



7 February 2018

Dear Sir/Madam

A meeting of the Finance and Resources Committee will be held on Thursday 15 February 2018 in the New Council Chamber, Town Hall, Beeston commencing at 7.00pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors:	S A Bagshaw	P Lally
	T P Brindley (Vice Chair)	G Marshall
	S J Carr	P J Owen
	E Cubley	P D Simpson (Chair)
	S Easom	A W G A Stockwell

A G E N D A

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

3. MINUTES

PAGES 1 - 6

The Committee is asked to confirm as a correct record the minutes of the meeting held on 8 January 2018.

4. REFERENCES

- 4.1 Jobs and Economy Committee
16 January 2018
Business Growth Plan

An additional £20,000 is requested in the budgets for each of the next two financial years to assist in the work of the Greater Nottingham Joint Planning Advisory Board to review the Aligned Core Strategy which is due to commence in 2018.

RECOMMENDED that a sum of £20,000 be included in the 2018/19 and 2019/20 revenue budgets to meet the cost of contributing to the work of the Greater Nottingham Joint Planning Advisory Board on reviewing the Aligned Core Strategy.

The report is circulated separately with the agenda.

- 4.2 Leisure and Environment Committee
24 January 2018
Leyton Crescent Recreation Ground – Funding Award

The Committee were advised of the Council's success in securing additional funding for work at the Leyton Crescent Recreation Ground play area in Beeston Rylands. In partnership with the Beeston Rylands Community Action Team, an application was submitted to the Nottinghamshire County Council "Supporting Local Communities" fund for a contribution towards work at this site and £16,000 was awarded. Using the £16,000 as match funding a £50,000 bid was made in August 2017 to Waste Recycling Environmental (WREN). A condition of the £50,000 award from WREN is that the Council would be required to provide £5,312.87 as a "contributing third party payment" to WREN. United Living, the Council's housing modernisation partner, have agreed to provide the funding for this.

RECOMMENDED to the Finance and Resources Committee that a supplementary capital estimate of £50,000 for the provision of new play equipment in the play area at Leyton Crescent Recreation Ground, Beeston Rylands be approved with funding provided by WREN.

The report is circulated separately with the agenda.

- 4.3 Policy and Performance Committee
6 February 2018
Water Safety Review

RECOMMENDED to the Finance and Resources Committee that £33,700 allocated in the 2018/19 capital programme for remedial measures to enhance the safety of watercourses that the Council has a responsibility for.

The report is circulated separately with the agenda.

5. REFERENCE: BUSINESS PLANS AND FINANCIAL ESTIMATES 2018/19-2020/21 – LEISURE AND ENVIRONMENT PAGE 7

To consider the proposals for the Leisure and Environment detailed revenue budget estimates for 2018/19, capital programme for 2018/19 to 2020/21 and proposed fees and charges for 2018/19 in respect of the Council's priority areas.

6. BUSINESS PLANS AND FINANCIAL ESTIMATES 2018/19 – 2020/21 PAGES 8 - 67

To consider the proposals for business plans, detailed revenue budget estimates for 2018/19, capital programme for 2018/19 to 2020/21 and proposed fees and charges for 2018/19 in respect of the Council's priority areas.

7. BUDGET PROPOSALS AND ASSOCIATED STRATEGIES PAGES 68 - 138

To recommend to Council the capital and revenue budget proposals, together with the prudential indicators, treasury management strategy, investment strategy and general fund medium term financial strategy and to approve the delivery plans.

8. LOCAL LOTTERY PAGES 139 - 147

To request that the Committee give consideration to the Council establishing a local lottery which will increase the amount of funding available to local good causes.

9. NEW HOMES BONUS PROVISIONAL ALLOCATIONS 2018/19 PAGES 148 - 149

To provide details of Broxtowe's provisional New Homes Bonus (NHB) allocation for 2018/19 together with the allocations for other Nottinghamshire local authorities, the allocations received in previous years and comparative figures for another local authority.

10. CAPITAL PROGRAMME 2017/18 UPDATE PAGES 150 - 157

To report upon capital expenditure incurred in 2017/18 up to 31 December 2017 along with the planned financing of the 2017/18 capital programme and to seek approval for a number of capital budget variations in the current financial year.

11. SECTION 106 ITPS ALLOCATIONS PAGES 158 - 161

To update Committee with progress on the outstanding ITPS schemes and to recommend the addition of an additional scheme.

12. RENT ARREARS 2017/18 PAGES 162 - 165
- To inform the Committee of the current position with regard to the rent arrears in relation to Council owned property.
13. UNIVERSAL CREDIT PAGES 166 - 170
- To inform the Committee of the current position with regard to Universal Credit roll out in Broxtowe.
14. GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS, CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORT, THE ARTS AND DISABILITY MATTERS 2017/18 PAGES 171 - 187
- To consider requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy.
15. COMPLAINTS REPORT PAGES 188 - 192
- To provide members with a summary of and the length of time taken to acknowledge complaints made against the Council.
16. PAY AWARD AND REVIEW OF ALLOWANCES PAGES 193 - 194
- To advise the Committee of the recommendations of the Independent Remuneration Panel regarding the application of the proposed pay award for 2017/18 to allowance rates for members.
17. MEMBER ALLOWANCES PAGES 195 - 198
- To advise the Committee of the recommendations of the Independent Remuneration Panel regarding the level of allowances payable to members.
18. WORK PROGRAMME PAGE 199
- To consider items for inclusion in the Work Programme for future meetings.
19. EXCLUSION OF PUBLIC AND PRESS
- The Committee is asked to RESOLVE that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3, 5, 7 and 12 of Schedule 12A of the Act.**

20. IRRECOVERABLE ARREARS PAGES 200 - 236
21. EMPLOYEE SAVINGS – GENERAL FUND REVENUE
BUDGET 2018/19 PAGES 237 - 245

FINANCE AND RESOURCES COMMITTEE

8 JANUARY 2018

Present: Councillor P D Simpson, Chair

Councillors: S A Bagshaw
S J Carr
E Cubley
S Easom
D A Elliott (substitute)
R Jackson
P Lally
W J Longdon (substitute)
G Marshall
P J Owen
A W G A Stockwell

Apologies for absence were received from Councillors T P Brindley and M Radulovic MBE.

43. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

44. **MINUTES**

The minutes of the meeting held on 30 November 2017 were confirmed and signed.

45. **REFERENCES**

45.1 Leisure and Environment Committee 7 December 2017 **Colliers Wood – Activity Space**

The Committee was advised of the success in receiving external funding towards the cost of creating an activity space at Colliers Wood. The Friends of Colliers Wood Group had been actively fundraising towards the project and had collected £3,700. Using this sum as match funding, along with a contribution of £6,000 from Caunton Engineering, the Council made a bid to Waste Recycling Environmental Ltd (WREN) for financial assistance. A condition of the award from WREN was that the Council would be required to find 10.75% of this sum as a contributing third party payment and this would come from the Open Spaces revenue budget.

RESOLVED that a supplementary capital estimate of £13,800 be approved to create an activity space at Colliers Wood with funding of £3,700 from the Friends of Colliers Wood Group and £10,100 from WREN.

45.2 Leisure and Environment Committee

7 December 2017

Play Area and Parks/Open space Improvements 2018/19 and 2019.20

The Committee considered works to improve the play areas and parks/open spaces in the borough during the financial years 2018/19 and 2019/20. The Council's Play Strategy 2017-2025 detailed a series of improvement works in the play areas and associated facilities that had been proposed following consultation with local children and the relevant town and parish councils. It was noted that the works proposed in the Play Strategy are not funded within the capital programme.

RESOLVED that £250,000 be allocated in the 2018/19 capital programme and £250,000 in the 2019/20 capital programme for improvements to play areas and parks/open spaces.

Councillor S J Carr requested that it be recorded that he had voted in favour of the recommendation.

45.2 Leisure and Environment Committee

7 December 2017

Garden Waste Subscription Charges for 2018/19

The Committee received a report on Garden Waste Subscription Charges for 2018/19. An income target of £591,000 was set for the 2017/18 subscription period. 19,158 properties had subscribed to the 2017/18 service, generating an income of £621,000. It was proposed that the price for the first bin is increased to £32 and the price for additional bins is increased to £14. The price increases and changes in collection frequency would ensure that the provision of the garden waste collection service was in line with neighbouring authorities.

RESOLVED that:

- 1. The price for the first bin for 2018/19 be increased to £32.**
- 2. The price for the additional bins for 2018/19 be increased to £14.**

46. BUDGET CONSULTATION 2018/19

The Committee noted the results of the budget 2018/19 consultation exercise that took place during October and November 2017.

The following comments were amongst those noted:

- The number of citizens taking part in the consultation exercise under the age of 30 years was abysmal and was considered to skew the consultation outcomes.
- The participation in the consultation of 500 residents out of a population in excess of 100,000 was disappointing.
- There needed to be something broader than looking at engagement with young people since residents in the north of the Borough were not responding.

A proposal was put to the meeting by Councillor S J Carr that a member working group be formed by the Committee to consider ways of engaging under 30s in the Borough with the consultation exercise. The proposal was not seconded.

47. COUNCIL TAX BASE 2018/19

The Committee considered the Council Tax Base for the year 2018/19. It was suggested that “Beeston Area” was not an appropriate name for the Special Expenses Area as the area covers Bramcote, Chilwell and Toton as well as Beeston.

RESOLVED that based on the number of band D equivalent properties and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, Broxtowe Borough Council calculates its Council Tax Base for the year 2018/19 as follows:

1. For the whole of its area 33,448.29.
2. In respect of Parish Precepts and Special Expenses for those parts of its area mentioned in the table below, the amounts specified therein –

<u>Part of Council's Area</u>	<u>Area Council Tax Base</u>
Awsworth	614.08
Brinsley	688.93
Cossall	209.52
Eastwood	2,725.54
Greasley	3,673.87
Kimberley	1,772.69
Nuthall	2,260.64
Stapleford	4,021.34
Strelley	181.28
Trowell	810.14
 <u>Special Expenses Area</u>	
Beeston Area	16,490.26

48. LOCAL COUNCIL TAX SUPPORT SCHEME 2018/19

The Committee considered arrangements to operate in 2018/19 in respect of the Local Council Tax Support Scheme.

RESOLVED that it be RECOMMENDED to Council that the current LCTSS remains in place for 2018/19.

49. PARKING AND CCTV/SECURITY SERVICES – APPRENTICE POST

Members considered the proposal to recruit a two year fixed term apprentice in the Parking and CCTV/Security Services section.

The following comment was amongst those made by members:

In response to a question regarding the type of benefits, training, qualifications and progression opportunities for a potential apprentice officers advised that the successful candidate for the apprentice post would secure an appropriate qualification for entry into security, parking and traffic management or the CCTV industry.

It was noted that the appointment of an apprentice would enable the CCTV Manager to concentrate on higher level duties.

RESOLVED that a two year fixed term apprentice be recruited in the Parking and CCTV/Security Services section.

50. TOUR OF BRITAIN – NOTTINGHAMSHIRE LEG: SEPTEMBER 2018

The Committee considered the proposal to contribute to the costs associated with bringing the Nottinghamshire leg of the 2018 Tour of Britain to Broxtowe, should Broxtowe feature on the 2018 route.

RESOLVED that provision of £5,000 be made in the 2018/19 budget to assist with meeting the cost of funding the Tour of Britain if the Nottinghamshire leg comes to Broxtowe.

51. FOOD HYGIENE TECHNICAL OFFICER

Members considered the proposal to recruit a Food Hygiene Technical Officer in the Environmental Health team of the Public Protection division to enable inspections to be carried out of all food premises..

It was noted that the majority of the backlog of inspections related to low risk premises. The backlog of the higher risk premises had been completed by the external contractor.

Members were concerned as to whether or not one additional post would be sufficient to prevent a further backlog occurring and requested that quarterly updating reports be submitted to future meetings of this Committee, as well as the Community Safety Committee.

RESOLVED that:

- 1. A Food Hygiene Technical Officer (or an Environmental Health Officer (or an Environmental Health Officer if a Food Hygiene Technical Officer cannot be recruited) be appointed in the Environmental Health section.**
- 2. Quarterly update reports be submitted to this Committee and the Community Safety Committee.**

52. COMPLAINTS REPORT

The Committee noted the summary of and the length of time taken to acknowledge complaints made against the Council.

Members queried progress on the acknowledgement of complaints within the three day target and also in dealing with complaints generally. It was stated that the complaints officer had emailed all departments pursuant to the previous meeting to remind them of members' concerns. It was also stated that the latest Service Plan figures would demonstrate an improvement in response times. A question was asked regarding Quarter 3 figures. Officers confirmed that these would be reported to the next meeting of the Committee.

53. WORK PROGRAMME

The Committee considered items for inclusion in its future Work Programme

RESOLVED that the Work Programme be approved with the addition of an update report on complaints..

54. EXCLUSION OF PUBLIC AND PRESS

RESOLVED that, under Section 100A of the Local Government Act, 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.

55. REPLACEMENT CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

RESOLVED that the contract for the supply and maintenance of a CRM system be placed with Meritec Ltd.

Joint Report of the Chief Executive, Deputy Chief Executive and Interim Strategic Director**REFERENCE: BUSINESS PLANS AND FINANCIAL ESTIMATES
2018/19-2020/21 – LEISURE AND ENVIRONMENT**1. Purpose of report

To consider the proposals for the Leisure and Environment detailed revenue budget estimates for 2018/19, capital programme for 2018/19 to 2020/21 and proposed fees and charges for 2018/19 in respect of the Council's priority areas.

2. Background

The Leisure and Environment Committee on 24 January 2018 considered the proposals for business plans, detailed revenue budget estimates for 2018/19, capital programme for 2018/19 to 2020/21 and proposed fees and charges for 2018/19.

The Committee raised concern over the large variance in budgetary figures from the previous year. It was noted that the recording system used by the Accounts Section had been updated which resulted in the movement of budgets to different areas which consequently produced varying budget figures. However, as the relevant officers were not available at the meeting to further explain the varying figures the Committee considered that it was not able to provide the necessary detailed scrutiny in order to approve the report.

The report submitted to the Committee is circulated separately with the agenda. It should be noted that the business plans were approved at the meeting and are therefore not included.

Recommendation

It is RECOMMENDED that the Finance and Resources Committee further consider the following and recommend to Council accordingly:

- a) The detailed revenue budget estimates for 2018/19 (base) including any revenue development submissions.**
- a) The capital programme for 2018/19 to 2020/21.**
- b) The fees and charges for 2018/19.**

Background papers

Nil

Joint Report of the Chief Executive, Interim Deputy Chief Executive and Interim Strategic Director**BUSINESS PLANS AND FINANCIAL ESTIMATES 2018/19 - 2020/21**1. Purpose of report

To consider the proposals for business plans, detailed revenue budget estimates for 2018/19, capital programme for 2018/19 to 2020/21 and proposed fees and charges for 2018/19 in respect of the Council's priority areas.

2. Detail

As part of the Council's performance management framework, the delivery and financial plans for the five corporate priority areas identified within the Corporate Plan 2016-20 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

Under the current constitution, financial and business planning is reported to each respective Committee which has primary responsibility for oversight of the relevant corporate priority area and related services.

For this Committee there is no single corporate priority. However business plans and financial estimates in respect of **Resources; Revenues, Benefits and Customer Services and ICT and Business Transformation**, and which support the Council's corporate priorities, fall to this Committee for consideration.

The proposed Business Plans are provided at appendices 3, 4 and 5 respectively. The revenue and capital budget proposals for the relevant service areas, together with the proposed fees and charges, are provided in appendices 2a to 2c.

Following consideration by each respective Committee, a summary of the estimates, including any changes recommended, will be presented to this Committee on 15 February 2018 for consideration and recommendation to Full Council on 26 February 2018. This summary report is elsewhere on this agenda.

Recommendation

The Committee is asked to RESOLVE that the attached Business Plans be approved; and to RECOMMEND to Council that the following be approved:

- a) the detailed revenue budget estimates for 2018/19 (base) including any revenue development submissions;**
- b) the capital programme for 2018/19 to 2020/21;**
- c) the fees and charges for 2018/19.**

Background papers

Nil

APPENDIX 1**Introduction**

The Council's business and financial planning framework is one of identifying key service and spending pressures and prioritising resources accordingly, taking into account national and local priorities.

The targeted outcomes from these key issues and the anticipated impact on service performance are set out in business plans. These plans are combined with financial information, including proposals for reducing business costs and increasing income, to form the business plans for each priority area.

This report considers the detail in respect of the business plans covering ICT and Business Transformation; Revenues, Benefits and Customer Services; and Resources. The financial consequences of the business plans, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plans.

Within the business plans attached to this report, there are some key tasks which can be met from existing resources or which relate to policy preparation and are not therefore included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified, along with the financial impact in section 5 of the business plans.

There are also several key tasks where it is not appropriate to make financial provision at this stage. These include areas that are subject to external funding bids, partnership arrangements or where insufficient information exists at the present time. In addition, there are a number of capital schemes within the programme which are deemed to be 'awaiting funding' pending receipt of the necessary resources to complete them

All of these items will be the subject of further reports throughout 2018/19 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business plans

As part of the Council's performance management framework, it is the responsibility of each relevant Committee to consider business plans prior to recommendations being made to Council. The purpose of the plans is two-fold. Firstly, they establish the linkage between the Council's high-level objectives and the strategies and aims of the respective services, and secondly, they outline the services' proposals for meeting those aims and objectives.

This report deals with the ICT and Business Transformation; Revenues, Benefits and Customer Services; and Resources Business Plans and the associated budgets covering this priority area. The Council's corporate objectives and aims, as included in the Corporate Plan 2016-2020, are shown at appendix 1a to provide the

framework for consideration of the plans. The group of functions included within this report support all of the Council's corporate priorities.

Financial background

The revenue and capital budget proposals for the corporate priority and support service areas, together with proposed fees and charges, are shown in appendices 2a to 2c.

The revenue budgets show the 2017/18 revised estimate as of September 2017 and the 2018/19 base estimate for the areas encompassed by the relevant business plans. The 2018/19 base estimate figures generally reflect the same level of service as in the current year with a few exceptions.

The following are included in the 2018/19 base figures in this report:

- a) An allowance for certain inflationary pressures including the anticipated April 2018 pay award and cost of utilities. The allowances are guided by the best available information at the time.
- b) Anticipated additional income arising from the review of fees and charges.

The following are not included in the 2018/19 base figures in this report:

- a) The revenue effects of the 2018/19 capital programme including the cost of any new borrowing to support the capital programme. The Finance and Resources Committee will consider the base budget including this item on 15 February 2018.
- b) Any revenue developments for 2018/19.

A classification of revenue expenditure is included at appendix 1b for the guidance of members.

APPENDIX 1a

FRAMEWORK FOR BUSINESS PLANNING

The Council formally adopted the Corporate Plan 2016-2020 in March 2016. This is subject to annual review to ensure that it continues to reflect the aims and objectives of the Council.

OUR VISION

The Council's Vision is "**Broxtowe: a great place where people enjoy living, working and spending leisure time**".

OUR PRIORITIES

The Council's updated priorities have been updated have been developed within the context of national, regional and countywide plans and priorities with the aim being to align these with our own aspirations wherever possible.

The Council's priorities are:

- **Housing**
- **Business Growth**
- **Environment**
- **Health**
- **Community Safety**

Underpinning all of the above and all of the Council's work is a series of values which the Council has adopted, namely:

- **Integrity and professional competence**
- **A strong caring focus on the needs of communities**
- **Continuous improvement and delivering value for money**
- **Valuing employees and enabling the active involvement of everyone**
- **Innovation and readiness for change.**

OUR OBJECTIVES

Each priority area is underpinned by its strategic objectives. Each strategic objective has targeted outcomes against which progress can be monitored.

- **Housing – A good quality affordable home for all residents of Broxtowe**
 - Increase the rate of house building on brownfield sites (Ho1)
 - Become an excellent housing provider (Ho2)
 - Improve the quality and availability of the private rented stock to meet local housing need (Ho3)
- **Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres**

- Increase the number of new business starting in Broxtowe (BG1)
- Help our town centres to compete and attract more visitors (BG2)
- Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG3)

- **Environment – The environment in Broxtowe will be protected and enhanced for future generations**
 - Reduce litter and fly tipping to make Broxtowe cleaner (En1)
 - Maintain and improve the green infrastructure of Broxtowe (En2)
 - Increase recycling, composting, renewables and energy efficiency projects as resources allow and reduce residual waste (En3)

- **Health – People in Broxtowe enjoy longer, active and healthy lives**
 - Increase the number of people who have active lifestyles (He1)
 - Work with partners to improve the health of the local population (He2)
 - Reduce alcohol related harm in Broxtowe (He3)

- **Community Safety – Broxtowe will be a place where people feel safe and secure in their communities**
 - Reduce the amount of anti-social behaviour in Broxtowe (CS1)
 - Reduce domestic violence in Broxtowe (CS2)

APPENDIX 1b

REVENUE BUDGET 2018/19

CLASSIFICATION OF EXPENDITURE

The classification of expenditure shown in the revenue estimates is based on the C.I.P.F.A. Standard Accounting Classification. The following statement shows the type of expenditure charged to each heading:

EMPLOYEE EXPENSES	Salaries and Wages National Insurance Pensions
PREMISES RELATED EXPENSES	Repairs, Alterations and Maintenance of Buildings, Fixed Plant and Grounds Energy Costs Rents National Non-Domestic Rates Water Charges Fixtures and Fittings Cleaning & Domestic Supplies
TRANSPORT RELATED EXPENSES	Direct Transport Costs Recharge of Pooled Transport Costs Travelling Allowances
SUPPLIES AND SERVICES	Equipment, Furniture and Materials Clothing, Uniforms and Laundry Printing, Stationery and General Office Expenses Postages Telephones Insurances Grants and Subscriptions Miscellaneous Expenses
THIRD PARTY PAYMENTS	Other Local Authorities Private Contractors Charges from Trading Services
TRANSFER PAYMENTS	Housing and Council Tax Benefits
CENTRAL, DEPARTMENTAL AND TECHNICAL SUPPORT SERVICES	Administrative Buildings Expenses Central Departmental Support Departmental Administration
CAPITAL FINANCING COSTS	Operating Lease Charges Asset Register Charges

APPENDIX 2a

The change in the 2018/19 base budget for total net expenditure when compared with the 2017/18 revised estimate is primarily a consequence of the following items:

	Change (£)	
New Homes Bonus to be received from central government in 2018/19 is lower than in 2017/18.	248,250	
As stated above, the annual review of central support charges has resulted in some reallocations intended to better reflect the Council's management structure. These changes are balanced by opposite entries in the 2018/19 base budget for other committees.	55,150	
The 2018/19 base estimate includes an increased Minimum Revenue Provision charge in respect of the Council's General Fund borrowing in accordance with the Council's MRP policy.	59,350	
The 2018/19 base estimate includes the impact of a revenue contribution to the capital programme in respect of the Council's vehicle replacement programme.	518,500	
The 2017/18 revised estimate includes reversals of capital charges in respect of schemes in the 2017/18 capital programme. The 2018/19 base budget for such reversals presently refers to the reversal of depreciation charges on existing assets. This will be amended once the 2018/19 capital programme has been formally approved. These capital charges are notional figures required for accounting purposes and are matched with corresponding entries in the 2018/19 base budget for other committees.	1,379,600	
The net cost of the administration of housing benefits is included in the 2017/18 revised estimate for Housing – General Fund but has been included in the 2018/19 base budget for Finance and Resources. This is due to changes in external reporting requirements and in order to reduce the complexity of central support recharges. The change is balanced by changes to recharge expenditure in the 2018/19 base budget for other committees.	718,322	
Finance and Resources Portfolio - Revenue Budgets		
Cost Centre	2017/18 Revised Budget (as at Sept)	2018/19 Base Budget (as at December)
Employees	4,728,700	4,675,800
Premises	298,650	258,400
Transport	56,500	58,350
Supplies & Services	1,980,800	1,989,800
Transfer Payments	169,100	181,150
Third Party Payments	22,338,900	21,555,683
Central Support Recharges	3,474,150	3,671,900
Capital Charges	4,123,250	4,612,600
Income (including recharges)	(36,561,150)	(33,430,442)
	608,900	3,573,241

FINANCE AND RESOURCES CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)
					2018/19	2019/20	2020/21			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
				£	£	£	£	£	£	£
	<u>ICT AND BUSINESS TRANSFORMATION</u>									
1.	Replacement and Development Programme	Ongoing		220,000	40,000	90,000	90,000	0	0	0
2.	Technical Infrastructure Architecture	Apr 18	Mar 21	500,000	300,000	50,000	150,000	0	0	0
3.	E-Facilities Initiatives	Apr 18	Mar 21	120,000	40,000	40,000	40,000	2,150	2,150	2,150
				840,000	380,000	180,000	280,000	2,150	2,150	2,150
	<u>OTHER</u>									
4.	Beeston Square Redevelopment Works	Apr 18	Mar 21	9,400,000	2,265,000	5,700,000	1,900,000	0	0	0
	Fees			1,000,000	600,000	300,000	100,000	0	0	0
				10,865,000	2,865,000	6,000,000	2,000,000	0	0	0
5.	Water Safety Measures	Apr 18	Mar 19	33,700	33,700	0	0	0	0	0
6.	Commercial Strategy Works	Apr 18	Mar 19	45,000	45,000	0	0	0	0	0
	Capital Salaries			5,000	5,000	0	0	0	0	0
				50,000	50,000	0	0	0	0	0

FINANCE AND RESOURCES CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost				Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)
					2018/19	2019/20	2020/21			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
7.	<u>CAPITAL CONTINGENCY</u>	Ongoing								
	Works			150,000	50,000	50,000	50,000	0	0	0
	Capital Salaries			15,000	5,000	5,000	5,000	0	0	0
				165,000	55,000	55,000	55,000	0	0	0
	Finance and Resources Total			11,903,700	3,333,700	6,235,000	2,335,000	2,150	2,150	2,150

FINANCE AND RESOURCES CAPITAL PROGRAMME 2018/19Scheme
Number1. ICT Replacement programme (£40,000)

This budget provides for the replacement of PCs, laptops, servers, printers and scanners in accordance with the Council's planned ICT replacement programme. It also contains a small contingency to address minor developments such as a PC for a new employee or where there is a business case for providing additional ICT resource.

2. Technical Infrastructure Architecture (£300,000)

This budget provides for the replacement of key elements of the Council's technical infrastructure architecture. As core security and infrastructure technologies approach the end of their useful life they will no longer be supported, unless they are replaced, there is a risk of both equipment failure and the Council's security arrangements being compromised.

3. E-Facilities : Flexible Working Initiatives (£40,000)

This budget is for the replacement of the current website content management system with an open source solution and the replacement of the current in house planning enquiry facility with a third party supported planning portal. The former will enhance the Council's web presence with a responsive design and improved transaction capability whilst the latter will remove a single point of failure and replace it with a sustainable solution supported by a third party.

4. Beeston Square Redevelopment (£2,865,000)

This budget is for the redevelopment of Beeston Town Centre, on land commonly referred to as The Square Phase 2. This will enable the Council to act directly as developer for the cinema, and food and beverage elements of the scheme.

5. Water Safety Measures (£33,700)

This budget is for the provision of various water safety measures aimed at improving safety on watercourses owned and/or maintained by the Borough Council.

6. Commercial Strategy (£50,000)

This budget is to convert the three residential units in Beeston Square (owned by the Council) for use by start-up businesses. It is envisaged that once these businesses have become established that they move into other locations and the leave this space for other start-up businesses to move in.

7. Capital Contingency (£55,000)

This budget is intended to meet the cost of unforeseen General Fund capital items that may arise during the year.

RESOURCES – REVIEW OF FEES, CHARGES AND ALLOWANCES

All fees and charges are quoted exclusive of VAT, which will be added where applicable.

1. Fees for Local Land Charges/Enquiries

The existing and proposed fees are as follows:

	<u>Present</u> <u>2017/18</u> £	<u>Proposed</u> <u>2018/19</u> £
Land Charges Search/Standard Enquiries *	105.00	105.00
Additional enquiries (standard)	10.00	10.00
Additional enquiries (other)	15.00	15.00
Additional parcels	12.00	12.00

*The proposed figure for 2018/19 includes £26 payable to Nottinghamshire County Council in respect of questions answered by the County Council.

Since April 2017 VAT has been payable on CON29 information.

2. Use of Council Accommodation

i) Present

Accommodation	Weekdays per hour (up to 5pm) £	Weekdays per hour (after 5pm) £	Saturday per hour £	Daily Rate Weekdays Only (up to 5pm) £	Half Day Rate Weekdays Only £
Old Council Chamber	30.00	37.50	37.50	75.00	50.00
Committee Room	30.00	37.50	37.50	75.00	50.00
New Council Chamber	37.50	42.00	42.00	90.00	55.00

ii) Proposed

Accommodation	Weekdays per hour (up to 5pm) £	Weekdays per hour (after 5pm) £	Saturday per hour £	Daily Rate Weekdays Only (up to 5pm) £	Half Day Rate Weekdays Only £
Old Council Chamber	31.00	38.50	38.50	77.00	51.50
Committee Room	31.00	38.50	38.50	77.00	51.50

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New Council Chamber	38.50	43.00	43.00	92.50	56.50
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3. Summons Charges

In line with the majority of Nottinghamshire and Lincolnshire authorities, the Council levies a charge of £44 for a summons and £31 for a liability order.

4. Mortgage References

Each year the Council receives a small number of requests for references in connection with mortgage applications. A charge of £30 per enquiry was fixed with effect from 1 April 2018.

The increase in charges is anticipated to generate negligible additional income in 2018/19.

RESOURCES BUSINESS PLAN

This business plan details the projects and activity undertaken in support of the Council's Corporate Plan 2016 – 2020 priorities.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

The business plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken twice-yearly by the Finance and Resources Committee. The Cabinet also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.

The Council's Values are:

- Integrity and professional competence
- A strong caring focus on the needs of the communities
- Continuous improvement and delivering value for money
- Valuing employees and enabling the active involvement of everyone
- Innovation and readiness for change

The Council's Priorities and Objectives are:

Housing – A good quality affordable home for all residents of Broxtowe

- Increase the rate of house building on brownfield sites (Ho1)
- Become an excellent housing provider (Ho2)
- Improve the quality and availability of the private rented stock to meet local housing need (Ho3)

Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres

- Increase the number of new business starting in Broxtowe (BG1)
- Help our town centres to compete and attract more visitors (BG2)
- Complete the regeneration of Beeston town centre (BG3)

Environment – The environment in Broxtowe will be protected and enhanced for future generations

- Reduce litter and fly tipping to make Broxtowe cleaner (En1)
- Maintain and improve the green infrastructure of the Council (En2)
- Increase recycling, composting and renewable energy projects as resources allow (En3)

Health – People in Broxtowe enjoy longer, active and healthy lives

- Increase the number of people who have active lifestyles (He1)
- Work with partners to improve the health of the local population (He2)
- Reduce alcohol related harm in Broxtowe (He3)

Community Safety – Broxtowe will be a place where people feel safe and secure in their communities

- Reduce the amount of anti-social behaviour in Broxtowe (CS1)
- Reduce domestic violence in Broxtowe (CS2)

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Finance Services			
Medium Term Financial Strategy	Provides a three-year forecast of expenditure and income along with the use of reserves	Annually	Z Darr
Annual Budget Book	Sets out the Council's financial plans for the forthcoming year	Annually	P Underdown
Annual Statement of Accounts	Summarises the Council's finances at the end of each financial year	Annual	P Adcock
Housing Revenue Account (HRA) Business Plan	Provides a 30-year forecast of revenue and capital expenditure and income on the Council's landlord functions	Annually	P Adcock
Internal Audit Charter	Sets out the purpose, authority and responsibilities of internal audit	Annually	M Paine
Internal Audit Strategy and Annual Audit Plan	Provides a framework for reviewing the Council's control systems based on an assessment of risks within each system, with the plan detailing the audit activity for the forthcoming year	Annually	M Paine
Capital Strategy 2016-21	Sets out the approach to setting capital budgets and monitoring the programme	March 2021	Z Darr
Treasury Management Policy Statement	Provides the framework for undertaking all of the Council's treasury management activities	Annually	P Adcock
Treasury Management Strategy	Sets out the anticipated borrowing and investment activities for the forthcoming year	Annually	P Adcock
Investment Strategy	Ensures investment decisions fulfil pre-set criteria relating to security, liquidity and yield	Annually	P Adcock
Statement on Prudential Indicators	Sets parameters designed to ensure that borrowing activity is affordable	Annually	P Adcock
Risk Management Policy	Defines the Council's attitude to risk (Last updated June 2016)	March 2021	P Adcock
Risk Management Strategy	Sets the parameters within which risks will be managed and monitored (Last updated June 2016)	March 2021	P Adcock

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Finance Services (Continued)			
Strategic Risk Register	Identifies key strategic risks to the achievement of the Council's corporate priorities and objectives	Quarterly	P Adcock
Commissioning and Procurement Strategy	Provides a framework for the Council's approach to commissioning and procurement and ensures that these activities contribute to the Council's corporate priorities and objectives	July 2018	Z Darr M Paine
Legal Services			
Enforcement Protocol	The framework for the conduct of enforcement throughout the Council		B Langton N Dumville
Constitution	Outlines how the Council operates and relates to other bodies and the wider community		B Langton N Dumville
Information Sharing Protocol	Facilitate the sharing of information with Nottinghamshire Police		R Hyde
RIPA Strategy	Ensure proper conduct of investigations to acquire court evidence		B Langton N Dumville
Administrative Services			
Constitution	Outlines how the Council operates and relates to other bodies and the wider community		J Ward
Complaints Systems Service Standard	Provides standards and targets for the delivery of services	Annually	J Ward
Local Land Charges Service Standard	Provides standards and targets for the delivery of services	Annually	S Rodden
Electoral Services Service Standard	Provides standards and targets for the delivery of services	Annually	S Rodden
Human Resources			
People Strategy 2012-16	Strategic direction and actions for development and planning of skills and capacity to deliver services now and in the future	April 2018	Kevin Powell A Gidney
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees	Ongoing review	A Gidney
Human Resources (continued)			

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Single Status Conditions of Service	Comprehensive set of employment policies, practices and conditions of service for all employees	Ongoing review	A Gidney
Pay Policy	Sets out the Council's approach to remuneration, pay and conditions of employment	March 2018	K Commons
Learning and Development Policy	Policy, principles and procedure for the delivery of corporate training and development needs across the Council	December 2018	A Gidney
Equal Opportunities Policy	Statement of intent, responsibilities and actions in respect of equality and diversity for employees and services provided by the Council	September 2018	A Gidney
Equality and Diversity Policy	Outlines the Council's legal duties and sets out the corporate framework for work on equality and diversity.	September 2018	A Gidney
Council Property			
Asset Management Strategy	Guide the Council's future strategic property decisions and inform more detailed management plans relating to individual assets. Establishes strategic principles which will enable the Council to manage its assets more effectively and share its property strategies and accommodation needs with other organisations more easily.	March 2020	Z Darr M Kirk
Health and Safety			
Health and Safety Policy	Statement of intent, responsibilities and actions in respect of all health and safety issues	May 2018	S Newton
Health and Safety Codes of Practice	Provision of practical advice and guidance	Various dates	S Newton
Safe Systems of Work Procedures	Guidance on safe systems of work and best practice	Ongoing	S Newton

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas Covered by this Plan	Service Objectives
Finance Services	
Financial Management	Manage the Council's finances in an efficient manner such that the Council has sufficient financial resources to enable it to successfully implement its policies and plans
Accountancy Services	Prepare and monitor the Council's detailed financial plans and pay all creditors and collect all income due to the Council promptly
Internal Audit	A key component of the Council's governance framework to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight. Internal Audit provides independent and objective assurance to the Council on its operations; and adds value by assisting management in improving the delivery of the Council's objectives and operations through evaluating and challenging the effectiveness of risk management, control and governance processes
Treasury Management and Banking	Manage the Council's debt portfolio, investments and banking arrangements, manage the risks associated with these activities and pursue optimum performance consistent with these risks
Insurance and Risk Management	Identify, arrange and monitor insurance requirements and implement risk management initiatives which minimise the risk of injury or loss to customers, employees and other stakeholders and safeguard the Council's assets
Commissioning and Procurement	Improve the delivery and cost effectiveness of high quality services across the organisation through the promotion of effective, prudent and innovative commissioning and procurement practices
Grant Aid	Process applications for grant aid from voluntary organisations and individuals involved in sports or the arts
Legal Services	
Legal	Provide an experienced and high quality legal service to all departments in the Council, members, parish councillors and certain members of the public in order to assist in achieving the Council's five corporate objectives
Services to Parishes	Ensure that advice and assistance is available to parish councils in connection with complaints
Standards	Provide an effective monitoring officer service to the Council and to parish and town councils
Administrative Services	
Complaints	Co-ordinate and respond to formal complaints from members of the public.

Service Areas Covered by this Plan	Service Objectives
Administrative Services (Continued)	
Land Charges	<p>Maintain a register of Local Land Charges relating to all identifiable properties within the borough.</p> <p>Provide a comprehensive service to the public and to the conveyancing industry as to the provision of that information.</p>
Democratic Representation	<p>Provide a comprehensive committee administration service to Council, Committees and the public.</p> <p>Ensure compliance with the Council's constitution.</p>
Attendance at Committees	Support the decision making processes of the Authority.
Services to Parishes	Ensure that advice and assistance is available to parish councils.
Information Management (including Freedom of Information; Environmental Information Regulations; Re-Use of Public Sector Information; Information Assets and Transparency Code)	<p>Ensure that requests for information and re-use of information are dealt with in accordance with statutory deadlines.</p> <p>Ensure that the Council's Information Assets Register is up to date.</p> <p>Ensure that all information required to be published is on the Council's web site.</p>
Electoral Services	<p>Ensure that as many electors as possible are included in the Register of Electors.</p> <p>Ensure that facilities are available to enable all electors to vote.</p>
Human Resources	
Human Resources	To ensure that the Council complies with all relevant legislation and supports positive employment practices through the provision of advice, guidance and support on all aspects of HR service delivery relating to terms and conditions of employment, employment law and codes of practice in accordance with corporate aims and objectives.
Learning and Development	To increase learning across the organisation through the delivery of a wide range of corporate learning and development programmes and initiatives which enable employees to successfully deliver efficient and effective services.
Pay and Job Evaluation	To ensure that the Council is compliant with all Council and HMRC requirements. Management of corporate job evaluation system to maintain a fair and transparent pay and grading process.
Equalities	To ensure that the Council complies with equalities law and promotes equality and diversity through the delivery of a programme of initiatives which link to the aims of the Council's Equality and Diversity policy and framework and objectives.
Hate Crime Incidents	Ensure that all incidents are dealt with in accordance with the Council's Racist Incidents Policy

Service Areas Covered by this Plan	Service Objectives
Council Property	
Estates	Manage the Council's land and building assets in an efficient manner to ensure the operational assets are fit for purpose and that the potential for income is maximised.
Health and Safety	
Health and Safety	Promote a positive safety culture and encourage ownership of health and safety responsibilities at all levels by developing appropriate strategies, capturing and reviewing relevant data with a view to identifying improvements and providing advice and guidance where necessary.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
Finance Services				
FPData_01	Debtor invoices raised	5,107	4,983	
FPData_02	Creditor payments made	41,194	39,677	Payments made on behalf of Liberty Leisure are excluded.
FPData_03	Insurance claims received	54	63	
FPData_04	Long-term Debt at 31 March	£82.81m	£84.80m	
FPData_05	Investments at 31 March	£9.01m	£8.93m	
Legal Services				
LAData_11	Contracts completed	Data not available		
LAData_13	Council house sales completed	28	20	
LAData_14	Court cases dealt with in the Magistrates Court	19	15	
LAData_15	Court cases dealt with in the County Court	50	39	
LAData_21	No. of Standards Complaints received by Legal Services	-	-	NEW Indicator for 2017/18
LAData_22	No. of Standards Complaints investigated by Legal Services	-	-	NEW Indicator for 2017/18
LAData_23	No. of requests to issue Statutory Notices from Council Services	-	-	NEW Indicator for 2017/18
Administrative Services				
LAData_02	Land Charges searches processed	1,315	1,258	
LAData_03	Personal Land Charges searches processed	1,072	1,110	
LAData_07	Freedom of Information requests	707	770	
LAData_08	Complaints determined by Ombudsman	6	4	

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
Administrative Services (continued)				
LAData_10	Formal complaints handled internally	16	11	
LAData_20	Occasions when a meeting was cancelled as legal requirements have not been met	0	0	No meetings cancelled due to a summons not being issued or any other reason including inqoracy
Human Resources				
HRData_01	Average learning days per employee	2.38	3.69	The focus on increasing BLZ courses available has increased the learning days average
HRData_01a	Training sessions attended by members	178	36	2015/16 Year 1 of the Member Training Charter
HRData_02	Work experience placements provided	28	19	31 placements would have been met - 12 Applications not placed due to Departments unable to place them
HRData_05	Applications received for vacancies	1,151	569	14% decrease in recruitment. 64 jobs advertised
HRData_06	Applications received electronically	1,087	551	14% decrease in recruitment. 64 jobs advertised
HRData_07	Applications received in the post	64	18	14% decrease in recruitment. 64 jobs advertised
HRData08	Permanent appointments	60	37	14% decrease in recruitment. 64 jobs advertised
HRData_09	Permanent leavers	105	214	129 TUPE'd to Liberty Leisure 85 Permanent Leavers
HRData_10	Temporary appointments (excluding relief positions)	22	14	14% decrease in recruitment
HRData_18	ICT training sessions delivered internally	174	108	Focus on BLZ and Appraisals. No new Corporate Systems launched
HRData_19	ICT training sessions delivered externally	5	14	Newark & Sherwood – income generation
HRData_24	Apprentices in post as at 31 March	14	6	Apprenticeships came to an end
HRData_25	Broxtowe Learning Zone courses available	24	47	New Courses launched

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
Human Resources (Continued)				
HRData_26	Broxtowe Learning Zone courses completed	3,343	6,093	Since launch in November 2014 a cumulative total of 11,230 courses completed
HRData_16	Staff working beyond the age of 65	14	11	Leavers and retirements
HRData_21	Top 5% of earners who are women	30%	29%	BBC Gender Pay Gap 6.63%
HRData_22	Top 5% of earners from black and minority ethnic communities	0%	3.5%	This is a positive increase
HRData_23	Top 5% of earners with a disability	11.7%	12.5%	This is a positive increase
Council Property				
CPData_01	Commercially Let Industrial Units	60	73	
CPData_02	Property Assets excluding HRA	152	153	
CPData_03	Asset Value of Council Property excluding HRA	£25.4m	£30.8m	
Health and Safety				
H&SData_02	No. of accidents	43	41	
H&SData_03	No. of reportable accidents	8	6	

Critical Success Indicators (CSI)

Priority leaders should work corporately to **define the outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Critical Success Indicators (CSI)								
Invoices paid within 30 Days %	BVPI 8	99.2%	99.1%	99%	99%	99%	99%	P Adcock
Complaints determined by the Local Government/ Housing Ombudsman against the Council	LALocal_07	7	3	0	0	0	0	J Ward Indicator redefined from 2016/17 and target amended accordingly
Freedom of Information requests replied to within 20 working days %	LALocal_12	97.2%	95.3%	100%	100%	100%	100%	S Rodden
Working days lost due to sickness absence	BVPI 12	9.39	9.73	7.50	7.50	7.50	7.50	K Powell

Performance Indicators

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring purposes at a service level.

