment at Atherstone Leisure Complex. This work has been well received by users of the gym and is to be funded from the Leisure Equipment Replacement reserve which has been built up over the last few years.
- 8.5 Other works completed to date is the purchase of the final year of the Microsoft licence upgrade, decent homes improvements to 3 private sector houses and disabled facility adaptations to 18 homes also in the private sector.

9 Report Implications

9.1 Finance and Value for Money Implications

- 9.1.1 Of the total capital programme, schemes to the value of £1,433,140 were not been started by May 2010. Of the remaining £4,255,020 capital programme, £592,345 was profiled to be spent and £681,497 has actually been spent or committed, leaving an apparent over spend of £84,152. However, external funding and balance sheet reserves of over £196,000 are available to cover this.
- 9.1.2 The schemes will contribute to various outcomes which will increase the services provided by the Council, from providing decent Council homes, assisting in carrying out adaptations to resident's houses to helping to fund efficient heating systems to promote carbon reduction and encouraging fitness and wellbeing.

9.2 Safer Communities Implications

- 9.2.1 The improvements to the Atherstone CCTV scheme are enhancing the capability to work with Warwickshire Police to make the town centre a safer place. There have been significant reductions in violent crime during 2008/09 and this is continuing to be the case in 2009/10. The

CCTV scheme is an important factor in assisting with achieving the reductions. The Home Safety Check Scheme provides a service with Age Concern to help elderly residents be safe within their homes.

9.3 Environment and Sustainability Implications

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

9.4 Risk Management

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

9.5 Equalities Implications

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

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

Background Papers

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

Background Paper	Author	Nature of Background Paper	Date

Expenditure Proposals	2010/11 Original Budget	2009/10 Slippage	2010/11 Approved Budget	Comments
HRA Assets				
Electrics	224,000	-	224,000	Works planned in the DSO work schedule for later in the year
Garage refurbishments	40,000	-	40,000	Works to start later in the year once a programme of works has been established
Lovells Contingency	349,110	-	349,110	This budget will only be required if the negotiation on the final Lovells account results in costs more than expected. The Lovells final account should be completed in the next few months
Coleshill Shops	20,000	-	20,000	Works to start later in the year once a programme of works has been established
HRA TOTAL	633,110	-	633,110	
GENERAL FUND Assets				
DDA	204,220	-	204,220	We have recently had an access audit report which highlights some issues but are mainly in relation to buildings with uncertainty regarding their long term viability. However, a report will be taken to Management Team shortly with potentially a schedule of works being developed later in the year
The Council House Electrical Installation	30,000	-	30,000	Works are planned to be undertaken in November
Other Council Electrical Installations	15,000	-	15,000	Works are planned to be undertaken in November
WDP	10,000	-	10,000	The invoice is expected in June
Mem Hall Carpark Wall	20,000	-	20,000	Initial assessment work for the wall to be re-built has been undertaken and a contractor is to be commissioned shortly
Improve Arcade	193,000	-	193,000	A report is included elsewhere on this agenda detailing the options for the retention of the Arcade.
IT Exchange upgrade	30,000	-	30,000	Works are planned to be undertaken in December
Leisure Book System Replacement	50,000	-	50,000	Work is under way to assess the options available, demonstrations are being held with the market leaders and quotes are being obtained.
New Telephone System	65,000	-	65,000	This work is tied in to the accommodation project and will be progressed along side these other works
New Switch Gear	55,000	-	55,000	This work is tied in to the accommodation project and will be progressed along side these other works
Tenants Removal Expenses	20,000	-5,350	14,650	This budget spend is dependant on compensation claims from tenants at Hill Top, Arley
Ground Source Heating	50,000	1,560	51,560	Works are progressing on site and the final invoice is expected shortly.
Home Improvement Agency	11,600	-	11,600	This invoice is expected later in the year
Borough Care System Replace	50,000	-	50,000	A review is currently underway to determine the requirements of the Borough Care service
Total	1,436,930	(3,790)	1,433,140	

Expenditure Proposals	2010/11 Original Budget	2009/10 Slippage	2009/10 Approved Budget	Profiled Budget	Committed as at end May 2010	Actuals as at end May 2010	TOTAL as at end May 2010	Variance to profiled budget
HRA Assets								
Kitchens/Bathrooms	119,410	0	119,410	19,902		1,770	1,770	-18,132
Windows and Doors	-	40,000	40,000	40,000		39,074	39,074	-926
Picadilly		2,500	2,500	2,500		2,540	2,540	40
Heating -new gas supply	142,520	0	142,520	23,753		6,344	6,344	-17,409
Aerials	-	4,950	4,950	4,950		3,090	3,090	-1,860
External Works	38,000	0	38,000	6,333		460	460	-5,873
Housing Staffing	170,000	0	170,000	28,333		26,998	26,998	-1,335
Disabled Facility Adaptations (C/H)	175,000	0	175,000	29,167		1,486	1,486	-27,681
Community Centres	125,000	0	125,000	20,833		24,360	24,360	3,527
Asbestos		9,000	9,000	9,000		8,808	8,808	-192
Roofing	140,000	0	140,000	23,333		8,424	8,424	-14,909
Prelims		6,000	6,000	6,000		5,430	5,430	-570
Profit and Overheads	48,280	3,760	52,040	8,673		6,134	6,134	-2,539
Purchase of 3a Church Walk, Mancetter	-	57,000	57,000	57,000		57,000	57,000	0
New Build Housing Project	2,222,120	0	2,222,120	100,000		99,458	99,458	-542
HRA TOTAL	3,180,330	123,210	3,303,540	379,778	-	291,376	291,376	(88,402)
GENERAL FUND Assets								
Renewal of Play Areas	8,390	0	8,390	-	101,530		101,530	101,530
Leisure Equipment	20,000	0	20,000	20,000	107,648	12,852	120,500	100,500
Accommodation Project	-	13,590	13,590	5,000		5,335	5,335	335
ICT Infrastructure Development	20,000	0	20,000	6,500	4,194	2,456	6,650	150
ICT hardware & software purchase	40,000	0	40,000	30,000		28,848	28,848	-1,152
Operating System Upgrade	-	6,080	6,080	6,080	-	5,568	5,568	-512
EDRMS	11,000	-2,400	8,600	5,600	5,610		5,610	10
			0	-			-	0
Capital Salaries Management	54,000	0	54,000	9,000		9,110	9,110	110
Temporary DHS Project Officer	27,000	3,210	30,210	5,035		3,073	3,073	-1,962
Decent Homes (Private Sector)	229,900	-8,280	221,620	36,937		13,552	13,552	-23,385
Home Saftey Check Scheme	7,500	0	7,500	7,500		7,211	7,211	-289
			0	-			-	0
Disabled Facilities Grants-Private Sector	442,000	37,490	479,490	79,915		76,751	76,751	-3,164
Capital Life Lines	12,000	0	12,000	6,000	1,417	4,966	6,383	383
				-			-	0
Total	4,052,120	172,900	4,225,020	597,345	220,399	461,098	681,497	84,152

Agenda Item No 13

**Resources Board
5 July 2010**

**Report of the
Director of Resources**

**Annual Treasury Report for
2009/10**

1 Summary

- 1.1 This report shows the out-turn for 2009/10 and highlights any areas of significance.

Recommendation to the Board

- a That the Annual Treasury Report for 2009/10 be noted; and**
- b That the Prudential Indicators set out in Appendix A be noted.**

...

2 Report

- 2.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management 2009 was adopted by this Council on 24 February 2010, and the Council complies with its requirements. The Code was revised in 2009 in the light of the Icelandic banks in 2008. 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 manner in which the Council will seek to achieve those policies and objectives
- Receipt by the Council of an annual Treasury Management strategy report including the annual investment strategy report for the year ahead, a midyear review report (as a minimum) and an annual review report of the previous year
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions
- Delegation by the Council of the role of scrutiny of Treasury Management strategy and policies to a specific named body which in this Council is the Resources Board.

Treasury Management in this context 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.*”

The purpose of this report is to meet one of the above requirements of the CIPFA Code, namely the annual review report of the Treasury Management activities, for the financial year 2009/10.

