

15th June 2016

CABINET – 27TH JUNE 2016

A meeting of Cabinet will be held at 5.30 pm on Monday 27th June 2016 in the Council Chamber, Town Hall, Rugby.

Adam Norburn
Executive Director

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes.

To confirm the minutes of the meeting held on 6th June 2016.

2. Apologies.

To receive apologies for absence from the meeting.

3. Declarations of Interest.

To receive declarations of –

(a) non-pecuniary interests as defined by the Council's Code of Conduct for Councillors;

(b) pecuniary interests as defined by the Council's Code of Conduct for Councillors; and

(c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Members are reminded that they should declare the existence and nature of their interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a prejudicial interest, the Member must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

4. Question Time.

Notice of questions from the public should be delivered in writing, by fax or e-mail to the Executive Director at least three clear working days prior to the meeting (no later than Tuesday 21st June 2016).

Growth and Investment Portfolio

5. Town Centre Action Plan 2016 – 2020.
6. Recommendations of the Benn Hall Scrutiny Sub-Group - Two Year Marketing and Business Plan.
7. Service Level Agreement with Rugby First for the delivery of town centre services.

Corporate Resources Portfolio

8. Finance and Performance Monitoring 2015/16 – Year End.
9. Endorsement of Strategic Risk Register.
10. Appointments to Working Parties 2016/17.

Communities and Homes Portfolio

11. HEART Shared Service to deliver home adaptations (including Disabled Facilities Grants).

Environment and Public Realm Portfolio

12. Shared service – Fly tipping regulations.

The following item contains reports which are to be considered en bloc subject to any Portfolio Holder requesting discussion of an individual report

13. Members' Allowances 2015/16.
14. Treasury Management 2015/16 – Annual Report.
15. Motion to Exclude the Public under Section 100(A)(4) of the Local Government Act 1972

To consider passing the following resolution:

“under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of information defined in paragraphs 3 and 5 of Schedule 12A of the Act.”

PART 2 – EXEMPT INFORMATION

Growth and Investment Portfolio

Nothing to report to this meeting.

Corporate Resources Portfolio

1. Upgrade of the Financial Management System and Restructure of Financial Services and Human Resources.
2. Strategic Property Acquisition.
3. Honoraria Awards.

Communities and Homes Portfolio

4. Recruitment of a Fixed-term Housing Officer post and Amendments to the Council's Allocations Policy.

Environment and Public Realm Portfolio

Nothing to report to this meeting.

The following item contains reports which are to be considered en bloc subject to any Portfolio Holder requesting discussion of an individual report

Nothing to report to this meeting.

Any additional papers for this meeting can be accessed via the website.

The Reports of Officers (Ref. CAB 2016/17 – 2) are attached.

Membership of Cabinet:

Councillors Stokes (Chairman), Leigh Hunt, Mrs Parker, Ms Robbins and Mrs Timms.

CALL- IN PROCEDURES

Publication of the decisions made at this meeting will normally be within three working days of the decision. Each decision will come into force at the expiry of five working days after its publication. This does not apply to decisions made to take immediate effect. Call-in procedures are set out in detail in Standing Order 15 of Part 3c of the Constitution.

If you have any general queries with regard to this agenda please contact Claire Waleczek, Senior Democratic Services Officer (01788 533524 or e-mail claire.waleczek@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

If you wish to attend the meeting and have any special requirements for access please contact the Democratic Services Officer named above.

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27 th June 2016
Report Title	Town Centre Action Plan 2016 - 2020
Portfolio	Growth and Investment
Ward Relevance	Benn, Eastlands
Prior Consultation	Public consultation Stakeholder events in August 2015 and May 2016
Contact Officer	Michael Beirne, Economic Investment Officer
Report Subject to Call-in	Y
Report En-Bloc	N
Forward Plan	N
Corporate Priorities	<ul style="list-style-type: none">• Safe and empowered communities• An attractive and thriving town centre
Statutory/Policy Background	The Town Centre Action Plan 2016 – 2020 also links to a review of the Rugby First (Business Improvement District) SLA, with recommendations also presented at the 27th June 2016 Cabinet meeting.
Summary	This report provides information on a proposed Rugby Town Centre Action Plan 2016 – 2020. It covers four main areas – the physical environment, planning, marketing (including the visitor economy) and investment.
Risk Management Implications	There are no risk management implications arising directly from this report. However, there may be future implications arising from work listed in the Action Plan at Appendix A.

<i>Financial Implications</i>	There are no financial implications arising from this report. However, there may be future implications arising from work listed in the Action Plan at Appendix A.
<i>Environmental Implications</i>	There are no environmental implications arising from this report. However, there may be future implications arising from work listed in the Action Plan at Appendix A.
<i>Legal Implications</i>	There are no legal implications arising from this report. However, there may be future implications arising from work listed in the Action Plan at Appendix A.
<i>Equality and Diversity</i>	There are no equality and diversity implications arising from this report.
<i>Options</i>	<p>Option 1: Agree to adopt the Rugby Town Centre Action Plan 2016 – 2020 focusing on the physical environment, planning, marketing (including the visitor economy) and investment</p> <p>Option 2: Do not agree to adopt the Rugby Town Centre Action Plan 2016 – 2020 focusing on the physical environment, planning, marketing (including the visitor economy) and investment</p>
<i>Recommendation</i>	The Rugby Town Centre Action Plan 2016 – 2020 focusing on the physical environment, planning, marketing (including the visitor economy) and investment be adopted.
<i>Reasons for Recommendation</i>	Structured and strategic approach to managing the town centre with key stakeholders.

Cabinet – 27th June 2016

Town Centre and Action Plan 2016 - 2020

Report of the Economy, Development and Culture Portfolio Holder

Recommendation

The Rugby Town Centre Action Plan 2016 – 2020 focusing on the physical environment, planning, marketing (including the visitor economy) and investment, be adopted.

1. Introduction and context

The town of Rugby is growing through exciting new housing, retail, leisure and employment developments. The borough's population is currently over 100,000 people, projected to be at over 115,000 by 2031, increasing at a significant level compared to Warwickshire as a whole.

Rugby town centre needs to adapt to changing trends in retail and increasing competition from out-of town shopping centres, with better accessibility and larger units to attract national stores. A significant number of these have located to the town for the first time at Elliotts Field Retail Park, following its redevelopment, such as Debenhams, H&M, River Island, Fatface, Nandos and Ed's Easy Diner, complementing the existing offer at other parks such as Junction 1 nearby. Notably, Marks & Spencer has moved out of the town centre to relocate at Elliotts Field and Next, who previously had a store in the Market Place, have also taken a unit. Despite these challenges, the current vacancy rate in Rugby town centre is similar to the national average, with a typical mix of retail and leisure.

Demographic analysis has shown disparities between the spending powers of people living in the borough. Rugby has a large percentage of residents in managerial and professional positions, which is similar to the rest of Warwickshire and the United Kingdom. However, more significant is the high proportion of residents employed in elementary positions compared to the rest of the county and the UK, one of the socio-demographic groups likely to have a lower spending power than other occupations. Generally, unemployment and economic activity is lower amongst residents living in the town centre. There are less people employed in professional, scientific & technical activities and education occupations, which can require a higher level of qualification, and often result in higher salaries. Mapping of Council Tax bands also demonstrates how the properties in the lower value tax bands are located closer to the town centre. An assumption has been made that more affluent residents are living in suburbs with higher value properties such as

such as Coton, Cawston and areas of Hillmorton. These people are closer to primary transport routes and can, arguably, access out-of-town shopping parks more easily compared to the town centre.

The town centre is used for a growing number of festivals and events throughout the annual calendar. This includes the Festival of Culture, Food & Drink Festival, Bikefest, Christmas lights switch-on and family fun days. Many of these are funded in partnership between Rugby Borough Council and Rugby First, an elected organisation to represent businesses in the town centre. Throughout 2015, a retail-led initiative, First Thursday, aimed to attract shoppers to Rugby on an evening at the beginning of every month. Its purpose was for people to discover the town's offer alongside entertainment and street food. A town centre market runs on Monday, Friday and Saturday, generally selling low value goods and a farmers market takes place on the last Thursday of every month.

A number of organisations are involved with promoting Rugby as a business destination. The Coventry & Warwickshire Growth Hub is a sub-regional organisation, providing holistic advice for businesses looking to locate in the area or expand, with a dedicated officer working in the Rugby area. Invest in Warwickshire, a Warwickshire County Council team, is also carrying out a similar role at a county level. In recent years, Rugby Borough Council has worked in partnership with Coventry & Warwickshire Chamber of Commerce to deliver a start-up scheme providing advice to either local residents living in Rugby or new entrepreneurs looking to establish a business in the borough. The council has regularly worked with Rugby First to provide moving-in grants and shop improvement schemes for town centre units.

At the end of 2015, a free public Wi-Fi network was installed in Rugby Town Centre. This was developed by Elephant Wi-Fi under an initial 3 year contract. The project provides a number of opportunities around data collection and market analysis. Socio-demographic information can be used to understand the characteristics of the network's users, whilst helping to plan more effective campaigns. It is important that these approaches are considered and integrated as part of a wider marketing plan.

2. Developing a new Town Centre Vision and Action Plan

At the end of 2015 consultation took place with the public, businesses and key stakeholders to develop a new Vision for the town centre. For residents, this involved telephone and on-street surveys to understand people's views. Businesses and organisations with a vested interest in the town centre were invited to workshops. This provided an opportunity to provide input and ask questions around the future direction of the town centre. The focus of discussions covered four main areas, with attendees in agreement that these should form the basis of the new Vision and Action Plan. This included the physical environment, town centre uses, marketing and investment, each described in more detail below, including progress which has been to develop a structure action plan, found in Appendix A.

3. Physical environment

In February 2016, Amec Foster Wheeler, an environment & infrastructure consultancy were employed to develop recommendations on Rugby's public realm. This included a process of prioritising including short, medium and long-term improvements to the town centre, whilst also looking at strengthening links with out-of-town areas.

A full report has now being published which identifies a number of sites with potential for regeneration. Broadly, these follow the idea of creating 'shared surfaces' for pedestrians and vehicles improving links between different parts of the town. This is characterised by more open space, removing street clutter and enhancing surfaces, whilst paving roads/paths in similar materials, blurring boundaries between the two. It is suggested that the feasibility of delivering an initial enhancement scheme in the heart of the town centre should be assessed, with a view that other areas could be developed in the longer term.

Linking to the above, suggestions have been made around different town centre functions, most notably the market. A number of issues have been identified with its current position, including the mobile food stalls, which are detracting from Market Place's historic character. A commitment to review the positioning, function and how the market is promoted by July 2017 has been made.

4. Planning and town centre uses

In December 2015, the council's Development Strategy Team published a draft of the emerging Local Plan, setting out a vision, policies and proposals for future growth in the borough, up to 2031. The Local Plan will contain planning policies that will regulate development within the town centre during this period. It is important that these policies are aligned with the vision and action plan for the town centre.

Changes to existing adopted policies have been proposed in order to assist the town centre with adapting to changing circumstances. The town centre boundary itself is proposed to be altered so that a smaller area is designated; this will allow for the 'de-regulation' of areas on the periphery of the town centre, increasing flexibility for the change of use or redevelopment of buildings. The area designated as 'primary shopping area' is also proposed to be reduced with primary and secondary frontages introduced within it. This allows for the protection of the retail core of the town centre but also provides more flexibility around the types of business that can occupy units in other areas. It is hoped that this will help to support retailing in the town centre but also promote a strong food, drink and leisure sector. Finally, the emerging Plan will encourage the introduction of more residential units across the town centre at first floor level and above or as part of redevelopment. It is hoped that increasing the number of people living in the town centre will have a positive impact upon its viability and vitality and for businesses operating within it.

The next draft of the Local Plan will be published during Summer 2016 and consultation will occur in the Autumn. The currently adopted timetable for the development of the Plan will see adoption during 2017.

5. Marketing and visitor economy

The current approach to marketing Rugby Town Centre is arguably disjointed, with a number of different brands, events and activities, managed by several stakeholders. An external marketing company has been engaged to review the current approaches to promoting Rugby Town Centre identifying their key characteristics, target groups, strengths and weaknesses. Following this, a structured marketing plan will be developed with key stakeholders. The approach will ensure that partners are working together to promote the town centre in a cohesive way, including the development of a new or existing brand.

The below will be produced, alongside a 'toolkit' and identity guidelines to deliver marketing activities. It will be the responsibility of Rugby First, the Business Improvement District to manage these on an on-going basis.

- A social media campaign to be delivered on multiple channels such as Facebook and Twitter.
- Templates for mail shots including suggested content and frequency of email communications.
- New mobile friendly website for Rugby town centre able to promote businesses, attractions and offers.
- Printed publications to be distributed in and around Rugby.
- Clearly defined ways to regularly collect customer data and analyse the consumer behaviour of key target groups.
- A plan to better promote the town centre Wi-Fi network and benefit from the associated marketing opportunities

The work will also link to the promotion of Rugby's visitor economy and marketing around the Hall of Fame. This will involve key attractions including the new World Rugby attraction, Rugby Art Gallery & Museum, the Webb Ellis Rugby Football Museum and Rugby School, alongside the business community.

6. Investment

Work in the above areas – the physical environment, planning and marketing – will all contribute to a comprehensive approach to attracting investment in the town centre. External organisations such as the Coventry & Warwickshire Growth Hub and Warwickshire County Council will continue to play an important role sub-regionally in encouraging business to locate in the area, whilst supporting others to expand.

Since 2012 moving-in grants of between £1,000 and £5,000 have been offered to new retailers in the town centre, provided they meet set criteria. Rugby First has administered this scheme on behalf of the Council and there is a current commitment of £15,000 annually. Although the initiative has benefited over 30 businesses since its inception, it arguably does not provide a sustainable form of support, delivered through one-off payments at the start of a tenancy agreement. The scheme can also only support a limited number of businesses, rather than those across the whole town centre. Therefore, going forward, the fund will be used to provide a subsidised business support programme, for example including coaching and workshops, which helps existing businesses to grow, whilst working together more effectively.

The national landscape of business rates is changing, with a number of reforms announced by the government in the 2016 budget, with many changes coming into effect from April 2017. At the same time, the Valuation Office Agency, responsible for setting business rates, will revalue all properties in the UK, a process which takes place every five years. Rugby First has taken the responsibility of encouraging businesses to contact the Valuation Office Agency to ensure assessor up-to-date rental evidence for individual properties, and will continue to do this until revaluation takes place. It is hoped that this will ensure town centre businesses are paying a fair level of business rates and ultimately save money in the long term.

Name of Meeting: Cabinet

Date of Meeting: 27th June 2016

Subject Matter: Town Centre Action Plan 2016 - 2020

Originating Department: Growth and Investment

LIST OF BACKGROUND PAPERS

Appendix A: Town centre Action Plan 2016 - 2020

Action	Lead organisation	Key partners	Timescales
Objective: Deliver improvements to the physical environment of the town centre			
Asses the feasibility of delivering a public realm enhancement scheme in the heart of the town centre	Rugby Borough Council	Warwickshire County Council	September 2017
Review the market's, positioning, function and how it is promoted	Rugby Borough Council	Rugby First, market traders	July 2017
Review the current provision of car parking spaces and identify regeneration opportunities	Rugby Borough Council	Rugby First	July 2017
Make internal and external improvements to the Clock Towers shopping centre, alongside a marketing rebrand	Clock Towers Shopping Centre	Rugby Borough Council	TBC
Prioritise other areas in the town centre to extent the public realm enhancement scheme	Rugby Borough Council	Warwickshire County Council	June 2020
Improve connections between the town centre and out-of-town shopping areas	Rugby Borough Council	Warwickshire County Council	June 2020
Objective: Encourage an increased number of residential dwellings in the town centre, creating an environment for food & drink, leisure, convenience shopping and independent retail			
Reduce the primary shopping area through the borough's Local Plan creating more flexibility for the uses of town centre units	Rugby Borough Council	N/A	July 2016

Action	Lead organisation	Key partners	Timescales
Objective: Encourage an increased number of residential dwellings in the town centre, creating an environment for food & drink, leisure, convenience shopping and independent retail			
Reduce the primary shopping area through the borough's Local Plan creating more flexibility for the uses of town centre units	Rugby Borough Council	N/A	July 2016
Objective: Develop an effective and cohesive approach to marketing the town centre with key stakeholders			
Develop a new or existing brand for the town centre and the associated marketing tools	Rugby Borough Council	Rugby First	July 2016
Define a strategy for customer data collection and analysis	Rugby Borough Council	Rugby First	July 2016
Deliver a social media campaign on multiple platforms	Rugby First	Rugby Borough Council	August 2016 onwards
Manage mailshots and promotions to town centre customers	Rugby First	Rugby Borough Council	August 2016 onwards
Update, print and distribute publications to target audiences	Rugby First	Rugby Borough Council	August 2016 onwards
Maintain a website promoting the town's retail and leisure offer	Rugby First	Rugby Borough Council	September 2016 onwards
Promote and manage the town centre Wi-Fi public Wi-Fi network	Rugby First	Rugby Borough Council, Elephant Wi-Fi	September 2016 onwards
Update the content and maintain visitor interpretation boards around the town	Rugby First	Rugby Borough Council	September 2016 onwards

Action	Lead organisation	Key partners	Timescales
Deliver an annual programme of events covering culture and food & drink	Rugby First	Rugby Borough Council	On-going
Objective: Promote the town's visitor economy and build on Rugby's links to the game			
Open a World Rugby visitor attraction in the existing Art Gallery & Museum building	Rugby Borough Council	World Rugby	November 2016
Promote coach parking facilities at Westway for tour groups	Rugby Borough Council	Rugby First	November 2016
Develop better links with key attractions in the town, promoting a more cohesive visitor experience	Rugby Borough Council	Webb Ellis Rugby Football Museum, Rugby School	November 2016
Support the continuation of the Town Guides volunteer scheme	Rugby Borough Council	Webb Ellis Rugby Football Museum, Rugby School	On-going
Establish a Destination Management Partnership (DMP) for Rugby	Rugby Borough Council	Rugby First, Webb Ellis Rugby Football Museum, Rugby School, Warwickshire County Council, local businesses and hotels	April 2017
Strengthen relationships with Rugby World Cup organisers and promote the town during Japan 2019	Rugby Borough Council	Rugby First, Webb Ellis Rugby Football Museum, Rugby School, Warwickshire County Council	September 2019

Action	Lead organisation	Key partners	Timescales
Objective: Develop a plan to attract investment and new businesses in the town centre			
Deliver a seminar and coaching scheme helping town centre businesses to grow	Rugby First	Rugby Borough Council, Warwickshire County Council, Chamber of Commerce,	On-going
Attract investment through commercial property enquiries and retail exhibitions	Warwickshire County Council	Rugby Borough Council	On-going
Encourage businesses to request revaluations of property rateable values	Rugby First	Valuation Office	April 2017
Continue to monitor the impact of changes to business rate legislation nationally and locally	Rugby Borough Council	Rugby First	On-going

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27 th June 2016
Report Title	Recommendations of the Benn Hall Scrutiny Sub-Group for a two year marketing and business plan
Portfolio	Growth and Investment
Ward Relevance	Benn
Prior Consultation	Benn Hall
Contact Officer	Michael Beirne, Economic Investment Officer
Report Subject to Call-in	Y
Report En-Bloc	N
Forward Plan	Y
Corporate Priorities	<ul style="list-style-type: none">• An attractive and thriving town centre
Statutory/Policy Background	Previous Cabinet reports were approved in June 2014 and October 2014, agreeing to the continued internal management of the Benn Hall until March 2018.
Summary	This report outlines a two year marketing and business plan for the Benn Hall. It focuses primarily on private functions and meeting room hire, whilst retaining a limited focus on Benn Hall organised events. The plan also recognises the importance of maintaining relationships with current customers and community groups. A targeted and effective approach to marketing activities is outlined. A new pricing structure and corkage charges are also included.