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Key Performance Indicators (KPI)								
Finance Services								
Invoices paid within 20 days	FPLocal_09	97.8%	97.4%	98%	98%	98%	98%	P Adcock
Sundry creditors paid by BACS %	FPLocal_01	87.3%	87.6%	90%	90%	90%	90%	P Underdown

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Finance Services (Continued)								
Sundry debtors raised in any one financial year paid in that year	FPLocal_02	88.5%	80.5%	90%	90%	90%	90%	P Underdown
Planned audits completed in year	FPLocal_03	92%	91%	90%	90%	90%	90%	M Paine
Legal Services								
Completed prosecutions in the Magistrates Court	LALocal_13	90%	87%	90%	90%	90%	90%	B Langton N Dumville
Statutory Notices issued as a result of requests from Council Services %	LALocal_14	-	-	-	-	-	-	B Langton N Dumville NEW Indicator for 2017/18
Administrative Services								
Individually registered electors in the borough	LALocal_08	82,204	84,621	86,000	86,500	87,000	87,500	S Rodden 84,621 registered electors as at 1/12/2017
Complaints acknowledged within 3 working days	LALocal_04	89%	82%	100%	100%	100%	100%	J Ward
Formal complaints dealt with internally	LALocal_06	20	11	15	15	15	15	J Ward
Human Resources								
Level of Equality Framework for Local Government to which the Council conforms	BVPI 21	Ach.	-	Ach.	Ach.	Exc.	Exc.	A Gidney Ach.=Achieving Exc.=Excellent
Employees declaring that they meet the Equality Act 2010 disability definition	BVPI 16a	8.08%	7.46%	10%	10%	10%	10%	A Gidney
Ethnic minority representation in the workplace	BVPI 17a	6.76%	7.04%	7.5%	8.0%	8.0%	8.0%	A Gidney

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Human Resources (Continued)								
Annual employee turnover	HRLocal_06	16.6%	16.3%	10%	10%	10%	10%	A Gidney
Employees qualified to NVQ Level 2 and above	HRLocal_07	84%	85%	87%	88%	89%	90%	A Gidney
Council Property								
Industrial Units vacant for more than 3 months	CPLocal_01	0.0%	0.5%	5%	5%	5%	5%	M Kirk
Industrial Unit tenants with rent arrears	CPLocal_02	0.0%	0.12%	3%	3%	3%	3%	M Kirk
Beeston Square Shops for more than 3 months %	CPLoal_05	n/a	13%	5%	0%	0%	0%	M Kirk NEW
Net rental Income (yield) from The Square, Beeston shops	CPLocal_06	n/a	£53k	£65k	£75k	£85k	£95k	J Delaney NEW (Annual PI)
Management Performance Indicators (MPI)								
Finance Services								
Achieve a 5% reduction in insurance claims when compared to the average annual number of claims in the last 5 years	FPLocal_06	54	63	68	65	62	59	M Paine
Closed claims over a three year period settled at nil cost to the Council	FPLocal_07	51.8%	54.2%	60%	60%	60%	60%	M Paine
Reduce the potential cost of outstanding claims when compared with the average year-end balance in the last 5 years	FPLocal_08	11.7%	(63.8%)	(5%)	(5%)	(5%)	(5%)	M Paine

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Administrative Services								
Challenges to the accuracy of the minutes	LALocal_09	4	4	0	0	0	0	J Ward
Human Resources								
Applications received from BME Groups	HRLocal_01	19.6%	21.4%	20%	20%	20%	21%	A Gidney
Appointments from BME Groups	HRLocal_02	17.8%	37.93%	12%	13%	14%	14%	A Gidney
Applications received from self-declared disabled people	HRLocal_03	4.1%	4.0%	8%	8%	8%	8%	A Gidney
Appointments from self-declared disabled applicants	HRLocal_04	6.4%	5.9%	7%	7%	7%	8%	A Gidney
Apprentice positions offered	JBGLocal_02	19	3	6	6	6	6	A Gidney
Work experience opportunities offered	JBGLocal_01	28	19	30	26	27	28	A Gidney

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2018/21

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
Finance Services					
FP1821_01	Produce final accounts by end of May	Accounts produced one month quicker than previously in preparation for new legislative requirement from 2017/18		P Adcock May 2018	Within existing budgets
FP1720_02	Participate in a countywide procurement exercise for merchant services (card processing)	Low cost service for merchant services in accordance with the Council's requirements	Potential for a joint tender exercise with other Notts authorities	P Adcock March 2019	Potential cost savings from a new contract estimated at £3,000 BBC costs analysis completed. Awaiting county wide tender.
FP1821_01	Complete migration to the new Bank Account Sort Codes	Communicate the requirement of the change to relevant stakeholders	Barclays Bank	P Adcock September 2020	Within existing resources
Legal Services					
LA1620_02	Reduce backlog of Legal Services Sundry Debtors caseload	Reducing the irrecoverable debts outstanding to enable focus on those with a realistic prospect of recovery		N Dumville April 2019	Progress made towards reducing back log in Q3 2016/17 after vacant post filled
LA1821_01	Purchase and implement Case Management System	Improve the management of cases and records.		N Dumville June 2018	£25,000 provided for in 2018/19 Capital Programme
LA1821_02	Progressing the completion of First Registration of Council owned Land	Achieve 100% registration of unregistered Council land	Land Registry	B Langton March 2019	May require additional resources

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
Administrative Services					
DEM1518_01	Implement committee management system	More efficient and effective production and distribution of agendas and improved website information	Joint procurement with Newark & Sherwood DC and Rushcliffe BC.	S Rodden June 2018	£15,000 in 2017/18 Capital Programme. Potential efficiencies of £11,000 arising.
DEM1518_02	Transfer of land charges function to Land Registry	Fully electronic register and successful transfer to Land Registry		S Rodden January 2020	Some of the land searches function will remain with the Council but no income will be received. The level of funding from the government to compensate is unknown at this stage
DEM1518_01	Community Governance Review	Revision of all parish boundaries so that existing anomalies are removed wherever possible		S Rodden December 2021	It is not anticipated that any additional resources will be required to support the review
Human Resources					
HR0912_01	Implement core abilities framework and PDR system across workforce within Broxtowe Learning Zone (BLZ)	Ensure the Council has highly developed employees who are competent to undertake their role and managers who can lead teams effectively in accordance with service/corporate objectives		A Gidney March 2019	Within existing budgets Completed 31/12/17 subject to ongoing review
HR1720_01	Introduce 20 new online Broxtowe Learning opportunities	Expand the range of opportunities to develop employee skills	Learning Pool	M Kaur March 2020	Within existing budgets

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
Human Resources (Continued)					
HR1417_03	Review payroll processes to include the introduction of e-forms and expand employee self-service system	Streamlining of processes, reduced paperwork and achievement of efficiencies for employees and managers		K Commons March 2018	£3,000 potential cost of Consultant requirement from service provider (Frontier)
HR1720_02	Review the Employee Induction Programme	Ensure staff are equipped with the knowledge they need to perform at a high level		R Hyde March 2018	Within existing budgets
HR1620_02	Review of People Strategy	New People Strategy for 2017-20 required		A Gidney April 2018	Within existing budgets
HR1620_03	Development of a new Apprenticeship Strategy	Identify future skills requirements and improve career progression opportunities		A Gidney April 2018	Within existing budgets
Council Property					
CP1620_01	Pursue tram compensation claim	Council is compensated for value of assets lost due to tram	FHP acting on Council's behalf	J Delaney No date determined	£285,000 received 2015/16. No further estimate available to date
CP1620_03	Implement the asset Management Plan 2016-21	Increased income from commercial assets and maximum efficiency for non-commercial assets	Tenant and Leaseholders	M Kirk April 2021	Potential for increase in commercial rents up to £40,000, with efficiencies of £50,000. Re-establish value of Beeston Square properties £150,000.
Health and Safety					
H&S1620_02	Completion of Health and Safety Action Plan			S Newton April 2019	Costs absorbed from existing budget Business as usual.

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Budget Implications/Efficiencies Generated	Budget £
Revenue Budgets 2018/19	
Add: Other Budget Implications	
Additional minimum revenue provision	59,350
Less: Efficiencies Generated	
Hybrid mail and post reductions	(8,000)
Introduction of e-agendas	(8,000)
Less: New business/increased income	
Increase in the distribution from Bramcote Crematorium	(120,000)
Net Change in Revenue Budgets 2018/19	(76,650)

Revenue Budgets 2019/20	
Add: Other Budget Implications	
Additional minimum revenue provision	173,625
Less: New business/increased income	
Reduction in the distribution from Bramcote Crematorium	30,000
Net Change in Revenue Budgets 2019/20	203,625

Revenue Budgets 2020/21	
Add: Other Budget Implications	
Increase in the distribution from Bramcote Crematorium	(30,000)
Net Change in Revenue Budgets 2020/21	(30,000)

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
Failure to obtain adequate resources to achieve service objectives	Yes – Risk 2	Regular updating of Medium Term Financial Strategy and pursuing actions within various strategies including Commissioning and Procurement Strategy, Capital Strategy and Asset Management Strategy
Failure of financial management and/or budgetary control	Yes - Risk 7	Production of monthly budgetary control reports (revenue/capital) plus reviews of systems and processes by Internal Audit
Not complying with domestic or European legislation	Yes – Risk 6	Interpreting and advising on the application of all new legislation and using external support (specialists, professional bodies, networks etc) where appropriate
Inability to attract or retain key individuals or groups of staff	Yes – Risk 20	Review reasons why staff are leaving and seek ways to minimise any impact. Collate and analyse additional data from those employees leaving the organisation.
High levels of sickness absence	Yes – Risk 18	Regular review of sickness absence levels at senior level ensuring Council processes are followed. Additional training provided through BLZ and review of Attendance Management Policy.
Natural disaster or deliberate act which affects major part of the authority	Yes – Risk 14	Reviewing, testing and updating various plans

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Finance Services				
FPLocal_01	Produce final accounts by end of May	Staff absences or other work demands impacting on ability to meet deadlines	6- Not complying with domestic or European legislation	Final accounts timetable to be re-written and tasks brought forward where possible

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Finance Services (Continued)				
FPLocal_02	Review costs of merchant services (card processing)	Joint procurement project with other Notts authorities does not proceed as anticipated	No	Monitor progress via Nottinghamshire Procurement Forum
FP1821_01	Complete migration to the new Bank Account Sort Codes	Staff absences or other work demands impacting on ability to meet deadlines	6- Not complying with domestic or European legislation	Regular review meetings with Barclays Bank
Administrative Services				
DEM 1518_01	Implementation of committee management system	Joint procurement does not result in reduced purchase cost. System does not deliver the anticipated benefits	No	Implementation plan including testing and training
DEM 1518_02	Transfer of land charges function to Land Registry	Funding from Government will not cover the loss of income	2 – Failure to obtain adequate resources to achieve service objectives	Include within Medium Term Financial Strategy
Human Resources				
HR0912_01	Implement core abilities framework and PDR system across workforce within Broxtowe Learning Zone (BLZ)	Failure to implement could impact on employees' ability to competently undertake their role and managers' ability to effectively lead in accordance with objectives	19 – Lack of skills and/or capacity to meet increasing initiatives and expectations	Ensure Learning and Development section is focussed on programme plan in order to achieve deadlines set.
HR1620_02	Implement new People Strategy	Failure to implement could impact on staff engagement levels and effectiveness of service delivery	17 – Corporate and/or political leadership adversely impacting upon service delivery	Ensure new strategy reflects corporate objectives and is communicated across the workforce.
HR1620_01	Review opportunities for shared HR working with other local authorities	Failure to review could result in efficiencies not being achieved	16 – Failure to maximise opportunities and recognise the risks in shared services arrangements	Ensure opportunities for collaboration are explored and considered at a senior level.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Council Property				
CP1620 _01	Pursue tram compensation claim	Failure to obtain compensation or pursuing claim takes prohibitive level of resources	2 – Failure to obtain adequate resources to achieve service objectives	Seek alternative funding proposals for capital programme

REVENUES, BENEFITS AND CUSTOMER SERVICES BUSINESS PLAN

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan 2016-2020 priorities.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken twice-yearly by the Finance and Resources Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

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- Integrity and professional competence
- A strong caring focus on the needs of the communities
- Continuous improvement and delivering value for money
- Valuing employees and enabling the active involvement of everyone
- Innovation and readiness for change

The Council's Priorities and Objectives are:

Housing – A good quality affordable home for all residents of Broxtowe

- Increase the rate of house building on brownfield sites (Ho1)
- Become an excellent housing provider (Ho2)
- Improve the quality and availability of the private rented stock to meet local housing need (Ho3)

Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres

- Increase the number of new business starting in Broxtowe (BG1)
- Help our town centres to compete and attract more visitors (BG2)
- Complete the regeneration of Beeston town centre (BG3)

Environment – The environment in Broxtowe will be protected and enhanced for future generations

- Reduce litter and fly tipping to make Broxtowe cleaner (En1)
- Maintain and improve the green infrastructure of the Council (En2)
- Increase recycling, composting and renewable energy projects as resources allow (En3)

Health – People in Broxtowe enjoy longer, active and healthy lives

- Increase the number of people who have active lifestyles (He1)
- Work with partners to improve the health of the local population (He2)
- Reduce alcohol related harm in Broxtowe (He3)

Community Safety – Broxtowe will be a place where people feel safe and secure in their communities

- Reduce the amount of anti-social behaviour in Broxtowe (CS1)
- Reduce domestic violence in Broxtowe (CS2)

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Corporate Debt Policy	Provides a statement of fairness and intent	On changes to relevant legislation	P Sudlow
Benefit Overpayments and Recovery Policy	Explains the service intentions when an overpayment of benefit has been made and the subsequent processes of recovery	On changes to relevant legislation	P Sudlow
Discretionary Rate Relief policy guidelines	Highlights the priorities for supporting business through discretionary rate relief and hardships relief. Provides guidance on the award of relief in the Enterprise Zone.	On changes to relevant legislation	P Sudlow
Local Council Tax Support Scheme	Sets out the rules governing the calculation and award of local council tax support.	Each year in September	P Sudlow
Council Tax Discretionary Discounts S13A Policy	Provides a set of guidelines for the creation of discretionary council tax discounts.	On changes to relevant legislation	P Sudlow
Service Level Agreement with Ashfield District Council	Sets out NNDR partnership agreement with Ashfield.	Reviewed five annually	P Sudlow
Customer Access Strategy	Summarise and set out the detail of the Customer Access Strategy.	September 2018	R Williams
Customer Services Training Strategy	Set out the Department's vision for maintaining and enhancing the skills and capabilities of staff.	Reviewed regularly	R Williams
Pre-eviction protocol for rent arrears	Ensures that the Council is able to properly collect rent in an efficient and effective way and discharge its legal duties while doing so	January 2018	P Sudlow
Counter-fraud policy documents	Sets out the Council's approach to protecting its assets from fraud.	On changes to relevant legislation	M Paine

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas Covered by this Plan	Service Objectives
Revenues	
Revenue Collection	<p>Billing, collection and recovery of all the Council's locally raised revenues - Council Tax, Non Domestic Rates, Council Housing Rents and Sundry Debts.</p> <p>Work in partnership with Housing Officers to support tenancy sustainment while ensuring timely recovery of all rents due.</p> <p>Accurate and timely completion of the key government and pool returns: NNDR, CTB and QRC.</p> <p>Provide accurate financial and statistical data to the Council and Government.</p> <p>Canvass, inspect and process correspondence to maintain accurate records to support accurate and timely billing and recovery processes.</p>
Benefits	
Benefits	<p>Assessing and paying Housing Benefit and Council Tax Support (CTS) in an accurate and timely manner.</p> <p>Provide benefit advice to members of the public.</p> <p>Calculating Housing benefit and CTS overpayments.</p> <p>Accurate and timely completion of the relevant Housing Benefit subsidy returns.</p> <p>Lead the Council's approach to welfare reform providing information training and technical briefings to members and senior management.</p> <p>Provide the single point of contact for liaison with the DWP's single fraud investigation service.</p>
Quality and Control	
Quality and Control	<p>Bill, collect and recover all Sundry Debts owed to the Council.</p> <p>Manage the claim and assessment process for Discretionary Housing Payments (DHP).</p> <p>Prepare and represent the council at Appeal Tribunals and DHP member panels.</p> <p>Provide key relevant financial reconciliations.</p>

Customer Services

Customer Services

Be the Council's first point of contact for face-to-face and telephone contact

The provision of effective customer access channels, with emphasis on channel shift through automation and enabling of online self-service

The provision of inbound telephony services and face to face interviews for a range of high volume services

Improving the quality of transactions by increasing the percentage of enquiries answered at first point of contact, reducing queuing and average handling times and increasing the range of services provided.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
Revenues and Benefits				
FRData_01	Total revenues collected	£102.34m	£105.98m	
FRData_31	No. of court cases	2,946	2,856	Climate for revenue collection remains difficult
FRData_32	No. of evictions	4	13	Now distinct from abandonments
FRData_36	No. of NoSP's served	421	244	Under the previous the pre-eviction protocol, the number of NOSPs served reduced. A revised Rent Arrears Policy has recently been approved .
FBDData_01	Total Support/Benefit paid	£29.48m	£28.41m	This reduction is related to a reduction in Council tenant rents of 1% and the gradual introduction of Universal Credit
FBDData_03	No. of benefit claims received	3,899	3,705	With the roll out of Universal Credit, the Council expects to see this reduction continue
FBDData_11	No. of Changes of Circumstances received	40,696	37,572	With the roll out of Universal Credit, the Council expects to see this reduction continue
FBDData_07	No. of applications for DHP	307	335	The Council is proactively targeting customers that would benefit from Discretionary Housing Payments
FBDData_09	No. of appeals received	39	31	The number of appeals has not altered significantly from the previous year
Customer Services				
CSDData_01	Calls offered <i>(Total demand for calls, i.e. those answered and abandoned in both the Contact Centre and in the back offices).</i>	103,215	118,403	There was a significant increase in demand for the Council Tax, Housing Rents and Refuse collection services
CSDData_02	Calls handled <i>(Answered in the Contact Centre)</i>	78,923	81,809	Increase in calls handled in the Contact Centre as staffing levels improved

CSDData_06	Calls de-queued	18,802	29,056	The increase in overall demand led to more calls being de-queued to back offices.
CSDData_07	Calls de-queued abandoned	10,390	18,228	Capacity within some back offices fell so resources were not available to handle increased demand. However action has been taken to reduce abandonment levels.
CSDData_03	Calls abandoned (Abandoned in the Contact Centre)	5,490	7,538	The number of calls answered increased. However there were some vacancies within in the customer services team leading to increased abandonment rates.
CSDData_04	Average telephone handle time	8:05	8.25	Call handling times increased due to new staff undergoing training
CSDData_05	Average telephone speed of answer (seconds)	79	81	There was a marginal increase in answer times
CSDData_08	Face-to-face visits offered	6,070	5,330	The increase in phone calls was balanced by a decrease in face to face contact. Increased Customer Service Officer presence on reception resulted in fewer enquiries being passed through to the Contact Centre
CSDData_09	Average face-to-face handle time	21:30	24.31	Interview handling times increased due to new staff undergoing training
CSDData_10	Average face-to-face speed of answer	8:37	7:50	There was a marginal reduction in answer times

Critical Success Indicators (CSI)

Priority leaders should work corporately to **define the outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Critical Success Indicators (CSI)								
Council Tax collected in year %	BV9	98.4%	98.5%	98.3%	98.4%	98.4%	98.4%	The Council achieved its highest ever collection rate in 2016/17
Non-domestic rates collected in the year %	BV10	98.7%	98.7%	98.6%	98.7%	98.7%	98.7%	Performance is in line with target
Rent collected as a percentage of the rent owed	BV66a	98.1%	98.3%	98.9%	99.0%	99.0%	99.0%	Performance continued on an improved trend from 2015/16

Performance Indicators

Priority leaders have identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring purposes at a service level.

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Key Performance Indicators (KPI)								
Average time to process Benefit claims (days)	BV78a	18	14	14	14	14	13	Performance continues to improve reflected in the 2016/17 average of 14 days
Average time to process Benefit change of circumstances	BV78b	8.3	5.9	5	5	5	5	Performance continues to improve reflected in the 2016/17 average of 5.9 days
HB Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding	BV79b(ii)	27.4%	27.8%	28%	28%	29%	29%	Recovery remains a difficult area due to the nature of people's circumstances

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Calls handled	CS Data 02	78,923	81,809	85,000	84,000	80,000	78,000	Electronic transactions are to be encouraged over next three years
Overall abandonment rate	CSData_03	15.4%	21.8%	14.5%	14.0%	13.5%	13.0%	Expected increase in electronic transactions will help to reduce abandonment levels
Management Performance Indicators (MPI)								
CT payers paying by Direct Debit %	FRLocal_01	70%	70%	68%	69%	70%	70%	This continues to increase and is currently above 70%
CT written off as 'not collectable' as a proportion of the gross debit %	FRLocal_06	0.01%	0.24%	0.25%	0.25%	0.25%	0.25%	All possible recovery options attempted before writing off
NNDR written off as not collectable as a proportion of the gross debit %	FRLocal_07	0.92%	0.30%	0.5%	0.5%	0.5%	0.5%	All possible recovery options attempted before writing off
Housing tenants with more than 7 weeks of (gross) rent arrears as a percentage of the total number of council tenants	BV66b	3.24%	4.18%	2.5%	2.4%	2.3%	2.3%	A new Rent Arrears Policy approved at Housing Committee in January 2018 which will allow for earlier interventions
Housing Benefit Overpayments written off %	BV79Biii	5.11%	5.30%	5%	5%	5%	5%	All possible recovery options attempted before writing off
Recoverable HB Overpayments that are recovered during period %	BV79Bi	68.3%	79.8%	73%	74%	74%	74%	Performance will continue to be monitored in view of improvement
Outstanding sundry debtors at year end	FPLocal_10	£1.35m	£1.58m	£1.25m	£1.20m	£1.15m	£1.10m	Continued staff development and the greater utilisation of resources from the Quality and Control team are expected to produce an improvement in performance in this area

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Sundry debtors collected in year as a proportion of the annual debit	FPLocal_02	88.5%	80.5%	90%	90%	90%	90%	Continued staff development and the greater utilisation of resources from the Quality and Control team are expected to produce an improvement in performance in this area

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2018/21

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
RBCS 1620_01	Manage the introduction of Universal Credit (UC)	Transfer of working age HB claims to UC will be administered by the DWP	Other Council Departments, system suppliers and DWP	P Sudlow March 2020	No effect on benefit costs but subsidy income could fall by 40% by 2020/21
RBCS17-20_01	Develop a greater integrated Revenues and Benefits Department with Erewash BC	Integrated service where the Revenues and Benefits service, between the two Councils, is working together	Erewash BC	P Sudlow March 2018	Currently evaluating possibility of greater integration and the potential savings achievable
RBCS 1620_03	Replace the current CRM system (Meritec)	More effective system to record and refer customer contact.	Work with e-form supplier to develop new system.	R Williams August 2018	Cost of any new system should be offset by savings from the old system
RBCS 1620_05	Widen the use of e-forms	Aim for the public to self-serve, reducing costs to the Council	Work with e-form supplier to develop more self-serve forms	P Sudlow May 2018	This project will be looked at as a wider option with the Erewash Partnership and as a result will not be realised until further integration is achieved
RBCS 1620_06	Update the Council's face to face customer contact	Devise appropriate ways to handle visitors to the new reception in the council offices	Work with partners and other council departments.	R Williams March 2018	Implementation is partly dependent on progress of the New Ways of Working Project and the availability of finance to make physical changes to reception
RBCS 1620_08	Implement the pre- eviction protocol for rent areas and the actions arising from the KPMG report	Effective and appropriate rent collection systems in place which optimise income and tenancy sustainment	Rents and Housing	Z Darr P Sudlow L Price November 2018	Development of tenancy sustainment officer/debt management officer role - £50,000 within Housing Business Plan
HS15/20 - 43	Reduce rent arrears whilst planning for the introduction of Universal Credit	Reducing levels of rent arrears	Partnership between Housing, Rents, Benefits, DWP, CAB and voluntary sector	Z Darr P Sudlow L Price November 2018	Work is being conducted in this area to utilise resources wherever possible to reduce arrears.

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Budget Implications/Efficiencies Generated	Budget £
Revenue Budgets 2018/19	
Add: Other Budget Implications	
Less: Efficiencies Generated	
Revenues and Benefits	(17,900)
Customer Services	(25,550)
Less: New business/increased income	
Net Change in Revenue Budgets 2018/19	(43,550)

Revenue Budgets 2019/20	
Add: Other Budget Implications	
Less: Efficiencies Generated	
Less: New business/increased income	
Net Change in Revenue Budgets 2019/20	-

Revenue Budgets 2020/21	
Add: Other Budget Implications	
Less: Efficiencies Generated	
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Net Change in Revenue Budgets 2020/21	-

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
Failure to mitigate the impact of the Government's welfare reform agenda	Yes	See below
Failure to maximise opportunities and recognise the risks in shared services arrangements	Yes	See below
Corporate and/or political leadership adversely impacting upon service delivery	Yes	See below

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/ required to mitigate/ minimise the risk or threat
RBCS1	Universal Credit introduction	DWP will remove significant resources despite the Council still administering CTS and HB for pension age	15 – Failure to mitigate the impact of the Government's welfare reform agenda	Local Authorities must protect their interests to ensure sufficient employees and resources remain to provide service
RBCS1	Universal Credit introduction	Paying claimant direct will impact on rent and council tax collection.	15 – Failure to mitigate the impact of the Government's welfare reform agenda	More time, effort and money will have to be spent on collecting Council Tax and Housing Rents
RBCS2	Develop a shared service with a suitable partner LA	Savings and efficiencies are not optimised	16 - Failure to maximise opportunities and recognise the risks in shared services arrangements	A sound performance and financial management regime should ensure these materialise
RBCS4	Replace the current CRM system	Lack of resource to drive a large project.	21 - Failure to fully utilise investment in ICT infrastructure	Sound project management and senior buy in should ensure success

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/ required to mitigate/ minimise the risk or threat
RBCS6	Update the Council's face-to-face customer contact	New reception arrangements do not develop as planned or do not facilitate effective operation of customer services	No	Involvement of key stakeholders in development of reception area

ICT AND BUSINESS TRANSFORMATION BUSINESS PLAN

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1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Access Strategy	Determines the way in which the Council will use the appropriate access channels to enhance the provision of information and services to its citizens and businesses	December 2018	K Powell
Business Transformation Strategy	Determines the way the Council reviews, redesigns, and reshapes its services in order to deliver the strategic goals outlined	March 2018	R Sharma
ICT <i>at a glance</i> leaflets	Provides policy / service information about ICT Services in an easily digestible format.	Reviewed annually updated as necessary	R Sharma
ICT Business Continuity Plan	Outlines the procedures to enable the Council to recover the ICT service where a partial or complete loss of equipment has taken place	Reviewed / tested annually updated as necessary	R Sharma
ICT Services Strategies	These strategies are based on the ITIL principles including for example Change, Problem, Incident, Capacity, Availability, Continuity, and Service Management. They are emerging strategies that remain live and are adjusted as necessary to changing threat and risk levels.	Reviewed annually updated as necessary	A Morley
ICT Strategy	Determines the direction and timescales in which the Council will develop its ICT facilities	March 2018	R Sharma
ICT Security Guide	Describes security measures that are in place and the procedures to be followed to ensure the security of the ICT function	Reviewed annually updated as necessary	A Morley
ICT User Guide	Provides guidance to employees on the use of hardware, software, e-mail and web-based services, the provision of project management and development, and the use of the Service Desk facility	Reviewed annually updated as necessary	R Sharma
Policy Centre	Acts as a repository for all ICT and Information Security Policies	Reviewed annually updated as necessary	R Sharma

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Project Centre	Provides guidance and standard templates in support of effective project management for all Council projects.	Reviewed annually updated as necessary	R Sharma
ICT Technical Architecture	Sets out the technical strategy and standards for the development of the Technical Infrastructure Architecture	Reviewed annually updated as necessary	A Morley
Information Management Strategy	Provides the framework for the Council to introduce effective Information Management arrangements to ensure that information assets are known, maintained, enhanced, shared, and used to inform decision making.	Reviewed annually updated as necessary	K Thompson

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Service Areas Covered by this Plan	Service Objectives
Business Transformation	
Business Transformation	To ensure that the Council is using technology to support/deliver service improvement and business transformation, to identify and realise business benefits both cashable and non-cashable
Development	
Development	To ensure the Council has the ability to support software solutions including integration and complex reporting. To provide capacity to develop solutions that meet the Council's business needs that are not commercially available or economically obtained.
Web Development and Content Management	To ensure the Council has a transactional website and intranet that provides an easy to navigate and up-to-date site. To continue to develop and maintain the Council's website and intranet, including the policing, editing and coordination of its contents. Managed by the Corporate Communications Manager.
ICT	
ICT Hardware / PCs	To implement and support PC service delivery. To support all areas of the Council including elected members in order to maximise PC knowledge
ICT Service Desk and Operations	To ensure corporate computer operations are timely, controlled and meet the requirements of the Business Continuity Plan. To provide operational support to ensure optimum service delivery
ICT Security	To provide ICT expertise to secure the Council's environment against such as Cyber threats
ICT Support	To provide ICT expertise to all areas of the Council and to elected members in order to facilitate service delivery. To develop and monitor the Council's network infrastructure. To maximise the availability of the network. To provide network expertise enabling controlled development to facilitate service delivery.
Information Management	
Information Management	Assuring the protection, integrity and retention of the authority's data and information assets ensuring legal compliance. Developing the supply and distribution of information (Business Intelligence) to improve decision making and efficient Service Delivery.
Partnerships	
Partnerships	To ensure that the Council is able to take opportunities that arise through partnership working to create efficiencies and improve service levels to our customers.
Portfolio Management	
Programme and Project Management	To ensure the Council has full programme and project management. To maximise ICT resources to enable the Council to successfully implement its facilities and plans. To ensure the Council's ICT processes comply with legislation

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
ITData_01	Service Desk support calls	7,635	7,095	Sourced from ICT Monthly Performance Tracker
ITData_02	Number of PCs	575	593	Sourced from Sunrise
ITData_05	Virus Attacks – No. of prepared or blocked instances of malicious or infected content	3,974	1,485	Sourced from Symantec (MessageLabs) Summary Report March 2017
ITData_06	No. of security incidents recorded through ICT Service Desk	30	60	Sourced from security incidents recorded in Sunrise
ITData_07	Volume of emails received by the Council	1,045,074	1,123,712	Sourced from Symantec (MessageLabs) Summary Report March 2017
ITData_08	SPAM – Volume of Spam emails intercepted	117,007	80,022	Sourced from Symantec (MessageLabs) Summary Report March 2017
ITData_09	Software Upgrades – No. of software upgrades successfully applied to the ICT application estate	46	32	Sourced from the release control spreadsheet
ITData_10	System Change Requests – Volume of change requests completed by ICT Services	239	205	Sourced from ICT Monthly Performance Tracker
ITData_11	Third Party Account Management Meetings	6	16	Based on number of account meeting minutes/notes recorded
ITData_12	No. of systems reviewed to ensure continued fitness for purpose	6	4	Sourced from System Review report 2016/17
ITData_13	Employee involvement in ICT, Business Engagement Events	35	36	Based on number of unique attendees at business account meeting. Based on minutes/notes recorded.
ITData_15	Employees receiving ICT induction	35	31	Sourced from ICT induction programme (per training section)
ITData_16	Total savings achieved from ICT Shared Services	£1.46m	£1.63m	Sourced from ICT Shared Service statistics.

Critical Success Indicators (CSI)

Priority leaders should work corporately to **define the outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Critical Success Indicators (CSI)								
System Availability	ITLocal_01	99.7%	98.9%	99.5%	99.5%	99.5%	99.5%	R Sharma
Virus Protection	ITLocal_05	99.5%	100%	100%	100%	100%	100%	R Sharma

Performance Indicators

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring purposes at a service level.

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Key Performance Indicators (KPI)								
Service Desk Satisfaction	ITLocal_02	98.0%	98.0%	99%	99%	99%	99%	R Sharma
BBSi Programme Completion	ITLocal_04	97.9%	86.0%	100%	100%	100%	100%	Difficulty in recruiting ICT Resources
Management Performance Indicators (MPI)								
Service Desk SLA	ITLocal_03	98.7%	98.5%	98%	98%	98%	98%	R Sharma
Telephony Abandonment – Business Transformation	ITLocal_07	6.7%	22.5%	6%	6%	6%	6%	Difficulty in recruiting ICT Resources
ICT Services	ITLocal_09	9.3%	7.0%	5.5%	6%	6%	6%	
Customer Satisfaction (SOCITM KPI1)	ITLocal_10	N/A	N/A	N/A	5.87	N/A	5.87	R Sharma SOCITM Benchmarking
ICT Training Adequacy (SOCITM KPI10)	ITLocal_11	N/A	N/A	N/A	6.14	N/A	6.14	R Sharma SOCITM Benchmarking

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2018/21

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
IT1819_01	Digital Strategy Implementation Implementation of the technology and processes required to provide digital services our customers prefer to use by default.	To enable organisational transformation, creating customer focused online service delivery and gaining maximum business efficiency.	Common Digital Strategy / Access Strategy adopted across partnership with common reporting tools implemented	K Powell	
IT1819_14	ICT Security Compliance: PCI-DSS & Government Connect - Maintain compliance with latest Security standards and support annual assessments.	Compliance with latest Government and Payment Card Industry security standards.	ICT security solutions are researched/ implemented partnership wide. Shared learning re cyber incidents.	R Sharma	
IT1819_17	E-Facilities: Purchase/implement the necessary hardware and software to enable the development of the Council's Mobile Working approach and facilities. Include the initiation of pilot projects to trial available mobile working facilities across functions. In subsequent years to enable the continued development of the e-facilities. 01) Northgate CRM Replacement 02) Northgate Info@Work Upgrade	To demonstrate through pilots and proof of concept exercises the service improvement, capacity building and efficiencies that are achieved through the investment in technology. Assist the delivery of the appropriate technology to support agile working.	Pilot results are shared in order to inform approach	R Sharma	Estimated Costs: Business case and report to Committee will be required in order to obtain capital funding in the following year: 2018/19 £40,000 2019/20 £40,000 2020/21 £40,000
IT1819_20	Housing System - Enhancements: Technically support the Housing team with the implementation of enhanced application solutions including enhanced mobile solution for Housing Repairs	Implement technical solutions in line with relevant business cases and subject to support of budget process.	Shared learning from NSDC NHS who have implemented the same mobile technologies solutions	R Sharma	Capital budget of £300k exists to support this programme of activity

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Budget Implications/Efficiencies Generated	Budget £
Revenue Budgets 2018/19	
Add: Other Budget Implications	
Less: Efficiencies Generated	
Potential for utilising development resource within the ICT partnership	(14,350)
Reduced software maintenance costs	(25,200)
Less: New business/increased income	
Net Change in Revenue Budgets 2018/19	(39,550)

Revenue Budgets 2019/20	
Add: Other Budget Implications	
Less: Efficiencies Generated	
Less: New business/increased income	
Net Change in Revenue Budgets 2019/20	-

Revenue Budgets 2020/21	
Add: Other Budget Implications	
Less: Efficiencies Generated	
Less: New business/increased income	
Net Change in Revenue Budgets 2020/21	-

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Replacement and Development:	Yes	Portfolio / Project management
2. ICT Security Compliance:	Yes	Portfolio / Project management
3. Information Strategy, Standards & Procedures:	Yes	Portfolio / Project management best practice standards, communication, and training

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
IT1819_01	Digital Strategy Implementation	Risk of lack of resources, technical skills and supplier facilities	2 – Failure to obtain adequate resources to achieve service objectives 19 – Lack of skills and/or capacity to meet increasing initiatives and expectations 20 – Inability to attract or retain key individuals or groups of staff	Training programme and early engagement with ICT suppliers, Portfolio/ Project management
IT1819_02	Replacement and Development programme:	Resources (ICT), Budget, Employee Continuity	2 – Failure to obtain adequate resources to achieve service objectives 19 – Lack of skills and/or capacity to meet increasing initiatives and expectations 20 – Inability to attract or retain key individuals or groups of staff	Portfolio / Project management

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
IT1819_03	Technical Infrastructure Architecture:	Resources (ICT), Budget, Employee Continuity	2 – Failure to obtain adequate resources to achieve service objectives 19 – Lack of skills and/or capacity to meet increasing initiatives and expectations 20 – Inability to attract or retain key individuals or groups of staff	Third Party technical expertise, Portfolio / Project management
IT1819_14	ICT Security Compliance:	Resources (ICT), Technical Skills, Supplier facilities, On-going and increasing threat of cyber breach	2 – Failure to obtain adequate resources to achieve service objectives 19 – Lack of skills and/or capacity to meet increasing initiatives and expectations 20 – Inability to attract or retain key individuals or groups of staff	Training, Information Management Strategy, Membership of Cyber-security Information Sharing Partnership (CiSP) / Warning and Reporting Point (WARP), Third Party technical expertise, Portfolio / Project management
IT1819_20	Housing System - Enhancements:	Clearly articulated business need / Resources (ICT / Service Area), Budget	2 – Failure to obtain adequate resources to achieve service objectives 19 – Lack of skills and/or capacity to meet increasing initiatives and expectations 20 – Inability to attract or retain key individuals or groups of staff	Business case, Training programme and thorough engagement, Portfolio / Project management, service support

Joint Report of the Chief Executive, the Interim Deputy Chief Executive and the Interim Strategic Director**BUDGET PROPOSALS AND ASSOCIATED STRATEGIES**1. Purpose of report

To recommend to Council the capital and revenue budget proposals together with the prudential indicators, treasury management strategy, investment strategy and general fund medium term financial strategy and to approve the delivery plans.

2. Detail

The following reports are given in the attached appendices and are recommended for approval:

Appendix 1 - Budget consultation

Appendix 2 - Impact analysis

Appendix 3 - Housing Revenue Account (HRA) budget and council house rents 2018/19

Appendix 4 - Capital programme 2018/19 to 2020/21

Appendix 5 - General Fund revenue budget 2018/19

Appendix 6 - Prudential indicators 2018/19 to 2020/21

Appendix 7 - Treasury management strategy 2018/19 to 2020/210

Appendix 8 - Investments strategy 2018/19 to 2020/21

Appendix 9 - General Fund medium term financial strategy to 2021/22.

The matters referred to in the reports are inter-related and, as such, need to be considered together. An additional report, on the HRA business plan model update, will be presented to the Housing Committee at its meeting of 29 March 2018.

The service and financial plans were considered as an integral part of the budget-setting process by the policy committees of the Council during January 2018. Subject to any consequent amendments necessary as a result of any budget changes approved by Council, the Committee is asked to approve these documents.

After consulting with the Leader of the Council and the Chair of the Finance and Resources Committee the figures included within the recommendations below and in the medium term financial strategy (appendix 9) reflect the fact that the Committee may choose to recommend to Council that the basic amount of Council Tax in 2018/19 is frozen at the same level as in 2016/17 and 2017/18. This is set out in detail in appendix 5.

Recommendations

The Committee is asked to RESOLVE to approve:

1. The business plans for the Council's corporate priorities and support functions, subject to amendment as a result of any budget decisions still to be taken by Council recommended by the relevant policy committees.

and to RECOMMEND to Council that:

2. The Housing Revenue Account budget as submitted be approved (appendix 3).
3. The capital submissions and priorities within them be approved (appendix 4).
4. The Interim Deputy Chief Executive be authorised to arrange the financing of the capital programme as necessary (appendix 4).
5. The General Fund revenue budgets as submitted be approved (appendix 5).
6. An amount of £25,000 be provided for a General Contingency in 2018/19 (appendix 5).
7. The council tax requirement for 2018/19 including special expenses (but excluding local precepting requirements) be £5,438,606 (appendix 5).
8. An amount of £1,172,342 be withdrawn from general non-earmarked reserves in 2018/19 (appendix 5).
9. The prudential indicators as set out be approved (appendix 6).
10. The Minimum Revenue Provision policy as set out be approved (appendix 7).
11. The treasury management strategy statement be approved (appendix 7).
12. The investments strategy be approved (appendix 8).
13. The General Fund Medium Term Financial Strategy be approved (appendix 9).

Background papers

Nil

APPENDIX 1

BUDGET CONSULTATION1. Approach

For 2014/15 and 2015/16 the Council consulted on the budget through the online system known as 'YouChoose'. This produced a limited number of responses but allowed for an analysis of local views about spending priorities at the service level. For 2016/17, the new five year Corporate Plan presented an opportunity to join up public engagement on policy and financial matters and seek views on specific matters to inform the budget for 2016/17 and beyond.

For both 2017/18 and this year's exercise, a web-based survey, publicised through social media, has been used. This included no reference to any specific policy options but sought views on all Council services and indications of satisfaction, or otherwise, with both those services and with the local area generally. Local people were also asked whether they felt that additional income should be derived from Council Tax or fees and charges, or costs reduced by reduction in services. Finally respondents were asked about what method(s) they used to access Council services, how satisfied they were with them, and also whether they would consider accessing these services by other means.

Respondents were also asked to provide demographic data, including which area of the Borough they live in so that any correlation between location and satisfaction levels could be analysed.

A total of 579 responses were received. This is a significantly larger response than last year (with the comparable web-based survey) with 396 responses. This represents an increase of 183 or 46%.

2. Summary of respondents

The sample of respondents is representative of the local communities in Broxtowe, although the analysis of ethnicity indicates a bias towards White British respondents which is in line with previous years. The number of younger respondents was lower than in previous years, with 23% of under 45's responding, compared to 26% in 2017/18.

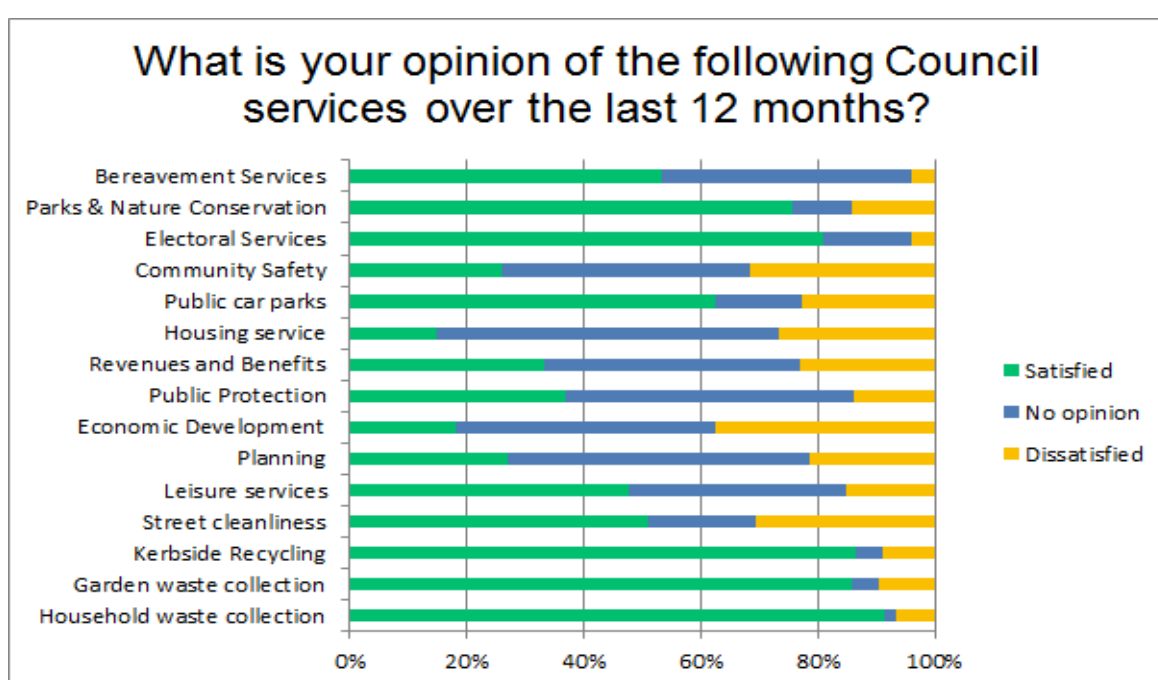
In terms of geographical location, Beeston residents responded the most (26%) followed by Chilwell (15%) and Stapleford (11%). There were fewer respondents in less urban areas with, however, unlike last year there was at least one respondent from every area. Other than that factor the split of geographical location was very similar to last year.

3. Satisfaction with services

In overall terms, local people are satisfied with the Borough of Broxtowe and the Council's management of it. 74% of people are 'satisfied' or very 'satisfied' with the area in which they live, while 64% are 'satisfied' or 'very satisfied' with the way that the Council delivers services. However these numbers are a reduction on last year; the figures were 84% and 73% respectively. Just 2% of people are 'very dissatisfied' in both categories.

15% of those who used services and expressed a view were 'dissatisfied' with the services they use, with 46% overall expressing satisfaction and 22% not expressing an opinion. Figure 1 shows the breakdown by service.

Figure 1: Satisfaction with services provided



Respondents were also invited to add any comments that they had about specific services. The comments often related to wider issues about the local area or the way that the Council conducts business. A summary of the areas where comments were made is provided in table 1. The table shows the number of comments received in respect of particular services or issues and therefore highlights the areas that are of greatest interest to local people.

Table 1: Text commentary on satisfaction with services

Area of interest	No. of comments
Improve rubbish collection/recycling	33
Invest in business/communities	22
Increase car parking/reduce cost	15
Improve urban environment and street scene	11
More housing/better regulation of private sector	10

Improve community safety	10
Improve leisure facilities/events	10
Improve parks and open spaces	7
Reduce council tax	5
Address fly tipping	3
Improve planning policy and processes	2

A number of positive comments were also made which provided a balanced view and indicated that local people care about their local community and want to see improvements in the street scene and parks and open spaces. People also wish to see investment in local communities and facilities to enhance the Borough as an attractive place for residents, businesses and visitors.