2.2 The Annual Treasury report covers:

- The Council’s treasury position as at 31 March 2010
- Performance measurement
- The strategy for 2009/10
- The economy in 2009/10
- The Borrowing out-turn for 2009/10
- Compliance with treasury limits and Prudential Indicators
- Investment rates in 2009/10
- Investment out-turn for 2009/10

3 Current Treasury Position as at 31 March 2010

3.1 The Council's debt and investment position at the beginning and end of the year was as follows:

	31 March 2010 Principal £m	Rate %	31 March 2009 Principal £m	Rate %
Fixed Rate Funding: PWLB	0	0	0	0
Short-term Funding	2	2	2	0.5%
Total Debt	2	2	2	0.35%
Investments	4.79	2.68	7.503	5.28

3.2 The level of investments decreased, due to capital expenditure on the Decent Homes Standard and the use of earmarked reserves.

3.3 The investments held include £735,000 held on behalf of other organisations (£818,000 in 2008/09).

4 Performance Management

4.1 One of the key changes to the Code previously was the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed, this is still a difficult area for a small Authority with limited cash balances, as generally we are only able to place funds for short periods and consequently

at lower rates. For this reason, we measure investment interest against the 7 day LIBID rate.

5 The Strategy for 2009/10

- 5.1 Bank Base Rate was forecast to remain at 0.5% for the whole of the year, and this has proved to be the case. The main issue for treasury management in 2009/10 was the disappearance over the year of the margins over more normal investment rates, caused by the credit crunch as the Bank of England's quantitative easing operations had the desired effect of easing the supply and cost of credit in the economy during 2009.
- 5.2 A further strong theme has been the major emphasis on mitigating risk by giving heightened preference to security and liquidity at a time when the world banking system was still under stress and pending the issue, later in 2009, of the new CIPFA and statutory guidance on investing. This has therefore resulted in more of our investment portfolio being moved into investment instruments with lower rates of return but higher security and liquidity. This has compounded the significant fall in total investment earnings compared to previous years. Members will be aware that several investments were withdrawn early from Irish banking institutions due to the difficulties experienced in the Irish economy.

6 Borrowing Out-Turn

- 6.1 The Council borrowed short term funds on twenty five occasions to fund a cash-flow shortfall. The average borrowing period was 25 days and rates paid have varied between 0.26% and 0.5%.
- 6.2 No long term borrowing was taken out during the year. Cash balances were used to finance capital expenditure, so as to run down cash balances and minimise counterparty risk incurred on investments. This also maximised treasury management budget savings as investment rates were much lower than new PWLB borrowing rates.

7 Investment Out-Turn for 2009/10

- 7.1 The Council manages its investments in-house with the institutions listed in the Council's approved lending list. Investments were made for a range of periods, although predominantly in call accounts.

7.2 The Council invested with external bodies on 86 occasions when the bank accounts had a surplus of funds. Investments were made in a Money Market Call account on 61 occasions and in a Money Market Fund 14 times. The remaining investments were with Banks or Building Societies on the authorised lending list. Funds were invested over a range of periods to take advantage of favourable interest rates or to fund expenditure later in the year, e.g. payment of precepts. The average amount invested was £940,000. The average total investment held was £7,766 million, and the rate of return was 2.68 %, compared with the average 7 day rate of 0.42%, earning a total of £196,200 in the year. The higher interest rate was earned by placing investments for a longer period when rates were favourable. As stated earlier, funds were withdrawn early from Irish intuitions due to fears about the Irish economy.

8 Prudential Indicators

8.1 The 2003 Prudential Code for Capital Finance in Local Authorities introduced new requirements for the way in which capital spending plans are to be considered and approved. The prudential code was developed which requires the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives

8.2 The Council is required to set and review regularly a range of indicators that have been developed as part of the Code, which will be used to support capital investment decision-making. In February 2009, the capital prudential indicators for 2009/10 were reported to the Executive Board as part of the 3-Year Capital programme and the treasury indicators were reported to the Resources Board as part of the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.

8.3 During the financial year the Council operated within the treasury limits and Prudential Indicators and the out-turn for all the Prudential Indicators for 2009/10 is shown at Appendix A, which is attached to this report.

...

8.4 In terms of the capital indicators shown in the Appendix, the actual spend in 2009/10 exceeded the original budget but this was essentially due to some slippage of spend from 2008/09 and the purchase of 6 new refuse vehicles which were added through the year. A report taken to the Executive Board in June explained these differences in detail.

8.5 The ratio of financing costs differs slightly from the original expectation as investment income was lower and the change in the Capital Financing Requirement is that, at the time of setting the original budget, it was not evident that borrowing would be required to compensate for a change in the land sales progress and to fund the refuse vehicles.

8.6 The change in the incremental impact on the general fund is due to borrowing being taken out and capital receipts being set aside for future funding. However, due to a timing issue, the borrowing costs have not impacted on the 2009/10 accounts.

9 **Lending List**

9.1 During the year the practice of naming specific financial institutions on the Council's lending list was amended (Resources Board 7 September 2009). Dealing with named institutions became increasingly difficult, due to the constantly changing credit and support ratings, mergers and takeovers. It was therefore agreed that we should have an open list but apply a strict criteria for any investment.

10 **Report Implications**

10.1 **Finance and Value for Money Implications**

10.1.1 During 2009/10 interest earned on investments was £196,200 and interest paid on borrowings was £5,005.

10.2 **Environment and Sustainability Implications**

10.2.1 By having effective and prudent treasury management, this contributes towards sustainability and providing services that improve the quality of life for the communities of North Warwickshire.

10.3 **Risk Management Implications**

10.3.1 Credit ratings are used in assessing the institutions on the lending list and the maximum investment level permitted.

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 Management Prudential Indicators Out-Turn 2009/10

PRUDENTIAL INDICATOR	2008/09	2009/10	2009/10
(1). EXTRACT FROM BUDGET AND RENT SETTING REPORT	£'000	£'000	£'000
	actual	original	actual outturn
Capital Expenditure			
GF	£940	£1,162	£1,844
HRA	£6,385	£5,879	£6,073
TOTAL	£7,325	£7,041	£7,917
Ratio of financing costs to net revenue stream			
GF	-6.37%	-1.48%	-0.45%
HRA	-0.81%	-0.23%	-0.24%
Capital Financing Requirement			
GF	£11,017	£11,722	£11,556
HRA	-£4,451	-£5,390	-£1,841
TOTAL	£6,566	£6,332	£9,715
Incremental impact of capital investment decisions	£ p	£ p	£ p
Increase in Council Tax (band D) per annum *	1.54	2.32	1.33
Increase in average housing rent per week	0.51	0	0

PRUDENTIAL INDICATOR	2008/09	2009/10	2009/10
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000
	actual	original	actual
Authorised Limit for external debt -	0	19720	4000
Operational Boundary for external debt -	2,000	8,500	4000
Upper limit for fixed interest rate exposure	0	663	3000
Upper limit for variable rate exposure	-15880	7,413	-11648
Upper limit for total principal sums invested for over 364 days (per maturity date)	0	50%	48.40%

Maturity structure of new fixed rate borrowing during 2009/10	upper limit	lower limit	actual
under 12 months	100%	0%	0%
12 months and within 24 months	100%	0%	0%
24 months and within 5 years	100%	0%	0%
5 years and within 10 years	100%	0%	0%
10 years and above	100%	0%	0%

Agenda Item No 14

Resources Board

5 July 2010

**Report of the
Director of Resources**

**Internal Audit – Performance for
2009/10**

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

Recommendation to the Board

That the report be noted.

2 Introduction

- 2.1 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 with reference to the Annual Plan for April 2009 to March 2010.

3 Summary of Work Completed

- ... 3.1 Appendix A summarises progress on the s151 audit plan for the period, identifying audits completed and indicating the extent of progress on those audits still outstanding, whilst Appendix B provides definition of the level of assurance given. The appendix shows that all key planned areas have been addressed within time, the exception being some lower risk audits which due to temporarily reduced staffing have been deferred until 2010 -11 to allow completion of key financial system audits by 31 March 2010 to meet external audit requirements. The 90% performance target was exceeded with a 92% result.
- ... 3.2 All of the required financial audits for review by the external auditors were completed by the 31 March deadline. The external auditors have confirmed that they have been able to place full reliance on the work they reviewed carried out by the internal team.
- 3.3 Audit reports submitted to Board for the first, second and third quarters of the year detail individual audits completed to that time. This report text refers only to those completed during the final quarter.