<i>Risk Management Implications</i>	N/A
<i>Financial Implications</i>	The marketing & business plan can be delivered through existing budgets.
<i>Environmental Implications</i>	N/A
<i>Legal Implications</i>	N/A
<i>Equality and Diversity</i>	Access to the facility will remain equally open to all and therefore it is not considered there are any equality and diversity implications.
<i>Options</i>	<p>Option 1: Agree to adopt the proposed marketing & business plan for a two year period.</p> <p>Option 2: Do not agree the proposed marketing & business plan for a two year period (continue with business as usual)</p>
<i>Recommendation</i>	<ol style="list-style-type: none"> 1. The proposed marketing and business plan for a two year period be approved; 2. a new pricing structure for room hire, increasing charges in some examples but providing more flexibility to customers be agreed; 3. revised corkage charges to ensure income from private hire functions is maximised be agreed; 4. the feasibility of frontage improvements to the Benn Hall to improve the building's attractiveness and exposure be assessed; and 5. progress with the adopted marketing & business plan be reviewed after six months.
<i>Reasons for Recommendation</i>	Adopt a targeted approach to marketing and income generation.

Cabinet – 27th June 2016

Recommendations of the Benn Hall Scrutiny Sub-Group for a two year marketing and business plan

Report of the Growth and Investment Portfolio Holder

Recommendation

1. The proposed marketing and business plan for a two year period be approved;
2. a new pricing structure for room hire, increasing charges in some examples but providing more flexibility to customers be agreed;
3. revised corkage charges to ensure income from private hire functions is maximised be agreed;
4. the feasibility of frontage improvements to the Benn Hall to improve the building's attractiveness and exposure be assessed; and
5. progress with the adopted marketing & business plan be reviewed after six months.

Introduction and current business plan

The Benn Hall has operated at a multi-functional venue since 1961. It offers room hire for community groups, businesses and functions, whilst providing a space for public events and entertainment. There are three rooms of different sizes and capacities: the Main Hall (650 standing; approximately 350 seated); Rokeby Room (approximately 100 seated) and Caldecott Room bar (approx. 20 seated).

In June 2012 the Council decided to take direct management responsibility for the Benn Hall. Prior to this, an external company, DC Leisure, was responsible for running the venue on the Council's behalf.

In October 2014 Cabinet agreed to continue with this arrangement for a further three financial years from April 2015 to March 2018. A number of improvements have been made to the venue in recent years. This includes new stage lighting, a PA system and display screens in the foyer/outside the building to promote events. A new brand was developed and some fundamental marketing activities have been delivered, covering social media, regular adverts in local papers and a quarterly

'What's on' guide. An e-ticketing system was also purchased to modernise the booking system.

Following a meeting of the Whittle Scrutiny Committee in March 2016, a Benn Hall Scrutiny Sub-Group met on three occasions during April and May this year. The purpose of this sub-group was to review the current business position of the Benn Hall, develop recommendations on how it should be managed and marketed in the future. The group looked, in detail, at current target markets, occupancy rates, pricing (in comparison to other venues in Rugby) alongside income generation opportunities with events and private functions. The process has resulted in the development of a new business and marketing plan for the Benn Hall, which looks to promote the venue more effectively and meet the needs of customers. If the proposed business and marketing plan is adopted, progress will be reviewed after six months against a set of targets identified by the group. The group also expressed the need to look at what improvements to the frontage of the Benn Hall building may be viable should the plan be successful.

Understanding the current customer base

Mosaic UK is statistical tool developed by Experian which allows businesses to understand their customer base and target groups in more detail. It is useful for the Benn Hall because it provides an insight into the groups of people who are currently visiting the venue for events – this is presented in Table 1 on the next page. Based on numbers and percentages, the most notable groups using the venue, are 'H: Aspiring Homemakers' and 'L: Transient Renters'. This is significant because these groups have been highlighted as target markets in suburban areas through a wider piece of work looking at Rugby town centre.

Analysis through Mosaic UK uses comparisons between datasets i.e. the addresses of Benn Hall customers and elections data for the borough's population as a whole. Index numbers can be used to show how common different groups are in one dataset compared to another. In this example, an Index number of 100% suggests there is an average amount of people in a particular social group who have attended events, compared the borough as a whole. Index numbers either side of 100% suggests there is likely to be differences in the groups of households who have visited the venue.

Using this method, two notable groups of household are 'E: Suburban Stability' and 'F: Senior Security'. These groups have Index numbers of 120 and 108, respectively. This suggests the likelihood of these households using the venue is high. This is supported by the number of customers in these groups who are currently registered on the Benn Hall database – 184 for 'E: Suburban Stability' and 177 for 'F: Senior Security'. It is important to note that although the statistics used throughout these reports are reliable, analysis using Mosaic UK only measures the likelihood of groups behaving in particular ways, rather than being able to conclude this with certainty.

Mosaic Group	Number of Benn Hall customers	% of Benn Hall customers	Index	Number in borough	% in borough
A: Country Living	81	4.71	51	9,346	3.12
B: Prestigious Positions	116	6.75	100	6,861	6.59
C: City Prosperity	3	0.17	180	99	17.17
D: Domestic Success	289	16.81	126	13,626	5.89
E: Suburban Stability	184	10.70	120	9,071	5.72
F: Senior Security	177	10.30	108	9,716	5.62
G: Rural Reality	80	4.65	82	5,800	4.33
H: Aspiring Homemakers	278	16.17	114	14,439	4.21
I: Urban Cohesion	9	0.52	100	536	7.46
J: Rental Hubs	43	2.50	83	3,071	5.44
K: Modest Traditions	73	4.25	126	3,451	5.30
L: Transient Renters	173	10.06	91	11,239	5.57
M: Family Basics	140	8.14	98	8,467	5.61
N: Vintage Value	55	3.20	65	4,988	4.57
O: Municipal Challenge	18	1.05	81	1,316	6.91
Total	1,719	100	100	102,026	100

Table 1: Benn Hall customers



Figure 1: Characteristics of Mosaic groups using the Benn Hall

Table 2 presents Index numbers in relation to the preferred communication channels for the above target groups. A number of differences and similarities can be drawn from this:

- The 'F: Senior Security' group differ significantly to others, being most receptive postal communication, rather than adapting to technological changes in society.
- Other groups have prefer the use of email and online services, with Index numbers ranging from 102% - 111%.
- The 'D: Domestic Success' and 'Aspiring Homemakers' are likely to very receptive to marketing through smartphones, with Index numbers of 119% and 122%, respectively, for this variable.

Channel Preference	D: Domestic Success	H: Aspiring Homemakers	E: Suburban stability	F: Senior Security
Phone	100%	95%	96%	102%
Email	111%	110%	102%	98%
Online	105%	109%	104%	83%
Post	91%	93%	96%	111%
Shop/branch	86%	88%	105%	98%
Smartphone	119%	122%	97%	58%

Table 2 – Index numbers for preferred communication channels

Venue hire in Rugby

Figure 2 below compares the cost of the venue hire at the Benn Hall to other venues in Rugby. This is based on room hire quotes to accommodate 30 people for both half and full days. Out of the venues covered, the Benn Hall is clearly the cheapest with room hire approximately double the price for some half day quotes and up to three times more expensive in examples of full day charges.

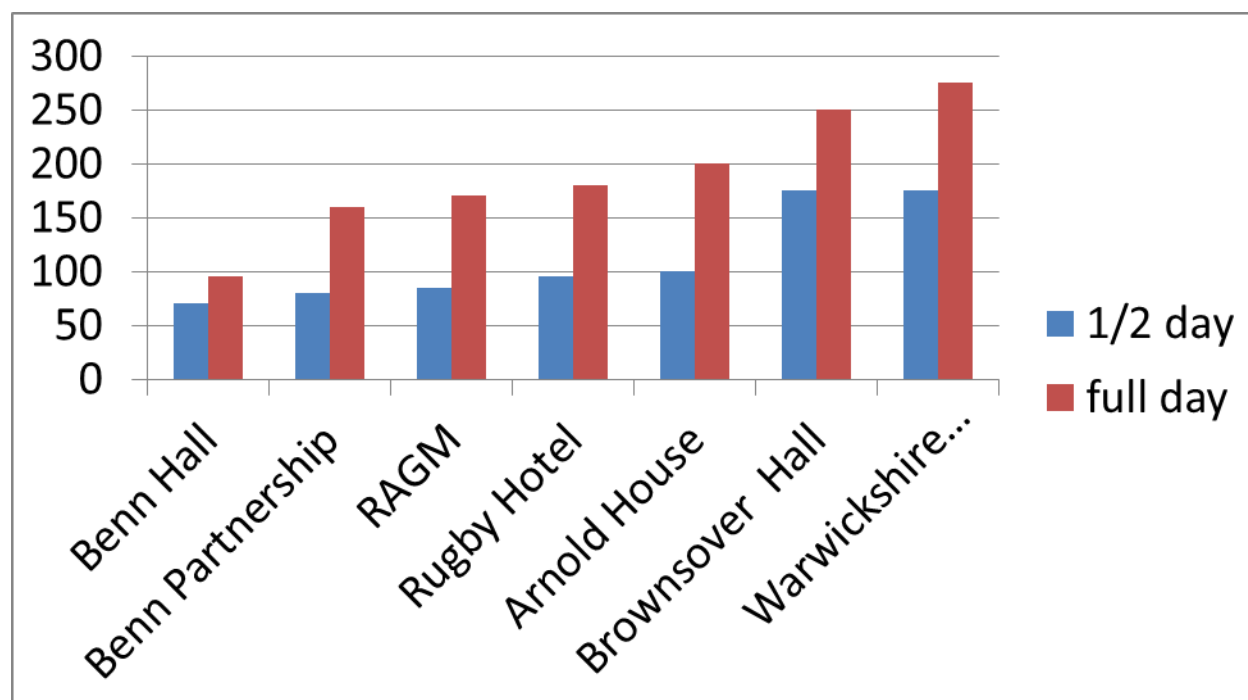


Figure 2 – Venue hire in Rugby

Proposed pricing structure

Table 3 outlines a proposed pricing structure for room hire. A number of changes have been made to the current scale of charges, demonstrated below.

- Minimum increase in room hire charges of 30% for customers, per hour.
- Removal of categorised pricing for different types of event.
- Determined by hourly rates rather than pre-determined booking slots.
- Remains realistic when considering the type and quality of service provided, when compared to other venues in Rugby.

Day	Main	Rokeby Room	Caldecott Room	Whole building
Monday - Thursday	£30 per hour	£20 per hour	£15 per hour	£50 per hour
Friday – Sunday and bank holidays	£60 per hour	£35 per hour	£20 per hour	£100 per hour

Table 3 – Proposed new pricing structure

Corkage charges

The current corkage charges for customers bringing their own alcohol and drinks into the venue are low, limiting potential income. When considered in tandem with the relatively low room hire costs there are some large scale events where bar income is low that are not profitable when fixed costs have been accounted for. To ensure necessary levels of profit can be generated from private functions, the following prices are proposed:

Soft drinks

To buy from us:	Carbonated drinks, £3 per 1.5 ltr bottle Water, £2.50 per large bottle Orange juice, £2.40 per carton
To bring in yourself:	£2.40 per head

Wine and sparkling wine

To buy from us:	Wine, £13 per bottle Sparkling wine, £16 per bottle
To bring in:	Wine, £10 per bottle Sparkling wine, £15 per bottle

Spirits

To buy from us:	£25 per 70cl bottle
To bring in:	£20 per 70cl bottle

Beer/cider

To bring in:	£1.50 per bottle/can
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The above prices remain low when compared with other similar scale venues within the local area and will be advertised prices though the venue managers will retain (and advertise) the ability to negotiate between room hire charges and corkage prices dependent on the specific details of the event.

Business objectives

The following business objectives focus primarily on business hire and private functions, due to the potential revenue from these types of bookings, whilst retaining a limited focus on Benn Hall organised events. Each objective is SMART (specific, measurable, achievable, relevant and time-bound) making it easier to target marketing activities and monitor progress.

- Attract 80 hours of meeting room hire monthly for the Rokeby Room and Caldecott Bar, generating an annual income of £16,800.
- Continue to maintain relationships with the core customer base generating £60,000 annually through room bookings for community use.

- Accommodate 24 high income private hire events annually, generating £15,000 in room hire and £35,000 in bar income.
- Organise 6 Benn Hall-led events annually, generating £20,000 in ticket sales and £9,000 in bar income.

Key target groups

Marketing activities should be focused on building relationships and attracting business with the following:

1. Community groups and current customer base – maintaining relationships with groups who are regularly using the venue.
2. Group bookings for weddings and parties – attracting room bookings with potential to generate additional income through the bar.
3. Businesses and networks – encouraging meeting room hire and corporate events.

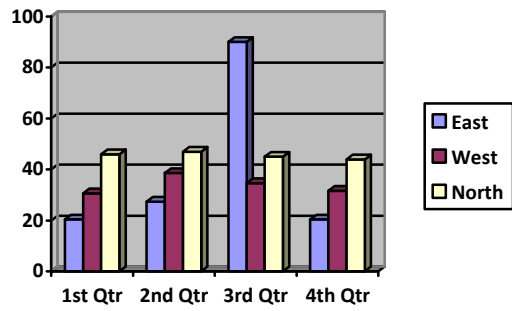
Marketing activities

To deliver the above business objectives, the below marketing activities will take place, adopting more effective and targeted approach to promoting the venue.

1. Continue to maintain the website and deliver social media activity, purchasing 'pay per click' campaigns for specific events and services.
2. Produce a quarterly events brochure to be distributed around the town centre, including pubs, restaurants, cafes and community facilities, where appropriate. Promotion of private hire events may be chargeable.
3. Maintain a database of customers and promote events through mailshots, delivered at the same time as the above publication.
4. Produce banners for events and locate these in notable town centre locations.
5. Advertising on lamppost banners near the venue (e.g. Newbold Road and Evreux Way), specifically promoting the availability of meeting room hire.
6. Attend business breakfasts and encourage organisers of networking events to use the venue, raising awareness of meeting space availability.
7. Directly market to large employers in the town and borough, which may have a need for external meeting space.
8. Link to the wider marketing strategy for the town centre, which is currently being developed, for example raising awareness of events through the free public Wi-Fi network.
9. Work with Rugby First to deliver a package of pre-entertainment offers with town centre businesses. There is potential to benefit from the 'Smile Deals' scheme which is currently being reviewed.

Whilst continuing to work towards enabling the Benn Hall to be a successful events venue, it is likely that as part of the Council's Asset Management Strategy (which will be reported to Cabinet / Council in due course) the future of the Town Hall site will be considered. Should a decision be made that affects the Benn Hall, it will be necessary to consider alternative options to ensure the requirements of the Benn Bequeath can be met. It is in the context that the timescales and parameters of this Business Plan have been set.

Name of Meeting: Cabinet



Date of Meeting: 27th June 2016

Subject Matter: Recommendations of the Benn Hall Scrutiny Sub-Group for a two year marketing and business plan

Originating Department: Development Strategy

LIST OF BACKGROUND PAPERS

None



AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27 th June 2016
Report Title	Service Level Agreement with Rugby First for the delivery of town centre services
Portfolio	Economy, Development and Culture
Ward Relevance	Benn, Eastlands
Prior Consultation	Discussions with Rugby First, the Business Improvement District.
Contact Officer	Michael Beirne, Economic Investment Officer
Report Subject to Call-in	Y
Report En-Bloc	N
Forward Plan	Y
Corporate Priorities	<ul style="list-style-type: none">• Safe and empowered communities• An attractive and thriving town centre
Statutory/Policy Background	Two previous versions of this Service Level Agreements have been in place covering 2005 - 2010 and 2010 - 2015.
Summary	This report summarises the proposed Service Level Agreement between Rugby Borough Council and Rugby First for the provision town centre services.
Risk Management Implications	The ongoing partnership with Rugby First is included in the Council's existing risk management plan. Failure to agree an effective and appropriate service level agreement creates risk for town centre services.
Financial Implications	The report outlines financial arrangements with Rugby First for the provision of town centre services during the 2015 – 2020 term of the Business

Improvement District.

Environmental Implications The SLA helps to promote a clean and attractive town centre to visitors.

Legal Implications The details outlined in this report, will need to be drafted into a Service Level Agreement and signed by both parties before it is legally binding.

Equality and Diversity There are no equality and diversity implications arising from this report.

Options **Option 1:** Agree arrangements, outlined in this report, with Rugby First for the provision of town centre services

Option 2: Do not arrangements, outlined in this report, with Rugby First for the provision of town centre services

Recommendation

1. The arrangements outlined in the report, with Rugby First for the provision of town centre services, be approved;
2. a supplementary General Fund budget of £5,000 for the cleansing of the Big Belly Bins in the Town Centre be approved;
3. a one off supplementary General Fund budget of £9,980 for Town Centre Wi-Fi costs in 2016/17 be approved;
4. delegated authority be given to the Head of Growth and Investment to finalise the details of the SLA based on the changes outlined in this Cabinet report, allowing for minor changes.

Reasons for Recommendation

Greater transparency with arrangements between Rugby First and Rugby Borough Council. This includes financial and non-financial contributions.

Clarity and risk reduction for town centre services and budget planning.