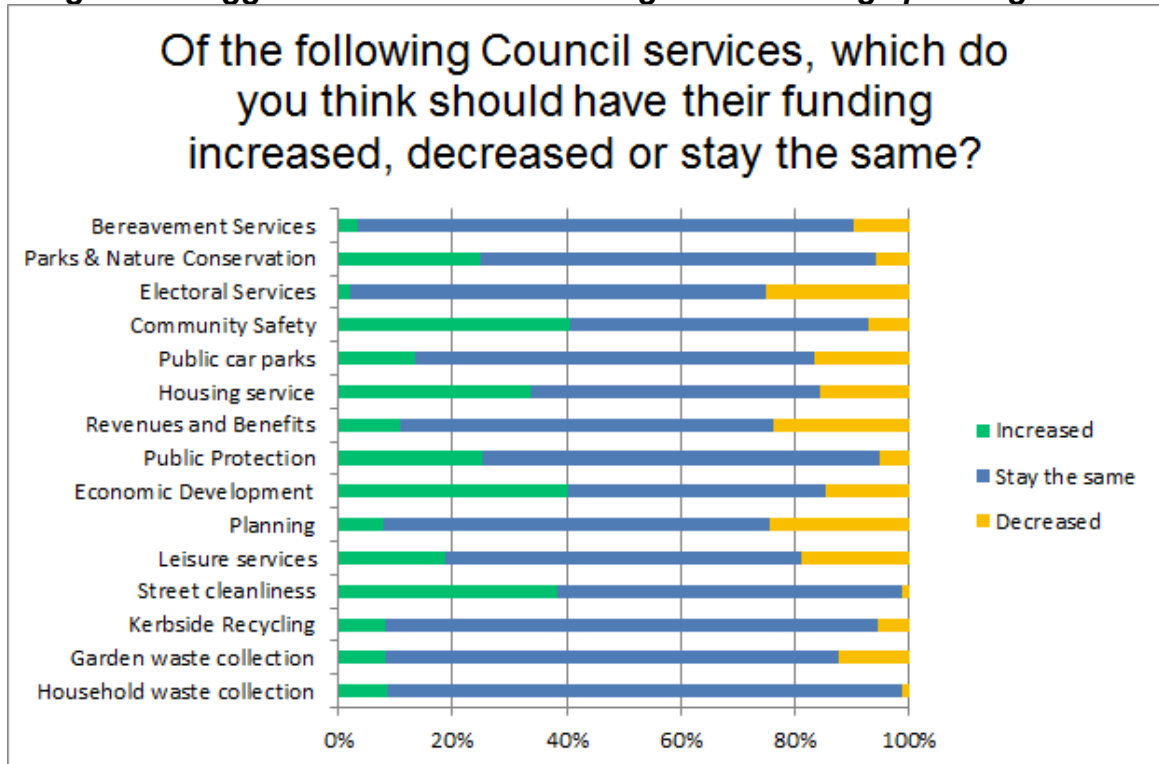
4. Spending on services

When asked about whether spending on services should be increased, decreased or stay the same, the responses showed consistency with satisfaction levels. Of those services which were ranked as the highest for satisfaction one (Electoral Services) was flagged as one of the highest for decreased funding. Similarly of those services which were ranked as the highest for dissatisfaction most were flagged as the highest for increased funding (namely Community Safety, Economic Development and Street Cleanliness). The results are shown in Figure 2 overleaf.

In respect of Housing a number of developments should come forward in response to improved economic conditions and initiatives to promote house building. With the completion of the Bexhill Court scheme, £1.442m remains available for further social housing construction by the Council.

A Commercial Manager has been appointed to drive forward further initiatives and will enable local businesses to gain from increased commercial activity in environmental services. Benefits costs are also set to reduce as a result of reductions in Housing rents.

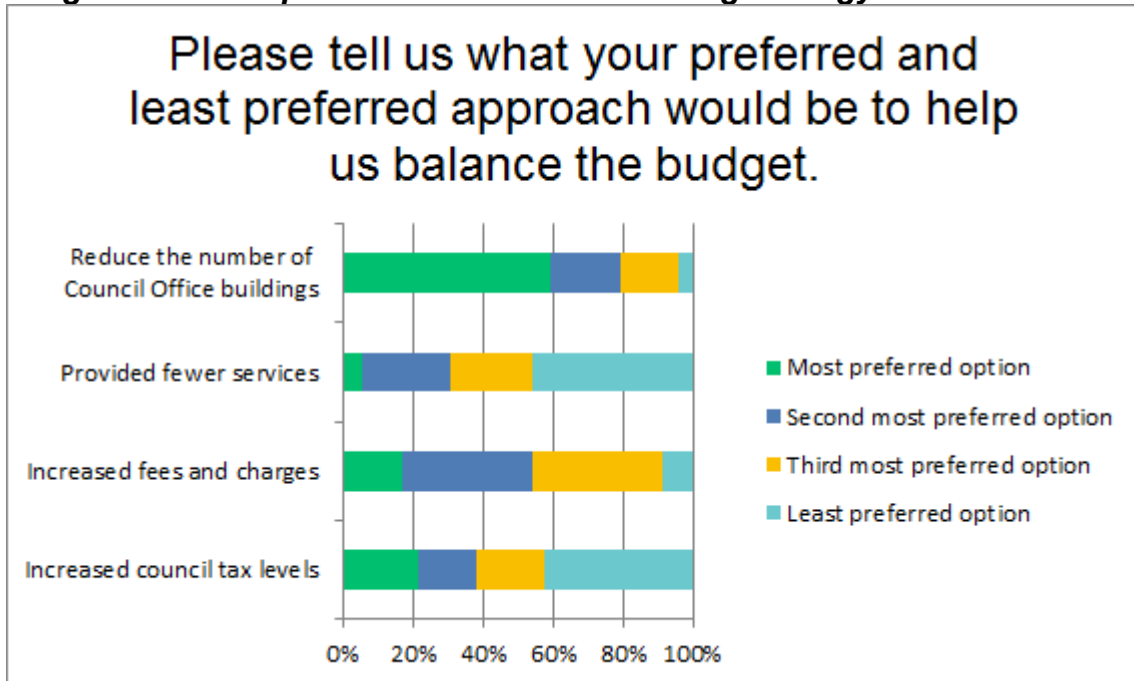
Figure 2: Suggested areas for increasing or decreasing spending



Overall the balance was in favour of increasing spending (19%) rather than decreasing spending (12%). However the majority view was to keep spending the same (69%).

When asked how services should be funded in future in respect of most and least preferred approaches an additional question was included this year. Respondents were asked in respect of “reducing the number of Council Office buildings”. This option was considered the first preference for 59% of respondents whilst the second preference was increasing council tax levels (21%). Providing fewer services was the least preferred option of the four at 6%.

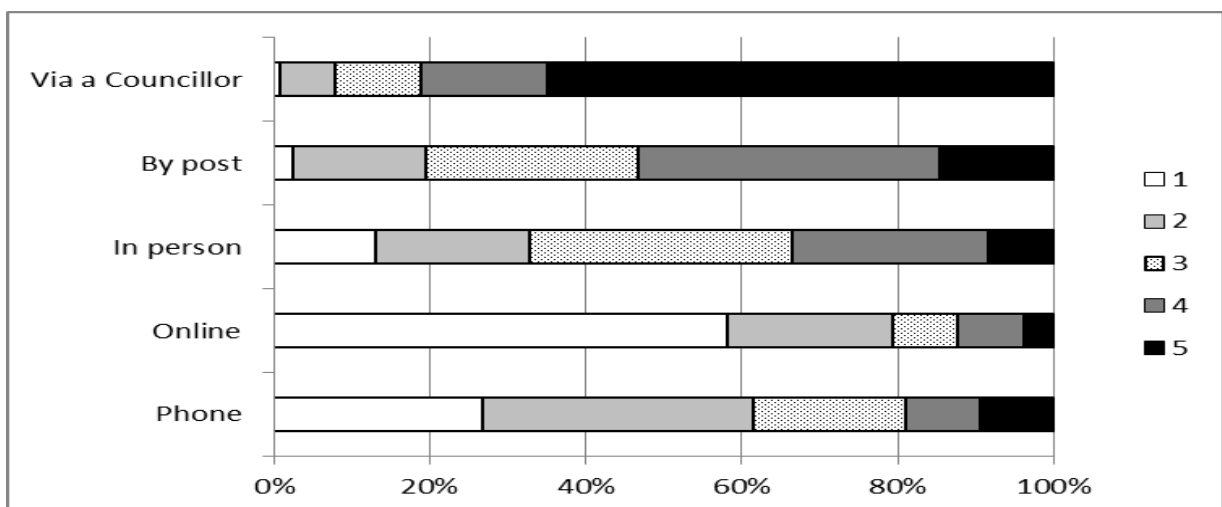
Figure 3: stated preferences for future funding strategy



Respondents were also invited to make suggestions about how the Council could increase income, reduce costs or make savings to support the budget.

To obtain further information on how to shape services in future, local people were asked about how they find out about Council services and how they prefer to contact the Council to do business. 68% of respondents were either very satisfied or satisfied with the way they can access Council services. Only 6% were either very dissatisfied or dissatisfied, however 27% were neither satisfied nor dissatisfied (i.e. neutral). Figure 4 outlines the responses for preferred method of communicating with the Council.

Figure 4: Preferred method of communicating with the Council



In terms of what methods of communication local people prefer to use there was clearly a preference for on-line or email contact but it must be

remembered that all respondents were already able to access services online by virtue of them completing this survey. Social media was by far the least preferred method of communication with post the second least.

APPENDIX 2

IMPACT ANALYSIS1. Introduction

A detailed impact analysis (taking account of the Council's duty under section 149 of the Equality Act 2010) is undertaken for all key executive decisions which involve changes in service delivery in year.

These changes inform the budget for the following year. However, most decisions that specifically relate to budget-setting reflect changes that are not linked to specific groups of people but apply equally across the whole borough to all residents. The following are felt to be the main areas where particular groups within the population may be affected.

2. Changes in housing rents and housing-related charges

On 8 July 2015, the Chancellor announced a proposal that rents in the social housing sector will be reduced by 1% a year for the four financial years beginning 1 April 2016. This proposal applies to all social rents at current levels, irrespective of any planned convergence approach or expectations regarding inflation. The reduction in rents is designed to benefit all tenants and will also have an impact on the welfare bill as it is anticipated that transfer payments of housing benefits will reduce in proportion.

The short-term consequence of this decision is a reduction in HRA rental income of approximately £168,000 in 2017/18 and a further reduction in 2018/19 of £155,000. This loss can be absorbed by adjusting anticipated revenue contributions to the housing capital programme. A similar reduction in rents will arise in 2019/20 and the cumulative impact will have further consequences for the HRA capital programme. The HRA Business Plan was revised to enable these effects to be modelled for forward planning and a revised version of the financial model was presented to the Housing Committee on 29 March 2017.

The budget proposals also include estimates for increases in garage rents which have been taken into account in the budget figures approved by the Housing Committee on 17 January 2018.

Garage rents have increased over recent years from £4.50 per week in 2014/15, to £6.34 per week in April 2016/17 and £8.07 per week in 2017/18. These increases have brought the council's garage rents into line with the rents being charged by other Councils in the East Midlands. The Housing Committee approved an increase of 4.1% to £8.40 per week for 2018/19.

The changes in rent levels will affect all tenants while the changes to garage rents will only affect those specific tenancy types. An Equality Impact Assessment was undertaken for the proposed changes in policy during the 2016/17 budget setting exercise. This indicated that there are no recognised

groups within the Equalities Act that would be adversely affected by the change. No further changes would affect this conclusion.

3. Liberty Leisure

The budget proposals include a provision for an annual management fee of £1,130,000 for Liberty Leisure. This is a wholly owned company of the Council which delivers leisure services and events and is responsible sports and arts development and management of the D H Lawrence Birthplace Museum.

The Company was established on 1 October 2016. The cost of borrowing and provision for repayment of debt relating to property and other capital assets remain with the Council which retains ownership of the capital assets of the company. All other costs are included within the management fee payable annually. Due to tax efficiencies and other changes the net result of this change was to reduce the costs to the Council of providing Leisure Services in 2017/18 by £312,050 compared to the revised budget for 2016/17, with a further reduction in the management fee of £82,350 planned for 2018/19.

As Liberty Leisure is a wholly-owned company, the Council retains overall control. Any changes to service provision must be agreed by the Council. In respect of 2018/19 the management fee has been reduced by £82,350. There are, therefore, no proposed changes in services which would have a direct impact on customers or local communities

4. Other changes to the establishment

The budget proposals include estimates for staff cost reductions in 2018/19 as set out in the 'Employee savings – General Fund Revenue Budgets 2018/19' report on today's agenda. The Council's policy is to reduce workforce costs in a controlled manner and to avoid compulsory redundancies if at all possible. The Council's voluntary redundancy policy currently includes a temporary increase in entitlement based on an actual week's pay rather than the capped statutory entitlement. On 18 May 2016, the Policy and Performance Committee resolved to extend this temporary policy to the date of new regulations that are not yet implemented.

The proposed reductions would be drawn from a wide range of service areas across the Council, and none of the recognised groups under the Equalities Act should be affected disproportionately.

APPENDIX 3

HOUSING REVENUE ACCOUNT BUDGET AND COUNCIL HOUSE RENTS 2018/191. Introduction

The Housing Revenue Account (HRA) shows a projected surplus balance in hand at 31 March 2019 of £4,451,044.

There are no revenue developments for which approval is being sought in 2018/19.

2. Additional budget changes

The following assumptions have been made to produce the overall budget position for 2018/19:

- A 2% increase in pay levels from 1 April 2018 amounting to an estimated cost of £78,000.
- No allowance has been made for inflation on prices in 2018/19 within the estimates (other than taken into account in detailed budgets).

3. Rent and charges proposals

On 8 July 2015 the Chancellor of the Exchequer announced an intention to bring in legislation to reduce rents paid by tenants in social housing by 1% per annum for four years from 2016. Rents were reduced by 1% in 2016/17 and 2017/18 in line with this policy and a further 1% reduction has been allowed for within the estimates submitted to the Housing Committee from 1 April 2018. The short-term consequence of this decision is a reduction in HRA rental income of approximately £168,000 in 2018/19 and a further reduction in 2019/20 of £155,000.

Garage rents have increased over recent years from £4.50 per week in 2014/15, to £6.34 per week in April 2016/17 and £8.07 per week in 2017/18. These increases have brought the council's garage rents into line with the rents being charged by other Councils in the East Midlands. The Housing Committee approved an increase of 4.1% to £8.40 per week for 2018/19, which will result in approximately £14,860 of additional income.

4. Summary

The minimum working balance recommended on this account in 2018/19 is £1 million. To the extent that the predicted balance exceeds this, it is proposed to use any surplus resources to increase the revenue contribution towards financing the capital programme, thereby reducing the potential need for prudential borrowing by a similar amount.

The interest cost arising from any prudential borrowing to help finance the capital programme falls on the revenue account and is estimated at £2,261,500 in 2018/19. No additional borrowing is required for 2018/19 to fund the Housing capital programme as all expected capital costs can be met from revenue resources. A revenue contribution of £1,619,150 is anticipated in 2018/19.

It is recommended that a working balance of at least £1 million is maintained in future years to ensure that sufficient provision exists to meet unexpected needs. This is will be increasingly significant in terms of, for example, having sufficient funds available to meet the cost of potential new build properties at a time when income from council house rents will be falling.

APPENDIX 4

RESOURCES ALLOCATION - CAPITAL PROGRAMME 2018/19 TO 2020/21
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1. Summary of proposals

The Council's policy committees considered capital submissions for the three years 2018/19 to 2020/21, of which some are recommended to proceed immediately since funding resources are in place whilst others are awaiting confirmation of receipt of funding. Details are given in the reports to the committees as to which schemes are to proceed immediately and which are on hold until the funding is received or the Finance and Resources Committee makes a decision to allow the scheme to start and recommends a reduction in reserves or increase in borrowing.

The capital submissions as recommended by the committee, ranged in terms of council priorities and support areas, and the methods of financing the 2018/19 programme are summarised below.

	General Fund £	HRA £
Draft Capital Programme 2018/19		
Housing	652,750	5,508,350
Community Safety	0	
Jobs and Economy	78,150	
Leisure & Environment	1,465,650	
Finance & Resources	3,383,700	
TOTAL	5,580,250	5,508,350
Anticipated Funding:		
HRA Depreciation (Major Repairs Reserve)		3,889,200
Better Care Fund (Disabled Facilities Grants)	652,750	
Usable Capital Receipts (estimate)	388,700	0
Prudential Borrowing	3,438,000	0
Revenue Contributions	0	1,619,150
Shortfall/(surplus)	1,100,800	
TOTAL	5,580,250	5,508,350

Capital contingencies of £55,000 (General Fund) and £27,900 (HRA) have been allowed for in the above table.

1. Capital Programme

The Local Government Act 2003 requires local authorities to comply with the Prudential Code for Capital Finance in Local Authorities published by the Chartered Institute of Public Finance and Accountancy (CIPFA) when carrying out their capital budgeting activities. The objectives of the Prudential Code are to ensure that the capital investment plans are affordable, prudent and sustainable. A fundamental part of the Code is the calculation of a number of

'prudential indicators' that form the framework for capital financing and spending decisions. Further details can be found in Appendix 6.

The Local Authority (Capital Financing and Accounting) (England) (Amendment) regulations 2008 place a duty on local authorities to make a prudent provision for the repayment of debt. This is known as the Minimum Revenue Provision (MRP). Further details can be found in Appendix 7.

2. Capital Grants and Contributions

The only proposed capital schemes for 2018/19 to 2020/21 that are likely to be funded from capital grants are Disabled Facilities Grants (DFG). Government allocations towards is channelled through the Better Care Fund, which is administered by Nottinghamshire County Council. The funding for 2018/19 is assumed to be the same as the original 2017/18 allocation of £652,750.

As disabled adaptations work is demand-led, further capital commitments may be required. Requests for these will be brought forward to the Finance and Resources Committee for consideration if and when they arise.

3. Capital Receipts for 2018/19

In 2012/13 the authority committed to using any capital receipts from housing right to buy sales towards a new build programme, with government restrictions such that these monies have to be used within 3 years of their receipt or they will be passed over to the government. The calculation of the value of such receipts that can be used in this way is complicated by a formula which takes into account the assumed level of receipts within the HRA self financing settlement which took place at the end of 2011/12. As at the end of December 2017 accumulated usable capital receipts of approximately £1,441,650 were calculated as being available but these can only be used to help finance the housing new build programme. As such they have been excluded from the financing table set out above.

A report on the disposal of several underutilised garage and other HRA sites was considered by the Policy and Performance Committee on 6 February 2018. All associated receipts will be retained within the HRA for use on Housing-related capital projects.

Further capital receipts are anticipated following the acquisition by NET of a number of retail businesses in The Square which are owned by the Council but which were on a long term lease to Henry Boot. As reported to the Policy and Performance Committee on 21 November 2017, progress in negotiations to determine the amount of such compensation to be received has been disappointing and there is an option to make a reference to the Upper Tribunal (Lands Chamber) in order to move the matter forward. No assumptions have been made with regards to either the value or timing of such receipts that may subsequently be received.

4. Revenue Contributions

Revenue contributions can be used to finance capital expenditure. In 2018/19 the main revenue contribution that is proposed relates to the HRA and this is in line with proposals contained within the HRA revenue budget and the HRA business plan model.

In respect of the General Fund, the replacement of vehicles and plant (£193,000 in 2018/19), which forms part of the Leisure and Environment capital programme, was financed from the Vehicles Renewals Fund reserve in previous years. This has now been absorbed within the General Fund reserve and, in order to spread the cost of financing these items across their estimated lives, it is proposed that the cost be met from borrowing from 2018/19.

5. Borrowing

Excluding the housing new build programme, a revenue contribution from the HRA of £1,619,150 is proposed in 2018/19 to part-finance the capital programme in line with assumptions made in the HRA business plan. There is no planned borrowing in 2018/19 to meet the proposed HRA capital programme which can be funded in full from revenue contributions. The nature of the HRA is that no Minimum Revenue Provision (MRP) has to be provided on borrowing but it has to be affordable. Appendices 6 and 7 outline the MRP policy and various prudential indicators which can be used to help judge the affordability of any such borrowing.

In respect of General Fund capital schemes, there is a funding shortfall in 2018/19 of £1,108,800 as shown in section 1 above. The options for addressing this shortfall are as follows:

- Reducing the size of the programme.
- Using existing reserves (i.e. funding the schemes directly from revenue resources)
- Borrowing
- Creating a reserve list for schemes to be brought forward as and when funding becomes available.

The programme has been compiled in accordance with the Capital Strategy adopted by the Council in June 2015. All of the proposed schemes meet the required criteria and are deemed either essential or beneficial in reducing revenue costs or increasing income (invest to save schemes). Therefore there are no grounds for reducing the size of the programme although some re-phasing may be possible.

The Council has sufficient reserves to meet the costs of the programme in full. However, on the basis of the proposals presented in this report, this would reduce the level of reserves to below the required £1.5m balance on the General Fund by 2021/22. More detail on the reserves position in the medium term is provided in Appendix 9.

It is therefore proposed to meet part of the shortfall by prudential borrowing and to place the remaining schemes on a reserve list. The following schemes are proposed to be financed from borrowing in 2018/19:

Scheme	Proposed borrowing 2018/19 £
Beeston Town Centre Redevelopment	2,865,000
Replacement Vehicles and Plant	193,000
Replacement/Development Programme	40,000
Technical Infrastructure Architecture	300,000
E-Facilities Initiatives	40,000
Total	3,438,000

The level of financial reserves available to the Council indicates that the borrowing can potentially be financed from internal sources (subject to cash flow considerations). As returns on investment are currently lower than external borrowing rates, internal borrowing will be more cost-effective than external borrowing at this point in time.

Depending on the date at which the loans are raised this will have a part year impact in 2018/19 and a full year impact from 2019/20 onwards. The costs of any additional borrowing required to finance the Capital Programme 2018/19 will need to be met from the General Fund budget for 2018/19.

The following schemes are contained within the Capital Programme 2018/19 but are awaiting funding:

Proposed scheme	£
Asset Management - Programmed Maintenance	44,000
Energy Management Database	7,950
Invest to Save (Carbon Management Plan)	19,200
Resurface Victoria Street Car Park (Eastwood)	18,150
Town Centre Wi-Fi (Beeston, Eastwood, Kimberley)	60,000
BLC - Replacement of Flat Roofs	154,000
BLC - Replacement of Main Pool Windows	80,000
BLC - Replacement of Teaching Pool Windows	20,000
BLC - Replacement Intruder Alarm	25,000
BLC - Replacement of Dance Studio Windows	10,000
BLC - Replacement of High Voltage Transformer	40,000
BLC - Refurbishment of Pool Surrounds	50,000
BLC - Refurbishment of Fitness Gym Changing Rooms	33,000
BLC – Replacement Carpet (Reception Area)	7,000
KLC - Replacement Youth Fitness Gym Equipment	60,000
KLC – Extension of Swimming Facilities	330,000
KLC – Transfer of Documents to Digital Storage	5,500
KLC - Replacement Pool Circulation & Shower Pumps	12,000
KLC – Renewal of Entrance Doors	8,000
KLC – Installation of Fast Track Entry System	11,000
KLC – Invest to Save (Replacement Lighting)	8,000
KLC - Replacement of Suspended Ceilings and Flooring	18,000
KLC – Repaint Car Park Lines and Customer Walkways	6,000
CO – Replacement of Flat Roof	44,000
Cemeteries - Footpath and Roadway Impts	30,000
Total	1,100,800

APPENDIX 5

RESOURCES ALLOCATION – GENERAL FUND REVENUE BUDGET 2018/19

1. Summary of Proposals

The policy committees of the Council have considered the revised budgets for 2017/18 and the base budgets for 2018/19.

In summary, the recommendations are based upon withdrawing a net £1,172,342 from the General Fund reserve in 2018/19.

2. Employee Savings Progress

The Policy and Performance Committee agreed on 18 January 2017 an Employee Savings Programme intended to address a £600,000 per annum budget gap over the then medium term financial strategy period.

The following table summarises the savings achieved which impact directly on the General Fund net budget.

Business Area	Achieved On-going Savings (full-year effect)
Business Transformation	23,050
Tea Assistants	13,000
Community Development	54,900
Health and Safety/Energy Sustainability	78,600
Environment Services	138,550
HR	64,350
Administration	54,150
Complaints/Mediation	12,000
ICT	10,000
Total	448,600

3. General Fund Revenue Budget 2018/19

The table below shows the latest position with regards to the 2017/18 revised estimates (up to 30 September 2017) for each committee along with the base budget figures for 2018/19. It also shows the impact that this would have upon the Council's available balances.

The anticipated net expenditure totals for each committee for 2017/18 and 2018/19 and the expected funding based upon information presently available are as follows:

<u>Committee</u>	2017/18 Revised Estimate £	2018/19 Base Budget £
Community Safety	1,583,250	1,480,550
Finance and Resources	608,900	3,573,241
General Fund Housing	678,900	271,750
Jobs and Economy	632,250	520,010
Leisure and Environment	7,043,700	5,847,000
Committee Net Expenditure	10,547,000	11,692,551
Beeston Special Expenses	25,000	25,000
Total Net Expenditure	10,572,000	11,777,551
<u>Funding</u>		
Revenue Support Grant (RSG)	(802,336)	(422,789)
NNDR (ie. Business Rates)	(3,412,265)	(3,396,331)
NNDR (Surplus)/Deficit	690,000	720,744
Estimated Safety Net or Levy Payment to/(from) Pool	543,373	719,291
Estimated S31 Grant (per NNDR1)	(600,423)	(829,403)
Council Tax	(5,361,570)	(5,413,606)
Council Tax (Surplus)/Deficit	(85,097)	(43,386)
Beeston Special Expenses Precept	(25,000)	(25,000)
Total Funding	(9,053,318)	(8,690,480)
(Addition to)/withdrawal from balances	1,518,682	3,027,071

The increase in the 2018/19 base budget for total net expenditure when compared with the 2017/18 revised estimate of £1,195,551 is primarily a consequence of the following items:

	£000s
No allowance for vacancy rate and employee savings targets	540
Increase in salaries (2% pay award, increments, regradings, other changes)	254
Removal in benefits overpayment credit (see note xi below)	222
Reduction in New Homes Bonus (see note iv below)	248
TOTAL	1,264

The reduction in funding of £362,838 from the 2017/18 revised estimate total of £9,053,318 to the base budget 2018/19 figure of £8,690,480 is mainly due to the following:

	£000s
Reduction in Revenue Support Grant (see note xiii below)	379
Reduction in NNDR (ie. Business Rates)	16
Increase in NNDR Deficit (see note xv below)	31
Increase in Safety Net or Levy Payment to/(from) Pool	176
Increase in S31 Grant	(229)
Increase in Council Tax Income (see note xviii below)	(52)
Reduction in Council Tax Surplus (see note xix below)	42
TOTAL	363

The anticipated withdrawals from balances in 2017/18 and 2018/19 shown above would affect the Council's overall balances as follows:

Change in Balances 2017/18

	Actual Balance at 1 April 2017	Projected Withdrawal (Addition)	Estimated Balance at 31 March 2018
General Fund Reserve	(4,746,481)	948,409	(3,798,072)
Vehicle Renewals Reserve	(587,839)	587,839	0
Elections Reserve	(30,000)	(30,000)	(60,000)
Local Land Charges Reserve	(136,891)	0	(136,891)
Local Auth. Mortgage Reserve	(37,434)	37,434	0
Beeston Square Capital Reserve	0	(25,000)	(25,000)
Total Balances	(5,538,645)	1,518,682	(4,019,963)

Change in Balances 2018/19

	Actual Balance at 1 April 2018	Projected Withdrawal (Addition)	Estimated Balance at 31 March 2019
General Fund Reserve	(3,798,072)	3,082,071	(716,001)
Elections Reserve	(60,000)	(30,000)	(90,000)
Local Land Charges Reserve	(136,891)	0	(136,891)
Beeston Square Capital Reserve	(25,000)	(25,000)	(50,000)
Total Balances	(4,019,963)	3,027,071	(992,892)

The detailed notes below relate to most significant items, indicating what is and is not included in the figures.

- (i) The 2017/18 revised estimate figures reflect the opening budget for the year plus all changes agreed by Committees (including carry forwards from 2016/17) up to 30 September 2017.
- (ii) The 2018/19 base budget figures include the proposed pay award from 1 April 2018 as set out in the Local Government Employers offer dated 5 December 2017.
- (iii) The 2018/19 base budget figures include the following developments:
 - Remembrance Day parade costs for Parish and Town Councils (Policy and Performance Committee 3 October 2017) - £4,000
 - Freeman/Aldermen Ceremony – (Finance and Resources Committee 30 November 2017) - £4,500
 - Additional Closed Churchyard Costs (Finance and Resources Committee 8 January 2018) - £7,600

- Grant aid to Parish and Town Councils for grounds maintenance work - £32,950
- (iv) The 2018/19 base budget figures reflect the reduction in New Homes Bonus income from £458,615 in 2017/18 to £210,348 in 2018/19.
- (v) The 2018/19 base figures do not, at this stage, make any allowance for the following proposed new posts that are due for consideration by the Finance and Resources Committee on 8 January 2018:
- Food Hygiene Technical Officer (assuming Grade 10) - £41,950
 - Parking and CCTV/Security Services Apprentice - £21,250
- (vi) No allowance has, as yet, been made in the 2018/19 base budget figures for any vacancy rate or employee savings target.
- (vii) The 2017/18 revised estimate figures include £1,212,350 for the management fee payable to Liberty Leisure. The 2018/19 base budget figures include £1,130,000 for this item.
- (viii) The 2018/19 figures only include allowances for inflation where the items are considered to be material. The most significant of these is in respect of utility costs which are predominantly based on information received from the Energy and Sustainability Manager.
- (ix) The 2017/18 revised estimate figures include £440,000 for planning fee income. This has been increased by £80,000 to £520,000 in the 2018/19 base budget figures to reflect the 20% increase in planning fees as originally reported to the Policy and Performance Committee on 4 July 2017 that comes into effect in January 2018.
- (x) The 2018/19 base budget figures reflect revenue financing of £518,500 to meet the cost of replacement vehicles and plant in the draft capital programme 2018/19 to 2020/21. This compares with a figure of £327,000 in 2017/18. The projected figures for 2019/20 and 2020/21 are presently £533,000 and £644,500.
- (xi) The 2017/18 revised estimate figures include income of £221,700 in respect of credits for the overpayment of benefits. This may have been double-counted. This should be clarified when the 2017/18 final outturn figures are produced. No allowance has therefore been made for this income in the 2018/19 base budget figures.
- (xii) The 2017/18 revised estimate includes £114,400 for interest received on investments. In order to reflect the recent increase in the base rate from 0.25% to 0.50% and the increase in duration of a number of investments (such as those in the Local Authorities Property Fund), this has been increased to £204,400 in the 2018/19 base budget figures.
- (xiii) Revenue Support Grant (RSG) falls from £802,336 in 2017/18 to £422,789 in 2018/19. It will fall to zero in 2019/20 following the acceptance of the

Government's four year settlement as approved by Finance and Resources Committee on 19 September 2016.

- (xiv) The income to be received from National Non Domestic Rates (NNDR) is determined by the completion of the NNDR1 return to the Department for Communities and Local Government (DCLG). This has to be submitted by 31 January. Initial workings show that the sum to be received in 2018/19 will be £3,396,331.
- (xv) The surplus or deficit on NNDR will be influenced by a number of factors including any provisions that need to be made for outstanding debts and appeals. This is linked to the NNDR1 and initial workings show a deficit of £720,744 in 2018/19 as opposed to a deficit of £690,000 in 2017/18.
- (xvi) As a member of the Nottinghamshire Business Rates Pool, the Council is required to pay a levy (assuming NNDR income is above a certain level) to the Pool. The levy for 2018/19 is expected to be £719,291.
- (xvii) The Council receives compensation from the Government should NNDR income be adversely affected by specific Government policy initiatives such as limits to the business rates multiplier or the forthcoming move to change the basis for the annual uplift in business rates from the retail price index (RPI) to the consumer price index (CPI). This compensation is through what are termed "Section 31 Grants". The Section 31 Grant income for 2018/19 is determined by the completion of the NNDR1 return and is estimated to be £829,403 as opposed to £600,423 as in 2017/18.
- (xviii) Council tax income for 2018/19 has been assumed to be based upon the same value for a Band D property (£161.85) as in 2017/18. The increase in income for 2018/19 of £52,038 is due to the rise in the tax base from 33,126.78 in 2017/18 to 33,448.29 in 2018/19.
- (xix) The surplus or deficit on council tax is, like NNDR, influenced by factors such as the provision required for outstanding debts. The 2017/18 revised estimate figures include a surplus of £85,097 but this has been reduced down to a surplus of £43,386 in the 2018/19 base budget figures.
- (xx) The provisional Local Government Finance Settlement 2018/19 announced on 19 December 2017 allowed local authorities to increase council tax by up to 2.99% in 2018/19 without the requirement for a local referendum. Increasing council tax by the maximum amount permissible would raise an additional £161,867 in 2018/19. Furthermore, not increasing council tax means that the base figure for calculating council tax income in future years will be permanently lower than it otherwise could be.

4. Use of balances

The table below shows the impact upon the Council's balances at 31 March 2019 should a strategy as outlined below in section 4 be implemented. If this strategy is implemented successfully, it would reduce the projected use of balances in

2018/19 down to £1.172m and result in total projected balances at 31 March 2019 of £2.848m.

A proposed strategy for reducing the projected 2018/19 use of balances of £3.027m as shown in section 2 above is as follows:

	£000s
Projected 2018/19 withdrawal from balances (per section 2)	3,027
Less: Additional savings identified (per section 4)	(1,744)
Less: Accumulated DWP Income for Revenues and Benefits Enhancements	(111)
Revised 2018/19 withdrawal from balances	1,172

The Council has received income from the Department for Work and Pensions (DWP) totalling £0.111m to date to meet staffing and software implications of legislative and other changes that has not yet been utilised. This could be used to address the 2018/19 withdrawal from balances. Many of the staffing implications have been met from existing resources and the ICT implications could be addressed in the capital programme in future years.

Based upon the tables for the projected change in balances 2017/18 and 2018/19 shown in section 2, the above would result in an increase in the anticipated total balance at 31 March 2019 from £1.000m to £2.848m.

When refreshing the Medium Term Financial Strategy, the Council has in recent years attempted to maintain total balances of at least £1.5m in order to reflect risks and uncertainty. Whilst the above proposed strategy, if realised, would result in an anticipated total balance of £2.848m at 31 March 2019, such a significant use of balances for 2018/19 would result in funding difficulties in 2019/20, if further budget strategy corrective action were not taken.

4. Business Strategy 2018/19 and 2019/20

The updated Business strategy relating to 2018/19 is summarised below. It assumes that the savings would be immediately effective from 1 April 2018. In practice, the proposed changes would be implemented in phases as the year progresses. In addition, assumptions will have to be made with regards to redundancy costs and pension strain that may be incurred in respect of the staffing proposals.

PROPOSAL	RESPONSIBILITY	BUSINESS IMPACT	INCOME	SAVINGS to GF	IMPACT FROM(YEAR)
Total Employee savings See 'Employee savings – General Fund Revenue Budget 2018/19' report on this agenda (A) 2018/19				£1,137,729	18/19
Progress hybrid mail	ISD			£8,000	18/19
Decrease management fee Liberty Leisure	DCEO	LL has generated surpluses in 2017/18 to enable this figure to be achievable for 18/19		£100,000	18/19
Rationalise CCTV	DCEO	Statutory duty to review CCTV cameras to ensure they are focused appropriately		£20,000	18/19
Property related savings	DCEO			£25,000	18/19
Savings in print costs	ISM	Targeted reductions in printing costs		£10,000	18/19
Introduce e-agendas	ISM	To save print and postage costs		£8,000	18/19
Capitalisation of fleet costs	DCEO	Fund vehicle replacements through borrowing		£518,000	18/19
Less Budget Growth items		Two additional posts to ensure statutory duties are complied with (Food safety and CCTV apprentice) plus JPAB contribution		(£83,000)	18/19
Total other savings (B) 2018/19				£606,000	
Total savings 2018/19 (A +B)				£1,743,729	

PROPOSAL	RESPONSIBILITY	BUSINESS IMPACT	INCOME	SAVINGS to GF	IMPACT FROM(YEAR)
Savings 2019/20 – To be confirmed					
These budget proposals require further development to assess the level of additional income or savings achievable .					
Business rates income growth	DCEO	Utilising a property inspector to identify additional business rates income (project to be funded and led by Notts CC)	£100,000 (to be confirmed)		19/20
Commercial income	DCEO	Additional income from various sources including, incubation units, rent reviews, cemetery chapel)	£20,000 (to be confirmed)		19/20
Procurement	DCEO	Contract savings from re-procuring contracts with suppliers	£20,000 (to be confirmed)		19/20
Property related savings	DCEO		£70,000 (to be confirmed)		19/20
Total savings 2019/20			£210,000 (to be confirmed)		

APPENDIX 6

PRUDENTIAL INDICATORS 2018/19 TO 2020/211. Introduction

The Local Government Act 2003 requires local authorities to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out their capital budgeting and treasury management activities. Following a period of consultation, a new version of the Code was published in December 2017.

The CIPFA Prudential Code establishes a framework designed to support local strategic planning, local asset management planning and option appraisal. The objectives of the CIPFA Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice.

A fundamental part of the CIPFA Prudential Code is the calculation of a number of prudential indicators. These indicators provide the basis for the management and monitoring of capital expenditure, borrowing and investments. Each indicator either summarises the expected capital activity or introduces limits upon that activity and reflects the outcome of the Council's underlying capital appraisal systems.

The Council is required to have regard to the following when setting or revising the prudential indicators:

- Corporate objectives (e.g. strategic planning)
- Stewardship of assets (e.g. asset management planning)
- Value for money (e.g. appraisal of options)
- Prudence and sustainability (e.g. implications for external borrowing and whole life costing)
- Affordability (e.g. implications for long-term resources and ultimately on the level of council tax)
- Practicality (e.g. the achievability of the Corporate Plan)

The overall prudential framework also has an impact upon the Council's treasury management activities as it directly influences borrowing and investment activity. The Treasury Management Strategy Statement 2018/19 to 2020/21 in appendix 7 and the Investments Strategy 2018/19 to 2020/21 in appendix 8 complement the prudential indicators.

The Prudential Code 2017 includes a requirement for a high level Capital Strategy to be produced. This is to be a summary document covering information on capital expenditure and financing, treasury management and non-treasury investments. Whilst the Capital Strategy needs to be approved by full Council, there is no requirement for it to be produced on an annual basis or for it to be approved before the start of the financial year.

The Council already has a Capital Strategy 2015/16 to 2019/20 approved by Cabinet on 23 June 2015. However, CIPFA recognise that authorities may require a lead-in period to create a Capital Strategy that meets the requirements of the latest version of the Prudential Code and that it may not be produced until the 2019/20 financial year. Therefore a new Capital Strategy in accordance with the revised Prudential Code will be brought forward for consideration by Members as part of the 2019/20 budget process.

2. Prudential Indicators for Capital Expenditure

These indicators are set to ensure that the proposed level of capital expenditure remains within sustainable limits.

(i). Capital Expenditure Estimates

Capital expenditure can be paid for immediately by applying capital resources, such as capital receipts or capital grants, or by using revenue resources. However, if these resources are insufficient then any residual expenditure will add to the Council's borrowing need.

This prudential indicator is a summary of the Council's three-year estimates of capital expenditure and anticipated financing. It is intended to ensure that the proposed level of capital expenditure remains within sustainable limits with particular regard to the impact on council tax and housing rent levels. The following table summarises the three-year capital programme as presented to the Finance and Resources Committee on 15 February 2018:

	2016/17 Actual	2017/18 Revised	2018/19 Estimated	2019/20 Estimated	2020/21 Estimated
Capital Expenditure	£'000	£'000	£'000	£'000	£'000
General Fund	9,978	2,805	5,581	8,166	4,332
Housing Revenue Account	7,813	5,004	5,508	5,158	5,407
Total	17,791	7,809	11,089	13,324	9,739
Financed by:					
Borrowing – GF	0	714	3,438	6,945	3,019
Borrowing - HRA	8,412	0	0	0	0
Vehicle Renewals Fund	296	327	0	0	0
Major Repairs Reserve	3,378	3,484	3,889	3,889	3,889
NET Compensation	133	188	0	0	0
Capital Reserve	42	0	0	0	0
Capital Receipts	1,390	404	389	250	0
Direct Revenue Financing - GF	22	233	0	0	0
Direct Revenue Financing - HRA	2,962	1,290	1,619	1,269	1,517
Better Care Fund	507	799	653	653	653
DECC/ NEA	7	0	0	0	0
Section 106 receipts	205	129	0	0	0
Rushcliffe Borough Council	48	6	0	0	0
Notts Pre-Development Fund	0	70	0	0	0
6C's Growth Point	0	28	0	0	0
Insurance Settlement	327	0	0	0	0
WREN	33	60	0	0	0
Other Bodies	29	77	0	0	0
Total	17,791	7,809	9,988	13,006	9,078
Shortfall still to be funded	0	0	1,101	318	661

One of the key risks to the capital expenditure plans above is the level of resources available within the HRA to support capital expenditure. Any shortfall in resources would have to be met from additional borrowing as long as the HRA 'debt cap' (as prescribed by the DCLG) was not breached. The HRA business plan model update to be reported to the Housing Committee on 14 March 2018 demonstrates that this should not be a major risk.

Similarly, a risk to General Fund capital expenditure plans is that some of the estimates for other sources of funding may also be subject to change over this timescale. The table above, for example, assumes there are limited capital receipts available to finance General Fund capital expenditure from 2018/19 to 2020/21. One notable exception is with regards to the Council's £500,000 contribution to the Local Authority Mortgage Guarantee Scheme (LAMS) with Lloyds Bank made on 31 January 2014. This contribution was required to be classed as capital expenditure. The Council will be reimbursed with this sum on 31 January 2019 on the fifth anniversary of the payment and the reimbursement will be categorised as a capital receipt.

The Policy and Performance Committee on 8 March 2017 resolved that the sale of the former cash office site at 15, Nottingham Road in Eastwood be approved with the final terms for disposals being delegated to the Director of Housing, Leisure and Property Services in consultation with the Deputy Chief Executive. The sale is expected to be concluded imminently with an estimated capital receipt of £110,000. As the site includes a flat that forms part of the Council's housing stock, some of the receipt will need to accrue to the Housing Revenue Account.

Further capital receipts are anticipated following the acquisition by NET of a number of retail businesses in The Square which are owned by the Council but which were on a long term lease to Henry Boot. As reported to the Policy and Performance Committee on 21 November 2017, progress in negotiations to determine the amount of such compensation to be received has been disappointing and there is an option to make a reference to the Upper Tribunal (Lands Chamber) in order to move the matter forward. No assumptions have been made with regards to either the value or timing of such receipts that may subsequently be received.

The Council's land and property holdings will be reviewed in line with the Asset Management Strategy 2015/16 to 2019/20 to identify opportunities to bring forward recommendations to dispose of or make alternative use of surplus assets.

It is anticipated that borrowing of £3,438,000 will be undertaken to finance General Fund capital expenditure in 2018/19 with further borrowing of £6,945,500 in 2019/20 and £3,018,500 in 2020/21. The primary factor behind this will be the need to finance the proposed £10,865,000 scheme to redevelop Beeston Town Centre.

The tight revenue situation is such that it has been assumed that the capital programme from 2018/19 will be revisited and re-aligned as far as possible to tie into available capital resources in order to minimise the level of prudential borrowing required.

(ii) The Capital Financing Requirement

The Capital Financing Requirement (CFR) represents the Council's underlying need to borrow for capital purposes. It is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. The CFR will change each year in accordance with the value of the approved capital programme and the financing available. The capital expenditure above which has not been financed from available internal resources will increase the CFR.

	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital Financing Requirement	£'000	£'000	£'000	£'000
CFR – General Fund	17,775	20,252	26,062	27,606
CFR – HRA	81,330	81,330	81,330	81,330
Total CFR – 31 March	99,105	101,582	107,392	108,936
Movement in CFR represented by:				
Borrowing need for the year	714	3,438	6,945	3,018
MRP/VRP and other financing movements	(878)	(961)	(1,135)	(1,474)
Movement in CFR	(164)	2,477	5,810	1,544

3. Prudential Indicators for External Debt

The Council has an integrated Treasury Management Strategy and manages its treasury activities in accordance with this, therefore borrowing activity will arise as a consequence of all the financial transactions of the Council and not just those arising from capital expenditure as reflected in the CFR.

i) Authorised Limit for External Debt

This prudential indicator is the statutory limit for external debt determined under section 3 (1) of the Local Government Act 2003. It represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which could be afforded in the short term to maximise treasury management opportunities and cover temporary cash flow shortfalls, but is unlikely to be sustainable over the longer term. It is the expected maximum borrowing needed with some headroom for unexpected movements.

The authorised limit for external debt for the next three years is set out in the following table:

	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£'000	£'000	£'000	£'000
Authorised Limit for External Debt	123,450	127,950	136,550	140,450

ii) Operational Boundary for External Debt

The operational boundary links directly to the Council's estimates of the CFR and of other cash flow requirements. This prudential indicator is based on the same estimates as the authorised limit and reflects the most likely and prudent (but not worst case scenario) but without the headroom included within the authorised limit.