Internal Audit can place a high level of assurance on the following final reviews:

Main Accounting – 1 recommendation agreed
Budgetary Control – No recommendations
Payroll - 1 recommendation – agreed
Benefits - No recommendations
Capital Expenditure - No recommendations
Council Tax – No recommendations
NDR - No recommendations
Cash and Banking - No recommendations
Creditors – No recommendations
Treasury Management – 1 recommendation agreed
Housing Rents – 1 recommendation agreed
Contact Centre and OSS – 2 recommendations, 1 not agreed
Fixed Asset Register – No recommendations
Building Control Partnership – 1 recommendation agreed

A medium level of assurance can be placed on the following review:
Debtors – 4 recommendations – all agreed

- 3.4 The Internal Audit Section has undertaken a range of work recorded under contingency audits. These are reviews carried out either resulting from departmental requests, external audit suggestions or where Internal Audit have temporarily taken responsibility for service activity pending the securing of more permanent resource. This relates to counter fraud activity and monitoring of reporting information from the National Fraud Initiative.
- 3.5 The performance standards set by the Audit Commission require that Internal Audit completes 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.
- 3.6 The original audit plan, a working document, has been revised twice due to staffing changes with a part time post frozen in August 2009 and a full time auditor leaving in early January 2010, yet to be replaced. The plan for 2010-11 presently revolves around existing staff. The opportunity will be taken to indentify what structure changes if any will benefit the service and the plan will be adjusted when resources are defined and secured.
- 3.7 IT Audit work is achieved through a contractual arrangement secured across all councils within Warwickshire. In 2009-10 reviews completed covered Credit/Debit Card Payments, Security of Data Transfer and IT Disaster Recovery procedures- each with high levels of assurance.
- 3.8 A national survey conducted by CIPFA (Chartered Institute of Public Finance and Accountancy) taken part in by the Audit section showed that this service is low cost, effective and that audit coverage is extensive.

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

Appendix A

Audits Completed January to March 2010

Audit	Quarter Due	Status	Assurance Level	Tot No. of Recs	High Priority	Medium Priority	Low Priority	H/M Recs not Agreed(see att)
Contact Centre & One Stop Shop	4	Final	High	2	0	1	1	1
Main Accounting	4	Final	High	1	0	0	1	0
Creditors	4	Final	High	0	0	0	0	0
Budgetary Control	4	Final	High	0	0	0	0	0
Payroll	4	Final	High	1	1	0	0	0
Benefits	4	Final	High	0	0	0	0	0
Capital	4	Final	High	0	0	0	0	0
Council Tax	4	Final	High	0	0	0	0	0
NDR	4	Final	High	0	0	0	0	0
Debtors	4	Final	Medium	2	1	1	0	0
Cash and Banking	4	Final	High	0	0	0	0	0
Treasury Management	4	Final	High	1	1	0	0	0
Housing Rents	4	Final	High	1	0	1	0	0
Fixed Asset Register	4	Final	High	0	0	0	0	0
Building Control Partnerhsip with NNBC	4	Final	High	1	0	1	0	0

Reasons for not providing a high assurance level on final reports

Debtors - issues raised in 2008-09 have not been addressed relating to inadequate legal action and continuing "informal" customer arrangements.

Progress Against Audit Plan

Audit	Status	Audit	Status
Performance Indicators & Management	Completed	Officers Car Lease	Completed
Officers Travel	Completed	Electoral Services	Completed
Corporate Priorities & Consultation	Completed	Street Cleaning	Completed
Drain Clearance	Completed	Insurances	Completed
Dog and Pest Control	Completed	Contact Centre and OSS	Completed
Contracts	Completed	HR and Agency etc	Completed
Leisure Facilities	Completed	Corporate Plan	Completed
Community Development & Safer Communities	Completed	Domestic Refuse	Completed
Environmental Health Enforcement	Completed	Licensing	Completed

Fly Tipping	Completed	Grounds Maintenance	Completed
Policy Development	Completed	Capital Accounting	Completed
Risk Management	Deferred	Corporate Governance	Deferred as last report only issued June 2009
Main Accounting	Completed	Creditors	Completed
Budgetary Control	Completed	Payroll	Completed
Housing Benefits and Subsidy	Completed	Council Tax	Completed
NDR	Completed	Debtors	Completed
Cash and Bank	Completed	Treasury Management	Completed
Housing Rents	Completed	Asset Management	Completed
Stocks and Stores	Start May 10	Partnerships	Ongoing
Official Conduct	Start May 10	DFG's	Start Mar 10

The following low risk audits included in the original plan have been abandoned due to resource shortages:

Communications & Telephones	Horticulture
Amenity Cleaning	Petty Cash
Concessionary Travel	Printing & Stationery
Compliance with Policies & Strategies	Forward Plan
Car Parks	Facilities Management
Pitches and Pavilions	

Performance of Audit 2009-10			
No.	Indicator	Suggested Frequency	Performance for 2008-09
1	Performance reports to Resources Board	Quarterly	Reports submitted September 09 and February 2010
2	90% of Audit Plan delivered	Annual	Target exceeded with actual result of 92% of the amended plan resulting from reduced staffing. 33 out of 36 scheduled audits completed.
3	Number of audits where time taken to complete the work is more than 10% longer than planned.	Quarterly	64% or 23 of 36 audits completed within time. Time management will be sourced for staff in 2010-11.
4	Number of audits completed by set deadline	Quarterly	89% or 32 of 36 audits completed by set deadline.
5	Final report issued within 4 weeks of completion of fieldwork	Quarterly	94% or 31 of 33 audit reports issued within 4 weeks of fieldwork completion
6	90% of recommendations accepted by management	Annual	Target exceeded with 95% accepted by management
7	Number of recommendations implemented by the target date	Annual	100%
8	Details from CIPFA benchmarking exercise	Annual	Results from 2009 show that we compare favourably with our comparators and nationally
9	Questionnaire:Feedback obtained from report recipients is good (average 4 out of 5)	Quarterly	Feedback good on 100% of questionnaires returned.
10	% of sickness levels within Audit is below 5%	Quarterly	Annual level was 4.6% or 11 days per FTE
11	Training for unqualified staff represents at least 5% of their available time.	Annual	Achieved 5.8% during the year.
12	Reliance on Internal Audit work by external agencies	Annual	2010 review of work in 2009-10 by external auditors complimentary and reliance has been placed on completed work
13	Compliance with CIPFA Code of Audit Practice	Annual	Confirmed by self assessment

2009-10 Internal Audit report recommendations Not Agreed

Audit

Contact Centre and OSS

Recommendation

It is suggested that the Contact Centre Manager considers using comparison with other authorities to enhance performance management technique.

Management Response

We have tried to address on numerous occasions but because of the differences in the way our partner authorities provide their services, we have not been able to do so.

Appendix B

Assurance level definitions:

Overall Audit Opinion	
High	Controls are in place and operating satisfactorily. Reasonable assurance can be given that the system, process or activity should achieve its objectives safely and effectively.
Medium	There are some control weaknesses but most key controls are in place and operating effectively. Some assurance can be given that the system, process or activity should achieve its objectives safely and effectively.
Low	Controls are in place but operating poorly or controls are inadequate, failing or not present to satisfaction. Only limited assurance can be given that the system, process or activity will achieve its objectives safely and effectively.

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 15

Resources Board

5 July 2010

Report of the Assistant Director (Finance and Human Resources)

Budgetary Control Report 2010/11 Period Ended 31 May 2010

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2010 to 31 May 2010. The 2010/11 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to the Board

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

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Report

3.1 Introduction

- 3.1.1 Under the Best Value Accounting Code of Practice (BVACOP), services should be charged with the total cost of providing the service, which not only includes costs and income directly incurred, but also support costs relating to such areas as finance, office accommodation, telephone costs and IT services.
- 3.1.2 Therefore, to comply with this requirement, the budgets reporting to this Board fall into two categories – services where the costs incurred are recharged to other services and Boards, and those services where costs remain within Resources Boards – and are reported separately within this report.

4 Services Remaining Within Resources Board

4.1 Overall Position

4.1.1 The total expenditure for those services that remain within Resources Board as at 31 May 2009 is £521,448, compared with a profiled budgetary position of £568,031; an under-spend of £46,583 for the period. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period. Where possible, the year-to-date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in more detail below:

4.2 Democratic Process

4.2.1 Spend relating to members expenses is approximately £2,500 under budget at this stage. The principle reason for this is that the budget assumes pay inflation of 1.5% and actual increases are not expected, although this has yet to be determined.

4.2.2 The remaining variation relates to member training which has yet to take place and telephone charges which have yet to be invoiced.

4.3 Corporate and Democratic Core

4.3.1 There is a rebate relating to audit fees of £7,060. This rebate is a contribution to the estimated 6% rise in audit fees as a result of the implementation of IFRS.

4.4 Concessionary Fares

4.4.1 Built into the budget is provision for possible payments relating to previous years. There is an ongoing discussion with travel companies at the moment and the likely outcome is that there will be a sizeable under-spend on this budget in 2010/11.