Cabinet – 27th June 2016

Service Level Agreement with Rugby First for the delivery of town centre services

Report of the Growth and Investment Portfolio Holder

Recommendation

1. The arrangements outlined in the report, with Rugby First for the provision of town centre services, be approved;
2. a supplementary General Fund budget of £5,000 for the cleansing of the Big Belly Bins in the Town Centre be approved;
3. a one off supplementary General Fund budget of £9,980 for Town Centre Wi-Fi costs in 2016/17 be approved;
4. delegated authority be given to the Head of Growth and Investment to finalise the details of the SLA based on the changes outlined in this Cabinet report, allowing for minor changes.

Introduction and background

“Business Improvement Districts (BIDs) are business led partnerships which are created through a ballot process to deliver additional services to local businesses. They can be a powerful tool for directly involving local businesses in local activities and allow the business community and local authorities to work together to improve the local trading environment” (Department for Communities and Local Government 2014).

BIDs operate in defined areas, established at the start of a term, which can be a maximum of 5 years. Businesses within this boundary vote on a mandate proposing services to be delivered by a prospective BID body, requiring a majority (51%) of ‘yes’ votes to be constituted. Services are funded through the collection of a levy, which businesses contribute in addition to their business rates and rent. The amount of levy is paid is defined by the ratable values of properties, usually calculated at a rate between 1% and 1.5% of this figure per annum. There are a number of different models for establishing BID bodies, however these are normally set up as companies limited by guarantee, which restricts the extent they can be regulated by local authorities. BIDs do not replace the statutory services provided by local authorities where the activities of both organisations should complement each other.

Rugby's Business Improvement District was first established in 2004 and following a ballot in July 2015, is currently operating in its third five year term, running from 2015 – 2020. Rugby First, the BID body, is currently elected under a 83.7% majority of businesses voting 'yes' for a new term, compared to 73.4% in 2010 and 66% in 2005. The current mandate includes CCTV, street cleaning, a team of town centre rangers, events and marketing. Rugby First is constituted by a board of directors and Rugby Borough Council holds two seats on this board.

In September 2014 a member Task Group was established looking at the local Council's relationship with the BID and reviewing how this could be improved. Representatives from Rugby First attended meetings and a consultation period was opened, with members requesting 'calls for evidence' from levy payers, with 16 representations being made. The findings were used to develop a report and an associated one page strategy, published in January 2015. It was recognised that the local authority had limited control over the BID as a democratically elected organisation and a number of recommendations were made, for both Rugby First and Rugby Borough Council to consider. These related to transparency, engagement with businesses, having a clear vision for the town centre, the development of a marketing strategy, performance indicators and financial reporting.

A separate report, approved by Cabinet on 4th April 2016 covered arrangements with Rugby First around street cleaning, grounds maintenance, the main arrangements for town centre CCTV and levy collection services. The focus on this report is other town centre services and the details of the proposed Service Level Agreement are outlined below. The two reports provide greater transparency with arrangements between Rugby First and Rugby Borough Council. This includes financial and non-financial contributions.

Market

Manage the market on behalf of Rugby Borough Council, taking place on Mondays, Fridays and Saturdays between 8am – 4pm. In addition to this, a farmers market will continue to be held on the final Thursday of every month. Rugby First will ensure the town centre is clean and cleared of waste following a market day.

The positioning, function and promotion of the market will be reviewed by July 2017.

RBC will continue to reclaim the VAT for the profit retained element derived from the Market and Street trading activities, subject to this remaining complaint with HMRC rules on production of an invoice from Rugby First.

Events

Rugby Borough Council will provide Rugby First with an annual budget of £34,000 to deliver town centre events. As a minimum, this will include Rugby Festival of Culture, Food & Drink Festival, Christmas lights switch-on and another event of a similar scale to be agreed in advance. The programme of events will be reviewed annually to ensure initiatives are fit for purpose, effective and attract key target groups.

For the Christmas lights switch-on event, Rugby Borough Council, through its agreement with Rugby FM will ensure the stage and the associated acts are booked.

Rugby Borough Council will facilitate the approved use of its public spaces (e.g. Town Centre and Caldecott Park) for public events organised by Rugby First, at no cost subject to compliance with the standard terms of use. Rugby First will ensure these areas are clean and cleared of waste following events.

Marketing

As part of the Rugby Town Centre Action Plan 2016- 2020, a new marketing plan will be developed. This will include a brand for the town centre and targeted marketing activities. A strategy for customer data collection and analysis will also be defined. Rugby First will broadly be responsible for delivering the following:

- Deliver a social media campaign on multiple platforms
- Manage mailshots and promotions to town centre customers
- Update, print and distribute publications to target audiences
- Maintain a website promoting the town’s retail and leisure offer

Town centre Wi-Fi

An agreement is currently in place with Elephant Wi-Fi to provide a free public Wi-Fi network in the town centre. Rugby Borough Council committed to funding the upfront installation costs and the on-going maintenance costs for the initial two years. Rugby First, subject to board approval, will fund on-going costs, including power consumption, in the 2017/18, 2018/19, and 2019/2020 financial years providing £29,946 in total, excluding VAT.

The arrangements described above are summarised in Table 1 below. On-going costs are payable to Elephant Wi-Fi and separate invoices will be raised by Warwickshire County Council specifically for power consumption.

	Budget responsibly	On-going cost (per annum)	Power	Total
Year 2 (2016/17)	Rugby Borough Council	£9,450	£532	£9,982
Year 3 (2017/18)	Rugby First	£9,450	£532	£9,982
Year 4 (2018/19)	Rugby First	£9,450	£532	£9,982
Year 5 (2019/20)	Rugby First	£9,450	£532	£9,982

Table 1 – Town centre Wi-Fi network financial arrangement

The Wi-Fi network is provided alongside management tools for the public facing interface, data collection and marketing activities. Rugby First will be responsible for controlling these and a management plan will be agreed annually with Rugby Borough Council.

Christmas lights

Following a three year agreement with LITE Ltd, Rugby First owns a set of Christmas lights for the town centre.

Rugby Borough Council will be responsible for storing, installing and removing the Christmas lights, whilst providing an adequate level of insurance cover.

Flags and flagpoles

Rugby First will be responsible to raise and lower the flags as required during the year. Rugby Borough Council will be responsible for the supply of the flags and any work associated with the erection, disassembly and preparation for storage at appropriate location.

Hanging baskets

Rugby First will subsidise £20 of the £50 sum Rugby Borough Council charges local businesses to have a hanging basket placed outside a unit in the town centre. This incentive is expected to contribute to the cost of approximately 100 baskets annually, supporting around 50 businesses. Rugby First will support the Parks and Open Spaces team to attract sponsorship from town centre businesses where opportunities arise.

Solar panel bins and Interpretation boards

Rugby First will provide the below cleaning service for the town centre's Big Belly Bins and five interpretation boards. Rugby Borough Council will be invoiced £5,000 annually for the extra staffing hours and cleaning materials required to undertake this activity.

- Cleaning the exterior of the bins
- This includes protective glass, ensuring the solar panels are effective
- Emptying the ashtrays
- Ensuring the hopper doors, where rubbish is inserted, are not blocked
- Cleaning the visitor interpretation boards at Regent Place (x2), St Andrews Church, Rugby School (x2) and Lawrence Sheriff Street.

Rugby First will also ensure the printed content in the visitor interpretation boards is relevant and up-to-date at all times.

Rugby Borough Council will be responsible for the maintenance of the Big Belly Bins and Information Boards.

Buskers and street performers

Rugby First will manage pitches for buskers and street performers in the town centre. This will include providing clear guidance on what activities are permitted and where, particularly through the Town Rangers, but also online.

Vehicle storage and maintenance

Rugby Borough Council will permit the storage of the market stalls & equipment, a street cleaning vehicle, SUV vehicle, and 2 x trailers at the Hunter's Lane depot, where adequate space is available.

Rugby Borough Council will provide maintenance, servicing and fuel for Rugby First's vehicles – invoices will be raised depending on the levels of service provided. Rugby First is responsible for the tax and insurances associated with these vehicles.

Town centre gates

Rugby First will manage access to the town centre gates at the Market Place, Sheep Street and High Street, on behalf of Warwickshire County Council. These will be closed every day between 10am – 4pm.

CCTV

The substantial arrangements around the town centre CCTV system were covered by a separate Cabinet report 4th April 2016 and a separate legal agreement. However, in addition to this, the following will be agreed:

- Rugby Borough Council will permit one aerial for the CCTV/Radio system to be located on the roof of the Rounds Gardens tower block. Any costs associated with maintenance or removal is the responsibility of Rugby First
- Rugby Borough Council will be responsible for any repair or replacement costs for non-BID CCTV cameras on council buildings and land.
- Rugby Borough Council will deliver an agreed annual schedule of tree maintenance to ensure visibility and effectiveness of the CCTV system. Works to trees will only be undertaken between September and March.
- Rugby First will monitor and manage the CCTV network for Woodside Park through four cameras. Any periods of non-operation of the system that exceed 4 weeks in duration will attract a rebate to RBC of 90% of the pro-rata weekly rate. Rugby Borough Council must give a 6 month notice period to Rugby First, should they wish to decommission the service.

Financial summary

Table 2 below summarises the annual financial commitments for Rugby First and Rugby Borough Council to deliver services outlined in the Service Level Agreement.

Due to arrangements with the town centre Wi-Fi network, these costs differ for each organisation over a five year term.

There are some charges which will be payable by Rugby First to Rugby Borough Council which are excluded from the table, because these depend on the level of demand for particular services. This includes profits generated through the market, income from businesses signing up to the hanging basket scheme and maintenance services for Rugby First vehicles.

	Rugby First	Rugby Borough Council
Events	£34,000	£34,000
Wi-Fi	£9,982 (Years 3, 4 & 5) – subject to board approval	£9,982 (Years 1 & 2)
Big Belly bin and interpretation board cleaning	-	£5,000
Years 1 + 2 (2015/16, 2016/17)	£34,000 annually	£39,000 annually
Years 3, 4 & 5 (2017/18, 2018/19, 2019/20)	£43,982 annually	£48,982 annually
Total (five year term)	£199,946	£224,946

Table 2 – Financial summary

Contract monitoring and town centre performance

Rugby Borough Council appointed Directors on the Rugby First board will monitor the company operations via board meetings to ensure the company operations are in line with their expectations. In addition to this, monthly operational meetings will take place with key officers.

- Anecdotal and tangible feedback on promotions and marketing campaigns driven through mailshots.
- Visits to the town centre website, dwell time and page views.
- Number of town centre Wi-Fi network users, average usage duration, repeat vs. new users, demographics, social interests and effectiveness of marketing activities.
- Impact of events e.g. increase in footfall and benefits to town centre businesses.
- Statistics reported at Rugby First board level including footfall and vacancies.

As per the separate SLA for street cleaning, grounds maintenance, CCTV and levy collection services, the Council will retain the right to inspect the BID Company's audited accounts and accounting records at any time, should there be reasons, associated with this agreement, to do so. Council officers must be allowed access for the purpose of inspecting accounting records and documents.

Name of Meeting: Cabinet

Date of Meeting: 27th June 2016

Subject Matter: Service Level Agreement with Rugby First for the delivery of town centre services

Originating Department: Economy, Development and Culture

LIST OF BACKGROUND PAPERS

Agenda No 8

AGENDA MANAGEMENT SHEET

<i>Name of Meeting</i>	Cabinet
<i>Date of Meeting</i>	27 th June 2016
<i>Report Title</i>	Finance & Performance Monitoring 2015/16 – Year-End
<i>Portfolio</i>	All Portfolios
<i>Ward Relevance</i>	All Wards
<i>Prior Consultation</i>	Finance & Performance Monitoring 2015/16 – Quarter 3 Cabinet 8 th February 2016, Finance & Performance Monitoring 2015/16 – Quarter 2 Cabinet 16 th November 2015, Finance & Performance Monitoring 2015/16 – Quarter 1 Cabinet 18 th August 2015
<i>Reporting Director</i>	Resources
<i>Contact Officer</i>	Mannie Ketley - Head of Corporate Resources & Chief Financial Officer Tel: (01788) 533416
<i>Report Subject to Call-in</i>	Yes
<i>Report En-Bloc</i>	No
<i>Forward Plan</i>	Yes
<i>Corporate Priorities</i>	This report relates to the following priority(ies): All Council Priorities

<i>Risk Management Implications</i>	This report is intended to give Cabinet an overview of the Council's spending and performance position for 2015/16 to inform future decision-making.
<i>Financial Implications</i>	As detailed in the main report.
<i>Environmental Implications</i>	There are no environmental implications arising from this report.
<i>Legal Implications</i>	There are no legal implications arising from this report.
<i>Equality and Diversity</i>	No new or existing policy or procedure has been recommended.

Recommendation

- 1) The Council's anticipated financial position for 2015/16 be considered;
- 2) A net nil supplementary General Fund revenue budget of £8,750 be approved after confirmed full allocation of Police Crime Commissioner Grant funding for 2016/17 to be used for continued work into serious violent crime, reducing re-offending and burglary;
- 3) An £8,000 General Fund capital budget be approved for 2016/17 for the purchase of artwork to be funded from reserves;

IT BE RECOMMENDED TO COUNCIL THAT:

- 4) A 2015/16 transfer of £1,271,730 as detailed on page 7, to the Business Rates Equalisation Reserve be approved;
- 5) A 2015/16 transfer of £142,000 as detailed on page 9, to the Budget Stability Reserve be approved;
- 6) Supplementary General Fund revenue expenditure budgets totalling £246,750 and income budgets of £147,130 be approved for 2016/17 as a result of budget carry forwards from 2015/16 (see section 2.5);
- 7) A supplementary General Fund capital budget of £55,380 be approved for 2016/17 for Open

Spaces Refurbishment of which £50,000 is externally funded, with the balance met from borrowing;

- 8) Supplementary capital budgets be approved for 2016/17 as a result of budget carry forwards from 2015/16 as follows:
 - a. General Fund capital £1,970,010
 - b. Housing Revenue Account capital £1,500,200

Cabinet – 27th June 2016

Finance & Performance Monitoring 2015/16 – Year-End

Report of the Head of Corporate Resources

RECOMMENDATION

- 1) The Council's anticipated financial position for 2015/16 be considered;
- 2) A net nil supplementary General Fund revenue budget of £8,750 be approved after confirmed full allocation of Police Crime Commissioner Grant funding for 2016/17 to be used for continued work into serious violent crime, reducing re-offending and burglary;
- 3) An £8,000 General Fund capital budget be approved for 2016/17 to purchase artworks to be funded from reserves;

IT BE RECOMMENDED TO COUNCIL THAT:

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- 6) Supplementary General Fund revenue expenditure budgets totalling £246,750 and income budgets of £147,130 be approved for 2016/17 as a result of budget carry forwards from 2015/16 (see section 2.5);
- 7) A supplementary General Fund capital budget of £55,380 be approved for 2016/17 for Open Spaces Refurbishment of which £50,000 is externally funded, with the balance met from borrowing;
- 8) Supplementary capital budgets be approved for 2016/17 as a result of budget carry forwards from 2015/16 as follows:
 - a. General Fund capital £1,970,010
 - b. Housing Revenue Account capital £1,500,200

1. INTRODUCTION

This report sets out the financial and performance year-end position for 2015/16 for both revenue and capital for the General Fund (GF) and Housing Revenue Account (HRA). Members should note that the financial figures may be subject to change until the audit of the accounts is completed in September, however, it is not expected that any major amendments having an impact on the Council's overall revenue financial position for 2015/16 will emerge.

Included within this report is:

- A General Fund (GF) Revenue Budget Summary (Section 2 and Appendix 1);

- A Housing Revenue Account (HRA) Revenue Budget Summary (Section 3 and Appendix D);
- A Capital Budget Summary (Section 4 and Appendix 2); and
- A Performance Summary (Section 5).

In addition, detailed Portfolio analysis is included in Appendices A to E, within which in-depth explanations are provided by Budget Officers for financial variances in excess of £10,000 and performance measures with adverse trends.

Please note this report is produced on the basis of the Portfolio and Senior Management Structure that was in place during 2015/16 prior to the recent review.

2. GENERAL FUND (GF) REVENUE BUDGETS:

2.1 Key Messages

In 2015/16 the Council had total Portfolio expenditure of £15,601,680 against a revised budget, after pending carry forward requests, of £15,906,210 resulting in a variance of **-£304,530**.

However, the Council's overall variance on the 2015/16 budget, after considering corporate items and reserve transfers, is a variance of **-£163,780** compared to revised budgets.

Included within this year-end position is the **£87,290** overachievement of the Council's annual £200,000 corporate savings target, as a result of greater efficiencies achieved throughout the year.

In addition to the net service variance of -£304,530 mentioned above, officers have requested to carry forward net 2015/16 service budgets totalling **£107,620** into 2016/17. Details of these budget carry forwards are presented for Council's approval, as per recommendation 8, within section 2.5 of the report.

2.2. Major Variances

The table below identifies the key GF revenue budget variances by Portfolio and Service area.