The operational boundary for external debt for the next three years is set out in the following table:

	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£'000	£'000	£'000	£'000
Operational Boundary for External Debt	98,750	102,350	109,250	112,350

iii) Actual External Debt

This prudential indicator is obtained directly from the Council's balance sheet at 31 March 2017. It is the closing balance for actual gross borrowing plus other long-term liabilities.

'Other long-term liabilities' are liabilities outstanding (other than borrowing) in relation to the financing of capital expenditure. They relate to, for example, private finance initiative (PFI) credits or finance leases. The Council did not have such long-term liabilities at 31 March 2017 and none are anticipated up to 2020/21.

This indicator is measured in a manner consistent for comparison with the authorised limit and operational boundary.

Actual External Debt as at 31 March 2017	£'000
Borrowing (PWLB)	79,805
Borrowing (Money Market)	18,000
Borrowing (Bramcote Crematorium)	550
Other Long-Term Liabilities	0
Total	98,355

The major element of the borrowing from the PWLB at 31 March 2017 is the loans totalling £66.446m taken out on 28 March 2012 to make the payment to the former Department for Communities and Local Government (DCLG) to enable the Council to exit the Housing Revenue Account (HRA) subsidy system and move to self-financing arrangements where the Council can support its housing stock from its own HRA income.

The borrowing from the money market at 31 March 2017 comprised of the following loans:

- Two £1.0m loans from Hyndburn Council, originally taken for 364 days at 0.55%, that matured on 12 and 15 May 2017 respectively. These loans were replaced with a £2.0m loan for nine months from Vale of Glamorgan Council at 0.42% that is due to mature on 22 February 2018.
- A £1.0m loan from Tendring District Council for 364 days at 0.38% and a £1.0m loan from Hartlepool Borough Council for nine months at 0.33%. Both loans matured on 31 July 2017 and were not replaced.
- A £2.0m loan from Lichfield District Council for 364 days at 0.45% that is due to mature on 19 February 2018.
- A £3.0m loan from Basildon District Council for six months at 0.44% that matured on 29 September 2017. This loan was subsequently replaced by a £2.0m loan from Bolsover District Council for nine months at 0.36% that is due to mature on 29 June 2018 and a £1.0m loan from Lancaster City Council for 364 days at 0.40% that is due to mature on 28 September 2018.
- A £2.0m loan from Tendring District Council for six months at 0.45% that matured on 20 September 2017. This loan was replaced on 2 October 2017 with a further £2.0m loan, again from Tendring District Council, for nine months at 0.35%. This loan is due to mature on 2 July 2018.
- A £2.0m loan from Basildon District Council for six months at 0.45% that matured on 18 September 2017. This loan was replaced with a further £2.0m loan, this time from South Northamptonshire Council, for nine months at 0.36%. This loan is due to mature on 18 June 2018.
- A £2.0m loan from the London Borough of Hounslow for 2 years at 0.85% that is due to mature on 29 May 2018.
- A £3.0m loan from Barclays Bank for 65 years at 4.19% that is due to mature on 4 February 2073.

The borrowing from Bramcote Crematorium at 31 March 2017 was a short-term investment of £549,549 with the Council by the Bramcote Crematorium Joint Committee.

4. Prudential Indicator for Treasury Management

As per the requirements of the CIPFA Prudential Code, the Council adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes at the Cabinet meeting of 26 February 2002. The CIPFA Treasury Management Code of Practice was initially revised in 2009 and then revised again in 2011 and 2017 to reflect recent developments and anticipated regulatory changes relating to the Localism Act 2011 including housing finance reform and the introduction of the General Power of Competence. The Council has incorporated the changes from the latest revised CIPFA Treasury Management Code of Practice into its treasury management policies, procedures and practices. All treasury management activity will comply with relevant statute, guidance and accounting standards.

5. Prudential Indicator for Prudence

The framework established by the CIPFA Prudential Code is designed to ensure that the objective of keeping external debt within sustainable, prudent limits is addressed each year.

i) Gross Borrowing and the Capital Financing Requirement

This is a key indicator of prudence. In order to ensure that over the medium term gross borrowing will only be for a capital purpose, the Council needs to ensure that its gross borrowing does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional increases to the CFR for the current and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

	2016/17 Actual	2017/18 Revised	2018/19 Estimate	2019/20 Estimate
	£'000	£'000	£'000	£'000
Gross Borrowing				
- PWLB and Market	97,805	97,798	101,227	108,163
- Bramcote Crematorium	550	382	313	339
Net Borrowing – 31 March	98,355	98,180	101,540	108,502
Capital Financing Requirement				
CFR – General Fund	17,939	17,775	20,252	26,062
CFR – HRA	81,330	81,330	81,330	81,330
Total CFR – 31 March	99,269	99,105	101,582	107,392

The Deputy Chief Executive reports that the Council complied with this prudential indicator in 2016/17. The increases in PWLB and market borrowing for 2018/19 shown above reflects the borrowings required for the General Fund capital programme as set out in appendix 3. However, as set out in section 2 above, it is anticipated that the increase in the General Fund CFR over this period due to additional borrowing will be partly offset by General Fund minimum revenue provision of £877,800 in 2017/18, £961,650 in 2018/19 and £1,135,250 in 2019/20. This will reduce the total CFR with the result that the level of borrowing set out above will probably therefore not be required in practice. As set out above, this indicator is not based upon one year in isolation but upon a four year time frame representing the medium term as set out in the table. Any borrowing decisions will therefore take account of the effect upon the total CFR.

ii) Treasury Management

Ensuring that treasury management is carried out in accordance with good professional practice is an essential feature of prudence. The treasury management indicators required by the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes are designed to help demonstrate prudence. This is addressed in the prudential indicator for treasury management in 4 above.

6. Prudential Indicators for Affordability

Affordability indicators provide details of the impact of capital investment plans on the Council's overall finances.

i) Actual and estimates of the proportion of financing costs to net revenue stream

This indicator identifies the trend in net financing costs (borrowing costs less investment income) against net revenue income from Revenue Support Grant, non domestic rates, council tax and rent income. The purpose of the indicator is to show how the proportion of net income used to pay for financing costs is changing over time.

Proportion of net financing costs to net revenue stream

	2016/17 Actual	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
General Fund	8.5%	14.6%	17.5%	20.2%	21.6%
HRA	15.3%	14.5%	14.2%	14.4%	14.3%

The estimates of financing costs reflect current commitments and the proposals in the revenue and capital budget reports elsewhere on the agenda.

The indicators for the General Fund rise significantly from 2017/18 to reflect the increase in MRP following the purchase of the lease for Beeston Square in 2016/17 and the planned additional borrowing of £3,438,000 and £6,945,500 in 2018/19 and 2019/20 respectively along with the reduction in external funding over the period.

The indicators for the HRA increase are stable from 2017/18 to 2020/21 and are a reflection of the fact that no borrowing is planned to finance capital expenditure over the period and allowing for the 1% reduction in rental income up to 2019/20.

Overall, the Council intends to undertake a prudent level of borrowing to support the capital programme during the period covered by its medium term financial plans.

APPENDIX 7

TREASURY MANAGEMENT STRATEGY STATEMENT 2018/19 to 2020/211. Introduction

The CIPFA Code of Practice for Treasury Management in the Public Services (the 'CIPFA Treasury Management Code') and the CIPFA Prudential Code require local authorities to produce a Treasury Management Strategy Statement on an annual basis. This Strategy Statement includes those indicators that relate to the treasury management function.

The CIPFA Treasury Management Code defines treasury management activities as “the management of the organisation’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 consistence with those risks”.

For the purpose of this strategy, treasury management includes the management of all capital market transactions in connection with the cash and funding resources of the Council. This covers all funds and reserves, including the Collection Fund, and includes the arrangement of leases.

The strategy includes broad principles, which provide the framework within which the Council’s treasury management activities are conducted, together with detailed plans for the management of the Council’s loans and investment portfolios. The strategy includes those indicators required by the CIPFA Treasury Management Code that relate to treasury management.

The treasury management service is an important part of the overall management of the Council’s affairs. The prudential indicators in appendix 6 consider the affordability and impact of capital investment decisions and set out the Council’s overall capital framework. The treasury management function is responsible for the effective funding of these decisions and together they form part of the process which ensures that the Council meets its balanced budget requirement under Section 32 of the Local Government Act 1992.

As per the requirements of the Prudential Code, the Council adopted the CIPFA Treasury Management Code at the Cabinet meeting of 26 February 2002. The CIPFA Treasury Management Code was initially revised in 2009, revised again in 2011 to reflect recent developments in the market place, the introduction of the Localism Act 2011 including housing finance reform and the introduction of the General Power of Competence. In 2017 CIPFA published a further revision to the Treasury Management Code although it has not, as yet, published the accompanying Guidance Notes for local authorities. The Council has incorporated the changes from the CIPFA Treasury Management Code into its treasury management policies, procedures and practices. All treasury management activity will comply with relevant statute, guidance and accounting standards.

The Council's Financial Regulations (7.8) require the Deputy Chief Executive to report on treasury management activities and the exercise of treasury management powers is delegated to him. This strategy outlines the expected treasury management activity over the next three years along with the risks associated with this activity and how they will be managed.

An annual report on treasury management activities at the end of each year is presented to the Finance and Resources Committee in July and a mid-year monitoring report on treasury management activity is presented to the same committee in November each year.

2. Treasury Management Policy Statement

One of the requirements of the CIPFA Treasury Management Code is that the Treasury Management Policy Statement should include the Council's high level policies for borrowing and investments. These are set out in the Treasury Management Policy Statement shown in appendix 7a.

3. Treasury Management Objectives

The primary objective of treasury management operations will be to maximise the revenue resources available to the Council whilst ensuring the effective management of risks associated with treasury management activities in accordance with the following principles:

- i) that the cost of borrowing is minimised commensurate with following a prudent funding policy
- ii) that the most advantageous rates of return on investments are secured commensurate with the primary principle of maintaining the capital value of funds whilst ensuring sufficient liquidity
- iii) that the Council maintains flexibility in its borrowing and lending portfolios
- iv) that the Council manages its borrowings and investments as a combined portfolio in order to achieve the optimum net debt position

The sections below provide a summary of the principal activities anticipated during the period covered by the strategy.

4. Current Debt and Investment Position

The Council's current debt and investment position is as follows:

		Actual at 31 December 17	Estimate at 31 March 18
		£'000	£'000
Fixed Rate Debt	PWLB	79,798	79,791
	Market	3,000	3,000
Variable Rate Debt	PWLB	4	7
	Market	16,000	15,000
	Crematorium	499	382
Total Debt		99,301	98,180
Total Investments		(22,660)	(12,500)
Net Borrowing		76,641	85,680

The fixed rate debt shown above consists of fixed rate loans totalling £79.79m from the PWLB that are due to be re-paid in at least one years' time and a loan of £3.0 million at 4.19% from Barclays Bank that is due to mature on 4 February 2073.

The variable rate debt shown above relates to fixed rate loans from the PWLB, other public sector bodies or other institutions that are due to mature within one year and therefore likely to be replaced by further loans but at a different rate of interest from the current rate.

The Council has two loans of £2.0 million each at interest rates of 0.45% and 0.42% from Lichfield District Council and Vale of Glamorgan Council. These loans are due to mature on 19 February 2018 and 22 February 2018 respectively. These have effectively already been replaced with a £2.0 million loan from Vale of Glamorgan Council for two months at 0.50% that commenced on 5 February 2018 and a £1 million loan from Tendring District Council for six months at 0.52% that will commence on 28 February 2018.

The crematorium debt relates to surplus cash balances of the Bramcote Crematorium that the Council invests on its behalf to generate a suitable return. This fluctuates in accordance with the Bramcote Crematorium's cash inflows and outflows. There is no other variable rate debt.

The Council's existing debt portfolio (including Bramcote Crematorium) is estimated to total £98.2 million at 31 March 2018 as shown above. The optimum debt level for the Council as defined by the CFR is estimated at £99.1 million at 31 March 2018 and therefore the estimated level of borrowing is below the optimum level.

As set out in section 10 below, the Council is permitted to borrow in advance of need given that certain criteria are met. The Council has loans totalling £15.0 million that are due to mature within the next 12 months. These loans may not necessarily be replaced with loans of a similar value when they mature and whether or not they are replaced will in part depend upon the Council's cashflow position at the time. In addition, the Council has a loan of £3.0 million that will not mature within the next 12 months. This loan is from Barclays Bank at an interest rate of 4.19% and is due to mature on 4 February 2073.

The majority of the investments should be regarded as the investment of the Council's revenue reserves, including the General Fund balance and the HRA balance, provisions and unapplied capital contributions.

5. Debt and Investment Projections 2018/19 to 2020/21

i) Debt Projections

The borrowing requirement comprises the expected movement in the CFR and any maturing debt that will need to be re-financed. The table below shows this effect on the treasury position over the next three years. The expected maximum debt position during each year represents the operational boundary prudential indicator and so may be different from the year end position. The expected debt levels need to approximate to the operational boundary.

External Debt	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£'000	£'000	£'000	£'000
Debt at 1 April	97,642	98,180	101,540	108,502
Additional/(Repayment of) Borrowing	714	3,438	6,945	3,018
Repayment of Annuities	(8)	(9)	(9)	(10)
Repayment (to)/from Bramcote Crematorium	(168)	(69)	26	47
Debt at 31 March	98,180	101,540	108,502	111,557

	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£'000	£'000	£'000	£'000
Operational Boundary	98,750	102,350	109,250	112,350

With effect from 1 April 2004 debt has been expected to increase in line with the proposals within the capital programme. The capital programme assumes new borrowing of:

- £3,438,000 in 2018/19
- £6,945,500 in 2019/20
- £3,018,500 in 2020/21

The additional borrowing from 2018/19 to 2020/21 is respect of the General Fund capital programmes only. No borrowing is anticipated to be taken out to assist in financing the HRA capital programmes from 2018/19 and 2020/21. External debt is therefore expected to vary by the additional borrowing less the repayment of a number of annuity loans and adjusted for any changes in the anticipated level of borrowing from Bramcote Crematorium.

One of the primary aims of the treasury management strategy will be to raise new loans, where appropriate, equivalent to these values. Market conditions will be closely monitored in association with the Council's treasury management advisors to ensure the most appropriate timing of any new loans.

Amounts of £961,650 in 2018/19, £1,135,250 in 2019/20 and £1,474,350 in 2019/20 are to be set aside from the revenue accounts for the repayment of debt associated with General Fund capital expenditure, in accordance with statutory provisions. Further details of the policy that underpins this are set out in section 13.

ii) Investment Projections

The table below highlights the expected change in investment balances.

	2017/18 Revised	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
	£'000	£'000	£'000	£'000
Investments at 1 April	8,960	12,500	11,700	10,400
Expected Change in Investments	(3,540)	(800)	(1,300)	(50)
Investments at 31 March	12,500	11,700	10,400	10,350

6. Housing Revenue Account (HRA) Self-Financing

The reforms of the HRA subsidy system mean that the Council has not had to pay an annual subsidy from the HRA to the government since 2011/12. However, the Council is required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government (DCLG).

The Determinations do not set out a methodology for calculating the interest rate to use. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Treasury Management Code recommends that the Council set out their policy in the Treasury Management Strategy Statement.

Whilst there are a number of different approaches for the apportionment of interest expenditure and income between the HRA and General Fund, the Council adopted the 'one pool' approach upon the commencement of HRA self-financing on 1 April 2012 and will continue to follow this approach in 2018/19. This involves having a single pool for all debt irrespective as to whether it arose pre or post HRA self-financing and whether or not debt can be explicitly attributed to either the HRA or the General Fund.

The 'one pool' approach is considered to be the easiest for the Council to manage from an administrative perspective and enables treasury risk to be managed for the Council as a whole.

Whilst the 'one pool' approach carries an element of interest rate risk as and when maturing debt needs to be replaced, given that HRA debt vastly exceeds General Fund debt and that no major debt replacement is anticipated for the new HRA debt within the first ten years, this risk is not considered to be significant.

Under the 'one pool' approach, interest on loans will be calculated in accordance with proper accounting practice. This will require interest to be apportioned between the HRA and the General Fund by applying the average interest rate on external debt to the relative HRA and General Fund CFRs.

Investment income will be apportioned to the HRA based upon the opening and closing HRA balances for the year and the interest rate used for calculating interest on loans.

7. Borrowing Strategy 2018/19 to 2020/21

Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long-term interest rates. The acute difference between short and long term interest rates that presently exists is expected to continue.

This difference creates an additional "cost" for any new long-term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment (which is sometimes referred to as the "cost of carry"). Whilst this can be assumed to be a reasonably short-term issue as borrowing is often for longer dated periods, it cannot be ignored against a backdrop of uncertainty and affordability constraints in the Council's wider financial position.

The PWLB remains an attractive source of borrowing given the transparency and control that its facilities provide. In addition, the Council is now able to borrow from the PWLB at the 'certainty rate' of 20 basis points below their usual borrowing rates ie. 80 basis points above the corresponding gilt yield. HM Treasury (HMT) has recently announced it will take legislative steps to abolish the PWLB in the coming months but that the HMT's lending function will continue unaffected albeit under a different body so that local authorities will continue to access borrowing at rates which offer good value for money and in the same straightforward way as it is now.

The Deputy Chief Executive, under delegated powers, will take the most appropriate form of borrowing depending upon the prevailing interest rates at the time along with an appropriate evaluation of the accompanying level of risk.

The option of postponing borrowing and running down investment balances as has occurred in previous years will also continue to be considered. This would reduce counterparty risk and provide a hedge against the recently experienced fall in investment returns.

As indicated in section 5 above, the Council plans to borrow £2,573,000 to meet 2018/19 capital expenditure plans. The Council will adopt a flexible approach to its borrowing activity in association with its treasury management advisors. As set out in the Treasury Management Policy Statement, the following will be considered before any decision is made to undertake further borrowing:

- affordability
- maturity profile of existing debt
- interest rate and refinancing risk
- source of borrowing

In conjunction with advice from its treasury management advisors, the Council will keep under review all relevant issues associated with the following potential borrowing sources:

- internal borrowing
- PWLB and its successor body
- UK Municipal Bond Agency
- local authorities
- UK banks/ building societies
- money markets
- leasing

8. Debt Restructuring

The Council's debt portfolio can be restructured by prematurely repaying loans and refinancing them on similar or different terms to achieve a reduction in risk and/or savings in interest costs.

The rationale for debt restructuring would be:

- to align long-term cash flow and debt levels
- to reduce investment balances and credit exposure via debt repayment
- to obtain savings in risk adjusted interest costs
- to rebalance the interest rate structure of the debt portfolio
- to change the maturity structure of the debt portfolio

A year after their commencement, the £66.446m of loans borrowed on 28 March 2012 for the HRA self-financing settlement became eligible for rescheduling. These loans were borrowed at one-off preferential rates made available specifically for the settlement. If the recent increases in gilt yields and PWLB redemption rates continue, there may be early loan repayment opportunities at close to par. Early repayment or rescheduling will first be assessed against the requirements of the HRA business plan and any future borrowing requirements.

The Deputy Chief Executive in association with the Council's treasury management advisors will continue to monitor the situation and evaluate potential opportunities where appropriate. After consultation with the Council's advisors, immediate action will be taken when annual revenue savings can be achieved

and both a stable debt maturity profile and suitable interest rate structure can be maintained.

9. Short Term Borrowing

In common with previous years, the Council will continue to accept money on short-term notice from the Bramcote Crematorium. The estimated value of these funds at 31 March 2018 is around £475,450. Based on current cash flow projections, it is anticipated that no other short-term borrowing (other than that outlined in section 4 to replace existing maturing loans from other local authorities) will be necessary during the period covered by the strategy. Should such borrowing be required to meet any short-term cash deficits, the loans will be secured at the most favourable rates available.

10. Borrowing in Advance of Need

The Deputy Chief Executive may, under delegated powers, borrow funds in advance for use in future years. This may occur, for example, where a sharp rise in interest rates is expected and so borrowing early at fixed interest rates will be economically beneficial and help meet budgetary constraints.

Whilst the Deputy Chief Executive will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities.

As set out in the CIPFA Treasury Management Code, the Council is able to borrow in excess of the current level of borrowing need (CFR) up to the projected level in three years' time.

Risks associated with advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the mid-year or annual treasury management report presented to the Finance and Resources Committee.

11. The Use of Financial Derivatives for the Management of Risks

The CIPFA Treasury Management Code includes a requirement that local authorities explicitly state in their Treasury Management Strategy Statement whether they plan to use derivative instruments to manage risks and, if so, to ensure that they have the legal powers to do so.

The General Power of Competence enshrined in Section 1 of the Localism Act 2011 can be interpreted as allowing local authorities to use standalone derivative instruments (i.e. those are not embedded into a loan or investment, for example embedded derivatives in LOBO loans). These include interest rate swaps, forwards, futures and options. The Council does not intend to use such standalone derivative instruments in the period covered by this strategy.

12. Treasury Management Limits on Activity

These treasury management indicators were previously prudential indicators. The purpose of these indicators is to contain the activity of the treasury function within certain limits and therefore reduce the risk of an adverse movement in interest rates impacting negatively on the Council's overall financial position.

As suggested in the CIPFA Treasury Management Code, all investments (whether fixed or variable rate) with a period of less than twelve months to maturity are regarded as variable rather than fixed rate investments as they are potentially subject to movements in interest rates when they mature. Likewise, any fixed rate borrowing that is due to mature within twelve months is regarded as being at a variable rate as the rate to be paid on any replacement loan could differ from the rate currently being paid.

i) Upper Limits for Fixed and Variable Interest Rate Exposure

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

Interest Rate Exposures	Actual 31 March 2017 %	2017/18 Approved %	2017/18 Revised %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %
Fixed						
Upper Limit for Fixed Interest Rate Exposure on Debt	87	100	100	100	100	100
Upper Limit for Fixed Interest Rate Exposure on Investments	(0)	(25)	(25)	(25)	(25)	(25)
Net Fixed Exposure	87	75	75	75	75	75
Variable						
Upper Limit for Variable Interest Rate Exposure on Debt	13	40	40	40	40	40
Upper Limit for Variable Interest Rate Exposure on Investments	(100)	(100)	(100)	(100)	(100)	(100)
Net Variable Exposure	(87)	(60)	(60)	(60)	(60)	(60)

ii) Maturity Structure of Fixed Rate Borrowing

This indicator highlights the existence of any large concentrations of fixed rate debt that will need to be replaced. It is designed to protect against excessive exposures to interest rate changes in any one period, with particular emphasis on the next ten years.

Maturity Structure of Fixed Borrowing*	Actual 31 March 2017	2017/18 Planned %		2018/19 Estimate %		2019/20 Estimate %		2020/21 Estimate %	
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper
	%								
Under 12 months	13	0	50	0	50	0	50	0	50
12 months to 2 years	2	0	50	0	50	0	50	0	50
2 years to 5 years	6	0	50	0	50	0	50	0	50
5 years to 10 years	31	0	75	0	75	0	75	0	75
10 years to 20 years	42	0	100	0	100	0	100	0	100
20 years to 30 years	0	0	100	0	100	0	100	0	100
30 years to 40 years	3	0	100	0	100	0	100	0	100
40 years to 50 years	0	0	100	0	100	0	100	0	100
50 years+	3	0	100	0	100	0	100	0	100

* The Prudential Code requires indicators to be set for the maturity structure of fixed borrowing only. The above limits will equally apply to total borrowing (fixed and variable borrowing).

iii) Upper Limit for Total Principal Sums Invested over 364 Days

This limit is intended to contain exposure to the possibility of any loss that may arise as a result of the Council having to seek early repayment of any investments made. If an investment has to be re-paid before its natural maturity date due to cash flow requirements then, if market conditions are unfavourable, there could be an adverse impact upon the Council.

It is proposed that from 2018/19 to 2020/21 the Council retain the flexibility to invest a proportion of its available balances for a period in excess of 364 days should credit conditions continue to show signs of stabilisation or improvement. The upper limit for these investments based upon 40% of an estimated in-year average of total investments of £15 million is as shown below.

	2017/18 Approved £'000	2017/18 Revised £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
Upper Limit for Total Principal Sums Invested over 364 Days	4,000	4,000	6,000	6,000	6,000

iv) Credit Risk

The Council considers security, liquidity and yield, in that order, when making investment decisions. Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

The Council also considers alternative assessments of credit strength such as information on corporate developments and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- published credit ratings of the financial institution as outlined in the annual Investment Strategy
- sovereign support mechanisms
- credit default swaps (where quoted)
- share prices (where available)
- corporate developments, news, articles, market sentiment and momentum
- subjective overlay

The only indicators with prescriptive values are credit ratings. The other indicators of credit worthiness are considered in relative rather than absolute terms.

The Council's maximum average credit risk score for its investment portfolio will be 7 (equivalent to an average credit rating of A- or equivalent). This is the proposed benchmark for security as described in appendix 8, section 2.

13. Minimum Revenue Provision Statement 2018/19

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 place a duty upon local authorities to make a prudent provision for debt repayment. This is known as Minimum Revenue Provision (MRP). The Council is also allowed to undertake additional Voluntary Revenue Provision (VRP) should it wish to do so. There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing but the Council may also choose to do this should it wish to.

Guidance on MRP has been issued by the Secretary of State and local authorities are required to "have regard" to this guidance under section 21 (1A) of the Local Government Act 2003.

The four MRP options available are:

- Option 1 – Regulatory Method
- Option 2 – Capital Financing Requirement (CFR) Method
- Option 3 – Asset Life Method
- Option 4 – Depreciation Method

DCLG regulations require full council to approve an MRP Statement in advance of each year. Any subsequent changes in year also require full council approval. The proposed policy for 2018/19 is set out below:

MRP Policy 2018/19

For capital expenditure incurred before 1 April 2008, the General Fund MRP will continue to follow the CFR method (option 2) and be based upon 4% of the CFR at that date.

For all unsupported borrowing incurred from 1 April 2008, the General Fund MRP will be based upon the estimated life of the assets which this borrowing is intended to finance (option 3). The only exception to this is as outlined below.

Council on 18 December 2013 agreed that this Council (along with Nottinghamshire County Council) would take part in a Local Authority Mortgage Scheme (LAMS) to be administered by Lloyds Bank. This Council's contribution of £500,000 was to be classed as capital expenditure and financed by borrowing. As this is an initial 5 year arrangement (with the potential for a 2 year extension) and the funds are due to be returned in full on maturity or on early repayment of the mortgage (whichever is earliest), it is considered that there is no requirement to make prudent provision for the repayment of this borrowing. Therefore there will be no General Fund MRP charged in respect of this borrowing. When the £500,000 is returned to the Council in 5 years' time it will be classed as a capital receipt.

No voluntary MRP is to be charged to the HRA in 2018/19. However, it is anticipated that the updated 30 year HRA business plan as presented to this meeting will allow the £66.446 million debt taken as part of the move to HRA self-financing to be re-paid by 2049/50.

14. Local Performance Indicators

The CIPFA Treasury Management Code requires the Council to set local indicators to assess the performance of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators which are predominantly forward looking. Indicators should be considered within set risk parameters. Examples of performance indicators often used for the treasury function are:

- Borrowing – average rate of borrowing for the year compared with the average available
- Borrowing – average rate movement year on year

- Investments – Internal returns above the 7 day London Interbank Bid Rate (LIBID)
- Investments – average credit risk score of counterparties with whom interim investments have been placed
- Investments – average days to maturity of investments

Further details will be included in monitoring statements presented to the Finance and Resources Committee and in the mid-year and annual treasury management reports.

15. Conduct of Operations

All treasury management operations will be conducted in accordance with the Council's Treasury Policy Statement, Treasury Management Practice Notices and associated systems documentation. Monitoring reports will be included in the mid-year and annual treasury management reports.

16. Money Market Brokers

In accordance with the Council's Treasury Management Practice Notices, the majority of investments are made primarily via direct dealing with counterparties.

The external money market brokers to be used from 15 February 2018 are:

Tradition (UK) Ltd
Beaufort House
15 St Botolph Street
London
EC3A 7QX

Sterling International Brokers
1 Churchill Place
Canary Wharf
London
E14 5RD

Martins Brokers (UK) Ltd
20th Floor
1 Churchill Place
Canary Wharf
London
E14 5RD

King and Shaxson Ltd
6th Floor
120 Cannon Street
London
EC4N 6AS

17. Treasury Management Advisors

The Council reviewed its treasury management advice arrangements in 2014 and agreed a contract with Arlingclose to provide this service for the three years that commenced on 1 April 2014. This contract has been extended on a 12 month rolling basis and is currently due to expire on 31 March 2019. When extending

the contract, factors such as Arlingclose's level of performance and fees will be taken into consideration.

Arlingclose provide a range of services which include:

- technical support on treasury matters and capital finance issues
- economic and interest rate analysis
- debt services (including advice on the timing of borrowing)
- debt rescheduling advice surrounding the existing portfolio
- generic investment advice on interest rates etc.
- credit ratings/market information service comprising the three main credit rating agencies

Whilst the treasury management advisors provide support to the internal treasury function, the current market rules and the CIPFA Treasury Management Code confirms that the final decision on treasury management matters rests with the Council. The service provided by the Council's treasury management advisors is subject to regular review.

18. Member and Officer Training

The increased member consideration of treasury management matters and the need to ensure that officers dealing with treasury management are trained and kept up to date requires a suitable training process for members and officers. The Council will address this important issue by:

- facilitating workshops for members on finance issues as part of the Member Development Programme
- identifying officer training needs on treasury management related issues through the Performance Development and Review (PDR) appraisal process
- officer attendance at training events, seminars and workshops
- support from the Council's treasury management advisors

19. On-Line Banking

As technology advances, the range of facilities available for undertaking financial transactions increases. These facilities include on line banking and other internet based systems. These will continue to be examined carefully to assess whether they would be suitable for some of the Council's banking and treasury management transactions.

APPENDIX 7a

TREASURY MANAGEMENT POLICY STATEMENT

1. This Council defines its treasury management activities as:
“The management of the Council’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”.
2. This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.
3. This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council will adopt a flexible approach to any borrowing that it may need to undertake in consultation with its treasury management advisors. All borrowing decisions will give appropriate consideration to:
 - affordability
 - maturity profile of existing debt
 - interest rate and refinancing risk
 - source of borrowing
5. All investment decisions made by the Council will seek to ensure that sums invested remain secure and that there is sufficient liquidity of investments to provide the Council with the necessary cash resources to allow the Council to carry out its functions at all times. Only after fulfilling the security and liquidity objectives will the Council seek to achieve the maximum return on these investments.

APPENDIX 8

INVESTMENTS STRATEGY 2018/19 to 2020/211. Introduction

This strategy is written in accordance with the 2010 investment guidance issued under section 15 (1) (a) of the Local Government Act 2003.

The objectives of this strategy are to:

- facilitate investment decisions which ensure that the Council's investment sums remain secure
- ensure the liquidity of investments so that the Council has sufficient cash resources available to carry out its functions at all times
- achieve the maximum return on investments after taking into account security and liquidity

The Department for Communities and Local Government (now retitled as the Ministry of Housing, Communities and Local Government) has also recently consulted on revisions to the Guidance for Local Authority Investments. The revised Guidance is awaited.

2. Risk Benchmarking

The successful identification, monitoring and control of risk are integral to investment activity. In the current economic climate, counterparty security risk is the primary risk consideration and this generates a requirement for the approval and use of security and liquidity benchmarks.

Whilst yield benchmarks are currently widely used to assess investment performance, discrete security and liquidity benchmarks are relatively new additions to the member reporting requirements. However, it is recognised that these additional benchmarks are more subjective in their nature.

These benchmarks are simple targets (not limits) and so may be breached from time to time depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend positions and incorporate these within investment decisions. Any failure to achieve the benchmarks will be reported in the mid-year and annual treasury management reports presented to the Finance and Resources Committee.

The proposed benchmarks are:

- (i) Security

The Council's maximum average credit risk score for the current portfolio is 8 (equivalent to an average credit rating of A- or equivalent).

(ii) Liquidity

The Council seeks to maintain:

- a bank overdraft limit of £50,000
- liquid short-term deposits of at least £0.5m available within one week's notice
- a weighted average life benchmark of 3 months with a maximum of 6 months

(iii) Yield

A local measure to be used as a yield benchmark is:

- returns on investments above the 7 day London Interbank Bid rate (LIBID).

3. Investment Counterparty Selection Criteria

The primary principle governing the Council's investment criteria is the security of its investments, although the yield and return will also be key considerations. After this main principle the Council will ensure that:

- it maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security. This is set out in the specified and non-specified investments sections below.
- it has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures will also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Deputy Chief Executive will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to the Committee for approval as necessary. This criteria is separate to that which chooses specified and non-specified investments as it provides an overall pool of counterparties that are considered high quality and that the Council may use rather than defining what its investments are.

The CIPFA Treasury Management Code recommends that organisations should clearly specify the minimum acceptable credit quality of its counterparties, however they should not rely on credit ratings alone and should recognise their limitations. Credit ratings should only be used as a starting point when considering credit risk and organisations should make their investment decisions based on all ratings issued by the main credit rating agencies.

Creditworthiness information is provided by the Council's treasury management advisors on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria will be removed from the counterparty list.

Details of any rating changes, rating watches (notification of likely changes), rating outlooks (notification of possible longer term change) are provided to officers almost immediately after they occur and this information is considered before placing any investments.

4. Investment Counterparties

Surplus funds arising from day to day operations are invested based on the most up to date forecasts of interest rates and in accordance with the Council's cash flow requirements in order to gain maximum benefit from the Council's cash position throughout the year. Funds are separated between specified and non-specified investments as set out below.

The majority of the Council's surplus funds are currently invested in short-term unsecured bank deposits and money market funds. Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council aims to diversify into more secure and/or higher yielding asset classes during 2018/19. This diversification will represent a substantial change in strategy over the forthcoming year.

The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the cash limits (per counterparty) and time limits shown.

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Government	N/A	N/A	£5m 2 Years	N/A	N/A
AAA	£5m 2 Years	£5m 5 Years	£5m 2 Years	£5m 2 Years	£5m 2 Years
AA+	£5m 2 Years	£5m 5 Years	£5m 2 Years	£5m 2 Years	£5m 2 Years
AA	£5m 2 Years	£5m 5 Years	£5m 2 Years	£5m 2 Years	£5m 2 Years
AA-	£5m 2 Years	£5m 5 Years	£5m 2 Years	£5m 2 Years	£5m 2 Years
A+	£5m 2 Years	£5m 5 Years	£5m 2 Years	£5m 2 Years	£5m 2 Years
A	£5m 13 Months	£5m 2 Years	£5m 5 Years	£5m 2 Years	£5m 5 Years
A-	£5m 6 Months	£5m 13 Months	£5m 13 Months	£5m 13 Months	£5m 13 Months
Pooled Funds	£5m per Fund				

These counterparty types are defined as follows:

- (i) Banks Unsecured

These are accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies (other than multi-lateral development banks). These investments are subject to the risk of credit loss via a “bail-in” should the regulator determine that the bank is failing or likely to fail.

(ii) Banks Secured

These are covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank’s assets, which limits the potential losses in the unlikely event of insolvency and means that they are exempt from “bail in”. Where there is no investment specific credit rating but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

(iii) Government

This includes loans, bonds and bills issued or guaranteed by the UK Government as well as regional and local authorities. These investments are not subject to “bail in” arrangements. Investments with the UK Government may be made in unlimited amounts for up to 50 years.

(iv) Corporates

These are loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to “bail in” but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk more widely.

(v) Registered Providers

These are loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.

(vi) Pooled Funds

These are shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money market funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access banks accounts while pooled funds whose

value changes with market prices and/or have a notice period will be used for longer period investment periods.

Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset class other than cash without the need to own and manage the underlying investments. Since these funds have no defined maturity date but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

5. Specified Investments

These are sterling investments of not more than one-year maturity or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are low risk assets where the possibility of loss of principal or investment income is small. They would also not be considered to be capital expenditure. In accordance with relevant guidance, specified investments will only be placed with counterparties included on the Council's approved list. Institutions with which specified investments will be made include:

- banks and building societies. The Council will only use banks and building societies which are UK domiciled and have, as a minimum, a long term rating of A- (or equivalent) from the Fitch, Moody's and Standard and Poors' credit rating agencies.
- the Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Money Market Funds (MMFs) – AAA rated
- UK government (including gilts and the Debt Management Account Deposit Facility)
- local authorities, parish councils etc.

The minimum long-term rating for banks and building societies of A- has now been adopted to incorporate those counterparties defined as having "high credit quality". This reflects changes to credit ratings as a consequence of 'bail in' regulations. Where a credit rating agency announces that a A- rating is on review for possible downgrade (sometimes known as a "rating watch negative") so that it may fall below the approved rating criteria, only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to "negative

outlooks” as these indicate a long-term direction of travel rather than an imminent change of rating.

The only investments in building societies will be in those which are UK domiciled and have the minimum credit rating set out above. The Council will keep the situation with regards to unrated building societies under continuous review and could include them in the counterparty list in future investment strategies should it be considered that their inclusion would be consistent with the Council’s objectives.

Money market funds (MMFs) will be utilised where appropriate. Whilst MMFs have the advantage of providing a high degree of diversification, the Council will seek to further manage risk by using more than one MMF where possible. The Council will also restrict its exposure to MMFs with low levels of funds under management by ensuring that any investments placed with an MMF will not exceed 0.5% of the net asset value of that particular MMF. In the case of government MMFs, the Council will ensure that exposure to a particular MMF does not exceed 2% of the MMF’s net asset value.

The Council may lend or invest funds using any of the following instruments:

- interest bearing bank or building society accounts
- fixed term deposits and loans
- callable deposits (where the Council may demand repayment at any time)
- callable loans (where the borrower may demand to repay the funds at any time)
- certificates of deposit
- bonds, notes, bills, commercial paper and other marketable instruments
- shares in money market funds and other pooled funds

The Council’s Treasury Management Practice note 1 (5) states that ‘The Deputy Chief Executive will develop procedures to identify and manage credit and counterparty risks’. In addition to the above the Council will have due regard of the following:

- i. use of additional information other than credit ratings. Additional requirements under the Code of Practice now require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, share prices (where quoted), negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.
- ii. time and monetary limits applying to investments. The time and monetary limits for institutions on the Council’s counterparty list are as shown in the table in section 4 and will cover specified and non-specified investments.
- iii. Some counterparties are subsidiaries of part of larger banking groups. As a result of the UK and EU authorities moving rapidly towards using

regulatory powers of “bail-in” if counterparties encounter severe financial difficulties, group limits will be set at the same level as that of the main institution within the group.

As set out in appendix 7, the Council has placed £500,000 with Lloyds Bank for a 5 year period in order to participate in a Local Authority Mortgage Scheme (LAMS). Whilst this sum will be earning a premium rate of interest for the Council and will be returned at the end of the 5 year period, this transaction is classed as capital expenditure as opposed to an investment.

6. Non-Specified Investments

Non-specified investments are any type of investment not defined as specified above. The only non-specified investments made in previous years have been with building societies that have not had credit ratings. Investments are no longer placed with building societies that do not have an adequate credit rating.

The Council does not intend to make any investments denominated in foreign currencies or any that are defined as capital expenditure by legislation, such as company shares.

Non specified investments will therefore be limited to investments that are due to mature 12 months or longer from the date of arrangement and to pooled funds described in 4 (vi) above which are not credit rated. Non specified investments include the Council’s investment in the Local Authorities Property Fund.

7. Liquidity of Investments

The period for which investments are placed will be based on the Council’s cash flow forecasts and estimates of movements in interest rates. Expectations on shorter-term interest rates, on which investment decisions are based, show a likelihood of the current 0.50% Bank Rate remaining in place during 2018/19. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be at a gradual pace and to a limited extent.

There is a clear operational difficulty arising from the current financial sector position crisis. Ideally investments would be invested longer to secure better returns. However, uncertainty over counterparty creditworthiness in recent years suggests shorter dated investments would provide better security. Whilst some degree of stability appears to be returning to the sector, it is proposed that the maximum period over which an investment could be placed is 2 years but only with those institutions that are viewed as presenting the least risk from within the counterparty list. This includes other public authorities, the Debt Management Office and British Clearing banks and their subsidiaries which achieve a minimum long-term rating of A-. This will be reviewed as appropriate during the year.

8. Monitoring of Investment Counterparties

The proposed counterparty list for specified and non-specified investments is given at appendix 8a along with the ratings of these institutions as at 19 January 2018. Whilst this investment strategy covers the period from 2017/18 to 2019/20,

it is proposed that the criteria set out above and the accompanying counterparty list take effect from the date of this meeting.

Inevitably the placing of investments with counterparties carries an element of risk. This strategy attempts to balance this risk and security against the need to maximise the return on investments.

Daily contact takes place with the external money market brokers identified within the Treasury Management Strategy and the credit rating of counterparties is monitored regularly. As set out in section 3 above, the Council receives credit worthiness information from its treasury management advisors as and when ratings change and the counterparty list is checked promptly.

On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Deputy Chief Executive and, if required, new counterparties which meet the criteria will be added to the list.

The only circumstance in which the Council may invest funds with a counterparty that does not meet the criteria set out in this strategy would be if the Council's own banker failed to meet these criteria. The Council currently banks with the Barclays Bank. This contract commenced on 1 April 2015 and will run for four years. Should Barclays Bank's long-term credit rating fall below the minimum level set out in section 5 above then the Council would only make investments with them for short-term liquidity purposes (overnight and weekend investments) and business continuity arrangements. The Council would then only place term investments with this institution if its long-term credit rating improved sufficiently to meet the Council's minimum criteria of A-.

9. Changes to Investment Strategy

Due to the level of uncertainty in the financial markets, it is important that there is sufficient flexibility to enable changes to be made to the investment strategy at short notice should they be considered necessary by the Deputy Chief Executive.

Any such changes to the investment strategy will be made by the Chief Executive exercising standing order 32 powers following consultation Chair of the Finance and Resources Committee. A report setting out the detail behind these changes will then be presented to that Committee at the next available opportunity.

LIST OF CURRENTLY APPROVED COUNTERPARTIES FOR LENDING (as at 19 January 2018)

	Fitch ratings		Moody's ratings		S & P ratings		Individual money limit	Group money limit
	Short term	Long term	Short term	Long term	Short term	Long term		
UK BANKS								
BANCO SANTANDER GROUP - Santander UK Plc - Abbey National Treasury Service	F1 F1	A+ A+	P-1 P-1	Aa3	A-1	A	£5m £5m	£5m
Close Brothers Ltd	F1	A	P-1	Aa3			£5m	
Goldman Sach's International Bank	F1	A	P-1	A1	A-1	A+	£5m	
HSBC GROUP - HSBC Bank Plc	F1+	AA-	P-1	Aa3	A-1+	AA-	£5m	
LLOYDS BANKING GROUP - Bank of Scotland Plc - Lloyds Bank	F1 F1	A+ A+	P-1 P-1	Aa3 Aa3	A-1 A-1	A A	£5m £5m	£5m
Barclays Bank	F1	A+	P-1	A1	A-1	A	£5m	
Standard Chartered Bank	F1	A+	P-1	A1	A-1	A	£5m	
UK BUILDING SOCIETIES								
Coventry Building Society	F1	A	P-1	A2			£5m	
Leeds Building Society	F1	A-	P-2	A3			£5m	
Nationwide Building Society	F1	A+	P-1	Aa3	A-1	A	£5m	
OTHERS								
Debt Management Office (UK sovereign ratings)	F1+	AAu		Aa2	A-1+u	AAu		
Local authorities							£5m per LA	
Money Market Funds (AAA – rated)							£5m per MMF	

APPENDIX 9

GENERAL FUND – MEDIUM TERM FINANCIAL STRATEGY TO 2021/221. Summary

This report is aligned with financial reports elsewhere on this agenda covering the Council's revenue and capital budgets, prudential framework indicators, the treasury management strategy and the investment strategy. Figures and assumptions within these other financial reports have been applied to produce this medium term financial strategy. The key changes around proposed savings have all been taken into account.

A key element of the Code of Corporate Governance is the existence of a periodically-reviewed medium term financial strategy. The proposed strategy for the next four years including the basis of any broad assumptions used to produce the medium term forecasts is set out below.

It is the opinion of the Interim Deputy Chief Executive that the estimates for 2018/19 and future years that have been used to produce the budget and Medium Term Financial Strategy (MTFS) are robust and that there are sufficient retained reserves to meet the Council's needs over the lifetime of the Strategy. Members will be aware from the overall set of budget papers that a number of savings proposals are still to be finalised or carry some implementation risk which could have a longer term effect on the overall picture. It is therefore essential to maintain a rigorous approach to financial management which will enable the Council to continue to set a balanced budget over time without further depletion of reserves.