4.5 Car Parks

4.5.1 Non Domestic Rates payable on car parks is £5,990 above budget. Budget provision for one car park had not been included in the original estimate.

5 Services Recharged to Other Directorates and Services

5.1 Overall Position

5.1.1 Net expenditure for those services that are recharged to other Directorates and Services, as at 31 May 2010, is £320,421, compared with a profiled budgetary position of £341,621; an under-spend of £21,200 for the period. Appendix B to the report gives the profiled and actual positions for the period for each service, together with the variance. Where possible, the year-to-date

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

5.2 Directorate Budgets

5.2.1 The Council's budget requirement for 2010/11 assumed that there would be salary vacancy savings in the year of £80,000, and this was included as a central amount. The central vacancy factor has been added into the budget columns shown in Appendix B, to enable easier comparison with the actual position. Current vacancy levels within the Directorates mean that we are on target at the current time, taking into account the use of temporary and agency staff to cover key duties and any recruitment costs resulting from these vacancies, and excluding vacancies that relate to the Housing Revenue Account.

5.2.2 The main divisions with vacancies are Commercial Enforcement and Licensing and Internal Audit. Previously vacant posts within Leisure Centres, Financial Services and Human Resources have recently been filled. A summary of the position contributing to the central vacancy factor is shown below:

	Total £
Current agency staff variance	3,660
Current salaries underspend (add pay award)	(16,990)
TOTAL	(13,330)

5.2.3 Other significant variances include under-spends on photocopy charges, vehicle repair materials, computer hardware maintenance, franking costs and contingencies. The only significant over-spend currently relates to an increase in Non Domestic Rates payable on the council offices.

5.2.4 Of the vacancies identified in the table above, some £10,164 relates to two posts that have been frozen since these budgets were approved. The low level of vacant (non-frozen) posts explains why recruitment expenditure is currently so low.

6 Performance Indicators

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

7 Risks to the Budget

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

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

- A change in rental income at industrial estates through changes to vacancy levels and the added effect of the obligation for the Council to pay the Non Domestic Rates of these units was identified as a risk. Income is currently at budgeted levels although it should be noted that the budget assumed a high number of vacant units, especially at Innage Park.
- The costs of managing absence, for example occupational health costs and cover by agency staff. These are currently running below the profiled budget provision.
- Changes to economic circumstances that require increases in the Authority's contribution levels to the pension scheme, which are above previous forecasts. Ongoing turmoil in financial markets may impact on this but it is far too early for an impact to be quantified.
- Increasing costs of maintaining mechanical equipment within the Council offices. As core mechanical elements of the building, such as the lift or the automatic entrance doors, continue to age, the likelihood of breakdown increases. At the moment expenditure is at a level at or below budget in most areas.
- The possible need to 'buy in' professional services to cover some work that cannot be met by the current staffing levels. However, it is likely that any such costs would be met from the salary under-spend within the relevant division.
- The assumption has been made that the purchase of new refuse vehicles will result in lower repairs costs. The vehicle repairs budget includes provision for a reasonable level of wear and tear but any excess damages would put a strain on this budget.
- Potential increases in vehicle fuel and utilities such as gas and electricity. In the last few months there appears to have been some stability in vehicle fuel prices although price increases may well be seen during the year. Significant changes to the price of vehicle fuel will be monitored and reported should they occur. Regarding utility costs, this Authority has recently renegotiated many of its gas and electricity tariffs which have resulted in reduced bills, again, any changes will be reported back together with any likely impact on the financial position.
- The increase in numbers of claimants for benefits could increase the council's costs. Whilst most of the costs are covered by Subsidy, approximately 98%, the council would still have to find the balance.

8 Estimated Out-turn

- 8.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2010/11 is £4,379,850 as detailed in the table below: -

	£
Approved budget 2010/2011	4,444,130
Increase in Non Domestic Rates	7,720
Potential reduction in concessionary fare payments	(72,000)
Expected Out-turn 2010/11	4,379,850

9 Report Implications

9.1 Finance and Value for Money Implications

- 9.1.1 The Council's budgeted contribution to General Fund balances for the 2010/2011 financial year is £17,310. This is expected to change by £64,000, as shown above. Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board at future meetings.

9.2 Environment and Sustainability Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

North Warwickshire Borough Council
RESOURCES BOARD (REMAINING)
Budgetary Control Report 2010/11 as at 31 May 2010

Code	Description	Original Budget 2010/2011	Profiled Budget to May 2010	Actual to end May 2010	Variance to Date	Comments
3000	Democratic Process	771,460	140,845	135,530	(5,315)	Paragraph 4.2
3001	Election Expenses	24,320	3,998	6,357	2,358	
3002	Register of Electors	47,890	7,646	5,657	(1,988)	
3003	Non Domestic Rates	39,030	26,438	25,454	(984)	
3004	Council Tax Collection	242,880	38,057	34,525	(3,531)	
3049	Investors in People	14,460	2,088	2,088	-	
3050	Finance Miscellaneous	830	133	(245)	(379)	
3051	Compensation & Pension	117,320	12,443	11,851	(592)	
3053	Minor Works	5,510	918	145	(773)	
3054	Electricity at Work	25,610	792	342	(450)	
3057	Best Value and Gershon	60,330	9,665	9,665	(0)	
3059	Finance Unused Land	470	78	78	-	
3060	Corporate and Democratic Core	834,910	121,297	112,265	(9,032)	Paragraph 4.3
3061	Unallocated Central Support Services	231,510	19,723	19,555	(168)	
3062	External Funding Consultants	4,410	735	2,002	1,267	
3065	Coleshill Shops and Flats	(63,160)	(13,560)	(12,955)	605	
3066	The Arcade	1,840	(12,756)	(12,506)	249	
3067	The Pavilions, Holly Lane	(58,150)	(18,057)	(19,740)	(1,683)	
3068	Carlyon Road Industrial Estate	(109,600)	(24,156)	(24,518)	(362)	
3069	Innage Park Industrial Estate	59,320	5,024	1,224	(3,801)	
3070	Polesworth Workspace Units	(3,700)	(3,260)	(3,670)	(410)	
3079	The Bear and Ragged Staff	(12,260)	(2,148)	(2,148)	0	
3080	Football Stadium	390	65	65	-	
3084	Homeless Persons	64,080	(23,792)	(26,738)	(2,946)	
3089	Public Conveniences	104,570	19,520	19,208	(312)	
3090	Fillongley Kitchens	1,590	147	147	-	
3094	Customer Contact	160,450	4,238	600	(3,638)	
3097	Rent Allowances	152,140	17,702	18,564	862	
3098	Rent Rebates	86,140	8,513	6,289	(2,224)	
3099	Concessionary Fares	462,240	71,082	54,529	(16,553)	Paragraph 4.4
3100	Non Domestic Rates Discretionary Relief	24,190	340	340	-	
3101	Council Tax Benefits	149,300	(3,727)	(5,898)	(2,171)	
3102	Car Parks	54,710	24,406	31,461	7,055	Paragraph 4.5
3106	Business Improvement District	1,010	168	168	(0)	
3109	Environmental Sustainability	3,560	593	593	-	
5008	Private Sector Housing Assistance	207,590	11,042	11,188	146	
5035	CCTV	111,060	19,975	21,298	1,323	
5036	Community Support	559,820	92,843	89,925	(2,918)	
7360	North Warwickshire Leader (External)	18,400	3,062	3,062	-	
7750	Narrowing the Gap (External)	-	-	-	-	
7760	Branch Out Bus (External)	15,640	3,447	3,230	(217)	
7800	North Arden Heritage Trail (External)	14,840	2,461	2,461	-	
7870	Future Jobs Fund Posts (External)	-	-	-	-	
	TOTALS	4,426,950	568,031	521,448	(46,583)	

North Warwickshire Borough Council
RESOURCES BOARD (RECHARGED)
Budgetary Control Report 2010/11 as at 31 May 2010

Description	Original Budget 2009/2010	Profiled Budget to May 2010	Actual to end May 2010	Variance to Date	Comments
Building Maintenance Fund	-	-	-	-	
Council Offices	-	71,093	75,552	4,459	
Central Telephones	-	2,312	2,189	(123)	
Recruitment	-	-	-	-	
Printing and Copying	-	1,034	678	(356)	
Training	-	-	-	-	
Depot and Stores	-	15,827	15,571	(256)	
Postage and Franking	-	(0)	30	30	
Chief Executive Directorate	1,930	32,456	25,561	(6,894)	
Directorate of Community and Environment	1,790	20,091	19,616	(475)	
Directorate of Resources	11,940	42,358	7,022	(35,336)	
Corporate Services	1,520	169,783	157,365	(12,418)	
Transport	-	-	(2,089)	(2,089)	
TOTALS	17,180	354,954	301,495	(53,459)	
Central Vacancy Factor	(80,000)	(13,333)	-	13,333	
Pay award @ 1.50%	-	-	18,926	18,926	
TOTALS	(62,820)	341,621	320,421	(21,200)	