Portfolio / Service Area	Variance at Year-End £
Economy Development and Culture	
Planning Services – Overachievement of planning income.	-143,050
Car Parking – Reduced income from Penalty Charge Notices and Pay & Display income due to free parking during the Rugby World Cup and Christmas period. Additional repairs and maintenance of £44,000 at the John Barford car park were also required.	+109,810

Benn Hall – Higher than anticipated staff costs and a lower than expected sales income, offset with a rebate for business rates.	+31,860
Tool Shed Cafe – Higher than anticipated staff costs and a lower than expected sales income.	+27,410
Queen Diamond Jubilee Centre – Profit share from the management company and savings on utilities.	-49,520
Art Gallery & Museum – Revenue savings on utilities, insurances, postage and additional income for room hire.	-42,350
Highways Services – Revenue savings, due to staff time being spent on a number of capital projects including traveller prevention.	-64,420
Other budget variances	-44,490
Subtotal	-174,750
Resources & Corporate Governance	
Senior Management Restructure – Provision made for the management restructure, required to be recognised in 2015/16 under accounting standards.	+154,550
Customer & Information Services – Revenue savings from officer time spent on the Housing Maintenance System, capital projects and Counter-Fraud project. Additional savings on hardware and software maintenance, plus reduced annual contract costs.	-131,790
Electoral Services – The service is operating in a more efficient way following a review.	-38,480
Council Tax & NDR Collection – The level of costs recovered were greater than budgeted.	-39,180
Business Transformation – Variance relates to the management restructure offset by small underspends on salaries and consultation fees.	+27,060
Democratic & Legal Services – Mainly relates to an overachievement of the recovery of legal fees, plus savings on salaries.	-29,980
General Financial Services – Additional broker fees for securing loans, in addition to increased payment charges from card providers.	+33,260
Resources – Variance relates to salary savings within the service, offset by additional costs in audit fees and legal costs.	-24,960
Works Services Unit - Mainly relates to salary savings across the service and an overachievement of internal income.	-53,260
Other budget variances	-56,360
Subtotal	-159,140
Sustainable Environment	
Cemeteries – The service has received higher than expected burial and licence income.	-72,690
Crematorium – Lower than anticipated income from memorials	+120,580

and cremations and variances on special events and repairs & maintenance. Overall the service generated a surplus of £23,000 to the Council	
Parks and Open Spaces – Relates to costs incurred on insurance excesses, contractors and maintenance of equipment plus an underachievement of rental income.	+81,130
Regulatory Services – Due to a number of vacant posts throughout the service.	-64,380
Other budget variances	-31,340
Subtotal	+33,300
Sustainable Inclusive Communities	
Housing Benefit Payments – A reduction in the proportion of Benefit Payments that the Council partially funds.	-111,250
Housing Options Team – The variance relates to the increased number of homelessness persons being housed in B&B accommodation, which is not fully offset through Housing Benefits. Plus a bad debt provision of £26,000.	+37,560
Other budget variances	-33,400
Subtotal	-107,090
Rugby World Cup – Budget variance relates to additional costs primarily associated with the Fanzone Infrastructure. The revenue overspend is partially offset by a £48,000 underspend on World Cup capital spend giving a net position of £54,290. See Appendix E for details.	+103,150
Portfolio Expenditure Subtotal	-£304,530
Other Corporate Items	
Net Cost of Borrowing / Minimum Revenue Provision (MRP)	+25,460
Revenue Contribution to Capital Outlay – Additional purchases for household refuse bins.	+47,990
Other – Including reserve transfers	+154,590
Overachievement of Corporate Savings	-87,290
Net Variance	-163,780

(1) Positive Figures (+): Overspend/Underachievement of income
Negative Figures (-): Underspend/Additional income

2.3 Retained Business Rates

For 2015/16 the General Fund has benefited with a credit of **£1,271,730** compared to original budgets. However, as reported to members in previous year-end reports, this credit arises due to the complex statutory accounting arrangements that accompany the treatment of business rates income; in that the amounts credited to the GF budget in a particular year do not reflect the actual collection of income.

In terms of actual collection of business rates income in 2015/16 a deficit of £3,861,960 was recorded, of which the Council's share is **£1,544,780**. This deficit is primarily due the amount of income lost as a result of successful appeals and also an increase in the provision for losses relating to outstanding and future appeals. In addition, there was also slower business rates growth than anticipated at the key strategic sites compared to original estimates.

As the Council actually collected less business rates than it budgeted, it is required to make a smaller levy payment to central government, which when combined with the additional award of Section 31 grant, in respect of Autumn Statement measures, largely explains the credit of £1,271,730 against the 2015/16 budget.

However, the actual deficit of £1,544,780 must be recovered in the 2016/17 & 2017/18 budget, therefore, it is proposed to transfer the 2015/16 **£1,271,730** credit into the Business Rates Equalisation Reserve in order to fund the anticipated deficit in future years.

2.4 Anticipated General Fund Balances

The following section sets out the year-end position for GF revenue balances and other major reserves in addition to the anticipated usage for 2016/17.

General Fund Balances

	£	£
General Fund Balance at 1st April 2015		-1,813,650
Supplementary budget approvals/pending	+204,570	
Actual underspend to the end of 2015/16	-163,780	
Pending carry forward into 2016/17	-107,620	
Amount to be added balances		-66,830
GF balance at 31st March 2016		-1,880,480
Pending carry forward for 2016/17	+107,620	
Supplementary budgets as per resolution	+107,580	
Amount to be taken from balances		+207,200
Anticipated GF balance at 31st March 2017		-1,665,280

(1) Positive Figures (+): Contribution from Balances
Negative Figures (-): Contribution to Balances

After accounting for all in-year budget adjustments and reserve transfers, £66,830 will be added to GF revenue balances to leave a total in balances of **£1,880,480** at the end of 2015/16.

A net budgeted contribution from GF balances of £107,580, approved at budget setting on 23th February 2016, in addition to the proposed carry forwards requests of £107,620 is planned for 2016/17; resulting in an estimated GF Revenue balance of **£1,665,280** at the end of 2016/17.

Budget Stability Reserve

	£ ⁽¹⁾
Balance at 1st April 2015	-635,820
Amount used in 2015/16 for Rugby World Cup revenue spend	+587,430
Amount used in 2015/16 for Rugby World Cup capital spend	+48,390
Proposed transfer from overachievement of Planning income	-142,000
Balance at 31st March 2016	-142,000
Planned use for 2016/17	+49,320
Anticipated Balance at 31st March 2017	-92,680

Should the proposed reserve transfer be approved the balance on the budget stability reserve will be **£142,000** at year-end. In 2016/17 £49,320 will be applied to fund the Local Plan and Community Infrastructure Levy, with the residual balance of £92,690 set aside to mitigate future budget volatility.

Business Rates Equalisation Reserve

	£ ⁽¹⁾
Balance at 1st April 2015	-319,000
Transfer from reserve to fund 2015/16 Rugby World Cup Celebrations	+130,720
Transfer from reserve to fund 2015/16 budget resolution items	+44,000
Transfer from reserve to fund 2015/16 Collection Fund deficit	+63,290
Proposed transfer	-1,271,730
Balance at 31st March 2016	-1,352,720
Planned use for 2016/17 – budgeted contribution to fund collection fund deficit	+913,550
Anticipated Balance at 31st March 2017	-439,170
Planned use for 2017/18 – estimated contribution required to fund business rates collection fund deficit	+62,600
Anticipated Balance at 31st March 2018	-376,570

The table shows a significant balance on this reserve at the end of 2015/16, however as explained in section 2.3 this funding is required to meet the 2015/16 actual Collection Fund deficit in future years.

New Homes Bonus Reserve

	£ ⁽¹⁾
Balance at 31st March 2015	-209,680
Amount used within year	+139,110
Balance at 31st March 2016	-70,570
Planned use for 2016/17	-70,570
Anticipated Balance at 31st March 2017	0

It is anticipated that the full opening balance for 2016/17 will be applied to fund the on-going development of the Local Plan and Community Infrastructure Levy.

2.5 General Fund Revenue Budget Carry-Forwards from 2015/16 to 2016/17

This Council has always adopted the policy that any underspends on GF revenue budgets will be returned to Council balances at the end of the financial year unless there are specific reasons or exceptional circumstances that are reported to and approved by Cabinet and Council.

Council approval is sought for supplementary expenditure budgets for 2016/17 totalling £254,750 and income budgets of £147,130, as a result of a total **£107,620** 2015/16 carry forwards, as shown in the following table:

Portfolio / Service	Description	Amount (£)
Economy Development and Culture		
Economic Development	Slippage in the Community Infrastructure Levy programme to be funded from reserve as shown below	119,890
Economic Development	Delay in Business Start-ups completed by the Chamber of Commerce	2,700
Benn Hall	Underspend on marketing budget to be used to extend the Marketing Officer post for 3 months	3,500
Leisure Grants	Grants awarded but not yet claimed by applicants	10,900
Misc Highways Services	Underspend to be carried forward to fund car park lighting in 2016/17	35,000
Resources & Corporate Governance		
Civic Responsibilities	For Civic events to be held in 2016/17 to raise the profile of the borough of Rugby	13,200
Civic Responsibilities	For delayed Social Media training to be held in 2016/17	5,000
Safety & Resilience	Contribution towards the C-Touch Unit at the new Emergency Planning base at Albert Street	1,000
Resources	Underspends within the service to be used to fund the backlog of Audit work to be completed by Grant Thornton	5,600
Customer Information Services	Delay in staff training, to fund new training items in 2016/17	3,000
Customer Information Services	Capital salary contribution carry forward required due to slippage in associated capital schemes	-12,080
Works Services	Capital salary contribution carry forward required due to slippage in associated capital schemes	-15,160
Sustainable Environment		
Environmental Services	Delay in staff training, to fund new training items in 2016/17	4,140
Sustainable Inclusive Communities		
Community Grants	Grants awarded but not yet claimed by applicants	42,820
Other Corporate Items		
Corporate Savings	Contribution to feasibility study regarding the implementation of a District Heat Network to deliver energy savings. Additional funding of £32,850 towards project costs will come from Department of Energy and Climate Change	8,000
Contributions from reserves	Use of reserves to fund Community Infrastructure Levy.	-119,890
TOTAL		107,620

3 HOUSING REVENUE ACCOUNT (HRA) REVENUE BUDGETS:

3.1 Year-End Position

The original budget was set to leave HRA balances unaltered. In 2015/16, the net impact of brought forward, supplementary budgets, and carry forward approvals is for a further **£344,300** to be met from HRA balances.

The year-end position shows a net variance of **-£446,680** against the 2015/16 revised budget. Proposed budget carry forwards of **£64,560** will result in a total HRA balance of **-£2,763,280** at 1st April 2016.

HRA Income and Expenditure	Variance at Year-End £
Rent income from dwellings – overachievement of income on temporary accommodation recharged to the General Fund in respect of homelessness and lower than estimated void rate during 2015/16	-214,790
Rent income from non-dwellings, service charges, and other contribution to expenditure - variance arising from void levels for service charge properties, reduced HRA garage income and a reduction in the level of staff time apportioned to capital projects against original estimates	+69,160
Supervision and Management – variance arising from: vacant posts within establishment; reduction in utility costs arising from continuing better procurement practices and closer monitoring of usage; reduction in new equipment / maintenance costs within Sheltered Accommodation and the Control Centre (pending installation of new software / CCTV cameras in 2016/17)	-213,840
Provision for Bad or Doubtful Debt – a reduction in arrears written off in year based on age of debt, resulting in a reduced contribution for 2015/16	-74,810
Interest & Investment income – Slippage within the HRA capital programme and movements in market interest rates	-71,850
Other minor variances	+59,450
Net Variance	-446,680

(1) Positive Figures (+): Overspend/Underachievement of income
Negative Figures (-): Underspend/Additional income

3.2 HRA Balances

	£	£ ⁽¹⁾
HRA Balance at 31st March 2015		-2,725,460
Budgeted contribution to HRA Balances	0	
Supplementary budget approvals	+344,300	
Anticipated underspend to the end of 2015/16	-446,680	
Amount to be added to balances		-102,380
HRA Balance at 31st March 2016		-2,827,840
If approved, budget carry forwards to 2016/17		+64,560
Anticipated HRA Balance at 1st April 2016		-2,763,280

(1) Positive Figures (+): Contribution from Balances
Negative Figures (-): Contribution to Balances

3.3 HRA Revenue Budget Carry-Forwards from 2015/16 to 2016/17

This Council has always adopted the policy that any underspends on HRA revenue budgets will be returned to Council balances at the end of the financial year unless there are specific reasons or exceptional circumstances that are reported to and approved by Cabinet and Council.

Council approval is sought for supplementary expenditure budgets for 2016/17 totalling £64,560

Item	Description	Amount £
Supervision and Management	On-gong feasibility and development consultancy costs for potential HRA new build, stock reconfiguration, and asset sales	£10,310
Supervision and Management	Contribution to feasibility study regarding the implementation of a District Heat Network to deliver energy savings across HRA assets. Additional funding of £32,850 towards project costs will come from DECC.	£8,000
Supervision and Management	Minor equipment purchases to facilitate improvements to sheltered and general needs housing communal areas	£46,250
TOTAL		£64,560

4 CAPITAL:

A summary of the overall position on the capital programme is provided at Appendix 2. It can be seen there is a net variance of **-£3,949,060**. Explanations for the variances are provided by budget officers in each portfolio section.

4.1 General Fund – Capital

The General Fund capital programme shows a net variance to outturn of **-£1,774,840**. This amount is made up of a total in year variance of £106,070 and -£1,880,910 carry forwards into 2016/17. Explanations for in year variances and carry forward requests are detailed in the table below:

Carry forwards into 2016/17	£
Resources & Corporate Governance	
Purchase of Vehicles - Vehicle procurement delays / temporary extension to vehicle life beyond 2015/16	-569,570
CSW superfast broadband - Ongoing costs for rollout or superfast broadband	-59,950
Cattle Market Site - Ongoing procurement relating to potential development and de-risking costs at former Cattle Market site	-59,180
Sustainable Environment	
Crematorium Project - Completion/retention costs	-57,610
Open Spaces Refurbishment - Delayed Hollowell Way project and other Open Spaces commitments	-257,690
Carbon Management Plan - Ongoing commitment of Carbon Management Plan (Phase 3 Solar Panel installation)	-688,620
Sustainable Inclusive Communities	
Renovation Loans - Ongoing commitments for Renovation Loans	-50,000
Others	
Including resourcing and specific delays involving ICT projects	-138,290
Subtotal	-1,880,910

Net variances +/-	£
Resources & Corporate Governance	
Purchase of Vehicles - Anticipated vehicle purchases no longer required	-168,000
Sustainable Environment	
Open Spaces Refurbishment - Additional costs for Parkfield Road, pocket parks and footpath work, £62,510 to be funded externally	+234,160
Sustainable Inclusive Communities	
Renovation Loans - savings to be returned	-100,480
Woodside Gypsy & Traveller Caravan Site - Completion of site expansion and upgrade project and purchase of additional plot.	+145,160
Other items	-4,770
Subtotal	+106,070
Net variance and carry forwards	-1,774,840

4.2 Housing Revenue Account – Capital

The HRA capital programme shows a net variance at year-end of **£2,174,220**. This amount is made up of a total in year variance of £-674,020 and £1,500,200 carry forwards into 2016/17. Explanations for in year variances and carry forward requests are detailed in the table below:

Carry forwards into 2016/17	£
Housing Management System - Delayed implementation of upgrades and enhancements	-60,470
Energy Efficiency Long Lawford external cladding - Deferral of scheme pending re-procurement	-400,000
Strategic Land Acquisition - Refurbishment work to be done at Victoria House, Albert Street following acquisition in 2015/16	-53,370
Purchase of Council House – Outstanding commitment for a purchase of a Council House	-116,500
Solar PV - Ongoing Solar PV installation (Phase 3: Lesley Souter House, Albert Square, Tanser Court) subject to evaluation of prior works	-131,440
Housing Window Replacement - Ongoing replacement programme	-572,140
Other items	-166,280
Subtotal	-1,500,200

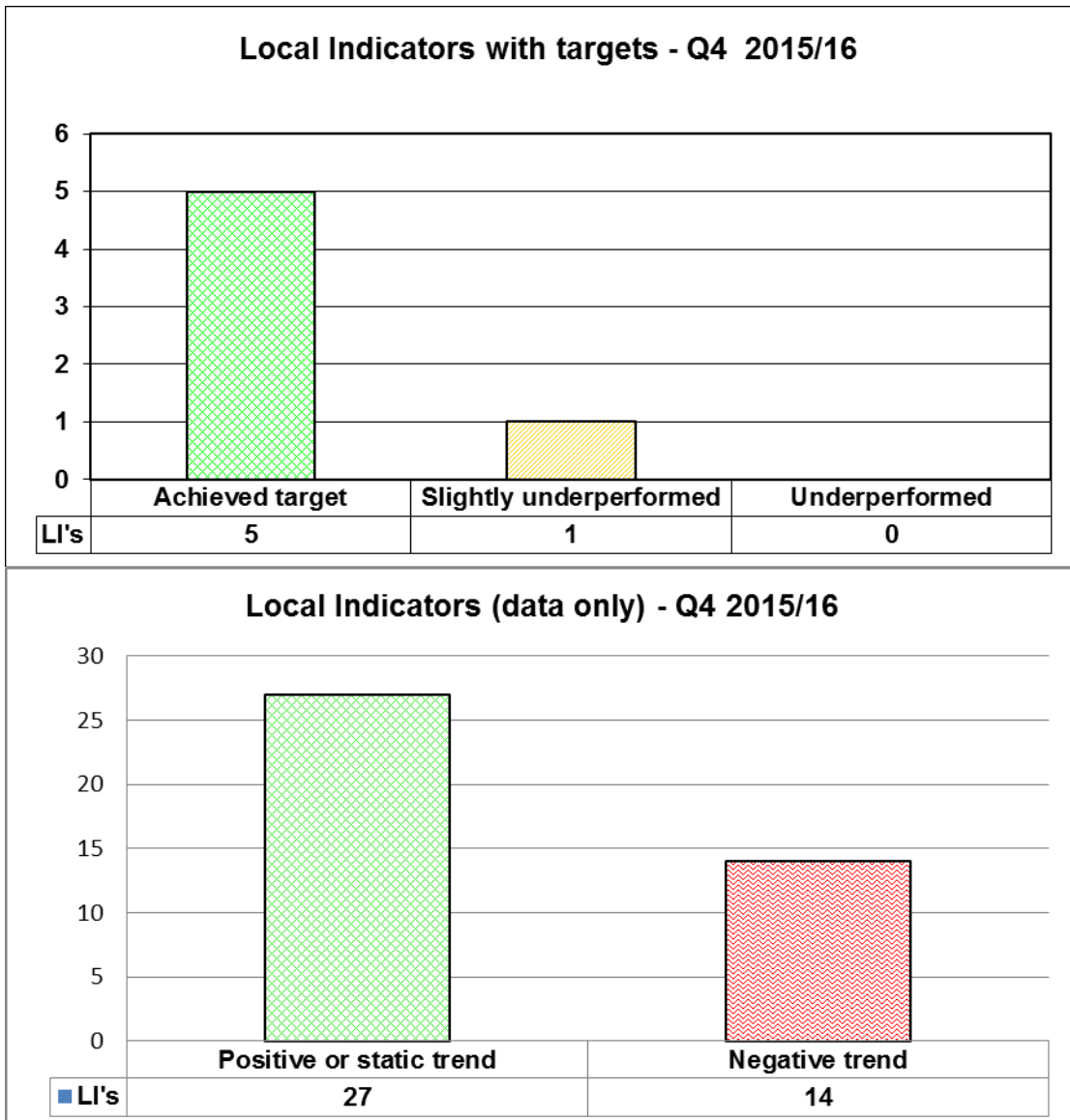
Net variances +/-(-)	
Kitchen Modifications - Less tenant refusals for modifications in quarter 4, to be offset against previous (Q3) saving return of £140,000	+50,090
Bathroom Modifications - the budget is to be returned as a saving following a reconfiguration of programme requirements arising in 2015/16	-518,950
Purchase of Council House - Reduced availability of open market housing to replace stock sold via Right to Buy	-186,400
Other items	-18,760
Subtotal	-674,020
Net variance and carry forwards	-2,174,220

PERFORMANCE

This is the monitoring report for the fourth quarter of 2015/16. The summary charts show how the Council has performed with regard to performance indicators that are due to report at this time (Local Indicators).