2. Revised 2017/18 position and 2018/19 assumptions

The purpose of the MTFS is to:

- provide indicative financial projections through to 2021/22 which can be used to inform the Council's decision making and budget setting process
- provide a document for use by the Council which can assist in the development of policies and planning future initiatives and which integrates with the Council's performance management system and corporate plan priorities
- enable the Council to have a wider appreciation of the overall financial standing of the authority
- provide a solid basis for the stabilisation of the Council's financial position such that it is not dependent upon using reserves to achieve a balanced budget or to restrict council tax increases to at or below government guidelines.

The strategy is based on the revised budget assumptions for 2017/18. In 2017/18 there were two areas of major potential risk to estimates which need to be taken account of in future financial years:

- Localisation of Business rates
- Efficiencies and employee savings proposals.

Localisation of business rates

The largest area of uncertainty over the past four years has been the transition to locally retained business rates. Reductions in rates caused by economic downturn or growth in successful valuation appeals (some of which go back to 2010) can increase significantly uncertainty of income. Various government initiatives to help businesses with their non-domestic rates increase this uncertainty. Furthermore the operation of the Nottinghamshire Business Rates Pool adds a layer of complexity to the calculation of likely cash flows in each accounting period.

The original budgeted position for 2017/18 was based on the government's indicative allocation of £2.950m. This has subsequently revised to £2.779m. This demonstrates the risk inherent in estimating business rates income because of (a) the time lag of 18 months between budgeted and actual income received and (b) the operation of the funding system and the business rates pool. The final outturn will be known after 31 March 2018.

The Government have announced proposals to introduce 75% business rates retention for all local authorities from 2020/21. This will follow a Fair Funding Review intended to measure the relative needs of local authorities. Further details of the Fair Funding Review are awaited and therefore no account of this or the move to 75% business rates retention have been considered within the MTFS.

Efficiencies and employee savings proposals

Within the 2016/17 settlement the government provided indicative funding figures for the four financial years to 2019/20. This represents a considerable increase in certainty over future funding levels but also confirmed that the main source of direct Government funding – Revenue Support Grant – will cease to be paid by 2018/19. This strategy requires an overall reduction in annual revenue spending of £2.005m for Broxtowe between 2015/16, when the proposal to reduce RSG was announced, and 2018/19 which is the last year that RSG will be paid.

In order to mitigate the effect of reduction in RSG, a Business Strategy was developed, which has subsequently been updated (see Appendix 5), which identifies a range of efficiencies and alternative sources of income.

A complete refresh of the Business Strategy was undertaken during the budget process, with the aim of identifying sufficient efficiencies to produce a balanced budget over the lifetime of the strategy.

The updated Business Strategy in Appendix 5 outline a series of reviews and proposals to help balance the budget in 2018/19 and in future years.

It is essential for the financial health of the authority over the medium term that these efficiencies are achieved. It has also been necessary to make provision for reductions in staffing, whether through redundancies or reductions in service provision.

It is important to note that any future proposed employee savings will attract potential redundancy and pension strain costs, and that there will be a lead-in time period for the implementation of service reviews and associated employee savings.

3. Financial projections to 2021/22

The projections for the financial years 2017/18 through to 2020/21 are summarised in the following table. In formulating the projections, a number of assumptions have been made. Those assumptions which have a material impact on the MTFS are described in more detail below.

GENERAL FUND FINANCIAL PROJECTIONS TO 2021/22

	<u>2017/18</u> <u>£'000</u>	<u>2018/19</u> <u>£'000</u>	<u>2019/20</u> <u>£'000</u>	<u>2020/21</u> <u>£'000</u>	<u>2021/22</u> <u>£'000</u>
Base Expenditure	10,547	11,693	10,787	10,387	9,872
Inflation Allowance – Pay*			213	218	222
Inflation Allowance – Prices*			192	132	134
Change in MRP*			174	150	150
Increase in fees and charges*			-40	-40	-40
Change in New Homes Bonus*			60	25	7
Savings proposals - identified		-906			
Future savings proposals			-1,000	-1,000	-1,000
Vacancy factor**		-300	-300	-300	-300
Other one-off items		-349	-27	-27	-27
Beeston Special Expenses	25	25	25	25	25
Gross Budget Requirement	10,572	9,863	10,139	9,624	9,098
Financed by:					
Beeston net precept	25	25	25	25	25
Revenue Support Grant	802	423	0	0	0
Non domestic rates (NDR)	3,412	3,396	3,696	3,807	3,921
NDR S31 Grants	600	829	854	879	906
NDR Deficit	-690	-720	-100	-200	-300
NDR Levy/Safety Net	-543	-719	-741	-763	-786
Collection fund surplus	85	43	60	60	60
Council tax	5,362	5,414	5,495	5,689	5,890
Total resources	9,051	8,691	9,289	9,497	9,716
Surplus/(Deficit)	-1,521	-1,172	-850	-126	618
Planned use of/(addition to) reserves					
- General	-951	-1,227	-785	-181	563
- Earmarked	-570	55	-65	55	55
Unplanned use of Reserves	0	0	0	0	0
Basic Council Tax (Band D)	£161.85	£161.85	£161.85	£165.09	£168.39
Increase/(decrease)	0.0%	0.0%	0.0%	2.0%	2.0%
Balance on reserves	4,016	2,844	1,994	1,868	2,486
Required balance	1,500	1,500	1,500	1,500	1,500
Available reserves	2,516	1,344	494	368	986

Notes:

- * Already included in base budgets in 2017/18 and 2018/19
- ** Already included in base budgets in 2017/18

Assumptions

As with the Council's normal budget-setting process the basic underlying assumption within the MTFS is that current levels of service will be maintained wherever possible. However a number of budget reductions have taken place during the last year and further changes are proposed which will continue to affect services for the foreseeable future. These budget reductions, which are set out in the detailed budget papers to the policy committees or this Finance and Resources Committee, have been brought forward having taken due regard of the Council's priorities, the overarching need for cost effectiveness and the expected further reductions in government funding in years to come.

In summary, the assumptions contained in the MTFS are that:

- Basic council tax levels will be held at the same levels in 2018/19 and 2019/20 and thereafter will increase at a rate of 2.0% per annum
- Estimated government funding from Revenue Support Grant will reduce in line with projections provided in the 2016/17 settlement
- Estimated income from business rates will increase in line with current data about the operation of the Business Rates Pool and allowing for marginal growth in future years
- New Homes Bonus will continue to be paid, although the Government has confirmed that the amounts payable will be less than they would have been under the previous methodology, as detailed below
- Pay award is assumed at 2% from 2018/19 onwards
- The efficiency schemes set out in the Business Strategy will be realised during 2018/19
- Further ongoing efficiencies of £1m (as yet unidentified) will be realised in each subsequent year to 2021/22

New Homes Bonus

The amount to be received in 2018/19 in respect of New Homes Bonus (NHB) has been provisionally confirmed as £210,348, of which £1,960 relates to new funding in 2018/19 for the most recent year's additions. The reduction is due to an imposition of a threshold of 0.4% on the Council Tax base, under which amount no NHB will be paid for properties brought onto the list, except for the Affordable Homes Premium. Additions qualifying for funding commencing in 2018/19 were lower than the threshold, and therefore only the Affordable Homes Premium will be received.

In addition the period for which NHB will be paid was previously reduced from six years to four years. This means that the final payment of the second tranche of six-year payments was also withdrawn in 2017/18, whereas it would have continued to 2018/19 under the previous scheme.

The revised estimates are based on an assumed growth in the number of dwellings of between 183 and 250 in each 12 month period to October 2018, 2019 and 2020. This is less than the annual target set out in the Council's Core Strategy but is a prudent assumption allowing for potential further increases in the threshold and allows for time lag between the development of sites and the properties coming into the rating list.

Reserves

The Council has been undertaking a planned use of reserves when setting the budget. However, when expenditure levels are finalised the actual use of reserves has often been less than anticipated.

The latest projected level of general reserves at the end of 2017/18 is £4.016m. The Chartered Institute of Public Finance and Accountancy (CIPFA) has published guidance on factors to be taken into account when assessing the adequacy of reserves. Such factors include:

- pressures arising from inflation and movements in interest rates
- estimates of the level and timing of capital receipts
- potential demand led pressures
- any planned efficiency savings/productivity gains
- financial risks arising from any major partnership arrangements
- availability of other funds to deal with major contingencies and the adequacy of provisions.

After taking into account this advice and reviewing the various factors as they relate to this authority, the advice from the Interim Deputy Chief Executive is that general reserves of at least £1.5 million should be maintained at the present time. This is to reflect the continued risk and uncertainty that the Council now faces with the transition from direct Government funding to locally raised sources of finance. If all the assumptions as set out in this strategy arise then overall reserve levels will have reduced to around £1.868m by the end of 2020/21 and recovered to £2.486m by the end of 2021/22.

SCHEDULE 1

RISK ASSESSMENT - REVENUE BUDGET 2018/19

1. Employee Expenses

Around a quarter of the Council's gross expenditure relates to employees, including pay, national insurance and pensions. The Council operates within an approved establishment and the respective budget headings are based on this establishment. Provision has been included within the budget figures based on an expected increase of 2% in 2018/19 onwards.

Recent government announcement have indicated an intention to move to a National Living Wage by 2020. The Council has made some changes to pay scales from 2013/14, particularly to assist those employees who were on the lower grades and is now in a good position to move towards the living wage. Further work is required to ensure that the Council can meet the costs of implementing the National Living Wage in due course.

The actuarial valuation of the pension fund as at March 2016 set out fixed increases in employer's pension contribution rates for 2017/18 to 2019/20. As the fund is reasonably well funded at 87%, only marginal increases in employer's contributions of 1.2% per annum were proposed, with a lump sum contribution of £690,000; £707,000 and £724,000 over the next three years. A provision has been made in the budget plans on this basis.

Provision has been made within the base budgets for the costs associated with the approved establishment after taking account of submissions by services.

Progress towards employee savings is dependent on suitable applications for voluntary redundancy, flexible retirement and changes to working hours coming forward from employees or from posts being deleted as a result of changes to services. First year costs from redundancy payments or pension strain may limit the benefit in year one from these sources. Moreover the extent to which establishment reductions can be accommodated without significant impact on services reduces as this strategy is continued. The General Management Team will need to regularly monitor the situation and members will also be kept regularly informed of progress through the Policy and Performance and Finance and Resources Committees.

Risk assessment reduced: MEDIUM RISK

2. Capital financing

Borrowing costs on the Council's current debt are largely known in advance since the Council's long-term borrowing is generally at fixed rates. For 2018/19 new borrowing of £3,438,000 is proposed to help finance the General Fund capital programme. The Council has sufficient reserves to enable these loans to be raised as internal borrowing, subject to cash flow funding assessments.

Alternatively the Council will seek low cost borrowing from other sources including the Public Works Loan Board or other local authorities.

The Council's reserves position in the MTFs allows for some further borrowing in respect of the Beeston Town Centre Re-Development. However, financing of other capital schemes will be dependant upon the availability of capital receipts.

Works on the tram and the phase one refurbishment of units in The Square in Beeston are complete other than the resolution of various snagging issues. Compensation from the NET consortium/City Council arising from the tram works has still to be resolved and is likely to consist of a mixture of revenue and capital monies. No allowance has been made for any such compensation within the detailed figures, since the timing and size of any such receipts cannot be predicted. However in monetary terms it may be significant.

Should capital receipts or tram compensation not arise the Council will need to fund its infrastructure, including the maintenance and development of ICT systems and key assets, from other sources. This may have a significant impact on the viability of the MTFs.

Risk assessment: HIGH RISK

3. Reserves

Based on the budget proposals, the overall level of available reserves at 31 March 2019 is estimated at around £2.844m. There is no historical evidence of overspending against service budgets, although exceptional circumstances are likely to generate some overspends in the 2017/18 outturn.

Advice produced by CIPFA indicates that reserves should be held for three main purposes:

- as a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing - this forms part of general reserves
- as a contingency to cushion the impact of unexpected events or emergencies - this also forms part of general reserves
- as a means of building up funds to meet known or predicted liabilities - referred to as earmarked reserves

Previous guidance from the Audit Commission indicated that, as part of the comprehensive performance assessment, it would expect to see general reserves at least equal to 5% of a Council's net operating expenditure in a 'good' council. In Broxtowe this would equate to £500,000. The Interim Deputy Chief Executive advises that for district councils, which have relatively high levels of income compared to other classes of authority, the reference to net operating expenditure is not appropriate since any "target" should reflect the risk to income and expenditure levels separately. In the light of this risk assessment and the medium term financial strategy as proposed, the Interim

Deputy Chief Executive advises that, in his opinion, general reserves should remain at or above £1.5 million.

This does not pose an immediate problem but this medium term financial strategy highlights the pressure that will be on reserve levels in future years as the public sector spending squeeze continues. Careful monitoring of the situation, advance planning and responding quickly to any changes will be of particular importance moving forward.

Members should also be aware that the level of reserves held also reflects on the investment interest received. Each £100,000 change in reserves has the effect of increasing or decreasing net expenditure by around £1,000 per annum.

Risk assessment: MEDIUM RISK

4. Government support

External support from Revenue Support Grant as set out in the Settlement Funding Assessment is fixed and will be received at set intervals. The award of New Homes Bonus for 2018/19 has also been confirmed and the rules governing future payments levels have been defined. However the Government has introduced a new variable – the minimum threshold for new build – and this can be increased in the future to reduce further the level so New Homes Bonus payable.

Whilst indicative support from non-domestic rates is shown as part of the Settlement Funding Assessment, in reality this is mainly to produce indicative positions which can then be used to monitor “spending power” as defined by the government. The first three years of the rates retention scheme has highlighted the considerable risk and vulnerability that local authorities face for reasons which are outside of their control. Increased understanding of the operation of the pool and the use of local data to monitor expected income during the year has reduced the risks relating to business rates income but this remains significant.

The lack of control and lengthy delays experienced in dealing with rates appeals by the Valuation Office remains a source of uncertainty. Whilst the authority has a list of outstanding appeals, it is not possible to come up with a meaningful estimate as to the level of rate reductions that may arise from such appeals and therefore predictions as to rates yield are also subject to significant change.

Risk assessment increased: HIGH RISK

5. Fees and Charges

Over 10% of the Council's income arises from fees and charges, of which the largest service areas are planning fees, car parking, garden waste, trade waste, licensing and land charges. Take up for garden waste collection has exceeded all expectations and continues to grow.

The establishment of Liberty Leisure in October 2016 was designed to implement a new delivery model for leisure services. The aim is to create stronger ownership of the function with an increased focus on business management. The appointment of a Commercial Manager within the Deputy Chief Executive's Department in February 2017 strengthened this by providing a client-side focus for managing the Council's relationship with the company. Further challenges exist, however, as the leisure facilities through which leisure service operates are reaching the end-of-life stage and are placing increasing pressures on capital budgets.

Most of the other service areas are customer led and close monitoring of these budgets has taken place for several years

Some increases in fees and charges across various functions have been introduced for 2018/19 but these largely assume similar demand levels to 2017/18.

Risk assessment: MEDIUM RISK

6. Insurance

The Council's insurance cover is generally provided through external insurers with varying excess levels, depending upon the nature of any claim. The current insurance policies were retendered and new contracts entered into from April 2017 for a period of up to seven years.

The cost of premiums is only one element of the overall insurance cost with a significant part also relating to policy excesses which the Council meets itself. Budget performance in terms of the nature and value of any successful claims against the Council is also of direct relevance. The Strategic Risk Management Group meets regularly to appraise and monitor strategic issues, some of which can have direct influence on insurance cover and the levels of claims received. No adverse trends have become apparent in the past financial year.

Risk assessment: LOW RISK

7. Other running costs

Almost a quarter of the Council's gross expenditure is in this area, which includes energy, repairs and maintenance, vehicle operating costs, purchase of supplies and services, printing, postages and telephones. The cost areas are tightly controlled and where possible central contracts are put in place. Very limited inflation provision has been made in recent years.

As regards other running costs, no excessive cost pressures are known of and, given the general rules about virement, it is anticipated that running costs can be contained within overall available budgets. The continuing progress of central and joint procurement contracts, coupled with efforts to increase on-line transactions and correspondence and reduce the volume of printing and postage that takes place (as promoted through the Digital Strategy) will also help to alleviate any cost increase pressures in this area.

Risk assessment: LOW RISK8. Housing Benefit Expenditure

Housing benefit expenditure accounts for around 40% of the Council's gross expenditure. The expenditure is demand led and the housing benefit aspects are mainly governed by national benefit schemes. The number of claimants has been reducing in recent years as the economic situation improves, although the amounts claimed have remained stable.

The 2018/19 housing benefit budgets have been prepared assuming no change to claimant numbers compared to those for 2017/18. Given that effectively the value of housing benefit payments is almost 100% reimbursed through government grant, the overall effect of any changes in caseload is felt not to be significant at this stage.

The proposed rollout of Universal Credit has been amended and there will be no further new applications for Universal Credit from 1 January 2018 until full rollout is enacted. This is proposed to take place from June 2018 for Broxtowe residents who use the Heanor Job Centre and November 2018 for those who use the Beeston Job Centre. Reductions in benefits administration subsidy have not been assumed in the MTFS, as it has not yet been quantified.

Risk assessment: LOW RISK9. Investment income

Investment levels have remained relatively high in 2017/18 as a result of continuing good cash flow performance with collection rates being maintained. Wherever reasonable to do so investment levels have been reduced rather than taking out any new borrowing to meet capital financing requirements.

The position with regard to interest rates and the economy generally is stable at present and no movement in interest rates has been assumed in 2018/19 or future years.

Risk assessment: LOW RISK

Report of the Interim Deputy Chief Executive

LOCAL LOTTERY1. Purpose of report

To request that the Committee give consideration to the Council establishing a local lottery which will increase the amount of funding available to local good causes.

2. Background information

As pressures on budgets increase in the next few years, it is increasingly likely that funding will have to be reduced for local charitable and voluntary sector groups. One solution to this dilemma that a number of other councils around the country have adopted is that of a local lottery.

The overall aim of establishing a local lottery is to minimise the effect of future funding cuts on the voluntary sector / charitable organisations. It will also help organisations to become more adept at different models of fundraising and move from a position of reliance on grants to one of greater self-sufficiency.

Further information relating to the operation of the local lottery is provided in the appendices with details of the preferred use of an External Lottery Manager, consideration of responsible gambling, financial implications and expected returns.

3. Financial implications

The cost of setting-up the local lottery is estimated at around £5,000. Ongoing annual costs are in the region of £1,000 to cover licence and membership fees. The preferred External Lottery Manager will not charge a set annual fee, with its costs being met by a service charge from each ticket sold. These costs could be contained within the Grants to Voluntary and Community Organisations and Charitable Bodies budget without any significant adverse effects to local voluntary and charitable organisations.

Recommendation

The Committee is asked to RESOLVE that the establishment of a local lottery for Broxtowe including the funding for its set up and launch be approved.

Background papers

Nil

APPENDIX 1

How the local lottery operates

The local lottery focuses on enabling local good causes to raise additional funding for their services. Each ticket costs £1 of which 50p goes solely to the good causes, a further 10p can go into a general pot which can be used to raise additional funding for Broxtowe's Grant to Voluntary Bodies fund or the 10p can be allocated to the good causes, making a total of 60p available. In comparison, the Health Lottery allocates 20.3% to good causes and the UK Lotto allocates 28%.

Of the remaining balance, 20p is allocated for prize money, 17p goes to the External Lottery Manager (Gatherwell) and 3p is VAT (which can be reclaimed).

Participation is online (or telephone for those who don't have access to the internet); no tickets are sold in shops, offices or on the street. Tickets have to be bought in advance and payment is via credit/debit card or Direct Debit. It is noted from established schemes that around 90% of players pay via these methods, with the remainder buying blocks of tickets in 1, 3, 6 or 12 month blocks. It is not possible to buy individual tickets each week as the focus of the lottery is to provide rolling funding for good causes.

The lottery is based on a different principle to the UK Lotto. The numbers used are the results of the Australian Super 66 which is a combination lottery that uses only the numbers 0 to 9 which are then randomly drawn by a computer. As a combination lottery the numbers 1,1,2,2,3,3 could be chosen and if that combination is drawn, everyone who has that combination of numbers is a winner. As the Super 66 is drawn on a Saturday morning (UK time), the deadline for participating in the local lottery is midnight Friday.

The more tickets that are sold, the more chances that people have of winning. If a player matches 6 numbers, they win the jackpot which is capped at £25,000. If two people were to win the jackpot, they would each win £25,000 as the prize money is not split. The odds of winning the jackpot is 1 in 1 million, however the chances of winning the jackpot on the Health Lottery is 1 in 2 million and there is a 1 in roughly 140 million chance of winning the Euromillions jackpot.

Other prizes are £2,000 for 5 numbers, £250 for 4 numbers, £25 for 3 numbers and 3 free tickets for matching 2 numbers. To date, 10% of winners have donated their prize back to the good cause.

Whilst the lottery may be local to Broxtowe in that only local good causes can fundraise via the website but it can have a national (even international) reach as anyone can play. This could help local good causes to raise their profile and gain new supporters

The process of setting up a local lottery normally takes about six months from date of agreement to approval by the Gambling Commission. If the recommendation is agreed, it is anticipated that Broxtowe's local lottery would be launched in Summer 2018.

APPENDIX 2

Alternatives considered:

Do Nothing

The option of continuing with the status quo was considered, which would have meant that a local lottery was not established. This option was rejected as it is anticipated that the Council's 'Grant Aid' budget may reduce in future years due to budgetary cuts and that fewer voluntary sector organisations and charities will be able to access funding.

APPENDIX 3

Use of an External Lottery Manager

It is proposed rather than allocate officer time to setting up and managing the lottery, an External Lottery Manager, Gatherwell are commissioned to oversee the operations of the lottery. To date, Gatherwell perform this operation for 36 councils in the country including districts, metropolitan and unitary councils. Gatherwell is a not for profit organisation whose remit is to increase funding to good causes.

The criteria for identifying a suitable External Lottery Manager were defined as an organisation that had experience of:

- managing similar lotteries
- returning a good portion of sales money to the participating good causes.
- working with the statutory sector

Apart from Gatherwell, there are a number of other External Lottery Managers in the market. Officer research has been undertaken on their respective working methods, areas of specialisms and prize distribution. The research covered the following companies:

- Tower Lottery
- Prize Provision
- CFP Data
- Valldata
- Brightsource
- Woods Group
- Sterling Lotteries

The report found that Tower Lottery deals only with charities (mainly air ambulances) and Prize Provision only run a weather and a sports club lottery. CFP Data provide an online raffle and printed lottery cards, which means that there is no online lottery system and that play would be more in line with the Lotto and Euromillions which is the type of system that local lotteries would prefer to move away from.

Another company Valldata work in partnership with Brightsource who have been acquired by the Woods Group. When the Woods Group were contacted, discussion with a member of staff was not allowed as it was a busy couple of weeks for the firm and it was requested that an online contact form be used to discuss requirements.

The first three organisations have or appear to have very little experience of working with local authorities and it is unclear how much contact Valldata, Brightsource and the Woods Group have with the statutory sector.

Chiltern District Council undertook a comparison between Gatherwell and Sterling Lotteries and found that Sterling did not focus on local good causes, which is the opposite of Gatherwell's remit. Gatherwell also earmark 60% of every ticket sale for good causes whereas Sterling return 50% of the ticket price to the local authority who would then have to use officer time for all administration of the lottery. The costs of this time would erode the amount available to good causes Under the Gatherwell model, Gatherwell and local

good causes are responsible for promotion of the lottery, allowing for all prize money to be distributed to good causes.

After all available information was analysed, it was decided that Gatherwell were the best placed External Lottery Manager to run the potential new Broxtowe Lottery. Their model minimises officer time spent on the project and maximises funding available to local good causes. They also have an extensive record of working with local authorities and as such, understand local authorities' needs and requirements.

APPENDIX 4

Gatherwell's remit

As an External Lottery Manager, Gatherwell will set up a website for Broxtowe's lottery with each individual good cause having their own separate page. Whilst the Council should have a PR event to promote the launch of the lottery, it is up to the good causes to promote their page to their supporters. It is the Council's decision as to whom they identify as a good cause, most councils use the criteria that if the organisation is local and would meet their Grant Aid criteria, then they can apply to join the lottery and have their own webpage for fundraising purposes.

When a good cause signs up to the lottery, the Council will receive an e mail from Gatherwell highlighting that the organisation needs to be validated. All information about the organisation will be visible in a form that they have already completed. Once validation is complete, Gatherwell will make the organisation's page live which the good cause can then market to its supporters. Aylesbury Vale (who were the first council to run such a lottery) estimate that they spend one day per year on the operation of their lottery.

Gatherwell also provide an online training programme for council officers and will support the launch of each lottery as well as providing marketing materials for the council and each council has its own dedicated account / support manager. Gatherwell will host each lottery on any domain that the council chooses, e.g. Broxtowe Lottery or Broxtowe Lotto etc. Gatherwell also provide the facility for an operator report to be generated anytime by the council operator. This report includes information such as what each good cause has raised and how many supporters that they have.

APPENDIX 5

Responsible Gambling

Whilst some concerns about encouraging gambling have been raised by local authorities in the past, this Lottery is seen as more of a fundraising platform for the charity sector. There is no instant gratification (due to the midnight deadline whilst the results are released the next day) and there is no cash involved as players have to pay in advance via card or direct debit. Tickets cannot be bought on a whim and promotion of the lottery will mainly be via the good causes to their supporters.

Gatherwell recommend that each council become a member of the Lotteries Council. The Council provide a range of services for their members, including acting as an independent arbitrator for lottery providers should a dispute arise, free access to advice from specialists and representation with regulators and legislators.

The Council will also make a contribution to the Responsible Gambling Trust on behalf of each of its members. This contribution to the Trust is a requirement of the Gambling Commission when it grants a licence to each lottery provider.

The Gambling Commission require that each council identifies named officers who are the responsible contacts for the lottery. Gatherwell recommend that one strategic and one operational person are nominated so that the effects of absence and change of personnel are minimised.

APPENDIX 6

Financial implications

The estimated cost of setting-up the Lottery is around £5,000.

Gatherwell set up fee - £3,000 +VAT (one off cost). This will include:

- Website design, hosting, maintenance and development
- Payment gateway investments (dedicated Direct Debit & payment card accounts)
- Dedicated support telephone number, e mail and social media accounts
- Marketing strategy support and generic design creation
- Gambling Licence application support
- Training for licence holders.

Gambling Commission Licence - £692 pa (+application fee £244)
This covers a band B licence between £100 and £500k

Lotteries Council membership - £350 pa (+application fee £25)

Launch event – costs have been estimated at £500- £750 and will be kept as low as possible.

Total launch cost £4,811 to £5,261 (includes estimated launch event costs)

Costs Year 2 onwards

Once launched, Gatherwell will not charge a set annual fee; their costs will be covered by the 17p service charge from each £1 ticket. The full set of services outlined above will still be provided.

From year 2, costs will be in the region of £1,000 pa which will cover the Gambling Commission Licence renewal and Lotteries Council membership.

On-going marketing of the lottery will mainly be the responsibility of individual good causes who will promote the lottery to their supporters and the general public in anticipation of raising additional income. The council will provide additional support by placing promotional material and press releases in relevant publications such as local newspapers. It is anticipated that this will be a minimal cost both in terms of officer time and money as this type of support will only occur 3 to 4 times per year, at the most.

Funding

The cost of the scheme could be funded directly taken from the current 'Grant Aid' budget without any adverse effects to the organisations already funded. In 2015/16 and 2016/17 the grant aid budget of £163,950 was underspent by £4,783 and £7,657 respectively. Although the actual outturn against a similar budget cannot be confirmed until March 2018, the current spend is envisaged to be no more than previous years.

APPENDIX 7

Returns

Although exact returns for Broxtowe cannot be guaranteed, a good indicator of what could be achieved can be seen from the results other councils have achieved.

	Aylesbury Vale	Portsmouth Lottery	Somerset West Lottery	Lincs Lotto
First Draw	Nov 2015	Nov 2016	Jul 2017	Sep 2017
Good Causes	183	163	86	95
No. of Tickets	2,807	2,293	1,637	2,009
Money raised for good causes over the year	£87,578	£71,542	£51,074	£62,681

Report of the Interim Deputy Chief Executive

NEW HOMES BONUS PROVISIONAL ALLOCATIONS 2018/191. Purpose of report

To provide details of Broxtowe's provisional New Homes Bonus (NHB) allocation for 2018/19 as well as the allocations for other Nottinghamshire local authorities, along with the allocations received in previous years and comparative figures for another local authority.

2. Background

NHB was introduced in 2011/12 to provide an incentive for local authorities to encourage housing growth in their areas. It rewards local authorities for each additional home added to the tax base, including newly built properties and conversions as well as long term empty properties brought back into use, after deducting demolitions.

NHB is an un-ringfenced grant paid by the Department for Communities and Local Government (DCLG). Local authorities are free to spend the grant on services or on keeping the council tax down. The grant is funded from a top slice of the Local Government Finance Settlement.

NHB payments are based upon the national average council tax band relevant to each property. There is an additional payment of £350 for each affordable home delivered. In two tier areas NHB is split with 80% paid to the district or borough council and 20% paid to the county council.

Up to (and including) 2016/17, NHB was paid in respect of additional homes for six years. Following a consultation in December 2016 designed to reduce the cost of NHB and allocate the saving towards adult social care costs, NHB was paid for five years in 2017/18 and four years from 2018/19.

The provisional 2018/19 NHB allocations were announced on 19 December 2017. The allocations for borough and district councils in Nottinghamshire are shown in the appendix. Broxtowe has the lowest allocation by some considerable margin. Local authorities had until 20 January 2018 to make representations on their provisional allocations before the final allocations are confirmed later in the new financial year.

Also shown in the appendix are the allocations for Broxtowe and a neighbouring authority (Erewash) from 2011/12 through to the provisional allocations for 2018/19. The figures include additional returned funding that was received. The analysis shows that whilst total NHB income for Broxtowe will be £4.133million over this period, this is significantly less than the income of £7.750m for Erewash.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX

Provisional New Homes Bonus Allocations 2018/19 – Nottinghamshire Local Authorities

	£
Ashfield District Council	2,086,000
Bassetlaw District Council	1,208,579
Broxtowe Borough Council	210,348
Gedling Borough Council	856,679
Mansfield District Council	947,870
Newark and Sherwood District Council	1,491,087
Rushcliffe Borough Council	1,346,472

New Homes Bonus Allocations 2011/12 to 2018/19

	Broxtowe Borough Council £	Erewash Borough Council £
2011/12	190,273	377,012
2012/13	402,385	514,633
2013/14	632,584	861,118
2014/15	661,309	1,009,860
2015/16	742,166	1,330,886
2016/17	828,562	1,590,978
2017/18	465,071	1,273,976
2018/19 (Provisional)	210,348	791,415
TOTAL	4,132,698	7,749,878

Report of the Interim Deputy Chief Executive

CAPITAL PROGRAMME 2017/18 UPDATE1. Purpose of report

To report upon capital expenditure incurred in 2017/18 up to 31 December 2017 along with the planned financing of the 2017/18 capital programme and to seek approval for a number of capital budget variations in the current financial year.

2. Background

Appendix 1 sets out the 2017/18 capital programme on a scheme by scheme basis and shows expenditure incurred on all capital schemes up to 31 December 2017. The 2017/18 capital programme includes schemes totalling £1,790,400 that were carried forward from 2016/17.

Appendix 1 shows that capital expenditure totalling £4,604,185 (or 59% of the planned 2017/18 capital programme) had been incurred by 31 December 2017

Appendix 2 sets out how it is anticipated that the 2017/18 capital programme is to be financed along with details of the capital receipts that are likely to be available for capital financing.

Examination of progress against the approved capital programme for 2017/18 along with the receipt of additional information has identified a number of schemes where the budget needs to be amended. Further details are set out in appendix 3.

Recommendation**The Committee is asked to:**

1. **NOTE** the expenditure on the 2017/18 capital programme to 31 December 2017 and the planned financing of the 2017/18 capital programme in appendices 1 and
2. **RESOLVE** that the capital budget variations for 2017/18 as set out in appendix 3 be approved.

Background papers

Nil

APPENDIX 1

	Total Budget 2017/18 £	Actual to 31/12/2017 £	Expenditure %
<u>CAPITAL EXPENDITURE SUMMARY</u>			
JOB'S AND ECONOMY	90,000	0	0
LEISURE AND ENVIRONMENT	956,050	600,476	63
FINANCE AND RESOURCES	945,900	244,069	26
HOUSING	5,803,000	3,759,640	65
<u>TOTAL</u>	7,794,950	4,604,185	59
<u>DETAILED SCHEMES</u>			
<u>LEISURE AND ENVIRONMENT</u>			
<u>ENVIRONMENT</u>			
Eastwood Town Council – Community Room Upgrade	5,000	0	0
Brinsley Parish Council – Play Area Repairs	4,000	0	0
St Michaels Church – access improvements	4,400	4,278	97
Wollaton Rd Allotments Irrigation Supply	16,000	12,755	80
Beeston Weir- Life Saving Equipment	10,000	0	0
Beeston Train Station Access Improvements	5,000	4,010	80
Leyton Cres Rec'n Gr'd – New Play Equipment	16,000	0	0
Judson Ave – Fencing & Gate Works	9,200	9,572	104
Judson Ave Play Area - Improvements	5,000	5000	100
CCTV Installn-Beeston Interchg to the Square (S106)	10,000	0	0
Replacement Vehicles & Plant	327,000	254,078	78
Beeston Shopmobility (S106 ITPS)	15,000	2,705	18
St Catherines Churchyard, Cossall - Imprmts	6,000	0	0
Banks Rd Open Space-Access & Other Works	8,000	0	0
Smithurst Rd Play Area - Upgrade	36,500	35,873	98
Broadgate Park Play Area - Refurbishment	87,000	0	0
Toton Flds Open Space-Path Surface & Wetland Scrape	13,000	8,174	63
Hall om Wong Open Space – Path & Pond Works	11,000	12,665	115
Hall om Wong Footpath Improvements	15,550	1,947	13
Brinsley Headstocks-Create pond & wetland scrapes	4,000	(1,633)	0
Bennerley Viaduct (S106 ITPS)	20,000	0	0
Parks & Open Spaces Imprmts (S106)	27,800	1,800	0

	Total Budget 2017/18 £	Actual to 31/12/2017 £	Expenditure %
HEALTH			
BLC – Health Suite Refurbishment	240,850	215,972	90
BLC – Replacement Fitness Gym Equipment	8,600	9,000	105
BLC – Replacement Hot Water Cylinders	15,000	0	0
KLC – Replacement Swimming Pool Cover	5,000	4,997	100
KLC – Replace Pool Chassis & Pipework	950	1,188	125
KLC – Replacement Fitness Gym Equipment	0	6,170	0
KLC – Water Leak (DRF)	17,500	11,411	65
BLC & KLC- Replacement Pool Hoists	12700	0	0
CO – Replacement Fitness Gym Equipment	0	233	0
Leisure Centres – Internet Connection Cost	0	281	0
FINANCE AND RESOURCES			
RESOURCES			
Rushcliffe BC-Pay & Display Machines	5,900	(5,811)	(98)
Former Beeston Bus Station – Interim Uses	15,000	3,195	21
Town Hall Migration (New Ways of Working)	100,000	240	0
Durban House – Minor Works	28,750	29,670	103
Commercial Strategy - Invest to Save Programme	50,000	17,865	36
Kimberley Depot – Roadway Repairs	10,000	11,221	112
Beeston Square – Phase 2 (Net Compensation)	236,150	83,291	35
Capital Contingency	(2,450)	0	0
ICT SERVICES			
IT Replacement Programme	176,350	17,634	10
Income Management System	40,000	0	0
E Facilities	24,900	4,111	17
Replacement of MFD Photocopier Estate	63,000	0	0
VoIP Telephony	50,000	0	0
Committee Administration System	15,000	0	0
Fleet Management System (Chevin)	21,550	21,674	101
Technical Infrastructure	111,750	60,979	114

	Total Budget 2017/18 £	Actual to 31/12/2017 £	Expenditure %
<u>HOUSING</u>			
Disabled Facilities Grant	732,450	362,905	50
Warm Homes on Prescription	66,500	253	0
Gas Central Heating Replacement	1,361,950	719,173	53
Modernisation Programme	1,984,850	1,535,840	77
Major Relets	144,100	135,670	94
Disabled Adaptations	362,450	211,784	58
Bexhill Ct – Scooter Storage	20,000	0	0
Lift Replacement Programme	23,000	25,207	110
Window & Door Replacement	301,800	295,149	98
External Decoration & Pre Paint Repairs	588,600	475,463	81
New Build – Bexhill Court	0	(24,103)	0
HRA Contingency	27,900	900	3
Housing System & DMS Replacement	189,400	21,399	11
<u>JOBS AND ECONOMY</u>			
Walker Street (Eastwood) - Transport Feasibility Study	20,000	0	0
Chewton Street (Eastwood)- Contamination Surveys	70,000	0	0

APPENDIX 2

Planned Financing of 2017/18 Capital Programme

Source of Financing	Value (£)
Major Repairs Reserve	3,483,700
Direct Revenue Financing – Housing Revenue Account	1,289,900
Better Care Fund	798,950
Borrowing – General Fund	714,000
Vehicle Renewals Reserve	327,000
Usable Capital Receipts – Housing Revenue Account	250,450
Direct Revenue Financing – General Fund	233,200
Tram Compensation	187,650
Usable Capital Receipts – General Fund	153,850
Section 106 Receipts – Parks and Open Spaces	79,150
Notts Pre-Development Fund	70,000
United Living/Tesco/WREN	59,000
Section 106 Receipts – ITPS	50,000
6C's Growth Point	28,000
NCC Supporting Local Communities	25,200
Housing Revenue Account Contribution to General Fund	(20,000)
General Fund Receipt from Housing Revenue Account	20,000
Homes & Community Agency	20,000
Tesco	13,000
Rushcliffe B.C	5,900
Liberty Leisure	3,000
Wollaton Road Allotment Holders Association	3,000
Total	7,794,950

Capital Receipts

(i) General Fund

General Fund capital receipts available at 31 December 2017 for the financing of capital expenditure were approximately £285,850.

The 2017/18 capital programme includes £236,150 brought forward from 2016/17 from an original budget of £325,000 approved by the Policy and Performance Committee on 18 May 2016 for specialist legal, land and procurement advice for Beeston Square. It is intended that this will be funded using £48,500 from General Fund capital receipts and £187,650 from further NET compensation. Should further NET compensation not be received then the £187,650 will need to be met from General Fund capital receipts.

The planned financing of the 2017/18 capital programme shown in the table above assumes that General Fund capital receipts of £153,850 will be utilised. If the further NET compensation of £187,650 is not forthcoming then a total of £341,500 General Fund capital receipts will be required to finance anticipated capital expenditure in 2017/18. As the total receipts available at 31 December 2017 were approximately £285,850 then additional resources will be required to finance the 2017/18 capital programme should there be no further NET compensation.

As reported to the Policy and Performance Committee on 4 July 2017, a sum of £70,000 has been awarded to the Council from the Nottingham Pre-Development Fund initiative for investigatory and options appraisal work in respect of Beeston Square. This could be used to help meet the cost of the legal, land and procurement advice work.

The Policy and Performance Committee on 8 March 2017 resolved that the sale of the former cash office site at 15, Nottingham Road in Eastwood be approved with the final terms for disposals being delegated to the Director of Housing, Leisure and Property Services in consultation with the Deputy Chief Executive. The site had not been sold at 31 December 2017 but any resulting capital receipt will be available for the financing of capital expenditure.

(ii) Housing Revenue Account

Housing Revenue Account (HRA) capital receipts available at 31 December 2017 for the financing of capital expenditure were almost £1,441,650. This was comprised of capital receipts of £545,900 brought forward from 2016/17 along with receipts of £1,181,700 arising from the sale of 21 council houses in the period from 1 April 2017 to 31 December 2017 and £4,600 from the repayment of a discount less payments of £173,900 and £116,650 that were required to be made to the Department for Communities and Local Government (DCLG).

Should receipts from the sale of council houses in 2017/18 continue at the same rate in the remainder of the year then, after allowing for payments to be made to the DCLG, there will be sufficient HRA capital receipts available at 31 March 2018 to meet the anticipated requirement for financing 2017/18 capital expenditure of £250,450 as set out in the table above.

APPENDIX 3

1. Disabled Facilities Grants

The 2017/18 capital programme includes £732,450 for grants to improve facilities for disabled people living in private sector dwellings to enable them to better access and move around their homes and/or gardens. The budget is provided by Nottinghamshire County Council through the Better Care Fund (BCF).

The Chancellor announced in the Autumn Budget that an additional £42m of capital funding for Disabled Facilities Grants would be made available for local authorities in England in 2017/18. This additional funding would not be subject to the usual BCF requirements.

The former Department for Communities and Local Government (now the Ministry of Housing, Communities and Local Government) wrote to all local authorities on 1 December 2017 to inform them of their additional allocations. Broxtowe Borough Council will receive an additional allocation of £76,650.

2. Gas Central Heating Replacement/Energy Efficiency

The 2017/18 capital programme includes £1,361,950 for the replacement of gas central heating systems and energy efficiency measures within the Council's housing stock. Whilst work has been progressing, it is anticipated that expenditure of £1,061,950 will be incurred by 31 March 2018 and a carry forward of £300,000 into the 2018/19 capital programme is requested.

The carry forward request is primarily due to a timing issue concerning a delay in the procurement process through Efficiency East Midlands for the new external wall insulation project. The procurement process was delayed whilst the framework was being renewed and confirmation of the continuation of the project was awaited following the Grenfell Tower tragedy. In addition, some delays are anticipated due to the effects of the winter weather on the overall project delivery up to the end of March 2018.

3. Bennerley Viaduct

Cabinet on 15 March 2016 approved a contribution of £20,000 towards a larger scheme costing an estimated £1m to upgrade the grade II listed Bennerley Viaduct. The objective of the scheme is to provide a traffic-free link across the Erewash Valley and to connect the viaduct to surrounding routes whilst supporting local tourism and enabling the enjoyment of the various heritage and natural attractions of the valley. The Council's contribution was to be met from Section 106 ITPS funds and intended to form part of a wider funding package involving a number of partners.

No expenditure was incurred in either 2015/16 or 2016/17 and this contribution was therefore carried forward for inclusion in the 2017/18 capital programme. Confirmation was received on 13 December 2017 that a bid to the Heritage Lottery Funding for financial support to the scheme was unsuccessful. A further bid will be made to a subsequent funding round but this will not now be until 2018/19. Therefore a carry forward of the Council's contribution into 2018/19 is requested.

Summary of Proposed Changes in Appendix 3 to 2017/18 Capital Programme

<u>Scheme</u>	<u>Original Budget (£) 2017/18</u>	<u>Revised Budget (£) 2017/18</u>
Disabled Facilities Grants	732,450	809,100
Gas Central Heating Replacement/Energy Efficiency	1,361,950	1,061,950
Bennerley Viaduct	20,000	0
TOTAL	2,114,400	1,871,050

Report of the Chief Executive

SECTION 106 ITPS ALLOCATIONS1. Purpose of report

To update Committee with progress on the outstanding ITPS schemes approved by Cabinet on 15 March 2016 and by this Committee on 21 November 2016, 6 February and 8 October 2017, and to recommend the addition of an additional scheme.

2. Background

Further information on the section 106 (s106) process and available funding was given in the report to this Committee on 9 January 2017. Progress on outstanding schemes is given in appendix 1.

3. Available funding

The funding presently available for allocation is as follows:

- ITPS North (can only be spent on sustainable transport schemes in the north of the borough) - £40,730
- ITPS south (can only be spent on sustainable transport schemes in the south of the borough) – £31,970

4. Proposed additional scheme

It is proposed to undertake further improvements to the bus passenger infrastructure across the borough. The proposal is conditional on the County Council providing 50% funding. Details are given in appendix 2.

5. Financial implications

The total cost of the proposal is £101,600 and it is proposed that this is funded 50% by the County Council and 50% by the Borough Council using s106 funding as highlighted in appendix 3.

Recommendation

The Committee is asked to CONSIDER the proposed allocation and to RESOLVE accordingly.

Background papers

Nil

APPENDIX 1

Progress on outstanding schemes approved by Cabinet on 15 March 2016 and by this Committee on 21 November 2016, 6 February and 8 October 2017

Bennerley Viaduct contribution (£20,000 ITPS North – yet to be spent)

Sustrans continues to work on securing the significant funding package required for the overall scheme to restore and open the viaduct to public use. The Council's contribution will be released as part of the wider funding package. At present the timescale is unknown.

Beeston Shopmobility re-location costs (£15,000 ITPS South)

Beeston Shopmobility completed its move from Cavendish Lodge to Oban House in January. Expenditure to 22 January 2018 totalled £5,350.

CCTV installation Beeston transport interchange / The Square
(£10,000 ITPS South)

The system was commissioned in November 2017. Expenditure to 22 January 2018 totalled £11,465.

Improved access to Beeston train station platform 2 (£5,000 ITPS South)

Work on the improved access path was completed in November 2017. Expenditure to 22 January 2018 totalled £4,010.