Key Performance Indicators (KPIs) for budgets reporting to the Resources Board

	Budgeted Performance	Profiled Budgeted Performance	Actual Performance to Date
Registration of Electors			
Cost per elector for the Electoral Register	£0.96	£0.15	£0.11
Non Domestic Rates			
% of NDR Collection Rate	99.50%	39.96%	42.65%
Cost Per NDR Property	£18.59	£12.59	£12.17
Council Tax Collection			
% of Council Tax Collection Tax	98.50%	39.51%	40.01%
Cost Per Household	£9.18	£1.44	£1.29
Coleshill Shops and Flats			
Occupancy Rate	100%	100%	100%
Annual Income Per Shop	£8,540	£2,004	£2,058
The Arcade			
Occupancy Rate	33%	33%	33%
Annual Income Per Unit	£1,402	£1,251	£1,226
The Pavilions			
Occupancy Rate	88%	88%	88%
Annual Income Per Unit	£8,861	£2,653	£2,661
Carlyon Road Industrial Estate			
Occupancy Rate	94%	94%	94%
Annual Income Per Unit	£8,502	£3,103	£3,146
Innage Park Industrial Estate			
Occupancy Rate	51%	44%	44%
Annual Income Per Unit	£3,041	£850	£876
Polesworth Workspaces			
Occupancy Rate	100%	100%	100%
Annual Income Per Unit	£1,468	£555	£602
Rent Allowances			
Rent Allowances Per Claimant	£4,154.91	£1,384.97	£1,385.24
Cost of Administration Per Claimant	£212.71	£64.37	£51.22
Rent Rebates			
Rent Rebates Per Claimant	£3,541.92	£590.32	£524.49
Cost of Administration Per Claimant	£89.37	£29.26	£26.24
Council Tax Benefits			
Council Tax Benefits Per Claimant	£917.20	£897.02	£891.29
Cost of Administration Per Claimant	£29.47	-£0.76	-£1.15

Agenda Item No 16

Resources Board

5 July 2010

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

**Consolidated Budgetary Control
Report 2010/11 - Period Ended
31 May 2010**

1 Summary

- 1.1 The report covers total Council General Fund revenue expenditure and income for the period from 1 April 2010 to 31 May 2010.

Recommendation to the Board

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

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Board Report

3.1 Overall Position

- 3.1.1 The actual level of Board expenditure for the period to 31 May 2010 is £1,865,002 compared with a profiled budgetary position of £1,961,996; an under-spend of £96,994 for the period. Appendix A provides an analysis of Board expenditure and the overall position for the Council for this period.

...

- 3.1.2 As well as expenditure directly attributable to services, and included in the Board totals, there are a number of other amounts that need to be taken into account that provide the total net expenditure for the Council. This includes investment income, external interest payments and adjustments to reverse capital charges included within Board expenditure, from out of Council expenditure. Taking these amounts into account, net expenditure for the Council to the end of May totals £1,728,844, compared with a profiled position of £1,823,046, resulting in an under-spend for the period of £94,202.

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

4 **Board Expenditure**

4.1 **Executive Board** –Grant of £8,418 has been received from the government to cover new burdens set out in the Habitat Regulation Assessments and Climate Change Policy Statement. The grant was awarded after the budget had been set.

4.2 **Planning and Development Board** - Income on Development Control is behind target by £16,000. This is partially offset by Local Land Charges income above budget by £2,100.

4.3 **Community and Environment Board** – There are currently under-spends on employee related expenditure for the Leisure Centres and in the Grounds Maintenance and Refuse DSO's due to staff vacancies and lower than anticipated cover for holiday and sickness at this stage in the year. Utility costs relating to premises within the board are also under profile at this point in the year. Income from Trade Waste is below budget and as most of this income is received at the beginning of the year this is likely to remain the position for the rest of the year.

4.4 **Resources Board**

4.4.1 **Recharged to Services** – The non payment of the pay award accounts for an £18,930 under-spend, whilst there are a number of posts that have become vacant since the budget was set and are now unfilled. Some of these posts have also been frozen. There are also notable under-spends against photocopy charges, vehicle repairs, computer hardware maintenance and postage and franking. Set against this there is an increase in Non Domestic Rates payable on council offices and the depot.

4.4.2 **Remaining** – Within Corporate and Democratic Core there is a rebate of £7,060 relating to audit fees. This is a contribution towards the additional audit costs of implementing IFRS. The Concessionary Fares budget had built into it an amount to cover possible claims by travel companies for prior year travel costs. It now looks unlikely that this budget will be called upon. These have been offset by an increase in Non Domestic Rates charged against Car Parks due to the omission of budget for one car park.

5 **Risks to the Budget**

5.1 In setting the budget in February 2010, a number of key risks to the overall budgetary position of the Council are highlighted below: -

- Changes to the expected cash flow of the Authority, leading to an increase or decrease in investment income.

- A vacancy factor of £80,000 has been included within the overall estimate. The current vacancy factor is above the profiled budget.
- A reduction in expected income will increase the costs to the Council. Currently Planning Control Fees and Leisure Centres (overall) are below budget. This is something that needs monitoring to determine whether this is a temporary downturn or something more permanent.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. A dip in performance in this area could reduce the grant able to be reclaimed, and also the level of recovery of overpayments. Costs in this area are increasing and will be closely monitored.
- Transport fuel and utilities prices have seen significant fluctuations over recent times, and this is still a possibility. However, the Authority has renegotiated many of the electricity and gas contracts and this has helped in eliminating some of the uncertainty.
- Income related to economic activity within the Borough is an area that may cause some concern. Budgets that may be affected include Trade Refuse, Cesspool Emptying, Licensing, Industrial Units and Leisure Facilities. A reduction of just 1% in the collection of income from fees and charges increases the costs of the Council by £19,280.
- In addition to reduction in Industrial Units income, the NDR exempt period on vacant commercial properties is only a temporary measure, so any prolonged vacancies will impact directly on the Council's costs.
- The economic situation could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.
- The Council is promoting recycling activities across the Borough. If take up increases significantly, this could add to the costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues.
- In addition to these, the Borough may be affected by decisions taken to cease or reduce some service specific grants from central government in light of the need to cut public sector spending. The Housing and Planning Delivery Grant (HPDG) expected will no longer be received and this will need to be reflected in the budgets of the authority. Swimming grant will cease from the end of July, however it is hoped that the reinstatement of charging will cover this loss of income.

6 Estimated Out-turn

- 6.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2010/11 is £10,625,460 as detailed in the table below: -

	£
Approved budget 2010/2011	10,753,460
Increase in Non Domestic Rates	8,000
Possible reduction in concessionary fare payments	(72,000)
Loss of HPDG	61,000
Possible saving if a 0% pay award occurs (this has not been accepted by the unions)	(125,000)
Expected Out-turn 2010/11	10,625,460

- 6.2 The figures provided above are based on information available at this time of the year and are the best available estimates for this Board, and may change as the financial year progresses. Members will be updated in future reports of any changes to the forecast out turn.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 The Council's budgeted contribution to General Fund balances for the 2010/2011 financial year is £17,310. As can be seen above, a reduction in net expenditure of around £128,000 is expected to date. The position will continue to be monitored closely and reported to Members at a future meeting of this Board.

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

7.2 Environment and Sustainability Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

North Warwickshire Borough Council

Consolidated Budgetary Position for the Period 31 May 2010

Board	2010/11 Original Budget	Expected Spending May	Actual Spending May	Variance
Executive	503,130	85,482	71,399	(14,083)
Planning and Development	496,670	88,747	100,595	11,848
Licensing Committee	35,690	13,994	12,366	(1,628)
Community and Environment	5,576,750	864,121	838,773	(25,348)
Resources (including staff vacancies)	4,116,370	909,652	841,869	(67,783)
Net Board Expenditure	10,728,610	1,961,996	1,865,002	(96,994)
Contingencies	24,850	-	-	-
Net Board Expenditure	10,753,460	1,961,996	1,865,002	(96,994)
Investment Income	(100,000)	(15,890)	(13,099)	2,791
RCCO	130,000	21,667	21,667	-
Use of Balances	17,310	-	-	-
Financing Adjustment	(868,350)	(144,725)	(144,725)	-
Net Expenditure	9,932,420	1,823,046	1,728,844	(94,202)

Agenda Item No 17

Resources Board

5 July 2010

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

**Housing Revenue Account
Budgetary Control Report 2010/2011
Period Ended 31 May 2010**

1 Summary

- 1.1 The report covers total Housing Revenue Account revenue expenditure and income for the period from 1 April to 31 May 2010.