Overall:

- 5 have achieved target
- 1 are just below target (less than 5% variance)
- 0 did not achieve target (more than 5% variance) or showed as no new data
- 41 are data-only, of which 27 have positive trends



For the attention of members:

LI 061: (ex-BV 063) Energy Efficiency of Housing Stock

Ref Rob Kindon 14/04/16: A programme of works to upgrade windows and boiler systems is underway with completion by December 2017. Housing stock will be re-surveyed following completion of works on individual homes to give an accurate rating. – This means that this measure will not be reported on for 2015/16 and 2016/17. As the Housing Stock will be re-surveyed following December 2017 then this should be reportable again for 2017/18.

Name of Meeting: Cabinet

Date of Meeting: 27th June 2016

Subject Matter: Finance & Performance Monitoring 2015/16 – Year-End

Originating Department: Leader and Deputy Leader of the Council

LIST OF BACKGROUND PAPERS

Document No.	Date	Description of Document	Officer's Reference	File Reference
	18 th August 2015	Finance & Performance Monitoring 2015/16 – Q1		
	16 th November 2015	Finance & Performance Monitoring 2015/16 – Q2		
	8 th February 2016	Finance & Performance Monitoring 2015/16 – Q3		

GENERAL FUND REVENUE YEAR-END 2015/16

1st APRIL 2015 - 31st MARCH 2016

GENERAL FUND REVENUE - SUMMARY

NB + = overspend - = underspend	
Key:	
RED	Over £10,000
AMBER	Between £5,001 - £10,000
GREEN	Between £0 - £5,000

	Original Net Budget 2015/16 £	Revised Budgets Excluding Carry Forwards £	Budgets to be Carried Forward (if approved) 2016/17 £	Revised Net Budget 2015/16 £	Year-End 2015/16 £	Variance to Revised Budget £	Traffic Light to Year-End
Economy, Development & Culture	+3,307,500	+3,508,220	-171,990	+3,336,230	+3,161,480	-174,750	RED
Resources & Corporate Governance	+3,357,360	+3,171,870	-560	+3,171,310	+3,012,170	-159,140	RED
Sustainable Environment	+6,539,580	+6,741,990	-4,140	+6,737,850	+6,771,150	+33,300	RED
Sustainable Inclusive Communities	+1,896,770	+1,919,200	-42,820	+1,876,380	+1,769,290	-107,090	RED
Rugby World Cup	+701,000	+784,440	0	+784,440	+887,590	+103,150	RED
PORTFOLIO EXPENDITURE	+15,802,210	+16,125,720	-219,510	+15,906,210	+15,601,680	-304,530	
Less: Capital Charge Adjustment	-1,978,580		0	-1,936,580	-1,936,580	0	GREEN
Less: IAS19 Pension Adjustment	-333,600		0	-302,950	-302,950	0	GREEN
Less: Corporate Savings	-200,000		-8,000	+87,290	0	-87,290	RED
NET PORTFOLIO EXPENDITURE	+13,290,030	+16,125,720	-227,510	+13,753,970	+13,362,150	-391,820	
Net Cost of Borrowing	+612,330		0	+612,330	+637,750	+25,420	RED
Minimum Revenue Provision (MRP) Adjustment	+1,095,000		0	+974,470	+974,510	+40	GREEN
Parish Council Precepts	+695,760		0	+695,760	+695,760	0	GREEN
Revenue Contribution to Capital Outlay	+27,500		0	+27,500	+75,490	+47,990	RED
TOTAL EXPENDITURE	+15,720,620	+16,125,720	-227,510	+16,064,030	+15,745,660	-318,370	
INCOME:							
Revenue Support Grant	-1,774,500		0	-1,774,500	-1,774,500	0	GREEN
Retained Business Rates (50% local share)	-3,895,450		0	-3,895,450	-5,167,180	-1,271,730	RED
New Homes Bonus	-2,438,780		0	-2,438,780	-2,445,900	-7,120	AMBER
Government Grants	-529,080		0	-529,080	-527,930	+1,150	GREEN
Council Tax (0.0% increase)	-6,428,900		0	-6,428,900	-6,428,900	0	GREEN
Collection Fund Surplus(-)/Deficit	+304,380		0	+304,380	+304,380	0	GREEN
TOTAL INCOME	-14,762,330	0	0	-14,762,330	-16,040,030	-1,277,700	
OVERALL VARIANCE ON 2014/15 BUDGET	+958,290		-227,510	+1,301,700	-294,370	-1,596,070	
RESERVE TRANSFERS:							
Transfer to Business Rates	0		0	0	+1,271,730	+1,271,730	RED
Transfer to Budget Stability Reserve	0		0	0	+142,000	+142,000	RED
Transfer to Other Reserves	0		0	0	+18,560	+18,560	RED
Transfer from Earmarked Reserves	-958,290		+119,890	-947,400	-947,400	0	GREEN
TOTAL RESERVE TRANSFERS	-958,290		+119,890	-947,400	+484,890	+1,432,290	
FINAL POSITION FOLLOWING TRANSFERS	0		-107,620	+354,300	+190,520	-163,780	RED

Appendix 2

Capital Budget Monitoring 2015/16 April 2015 to March 2016

Summary

Key:

RED Over £10,000

AMBER Up to £10,000

GREEN Up to £5,000

NB + = over spend - = under spend / additional income

Portfolio	Revised Budget 2015/16 £	Expenditure to Year-End 2015/16 £	Variance to Revised Budget 2015/16 £	Traffic Light to Year-End
Economy, Development & Culture	135,760	70,850	-64,910	RED
Resources & Corporate Governance	2,520,160	1,605,220	-914,940	RED
Sustainable Environment	1,809,000	1,047,530	-761,470	RED
Sustainable Inclusive Communities General Fund	1,335,700	1,302,350	-33,350	RED
Rugby World Cup	66,050	65,880	-170	GREEN
Sub Total General Fund	5,866,670	4,091,830	-1,774,840	RED
Sustainable Inclusive Communities Housing Revenue Account	8,499,720	6,325,500	-2,174,220	RED
Overall Total	14,366,390	10,417,330	-3,949,060	RED

Economy, Development & Culture

**Finance and Performance
Monitoring 2015/16**

**Year-End
01/04/15 – 31/03/16**

Revenue Budget Monitoring 2015/16 April 2015 to March 2016
Economy, Development & Culture - General Fund

Key:

RED Over £10,000

AMBER Up to £10,000

GREEN Up to £5,000

NB + = over spend - = under spend / additional income

Description	HoS	Original Budget 2015/16	Revised Budget Excluding Carry Forwards	Budgets Carried Forward to 2016/17	Revised Budget 2015/16	Year-End 2015/16	Variance to Revised Budget	Traffic Light to Year-End	Notes
		£	£	£	£	£	£		
Art Gallery & Museum	RC	+789,080	+817,980		+817,980	+775,630	-42,350	RED	1
Building Control Services	RB	+77,930	+77,930		+77,930	+73,400	-4,530	AMBER	
Car Parks	SL	-232,670	-232,670		-232,670	-122,860	+109,810	RED	2
Economic Development	RB	+552,500	+684,500	-122,590	+561,910	+558,340	-3,570	AMBER	
Leisure Grants	RB	+20,870	+30,020	-10,900	+19,120	+19,120	0	AMBER	
Misc. Highways Services	SL	+390,530	+414,650	-35,000	+379,650	+315,230	-64,420	RED	3
Planning Services	RB	+578,080	+577,970		+577,970	+434,920	-143,050	RED	4
Public Conveniences	SL	+85,010	+85,010		+85,010	+69,500	-15,510	RED	5
Queens Diamond Jubilee Centre	RB	+228,220	+231,220		+231,220	+181,700	-49,520	RED	6
Sports & Recreation	RB	+330,080	+330,080		+330,080	+312,450	-17,630	RED	7
The Benn Hall	RB	+86,180	+86,180	-3,500	+82,680	+114,540	+31,860	RED	8
Tool Shed Cafe	RB	-2,540	-2,540		-2,540	+24,870	+27,410	RED	9
Visitor Centre	RC	+130,460	+136,660		+136,660	+153,090	+16,430	RED	10
Town Centre CCTV & Management	SL	+271,230	+271,230		+271,230	+251,550	-19,680	RED	11
Overall Total		+3,304,960	+3,508,220	-171,990	+3,336,230	+3,161,480	-174,750	RED	

Notes:

1	Art Gallery & Museum - Budget variance represents savings on utilities, insurances, postage & distribution and a overachievement of income on room hire.
2	Car Parks - Variance reflects the underachievement of income from Penalty Charge Notices and Pay & Display income due to free parking during the Rugby World Cup and Christmas period. Additional R&M of £44,000 was required at the John Barford car park.
3	Misc Highways Services - Street furniture works not being carried out due to resources utilised elsewhere including Traveller Prevention, Rugby World Cup and Capital Projects.
4	Planning Services - An overachievement of Planning income within the financial year, it is proposed £142,000 is transferred to the budget stability reserve.
5	Public Conveniences - Savings due to a change in management of the cleaning.
6	Queen Diamond Jubilee Centre - An increased 2015/16 profit share from the management company, and small savings on utilities.
7	Sport & Recreation - Budget variance reflects salary savings due to vacant Sport & Recreation post, service to be reviewed in 2016/17.
8	The Benn Hall - Higher than anticipated staff costs and a lower than expected sales income, offset with a rebate for business rates
9	Tool Shed Cafe - Higher than anticipated staff costs and a lower than expected sales income.
10	Visitor Centre - Budget variance due to additional setup costs associated with the Rugby World Cup celebrations.
11	Town Centre CCTV & Management - Budget variance represents the reassessment of contract with Rugby First resulting in a saving in 2015/16

Capital Budget Monitoring 2015/16 April 2015 to March 2016
Economy, Development & Culture - General Fund

Key:
RED Over £10,000
AMBER Up to £10,000
GREEN Up to £5,000
NB + = over spend - = under spend / additional income

Description	HoS	1	2	3	4	5	6	Notes
		Revised Budget 2015/16 £	Actual Spend 2015/16 £	Variance from Budget £	Traffic Light 2015/16	Savings (-) / Overspend (+) 2015/16 £	Slippage into 2016/17	
Festive Lights	RB	9,760	9,180	-580	GREEN	-580	0	
Benn Hall Refurbishment	RB	61,000	14,690	-46,310	RED	0	-46,310	1
Queen's Diamond Jubilee Leisure Centre Project	RB	50,000	27,980	-22,020	RED	0	-22,020	2
Moving in Grants	RB	15,000	19,000	4,000	GREEN	+4,000	0	
Overall Total		135,760	70,850	-64,910	RED	+3,420	-68,330	

Notes:	
1	Benn Hall Refurbishment - The balance of £46,310 is requested to be carried forward to 2016/17 for deferred expenditure arising from staff resource commitments.
2	Queen Diamond Jubilee Leisure Centre Project - £22,020 is requested to be carried forward to 2016/17 for remaining snagging issues.

Performance Monitoring 2015/16 January 2016 to March 2016
Economy, Development & Culture - General Fund

Appendix A

Economy, Development & Culture PIs Q4 2015/16								
PI Code	Description	Last Update	Latest Value	Target	Status	Long Term Trend Arrow	Short Term Trend Arrow	Responsible Officer
LI 051	10 or higher for supervised Rugby Borough Council play ranger services	2015/16	100%	60%				Tomas Parker
LI 070	Museums & Galleries - Visits in Person (per 1,000 population)	Q4 2015/16	200					Rachel Coldicott, Sally Godden
LI 071	Visits to and Use of Museums - School Groups	Q4 2015/16	406					Rachel Coldicott, Sally Godden
LI 086	(ex-NI 152) Working age people on out of work benefits	Mar-16	1.20%					Sarah Alexander
LI 092	Museums & Galleries - Enquiries & Presentations (per 1,000 population)	Q4 2015/16	390					Rachel Coldicott, Sally Godden
LI 102	Quality rating of Parks and the Grounds	Q4 2015/16	2.7					Chris Worman
LI 106	Average end to end time for determining applications of works to protected trees	Q3 2015/16	26.57					David Gower
LI 121	Total number of young people contacts - Borough wide ages 5-19	Q4 2015/16	42,683			n/a	n/a	Tom Kittendorf
LI 122	Total grant aid obtained from external funding sources	Q4 2015/16	£75,066.00			n/a	n/a	Tom Kittendorf
LI 123	Leisure Centre Visits	Mar-16	63,307					Tom Kittendorf
LI 126	Number of room bookings at the Benn Hall	Mar-16	29					Julie Booker
LI 127	Number of tickets sold at the Benn Hall	Mar-16	372					Julie Booker
LI 128	Footfall through the door at the Benn Hall	Mar-16	4,003					Julie Booker
LI 146	The number of new homes built within the previous year.	2014/15	476					Sarah Alexander
LI 150	Rugby Borough Council's 5 year land supply for new homes	2014/15	4.08					Sarah Alexander

Notes

LI 086 (ex-NI 152) Working age people on out of work benefits

This data comes from the Office for National Statistics and we have no control over employment figures, this measure is collected to report the current state in the borough.

LI 146 The number of new homes built within the previous year.

The number of dwellings delivered in the 2015/16 year is currently being calculated. This exercise cannot be commenced until 1st April and is therefore still underway. The result will be reported by the close of April.

LI 150 Rugby Borough Council's 5 year land supply for new homes

Land supply updated to take into account the 2015/16 completions. To be published in the RBC Annual Land Supply Statement in December 2016.

n/a trends

A few of the trend columns show a **n/a** - this means the performance indicators are not being measured for trend data.

Resources & Corporate Governance

**Finance and Performance
Monitoring 2015/16**

**Year-End
01/04/15 – 31/03/16**

Revenue Budget Monitoring 2015/16 - April 2015 to March 2016
Resources & Corporate Governance - General Fund

Key:
 RED Over £10,000
 AMBER Up to £10,000
 GREEN Up to £5,000
 NB + = over spend - = under spend / additional income

Description	HoS	Original Budget 2015/16 £	Revised Budget Excluding Carry Forwards £	Budgets Carried Forward to 2016/17 £	Revised Budgets 2015/16 £	Year-End 2015/16 £	Variance to Revised Budget 2015/16 £	Traffic Light to Year-End	Notes
Electoral Services	DJ	208,720	208,720		208,720	170,240	-38,480	RED	1
Business Transformation	DJ	0	-14,000		-14,000	13,060	+27,060	RED	2
Central Telephone Service	RC	0	0		0	-11,050	-11,050	RED	3
Executive Directors	ID/AN	0	0		0	154,550	+154,550	RED	4
Civic Responsibilities	DJ	12,200	32,900	-18,200	14,700	14,670	-30	GREEN	
Corporate Property Services	SS	0	-39,500		-39,500	-52,420	-12,920	RED	5
Corporate Property Management	SS	58,440	58,440		58,440	58,340	-100	GREEN	
Council Tax & NDR Collection	MK	573,740	552,400		552,400	513,220	-39,180	RED	6
Customer & Information Services	RC	0	-50,370	9,080	-41,290	-173,080	-131,790	RED	7
Equality and Diversity	RC	0	17,880		17,880	12,720	-5,160	AMBER	
Customer Support Services	RC	0	7,400		7,400	-9,320	-16,720	RED	8
Corporate Apprentice Scheme	RC	0	0		0	0	0	GREEN	
Democratic & Legal Services	DJ	0	-27,000		-27,000	-56,980	-29,980	RED	9
Democratic/Corporate Core	MK	1,370,650	1,370,650		1,370,650	1,371,920	+1,270	GREEN	
Electoral Registration	DJ	135,240	156,800		156,800	156,800	0	GREEN	
General Financial Services	MK	0	-41,480		-41,480	-8,220	+33,260	RED	10
Land Charges	RB	-15,450	-15,450		-15,450	-22,430	-6,980	AMBER	
Mayoral Services	DJ	11,620	11,620		11,620	11,500	-120	GREEN	
Members' Expenses	DJ	358,180	358,180		358,180	353,540	-4,640	GREEN	

Description	HoS	Original Budget 2015/16 £	Revised Budget Excluding Carry Forwards £	Budgets Carried Forward to 2015/16 £	Revised Budgets 2015/16 £	Year-End 2015/16 £	Variance to Revised Budget 2015/16 £	Traffic Light to Year-End	Notes
Public Offices	SS	0	-40		-40	-2,100	-2,060	GREEN	
Resources	MK	0	14,070	-5,600	8,470	-16,490	-24,960	RED	11
Retired Employees	MK	613,940	582,010		582,010	578,640	-3,370	GREEN	
Safety & Resilience	SL	98,680	98,680	-1,000	97,680	97,590	-90	GREEN	
Warwickshire Direct Partnership	RC	0	0		0	5,610	+5,610	AMBER	
Works Services Unit & Depot	SL	-85,890	-110,040	15,160	-94,880	-148,140	-53,260	RED	12
Overall Total		3,340,070	3,171,870	-560	3,171,310	3,012,170	-159,140	RED	

Notes:	
1	Electoral Services - Savings realised as a result of the service operating in a more efficient way following a review.
2	Business Transformation - Staffing costs associated with a management restructure, offset with small salary underspends.
3	Central Telephone Service - Variance reflect how revised contracts have resulted in savings within the service.
4	Executive Directors - Budget variance represents the provision made for the proposed management restructure. Although the costs will be incurred in 2016/17 accounting standards require the expenditure to be recognised in 2015/16.
5	Corporate Property Services - Savings achieved on utilities, offset with small variances on salaries.
6	Council Tax & NDR Collection - Favourable budget variance represents the level of costs recovered which were greater than budgeted.
7	Customer & Information Services - Revenue savings from officer time spent on the Housing Maintenance System, capital projects and Counter-Fraud project. Additional savings on hardware and software maintenance, plus reduced annual contract costs.
8	Customer Support Services - Salary savings due to vacant posts and various small savings for postage and stationary purchases.
9	Democratic & Legal Services - Budget variance mainly relates to the overachievement of recovery of legal fees, plus salary savings.
10	General Financial Services - Additional broker fees for securing loans, in addition to increase payment charges from card providers.
11	Resources - Salary savings within the service, partially offset by additional costs from external audit providers supplying additional resource and employment legal costs.
12	Works Services Unit & Depot - Mainly relates to salary savings across the service and an overachievement of internal income.