APPENDIX 2

Further real time bus information proposals

These are to be 50/50 funded by Broxtowe Borough Council and Nottinghamshire County Council.

South
Broxtowe

	Stop Number	Stop Name	Street	Town	Services
1	BR0586	Meadow Lane	Queens Road West	Beeston	510, Skylink
2	BR0289	Boundary Road	Derby Road	Beeston	i4, 21
3	BR0054	Leisure Centre	Derby Road	Beeston	i4, 21
4	BR0042	The Nurseryman	Derby Road	Beeston	i4, 21, L10
5	BR0200	Alderman White School	Chilwell Lane	Bramcote Village	18, 20
6	BR0251	Arthur Mee Centre	Church Street	Stapleford	15, 18
7	BR0309	Arthur Mee Centre	Church Street	Stapleford	15, 18
8	BR0244	Moorbridge Lane	Pasture Road	Stapleford	15, 20, 21
9	BR0245	Moorbridge Lane	Pasture Road	Stapleford	15, 20, 21
10	BR0070	Ilkeston Road	Ilkeston Road	Stapleford	18

North
Broxtowe

	Stop Number	Stop Name	Street	Town	Services
1	BR0102	Broad Oak Drive	Broad Lane	Brinsley	Rainbow 1
2	BR0103	Broad Lane	Church Lane	Brinsley	Rainbow 1, Black Cat
3	BR0104	Broad Lane	Church Lane	Brinsley	Rainbow 1, Black Cat
4	BR0376	Church Lane	Church Lane	Brinsley	Rainbow 1, Black Cat
5	BR0354	St James Church	Church Lane	Brinsley	Rainbow 1, Black Cat
6	BR0105	Cordy Lane	Cordy Lane	Brinsley	Rainbow 1, Black Cat
7	BR0136	Clumber Avenue	High Street	Brinsley	Rainbow 1
8	BR0374	Mansfield Road	Mansfield Road	Brinsley	Rainbow 1, Black Cat
9	BR0355	Main Street	Gin Close Way	Awsworth	27
10	BR0356	Main Street	Gin Close Way	Awsworth	27

In addition, Nottinghamshire County Council is 100% funding improvements to the real time bus information displays at Beeston Interchange.

APPENDIX 3

Financial Implications

The proposal detailed in appendix 2 would require amendments to the 2017/18 capital programme as follows:

ITPS Finance	ITPS North	ITPS South
Balance available 31 March 2017	£55,230	£64,170
<i>Add payments received since 31 March 2017</i>		
Swallow Hill Homes – (Eastwood Inf & Junior school)	£5,000	
Futures Homescape Ltd (Great Northern Road, Eastwood)	£500	
<i>Less previously approved schemes for 2017/18</i>		
Bennerley Viaduct	(£20,000)	
Beeston Shopmobility		(£15,000)
Cycle Training Centres (carry forward)		(£2,200)
CCTV installation Beeston Interchange to The Square		(£10,000)
Beeston station access improvement		(£5,000)
Balance available 22 January 2018	£40,730	£31,970
<i>Proposal in this report</i>		
Real time bus information across the borough	£25,400	£25,400
Remaining balance	£ 15,330	£ 6,570

Report of the Interim Deputy Chief Executive

RENT ARREARS 2017/181. Purpose of report

To inform the Committee of the current position with regard to the rent arrears in relation to Council owned property.

2. Background

The Council has approximately 4,440 tenanted properties for which it receives rental payments. Of these, around 1,730 receive maximum Housing Benefit (HB) resulting in a direct payment of HB to the tenant's rent account. During the financial year 2017/18, the Council will raise an estimated rental charge across all of its properties in excess of £15.3m

In recent years, the Council has seen an increase in the level of arrears as a result of several contributing factors, including significant Welfare Reform changes. These factors have resulted in a continual growth in rent arrears from £123,581 in April 2013 to a maximum of £309,970 in August 2017, subsequently reducing to £237,275 as at 29 December 2017.

The appendix details the position with regard to the current level of rent arrears and the action taken to reduce this and ensure that the improvement continues.

3. Financial Implications

The Council reviews its outstanding rent arrears at 31 March each year and determines a suitable level of provision to meet the potential cost of any arrears that are subsequently required to be written off. The burden of any increase in the provision falls upon the Housing Revenue Account. The provision at 31 March 2017 was £254,205

Recommendation

The Committee is asked to NOTE the contents of the report.

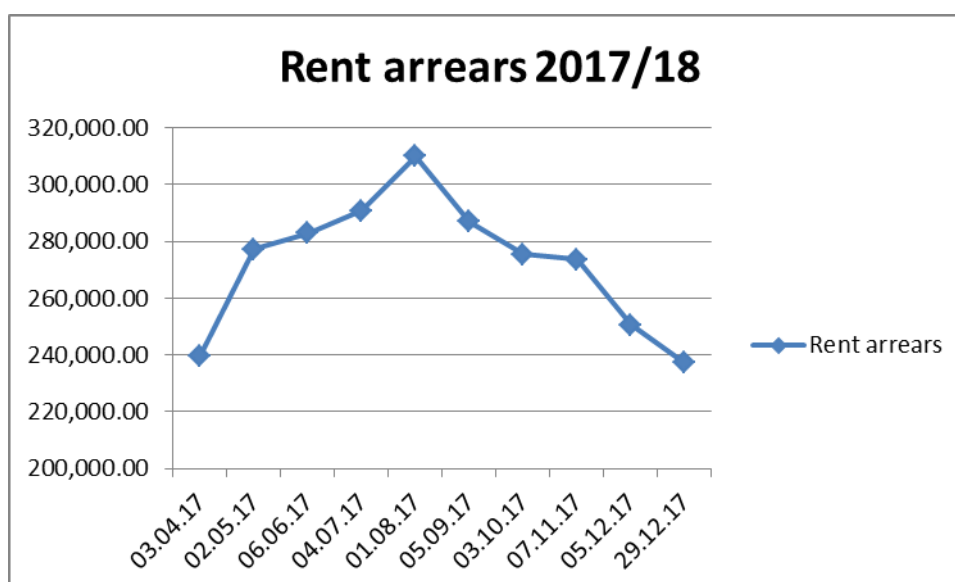
Background papers

Nil

APPENDIX

1. Current Rent Arrears

- 1.1 Rent arrears are generated as a result of many different factors. The point that a rent account enters in to an arrears position, the Rents Team work to engage with the tenant to identify the cause of the change and to create a plan to improve the position for both parties.
- 1.2 In recent years, many tenants have been impacted by the changes announced in the government's Welfare Reform Agenda. The most notable of these are
- Under Occupancy (Bedroom Tax)
 - Benefit Cap
 - Universal Credit
- 1.3 The Rents Team have been working in line with the Council's current pre-emption protocol which was introduced in September 2015. However, with the potential introduction of a new Tenancy Agreement, there will be a new Rent Recovery Policy that will supersede the pre-emption protocol. This has been developed to work with the new agreement and also to focus on the reduction of rent arrears.
- 1.4 As at 29 December 2017, the level of rent arrears was £237,275. This shows a continued reduction from the highest level of arrears in August 2017. There are a total of 550 tenancies that make up the total arrears. When evaluating performance it is important to establish a consistent time each month to compare as there are payment day factors to consider. The table below shows the performance during the 2017/18 financial year



- 1.5 The latest performance indicators, quarter 3 2017/18, show a rent recovery rate of 97.38% compared to quarter 1 performance of 91.72% and 95.84% for quarter 2.

2.0 Rent Arrears Contributing Factors

- 2.1 As highlighted previously, welfare reform factors have contributed to the levels of rent arrears and has been noticeable since its introduction in April 2013.
- 2.2 In April 2013 the Council was expected to apply the Under Occupancy Rules to any working age claimant of Housing Benefit (HB). The rules stated that anyone residing in a Council owned property, or in Social Housing, would have to pay towards their rent if they were unoccupying their home. This means that the maximum eligible rent for HB purposes would be reduced before any entitlement calculation is performed. Currently, the rules stipulate that where a tenant is under occupying their home by one bedroom then a reduction of 14% must be applied. If they are under occupying by 2 or more rooms then the reduction is 25% of their rent charge. An example of this is below for a tenant that is under occupying by one bedroom and on Job Seekers Allowance of £73.10 per week.

Rent charge	=	£100.00 per week
Under occupancy reduction of 14%	=	£14.00 per week
Maximum eligible rent for HB purposes	=	£86.00 per week

Claimants receiving Job Seekers Allowance are passported to maximum eligible HB. In this case that would mean HB payment of £86.00 per week leaving the tenant to make the payment of £14.00 per week from their Job Seekers Allowance.

- 2.3 There are currently 332 tenants who are subject to the under occupancy rules. 256 of these are receiving the 14% reduction and 76 the 25% reduction. Of these 332 tenants, 272 of them are receiving passported benefits meaning that they would be eligible for the maximum HB.
- 2.4 The Benefit Cap was also implemented in 2013. This was a phased implementation with a greater impact on larger families. The Benefit Cap was originally designed to ensure that anyone only receiving welfare support would not receive payments in excess of the national average annual wage, which was £26,000 at the time. This meant that there would be a calculation of all welfare benefits that a customer was receiving and if this exceeded the limit then HB would reduce their payment accordingly. From 7 November 2016, this limit was reduced further to £20,000 per annum.
- 2.5 There are currently 13 tenants who have their HB restricted as result of the Benefit Cap. These range from a restriction of £15.73 through to £84.25 per week. Each tenant has three or more children.
- 2.6 Universal Credit (UC) will be a significant factor in rent arrears once Full Service Roll out has been implemented later in 2018, due to the direct payments of the Housing Element. A separate report has been provided to the Committee regarding the implementation of UC on 15 February 2018. However, liaising with other housing providers, who have properties within areas that are Full Service, they have seen significant increases in the levels of

arrears, as much as 0.5% in a 9 month period where the majority of welfare recipients are still receiving HB.

- 2.7 It is difficult to evaluate the impact that UC has had on levels of rent arrears at Broxtowe due to the limited roll out and the available data from the Department for Works and Pensions.
- 2.8 It is clear to see that the above factors have contributed to the increasing arrears and it was essential that a different approach was taken in the recovery of rent arrears.

3.0 Actions Taken

- 3.1 In August 2017, the Chief Executive convened a working group consisting of the Interim Deputy Chief Executive, Interim Head of Housing and Head of Revenues and Benefits , which has led to an enhanced level of joint working to focus on reducing the rent arrears.
- 3.2 The group worked with the Rents Team to identify appropriate actions for cases at set levels, in an attempt to speed up the process of engagement with tenants who fell in to arrears.
- 3.3 As part of the ongoing process, to raise the importance of reducing the arrears level, all officers involved in Housing matters were reminded of the tenants' obligations in making sure that their rent was paid promptly. This has allowed for a more integrated Housing and Rent Recovery process between the two teams with a much closer working relationship. This has been reflected in the improvements since August 2017.
- 3.4 As part of the action plan it was decided that those with lower level debts, under £400, would be telephoned by the Customer Services Team. This was to alert the tenant to the debt and that the Council would work with them to create a plan that suited both parties to reduce the arrears. This has returned some positive results but it is felt that the process needs to be adapted further to maximise its potential. The Rents Team and Customer Services will formulate this adapted approach over the coming weeks.
- 3.5 Working with the Quality and Control Team, the Rents Team have identified tenants who require additional support and have signposted to the Discretionary Housing Payment fund. This work will remain ongoing and will form part of the early engagement with tenants who find themselves in arrears.
- 3.6 A Welfare Reform group has been set up to bring together several areas of the Council and voluntary organisation to focus on the impact of Welfare Reform and mitigate the impact of the Full Service Universal Credit roll out.

Report of the Interim Deputy Chief Executive

UNIVERSAL CREDIT1. Purpose of report

To inform the Committee of the current position with regard to Universal Credit roll out in Broxtowe.

2. Background

The Council currently has a statutory responsibility for the administration of Housing Benefit as part of the wider remit of Social Security Welfare. Housing Benefit is currently the only welfare benefit that is administered locally.

In February 2013, the government issued the Universal Credit Regulations 2013. The regulations allowed for the strategic roll out of Universal Credit in pilot sites, prior to a national roll out.

Universal Credit (UC) is the key element of the government's welfare reform programme. UC combines the assessment of six current means tested welfare benefits into one award and payment. The six benefits are:

- Income Support.
- Income Based Job Seekers Allowance.
- Income Related Employment and Support Allowance.
- Housing Benefit.
- Child Tax Credit.
- Working Tax Credit.

In October 2013, the first wave of pilot sites commenced the strategic roll out of Universal Credit. Many of the local authorities involved were based in the north west of England. After a test and learn approach, it was announced by the government that the national roll-out would commence from February 2015.

3. Financial Implications

The Council receives payments from the Department for Works and Pensions (DWP) to help claimants of Universal Credit who require support with personal budgeting and digital assistance. These are detailed in the following appendix.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX

Universal Credit

- 1.0 UC highlights roll out within Broxtowe, universal support delivered locally
- 1.1 National roll-out of Universal Credit was completed in four tranches and based on a limited number of individuals to ensure a test and learn approach was in place. The scheme became operational in Broxtowe in November 2015 and in order to be eligible to apply, the following conditions have to be satisfied, namely:
- must be a new application; and
 - must be single; and
 - must have no children; and
 - would have otherwise claimed Income Based Job Seekers Allowance.

This criteria remained in place until 31 December 2017.

- 1.2 UC highlights
- 1.3 The design of UC not only incorporates the merger of six current means tested benefits but it also provides significant reforms on the application, assessment and payment of assistance. UC will be “*digital by default*” and the expectation is that claimants will apply online. The assessment will be based on actual income received, rather than the current method of estimates. All payments of UC will be made calendar monthly, with the housing element usually paid directly to the tenant.
- 1.4 The process of applying online provides the assumption that all claimants will have access to this facility. However, it is acknowledged that many households may not have internet access or the skills in making an application for welfare benefit online.
- 1.5 The change to using actual income received rather than estimated will mean that claimants are potentially receiving different amounts of UC on a month by month basis. This may make budgeting difficult for some claimants whose work patterns are not consistent.
- 1.6 Claimants of welfare benefits currently receive payments at different intervals depending on the nature of their claim. For example, claimants could potentially receive weekly, fortnightly or four weekly payments for different welfare benefits. In addition to this, Housing Benefit is often paid directly to the Council’s Housing Team, landlord or social housing provider. Under UC, claimants will receive one payment per calendar month which will include the housing element. This is a significant step change for claimants and may result in issues of money management and tenant insecurity if rents to landlords go unpaid.

2.0 Universal Support Delivered Locally (USDL)

- 2.1 The government, through the DWP, has recognised the need to provide assistance to claimants with the areas highlighted in 1.4 and 1.5. As a result, USDL has been created. The purpose of USDL is to focus on three main areas:
- Triage.
 - Digital inclusion.
 - Financial inclusion.
- 2.2 Although the DWP has developed a framework for Universal Support, there is an expectation that local authorities will adapt their service around these three main principles considering the needs of the people within the borough.
- 2.3 The development of a triage facility is new to the Council and will involve a significant amount of development. The DWP has highlighted their expectation that the triage will create a 'hub' of local services that residents can utilise in one area.
- 2.4 Digital inclusion is a risk factor for the roll-out of UC nationally. The requirement to make an application online will impact on a number of people within the borough. The Council has, for several years, supplied internet access at the Council Offices. This facility remains in place and, when required, a member of the Customer Service Team or Housing Benefits Team will assist the claimant in making the relevant application for both UC and Council Tax Support. Although this facility has been in place since UC roll out, it has been seldom utilised. This is likely to be as a result of the limitations imposed by the DWP on those who can receive UC, and those who are eligible may already have internet access or, at a minimum, an IT literacy which would require little or no assistance. The team remain alert to this service provision and are willing to assist as and when required. This service is expected to increase under further roll out phases.
- 2.5 The most significant change, in respect of UC, is the move to calendar monthly payments, which include the housing element. As outlined in 1.6, many of the current recipients of Housing Benefit have their rent paid directly to the landlord. There can be a number of reasons for this, the most common being convenience and to provide increased security for those who are less confident in managing their financial affairs. With the roll-out of UC it is essential that those that have not had experience of receiving monthly payments, or a direct payment for their rent, have the opportunity to access money management advice to assist in the transition to the new methods.
- 2.6 USDL ensures that services are provided to meet the needs of people experiencing difficulties. The Council has entered into a Delivery Partnership Agreement with the DWP to continue providing the services highlighted within this report.

3.0 Risk and financial implications

- 3.1 The Council currently receives funding to administer Housing Benefit and Council Tax Support on behalf of the DWP and the Department for Communities and Local Government. The Council will continue to receive administration and subsidy funding in relation to this area and the amount has not been altered due to the implementation of Universal Credit during 2017/18.
- 3.2 The DWP identifies USDL as a significant change for local authorities and as a result has provided additional funding to help facilitate the changes needed. Each local authority receives different amounts based upon the level of involvement required. The DWP has estimated the amount of involvement from a local authority's perspective and awarded funding based on this. Below is a breakdown of the current funding agreed by the DWP and this council as part of the Delivery Partnership Agreement. This agreement covers the period from 1 April 2017 to 31 March 2018.

Funding	Cost
On-line supported access	909
Personal budgeting support straight forward	535
Housing Benefit Stop Notices	803
Payment Deduction Programme	544
Management	8,549
Total	11,340

- 3.3 The USDL funding is included in the Council's approved revenue budget and at this stage it is considered sufficient to meet any additional cost likely to be incurred during the continued roll out of Universal Credit during 2017/18. The situation will be monitored closely by officers as the phased roll out of Universal Credit continues in future years and further reports will be submitted to members regarding the funding, staffing and other implications for the Council as required.

4.0 Next Stages

- 4.1 During the Autumn Statement, it was announced that there would be substantial changes to the Full Service Roll Out of Universal Credit. These changes will impact the service delivery of Universal Credit within Broxtowe.
- 4.2 Claimants will no longer be expected to have 'waiting days' before becoming entitled to UC. Previously anyone making an application would be expected to wait for a period of 7 days before becoming entitled to assistance. This will be abolished from February 2018.
- 4.3 From January 2018, claimants of UC will be able to benefit from advance payments. Previously, claimants would have to wait for a period of at least 6 weeks before receiving their first payment. The change now allows a payment up to 100% of their proposed award to be made in advance. The proposed

change also allows for this advance payment to be repaid over a 12 month period to ease the financial pressure.

- 4.4 In cases where Housing Benefit was previously in payment, the claimant will be eligible to receive an additional two weeks Housing Benefit in addition to their UC entitlement.
- 4.5 UC has been designed primarily to promote financial inclusion, and therefore, makes a payment monthly that includes most welfare benefits. This is to replicate the position of most salaried roles. However, there is an understanding that there will be situations where claimants are unable to manage their own financial affairs. Previously, when arrears of rent reached eight weeks or more the landlord was able to apply for an Alternative Payment Arrangement (APA). From December 2017, there is now the functionality for the claimant to alert UC of their inability to manage their own financial affairs at the point of making an application. This does not guarantee the Housing Element will be paid directly to the landlord but will allow a judgement to be made at an earlier point in time.
- 4.6 The proposed roll out of UC has been amended and as a result there will be no further new applications to UC from 1 January 2018 until Full Roll out is applied. Full Service roll out is now proposed to take place in June 2018 for Broxtowe residents who use Heanor as their local Job Centre and November 2018 for those who use Beeston.
- 4.7 Broxtowe BC have set up a Welfare Reform Group that will meet regularly on the lead up to the roll out of UC. This group will consist of relevant departments within the Council but also local charity and voluntary agencies.

Report of the Interim Deputy Chief Executive

**GRANTS TO VOLUNTARY AND COMMUNITY ORGANISATIONS,
CHARITABLE BODIES AND INDIVIDUALS INVOLVED IN SPORTS,
THE ARTS AND DISABILITY MATTERS 2017/18**

1. Purpose of report

To consider requests for grant aid in accordance with the provisions of the Council's Grant Aid Policy.

2. Applications and financial position

Details of the grant applications received are included in appendix 1 for consideration. The amount available for distribution in 2017/18 is as follows:

	<u>£</u>
Revenue Grant Aid Budget (#1)	169,950
Less: Estimated requirements for: Outstanding Rent Awards/Others (#2)	46,000
Less: Grant Awards to Date	85,550
BALANCE AVAILABLE FOR DISTRIBUTION	38,400

(#1) – Any commitment to support the application from Beeston Shopmobility in respect of the annual rental of privately owned accommodation may need to be provided from an addition to the ongoing General Fund revenue budget.

(#2) – The 'Outstanding Rent Awards' includes provision for £37,350 in respect of the applications from 2nd Beeston Sea Scouts, 5th Stapleford Scout Group, Age Concern Eastwood, Beeston Shopmobility, Bramcote Cricket Club, Broxtowe Play Forum, Chilwell Community Association, Eastwood People's Initiative, Stapleford Community Association and Toton Coronation Hall Community Association.

A summary of the grants awarded under delegated authority since July 2017 is included for information at appendix 2.

Recommendation

The Committee is asked to NOTE the grants awarded under delegated authority, consider the requests and RESOLVE accordingly.

Background papers

Nil

APPENDIX 1

Applications

The following grant applications have been received for consideration in 2017/18:

<u>Applicant</u>	<u>Ref</u>	<u>Grant Award 2016/17</u> £	<u>Grant Request 2017/18</u> £
Age Concern Eastwood	1	9,000	9,000* ²
Broxtowe Women's Project	2	6,000	6,000
Eastwood People's Initiative	3	2,500	2,500* ²
Chilwell Community Association	4	3,150	3,150* ²
Stapleford Community Association	5	3,000	3,000* ²
Toton Coronation Hall Community Association	6	7,000	7,000* ²
Beeston Shopmobility	7	9,650	14,500* ^{1*2}
2 nd Beeston Sea Scouts	8	1,750	1,750* ²
5th Stapleford Scout Group	9	4,500	4,500* ²
Bramcote Cricket Club	10	865	865* ²
Broxtowe Play Forum	11	5,500	5,500* ²
		Total	57,765

Total made up of £20,400 in cash and £37,365 in rents

*¹ Any commitment to support the element of the application from Beeston Shopmobility in respect of the annual rental of privately owned accommodation may need to be provided from an addition to the grant aid budget.

*² The estimated outstanding rent awards includes provision of £37,350 for the applications from 2nd Beeston Sea Scouts (£1,750), 5th Stapleford Scout Group (£4,500), Age Concern Eastwood (£3,850), Beeston Shopmobility (£6,000), Bramcote Cricket Club (£850), Broxtowe Play Forum (£5,500), Chilwell Community Association (£3,150), Eastwood People's Initiative (£1,750), Stapleford Community Association (£3,000) and Toton Coronation Hall Community Association (£7,000). An anticipated grant application of £6,500 in respect of rents from 2nd Kimberley Scout Group is currently outstanding.

Age Concern Organisations**1. AGE CONCERN EASTWOOD**

Age Concern Eastwood was established in 1954 and is based at The Colin Dyson Centre on Edward Road in Eastwood. These premises are owned by the Council. The group generates its membership from Eastwood and the surrounding area. Currently, 76 clients are using its services with the majority being Broxtowe residents aged 60 years or over. Age Concern Eastwood provides welfare facilities to local elderly residents, including disabled users and others who are suffering with dementia and Alzheimer's.

The group aims to provide companionship, socialising, entertainment and advice for its elderly users by offering a wide variety of activities. These include a luncheon club (serving over 100 meals per week, Monday to Thursday), social events, arts and crafts and festive parties. A trustee also provides a Sunday lunch for up to 18 members on a regular basis and has recently started a Friday 'pie day' to serve meals to those in need. A Christmas party was held for 20 members with wrapped gifts, roast turkey dinner, games and a party atmosphere which was well received

The group has its own volunteer driving scheme that provides transport for more isolated members. It works in partnership with Broxtowe Mental Health and Nottinghamshire County Social Services who recommend their service to potential new members.

Age Concern Eastwood has spent over £40,000 in the recent years on improving the building interior and facilities for its clients to enjoy. The main hall has been redecorated by professional decorators. Also, to help save on heating costs and improve sound, the group has installed a suspended ceiling. A further scheme to replace the floor of the main hall at significant cost is still outstanding due to damp issues.

For the year ended 31 March 2017, income totalling £44,588 was generated from grants and donations, meals and drinks income, fundraising and hall hire. Expenditure of £46,887 mainly related to employee costs (£19,989), volunteer expenses (mileage), equipment, repairs and renewals, meals and catering, rent, utilities, insurances and other general running costs. Cash at bank and in hand as at 31 March 2017 was £57,176. This figure will include the residual balance of a significant legacy of received in 2009/10 that is continuing to be used towards projects that may sustain and improve future income streams, such as building and facility improvements. Over £25,000 of this legacy has already been spent, including upgrading of the toilet facilities.

The Council has supported Age Concern Eastwood for many years with grant aid towards its premises and transport costs. The grants awarded in the past four years were as follows:

2016/17	£9,000
2015/16	£9,000
2014/15	£9,000
2013/14	£9,000

For 2017/18, Age Concern Eastwood has requested a grant of £9,000 towards its running costs, including the rental of the Edward Road premises. Any grant award in respect of the premises rental (£3,850) would be matched by allowances within the rental income budget and leave the Council's overall budget unchanged. Any additional award for other running costs will have to be funded from the grant aid budget.

Members should note that the grant aid policy would normally require that all 'cash' grant awards of £5,000 or above to be subject to a Service Level Agreement. However, monitoring arrangements that 'measure and celebrate success' can also be tailored specifically to the organisation and include written reports, feedback from service users and monitoring visits.

Caring Organisations Category

2. BROXTOWE WOMEN'S PROJECT

Established in 2001, Broxtowe Women's Project Limited (BWP) is a voluntary organisation that provides a unique, community-led service offering a range of domestic abuse outreach and awareness services in response to local needs.

The vision is that women and their families who are affected by domestic abuse are empowered to feel safe, to take control of their lives and to lead safer lives. BWP wants everyone in Broxtowe to have more awareness of all types of domestic abuse. The main aims of BWP is to provide outreach support to women who are experiencing or have experienced domestic violence and to provide advice, information, training, publicity and raising awareness for local agencies, individuals and community groups. BWP is a full member of Women's Aid Federation England.

BWP provides a critical direct service to women survivors of domestic violence, including a telephone support line, outreach services for women and children, short-term survivor support groups, awareness sessions, training and as a facilitator of partnership working across the area.

Statistics provided by the South Nottinghamshire Community Partnership Strategic Assessment show high instances of domestic violence offences in areas where BWP delivers its services. Eastwood South has had the highest volume within the borough and is repeatedly identified as one of the worst Nottinghamshire Wards for domestic abuse. A further three Wards served by BWP also rate within the top-ten worst in the county. Overall, 80% of offences are against females, and in 80% of domestic incidents reported, the relationship between the victim and offender was partner/ex-partner.

BWP currently provides outreach support in the north of the Borough, in particular Eastwood and Kimberley, as well as Stapleford in the south. The project recognises that domestic violence is an unreported crime and BWP works hard to raise awareness in the community. Some women who have experienced domestic violence may find themselves living in the most deprived areas as a result of leaving the perpetrator and having few housing options open to them.

In 2017 BWP received 231 referrals made through various channels, including self-referral, Women's Aid, children and young people, Health, Police, Adult Social Care and others (these referrals do not include the numbers of women supported by the legal surgery or who contacted the support line).

Of these cases, 207 required ongoing support through outreach support, group support or via regular phone support. This is an increase of 41% compared to 2016. Providing outreach support has also helped any dependent children.

BWP aims to provide a quality service to women and to provide support as quickly as possible. The majority of referrals received support on the day of referral, with the remainder largely being supported on the next day. All referrals were supported within two weeks of the referral.

The outcomes for each person after accessing BWP services are monitored. The women that reported an increase in positive outcomes as a direct result of working with BWP included client empowerment (98%), feeling safer (84%), minimised risk of harm (81%), improved mental health (77%), increased self-esteem (76%) and reduced isolation 70%. These outcomes provide a strong indication of the impact the BWP has had upon the lives of survivors with whom it works. It also indicates the importance of continually developing services such as the counselling to increase the positive outcomes for women.

BWP continues to work in partnership with other service providers to help women with personal development and in changing their lives. It works with the Council and jointly alongside Midland's Women's Aid and Women's Aid Integrated Services to ensure complementary and non-duplication of services for women in the borough. BWP is regularly involved with the South Nottinghamshire Multi-Agency Risk Assessment Conferences, Broxtowe Health Partnership and South Notts Domestic Abuse Strategic Group. BWP also actively contributes to the local Sure Start Children's Centres delivery plans through input and attendance at their Local Advisory Groups.

BWP continues to support the action plan for delivery of targeted work in Eastwood South aligning with the priority geographical areas identified and supported by the South Nottinghamshire Community Safety Partnership and Eastwood South Focus Group. BWP provides a Legal Surgery to women in Broxtowe offering free legal advice in partnership with solicitors on a variety of civil matters such as child contact. The surgery has been running since May 2016 and has supported over 30 women, providing 1080 minutes hours' of free legal advice. Without this service woman would not have been able to access this support locally.

BWP runs its Freedom Programme in partnership with Sure Start. This 12-week programme, delivered in Eastwood and Stapleford, examines the roles, attitudes, beliefs and actions of abusive men and the responses of victims and survivors. The aim is to help them to make sense of and understand what has happened to them. The Freedom Programme also describes in detail how children are affected by being exposed to this kind of abuse and very importantly how their lives are improved when the abuse is removed.

A number of women took part in a service user evaluation event. One of the common themes that women said they needed was additional support around confidence building and self-esteem. In order to meet this need BWP has developed well-being courses, in partnership with Central College Nottingham.

BWP has a volunteer programme that provides additional services for women experiencing Domestic Abuse. This is an opportunity for women to access volunteer work experience and training that will enable them to gain valuable work experience in the field. BWP has recruited 14 volunteers to a variety of roles including trustee positions, awareness, fundraising, helpline and ambassador roles.

BWP has a support line for women to call to get advice and support from a specialised worker. During 2017 BWP received a total of 533 calls to the helpline and 772 texts, an increase of 31% and 46% respectively from 2016.

As well as direct support, BWP consistently highlights issues of domestic abuse and is committed to improving knowledge and services for women and children to seek help and support. BWP have successfully delivered a number of campaigns throughout the year raising awareness around mental health, domestic abuse and the benefits of volunteering. In November 2017 BWP worked in partnership with the Council on the 'White Ribbon Campaign' and will do so again for November 2018. In total, BWP has released 26 blogs on its website, issued three newsletters, 150 unique tweets and approximately 30 Facebook posts and 10 press releases to raise awareness of Domestic Abuse.

BWP has submitted its latest financial statements for the year ended 31 December 2016 for scrutiny. Financial activity is split between restricted and unrestricted funds. In the year, BWP generated total income of £228,609 mainly from grants and donations. BWP considers the majority of this funding to be restricted and significant grants were received from the Big Lottery Fund (£95,633), Comic Relief (£42,062), Henry Smith Charity (£27,500), Awards for All (£10,000), Boots Charitable Trust (£9,991), Coalfields Regeneration Trust (£9,971) and this Council. Expenditure for the year amounted to £186,127 and mainly related to employee costs (£145,386; with £116,369 from restricted funds), activities and premises rental and room hire costs. BWP had overall cash and bank balances of £124,544 as at 31 December 2016, with unrestricted funds amounting to £33,715.

The project continues to apply to a range of funders. In 2015 BWP was delighted to receive five-year funding from the Big Lottery Fund for ongoing outreach services and a three-year grant from Comic Relief to help meet these costs. The Henry Smith Charity funding of a Service Co-ordinator post has now ceased. The Boots Charitable Trust has pledged to provide three-years funding for a children's worker through its volunteer programme.

The Council has supported BWP for many years with funding towards core costs. The grants awarded in the past four years were as follows:

2016/17	£6,000
2015/16	£6,000
2014/15	£6,000
2013/14	£6,000

For 2017/18, BWP has requested a grant of £6,000 to meet its rental obligations and to contribute towards other core costs. Members should note that the grant aid policy requires that grant awards of £5,000 or above may be subject to a Service Level Agreement.

3. EASTWOOD PEOPLE'S INITIATIVE

Eastwood People's Initiative (EPI) is a registered charity, formed in 1982, that serves Eastwood and the surrounding communities.

The aim of EPI is to offer practical help and emotional support for individuals, with particular regard to those on low-income or unemployed. The charity provides support aimed at improving self-confidence, developing social and practical skills and enhancing employment potential.

In order to achieve its aims, EPI operates a community facility that provides computer and phone facilities, in addition to giving users with advice on welfare rights, finances and budgeting, employment and training.

EPI offers free weekly sessions for the community from its premises, which are attended by up to 45 people. The core component of each session is the use of computer facilities for writing CV's and as an internet access point to online services, job, training and learning opportunities. EPI also has a free phone service for calls regarding jobs, benefits, housing and utilities. The sessions are supported by volunteers, as the charity strives to develop as a community run facility. Over 3,000 people have visited the charity at its premises.

For the year ended 5 April 2017, EPI generated receipts of £9,215 from the rental of its premises on Seymour Road (£7,333), grants and donations. Annual expenditure of £7,968 related to rent, ICT, telephone and utilities costs, professional/legal fees and other operating costs. Net receipts were added to investments, bank and cash balances which at 5 April 2017 were £18,097. The accounts show that EPI has provided a loan of £2,000 to a local day nursery.

EPI continues to operate from Council owned premises on Scargill Walk in Eastwood. There is a tenancy agreement in place with the rent assessed at £1,750 per annum as part of the Council's aim to secure economic rents on its properties. The charity has suggested that it would be unable to sustain a rental charge of this size.

The Council has supported EPI previously with grants towards its operating costs. The grants awarded in the past four years being as follows:

2016/17	£2,500
2015/16	No application
2014/15	£2,500
2013/14	£2,500

For 2017/18, Eastwood People's Initiative has requested a grant of £2,500 to cover the market rent and buildings insurance (£1,750) and other associated premises costs (£750). Any grant awarded in respect of the rental element would have no effect on the Council's overall budget, with the award being matched in the Council's premises income budget. Members should note that any additional award for the other operating costs will have to be funded from the grant aid budget.

Community Associations Category

4. CHILWELL COMMUNITY ASSOCIATION

Chilwell Community Association was set up with its own Constitution in January 2002 and is responsible for the management and development of Council premises at the Community Centre on Inham Road in Chilwell.

The aim of the Association is to provide facilities at a competitive cost to enable local community groups and individuals to use the premises for a variety of purposes including parent and toddler groups, craft courses and educational classes run by the local college. The main user of the facility is the Nottinghamshire County Council Library Service and this provides an important resource and meeting place for the community. The library is well used on the regular days that it is open.

For the year ended 31 March 2017, the Association generated receipts of £12,360 from grant aid and fees. Total payments amounted to £10,924 including rent, wages (£1,972), property maintenance, utilities, insurance and other costs. Cash and bank balances as at 31 March 2017 had increased to £32,425. These funds are earmarked towards the enhancement of facilities at the Community Centre, including the provision of additional facilities and to provide early financial support to newly formed groups using the Centre in order for them to become established for long-term use.

Fee income decreased in 2016/17 as a number of thriving groups who were using the Centre have moved onto bigger premises. The Association has reduced its overheads accordingly, although it continues to look to generate further revenues by increased marketing. The Association has invested in improving the facilities to make it even more attractive to users. It will continue with this programme and has allocated a proportion of its reserves to do this.

As part of the Council's aim to secure economic rents on its properties, the annual rental of the Chilwell Community Centre has been assessed at £3,150. Chilwell Community Association has suggested that with limited financial resources it would be unable to sustain a rental charge of this size.

This is the sixth application that the Council has received from the Chilwell Community Association and in 2016/17 a grant of £3,150 was awarded. For 2017/18, the Association has requested a similar grant of £3,150 to cover the market rent of the Chilwell Community Centre.

This grant award would be for a period of one year and would have no effect on the Council's overall budget, with the award being matched in the Council's premises income budget.

5. STAPLEFORD COMMUNITY ASSOCIATION

The Stapleford Community Association was formed in 1954 and is responsible for the management and operation of the Council owned Community Centre on Cliffe Hill Avenue in Stapleford.

The aim of the Association is to provide a high quality, low cost centre for a variety of leisure, educational and community activities in Stapleford. A number of groups utilise the facilities for these purposes including playgroups, keep fit clubs, uniform groups, senior citizen's groups, dance classes and family groups. Around 300 people of all ages use the facilities on a weekly basis, with an estimated 80% being residents of the borough.

For the year ended 31 December 2017, income of £12,752 was generated from hall lettings, grant aid, community functions and subscriptions. Annual expenditure amounted to £11,172 and included rent, repairs and renewals, cleaning and sundry expenses, insurances, heating and lighting, water charges and depreciation. Cash and bank balances as at 31 December 2017 were £24,521. Stapleford Community Association has indicated that these funds are earmarked towards ongoing maintenance projects and for unexpected emergencies.

The tenancy agreement for the Community Centre replaced the previous arrangement of charging a peppercorn rent. As part of the Council's aim to secure economic rents on its properties, the rent has been assessed at £3,000 per annum. The Stapleford Community Association has suggested that it has only limited financial resources and would be unable to sustain a rental charge of this size.

The Council has previously supported Stapleford Community Association with grants towards its premises rental. The grants awarded in the past four years were as follows:

2016/17	£3,000
2015/16	£3,000
2014/15	£3,000
2013/14	£3,000

For 2017/18, Stapleford Community Association has requested a similar grant of £3,000 to cover the rental of the Community Centre on Cliffe Hill Avenue in Stapleford. This grant award would be for a period of one year and would have no effect on the Council's overall budget, with the award being matched in the Council's premises income budget.

6. TOTON CORONATION HALL COMMUNITY ASSOCIATION

The Toton Coronation Hall Community Association is responsible for the management and operation of the Coronation Hall on Portland Road in Toton which opened in 1953.

The aim of the Association is to provide a social meeting place for Toton and the surrounding area. A variety of groups use the facilities for educational, recreational, leisure and sporting activities, including playgroups, keep-fit clubs, uniform groups, senior citizen's groups, dance classes, martial arts clubs, family groups and parties. It is estimated that 200 people of all ages use the facilities each week, with the majority being residents of the borough.

A new Management Committee was formed in March 2017. Unfortunately following an enforced change in Treasurer, there is only limited financial data available prior to this date. The accounts for the period ended 31 July 2017 showed part-year receipts of £6,157 (previously £24,940 for 12-months) being generated from hall bookings. Payments in the period amounted to £7,585 (previously £21,030 for the full year) and included rent, utilities, cleaning and repairs and maintenance. Cash and bank balances as at 31 July 2017 had increased to £28,345. The Association indicated that reserves are earmarked towards the total refurbishment of the premises.

The current tenancy agreement for the Coronation Hall replaced the earlier arrangement of charging a peppercorn rent. As part of the Council's aim to secure economic rents on its properties the annual rental is £7,000. The Toton Coronation Hall Community Association has suggested that it would be unable to sustain the tenancy with a rental charge of this size.

The Council has previously supported the Toton Coronation Hall Community Association with grant aid towards its premises rental with the grants awarded in the past four years being as follows:

2016/17	£7,000
2015/16	£7,000
2014/15	£7,000
2013/14	£7,000

For 2017/18, the Toton Coronation Hall Community Association has requested a grant of £7,000 to cover the rental of the Coronation Hall. This grant award would be for a period of one year, with the potential award being matched by allowances within the premises income budget.

Disability Groups Category**7. BEESTON SHOPMOBILITY**

Beeston Shopmobility has been operating since June 2001. It is a registered charity and a company limited by guarantee that is independent of the Council.

Since 2013 Beeston Shopmobility has been based at the Council owned Cavendish Lodge premises on Devonshire Avenue in Beeston.

The aim of Beeston Shopmobility is to enable people with temporary or permanent mobility difficulties the freedom of movement around Beeston town centre through the loan of disability aids, manual and powered wheel chairs and scooters. The scheme helps people with disabilities to lead more independent lives and often provides a welcome respite for carers. Mobility equipment can be used to access shops and services and enables users to socialise more frequently with friends in and around Beeston.

Beeston Shopmobility is run by a team of unpaid volunteers, some of whom are disabled. The scheme is open daily from Monday to Saturday throughout the year. The scheme currently has around 90 registered users and provides benefit to an estimated 60 users from the borough. The scooters and wheelchairs are used on average 20 times per week for a charge of £1 per hiring (2 hours) or £30 for a full week.

For the year ended 30 September 2017, Beeston Shopmobility generated income of £12,137 mainly from grants, donations and fees. Expenditure of £13,610 mainly related to premises costs, equipment renewals, insurances and depreciation. Cash at bank and in hand as at 30 September 2017 was £11,762. Beeston Shopmobility indicated that these funds are earmarked towards a scooter replacement programme (around £1,200 each).

This Committee previously noted a report on Beeston Shopmobility on 12 October 2017. This related to the potential revenue implications of using previously approved capital funding to relocate Beeston Shopmobility from Cavendish Lodge into a non-Council-owned building at Oban House on Chilwell Road, Beeston. Oban House is privately owned and is leased in its entirety to Voluntary Action Broxtowe (VAB). VAB partly supports its annual running and rental costs by sub-leasing parts of the building to sub-tenants. The proposal is that Beeston Shopmobility would become a sub-tenant to VAB at Oban House, paying an all-in rental of £7,000 per annum. These premises would provide a much more suitable location for their operations.

Members noted that the present notional 'in/out' grant towards rent and service charges of Cavendish Lodge would be replaced by an annual request for a 'cash grant' of £7,000. If this is to be supported, provision would need to be made for this additional £7,000 net cost within the ongoing General Fund revenue budget.

Beeston Shopmobility completed the move to Oban House in January 2018. The Council has supported Beeston Shopmobility for many years with the grants awarded in the past four years being as follows:

2016/17	£9,650 (including £8,150 rent/service charge)
2015/16	£9,650 (including £8,150 rent/service charge)
2014/15	£9,650 (including £8,150 rent/service charge)
2013/14	£12,650 (including £8,150 rent/service charge)

The latest grant aid request from Beeston Shopmobility for 2017/18 is essentially in three parts:

- Firstly, a notional grant of £6,000 to cover the residual balance of rental and service charges at the Council owned Cavendish Lodge premises from April to December 2017. Any grant awarded in respect of the Cavendish Lodge element would have no effect on the Council's overall budget, with the award being matched in the premises income budget.
- Secondly, Beeston Shopmobility has requested a cash grant of £7,000 for the annual rental of Oban House from January 2018. Beeston Shopmobility states that it only has limited financial resources and would be unable to sustain a rental charge of this size. Any grant awarded in respect of the Oban House element may need to be provided from an addition to the ongoing General Fund revenue budget.
- Finally, Beeston Shopmobility has again requested a cash grant towards the cost of insurance cover (£1,500). Any award for these costs will have to be funded from the existing grant aid budget.

Members should also note that the grant aid policy would normally require that all 'cash' grant awards of £5,000 or above to be subject to a Service Level Agreement. However, monitoring arrangements that 'measure and celebrate success' can also be tailored specifically to the organisation and include written reports, feedback from service users and monitoring visits.

Uniformed Groups Category

8. 2ND BEESTON SEA SCOUTS

2nd Beeston Sea Scouts was established in 1928 and is based at Lilac Grove in Beeston. The group serves the South West Notts Scout District, including Attenborough, Beeston South, Beeston Rylands and Wollaton and currently has 90 members, including 76 juniors, with the majority living in the Borough.

The aim of the 2nd Beeston Sea Scouts is to provide scouting activities (under the policy and rules of the Scout Association) with the speciality of water based activities such as canoeing, kayaking, rowing and sailing. The main activities of the group attempt to develop young people in life skills in many areas of physical, social and mental development. Water activities are held at its base on the River Trent at Barton Island.

For the year ended 31 December 2016, 2nd Beeston Sea Scouts generated receipts of £19,697 from subscriptions, grants (including £2,363 from the Scout Association and £1,750 from Nottinghamshire County Council), donations and fundraising activities. Annual payments of £16,052 included premises expenses, heating and lighting, repairs and renewals, boat maintenance, cost of scouting activities, purchase of equipment and capitation. Cash and bank balances at 31 December 2016 totalled £7,738.

As part of the Council's aim to secure economic rents on its properties and as part of this aim, the rental of the Lilac Grove premises has been assessed at £1,750 per annum. The 2nd Beeston Sea Scouts has only limited financial resources and would be unable to sustain a rental charge of this size.

The Council has regularly supported the 2nd Beeston Sea Scouts with grant aid towards its rental obligations. The grants awarded in the past four years were as follows:

2016/17	£1,750
2015/16	£1,750
2014/15	£1,750
2013/14	£1,750

For 2017/18 the 2nd Beeston Sea Scouts has requested a similar grant of £1,750 to cover the market rental of the Lilac Grove premises. This grant award would be for a period of one year and would have no effect on the Council's overall budget, with the potential award being matched by allowances within the premises income budget.