Recommendation to the Board

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

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Report

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

4 Overall Position

- 4.1 The Housing Revenue Account includes all costs and income relating to the letting and management of the Council's Housing Stock, and this has to be kept separate from General Fund expenditure. The actual position for the HRA for the period ended 31 May 2010 is a surplus of £247,741, compared with a forecast surplus position for the period of £242,310. Where possible, the forecast position has been profiled to reflect seasonal variations in expenditure and income, in order to give a better comparison with actual figures. The actual position is a favourable variance of £5,431 on the forecast position. Appendix A to this report provides details of the profiled and actual position for expenditure and income incurred by the HRA, and an explanation of significant variations are given in more detail below.

...

5 **Supervision and Management – General**

5.1 There has been lower spending on legal action and court costs to date.

6 **Dwelling rental income**

6.1 Rental income is higher than expected due to a lower level of voids than was included in the budget. The actual rate is 0.9% against a budgeted rate of 1%. One council house sale was included in the budget at this point, however none have been sold to date.

7 **Garage Rents**

7.1 Rental income is lower than expected.

8 **Housing Direct Works**

8.1 As at the end of May there is a surplus on Housing Direct Works of £10,587, compared with a forecast surplus position of £3,431. The account balance fluctuates throughout the year depending on workloads and invoice payments. It is expected that the surplus will continue to the end of the financial year. Appendix B to this report provides the profiled and actual expenditure of Housing Direct Works in more detail.

8.2 The under-spend on employee costs reflects the lower number of directly employed staff utilised to date (27 employees), compared with the budget for day-to-day repairs (28 employees). The decrease in supplies and services has occurred due to a lower use of scaffolding to date. Transport costs have decreased mainly due to lower maintenance costs and lower fuel prices. Income is behind the profile as less jobs have been completed than expected in the period.

9 **Housing Repairs Fund**

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

9.2 The balance on the Fund at the start of the year amounted to £176,121. The balance can be used to cover timing issues between years. In 2010/11 the contribution to the fund is £2,397,400. Any over-spend in the repairs fund would impact on the use of Housing Revenue Account balances if it exceeded the balance on the fund and the contribution in the year. The position on the Fund at the end of May is shown in Appendix C, and is showing an over-spend to date, including the current surplus of Housing Direct Works.

10 **Risks to the Budget**

10.1 The key risks to the budgetary position of the Housing Revenue Account in 2010/11 include:

- Rising tenant expectations, following extensive improvement works may increase the demand for repairs, which will need to be continuously monitored;
- Any reduction in the performance of Housing Direct Works will put pressure on the Council to use external contractors and therefore will impact on the level of expenditure.

11 Estimated Out-turn

- 11.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for the Council. Based upon currently available information, the Council is forecast to return a surplus on the HRA in 2010/11 of £7,160, as per the original Budget.
- 11.2 The estimated out-turn for the Repairs Fund remains the same as that included in the original budget.

12 Report Implications

12.1 Finance and Value for Money Implications

- 12.1.1 The Council is currently forecasting a contribution to the Housing Revenue Fund balance for the 2010/11 financial year of £7,160. Income and expenditure will continue to be closely managed and any issues that arise will be reported to this Board for comment.

12.2 Environment and Sustainability Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

HOUSING REVENUE ACCOUNT
Budgetary Control Report as at 31 May 2010

	Original Budget 2010/2011	Expected Spend 2010/2011	Actual Spend 2010/2011	Variance	Comments
EXPENDITURE					
Repairs and Maintenance	2,397,400	399,567	399,567	-	
Supervision and Management - General	1,097,040	164,833	161,917	(2,916)	Section 4.2
Supervision and Management - Special Services	390,470	68,893	67,827	(1,066)	
Provision for Bad Debts	20,000	3,333	3,333	-	
Transfer to CLG	3,331,970	333,197	333,197	-	
Depreciation and Impairment	1,985,680	330,947	330,947	-	
Total Expenditure	9,222,560	1,300,770	1,296,788	(3,982)	
INCOME					
Gross Rent Income from Dwellings	(8,892,090)	(1,482,015)	(1,485,444)	(3,429)	Section 4.3
Gross Rent Income from Non-Dwellings	(324,890)	(64,366)	(62,453)	1,913	Section 4.4
Charges for Services and Facilities	(85,870)	(8,887)	(8,820)	67	
Total Income	(9,302,850)	(1,555,268)	(1,556,717)	(1,449)	
NET COST OF SERVICES	(80,290)	(254,498)	(259,929)	(5,431)	
Amortised Premiums and Discounts	29,880	4,980	4,980	-	
Investment Income - Mortgages	(440)	(73)	(73)	-	
- Other	(26,790)	(4,465)	(4,465)	-	
NET OPERATING EXPENDITURE	(77,640)	(254,056)	(259,487)	(5,431)	
Revenue Contributions to Capital	392,000	65,333	65,333	-	
Transfer to/(from) Pensions Reserve	(67,700)	(11,283)	(11,283)	-	
Transfer to/(from) Major Repairs Reserve	(253,820)	(42,303)	(42,303)	-	
TOTAL (SURPLUS)/DEFICIT FOR THE YEAR	(7,160)	(242,310)	(247,741)	(5,431)	

APPENDIX B

HOUSING REVENUE ACCOUNT
HOUSING DIRECT WORKS
Budgetary Control Report as at 31 May 2010

	Original Budget 2010/2011	Expected Spend 2010/2011	Actual Spend 2010/2011	Variance
EXPENDITURE				
Employee Costs	876,710	159,894	152,125	(7,769)
Supplies and Services	673,290	123,173	112,880	(10,293)
Transport	87,740	15,145	11,056	(4,089)
Gross Expenditure	1,637,740	298,212	276,061	(22,151)
Total Income	(2,012,800)	(369,013)	(353,768)	15,245
Net Controllable Expenditure	(375,060)	(70,801)	(77,707)	(6,906)
Central Support	314,340	57,629	57,379	(250)
Capital Charges	53,130	9,741	9,741	-
NET EXPENDITURE	(7,590)	(3,431)	(10,587)	(7,156)

Appendix C

HOUSING REPAIRS FUND (to end of May 2010)

	£
Balance at 1 April 2010	176,121
Contribution 2010/11 (to May 2010)	398,692
Expected Use of Fund (to May 2010)	(466,314)
Balance at 31 May 2010	108,499

Agenda Item No 18

Resources Board

5 July 2010

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

**Collection Progress for Sundry
Debts 2009/10 and Prompt
Payment of Creditor Invoices, LPI 8**

1 Summary

- 1.1 The purpose of this report is to advise Members of the collection progress for Sundry Debts in 2009/10 and to highlight the performance of LPI 8, Prompt Payment of Creditor Invoices.

Recommendation to the Board

That Members consider the performance as set out in the report.

2 Report

2.1 Sundry Debt Collection

- 2.1.1 Sundry invoices are raised by the Finance and HR Division for debts other than Council Tax and Non-Domestic Rates. They cover a wide range of services, such as Trade Refuse, Cesspool Emptying, Works in Default, certain Leisure services and Housing Repairs. The majority of these debts are not statutory, which increases the difficulty in collection.

- 2.1.2 Payment of Sundry Debts is taken by various means: - cheque, bank standing order, credit and debit cards and by direct debit wherever it is appropriate. Direct debit rules do not allow payment by this means unless the service is of an on-going nature, such as industrial and shop rents, trade refuse and cesspool emptying, where is used very successfully.

2.2 Sundry Debt Collection Performance 2009/10

- 2.2.1 Invoices to the value of £2.537 million were raised during 2009/10, with a collection rate in the year of 95.8%. The amount of debt written off in the year was £10,645, which equates to 0.4% of the debt raised. This compares to £2.741 million raised in 2008/09, 94.5% collected and £9,707 written off (0.35%).

2.3 Prompt Payment of Creditor Invoices, LPI 8

2.3.1 Payment of Creditor invoices is also one of the responsibilities of this Division.

2.3.2 During the year 14,200 invoices were paid. This resulted in approximately 5,600 payments with 82% being paid by BACS.