Capital Budget Monitoring 2015/16 - April 2015 to March 2016
Resources & Corporate Governance - General Fund

Key:
RED Over £10,000
AMBER Up to £10,000
GREEN Up to £5,000
NB + = over spend - = under spend / additional income

Description	HoS	1 Revised Budget 2015/16 £	2 Actual Spend 2015/16 £	3 Variance From Budget £	4 Traffic Light to Year-End	5 Savings (-) Overspend (+) 2015/16 £	6 Slippage into 2016/17 £	Notes
IT Renewal Programme	RC	210,910	199,020	-11,890	RED	-11,890	0	1
Payroll/HR scheme	RC	8,250	2,040	-6,210	AMBER	0	-6,210	2
Corporate Property Enhancements	SS	190,470	197,110	+6,640	AMBER	+10,580	-3,940	3
Gauge Software	RC	8,000		-8,000	AMBER	0	-8,000	4
Purchase of Vehicles	SL	1,733,330	995,760	-737,570	RED	-168,000	-569,570	5
Vehicle Workshop Extension	SL	17,610	17,610	0	GREEN	0	0	
CSW Superfast Broadband	RC	144,000	84,050	-59,950	RED	0	-59,950	6
Income Management and System Development	RC	9,000		-9,000	AMBER	0	-9,000	7
Information Retention and Disposal	RC	19,080	5,250	-13,830	RED	0	-13,830	8
New Telephone System Development	RC	10,530	8,550	-1,980	GREEN	-1,980	0	
Website and Intranet	RC	8,730	7,800	-930	GREEN	-930	0	
Inspire DEFRA grant	RC	9,280	10,120	+840	GREEN	+840	0	
ICT Computer System (Service Desk)	RC	21,440	21,260	-180	GREEN	-180	0	
CCTV for Reception Area	RC	15,140	9,330	-5,810	AMBER	0	-5,810	9
Replacement Sundry Income System	RC	3,280	3,100	-180	GREEN	-180	0	
Public Services Network	RC	0	1,000	+1,000	GREEN	+1,000	0	
Electoral Registration Hardware	DJ	5,600	1,000	-4,600	GREEN	0	-4,600	10

Description	HoS	Revised Budget 2015/16 £	Actual Spend 2015/16 £	Variance From Budget £	Traffic Light to Year-End	Savings (-) Overspend (+) 2015/16 £	Slippage into 2016/17 £	Notes
Cattle Market Site	SS	100,000	40,820	-59,180	RED	0	-59,180	11
Vending Machine Replacement	RC	5,510	1,400	-4,110	GREEN	0	-4,110	12
Overall Total		2,520,160	1,605,220	-914,940	RED	-170,740	-744,200	

Notes	
1	ICT renewals - a saving of £11,890 is to be returned due to staff resources being deployed to higher priority projects.
2	Payroll/HR - the balance of £6,210 is requested to be carried forward for ongoing costs in the development of the i-Trent system.
3	Corporate Property Enhancements - £3,940 is requested to be carried forward for ongoing costs. A cost variance of £10,580 for accelerated refurbishment works at John Barford Car Park in preparation for the Rugby World Cup to be funded from borrowing.
4	Gauge Software - the budget is requested to be carried forward to conclude implementation of the module.
5	Vehicles - a carry forward of £569,570 is requested for vehicles being bought later than planned, due to extension of vehicles lives, and a saving of £168,000 is to be returned.
6	CSW Superfast Broadband - the balance of £59,950 is requested to be carried forward for ongoing costs.
7	Income Management System - the budget is requested to be carried forward to conclude implementation of the module.
8	Information Retention - the remaining budget of £13,830 is requested to be carried forward to finalise testing works and implementation.
9	CCTV for Reception - the balance is requested to be carried forward to resource an upgrade to external cameras.
10	Electoral Registration Hardware - the balance of £4,600 is to be carried forward for ongoing costs.
11	Cattle Market Site - the remaining budget of £59,180 is requested to be carried forward for ongoing works for site security, development, and marketing.
12	Vending Machine Replacement - the balance is requested to be carried forward for on-going replacements.

Resources & Corporate Governance PIs Q4 2015/16

PI Code	Description	Last Update	Latest Value	Target	Status	Long Term Trend Arrow	Short Term Trend Arrow	Responsible Officer
LI 056	(ex-BV 009) % of Council Tax collected (cumulative over 10 months per year)	Q4 2015/16	97.90%	97.70%				Chryssa Burdett
LI 057	(ex-BV 010) Percentage of Non-domestic Rates Collected (cumulative over 10 months per year)	Q4 2015/16	97.70%	99%				Chryssa Burdett
LI 058a	Number of working days lost due to long term sickness absence	Q4 2015/16	406					Cathy Denton
LI 058b	Number of working days lost due to short term sickness absence	Q4 2015/16	627.5					Cathy Denton
LI 058c	Number of staff on long term sickness absence	Q4 2015/16	20					Cathy Denton
LI 058d	Number of staff on short term sickness absence	Q4 2015/16	160					Cathy Denton
LI 100	Benefits - average end to end time for claims (days)	Mar-16	36.48					Dave Wortley
LI 129a	% of telephone demand received by the Customer Services Centre classified as Value	Q4 2015/16	80.67%					Debbie McCarthy
LI 130a	% of face to face demand engaged with a Customer Services Advisor classified as Value	Q4 2015/16	88.33%					Debbie McCarthy
LI 131	No. of instructions received for contracts requiring Legal activities	Mar-16	2			n/a	n/a	Team Legal
LI 132	No. of contracts where Legal have completed their activities	Mar-16	0					Team Legal
LI 204	Rent collection: rent arrears of current tenants as a proportion of the authority's rent roll	2014/15	1.79%	2.20%				Pratik Popat
LI 205	Former tenant arrears as a % of rent roll	2014/15	0.61%	0.75%				Pratik Popat
LI 206	Rent written off as a % of rent roll	2014/15	0.63%					Pratik Popat

Notes

LI 100 Benefits - average end to end time for claims (days)

Awaiting note from Responsible Officer

LI 132 No. of contracts where Legal have completed their activities

Reason for adverse trend: There is no specific reason or trend for no completions in March – that is just the way it is.

What remedial action is being taken, if any? no remedial action required

When will this trend be corrected? no trend to be corrected

What additional resources are required? no additional resources required.

LI 205 Former tenant arrears as a % of rent roll

LI 206 Rent written off as a % of rent roll

Responsible Officer has asked IT to produce the figures. It was something Kevin Marson used to produce manually and the Responsible Officer is not sure where he got the figures from within the system. The responsible officer will update these as soon as IT produce the values

Sustainable Environment

**Finance and Performance
Monitoring 2015/16**

**Year-End
01/04/15 – 31/03/16**

Revenue Budget Monitoring 2015/16 - April 2015 to March 2016
Sustainable Environment - General Fund

Key:
 RED Over £10,000
 AMBER Up to £10,000
 GREEN Up to £5,000
 NB + = over spend - = under spend / additional income

Description	HoS	1	2	3	4	6	7	8**	Notes
		Original Budget 2015/16 £	Revised Budgets Excluding Carry Forwards £	Budgets Carried Forward to 2016/17 £	Revised Budgets 2015/16 £	Year-End 2015/16 £	Variance to Revised Budget £	Traffic Light to Year-End	
Allotments	SL	42,630	42,630		+42,630	43,160	+530	GREEN	
Cemeteries	SL	172,920	172,920		+172,920	100,230	-72,690	RED	1
Crematorium	SL	-143,980	-143,980		-143,980	-23,400	+120,580	RED	2
Crime & Disorder	SL	85,640	112,320		+112,320	106,450	-5,870	AMBER	
Environmental Services	SL	0	-4,000	-4,140	-8,140	-7,880	+260	GREEN	
Hackney Carriages & Private Hire Vehicles	SL	16,760	16,760		+16,760	16,000	-760	GREEN	
Land Drainage	SL	54,190	54,190		+54,190	36,790	-17,400	RED	3
Licensing	SL	12,670	12,670		+12,670	13,600	+930	GREEN	
Parks, Recreation Grounds & Open Spaces	SL	1,363,110	1,362,580		+1,362,580	1,443,710	+81,130	RED	4
Regulatory Services	SL	1,094,600	1,086,030		+1,086,030	1,021,650	-64,380	RED	5
Street Cleansing	SL	1,226,700	1,207,060		+1,207,060	1,209,530	+2,470	GREEN	
Waste Collection & Recycling	SL	2,614,340	2,822,810		+2,822,810	2,811,310	-11,500	RED	6
Overall Total		6,539,580	6,741,990	-4,140	+6,737,850	6,771,150	+33,300	RED	

Notes:	
1	Cemeteries - The service has received higher than expected burial and licence income.
2	Crematorium - Lower than anticipated income from memorials and cremations and adverse variances on special events and repairs & maintenance. Overall the service generated a surplus of £23,000 for the Council
3	Land Drainage - Budget variance reflects lower demand for the service during 2015/16.
4	Parks, Recreation Ground and Open Spaces - Budget variance relates to costs listed below; 1) £41,000 variance on maintenance of equipment following Health & Safety inspections on play areas 2) Use of external contractors £23,000 for various repair and maintenance costs, including fencing repairs and additional cleaning of parks changing rooms 3) £10,000 on insurance excess for vandalism 4) £10,000 underachievement of rental income
5	Regulatory Services - Salary savings pending a service restructure, plus recovered officer costs through Landlord Enforcement
6	Waste Collection and Recycling - Budget variance is due to the introduction of the recycling gate fee, which has been offset with savings passed on from internal contractor.

Capital Budget Monitoring 2015/16 - April 2015 to March 2016
Sustainable Environment - General Fund

Key:
 RED Over £10,000
 AMBER Up to £10,000
 GREEN Up to £5,000
 NB + = over spend - = under spend / additional income

Description	HoS	Revised Budget 2015/16 £	Actual Spend to 2015/16 £	Variance to Budget 2015/16 £	Traffic Light to Quarter 4	Savings (-) Overspend (+) 2015/16 £	Slippage into 2015/16	Notes
Crematorium Project	SL	122,000	64,390	-57,610	RED	0	-57,610	1
Cemetery Infrastructure Work	SL	32,290	19,740	-12,550	RED	-5,690	-6,860	2
Open Spaces Refurbishment	SL	514,480	490,950	-23,530	RED	+234,160	-257,690	3
Open Spaces - Town Centre Improvements	SL	180,650	180,650	0	GREEN	0	0	
Purchase of Waste Bins	SL	82,180	73,570	-8,610	AMBER	-1,010	-7,600	4
Carbon Management Plan	SS	877,400	188,780	-688,620	RED	0	-688,620	5
Capital Expenditure Sec 106:				0			0	
Land at Leamington Road, Ryton, Community Facilities	SL	0	6,000	+6,000	AMBER	+6,000	0	6
Long Lawford Play Areas Refurbishments	SL	0	23,450	+23,450	RED	+23,450	0	6
Overall Total		1,809,000	1,047,530	-761,470	RED	256,910	-1,018,380	

Notes:

1	Crematorium Project - the remaining balance of £57,610 is requested to be carried forward for residual costs relating to contract retentions and memorialisation.
2	Cemetery Infrastructure - £5,690 is to be returned as a saving on salary recharges. £6,860 is requested to be carried forward for ongoing work.

3	<p>Open Spaces - Adverse variance of £234,160 primarily due to: £20,000 - footpaths at Whinfield Recreation Ground £34,160 - Pocket parks, of which £24,160 is externally funded. This is a new initiative that was not included in original budgets. £180,000 - Parkfield Road, of which £38,350 is externally funded, adverse variance is primarily related additional costs related to unexpected contamination of land including the removal of asbestos.</p> <p>Carry forwards of £257,690 are requested for: £20,000 street furniture £20,000 pocket parks £215,160 for Hollowell Way £2,530 for Parkfield Road.</p>
4	<p>Purchase of bins - £7,600 is requested to be carried forward for prior commitments and the balance returned as a saving.</p>
5	<p>Carbon Management - the remaining balance of £688,620 is requested to be carried forward for remaining installations.</p>
6	<p>Capital Expenditure Section 106 - Year-end expenditure of £29,450 will be funded from developer contributions.</p>

Sustainable Environment PIs Q4 2015/16								
PI Code	Description	Last Update	Latest Value	Target	Status	Long Term Trend Arrow	Short Term Trend Arrow	Responsible Officer
LI 052	annum - including play provision for children and young people	2015/16	1	1				Colin Horton
LI 077	Cumulative Tonnage of household waste sent for reuse, recycling and composting	Q4 2015/16	16828			n/a	n/a	Gill Russell
LI 080	Improved street and environmental cleanliness - No. of Flytipping incidents	Q4 2015/16	250					Gill Russell
LI 091	Percentage of household waste sent for reuse, recycling and composting	Q4 2015/16	44%			n/a	n/a	Gill Russell
LI 147	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 5	Q4 2015/16	66.30%					Shahid Ali; Dean Taylor
LI 148	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 4 and above	Q4 2015/16	84.70%					Shahid Ali; Dean Taylor
LI 149	% of premises within the Rugby Borough that have attained the Food Hygiene Rating 3 and above	Q4 2015/16	94.50%					Shahid Ali; Dean Taylor

Notes

n/a

These measures look at the cumulative tonnage/percentage of household waste and and is not a representation of departmental performance but is a factual account of how much waste goes to reuse, recycling and composting.

LI 080 Improved street and environmental cleanliness - No. of Flytipping incidents

Reason for adverse trend: Improved reporting mechanisms, Improved crew reporting

What remedial action is being taken, if any? None

When will this trend be corrected? Unkown

What additional resources are required? None at present

Sustainable Inclusive Communities

**Finance and Performance
Monitoring 2015/16**

**Year-End
01/04/15 – 31/03/16**

Revenue Budget Monitoring 2015/16 - April 2015 to March 2016
Sustainable Inclusive Communities - General Fund

Key:
 RED Over £10,000
 AMBER Up to £10,000
 GREEN Up to £5,000
 NB + = over spend - = under spend / additional income

Description	HoS	Original Budget 2015/16 £	Revised Budgets Excluding Carry Forwards £	Budgets Carried Forward to 2016/17 £	Revised Budget 2015/16 £	Expenditure to Year-End 2015/16 £	Variance to Revised Budget £	Traffic Light to Year-End	Notes
Community Grants	SS	238,750	255,440	-42,820	+212,620	212,620	0	GREEN	
Housing Options Team	SS	349,470	354,430		+354,430	391,990	+37,560	RED	1
Home Purchase & Improvement Loans	SS	-4,700	-4,700		-4,700	-790	+3,910	GREEN	
Housing Benefits Administration	MK	791,630	791,630		+791,630	785,720	-5,910	AMBER	
Housing Benefits Payments	MK	2,020	2,020		+2,020	-109,230	-111,250	RED	2
Housing (General Fund) Services	SS	468,890	468,890		+468,890	459,600	-9,290	AMBER	
Sewage Disposal Plant	SL	14,270	15,050		+15,050	11,120	-3,930	GREEN	
Woodside Park	SS	55,580	55,580		+55,580	55,580	0	GREEN	
Welfare Services	SS	-19,140	-19,140		-19,140	-37,320	-18,180	RED	3
Overall Total		+1,896,770	+1,919,200	-42,820	+1,876,380	+1,769,290	-107,090	RED	

Notes:	
1	Housing Options Team - The adverse variance relates to the increased number of homelessness persons being housed in B&B accommodation, which is not fully offset through Housing Benefits. Plus an increase in the bad debt provision of £26,000.
2	Housing Benefits Payments - The favourable variance is due a reduction in the proportion of benefit payments that the Council partially funds, with a corresponding increase in the proportion that are wholly funded from benefit subsidy.
3	Welfare Services - Additional income due to a greater take up of the Lifeline service than anticipated in original budgets.

Capital Budget Monitoring 2015/16 - April 2015 to March 2016
Sustainable Inclusive Communities - General Fund

Key:
RED Over £10,000
AMBER Up to £10,000
GREEN Up to £5,000
NB + = over spend - = under spend / additional income

Description	HoS	Revised Budget 2015/16 £	Actual Spend 2015/16 £	Variance to Budget 2015/16 £	Traffic Light to Year-End	Savings (-) Overspend (+) 2015/16 £	Slippage into 2015/16 £	Notes
Disc. Grants Home Safety Surveys	SS	35,000	35,000	0	GREEN	0	0	
Private Sector Renovation Loans	SS	163,650	13,170	-150,480	RED	-100,480	-50,000	1
Disabled Facilities Grant	SS	445,440	417,410	-28,030	RED	-28,030	0	2
Woodside Gypsy & Traveller Caravan Site	SS	691,610	836,770	+145,160	RED	+145,160	0	3
Overall Total		1,335,700	1,302,350	-33,350	RED	+16,650	-50,000	

Notes:	
1	Public Sector Renovation Loans - £50,000 is requested to be carried forward for ongoing work and the balance is to be returned as a saving.
2	Disabled Facilities Grant - ongoing contractual commitments for approved DFGs totalling £89,100 will be reviewed against the 2016/17 budget allocation of £350,000.
3	Woodside Gypsy & Traveller Caravan Site - An adverse variance of £43,300 relates to the purchase of an additional plot at the site, however this will be wholly be funded via LPSA 2 grant. Other cost variances of £101,810 arising from environmental works, primarily relating to the removal of Japanese knotweed and interceptor tanks, will be met from borrowing

Capital Budget Monitoring 2015/16 - April 2015 to March 2016
Sustainable Inclusive Communities - Housing Revenue Account

Key:
RED Over £10,000
AMBER Up to £10,000
GREEN Up to £5,000
NB + = over spend - = under spend / additional income

Description	HoS	Revised Budget 2015/16 £	Actual Spend to Year-End £	Variance to Budget 2015/16 £	Traffic Light to Year End	Savings (-) Overspend (+) 2015/16 £	Slippage into 2016/17 £	Notes
Housing Management System	RC	109,460	48,990	-60,470	RED	0	-60,470	1
Housing Repairs Service - IT System	RC	210,000	188,360	-21,640	RED	0	-21,640	2
Disabled Adaptions	SS	226,060	191,570	-34,490	RED	-34,490	0	3
Kitchen Modifications	SS	422,390	472,480	+50,090	RED	+50,090	0	4
Heating Upgrades	SS	210,550	184,040	-26,510	RED	-26,510	0	3
Electric to Gas Conversions	SS	655,080	630,640	-24,440	RED	+75,560	-100,000	3
Energy Efficiency Long Lawford external cladding	SS	400,000	0	-400,000	RED	0	-400,000	5
Bathroom Modifications	SS	518,950	0	-518,950	RED	-518,950	0	3, 6
Fire Risk Prevention Works	SS	66,190	58,330	-7,860	AMBER	-7,860	0	3
Lifeline Renewal Programme	SS	30,000	8,880	-21,120	RED	-21,120	0	3
Finlock Gutter Improvements	SS	27,960	16,350	-11,610	RED	-11,610	0	3
Rebuilding Retaining Walls	SS	86,000	97,460	+11,460	RED	+11,460	0	7

Description	HoS	Revised Budget 2015/16 £	Actual Spend to Year-End £	Variance to Budget 2015/16 £	Traffic Light to Year End	Savings (-) Overspend (+) 2015/16 £	Slippage into 2016/17 £	Notes
CCTV upgrades	SS	99,670	55,030	-44,640	RED	0	-44,640	8
Pettiver Crescent	SS	40,610	39,850	-760	GREEN	-760	0	3
Strategic Land Acquisition	SS	700,000	646,630	-53,370	RED	0	-53,370	9
Purchase of Council House	SS	564,400	261,500	-302,900	RED	-186,400	-116,500	10
Solar PV	SS	132,400	960	-131,440	RED	0	-131,440	11
Housing Window Replacement	SS	4,000,000	3,424,430	-575,570	RED	-3,430	-572,140	12
Overall Total		+8,499,720	+6,325,500	-2,174,220	RED	-674,020	-1,500,200	

Notes:	
1	Housing Management System - the remaining balance of £60,470 is requested to be carried forward for ongoing work on the Northgate OHMS system, delayed during implementation of One Serve repairs and maintenance scheduling / job costing software.
2	Housing Repairs Service - the balance of £21,640 is requested to be carried forward for final costs relating to One Serve repairs and maintenance scheduling / job costing software.
3	Various savings to be transferred to Electric to Gas Conversions to facilitate a carry forward of £100,000 to 2016/17 and to offset the variances on Kitchen Modifications (see 4) and Rebuilding Retaining Walls (see 7)
4	Kitchen Modifications - the variance relates to a higher proportion of take-up (less tenant refusals) than anticipated in budget estimates for 2015/16 and will be offset by savings in other project areas (see 3)
5	Energy Efficiency Long Lawford External Cladding - the budget is requested to be carried forward pending re-procurement
6	Bathrooms - the budget is to be returned as a saving following a reconfiguration of programme requirements arising in 2015/16
7	Rebuilding Retaining Walls - the adverse variance is to be offset against saving returns.
8	CCTV Upgrades - the balance is requested to be carried forward to 2016/17 to implement phase 2 of the project (camera installations)
9	Strategic Land Acquisition - the balance is requested to be carried forward for refurbishment work at Victoria House, Albert Street following purchase in March 2016.
10	Purchase of Council Houses - £116,500 is requested to be carried forward for an outstanding purchase commitment and the balance is to be returned as a saving.