9. 5TH STAPLEFORD SCOUT GROUP

The 5th Stapleford Scout Group was established in 1964 and is based at Stapleford House, Wesley Place in Stapleford. The Group currently has 86 members of all ages (scouts, cubs, beavers, leaders and voluntary helpers), the majority of whom are residents of Stapleford and Bramcote.

The aim of the 5th Stapleford Scout Group is to provide activities within the scout association organisation. The Group provides an interest for local children aged between 6 and 14 years to experience new adventures, learn team and individual skills required for scouting activities, play games and meet new friends. The Group are also supported by the local community at regular fundraising events such as jumble sales and fairs.

For the year ended 28 February 2017, receipts of £12,849 were generated from subscriptions, grants, donations and fundraising and other activities. Annual payments were £13,593 including membership fees, equipment, premises expenses such as rent, heating, lighting, repairs and maintenance and the cost of activities and fundraising events. Cash and bank balances as at 28 February 2017 amounted to £10,254.

The 5th Stapleford Scout Group commenced their lease for first floor at Stapleford House in September 2014. The tenancy agreement reflects the Council's aim of securing economic rents on its properties, with the annual rent of the accommodation assessed at £4,500. The 5th Stapleford Scout Group only has limited financial resources and suggests that it would be unable to sustain a rental charge of this size.

The Council has regularly supported the 5th Stapleford Scout Group with grant aid towards its rental obligations. The grants awarded in the past four years were as follows:

2016/17	£4,500
2015/16	£4,500
2014/15	£4,500
2013/14	£1,000

For 2017/18 the 5th Stapleford Scout Group has requested a grant of £4,500 to cover the annual market rental of accommodation at Stapleford House. This potential grant award would be for a period of one year and would have no effect on the Council's overall budget, with the increased award being matched in the Council's premises income budget.

Miscellaneous Category

10. BRAMCOTE CRICKET CLUB

Bramcote Cricket Club was founded in 1858 and is based at Bramcote Hills Park on Ilkeston Road in Bramcote. The Club currently runs a number of league cricket teams and has occasionally coached midweek junior teams.

The Club is open to anyone interested in playing or coaching cricket. It currently has 47 adult members, the majority of whom live in Bramcote, Beeston and Chilwell. In addition, around 70 juniors regularly attend to play 'kwik-cricket' and visiting clubs from Chilwell, Attenborough and Beeston also enjoy use of the Club's facilities.

Unlike some clubs in the region, Bramcote Cricket Club has experienced an increase in participants including juniors who attend for coaching sessions. Some of these juniors have joined from larger clubs where, due to the numbers involved, they have been unable to receive one-to-one coaching. Bramcote Cricket Club hopes to continue to provide an opportunity for juniors to regularly participate in cricket.

For the year ended 31 December 2017, income totalled £41,435 and was mainly generated from capital grants (£28,900), subscriptions, match fees, bar sales, grants and sponsorship and other fundraising activities. Expenditure amounted to £35,122 and included capital spending (£23,516), bar expenses, ground equipment maintenance, playing equipment, pitch hire, rent, insurances and other running costs. Total cash and bank balances as at 31 December 2017 amounted to £9,595, including £370 in the 'Youth Account'.

The Council owns the clubhouse used by the Club on Bramcote Hills Park and as part of the Council's aim to secure economic rents on its properties, the rent has been assessed at £865 per annum.

The Council has supported Bramcote Cricket Club for many years with grants towards its premises costs. The grants awarded in the past four years were as follows:

2016/17	£865 (plus £2,500 capital grant)
2015/16	£865
2014/15	£865 (plus £9,196 capital grant)
2013/14	£865

The Club received a £2,500 capital grant in 2016/17 as a contribution towards the cost of renovating the all-weather wicket.

For 2017/18, Bramcote Cricket Club has requested a revenue grant of £865 towards the total cost of their annual rent obligations. This award would be for a period of one year and would be matched by allowances within the premises income budget, leaving the Council's overall budget unchanged.

11. BROXTOWE PLAY FORUM

Broxtowe Play Forum was established in 1983 and is based in Council owned premises at Montrose Court in Stapleford. Broxtowe Play Forum generates the majority of its membership from the borough with 130 local member groups using the facilities provided, supporting over 3,000 children and young people.

The primary aim of Broxtowe Play Forum is to support and encourage play in the borough and the group achieves this by providing play resources for children's groups. Broxtowe Play Forum also organises meetings at its premises, provides office services and craft workshop facilities and offers reasonably priced art and craft materials for sale in its play resource centre.

It is open to the general public on a Wednesday, holding a card making club for adults. Broxtowe Play Forum has also attended local play days and events in partnership with the Arts and Events team.

For the financial year ended 31 March 2017 income totalling £19,934 was generated from grants, membership fees, equipment hire and resource sales. Major grants received were from Nottinghamshire County Council (£9,000) and this Council. Total expenditure amounted to £28,225 and included employee expenses (£18,627), purchase of resource sales and rent and rates payable to this Council, utilities and general running costs. Total cash funds as at 31 March 2017 had fallen to £12,746.

As part of the Council's aim to secure market rental on its properties, the annual rent for premises at Montrose Court in Stapleford was assessed at £5,500. Broxtowe Play Forum has limited financial resources and would be unable to sustain a rental charge of this size.

The Council has supported Broxtowe Play Forum for many years with grants towards the cost of its rent obligations. The sums awarded in the past four years were as follows:

2016/17	£5,500
2015/16	£5,500

2014/15	£5,500
2013/14	£6,000

For 2017/18, Broxtowe Play Forum has requested a similar grant of £5,500 towards the cost of its rent obligations. This grant would be for a period of one year and would be matched by allowances within the premises income budget and therefore leave the Council's overall budget unchanged.

APPENDIX 2

Delegated Awards

A summary of the grants awarded under delegated authority since 30 June 2017 is included below. The policy in respect of grant aid to voluntary organisations is to award the amount requested by the organisation or the maximum specified whichever is the lower. Additional consideration is given to groups who can demonstrate that they are meeting the particular needs of disadvantaged sections of the community.

All requests under the revised delegated limit of £250 are considered under delegated authority, in conjunction with the Chair of this Committee. This includes applications from individuals involved with sport and the arts. This Committee determines all requests for grants in excess of the £250 maximum.

Groups

Group	Total No. of Members	No. of Broxtowe Residents	Grant Award in 2016/17	Grant Award in 2017/18	Purpose of Grant Award
The Friendship Club	20	20	£100	£100	Activities programme
Play and Praise	30	28	£100	£100	Running costs including replacement toys
Attenborough Friendship Club	30	30	£100	£100	General running costs
Inner Wheel Club of Beeston	15	15	£100	£100	General running costs
Toton Over Fifties	40	40	£100	£100	Premises rental and speakers fees
Eastwood Athletic Football Club	90	90	n/a	£250	General running costs

Individuals

Name	Grant Award in 2017/18	Purpose of Grant Award
Rose Happer	£100	Short-track Speed Skating – Contribution towards training costs, equipment and competition fees (around £1,800 pa)
Izaiah Aduhene	£200	Gymnastics – Contribution towards training, competition fees and travel to Bulgaria/Portugal/Bulgaria for international events
Ben Barsby	£100	Swimming – Towards competition entry fees and training costs
Jemma Wallis	£200	Ice Hockey – Towards kit and travelling costs as part of the GB U18 team at the U18 World Championship Division 1 Group B event in Katowice, Poland in January 2018

Report of the Interim Strategic Director

COMPLAINTS REPORT1. Purpose of report

To provide members with a summary of and the length of time taken to acknowledge complaints made against the Council.

2. Detail

The Committee expressed concern with regard to the number of complaints not being acknowledged within three working days. Following the concerns, the Council has undertaken a review of the process of acknowledging stage one complaints. Formerly, the responsibility for acknowledgement rested with the service department in question. In order to assist with acknowledgement, the Council's Complaints Section will now acknowledge stage one complaints that are received directly to the Section. However, it will remain the responsibility of a service department to acknowledge any complaints that are received directly to that department. This will allow the Complaints Section to effectively manage the acknowledgement of complaints and to ensure that they are processed within three working days.

3. Further information

In quarter 3 for 2017/18, 32 complaints were received electronically. When correspondence is received electronically, it is via an e-mail directly to the Complaints Section or by the customer completing the Council's online complaint form. All electronic correspondence sent by customers is responded to with the Council's generic automated e-mail reply. In order to manage the acknowledgement of electronic complaints, the automated response e-mail sent out specifically by the Complaints Section has been amended to state that the customer's complaint has been acknowledged, referred to the relevant Head of Service, and that a response will be provided within fifteen working days.

The Council's Governance, Audit and Standards Committee will continue to monitor the complaints service via the annual report submitted to the Committee.

The appendix provides a summary of the Council's internal statistics for the time taken to acknowledge complaints for quarters 1, 2 and 3 in 2017/18.

In 2016/17, of the 254 complaints received by the Council, 46 (18%) complaints were not acknowledged within the three working day target. In 2017/18, of the 180 complaints received so far, 19 (11%) complaints were not acknowledged within the three working day target. The Council continually looks to improve, and has achieved a 7% reduction to meet the three working day target.

Recommendation

The Committee is asked to NOTE the report.

Background papers

Nil

APPENDIX

Time taken to acknowledge receipt of stage one complaints 2017/18 - quarter 1

	Total	Chief Execs	Deputy Chief Execs	Interim Strategic Director	Members
Time taken to acknowledge complaints - same day	38	24	7	7	-
Time taken to acknowledge complaints - one to three days	18	10	3	4	1
Time taken to acknowledge complaints - more than three days	7	6	-	1	-

Breakdown of complaint acknowledgements by department and section quarter 1**Chief Executive's Department**

Section	Same day acknowledgement	One to three days	More than three days
Communities	2	-	-
Development Control	4	2	1
Environmental Health	1	-	-
Garage Services	1	-	-
Housing Options	2	1	1
Housing Repairs	4	3	2
Leaseholder Services	1	-	-
Neighbourhood Services	9	3	2
Town Centre Management	-	1	-

Deputy Chief Executive's Department

Section	Same day acknowledgement	One to three days	More than three days
Capital Works	3	1	-
Customer Services	2	-	-
Estates	1	-	-
Kimberley Leisure Centre	1	-	-
Benefits	-	1	-
Parking	-	-	-
Revenues	-	1	-

Interim Strategic Director's Department

Section	Same day acknowledgement	One to three days	More than three days
Waste and Recycling	7	4	1
Parks and Environment	-	-	-
Standards	-	1	-

Time taken to acknowledge receipt of stage one complaints 2017/18 - quarter 2

	Total	Chief Execs	Deputy Chief Execs	Interim Strategic Director	Members
Time taken to acknowledge complaints - same day	20	13	4	3	-
Time taken to acknowledge complaints - one to three days	24	13	5	6	-
Time taken to acknowledge complaints - more than three days	3	2	1	-	-

Breakdown of complaint acknowledgements by department and section quarter 2**Chief Executive's Department**

Section	Same day acknowledgement	One to three days	More than three days
Development Control	1	1	1
Housing Options	3	6	-
Housing Repairs	3	-	1
Legal Services	1	-	-
Neighbour Services	5	6	-

Deputy Chief Executive's Department

Section	Same day acknowledgement	One to three days	More than three days
Benefits	1	1	1
Capital Works	1	1	-
Estates	1	-	-
Revenues	1	-	-
Customer Services	-	1	-

Kimberley Leisure Centre	-	1	-
Leisure	-	1	-

Interim Strategic Director's Department

Section	Same day acknowledgement	One to three days	More than three days
Parks and Environment	1	2	-
Waste and Recycling	2	3	-
Freedom of Information	-	1	-

Time taken to acknowledge receipt of stage one complaints 2017/18 - quarter 3

	Total	Chief Execs	Deputy Chief Execs	Interim Strategic Director	Members
Time taken to acknowledge complaints - same day	30	17	8	3	2
Time taken to acknowledge complaints - one to three days	31	21	4	4	2
Time taken to acknowledge complaints - more than three days	9	5	2	2	-

Breakdown of complaint acknowledgements by department and section quarter 3

Chief Executive's Department

Section	Same day acknowledgement	One to three days	More than three days
Communities	1		
Development Control		2	
Housing Options	4	4	2
Housing Repairs	9	9	2
Leaseholder Services			
Neighbourhood Services	3	5	1
Private Sector Housing		1	

Deputy Chief Executive's Department

Section	Same day acknowledgement	One to three days	More than three days
Capital Works	1	1	
Estates		1	

Section	Same day acknowledgement	One to three days	More than three days
Leisure	1		
Benefits		1	1
Parking	1		
Revenues	4	1	1
Strategy & Performance	1		

Interim Strategic Director's Department

Section	Same day acknowledgement	One to three days	More than three days
Waste and Recycling	2	3	1
Parks and Environment		1	
Standards	2	2	
Corporate Communications	1		
Democratic Services			1

Report of the Interim Deputy Chief Executive

PAY AWARD AND REVIEW OF ALLOWANCES1. Purpose of report

To advise the Committee of the recommendations of the Independent Remuneration Panel regarding the application of the proposed pay award for 2018/19 to allowance rates for members.

2. Background

As part of the budget setting process for 2018/19 a pay award of 2% per annum across the payroll has been allowed for in the budget for 2018/19.

In accordance with the Scheme of Members' Allowances approved by the Panel in September 2015, member allowance rates should increase in line with any employee pay award. Accordingly a proposed increase of 2% has been applied and the proposed new allowance rates are shown in the appendix.

The Panel was advised that the current rates shown in the appendix have remained unchanged since 2015/16 as the Council, at its meeting of 1 March 2017, voted not to accept the recommendation of the Panel to apply the pay award for 2017/18. This decision was in line with the manifesto commitment of the leading group not to increase members' remuneration during the lifetime of the current administration.

The Panel resolved that in the light of inflationary pressures, and despite the increasing financial pressures of the Council, the revised remuneration rates shown in the appendix should apply from 1 April 2018.

3. Financial implications

For comparative purposes, the impact of the proposed 2% increase is shown in the appendix. The full impact of a 2% increase, should it be accepted, would be £2,517 per annum from 2018/19.

Recommendation

The Committee is asked to CONSIDER the recommendations of the Panel and RECOMMEND to Council accordingly.

Background papers

Nil

APPENDIX

Revised Members' allowances following proposed 2% increase

	<u>No. applying</u>	<u>Current rate £</u>	<u>Revised rate (£)</u>
Basic Allowance	44	3,741	3,816
<u>Special Responsibility Allowances:</u>			
- Leader (incl. committee responsibilities)	1	13,558	13,829
- Deputy Leader	1	6,101	6,223
<u>Committees</u>			
- Chair	6	4,745	4,840
- Vice chair	6	1,563	1,594
<u>Quasi-Judicial Committees, Board etc.</u>			
- Chair:			
- Planning	1	3,391	3,459
- Licensing & Appeals	1	2,712	2,766
- Housing Payments Committee	1	1,355	1,382
- Governance, Audit & Standards	1	2,033	2,074
- Vice chair:			
- Planning	1	678	692
- Licensing & Appeals	1	542	553
- Housing Payments Committee	1	271	276
- Governance, Audit & Standards	1	271	276
- Members of Alcohol & Entertainments Licensing Committee (i.e. plus Leader and Leader of the Opposition)	11+2	678	692
- Independent Person	1	1,355	1,382
<u>Political Groups – Additional Allowance</u>			
- Leader of Opposition	1	1,355	1,382
- Business Manager	2	850	867
<u>Civic</u>			
- Mayor	1	4,745	4,840
- Deputy Mayor	1	1,355	1,382
<u>Outside Bodies</u>			
- Health Lead	1	1,102.5	1,125
- Chair of Broxtowe Partnership Health Task Group	1	1,102.5	1,125
- Police and Crime Panel	1	678	692

Report of the Interim Deputy Chief Executive

MEMBER ALLOWANCES1. Purpose of report

To advise the Committee of the recommendations of the Independent Remuneration Panel regarding the level of allowances payable to members.

2. Background

Following the Council elections in May 2015 a new administration was established. The new administration stated an intention to review the governance structure of the Council, to include consideration of the option of establishing a committee system, rather than the previous Leader and Cabinet model.

At the Council meeting of 11 May 2016 a new governance structure was approved. Allowances for the chairs and vice chairs of the new committees were also approved at the meeting based on the recommendations made by the Independent Remuneration Panel at its meeting of 25 January 2016.

3. Further considerations and financial implications

At the Council meeting held on 1 March 2017 members formed two new committees, namely the Ad Hoc Committee and the Investigating and Disciplinary Committee. The Panel's consideration of the two new committees is provided in the appendix in addition to options considered along with financial implications of each option.

Recommendation

The Committee is asked to CONSIDER the recommendations of the Panel and to RECOMMEND to Council that:

- 1. Option 4 as detailed in the report which proposes no changes to the existing remuneration policy, apart from those included below, or remuneration levels, be approved.**
- 2. The Ad Hoc Committee and Investigating and Disciplinary Committee members qualify for allowances only when meeting at least four times in a rolling twelve month period, as detailed in the report.**
- 3. Ad Hoc Committee members receive payments relating to meetings held in 2018 as detailed in the report.**

Background papers

Nil

APPENDIX

1. Comparative data on members allowances

The Independent Remuneration Panel consists of six members who are independent of the Council. Two members have recently retired and the Panel is operating with four members while additional members are sought. The role of the Panel is to set, and keep under review, policies for the remuneration of Council Members and to determine any changes to remuneration levels.

Following the introduction of a new Committee system from May 2016, the Leader of the Council resolved that the remuneration payable to the members of the various committees and other post holders should be reviewed once the system was in full operation. Accordingly a meeting of the panel was scheduled for 18 October 2016 to hear evidence and to determine possible options for revising the remuneration policy.

Two forms of evidence were provided to the panel, comparative information on remuneration from other local authorities in Nottinghamshire and verbal testimony from five Council Members who occupy various offices.

The Panel used the evidence to make its recommendations to the Finance and Resources Committee on 6 February 2017.

2. Options for consideration

The Panel reconvened on 29 January 2018 to discuss possible amendments to the remuneration policy. Four options were considered.

- Option 1: To use the average remuneration across other districts in Nottinghamshire as a benchmark for remuneration levels at Broxtowe and to implement this immediately
- Option 2: To implement Option 1 gradually over time to manage the transition
- Option 3: To undertake a more detailed role definition exercise and set rates in accordance with agreed role components and standards
- Option 4 to propose no changes to the existing remuneration policy or remuneration levels.

The Panel was advised that the leading group of the Council had made a manifesto commitment not to allow increases in member remuneration. This commitment was for the lifetime of the current administration. This was taken into account in consideration of the options.

Option 1: move all posts to the average for Nottinghamshire Districts immediately

On the basis that the only benchmarks that were available were broad comparisons across district councils, this option would enable a degree of consistency. It was an arbitrary measurement, however, and did not take into account the detailed differences between roles across different organisations.

The financial implications are that, in general, the proposal would result in an overall increase in costs of £64,916. This was calculated by taking into account the average difference between the amounts paid at those districts other than Broxtowe, where allowances *are* provided, and remuneration levels at Broxtowe multiplied by the number of Council posts.

There would be significant changes for individuals, with both substantial increases and substantial decreases for some posts.

Option 2: move the remuneration levels to the average benchmark over time

This had the same considerations as Option 1 but, if scheduled over the lifetime of the current administration, this would allow for financial planning within the Council's Medium Term Financial Strategy. The financial implications are as follows:

2018/19 £	2019/20 £	Total £
32,458	32,458	64,916

Option 3: Undertake a detailed role definition exercise and set rates in accordance with agreed role components and standards.

This option would enable the Panel to consider each role on its individual merits and would not require consideration of how the role was shaped at other organisations. The exercise could be undertaken during 2018 with a view to informing the 2019/20 budget. There would, therefore, be no financial impact in 2018/19. A further report to the Panel would determine the financial implications of any proposed changes that would have an impact on future budget setting.

Option 4: To propose no changes to the existing remuneration policy or remuneration levels.

The Panel was conscious that there had been no change in members' allowances for a number of years and that the Council's rates had fallen significantly behind other local authorities in the area. Implementing option 4 would mean that this position would continue and that if inflation factors were taken into account elsewhere the remuneration rates may fall further behind.

Option 4 is in line with the commitment the leading group not to allow increases in member remuneration. This commitment was for the lifetime of the current administration. If Option 4 was accepted there will be no financial impact on the 2018/19 or Medium Term Financial Strategy.

Conclusions

In reaching its conclusion the Panel resolved to recommend that Option 4 be forwarded to the Finance and Resources Committee and ultimately on to Full Council:

- **To propose no changes to the existing remuneration policy or remuneration levels.**

The Panel stated that the adoption of Option 3 would be the fairest recommendation but as there was an election scheduled for 2019 any in-depth review would be potentially outdated following an election. It was therefore agreed to recommend Option 4 as it was in line with the leading group's previous recommendations.

A separate report on a proposed inflation increase, which, if accepted, will have an impact on the 2017/18 budget was also considered by the Panel. The financial implications of this decision are included in the budget report presented elsewhere on the agenda for this meeting.

Ad Hoc Committee and Investigating and Disciplinary Committee

The Panel considered the remits of the two new committees that were formed at the Council meeting held on 1 March 2017. It was agreed that chairs of the committees be paid in line with the Licensing and Appeals Committee (£2,712 p.a.) as this was the closest comparable payment for a committee Chair with quasi-judicial responsibilities over disciplinary issues. It was further agreed to recommend that each committee member who was not a Chair receive a payment in line with members of the Alcohol and Entertainments Committee (£678 p.a.).

It was also recommended that these payments should only be triggered when each Committee meets at least four times in a rolling 12 month period. It was suggested that payments be received allowing for the Ad Hoc Committee's work over the last 12 months. Should this be the case, a total of £5,424 would be allocated from the members' allowances budget.

Report of the Interim Strategic Director

WORK PROGRAMME1. Purpose of report

To consider items for inclusion in the Work Programme for future meetings.

2. Background

Items which have already been suggested for inclusion in the Work Programme of future meetings are given below. Members are asked to consider any additional items that they may wish to see in the Programme.

26 April 2018	<ul style="list-style-type: none">Quarterly Attendance Management Update
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3. Dates of future meetings

The dates for future meetings have been confirmed as follows:

12 July 2018
11 October 2018
13 December 2018
8 January 2019
14 February 2019

(All meetings to start at 7.00 pm)

Recommendation

The Committee is asked to consider the Work Programme and RESOLVE accordingly.

Background papers

Nil

FINANCE AND RESOURCES COMMITTEE
15 FEBRUARY 2018

***SUPPORTING DOCUMENTS CIRCULATED
SEPARATELY FROM THE AGENDA***

Item 4.1

Jobs and Economy Committee, 16 January 2018
Business Growth Plan

Item 4.2

Leisure and Environment Committee
24 January 2018
Leyton Crescent Recreation Ground – Funding Award

4.3

Policy and Performance Committee
6 February 2018
Water Safety Review

Report of the Chief Executive

BUSINESS GROWTH PLAN1. Purpose of report

To seek endorsement of the draft Business Growth Plan.

2. Background

The draft plan has been updated and is included in the appendix.

3. Details

The key changes are more meaningful targets focussing specifically on progress in targeting inward investment and job creation into the Borough in matters that are within the control of the Council. This includes new targets on employment land take up, splitting out appeal figures into officer and member decisions, and monitoring occupancy of industrial premises in the same way as town centre units.

4. Financial implications

An additional £20,000 is requested in the budgets for each of the next two financial years to assist in the work of the Greater Nottingham Joint Planning Advisory Board to review the Aligned Core Strategy which is due to commence in 2018.

Recommendation

The Committee is asked to:

- 1. RESOLVE to approve the Business Growth Plan.**
- 2. RECOMMEND to the Finance and Resources Committee that a sum of £20,000 be included in the 2018/19 and 2019/20 revenue budgets to meet cost of contributing to the work of the Greater Nottingham Joint Planning Advisory Board on reviewing the Aligned Core Strategy.**

Background papers

Nil

BUSINESS GROWTH PLAN

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan 2016-2020 priority of **Business Growth**.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken quarterly by the Jobs and Economy Committee. The Policy and Performance Committee also receives a high level report of progress against Corporate Plan priorities on a quarterly basis.

The Council's Vision for Broxtowe is 'a great place where people enjoy living, working and spending leisure time'.

The Council's Values are:

- Integrity and professional competence
- A strong caring focus on the needs of the communities
- Continuous improvement and delivering value for money
- Valuing employees and enabling the active involvement of everyone
- Innovation and readiness for change

The Council's Priorities and Objectives for Business Growth are:

'New and growing businesses providing more jobs for people in Broxtowe and improved town centres'

- Increase the number of new business starting in Broxtowe (BG1)
- Help our town centres to compete and attract more visitors (BG2)
- Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG3)

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Corporate Plan	Broad strategies and vision		R Hyde
Broxtowe Economic Development Strategy	Provides a framework for the delivery of economic regeneration in the borough. The review was undertaken in 2017 and approved by Jobs and Economy committee in November 2017	2019	R Dawson
Notts County Council Growth Plan	Outline strategy detailing the County's priority areas and outcomes		R Dawson
Nottingham City Growth Plan	Outline strategy detailing the City priority areas and outcomes		R Dawson
D2N2 Growth Strategy	Outline strategy detailing Sub-Regional priority areas and Investment Proposals		R Dawson
Local Enterprise Partnership	Strategic document for the Nottinghamshire and Derbyshire area		R Dawson
Broxtowe Core Strategy	Strategic level document to replace Local plan	2018	S Saunders
Broxtowe Local Plan 2004	Planning policy framework up to 2011 which will be replaced by the Part 2 Local Plan in 2018	2018	S Saunders
Local Development Scheme	Programme of policy documents up to 2028 including the Core Strategy	2018	S Saunders
Boots Statement of Development Principles 2007	To establish and steer decisions on the future land use of the Boots site at Beeston/Nottingham City		S Saunders
Boots Enterprise Zone Implementation Plan (Draft)	To progress the development of and investment in the Enterprise Zone site.		S Saunders
Beeston Town Centre Action Plan	Supplementary guidance		S Saunders
Kimberley Brewery Planning Brief	To establish and steer decisions on the development of this site		S Saunders
Service Standards	Various		Various
Enforcement Concordat	Code of practice for central and local government enforcement. This to be updated as part of the Broxtowe Part 2 Local Plan	2018	S Saunders/ C Danby

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Contaminated Land Strategy	Purpose of strategy is to detail how the Council will take a rational, ordered and efficient approach to inspecting the land within its duty under the Environmental Protection Act 1990		S Hickey
Understanding High Street Performance	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth		M Batterham
Portas Review	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth		M Batterham
Grimsey Review	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth		M Batterham
Association of Town and City Managers manifesto	Intended to help inform government and local authority decision making regarding town centres, high streets and local economic growth		M Batterham
Notts County Council code of practice for seasonal decorations	Intended to help inform best practice regarding decorations including Christmas decorations		M Batterham

2. SERVICE LEVEL OBJECTIVES LINKED TO CORPORATE OBJECTIVES

Increase the number of new business starting in Broxtowe (BG1)

Service Areas Covered by this Plan	Service Objectives
Economic Development and Regeneration including Town Centre Management	<p>Work with key stakeholders to meet the skills needs of local employers, and to reduce unemployment and worklessness within the Borough. Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East. Bring forward previously developed sites for development. Prepare and maintain the Local Land and Property Gazetteer (LLPG).</p> <p>Support and develop activity that promotes, markets and increases the profile of the Borough's town centres. Support business activity within Beeston town centre. Improve town centre Key Performance Indicators. Establish, support and develop the activity of town centre steering groups. Relevant highway inspections, provide off-street car parks; oversee on-street parking enforcement. Maintain and improve council owned seating, street name plates, signage and other street furniture. Maintain stock of seasonal decorations.</p>
Development Control	Provide pre-application advice (fee charged)), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements and in the future through CIL if this is the route the Council decides on.
Planning Policy	Prepare and monitor statutory and non-statutory planning documents including the Part 2 Local Plan, contribute to wider strategies and major projects such as HS2, Beeston Town Centre redevelopment and NET phase 2, Boots Enterprise Zone, Beeston Business Park, support equality. Review Conservation Areas, prepare appropriate management plans and designate new areas. Provide support for the preparation of Neighbourhood Plans.

Help our town centres to compete and attract more visitors (BG2)

Service Areas Covered by this Plan	Service Objectives
Economic Development and Regeneration including Town Centre Management	<p>Work with key stakeholders to meet the skills needs of local employers, and to reduce unemployment and worklessness within the Borough. Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East. Bring forward previously developed sites for development. Prepare and maintain the Local Land and Property Gazetteer (LLPG).</p>
Economic Development and Regeneration including Town Centre Management (Continued)	<p>Support and develop activity that promotes, markets and increases the profile of the Borough's town centres. Support business activity within Beeston town centre. Improve town centre Key Performance Indicators. Establish, support and develop the activity of town centre steering groups. Relevant highway inspections, provide off-street car parks; oversee on-street parking enforcement. Maintain and improve council owned seating, street name plates, signage and other street furniture. Maintain stock of seasonal decorations.</p>

Service Areas Covered by this Plan	Service Objectives
Development Control	Provide pre-application advice (subject to a fee), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements and in the future through CIL if this is the route the Council decides on.
Planning Policy	Prepare and monitor statutory and non-statutory planning documents including the Part 2 Local Plan, contribute to wider strategies and major projects such as HS2, Beeston Town Centre redevelopment and NET phase 2, Boots Enterprise Zone, Beeston Business Park, support equality. Review Conservation Areas, prepare appropriate management plans and designate new areas. Provide support for the preparation of Neighbourhood Plans.

Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG3)

Service Areas Covered by this Plan	Service Objectives
Economic Development and Regeneration including Town Centre Management	<p>Work with key stakeholders to meet the skills needs of local employers, and to reduce unemployment and worklessness within the Borough. Work with partners in areas of higher unemployment such as Eastwood South, Chilwell West and Stapleford South East. Bring forward previously developed sites for development. Prepare and maintain the Local Land and Property Gazetteer (LLPG).</p> <p>Support and develop activity that promotes, markets and increases the profile of the Borough's 4 town centres. Support the business activity within Beeston town centre. Improve Town Centre Key Performance Indicators. Establish, support and develop the activity of the town centre steering groups. Highway inspections (two locations), provide off-street car parks, oversee on-street parking enforcement. Maintain and improve council owned seating, street name plates, signage and other street furniture. Maintain stock of seasonal decorations.</p>
Development Control	Provide pre-application advice (subject to a fee), process applications, enforce permissions, defend appeals and successfully resist costs applications whether these are member overturns or not, secure community benefits from developers via S106 agreements and in the future through CIL if this is the route the Council decides on.
Planning Policy	Prepare and monitor statutory and non-statutory planning documents including the Part 2 Local Plan, contribute to wider strategies and major projects such as HS2, Beeston Town Centre redevelopment and NET phase 2, Boots Enterprise Zone, Beeston Business Park, support equality. Review Conservation Areas, prepare appropriate management plans and designate new areas. Provide support for the preparation of Neighbourhood Plans.

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
EDData_11 (Former NI 163)	Proportion of population aged 1664 qualified to NVQ level 2 or above	73.6%	76.9%	Data is for January to December each year
DSData_01	Planning applications received	842	858	Figures likely to increase significantly from 2017 as the economy continues to improve and more viable previously developed sites are made available in the part 2 Local Plan, scheduled to be adopted in 2018. Estimated growth around £40,000
DSData_05	Enforcement complaints	325	332	Figures are likely to go up once more people consider home improvements, starting new businesses and general development opportunities including changes of use. The Council already provides comprehensive pre-application advice service to keep to a minimum the number of people undertaking works without knowing of the need for permission. However, even allowing for this, these figures do tend to rise at a time of increased development activity
DSData_09	Planning appeals received	22	10	The Government has tightened the trigger points for 'special measures' in relation to Council decisions overturned at appeal.

Pentana Code	Service Data Description	Actual 2015/16	Actual 2016/17	Comments including benchmarking data
DSDData_10	Section 106 agreements completed	10	5	The Council will consider the merits of entering into a CIL charging schedule which will effectively replace S106 for most contributions if this is the route the Council decides on. Viability evidence is being updated to inform the Part 2 Local Plan and the result of this will be reported to Jobs and Economy committee before the Part 2 Local Plan is submitted.
PMDData_01	No. of tickets issued by off-street car park pay and display machines	734,114	737,608	

Critical Success Indicators (CSI)

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Critical Success Indicators (CSI)								
Increase the number of new business starting in Broxtowe (BG1)								
Employment Land take up	ERLocal_02	-	11,391	10,000	10,000	10,000	10,000	S Saunders The targets are gross figures which are additional to losses of employment land through change of use to housing.
No. of planning applications approved for employment development (Class B1, B2 or B8)	ERLocal_03	-	20	20	20	20	20	R Dawson New Indicator

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Help our town centres to compete and attract more visitors (BG2)								
Town Centre Occupancy rates	TCLocal_01	90%	90%					M Batterham
Beeston		94%	94%					Targets are the same for each Town Centre
Kimberley		92%	89%	91%	92%	93%	94%	
Eastwood		92%	90%					
Stapleford		89%	87%					
No. of planning applications approved for new retail and commercial floorspace within the town centres	TCLocal_05	-	9	10	10	10	10	S Saunders
Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG3) – Targets will be included when finalised								
Redevelopment of Beeston Square – Phase 2	BG1620_09	-	-	-	-	-	-	J Delaney

Performance Indicators

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Key Performance Indicators (KPI)								
Major planning applications determined within 13 weeks %	NI 157a	72.27%	84.21%	60%	60%	60%	60%	S Saunders The increase in performance is realistic with regard to increase in time savings on the basis of potentially a CIL charging schedule being introduced, or having up to date policy expectations clearly set out in the Part 2 Local Plan thus saving time on negotiations for S106 agreements

Indicator Description	Pentana Code	Achieved		Target				Indicator Owner and Comments (incl. benchmarking)
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Minor planning applications determined within 8 weeks %	NI 157b	92.26%	88.37%	90%	90%	90%	90%	S Saunders Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target

Other planning applications determined within 8 weeks %	NI 157c	95.03%	93.16%	95%	95%	95%	95%	S Saunders Where extensions of time are agreed and decisions are issued within this extended time, they would be reported as within target
Appeals allowed against refusals % (delegated decisions or committee decisions in line with officer recommendation)	BV204	-	-	30%	30%	30%	30%	S Saunders
Appeals allowed against refusals % (Committee overturns).	DSDData_18	-	-	30%	30%	30%	30%	S Saunders New Indicator

Management Performance Indicators (MPI)								
Undisputed invoices paid within 30 days	BV 8	99.2%	99.1%	99%	99%	99%	99%	P Adcock
Undisputed invoices paid within 20 days	FPLocal_09	97.8%	97.4%	95%	95%	95%	95%	P Adcock

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2018/21

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
JBG 1417_04	Promote benefits of apprenticeships	Hold at least two events each year with employers promoting the benefits of apprenticeships.	Job Centre Plus, NAS, NNF, DNCC, FSB, Colleges and Schools	R Dawson March 2018	
JBG 1417_05	Provide a financial support scheme for small and medium	Five take ups a year	Job Centre Plus, NAS, NNF, DNCC, FSB, Colleges, Training Providers	R Dawson March 2018	
New Target	Hold a developer forum to unblock obstacles to development	Secure a 10% year on year upturn in housing completions	Joint Planning Advisory Board (JPAB)	S Saunders March 2018	
BG1620_09	Redevelopment of Beeston Square – Phase 2	Mixed use development	Specialist advice and development and construction partners	J Delaney March 2020	
CP 1417_02	Redevelopment of the Stapleford gateway Site	Creation of a redeveloped site to provide housing, employment and community facilities		March 2020	Phase 1 is complete.
BG1620_05	Support tram extension to the HS2 station and transport infrastructure work in the wider region.	Support the provision of necessary transport studies as part of the devolution deal	NET	R Dawson March 2020	
BG1620_07	CPO Moults Yard	Commencement on site by March 2018	Secure Development Partner	R Dawson March 2018	Secure development partner

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officer Responsible Target Date	Budget Implications / Efficiencies Other comments
BG P2LP Includes:- JBG1518_02 JBG1518_06	Bring forward the Part 2 Local Plan to adoption Develop town centre plans Neighbourhood Plans	Successfully steer the part 2 Local Plan through its examination process receiving a report recommending adoption from the appointed Planning Inspector	Development Partners and in particular Town and Parish Councils as part of their Neighbourhood Plans	S Saunders December 2018 for adoption	Town centre studies, employment allocation and identification of policies to undertake as part of the single Part 2 Local Plan. This will create efficiencies in coordinated evidence gathering with the progression of the neighbourhood plans. Local plan examination expected to cost £60,000-£80,000. Each neighbourhood plan examination plus referendum is likely to be £20,000 supported by government grant. A single combined examination for the neighbourhood plans being progressed and the part 2 Local Plan could be maintained at £80,000-£100,000. It is unlikely that of the ten neighbourhood plans being prepared that all will be concluded in time for a combined examination
JBG1518_06	Assist in the preparation of Neighbourhood Plans	Approve Neighbourhood Plan Area designations for all parish areas	Town and Parish Councils	S Saunders March 2018	See above for budget savings
BG1620_08	Further report to Cabinet to enable consideration of undertaking a CIL charging Schedule	Produce a CIL if this is the route the Council decides on	If the Council decides on this route, it should be combined with the Part 2 Local Plan Examination to reduce costs	S Saunders March 2018	Detailed viability work is underway to inform the submission of the Part 2 Local Plan. This can be met from within the Local Plan examination budget of £80,000

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

Budget Implications/Efficiencies Generated	Budget £
Adjustments to Revenue Budgets 2016/17 - 2017/18	
Add: Other Budget Implications	
Less: Efficiencies Generated	
Employee costs reductions (Cabinet March 2016)	(13,600)
Employee savings programme	(30,950)
Less: New business/increased income	
Impact of economic upturn on planning fees, offset by potential court costs	(80,000)
Net Change in Revenue Budgets 2017/18	(124,550)

Revenue Budgets 2018/19	
Add: Other Budget Implications	
Reduction in Admin support grant re transfer to Universal Credit	
Less: Efficiencies Generated	
Less: New business/increased income	
Net Change in Revenue Budgets 2018/19	-

Revenue Budgets 2019/20	
Add: Other Budget Implications	£20,000 each year (2017/18 and 2018/19 to support JPAB partnership)
Less: Efficiencies Generated	
Less: New business/increased income	
Net Change in Revenue Budgets 2019/20	-

6. SUMMARY OF KEY RISKS

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Insufficient urban design / conservation expertise to progress Part 2 Local Plan and Beeston Town Centre work in view of loss of previously available in house urban design expertise	No	This risk has been substantially reduced by securing a replacement Conservation officer following the end of the arrangement with Erewash.
2. Finding of unsoundness at part 2 Local Plan/ CIL examination	No	Make adequate allocations in line with sustainable development principles. Ensure viability evidence is up to date.
3. Implement Beeston Square redevelopment	Yes	Review mix of uses within the scheme. Ongoing dialogue and finalisation of development agreement. Ongoing discussions with advisors and members.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
BG P2LP	Bring forward the Part 2 Local Plan to Adoption	Finding of unsound from the Inspector	No	Make sufficient allocations. Jobs and Economy committee took the necessary decisions at meeting in January and July 2017.
JBG1417_04	Work with partners to leverage investment and develop a Borough Wide incentive scheme for employers	Lack of capacity with competing priorities	No	Effective partnership working
BG1620_05	Support tram extension to the HS2 Station and transport infrastructure work in the region	Business case is declined by Government	No	Work with Transport partners to make a convincing case to Government
JBG1518_06	Assist in the preparation of Neighbourhood Plans	Lack of capacity with competing priorities	No	Effective working with Town and Parish Councils. Effective

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
				working with Neighbourhood Forums
BG1620_09	Undertake comprehensive redevelopment of The Square and adjoining areas in Beeston Town Centres	Council's preferred redevelopment ambitions are not deliverable in their entirety	No	The Council considers prioritises and delivers these

Report of the Interim Strategic Director

LEYTON CRESCENT RECREATION GROUND – FUNDING AWARD1. Purpose of report

To advise the Committee of the success in securing additional funding for work at the Leyton Crescent Recreation Ground play area in Beeston Rylands.

2. Background

As reported to the Leisure, Parks and Cemeteries Committee on 6 September 2016, this play area has been identified as third most in need of refurbishment out of the 42 play areas in the borough. The new Play Strategy also identifies it as a high priority requiring a full refurbishment with new surfacing and a mix of equipment for all ages.

In partnership with the Beeston Rylands Community Action Team, an application was submitted to the Nottinghamshire County Council (NCC) "Supporting Local Communities" fund for a contribution towards work at this site and £16,000 was awarded as reported to this Committee on 14 June 2017. This will enable the replacement of the two main climbing units.

Using the £16,000 as match funding a £50,000 bid was made in August 2017 to Waste Recycling Environmental (WREN) for the provision of new play equipment on the site. WREN is a not-for-profit organisation that awards grants for community projects from the Landfill Communities Fund and the Council has been advised that the bid has been successful.

3. Financial implications

A condition of the £50,000 award from WREN is that the Council will need to provide £5,312.87 as a "contributing third party payment" to WREN. United Living, the Council's housing modernisation partner, have agreed to provide the funding for this. This additional payment and its funding will be reflected in the 2017/18 Beeston Parks revenue budget. There are no additional revenue implications as the maintenance costs for the site are already included in the Beeston Parks revenue budget.

Quotations for the new play equipment are presently being sought.

Recommendation

The Committee is asked to RECOMMEND to the Finance and Resources Committee that a supplementary capital estimate of £50,000 for the provision of new play equipment in the play area at Leyton Crescent Recreation Ground, Beeston Rylands be approved with funding provided by WREN.

Background papers

Nil

Report of the Interim Deputy Chief Executive

WATER SAFETY REVIEW1. Purpose of report

To advise Committee of the outcome of water safety risk assessments that have recently been undertaken on watercourses owned or maintained by the Council and to recommend funding for a consequent phased programme of water safety measures.

2. Background

Following the tragic drowning of 13 year-old Josh Boothman in the River Erewash at Stapleford (Environment Agency watercourse) on 24 September 2016, it was decided that officers should initiate a systematic programme of water safety risk assessments on Broxtowe-owned or maintained watercourses. The tragic drowning of 12 year-old Owen Jenkins at Beeston Weir (Environment Agency/Canals and Rivers Trust) on 10 July 2017 further emphasised the importance of the task.

3. Methodology

The methodology used to conduct the assessments to determine a risk rating for each of the many sites across the borough included a number of factors:

- Firstly, what are the Council-owned/maintained watercourses – canals, ponds, brooks, wetlands, seasonal wetlands, ditches, etc.
- Secondly, from these different watercourses, what are the factors to be considered – location, environment, number of visitors, possible age range of visitors, paths, crossing points – clay bunds or bridges, interaction between walkers, cyclists, horse riders, fishermen, falls from height, disused locks, access and egress to and from the water, manmade and natural protection measures etc.

Further cross-organisational work is now being co-ordinated on a county-wide basis by Nottinghamshire County Council and this will need to include the many other publicly-accessible watercourses in Broxtowe which are owned and maintained by others. This will be the subject of subsequent reports.

4. Recommendations and financial implications

The outcome of the risk assessments, consequent recommendations and financial implications are given in the appendix.

Recommendation

The Committee is asked to RECOMMEND to the Finance and Resources Committee that £33,700 allocated in the 2018/19 capital programme for remedial measures to enhance the safety of watercourses that the Council has a responsibility for.

Background papers: Nil

Assessment outcome

A number of watercourses were considered during the assessment process which contained no water or very little and were noted, but would cause no issue as regards to water safety or the possibility of drowning.

A number of brooks were flanked by a path and, periodically, crossing points in the form of a bridge. These bridges had fencing on both sides in a 'V' shape whilst others had no fencing or fencing on one side of the bridge or fencing on one side of the brook. It was deemed appropriate to standardise the design of these bridges and associated fencing to enhance safety in order to prevent users from the possibility of falling into the water.

The Borough has seven ponds of note' the majority of which are protected from visitors by trees, bushes and/or marginal planting. Most open areas of these ponds contain at least one seat which invites visitors to that particular area.

Three locations are worthy of specific mention:

Colliers Wood pond at Moorgreen contains marginal planting on two-thirds of its bank; the rest is an open beach type area that contains two fenced platforms which protrude into the pond. The pond contains a number of ducks which attracts a lot of young visitors. However, visitors do have to make an effort to reach this pond. This pond currently has a risk rating of High.

Cookey's Pond at Bramcote contains marginal planting on three-quarters of its bank, the other quarter is provided with a sloping bank. The pond contains a number of ducks which attracts a lot of young visitors and borders with Westbourne Retirement Living Scheme so there is always the possibility that children may play near the pond whilst visiting a relative. In addition, it is close to a footpath used by school children of Bramcote Hills School. Therefore, visitors do not have to make an effort to reach this pond due to its location. This pond currently has a risk rating of High.