2.3.3 For a number of years, the prompt payment of Creditor invoices was a BVPI. The indicator was defined as the percentage of invoices for commercial goods and services which were paid by the Authority within 30 days of the receipt of the invoice. Although no longer a BVPI, prompt payment of invoices is viewed as important by this Authority and the performance is therefore still measured as a local performance indicator. During 2009/10 the Authority achieved 98.23%- a considerable improvement on last year's performance of 94.39%.

2.3.4 During the year, some work has been done to try to reduce the number of actual payments being made, where suppliers send an individual invoice for each property being serviced. This trend will be continued where it results in savings in administration.

3 Report Implications

3.1 Finance and Value for Money Implications

3.1.1 Efficient collection of Sundry Debts will have a positive impact, resulting in maximising daily cash flow. This allows interest to be earned from short term investments or alternatively reduces the need to borrow.

3.1.2 The cumulative amount written off in 2009/10 was £10,645. The loss of income has been written back to the individual services.

3.2 Environment and Sustainability Implications

3.2.1 Prompt payment of Creditor invoices assists suppliers in maintaining their cash flow in the current difficult economic climate.

3.3 Links to Council's Priorities

3.3.1 Efficient invoice processing contributes towards making best use of our resources.

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

Agenda Item No 19

Resources Board

5 July 2010

Report of the Assistant Director (Finance and Human Resources)

Progress Report on Human Resources Issues

1 Summary

- 1.1 This report advises Members of progress against the Human Resources Strategy Action Plan, work being done by the Human Resources team, the sickness levels for the period of April 2009 to March 2010 and provides some further information on action taken in managing absence.

Recommendation to the Board

That the report be noted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

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

3 Report

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

4 Recruitment, Retention and Selection

- 4.1 The HR Manager drafted a Flexible Working Policy, which was agreed at Full Council on 18 November 2009. The HR Manager ran briefing sessions for managers and supervisors in November/December 2009. The policy was implemented from the start of January. There have been only minor issues around the wording on the timesheet and these have been resolved in consultation with the trade unions.
- 4.2 The revised recruitment application form has been tested. There are a few minor amendments to make following the testing. Once the Council's web provider has amended these the use of the form will be implemented.

- 4.3 There were a number of starters and leavers between April 2009 and March 2010. There were 32 leavers, including 5 employees who retired, 2 employees retired on ill health grounds, 1 death in service, 1 frustration of contract and 1 dismissal. There were 14 starters. This equates to a labour turnover of 7.12% for the whole year.
- 4.4 There were 3 apprentices recruited. One to fill a vacancy in the transport section and 2 into the new posts approved in housing direct works and housing management. The 2 new posts were recruited within the future jobs fund and attract a maximum of £13,000 funding.
- 4.5 As part of the strategy to recruit internally to posts the HR section lost 2 employees to other departments. This resulted in being without a HR Clerical Assistant for one month and a HR Support Officer for 4 months of the year. Where services have been reduced, for example in Leisure Services, the Council has managed to redeploy and avoided redundancy in all cases. Another example of redeployment is where an internal candidate was recruited to development control allowing the post being vacated to be frozen.

5 Pay and Benefits

- 5.1 In 2009/10, the HR Manager has started to undertake an Equal Pay Audit in partnership with the trade unions. This has not yet been completed.
- 5.2 As part of the HR Officer's study she has undertaken a research project on Pay and Reward within the Council during 2009/10. It is intended to review the findings and implement any recommendations where appropriate.

6 Learning, Training and Development

- 6.1 In the 2009/10 training year, Extended Management Team received a 360-degree appraisal. The existing competencies were reviewed and amended. The HR department completed the questionnaire and analysis in house and the feedback was provided by the West Midlands Leaders Board. It is intended that the HR Manager will get feedback from the Extended Management Team and amend if needed before rolling out to other managers in 2010/2011.
- 6.2 The learning and development arm of the Staffordshire Plus Project has continued to meet to share information, learning and training. The HR Manager is part of this group. Working in collaboration with the other Local Authorities in the group, the Council has continued to benefit from cost effective or free training. We have 6 employees doing management development, 3 at level 3 (supervisory), 2 at level 5 (middle management) and 1 at level 7 (senior management). The levels 3 and 5 are funded except for registration and at no cost to the Council. The level 7 is at a reduced price.

- 6.3 Appraisals were completed and managers are providing their training needs to HR to enable the Training and Development Plan for 2010/11 to be written and agreed by Management Team. Training plans for Divisions and individuals will then be distributed.
- 6.4 During 2009/10 training year, the Council planned in house courses, which were sourced using cost effective providers or using funding that was available. These include Health and Safety courses (e.g. Risk Assessment, Safety Audit and IOSH Managing Safely), IT courses, Fire Awareness and Corporate Induction programme.
- 6.5 The Council has signed up to the development of a business case for the Coventry and Warwickshire Learning and Development Academy partnership. The Assistant Director Finance and HR is a board member and the HR Manager is a member of the Learning and Development workstream. Although progress has been slow, some momentum is now being developed.
- 6.6 The Council has signed the West Midlands public services skills challenge skills pledge. It is a commitment to raising the minimum level of skills and competencies of our employees to improve the organisation's performance. The qualification audit has been completed and the results have been analysed. The HR section is running basic skills and NVQ courses in early 2010 to raise the minimum skills level across the Council. These courses are fully funded. We have 8 employees signed up for numeracy and 4 employees signed up for literacy. The NVQs running are Business Administration, Customer Service, IT, and Team Leader and we have 8 employees signed up to these.

7 Safety Management

- 7.1 An IOSH Managing Safely course was run and the basic Occupational Health and Safety Level 2 course has continued to run as a rolling program, with the aim of having all employees qualified to this standard. We did offer spare places to the Staffordshire Plus Group which reduced the cost to this Council.
- 7.2 Claire Barnes (HR Support Officer) started to undertake the NEBOSH qualification in January 2009 and successfully passed in August 2009. This has enabled her to provide support for managers in completing risk assessments and providing health and safety advice, where needed.
- 7.3 The HR Manager is a member of the Emotional Health in the Workplace Project Group which is dealing with delivering on this indicator in the Warwickshire Local Area Agreement (LAA). The LAA commenced on the 1 April 2007 and is a three-year plan. The Project Group secured funding for Stress Awareness training. The Council has hosted a number of these courses and had approximately 30 spaces for managers/supervisors to attend during 2009/10. The group is looking to run some more courses in 2010/11.

7.4 The Council participated in the European Health and Safety Week (19 – 23 October 2009) to raise awareness, focus on risk assessments and tidy up work areas.

7.5 The work planned on the HARRIET Health and Safety Assessment system has been delayed due to a lack of resources in the section.

8 Health and Absence Management

8.1 Summary of Sickness Absence 2009/10 April 2009 – March 2010

8.1.1 The number of recorded days sick for the period April 2009 to March 2010 was 3,703.69 days, equating to 10.50 days per full time employee (FTE). For the same period last year the number of recorded days sickness was 3,790.68 days with a FTE of 10.50 days per employee. Appendix A shows these figures by Division for both years, and also shows the split between long and short-term sickness.

8.1.2 The variations between the two years show that this year there has been an overall decrease of 86.99 days in sickness in 2009/10. The days per FTE remain the same at 10.50 days in 2008/09 and 2009/10.

8.1.3 Short-term sickness in 2009/10 has increased by 0.31 days per FTE, compared with the short-term sickness in 2008/09. Short-term sickness absence reports are sent to Assistant Directors on a monthly basis. HR also meet with the Assistant Directors on a bi-monthly basis to provide advice and to discuss what action they have taken within their Divisions. The aim of these reports and meetings is to increase managers' awareness of sickness absence within their Divisions, which should aid proactive and consistent management of absence issues and will contribute to a reduction in the short-term absence figures.

8.1.4 Long-term sickness in 2009/10 has decreased by 0.31 days per FTE, compared with the long term sickness in 2008/09. The long-term sickness absence is being managed either by getting staff back to work or them exiting the organisation either on ill-health retirement or by resignation. Those with significant long-term absence equates to 14 employees having lost a total of 1171.43 days per FTE. Three of these employees have now left the Authority and ten have successfully returned to work. There is currently 1 employee with significant long-term absence.