11	Solar PV - the balance is requested to be carried forward for the completion of installations during phase 3 of the project (Lesley Souter House, Albert Square, Tanser Court)
12	Housing Window Replacement - £572,140 is requested to be carried forward for ongoing works not finalised as at 31st March and the balance is returned as a saving on salary recharges in 2015/16.

Revenue Budget Monitoring 2015/16 April - 2015 to March 2016
Housing Revenue Account (HRA)

Key:
 RED Over £10,000
 AMBER Up to £10,000
 GREEN Up to £5,000
 NB + = over spend - = under spend / additional income

Description	Original Budget 2015/16 £	Approved Changes 2015/16 £	Budgets Carried Forward to 2016/17 £	Revised Budget 2015/16 £	Expenditure to Year-End 2015/16 £	Variance to Revised Budget £	Traffic Light to Year-End	Notes
Income								
Rent income from dwellings	-16,517,320	0	0	-16,517,320	-16,732,110	-214,790	RED	1
Rent income from land and buildings	-282,810	0	0	-282,810	-275,700	+7,110	AMBER	
Charges for services	-1,376,610	0	0	-1,376,610	-1,355,450	+21,160	RED	2
Contributions towards expenditure	-185,200	-88,780	0	-273,980	-233,090	+40,890	RED	2
Total Income	-18,361,940	-88,780	0	-18,450,720	-18,596,350	-145,630		
Expenditure								
Transfer to Housing Repairs account	2,697,780	420,000	0	+3,117,780	3,117,780	0	GREEN	
Supervision and Management	4,199,000	77,640	-64,560	+4,212,080	3,998,240	-213,840	RED	3
Rents, Rates, Taxes and other charges	6,000	0	0	+6,000	2,290	-3,710	GREEN	
Depreciation & Impairment	3,697,350	0	0	+3,697,350	1,916,630	-1,780,720	RED	4
Debt Management Cost	4,770	0	0	+4,770	6,310	+1,540	GREEN	
Provision for Bad or Doubtful Debt	125,000	0	0	+125,000	50,190	-74,810	RED	5
Amounts set aside for the repayment of debt	0	0	0	0	0	0	GREEN	
Total Expenditure	10,729,900	497,640	-64,560	+11,162,980	9,091,440	-2,071,540		
Net Cost of Services as included in the Whole Authority Income & Expenditure Account	-7,632,040	408,860	-64,560	-7,287,740	-9,504,910	-2,217,170		
HRA Share of Corporate & Democratic Core Costs	229,350	0		+229,350	229,350	0	GREEN	
Net Cost of HRA Services	-7,402,690	408,860	-64,560	-7,058,390	-9,275,560	-2,217,170		
Interest Payable & Similar Charges	1,326,660	0	0	+1,326,660	1,286,920	-39,740	RED	6
Interest & Investment Income	-78,670	0	0	-78,670	-110,780	-32,110	RED	6
Net Operating Expenditure	-6,154,700	408,860	-64,560	-5,810,400	-8,099,420	-2,289,020		
Revenue Contributions to Capital Expenditure	6,154,700	0	0	+6,154,700	6,154,700	0	GREEN	
Appropriation to Major Repairs Reserve	0	0	0	0	1,842,340	+1,842,340	RED	4
Surplus(-)/Deficit(+) for year	0	408,860	-64,560	+344,300	-102,380	-446,680		

Notes:	
1	Rent income from dwellings - overachievement of income on temporary accommodation recharged to the General Fund in respect of homelessness provision
2	Charges for services / Contributions towards expenditure - variance arising from void levels for service charge properties; conversion from Sheltered Housing to General Needs resulting in reduced charges for Warden Services; reduced HRA garage income; and a reduction in the level of staff time apportioned to capital projects against original estimates
3	Supervision and Management - variance arising from: vacant posts within establishment; reduction in utility costs arising from continuing better procurement practices and closer monitoring of usage; reduction in new equipment / maintenance costs within Sheltered Accommodation and the Control Centre (pending installation of new software / CCTV cameras in 2016/17)
4	Depreciation and Impairment / Appropriation to Major Repairs Reserve - The budget for depreciation is aligned to the Major Repairs Allowance granted via the former Housing Subsidy system; actual depreciation charges were less than the allowance calculation. In light of this £1,842,340 has been contributed to the Major Repairs Reserve to fund future capital expenditure.
5	Provision for Bad or Doubtful Debt - reduction in rent arrears written off in year based on the age profile of the debt, resulting in a reduced contribution for 2015/16
6	Interest & Investment Income - Slippage within the HRA capital programme and movements in market interest rates have resulted in reduced interest costs and higher returns on investment income

Performance Monitoring 2015/16 January 2016 to March 2016
Sustainable Inclusive Communities - General Fund

Appendix D

Sustainable Inclusive Communities Pls Q4 2015/16								
PI Code	Description	Last Update	Latest Value	Target	Status	Long Term Trend Arrow	Short Term Trend Arrow	Responsible Officer
LI 025	Number of households in receipt of benefits	Q4 2015/16	6,793			↑	↑	Dave Wortley
LI 061	(ex-BV 063) Energy Efficiency of Housing Stock	2014/15	67	65	✓	↑	↑	Jason Husain
LI 063	(ex-BV 066a) Rent Collection and Arrears Recovery	Q4 2015/16	99.38%	99.00%	✓	↑	↓	Pratik Popat
LI 103	Average end to end time of Housing Repairs	Nov-15	26.47			↑	↑	Jason Husain
LI 107	Average void period in days	Mar-16	45			↓	↓	Erica Danis; Holly Reid
LI 200	Percentage of properties with a gas appliance that have a valid gas certificate	Mar-16	99.63	100	✓	↑	↑	Jason Husain
LI 201	(ex SDL 007-00) Households with mortgage difficulties approaching local authorities.	Q4 2015/16						John Hier
LI 214a	Number of homeless preventions made by Rugby Borough Council	Q4 2015/16	57			↓	↓	Andrew Odom
LI 214b	Number of homeless preventions made by Citizens Advice Bureau	Q4 2015/16	34			↑	↑	Andrew Odom
LI 232	The number of homeless decisions made each quarter	Q4 2015/16	68			n/a	n/a	Andrew Odom
LI 233	The number of homeless acceptances made each quarter	Q4 2015/16	57			n/a	n/a	Andrew Odom

Notes

LI 103 Average end to end time of Housing Repairs

This data will be provided by the new Onserve system from 1st April 2016. Previous data will be collated manually and backfilled to provide comparable evidence.

LI 214a Number of homeless preventions made by Citizens Advice Bureau

The drop in preventions is in proportion to the increase in homelessness activity. It is growing increasingly difficult to apply sustainable prevention solutions-especially within the context of the local private rental sector. Rents are, on average, far above benefit rates which mean that a private sector solution is increasingly not an option in terms of remaining or as alternative accommodation.

Rugby World Cup

**Finance and Performance
Monitoring 2015/16**

**Year -End
01/04/15 – 31/03/16**

Revenue Budget Monitoring 2015/16 April - 2015 to March 2016
Rugby World Cup - General Fund

Key:

RED Over £10,000

AMBER Up to £10,000

GREEN Up to £5,000

NB + = over spend - = under spend / additional income

Description	HoS	Original Budget 2015/16 £	Approved In-Year Changes 2015/16 £	Revised Budget 2015/16 £	Expenditure to Year End 2015/16 £	Variance to Revised Budget 2015/16 £	Traffic Light to Year End	Notes
Fanzone	RB	+480,000		+480,000	+703,400	+223,400	RED	1
City Dressing	RB	+85,000		+85,000	+51,100	-33,900	RED	2
Festival Programme	RB	+44,000		+44,000	+21,310	-22,690	RED	3
Education	RC	+20,000		+20,000	+14,010	-5,990	AMBER	
Sports & Recreation	RB	+6,000		+6,000	+6,000	0	GREEN	
Town Centre	SL	+37,300		+37,300	-6,250	-43,550	RED	4
Marketing	RB	+37,140		+37,140	+47,970	+10,830	RED	5
Trophy Tour	RB	+20,000		+20,000	+6,010	-13,990	RED	6
Volunteering & Visitor Centre	RB	+30,000		+30,000	+28,350	-1,650	GREEN	
Education & Co-ordination	RB	+25,000		+25,000	+15,690	-9,310	AMBER	
Overall Total		+784,440	0	+784,440	+887,590	+103,150	RED	

Notes:	
1	Fanzone - Budget variance relates to additional costs for items such as CCTV installation, sound proofing and costs associated with moving the Fanzone from the original location when budget estimates were made.
2	City Dressing - Budget variance represents lower than anticipated spend.
3	Festival Programme - Budget variance reflects the external contractors' costs being lower than anticipated.
4	Town Centre - Budget variance represents the costs not being as high as initially estimated.
5	Marketing - Budget variance reflects the additional marketing costs that arose as the tournament progressed.
6	Trophy Tour - Budget variance reflect that the expected costs were not as high as initially estimated.

Capital Budget Monitoring 2015/16 - April 2015 to March 2016
Rugby World Cup - General Fund

Key:
RED Over £10,000
AMBER Up to £10,000
GREEN Up to £5,000
NB + = over spend - = under spend / additional income

Description	HoS	Original Budget 2015/16 £	Approved In-Year Changes 2015/16 £	Revised Budget 2015/16 £	Expenditure To Year End 2015/16 £	Variance to Revised Budget 2015/16 £	Traffic Light to Quarter 4
Pathway of Fame	SL	28,810	-15,660	13,150	13,150	0	GREEN
Planting/Gateways	SL	11,570	0	11,570	11,360	-210	GREEN
Town Centre Improvements	SL	50,000	-20,000	30,000	30,040	+40	GREEN
Art	RC	29,000	-17,670	11,330	11,330	0	GREEN
Overall Total		119,380	-53,330	66,050	65,880	-170	GREEN

Notes

Notes

This project currently contains no measures of performance

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27th June 2016
Report Title	Endorsement of Strategic Risk Register
Portfolio	Corporate Resources
Ward Relevance	None
Prior Consultation	None
Contact Officer	Head of Corporate Resources & Chief Finance Officer. Tel: Extension 3416
Report Subject to Call-in	Yes
Report En-Bloc	No
Forward Plan	No
Corporate Priorities	This report relates to all of the Council priorities.
Statutory/Policy Background	
Summary	The Senior Management Team with the Strategic Risk Management Group (SRMG) carried out a full review and restructure of the Strategic Risk Register in June 2016. All necessary amendments have now been made to the register with the next review due in September - a copy is attached at Appendix 1 to this report
Risk Management Implications	There are no Risk Management implications arising directly from this report.

<i>Financial Implications</i>	There are no financial implications arising directly from this report.
<i>Environmental Implications</i>	There are no environmental implications arising from this report.
<i>Legal Implications</i>	There are no legal implications arising from this report.
<i>Equality and Diversity</i>	No new or existing policy or procedure has been recommended.
<i>Options</i>	Cabinet endorse the Strategic Risk Register Risks : If Cabinet does not endorse the register, the Council will be unable to demonstrate its focus towards strategic risks Benefits : Endorsement of the Strategic Risk Register will ensure that the Council's significant risks are identified and mitigated accordingly
<i>Recommendation</i>	The Strategic Risk Register as at Appendix 1 to the report be approved.
<i>Reasons for Recommendation</i>	To ensure that the Council's significant strategic risks are identified and mitigated accordingly

Cabinet - 27th June 2016

Endorsement of Strategic Risk Register

Report of the Corporate Resources Portfolio Holder

Recommendation

The Strategic Risk Register as at Appendix 1 to the report be approved.

1. Background

The Council has been monitoring its significant strategic risks since 2003. The Senior Management Team with the Strategic Risk Management Group (SRMG) carried out a full review and restructure of the Strategic Risk Register in June 2016. All necessary amendments have now been made to the register with the next review due in September - a copy is attached at Appendix 1 to this report.

Following the review of the Strategic Risk Assessments, the risk register now needs to be endorsed by Cabinet.

Name of Meeting: Cabinet
 Date Of Meeting: 27th June 2016
 Subject Matter: Strategic Risk Register Review
 Originating Department: Corporate Resources Portfolio Holder

LIST OF BACKGROUND PAPERS

Document No.	Date	Description of Document	Officer's Reference	File Reference
Appendix 1	27/06/2016	Strategic Risk Register		

* The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

* Exempt information is contained in the following documents:

Document No.	Relevant Paragraph of Schedule 12A
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* There are no background papers relating to this item.

(*Delete if not applicable)



APPENDIX 1

**RUGBY BOROUGH COUNCIL
RISK ASSESSMENT FORM**

<p>CORPORATE STRATEGY PRIORITY : <u>Effectiveness</u></p> <p>RISK TYPE : Strategic</p> <p>COMPLETED BY: Senior Management Team (SMT) & SRMG DATE: June 2016</p>	<p align="right"><i>[Risk Management Officer to complete]</i></p> <p>Risk Code :</p> <p>Category :</p>
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Risk	Opportunities	Consequences	Existing Internal Controls	Assessment of Risk based on the review of existing controls			Direction of Risk
				Likelihood	Impact	Risk Rating	
Failure to recruit and retain key staff at all levels of the organisation (1)	- Places focus on 'growing our own', which is motivating for internal staff	- Repeated failed recruitment rounds leading to consequent loss of organisational drive, key skills and corporate knowledge - Key staff leaving with consequent loss of organisational drive, key skills and corporate knowledge	- Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required - Market supplements - Benchmarking	3	2	6	↔
Rapidly changing service demands unable to be met by current support services operational model (2)	- Closer work between front line and support services to articulate future service direction and needs	- Failure to support infrastructure development of new services	- Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required	2	3	6	↔

APPENDIX 1

Risk	Opportunities	Consequences	Existing Internal Controls	Likelihood	Impact	Risk Rating	Direction
<p>Council's Emergency or Business Continuity Plan fails</p> <p>(3)</p>	<p>- Increase resilience in coping with disaster</p>	<ul style="list-style-type: none"> - Loss of life - Loss of property - Economic damage - Loss of reputation - Major service disruption/failure (in the event of pandemic illness affecting RBC employees) - Loss of data - National censure 	<ul style="list-style-type: none"> - Cyclical system embedded to ensure controls and risks are checked, actions developed and then implemented - Active review and consideration of changing circumstances which may affect existing assessment and/or judgements - Periodic testing and exercises - Regular reviews - Insurance in place - Review of plans currently taking place with end target date of Sept 2016 - Partnership working with WLRF (Warwickshire Local Resilience Forum) 	2	4	8	↔

Once the Risk Assessment form has been completed, the Action Plan should then be completed

APPENDIX 1

RUGBY BOROUGH COUNCIL RISK ACTION PLAN

This action plan is to be used when the risk assessment form has been completed.