The **Nottingham Canal** stretches for many miles and is generally fringed by trees, bushes and marginal planting. There are a few entry points but it appears that the majority were made by dogs entering the water. At certain points there are bridges or clay bunds for crossing. Also there are some old locks which are built into stone walls and provide an opportunity for a fall from height. A number of sections of the canal contain ducks and swans which attracts a lot of young visitors. Sections of the canal are risk rated as Low, Medium and High (High at the lock areas).

General conclusions

The majority of watercourses that the Council has a responsibility to manage are safe and are used and enjoyed by a large number of visitors and where possible should be left in their natural state. This means that the use of fencing should be carefully thought out and only erected where deemed necessary. Most of the signage states "Deep Water" which gives encouragement to enter

the water and swim. These existing signs and any additional new signs will be changed to read "Danger Keep out of the Water" and a number will be accompanied with a "No Swimming" pictogram. In addition, water rescue equipment will be required at certain locations.

Please note that the assessment process has only been undertaken on watercourses etc owned and/or maintained by the Borough Council.

Specific locations

- 33 locations were considered in detail
- 17 were considered to be low risk and requiring no further measures other than signage in some cases
- 8 were considered to be medium risk
- 8 were considered to be high risk (Colliers Wood, Cookey's Pond and 6 locations on the Nottingham Canal)

Measures required at the medium and high risk locations include:

- New/replacement signage (14 locations)
- Handrails/fencing (5 locations)
- Rescue aids (4 locations)

Financial implications

The estimated cost of all the required measures is **£33,700** and includes:

- 50 signs
- 9 rescue aids
- Various sections of fencing
- Various minor engineering works

FINANCE AND RESOURCES COMMITTEE
15 FEBRUARY 2018

***SUPPORTING DOCUMENTS CIRCULATED
SEPARATELY FROM THE AGENDA***

Item 5

**REFERENCE: BUSINESS PLANS AND FINANCIAL ESTIMATES
2018/19-2020/21 – LEISURE AND ENVIRONMENT**

APPENDIX

Joint Report of the Chief Executive, Deputy Chief Executive and Interim Strategic Director

BUSINESS PLANS AND FINANCIAL ESTIMATES 2018/19 - 2020/211. Purpose of report

To consider the proposals for business plans, detailed revenue budget estimates for 2018/19, capital programme for 2018/19 to 2020/21 and proposed fees and charges for 2018/19 in respect of the Council's priority areas.

2. Detail

As part of the Council's performance management framework, the delivery and financial plans for the corporate priority areas identified within the Corporate Plan 2016-20 are brought together in one report so that the linkages between service priorities, spending proposals and targets are clear.

Under the current constitution, financial and business planning is reported to the committee which has primary responsibility for oversight of the relevant corporate priority area and related services, in this case the Leisure and Environment Committee. It is also part of the remit of the Committee "to provide strategic direction to any delivery body established by the Council to fulfil the purposes over which the Committee has responsibility". To meet this requirement the Liberty Leisure Business Plan is presented to the Committee for consideration. This plan, and the proposed Environment and Bereavement Services Business Plans, are provided as attachments to this report.

The revenue and capital budget proposals for the corporate priority and relevant service areas, together with the proposed fees and charges, are provided in appendices 2a to 2c. Following consideration by each respective committee, a summary of the estimates, including any changes recommended, will be presented to the Finance and Resources Committee on 15 February 2018 for consideration and recommendation to Full Council on 28 February 2018.

Recommendations**The Committee is asked to:**

1. **RESOLVE that the attached Liberty Leisure, Bereavement Services and Environment Business Plans be approved**
2. **RECOMMEND that the Finance and Resources Committee recommends to Council that the following be approved:**
 - a) **the detailed revenue budget estimates for 2018/19 (base) including any revenue development submissions.**
 - b) **the capital programme for 2018/19 to 2020/21.**
 - c) **the fees and charges for 2018/19.**

Background papers

Nil

APPENDIX 1**Introduction**

The Council's business and financial planning framework is one of identifying key service and spending pressures and prioritising resources accordingly, taking into account national and local priorities.

The targeted outcomes from these key issues and the anticipated impact on service performance are set out in business plans. These plans are combined with financial information, including proposals for reducing business costs and increasing income, to form the business plans for each priority area.

This report considers the detail in respect of the business plans covering the priority area of Leisure and Environment. The financial consequences of the business plans, together with the expenditure and income from maintaining existing services, are set out in the revenue budget proposals, the capital programme and the proposed fees and charges which follow the plans.

Within the Environment Business Plan and the Bereavement Services Business Plan, attached to this report, there are some key tasks which can be met from existing resources or which relate to policy preparation. These are not included in the key spending proposals detailed in the appendices. Any planned activities which will have a financial implication either by increasing costs or reducing income are identified, along with the financial impact in section 5 of the business plan.

In the Liberty Leisure Business Plan, also attached to this report, the financial estimates were developed within a five year business plan drawn up as part of the business case for the establishment of the company. The anticipated spend shown in part 5 of the business plan has been incorporated into the revenue budgets for 2018/19 as a fixed fee (referred to as a Third Party Payment). Any variation against the fee paid for 2018/19 at the financial year end will result in a budget adjustment to the following year's proposals. Costs relating to the premises provided to the company for the delivery of Leisure Services are met by the Council which retains ownership of the assets. Costs incurred in providing support services to the company are recovered as income to the Council.

There are also several key tasks where it is not appropriate to make financial provision at this stage. These include areas that are subject to external funding bids, partnership arrangements or where insufficient information exists at the present time. In addition, there are a number of capital schemes within the programme which are deemed to be 'awaiting funding' pending receipt of the necessary resources to complete them. These schemes will be brought forward for approval once a potential funding source has been identified.

All of these items will be the subject of further reports throughout 2018/19 as further information and resources become available, thus ensuring that the service and financial planning framework is a fluid process.

Business plans

As part of the Council's performance management framework, it is the responsibility of each relevant committee to consider business plans prior to recommendations being made to Council. The purpose of the plans is twofold. Firstly, they establish the linkage between the Council's high-level objectives and the strategies and aims of the respective services, and secondly, they outline the services' proposals for meeting those aims and objectives.

This report deals with the Environment Business Plan and Bereavement Services Business Plan, and associated budgets covering these priority areas, and with the Liberty Leisure Business Plan which supports the aims of the Council through the proposed delivery of leisure services. The Council's corporate objectives and aims, as included in the Corporate Plan 2016-2020, are shown at appendix 1a to provide the framework for consideration of the plans.

Financial background

The revenue and capital budget proposals for the corporate priority and support service areas, together with proposed fees and charges, are shown in appendices 2a to 2c.

The revenue budgets show the 2017/18 revised estimate as of September 2017 and the 2018/19 base estimate for the areas encompassed by the relevant business plans. The 2018/19 base estimate figures generally reflect the same level of service as in the current year with a few exceptions.

The following are included in the 2018/19 base figures in this report:

- a) An allowance for certain inflationary pressures including the April 2018 pay award and cost of utilities. These allowances are guided by the best indications available at the time.
- b) Anticipated additional income arising from the review of fees and charges.

The following are not included in the 2018/19 base figures in this report:

- a) The revenue effects of the 2018/19 capital programme including the cost of any new borrowing to support the capital programme. The Finance and Resources Committee will consider the base budget including this item on 15 February 2018.
- b) Any revenue developments for 2018/19.

A classification of revenue expenditure is included at appendix 1b for the guidance of members.

APPENDIX 1a

FRAMEWORK FOR BUSINESS PLANNING

The Council formally adopted the Corporate Plan 2016-2020 in March 2016. This is subject to annual review to ensure that it continues to reflect the aims and objectives of the Council.

OUR VISION

The Council's Vision is "**Broxtowe: a great place where people enjoy living, working and spending leisure time**".

OUR PRIORITIES

The Council's updated priorities have been updated have been developed within the context of national, regional and countywide plans and priorities with the aim being to align these with our own aspirations wherever possible.

The Council's priorities are:

- **Housing**
- **Business Growth**
- **Environment**
- **Health**
- **Community Safety**

Underpinning all of the above and all of the Council's work is a series of values which the Council has adopted, namely:

- **Integrity and professional competence**
- **A strong caring focus on the needs of communities**
- **Continuous improvement and delivering value for money**
- **Valuing employees and enabling the active involvement of everyone**
- **Innovation and readiness for change.**

OUR OBJECTIVES

Each priority area is underpinned by its strategic objectives. Each strategic objective has targeted outcomes against which progress can be monitored.

- **Housing – A good quality affordable home for all residents of Broxtowe**
 - Increase the rate of house building on brownfield sites (Ho1)
 - Become an excellent housing provider (Ho2)
 - Improve the quality and availability of the private rented stock to meet local housing need (Ho3)

- **Business Growth – New and growing businesses providing more jobs for people in Broxtowe and improved town centres**
 - Increase the number of new business starting in Broxtowe (BG1)
 - Help our town centres to compete and attract more visitors (BG2)
 - Complete the regeneration of Beeston town centre and seek opportunities to regenerate town centres throughout Broxtowe (BG3)

- **Environment – The environment in Broxtowe will be protected and enhanced for future generations**
 - Reduce litter and fly tipping to make Broxtowe cleaner (En1)
 - Maintain and improve the green infrastructure of the Council (En2)
 - Increase recycling, composting, renewables and energy efficiency projects as resources allow and reduce residual waste (En3)

- **Health – People in Broxtowe enjoy longer, active and healthy lives**
 - Increase the number of people who have active lifestyles (He1)
 - Work with partners to improve the health of the local population (He2)
 - Reduce alcohol related harm in Broxtowe (He3)

- **Community Safety – Broxtowe will be a place where people feel safe and secure in their communities**
 - Reduce the amount of anti-social behaviour in Broxtowe (CS1)
 - Reduce domestic violence in Broxtowe (CS2)

APPENDIX 1b

REVENUE BUDGET 2018/19**CLASSIFICATION OF EXPENDITURE**

The classification of expenditure shown in the revenue estimates is based on the C.I.P.F.A. Standard Accounting Classification. The following statement shows the type of expenditure charged to each heading:

EMPLOYEE EXPENSES	Salaries and Wages National Insurance Pensions
PREMISES RELATED EXPENSES	Repairs, Alterations and Maintenance of Buildings, Fixed Plant and Grounds Energy Costs Rents National Non-Domestic Rates Water Charges Fixtures and Fittings Cleaning & Domestic Supplies
TRANSPORT RELATED EXPENSES	Direct Transport Costs Recharge of Pooled Transport Costs Travelling Allowances
SUPPLIES AND SERVICES	Equipment, Furniture and Materials Clothing, Uniforms and Laundry Printing, Stationery and General Office Expenses Postages Telephones Insurances Grants and Subscriptions Miscellaneous Expenses
THIRD PARTY PAYMENTS	Other Local Authorities Private Contractors Charges from Trading Services
TRANSFER PAYMENTS	Housing and Council Tax Benefits
CENTRAL, DEPARTMENTAL AND TECHNICAL SUPPORT SERVICES	Administrative Buildings Expenses Central Departmental Support Departmental Administration
CAPITAL FINANCING COSTS	Operating Lease Charges Asset Register Charges

APPENDIX 2a

Leisure and Environment Portfolio - Revenue Budgets		
Cost Centre	2017/18 Revised Budget (as at September)	2018/19 Base Budget (as at December)
Environmental Improvements	183,750	199,750
Community Facilities	24,250	42,250
Chilwell Community Centre	2,300	4,350
Montrose Court	0	1,850
Grants & Loans To Voluntary Organisation	209,350	177,300
Property Admin Services	0	0
Environment Services - Management	21,600	0
T&W - Environmental Maintenance (/Misc)	8,722	(53,200)
T&W - Capital Works	(33,350)	0
T&W - Estates	3,000	0
Vehicles Cost - Housing Repairs	(5,500)	0
Vehicles Cost - Gas Repairs	(1,000)	0
Vehicles Cost - Courier Service	0	0
Vehicles Cost - Car Parks	0	0
Vehicles Cost - Neighbourhood Wardens	0	0
Vehicles Cost - Estate Caretakers	(1,500)	0
Vehicles Cost - Mechanics Vans	0	0
Vehicles Cost - JCB	(750)	0
Vehicles Cost - Public Buildings	0	0
Refuse Collection	1,784,628	1,380,500
Recycling	180,400	112,350
Refuse Collection - Vehicles & Plant	1,400	0
Public Conveniences	118,800	111,850
Repairs & Maintenance - Kimberley	(21,350)	6,350
Grounds Maintenance - Kimberley	(66,400)	0
Grounds Maintenance - Kim - Vehicle Cost	1,400	0
Kimberley Admin Building	7,250	0
Stapleford - C.A.S.	(12,150)	(11,850)
Street Cleansing Vehicle Costs	900	0
Highways Sweeping	654,750	833,400
Abandoned Vehicles	1,800	800
Highways - Borough Services	79,150	167,200
Sign Shop	24,500	31,500
Hall Park	82,050	68,750

Leisure and Environment Portfolio - Revenue Budgets		
Cost Centre	2017/18 Revised Budget (as at September)	2018/19 Base Budget (as at December)
Cemeteries	162,800	106,850
Open Space	433,350	281,000
Tree Management	139,600	143,100
Nottingham Canal	45,850	29,250
Parks & Recreation Grounds Management	105,300	95,750
Allotments Management	0	0
Beeston Allotments	2,900	0
Beeston Parks	402,400	313,700
Stapleford Parks	193,800	145,450
Eastwood Parks	87,650	72,950
Kimberley Depot	300	0
Kimberley Stores	450	0
Mechanics - Kimberley Depot	2,050	0
Leisure Strategy and Management	2,219,250	1,585,800
	7,043,700	5,847,000
Leisure and Environment Portfolio - Revenue Budgets		
Cost Centre	2017/18 Revised Budget (as at September)	2018/19 Base Budget (as at December)
Employees	4,059,950	4,450,000
Premises	583,700	424,550
Transport	842,800	804,000
Supplies & Services	1,178,100	1,364,800
Transfer Payments	2,798,700	2,374,400
Third Party Payments	(92,350)	(61,700)
Central Support Recharges	1,905,500	1,685,950
Capital Charges	1,967,650	732,100
Income (including recharges)	(6,200,350)	(5,927,100)
	7,043,700	5,847,000

The change in the 2018/19 base budget for total net expenditure when compared with the 2017/18 revised estimate is primarily a consequence of the following items:

	Change (£)
The 2018/19 base budget includes additional income from refuse services including a further £54,000 from garden waste and £31,000 from trade refuse collections.	(95,000)
Employee costs reflect the potential April 2018 pay award. In addition, the 2018/19 base budget allows for the full year effect of the rebalancing of salary and agency budgets within refuse collection, street cleansing and grounds maintenance as approved by the Policy and Performance Committee on 4 July 2017. Also, where posts are working wholly on one specific activity the costs are now being charged directly to the employees budget rather than reallocated through the central support charges mechanism.	390,050
The annual review of central support charges has resulted in some reallocations intended to better reflect the Council's management structure. These changes are balanced by opposite entries in the 2018/19 base budget for other committees.	(219,550)
The 2017/18 revised estimate for capital charges includes £664,700 in respect of schemes within the original 2017/18 capital programme that were placed upon a "reserve list" and would only proceed when a funding source had been identified. It also includes a number of significant 2017/18 capital schemes including £240,850 for the refurbishment of Bramcote Leisure Centre. The 2018/19 base budget for capital charges presently refers primarily to depreciation charges on existing assets. The 2018/19 budget for capital charges will increase once the 2018/19 capital programme has been formally approved. These capital charges are notional figures required for accounting purposes and are matched with corresponding entries in the Finance and Resources Committee totals.	(1,235,550)

LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost	2018/19		2019/20		2020/21		Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)	
					(6)	£	(7)	£	(8)	£				(9)
(1)	(2)	(3)	(4)	(5)	£	£	£	£	(6)	(7)	(8)	(9)	(10)	(11)
	BRAMCOTE LEISURE CENTRE													
1.	Replacement of Flat Roofs Works Capital Salaries ACTIVELY SEEKING FUNDING	Aug 18	Nov 18	140,000 14,000 154,000	140,000 14,000 154,000	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
2.	Replacement of Main Pool Windows Works ACTIVELY SEEKING FUNDING	Aug 18	Sept 18	80,000 80,000	80,000 80,000	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
3.	Replacement of Teaching Pool Windows Works ACTIVELY SEEKING FUNDING	Aug 18	Sept 18	20,000 20,000	20,000 20,000	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
4.	Replacement Intruder Alarm Equipment ACTIVELY SEEKING FUNDING	Apr 18	Apr 18	25,000 25,000	25,000 25,000	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
5.	Refurbishment of Fitness Gym Changing Rooms Works ACTIVELY SEEKING FUNDING	July 18	Aug 18	30,000 3,000 33,000	30,000 3,000 33,000	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
	Leisure and Environment Carried Forward			312,000	312,000	0	0	0	0	0	0	0	0	0

LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost	2018/19		2019/20		2020/21		Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)
					(6)	(7)	(8)	(9)	(10)	(11)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)			
6.	BRAMCOTE LEISURE CENTRE - CONTINUED Replacement of Dance Studio Windows Works	June 18	June 18	10,000	10,000	0	0	0	0	0	0	0	0
7.	ACTIVELY SEEKING FUNDING Refurbishment of Pool Surrounds Works	Dec 18	Dec 18	50,000	50,000	0	0	0	0	0	0	0	0
8.	ACTIVELY SEEKING FUNDING Replacement Fitness Gym Equipment Works	Dec 20	Dec 20	250,000	0	0	250,000	0	0	0	0	0	0
9.	ACTIVELY SEEKING FUNDING Replacement of Combined Heat and Power Unit Equipment	Dec 20	Dec 20	250,000	0	0	250,000	0	0	0	0	0	0
10.	ACTIVELY SEEKING FUNDING Replacement of High Voltage Transformer Equipment	Aug 18	Aug 18	140,000	0	0	140,000	0	0	0	0	0	0
11.	ACTIVELY SEEKING FUNDING Replacement Carpet (Reception Area) Works	Apr 18	Apr 18	7,000	7,000	0	0	0	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			7,000	7,000	0	0	0	0	0	0	0	0
	TOTAL - BRAMCOTE LEISURE CENTRE			809,000	419,000	0	390,000	0	0	0	0	0	0
	Leisure and Environment Carried Forward			809,000	419,000	0	390,000	0	0	0	0	0	0

No.	Scheme	Start	Finish	Estimated Total Cost	2017/18	2018/19	2019/20	Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)
					(6)	(7)	(8)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	Leisure and Environment Brought Forward			£	£	£		£	£	£
	KIMBERLEY LEISURE CENTRE			809,000	419,000	0	390,000	0	0	0
12.	Renewal of Entrance Doors Works	Apr 18	Apr 18	8,000	8,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			8,000	8,000	0	0	0	0	0
13.	Replacement of Pool Circulation and Shower Pump Equipment	Dec 18	Dec 18	12,000	12,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			12,000	12,000	0	0	0	0	0
14.	Installation of Fast Track Entry System Equipment	Aug 18	Aug 18	11,000	11,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			11,000	11,000	0	0	0	0	0
15.	Transfer of Documents to Digital Storage Equipment	Sept 18	Dec 18	5,000	5,000	0	0	0	0	0
	Capital Salaries			500	500	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			5,500	5,500	0	0	600	1,000	1,000
16.	Extension of Swim Changing Facilities Works	Apr 18	Jun 18	300,000	300,000	0	0	0	0	0
	Capital Salaries			30,000	30,000	0	0	0	0	0
	ACTIVELY SEEKING FUNDING			330,000	330,000	0	0	30,000	0	30,000
	Leisure and Environment Carried Forward			1,175,500	785,500	0	390,000	30,600	1,000	31,000

LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost	2018/19		2019/20		2020/21		Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)			
					£	(6)	£	(7)	£	(8)				£	(9)	£
(1)	(2)	(3)	(4)	(5)	£	(6)	£	(7)	£	(8)	£	(9)	£	(10)	£	(11)
	Leisure and Environment Brought Forward			1,175,500	785,500	0	0	0	390,000	30,600	1,000	31,000				
17.	Replacement of Youth Fitness Gym Equipment ACTIVELY SEEKING FUNDING	Dec 18	Dec 18	60,000	60,000	0	0	0	0	0	0	0	0	0	0	0
18.	Invest to Save- Replacement Lighting Works ACTIVELY SEEKING FUNDING	July 18	July 18	8,000	8,000	0	0	0	0	0	0	0	0	0	0	0
19.	Replacement of Suspended Ceilings and Floorings Equipment ACTIVELY SEEKING FUNDING	Dec 18	Dec 18	18,000	18,000	0	0	0	0	0	0	0	0	0	0	0
20.	Repaint Car Park Lines and Customer Walkway Works ACTIVELY SEEKING FUNDING	Apr 18	Apr 18	6,000	6,000	0	0	0	0	0	0	0	0	0	0	0
21.	Additional Customer Parking Facilities Works Capital Salaries ACTIVELY SEEKING FUNDING	Apr 19	Sept 19	95,000	0	95,000	0	9,500	0	0	0	0	0	0	0	0
	Leisure and Environment Carried Forward			1,372,000	877,500	104,500	390,000	104,500	30,600	1,000	31,000	31,000				

LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost	2018/19			2019/20			2020/21			Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)
					(6)	(7)	(8)	(9)	(10)	(11)						
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)						
22.	Leisure and Environment Brought Forward KIMBERLEY LEISURE CENTRE - CONTINUED Replacement of External Cladding Works Capital Salaries ACTIVELY SEEKING FUNDING	July 19	Aug 19	£ 1,372,000	£ 877,500	£ 104,500	£ 390,000	£ 30,600	£ 1,000	£ 31,000						
				36,000	0	36,000	0	0	0	0						
				4,000	0	4,000	0	0	0	0						
				40,000	0	40,000	0	0	0	0						
23.	Renewal of Stairwell and Spectator Balcony Works Capital Salaries ACTIVELY SEEKING FUNDING	Dec 19	Dec 19	40,000	0	40,000	0	0	0	0						
				4,000	0	4,000	0	0	0	0						
				44,000	0	44,000	0	0	0	0						
24.	Replacement of Spin Bikes Equipment	Dec 20	Dec 20	25,000	0	0	25,000	0	0	0						
				25,000	0	0	25,000	0	0	0						
25.	Creation of a Teaching Pool Sensory Environment Works	Dec 20	Jan 21	7,000	0	0	7,000	0	0	0						
				7,000	0	0	7,000	0	0	0						
26.	Extension of Sports Hall Store Room Works Capital Salaries	Apr 20	Jun 20	20,000	0	0	20,000	0	0	0						
				2,000	0	0	2,000	0	0	0						
				22,000	0	0	22,000	0	0	0						
	TOTAL - KIMBERLEY LEISURE CENTRE			731,600	458,500	188,500	54,000	30,600	1,000	31,000						
	Leisure and Environment Carried Forward			1,510,000	877,500	188,500	444,000	30,600	1,000	31,000						

No.	Scheme	Start	Finish	Estimated Total Cost	2018/19		2019/20		2020/21		Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)
					(6)	(7)	(8)	(9)	(10)	(11)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)			
	Leisure and Environment Brought Forward			£	£	£	£	£	£	£	£	£	£
	CHILWELL OLYMPIA			1,510,000	877,500	188,500	444,000	30,600	1,000	31,000			
27.	Replacement of Flat Roof Works Capital Salaries	Apr 18	Apr 18	40,000 4,000 44,000	40,000 4,000 44,000	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
28.	Refurbishment of Male Changing Room Works Equipment Capital Salaries	Apr 20	Sept 20	40,000 40,000 8,000 88,000	0 0 0 0	0 0 0 0	40,000 40,000 8,000 88,000	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
	TOTAL - CHILWELL OLYMPIA			132,000	44,000	0	88,000	0	0	88,000	0	0	0
	Leisure and Environment Carried Forward			1,642,000	921,500	188,500	532,000	30,600	1,000	31,000			

LEISURE AND ENVIRONMENT CAPITAL PROGRAMME

No.	Scheme	Start	Finish	Estimated Total Cost	2018/19			2019/20			2020/21			Net Revenue Costs in 2018/19	Full Years Revenue Effect of (6)	Net Effect of (5)	
					(6)	(7)	(8)	(7)	(8)	(8)	(9)	(10)	(11)				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)							
	ENVIRONMENT																
29.	Leisure and Environment Brought Forward Parks and Open Spaces Improvements Works Capital Salaries	Jun 18	Mar 20	1,642,000 475,000 25,000 500,000	921,500 237,500 12,500 250,000	188,500 237,500 12,500 250,000	532,000 0 0 0	30,600 0 0 0	1,000 0 0 0	31,000 0 0 0							
30.	Cemeteries/Closed Churchyards- Footpath Improvements Works Capital Salaries ACTIVELY SEEKING FUNDING	Jun 18	Mar 21	82,500 7,500 90,000	27,500 2,500 30,000	27,500 2,500 30,000	27,500 2,500 30,000	0 0 0	0 0 0	0 0 0							
31.	Replacement Vehicles & Plant PROPERTY SERVICES*	Ongoing		1,697,000	193,000	765,500	738,500	0	0	0							
32.	Asset Management- prog. mtce Works Capital Salaries ACTIVELY SEEKING FUNDING	Ongoing		120,000 12,000 132,000	40,000 4,000 44,000	40,000 4,000 44,000	40,000 4,000 44,000	0 0 0	0 0 0	0 0 0							
33.	Energy Management Database Equipment ACTIVELY SEEKING FUNDING	Apr 18	Jul 18	7,950 7,950	7,950 7,950	0 0	0 0	0 0	0 0	0 0							
34.	Invest to Save (Carbon Management Plan) Works Capital Salaries ACTIVELY SEEKING FUNDING	Apr 18	Jul 18	18,600 600 19,200	18,600 600 19,200	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0							
	Leisure and Environment Carried Forward			4,088,150	1,465,650	1,278,000	1,344,500	30,600	(5,900)	(5,900)							

LEISURE AND ENVIRONMENT CAPITAL PROGRAMME 2018/19**Scheme
Number****1. Bramcote Leisure Centre – Replacement of Flat Roofs (£154,000)**

This budget is required because during wet weather, numerous leaks appear, either as dripping water or through damage to ceiling tiles.

2. Bramcote Leisure Centre – Replacement of Main Pool Windows (£80,000)

A number of window frames are showing signs of decay. This budget would enable these to be replaced and their hardwood construction would ensure they last for some years.

3. Bramcote Leisure Centre – Replacement of Teaching Pool Windows (£20,000)

The bottoms of these frames are rotten and worse than the main pool ones. This budget would enable these to be replaced and their hardwood construction would ensure they last for some years.

4. Bramcote Leisure Centre – Replacement Intruder Alarm (£25,000)

The current system is operational; however servicing of the main control board is becoming increasingly difficult. This budget will enable the system to be replaced.

5. Bramcote Leisure Centre – Refurbishment of Fitness Gym Changing Rooms (£33,000)

The male and female changing rooms were designed and built over thirty years ago. The facilities do not meet the current levels of demand as they are now required to provide changing and showering facilities for either the fitness suite or one of the three fitness studios. This budget would provide additional changing facilities by utilising the space of the existing male and female changing rooms to create a mixed sex area with changing cubicles, showers and toilet facilities.

6. Bramcote Leisure Centre – Replacement of Dance Studio Windows (£10,000)

The window frames are aluminium and will last for many years. However they are single glazed and the opening windows do not function. Therefore the dance studio is cold in the winter and hot in the summer. This budget would enable the windows to be replaced.

7. Bramcote Leisure Centre – Refurbishment of Pool Surrounds (£50,000)

The tiled surrounds of both swimming pools have deteriorated significantly since being laid around 50 years ago and there are a number of areas that require remedial work. This budget would enable a non-slip coating specifically designed for wet surfaces to be applied to the existing tiled surface. This would both improve the general appearance of the facility and allow for easy maintenance.

10. Bramcote Leisure Centre – Replacement of High Voltage Transformer (£40,000)

The transformer converts the high voltage electricity supply into a voltage suitable for consumption on the leisure centre site. It has been in use for approximately fifty years and there is therefore a strong risk of failure. If the transformer were to fail then the leisure centre would not be able to open due to the lack of power. A temporary generator would cost around £6,000 per month. This budget therefore provides for the replacement of the present model with a modern, efficient model.

11. Bramcote Leisure Centre- Replacement Carpet (Reception Area) (£7,000)

The current carpet in the reception area has not been replaced for a number of years. It is currently showing a lot of marks and stains. The carpet covers over a significant area including the entrance, the corridor to the stairs, the corridor to the changing rooms and fitness suite. This budget would allow the carpet to be replaced.

12. Kimberley Leisure Centre – Renewal of Entrance Doors (£8,000)

This budget would provide for the renewal of the inner automatic entrance doors. These are repeatedly breaking and are almost unusable. They require renewing before they become obsolete. Similar issues meant that the outer doors had to be replaced in 2017.

13. Kimberley Leisure Centre – Replacement Pool Circulation and Shower Pumps (£12,000)

The main pool and teaching pool circulation pumps along with the male pool changing room shower pump have been in place since 2000 and are becoming increasingly expensive to maintain. The failure of the swimming pool circulation pumps would result in the closure of the pools. This budget would enable the pumps to be replaced with modern devices.

14. Kimberley Leisure Centre – Installation of Fast Track Entry System (£11,000)

This budget would provide for the introduction of a new method of allowing users access to the facilities at the centre. Users would be able to scan or swipe their details rather than sign in at reception and can then quickly get to

their class, gym or swim session. Various alternatives are presently being investigated before an appropriate system is identified.

15. Kimberley Leisure Centre – Transfer of Documents to Digital Storage (£5,500)

This budget would enable the transfer of the centre's paper documents to digital storage media. The hardware is already in place in the form of iPods and this budget would meet the accompanying software costs.

16. Kimberley Leisure Centre – Extension of Swim Changing Facilities (£330,000)

The existing changing rooms for the swimming pools at the centre do not meet the needs or expectations of users and regular feedback is received concerning their poor quality.

The centre has separate male and female swim changing rooms situated on either side of the pools. They are small and mainly allow for group changing only. There are two private cubicles in the female changing room and only one private cubicle in the male changing room. All other users must change as a group in view of others. The facilities only have one disabled accessible changing room and there are no family changing facilities at all.

There is an expectation among users that the facilities should allow for privacy when getting changed. Unfortunately, due to the size of the existing swim changing rooms there is insufficient space to retro-fit cubicles.

This budget would address the situation by combining the male swim changing room with the existing unused club changing room to create a "village style" cubicle oriented changing facility. It also includes a re-modelling of the female swim changing room.

17. Kimberley Leisure Centre – Replacement Youth Fitness Gym Equipment (£60,000)

Some of the current fitness gym equipment is coming to the end of its life and is in need of replacement and modernisation. We currently have approximately 150 junior members. New equipment will encourage exercise at a young age.

18. Kimberley Leisure Centre- Invest to Save- Replacement Lighting (£8,000)

This budget would provide for the replacement of the remaining inefficient lighting in corridors, foyers and changing rooms with modern LED lights. A programme of replacing the older lighting modules with LED lights commenced several years ago. The centre is now using less electricity as a result and the environment for both users and staff has been enhanced. The budget would allow this work to continue.

19. Kimberley Leisure Centre – Replacement of Suspended Ceilings and Flooring (£18,000)

Most of the suspended ceilings and floor coverings throughout the leisure centre are considered to require replacing and this budget would provide for this. It would enhance both the appearance and level of safety of the leisure centre and raise user satisfaction.

20. Kimberley Leisure Centre – Repaint Car Park Lines and Customer Walkways (£6,000)

The customer paths, family and disabled bays have all lost their colouring and this budget would enable renewal.

27. Chilwell Olympia – Replacement of Flat Roof (£44,000)

This budget is required because during wet weather, numerous leaks appear, either as dripping water or through damage to ceiling tiles.

29. Parks and Open Spaces Improvements (£250,000)

This budget provides a programme of improvement works designed to enhance the fabric of parks and open spaces (including play areas) across both Borough and Parish Council facilities.

30. Cemeteries – Footpath and Roadway Improvements (£30,000)

In recent years there has been limited funding for the resurfacing of roads and footpaths at cemeteries and a number are in very poor condition. This proposal is intended to address, in part, the backlog that has arisen.

31. Replacement Vehicles and Plant (£193,000)

This budget provides for the replacement of various vehicles and items of plant in accordance with the Council's replacement programme.

32. Asset Management – Programmed Maintenance (£44,000)

This budget will enable some progress on the planned maintenance programme of the Council's public building stock to continue to reduce the maintenance backlog identified by building condition surveys in accordance with the Asset Management Plan and the changing requirements of service provision.

33. Energy Management Database (£7,950)

This budget is for Broxtowe to purchase a cloud based software package to help process utility bills, half hourly data, meter reads with reporting capability to track consumption, costs and emissions. The software will be able to

process and help validate bills. This will support energy management by automatically identifying potential areas of waste and inefficiency.

34. Invest to Save (Carbon Management Plan) (£19,200)

This budget would enable the installation of LED panels at the Town Hall, Bramcote Leisure Centre and Kimberley Leisure Centre. The project will generate savings over an estimated period of 10 years (the expected lifespan of LED panels/lights). This will fulfil the objective of the Corporate Plan and Carbon Management Plan in helping to reduce CO2.

APPENDIX 2c

ENVIRONMENT – REVIEW OF FEES, CHARGES AND ALLOWANCES

All fees and charges are quoted inclusive of VAT, where applicable.

1. Refuse ChargesTrade refuse charges for facilities

The collection charges show a 5% increase which is in line with previous years.

The increase in disposal charges reflect the likely change in landfill tax from £86.10 to £88.95 per tonne from 1 April 2018 and a likely increase of 3.7% in Nottinghamshire County Council's costs. The disposal element may need to be adjusted when the County Council notify this Council of actual disposal costs.

Current charges 2017/18

	<u>Bag</u>	<u>140L</u>	<u>240L</u>	<u>660L</u>	<u>820L</u>	<u>1100L</u>
		<u>bin</u>	<u>bin</u>	<u>bin</u>	<u>bin</u>	<u>bin</u>
		<u>(wheeled)</u>	<u>(wheeled)</u>	<u>(wheeled)</u>	<u>(wheeled)</u>	<u>(wheeled)</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Broxtowe BC Collection/Admin	1.17	2.34	3.62	6.98	7.87	9.64
Notts. CC Disposal Charge	1.46	2.91	4.55	12.43	15.21	20.61
<u>TOTAL</u>	2.63	5.25	8.17	19.41	23.08	30.25

Proposed charges 2018/19

	<u>Bag</u>	<u>140L</u>	<u>240L</u>	<u>660L</u>	<u>820L</u>	<u>1100L</u>
		<u>bin</u>	<u>bin</u>	<u>bin</u>	<u>bin</u>	<u>bin</u>
		<u>(wheeled)</u>	<u>(wheeled)</u>	<u>(wheeled)</u>	<u>(wheeled)</u>	<u>(wheeled)</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Broxtowe BC Collection/Admin	1.23	2.46	3.81	7.33	8.27	10.13
Notts. CC Disposal Charge	1.52	3.02	4.72	12.89	15.78	21.38
<u>TOTAL</u>	2.75	5.48	8.53	20.22	24.05	31.51

	<u>Current Charge</u> 2017/18 (£)	<u>Proposed</u> Charge 2018/19 (£)
<u>Replacement/Additional Wheeled Bins</u> (Replacement when not through fair wear and tear, cost includes for delivery and future maintenance)		
240 litre wheeled bin	26.00	30.00
140 litre wheeled bin	21.00	26.00
<u>Special Collections</u>		
First item	20.00	20.00
Each additional item	7.00	7.00
Collection of a shed	100.00	100.00
<u>Collection of Garden Waste</u>		
Standard Annual Charge	31.00	32.00
Additional Bins	12.00	14.00
<u>Sponsorship of dog and litter bins</u>		
Per bin	25.00	25.00
A discount rate of ten for the price of nine is available		

The total estimated additional income on garden waste in 2018/19 is £23,500. Additionally, estimated additional income from additional wheeled bins in 2018/19 is £3,000)

2. Parks and Recreation Grounds

Charges for Facilities

	Present Charge 2017/18		Proposed Charge 2018/19	
	Adult £	Concession £	Adult £	Concession £
1. Football				
Senior Pitch	52.00	N/A	56.00	N/A
Junior 11-a-side pitch	N/A	33.50	N/A	33.60
9v9 football pitch	N/A	30.00	N/A	31.00
7v7 football pitch	N/A	28.00	N/A	29.00
5v5 if using changing facilities	N/A	N/A	N/A	24.00
Pit lane	N/A	23.00	N/A	24.00
2. Cricket				
Square inc. use of pavilion with showers	55.00	33.00	60.00	36.00
Service charge for facilities where Clubs are involved in management/maintenance				
• Bramcote Cricket Club (Club maintain square & pavilion)	30.00	N/A	35.00	N/A
• Manor Farm & Hetley Pearson Recreation Grounds (Clubs maintain squares)	32.50	N/A	37.50	N/A
• Eastwood Cricket Club (Club maintain pavilion)	35.00	N/A	40.00	N/A
Hall Park (use of pavilion) per fixture	15.00	N/A	N/A	N/A
Kwik Cricket	N/A	N/A	N/A	22.50

	Present Charge 2017/18		Proposed Charge 2018/19	
	Adult £	Concession £	Adult £	Concession £
3. Bowls				
Use of rink per hour per person	4.00	2.40	4.10	2.45
Juniors (under 17) playing with a registered club member	No charge		No charge	
Season tickets 50% reduction on bowls season ticket price after 1 August (Use of rinks by season ticket holders restricted to 2 hours at any one time if others are waiting to play)	60.00	36.00	64.00	39.00
Competitions (singles, pairs, triples and fours)				
- Season ticket holders	No charge		No charge	
- Visitors/non season ticket holders per person, per match	4.00	2.40	4.10	2.45
Match bookings – per rink per match	8.75	N/A	9.25	N/A
New players playing with a registered club Member. First 5 hourly sessions at concession charge	N/A	2.40	N/A	2.45

	Present Charge 2017/18		Proposed Charge 2018/19	
	Adult £	Concession £	Adult £	Concession £

4. Tennis

Grass court per person – per hour	3.70	2.25	3.70	2.25
Hard court per person – per hour *	2.00	1.20	2.00	1.20
Season ticket – hard court only	36.00	21.50	38.00	23.00
(Use of courts by season ticket holders restricted to 2 hours at any one time if others are waiting to play)				
Club use – charge per court per hour				
Block booking fee summer period (or part of)	39.00	N/A	40.00	N/A
Block booking fee winter period (or part of)				
With attendant	72.00	N/A	74.00	N/A
Without attendant	36.00	N/A	37.00	N/A
Occasional use – per hour	6.50	N/A	7.00	N/A
Coaching – charge per person per hour	3.25	1.95	3.50	2.10
Matches – 3 courts	51.00	31.00	52.00	32.00

* Tennis is free at King Georges Park, Inham Nook Recreation Ground and Manor Farm Recreation Ground.

Concessionary rate is set at 60% for state pensionable age, under 18s and disabled in line with concessionary leisure card.

	Present Charge 2017/18		Proposed Charge 2018/19	
	Adult £	Concession £	Adult £	Concession £
5. Hire of Pavilion				
Charge per hour per site, sites with summer attendant (May – Sept)	12.50	N/A	13.50	N/A
Charge per hour other sites (All year round)	20.25	N/A	21.25	N/A
Official keyholders all year round per hour	11.00	N/A	11.50	N/A
Concession per hour (Play Groups/Charities)	5.75	N/A	6.00	N/A
6. <u>Hire of Parks/Recreation Grounds for Events</u>				
Fun fairs - up to 4 days	1150.00	N/A	1200.00	N/A
- each additional day	320.00	N/A	340.00	N/A
Cyclocross/orienteering/cross country	135.00	80.00	140.00	84.00
Events with mixed age categories will be charged at senior rate. There will be no charge for charity events/training events or events with less than 25 participants.				
Events with no entry charge for participants will be charged at the concessionary rate.				
Fun days/galas (non charity)	135.00	N/A	140.00	N/A
Major events charge per day minimum charge, actual rate by negotiation plus additional labour and admin. costs	400.00	N/A	420.00	N/A
7. <u>Fitness Training Organisations Using Parks</u>				
Rate per session				
Large/medium organisation using one or more sites	7.50	N/A	8.00	N/A
Small organisation using one site only	£4.50	N/A	£4.80	N/A

8. <u>Allotments</u>	Present Charge for 12 months (Effective 1 Jan 2018)		Proposed Charge for 12 months (Effective 1 Jan 2019)		Proposed Charge for 12 months (Effective 1 Jan 2020) #	
Per plot – standard plot size 250m ²	32.00	16.00	33.00	16.50	34.00	17.00
Standard water charge per plot irrespective of size. This includes sites with taps and bore holes.	18.00	N/A	19.00	N/A	20.00	N/A

The 2020 proposed allotment charges have been included as advance notice must be given to allotment holders. This advance notice can be sent out with the invoice saving posting and printing costs. With different plot sizes the plot rented is charged pro rata. Plots below 125m² are charged at 125m² rate.

New plot holders are charged £35 deposit. Returned if plot left in reasonable condition and key handed back at the end of the tenancy. The concessionary rate for allotments includes concessions for the state pensionable age, disabled and unemployed. A 50% discount plot rental rate applies when a plot is let from July onwards for the final six months of the year; this reduces to a nil charge when the plot is let from October for the final 3 months of the year. There is also no water charge from October for the final 3 months.

LEISURE & ENVIRONMENT – REVIEW OF FEES, CHARGES AND ALLOWANCES

3. Cemeteries

Charges for facilities (including VAT where applicable)	Persons 16 Years and over		15 Years and under	
	Present charge 2017/18 £	Proposed charge 2018/19 £	Present charge 2017/18 £	Proposed charge 2018/19 £
Administration Fees				
Purchase right of burial, including register of deed.	655.00	690.00	655.00	690.00
(All graves including vaults). Right to construct a vault.	680.00	715.00	680.00	715.00
Interment Fees~				
(Both earth graves and vaults)				
4'6" (re-open graves only)	675.00	710.00	NIL	NIL
6' (new and re-open)	735.00	770.00	NIL	NIL
8' (new and re-open)	810.00	850.00	NIL	NIL
10' (pre-purchased)*	975.00	1025.00	NIL	NIL
Cremated remains				
Purchase plot, including register of deed.	205.00	215.00	205.00	215.00
Interment of cremated remains	185.00	195.00	NIL	NIL
Scattering of cremated remains in Garden of Remembrance or on purchased grave space.	38.00	40.00	NIL	NIL

*Pre-purchased 10' graves are only available in certain sections of Beeston cemetery.

~Interment rate for 2 caskets at same time is 1.5 times the standard rate.

Extra charge for burials scheduled for after 14.00 on a normal working day, or who arrive after 14.30, or the coffin is committed to the grave after 14.30 will incur an extra charge of £168.00 (except when direct to a pre-excavated vault at Chilwell Cemetery Muslim section).

Weekend and Bank Holiday Surcharge – To cover the associated costs of providing the service, there is an additional fee of £110 per weekend or Bank Holiday burial (only available for burial straight to a pre-excavated vault).

Restricted depth charge (single interment surcharge to partially cover loss of multiple burials) - £330, double for non-residents.

A temporary grave marker will be provided free of charge on all graves which do not already have a wooden cross or other memorial, indicating the name of the deceased present on the grave.

Non-residents will be charged double fees on grave space and interments.

Charges for facilities (including VAT where applicable)	All Age Categories	
	2017/18 £	2018/19 £
<u>Memorials</u> Right to erect headstone with inscription. Right to erect small headstones with inscription (permitted only in areas with existing kerbstones only). Right to erect kerbstones with inscription (permitted in areas with existing kerbstones only)	185.00	195.00
	185.00	195.00
	515.00	540.00
Right to erect cremated remains/grave plaque with inscription.	110.00	115.00
Right to additional inscription on all memorials	38.00	40.00
Vase with inscription up to 450mm in height.	60.00	65.00
<u>General</u> Service in chapel (Beeston Only) Grave transfer fee (basic) Grave transfer fee (complex)	92.00	95.00
	35.00	40.00
	60.00	65.00

Notes

1. Human Tissues and Organs

Fees charged for the burial or scattering of remains held under the Human Tissue and Organs Act, released by hospitals will be charged at the Council's discretion, dependent on casket/coffin size and depth of grave.

All charges are made on the understanding that all fees will be invoiced direct to the hospital concerned via the Funeral Director.

2. Interment Fees - Incorrect Coffin Sizes

Additional 30% surcharge to Funeral Directors.

3. 10' Graves

Only existing pre-purchased graves to this depth will be allowed.