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

8.2 Ill Health Monitored Under the Attendance Management Policy

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

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

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

9 Human Resource Management Systems

9.1 The HR Section was under resourced in the beginning of 2009, due to long term sickness. From October 2009, the department was fully staffed. In January the team of 5 was reduced to 3 due to resignations of staff moving to other posts within the Authority. A redeployee was appointed to the Clerical Assistant's post at the end of January. The post of HR Support Officer was advertised and an appointment was made. The new employee didn't start until 24 May 2010. The new appointments have required considerable time from the HR Officer to ensure that they were inducted and trained into the roles.

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

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

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

10 Organisational Development

10.1 The Council retained its liP recognition following re-assessment in March 2009. The action plan produced following the assessment continues to be monitored by the Improving the Way We Work employee group.

- 10.2 The HR Officer and the Assistant Director participate in the Improving the Way We Work employee group that the Chief Executive has set up in order to improve the way we work and to look at areas for development and improvement with the Council.
- 10.3 It is good practice for organisations to have a workforce development plan in place. During 2008/09, the Council achieved its objective that all Divisions were to produce a workforce development plan. During 2009/10, the HR Manager collated all the Divisional plans into a strategic corporate document. An updated plan will be prepared from the Divisional workforce development plans for 2010/11.
- 10.4 HR and Payroll under the direction of the Assistant Director Finance and HR are working with Warwickshire County Council on shared services for payroll and HR. This was achieved for payroll in April 2009 and the work for HR is still ongoing.

11 **Employee Relations**

- 11.1 The HR team provides advice and support to managers on all HR issues. The HR Manager and the HR Officer provide support to managers and lead, where appropriate, on investigations, disciplinary, grievance, and capability relating to performance or attendance. There have been 8 investigations in the last quarter of 2009/10
- 11.2 The HR Manager and HR Officer also provide considerable support in the preparation for Appeals and Employment Tribunals. The Council had 1 case that went to appeal in March 2010, although no cases have yet been lodged with the Employment Tribunal.
- 11.3 In July 2008, the Council participated in The Times Best Councils Survey. It has been agreed to participate in this survey every 3 years as a benchmarking tool. In 2009/10, the HR Officer reviewed the current staff survey and included additional questions from the Best Councils Survey in order to be able to produce accurate comparison between the two surveys. The Staff Survey 2009 has been completed and the HR department have analysed the results and reported to management team.

12 **Equality and Diversity**

- 12.1 The Policy team are continuing to co-ordinate all staff and member training in awareness and understanding of their individual responsibility and that the Council's policies are equality impact assessed. Further training was carried out in January 2010.
- 12.2 The HR Manager is a member of the Equality Forum which has been established to oversee Equality and Diversity actions and promote good practice across the Council.

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

13 Report Implications

13.1 Finance and Value for Money Implications

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

13.2 Human Resources Implications

13.2.1 As detailed in the report.

13.3 Portfolio Holder, Shadow Portfolio Holder and Ward Members Consultation

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

13.4 Risk Management Implications

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

13.5 Environment and Sustainability Implications

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

13.6 Links to Council's Priorities

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

APPENDIX A

ALL SICKNESS

	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	14.36	17.57	169.79	195.47	11.82	11.13
Information & Procurement services	16.20	32.44	229.37	178.85	14.16	5.51
Environmental Health	50.13	7.76	272.66	130.45	5.44	16.81
Streetscape	68.63	61.12	1124.43	777.62	16.38	12.72
Leisure & Community Development	57.80	61.34	427.37	445.90	7.39	7.27
Revenues & Benefits	39.64	41.11	312.71	418.22	7.89	10.17
Finance & HR	19.95	16.85	47.01	246.68	2.36	14.64
Housing	62.65	95.98	1058.99	1177.81	16.90	12.27
Development Control	25.19	10.54	104.11	43.54	4.13	4.13
Internal Audit	4.49	1.98	27.24	34.15	6.07	17.25
Chief Exec	2.00	6.00	17.00	55.00	8.50	9.17
Total	361.04	352.69	3,790.68	3,703.69	10.50	10.50

SHORT TERM SICKNESS

	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	14.36	17.57	37.55	82.47	2.61	4.69
Information & Procurement services	16.20	32.44	103.37	178.85	6.38	5.51
Environmental Health	50.13	7.76	162.66	30.56	3.24	3.94
Streetscape	68.63	61.12	539.11	375.62	7.86	6.15
Leisure & Community Development	57.80	61.34	237.99	349.90	4.12	5.70
Revenues & Benefits	39.64	41.11	190.52	191.68	4.81	4.66
Finance & HR	19.95	16.85	47.01	21.68	2.36	1.29
Housing	62.65	95.98	381.99	590.00	6.10	6.15
Development Control	25.19	10.54	104.11	43.54	4.13	4.13
Internal Audit	4.49	1.98	27.24	34.15	6.07	17.25
Chief Exec	2.00	6.00	17.00	18.00	8.50	3.00
Total	361.04	352.69	1848.55	1916.45	5.12	5.43

LONG TERM SICKNESS

	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Division	FTE per Division	FTE per Division	Days Lost by FTE	Days Lost by FTE	Sickness per FTE	Sickness per FTE
Assistant Chief Exec	14.36	17.57	132.24	113.00	9.21	6.43
Information & Procurement services	16.20	32.44	126.00	0.00	7.78	0.00
Environmental Health	50.13	7.76	110.00	99.89	2.19	12.87
Streetscape	68.63	61.12	585.32	402.00	8.53	6.58
Leisure & Community Development	57.80	61.34	189.38	96.00	3.28	1.57
Revenues & Benefits	39.64	41.11	122.19	226.54	3.08	5.51
Finance & HR	19.95	16.85	0.00	225.00	0.00	13.35
Housing	62.65	95.98	677.00	587.81	10.81	6.12
Development Control	25.19	10.54	0.00	0.00	0.00	0.00
Internal Audit	4.49	1.98	0.00	0.00	0.00	0.00
Chief Exec	2.00	6.00	0.00	37.00	0.00	6.17
Total	361.04	352.69	1,942.13	1,787.24	5.38	5.07

Reasons for Sickness

APPENDIX B

Division	Anxiety / Dep	Back	Cancer	Chest	Cold	ENT/Eye	Flu	Geni-Urin	Heart	Hyperten	Musc	Neuro	Op & Post Op	Preg	Stom	Stress	Unknown	Total
Assistant Chief Exec	0.00	9.50	0.00	6.93	19.00	3.00	3.50	0.00	0.00	0.00	0.00	3.73	59.00	0.00	1.46	84.00	5.35	195.47
Information & Procurement services	0.00	18.00	0.00	0.00	48.50	4.00	31.35	0.00	0.00	0.00	8.00	28.00	6.00	0.00	32.00	3.00	0.00	178.85
Environmental Health	99.89	5.00	0.00	0.00	15.60	0.00	0.00	1.00	0.00	0.00	1.60	2.00	0.00	0.00	5.36	0.00	0.00	130.45
Streetscape	12.00	64.00	70.00	43.70	18.81	40.43	16.35	0.00	13.00	0.00	237.43	5.82	90.00	6.00	73.03	9.00	78.05	777.62
Leisure & Community Development	0.00	4.69	0.00	24.08	19.76	31.59	31.13	5.50	0.00	0.00	111.99	8.63	104.80	0.70	57.47	15.49	30.07	445.90
Revenues & Benefits	118.54	0.00	0.00	12.43	4.14	22.43	43.09	2.62	0.00	0.00	21.62	1.59	82.24	1.62	34.89	38.36	34.65	418.22
Finance & HR	0.00	2.00	0.00	0.00	13.00	0.00	0.00	0.00	0.00	0.00	0.00	227.00	0.00	0.00	2.68	0.00	2.00	246.68
Housing	157.00	67.95	23.00	44.50	48.00	16.35	99.59	23.00	98.00	17.00	167.81	73.15	176.81	0.00	81.65	65.00	19.00	1,177.81
Development Control	0.00	15.00	0.00	4.00	2.54	0.00	4.00	0.00	0.00	0.00	0.00	3.00	0.00	6.00	9.00	0.00	0.00	43.54
Internal Audit	0.00	0.00	0.00	10.00	3.00	0.00	5.00	0.00	0.00	0.00	12.65	0.00	0.00	0.00	3.00	0.00	0.50	34.15
Chief Exec	0.00	0.00	0.00	3.00	6.00	0.00	3.00	0.00	0.00	0.00	37.00	4.00	0.00	0.00	2.00	0.00	0.00	55.00
	387.43	186.14	93.00	148.64	198.35	117.80	237.01	32.12	111.00	17.00	598.10	356.92	518.85	14.32	302.54	214.85	169.62	3,703.69

Sickness Code

Description

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