Original Risk Score	Further Action / Controls	Desired Score			Status: Being considered /In progress /Completed	Officer Responsible	Target completion date	Actual completion date	Review Frequency
		Likelihood	Impact	Residual Risk Rating					
6	- Review pay for staff. Mannie Grewal-Ketley to take a report to Cabinet	2	2	4	Being considered	Suzanne Turner	Dec 2016		Quarterly
(1)	- Reposition local pay higher than bottom quartile of the market	1	2	2	Being considered	Suzanne Turner	Dec 2016		Quarterly

APPENDIX 1

RUGBY BOROUGH COUNCIL RISK ASSESSMENT FORM

CORPORATE STRATEGY PRIORITY : <u>Funding</u>		<i>[Risk Management Officer to complete]</i>	
RISK TYPE : Strategic		Risk Code :	
COMPLETED BY: Senior Management Team (SMT) & SRMG		DATE: June 2016	
		Category :	

Risk	Opportunities	Consequences	Existing Internal Controls	Assessment of Risk based on the review of existing controls			Direction of Risk
				Likelihood	Impact	Risk Rating	
Unable to meet requirements and aspirations of our community (1)	- Reframe service expectations	- Inability to maintain all current services - Possible reduction of services at short notice - Increase in customer complaints - Failure to deliver all statutory services - Reputational damage - Inability to maintain inward investment - Failure to maintain the momentum and consistency of the Systems Thinking programme - Budget pressure - Council Tax increases - Overspending - Reduced resources - Pressure from partners - Poor audit judgement - Reducing staff morale - Central Government Censure - Procurement of goods and services do not provide Value for Money - Partnerships are ineffective - Social exclusion - Increase in crime and disorder	- Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required - Dialogue with central government - Medium term financial planning - Further exploration of shared collaborative and devolved service arrangements - Scrutiny - Internal and external audit - Finance and Performance Quarterly reports - Peer reviews - Cabinet and Council reports - Ongoing review and assessment - Performance management - Corporate Change and Improvement Plan - Corporate Strategy - Core Strategy - Constitution and legislation provides guidance and direction - Communication with the community when changes take place - Detailed service analysis	3	3	9	↔

APPENDIX 1

<p>Economic growth too focused upon narrow range of business</p> <p>(2)</p>	<p>- Economic plans to embrace wider range of business opportunities</p>	<p>- Inability to maintain all current services - Possible reduction of services at short notice</p>	<p>- Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required - Economic development service – work with WCC and LEP to provide additional business support services</p>	<p>4</p>	<p>2</p>	<p>8</p>	<p>↔</p>
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Once the Risk Assessment form has been completed, the Action Plan should then be completed

APPENDIX 1

**RUGBY BOROUGH COUNCIL
RISK ACTION PLAN**

This action plan is to be used when the risk assessment form has been completed.

Original Risk Score	Further Action / Controls	Desired Score			Status: Being considered /In progress /Completed	Officer Responsible	Target completion date	Actual completion date	Review Frequency
		Likelihood	Impact	Residual Risk Rating					
9 (1)	- Detailed service analysis	2	3	6	Completed	SMT		Jan 2016	Quarterly
	- Investigate and evaluate development of opportunities including partnership arrangements	2	3	6	In progress	Mannie Grewal, SMT	Jan 2017		
	- Adoption of new Borough Local Plan	2	3	6	In progress	Rob Back	Mar 2017		
	- Strategic planning for inward investment and growth	2	3	6	In progress	Rob Back (SMT)	July 2016		
	- Communication consultation	2	3	6	Being considered	SMT	Mar 2017		
8 (2)	- Adoption of new Borough Local Plan	2	3	6	In progress	Rob Back	Mar 2017		Quarterly
	- Strategic planning for inward investment and growth	2	3	6	In progress	Rob Back (SMT)	July 2016		Quarterly

APPENDIX 1

**RUGBY BOROUGH COUNCIL
RISK ASSESSMENT FORM**

CORPORATE STRATEGY PRIORITY : <u>Governance</u> RISK TYPE : Strategic COMPLETED BY: Senior Management Team (SMT) & SRMG DATE: June 2016	<i>[Risk Management Officer to complete]</i> Risk Code : Category :
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Risk	Opportunities	Consequences	Existing Internal Controls	Assessment of Risk based on the review of existing controls			Direction of Risk
				Likelihood	Impact	Risk Rating	
Loss of local sovereignty through failure to manage partnership arrangements (1)	<ul style="list-style-type: none"> - Explore shared or integrated local service provision 	<ul style="list-style-type: none"> - Lack of local voice - Potential for short or medium term service disruption - Cost of transition - Loss of funding - Lack of clarity on roles and responsibilities - Damage to reputation - Poor Value for Money - Silo working - Failure of contractors - Loss of local sovereignty 	<ul style="list-style-type: none"> - Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required - Regular pattern of review and assessment of risks and operational environments - Where assessment identifies actions required these are discussed at SMT, some matters will be raised informally with Cabinet and/or Portfolio holders - Action plans developed as required - Executive Director joining Warwickshire-wide Integration Executive as part of Warwickshire Cares: Better Together 	2	2	4	↔

APPENDIX 1

Risk	Opportunities	Consequences	Existing Internal Controls	Likelihood	Impact	Risk Rating	Direction
<p>Emerging development of combined authority</p> <p>(2)</p>	<p>- Explore shared or integrated local service provision</p>	<p>- Lack of local voice</p> <p>- Potential for short or medium term service disruption</p> <p>- Cost of transition</p> <p>- Loss of funding</p> <p>- Lack of clarity on roles and responsibilities</p> <p>- Damage to reputation</p> <p>- Poor Value for Money</p> <p>- Silo working</p> <p>- Failure of contractors</p>	<p>- Ongoing review and assessment by individual members of SMT</p> <p>- Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements</p> <p>- Action plans developed as required</p> <p>- Regular pattern of review and assessment of risks and operational environments</p> <p>- Where assessment identifies actions required these are discussed at SMT, some matters will be raised informally with Cabinet and/or Portfolio holder</p> <p>- Work co-operatively with other council and public sector organisations (to be implemented/actioned when combined/shared authorities being considered)</p>	2	4	8	↔
<p>Loss of senior staff leading to potential weakness in organisational management</p> <p>(3)</p>	<p>- Review/revise corporate focus and priorities</p>	<p>- Potential for short to medium term service disruption</p>	<p>- Ongoing review and assessment by individual members of SMT</p> <p>- Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements</p> <p>- Action plans developed as required</p> <p>- Regular pattern of review and assessment of risks and operational environments</p> <p>- Where assessment identifies actions required these are discussed at SMT, some matters will be raised informally with Cabinet and/or Portfolio holder</p>	4	2	8	↔

APPENDIX 1

Risk	Opportunities	Consequences	Existing Internal Controls	Likelihood	Impact	Risk Rating	Direction
Change of political leadership (4)	- Review/revise corporate focus and priorities	- Potential for medium to long term disruption	<ul style="list-style-type: none"> - Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required - Regular pattern of review and assessment of risks and operational environments - Where assessment identifies actions required these are discussed at SMT, some matters will be raised informally with Cabinet and/or Portfolio holder 	1	2	2	↓
Breach of legislation (5)		<ul style="list-style-type: none"> - Legal action taken against RBC - Adverse publicity 	<ul style="list-style-type: none"> - Ongoing review and assessment by individual members of SMT - Active horizon scanning of current and emerging circumstances which may affect assessment and/or judgements - Action plans developed as required - Regular pattern of review and assessment of risks and operational environments - Where assessment identifies actions required these are discussed at SMT, some matters will be raised informally with Cabinet and/or Portfolio holder - Internal/external audit - Scrutiny - Departmental checks - Peer reviews 	2	3	6	↔

APPENDIX 1

RUGBY BOROUGH COUNCIL RISK ACTION PLAN

This action plan is to be used when the risk assessment form has been completed.

Original Risk Score	Further Action / Controls	Desired Score			Status: Being considered /In progress /Completed	Officer Responsible	Target completion date	Actual completion date	Review Frequency
		Likelihood	Impact	Residual Risk Rating					
8 (2)	- Constitutional updates to ensure that appropriate powers are delegated to officers	2	3	6	In progress	Steve Garrison	Sept 2016		Quarterly
	- Development of suitable protocols to provide Cabinet and Group leaders with updates	2	3	6	In progress	Steve Garrison	Sept 2016		Quarterly
8 (3)	- Review pay for senior staff. Mannie Grewal-Ketley to take a report to Cabinet	2	2	4	Completed	Suzanne Turner		Dec 2015	
	- Review local pay higher than bottom quartile of the market	1	2	2	Completed	Suzanne Turner		March 2016	
	- Completion of senior management review	3	2	6	Completed	Adam Norburn		June 2016	

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27 th June 2016
Report Title	Appointment of Working Parties 2016/17
Portfolio	Corporate Resources
Ward Relevance	N/A
Prior Consultation	None
Contact Officer	Claire Waleczek, Senior Democratic Services Officer, Tel: 01788 533524
Report Subject to Call-in	Yes
Report En-Bloc	No
Forward Plan	Yes
Corporate Priorities	This report does not specifically relate to any Council priorities, but should be considered by Cabinet in order that current members have been appointed to relevant Working Parties for the ensuing municipal year.
Statutory/Policy Background	
Summary	Cabinet is requested to confirm the membership of each group.
Risk Management Implications	There are no risk management implications arising from this report.
Financial Implications	There are no financial implications arising from this report.
Environmental Implications	There are no environmental implications arising from this report.

<i>Legal Implications</i>	There are no legal implications arising from this report.
<i>Equality and Diversity</i>	No new or existing policy or procedure has been recommended.
<i>Options</i>	N/A
<i>Recommendation</i>	The membership of each Working Party, as detailed in the report, be approved for the 2016/17 municipal year.
<i>Reasons for Recommendation</i>	Cabinet needs to decide which Working Parties are required to carry out business in 2016/17.

Cabinet – 27th June 2016

Appointment of Working Parties 2016/7

Report of the Corporate Resources Portfolio Holder

Recommendation

The membership of each Working Party, as detailed in the report, be approved for the 2016/17 municipal year.

1. INTRODUCTION

Cabinet on 6th June 2016 agreed that -

(1) the Working Parties listed in the report be re-constituted for the 2016/17 municipal year; and

(2) a report be submitted to Cabinet on 27th June to confirm the membership of each Working Party for the current municipal year.

2. MEMBERSHIP OF WORKING PARTIES 2016/17

Cabinet is requested to approve the membership of the Working Parties for 2016/17 as detailed below.

Gypsies and Travellers Strategy and Action Plan Group

Councillors Ellis, Mrs O'Rourke, Nash plus Mr S White (co-optee – Warwickshire Association of Local Councils) plus 5 Conservatives (names to be submitted).

Grants Working Party

Councillors Mistry, Mrs Roberts, Mrs Nash, Mrs Roodhouse, Srivastava and 4 Conservatives (names to be submitted).

Planning Services Working Party

Councillors Birkett, Mrs O'Rourke, Roodhouse, Sandison and 4 Conservatives (names to be submitted).

Health and Safety Members' Working Party

Councillors Mrs Roodhouse, Srivastava and 1 Conservative (name to be submitted).

Constitution Review Working Party

Councillors Birkett, Lewis and 1 Conservative (name to be submitted).

Waste Management Review Working Party (formerly Materials Reclamation Facility Working Party)

Councillors Mrs Avis, Lewis and 2 Conservatives (names to be submitted).

Name of Meeting: Cabinet
Date Of Meeting: 27th June 2016
Subject Matter: Appointment of Working Parties 2016/17
Originating Department: Corporate Resources

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27 June 2016
Report Title	HEART Shared Service to deliver home adaptations (including Disabled Facilities Grants)
Portfolio	Communities and Homes
Ward Relevance	All
Prior Consultation	The relevant Unions have been consulted about the progress of this service previously and specifically about this report. A series of informal briefings have been undertaken with the staff involved in the interim service. The briefings have advised staff about each organisations intention to submit proposals for a contractual partnership agreement to formalise the shared service arrangements to their Councillors for consideration. Following the political arrangements and if the proposals are agreed there will be a formal consultation process with staff. It is anticipated that this will commence in the Summer of 2016 for a period of at least 30 days.
Contact Officer	Raj Chand, Head of Communities and Homes Tel: 01788 533870
Report Subject to Call-in	Yes
Report En-Bloc	No
Forward Plan	Yes
Corporate Priorities	People: Facilitate the provision and upkeep of good quality housing to meet local needs and cater for the growth of Rugby.
Statutory/Policy Background	The relevant legislation for the provision of Disabled Facilities Grants is set out in the Housing Grants, (Construction and Regeneration ACT 1996), the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002

Summary

This report provides Cabinet with a Business Case to consider which will lead to the formalisation of the shared service the Council has been part of to deliver home adaptations which support people to remain independent at home.

Risk Management Implications

The risks of moving to a new system of service delivery have been reduced by the learning gained from the pilot project.

Financial Implications

The proposals for funding the revenue required for the administration of the mandatory Disabled Facility Grants element of the service may mean that there is a small saving with regards to operating costs.

The Council has historically topped up the capital grant fund provided by central Government. This will continue but the contribution has decreased as grant funding has increased. The Government continues to provide funding for Disabled Facilities Grants which remain mandatory. For Rugby this will be £493,000 in 2016-17. In addition the Housing Revenue Account provides a budget of £250,000 for adaptations required in the Council's own stock.

The funding of the service is complex due to a number of funding (income streams) and some existing sharing of services between some of the organisations. Section 8 of the Business Case sets out the funding proposals.

Environmental Implications

The pilot project has shown the potential for significant service improvements which when fully utilised will enhance the quality of life of people requiring adaptations. By supporting people to be able to live independently the Council is contributing directly towards the developing healthier communities' priority of the Health and Well Being Strategy. The roll out of this work and continued delivery of this service should provide our customers with consistent information, advice and adaptations that will assist in improving their quality of life.

Legal Implications

The relevant legislation for the provision of Disabled Facilities Grants is set out in the Housing Grants, (Construction and Regeneration Act 1996), the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

The partnership arrangements ensure that all of the Local Authorities involved can contribute to the Care

Act 2014 principle of universal assessment of need.

The shared service provisions set out in the Business Case are in accordance with Section 101 of the Local Government Act 1972 and of the Local Government (Arrangements for the Discharge of Functions) (England) Regulations 2000.

Equality and Diversity

The aim of the HEART is to improve the delivery of the Disabled Facilities Grants service both in quality and timescales and offer a holistic assessment which is much more than just delivering adaptations. The report indicates it is delivering better outcomes for service users. This should result in a positive impact for people with disabilities and other service users as defined under the protected characteristics in the Equality Act 2010.

The service aims to improve the quality of life and social justice for residents in the north of the County so it is much closer to that enjoyed by the rest of Warwickshire it also aims to provide a choice of housing to meet the needs of the residents of the Borough. In addition we are working in partnership to improve health and reduce health inequalities for residents in the Borough

Options

Cabinet accept the recommendations for the shared service

Cabinet rejects the recommendations for a shared service

Recommendation

- (1) The Business Case presented in the report at Appendix 1 be considered and agreed;
- (2) the Head of Communities and Homes be given delegated authority to develop and enter into a partnership agreement contract to support the delivery of the Business Case;
- (3) the Council enters into a shared services arrangement with the following authorities:
 - Nuneaton and Bedworth Borough Council
 - Rugby Borough Council
 - Warwickshire County Council
 - Warwick District Council
 - Stratford on Avon District Councilto discharge those Councils' functions related to the Care Act 2014 and Disabled Facilities

Grants and housing renewal and other relevant functions in accordance with Section 101 of the Local Government Act 1972 and of the Local Government (Arrangements for the Discharge of Functions) (England) Regulations 2000;

- (4) the necessary arrangements be made and implemented to second staff in to the shared service structure; and
- (5) ring fencing and recruitment opportunities during the establishment of the shared service be extended from the host authority to partner authorities to cover appropriate posts currently working within the service as determined by the current project management board.

***Reasons for
Recommendation***

The proposals in the Business Case formalise the arrangements that have been in place across the North of the County since 2013.

Cabinet – 27 June 2016

HEART Shared Service to deliver home adaptations (including Disabled Facilities Grants)

Report of the Communities and Homes Portfolio Holder

Recommendation:

- (1) The Business Case presented in the report at Appendix 1 be considered and agreed;
- (2) the Head of Communities and Homes be given delegated authority to develop and enter into a partnership agreement contract to support the delivery of the Business Case;
- (3) the Council enters into a shared services arrangement with the following authorities:
 - Nuneaton and Bedworth Borough Council
 - Rugby Borough Council
 - Warwickshire County Council
 - Warwick District Council
 - Stratford on Avon District Councilto discharge those Councils' functions related to the Care Act 2014 and Disabled Facilities Grants and housing renewal and other relevant functions in accordance with Section 101 of the Local Government Act 1972 and of the Local Government (Arrangements for the Discharge of Functions) (England) Regulations 2000;
- (4) the necessary arrangements be made and implemented to second staff in to the shared service structure; and
- (5) ring fencing and recruitment opportunities during the establishment of the shared service be extended from the host authority to partner authorities to cover appropriate posts currently working within the service as determined by the current project management board.

1.0 Background

Some Members will be aware from previous reports to the Housing Sub Committee and the Resources Board that in order to facilitate radical change the 5 District / Borough Councils and the County Council) agreed in December 2010 an ambitious and challenging collaborative project aimed at creating a new way of delivering home improvement and housing adaptations for disabled and older people across Warwickshire.

Following a system review there were significant issues with the old way of delivering services including delays of over 395 days from customer enquiry to providing an adaptation. Whilst not satisfactory, this was a similar performance to other local authorities and in line with a national picture of delays in this area. There was also a 35% customer drop out as teams struggled to deliver across the organisational barriers of up to 3 organisations in each district and borough locality.

The aim of the project was to create a new customer focused service delivery model which would bring together the different professions from each of the organisations, create a new role and link together existing services within a service model that involves working together to deliver holistic housing assessment and appropriate solutions. The purpose of the new **Home Environment Assessment and Response Team (HEART)** service is:

“To provide customers with the advice and information to help them make the right choice, and provide practical help to deliver the right housing solution when they want it”

The vision for the shared service is:

“To be the service of choice for advice, assistance and interventions to adapt or improve the home environment to enable activities of daily living and protect and improve the health, safety and wellbeing of residents to prevent, reduce or delay greater needs arising.”

The work undertaken to date and the proposals for the shared service are set out in the Business Case at Appendix 1 of this report.

2. Shared Service Specification

The decision making process for the determination of an appropriate service delivery model has been methodical, considered and robust. The creation of a single line managed team serving the north of the county lead to the conclusion that the service required a partnership agreement to protect the service and the working arrangements and allow the service to thrive and develop in a stable environment.

Within south Warwickshire, a pilot has been run and reviewed and it is recommended to bypass the single line managed team stage and move to joining the partnership.

An option appraisal process created a preferred option of an agency agreement with the potential to create a Joint Committee at a later stage once the service has been established.

The partnership agreement is being constructed based on the following specification statement.

Shared Service Specification Statement	
Shared Service Vehicle	Host Authority with potential for Joint Committee
Governance	Governance Board comprising senior managers from each partner. Single Management Team
Host Authority	In principle Nuneaton and Bedworth Borough Council
Functions to be provided by host	Where possible all organisational and support functions
Support functions not to be provided by host	Specialist social care legal advice
Spirit of partnership	Support and shared endeavour to improve and develop – avoid a contractor / commissioner relationship Include Spirit Agreement or clause within partnership agreement.
Constraints	Each partner will not receive a disproportionate financial risk. WCC staff to be within a single management structure. Joint committee would be delegated the relevant powers from each local authority. Service to deliver options 1 to 6 in the Housing Service Matrix. Option to expand the services within the shared service e.g. from the second page of the Matrix. Need to keep this option open in the agreement Ability to trade is not important at this stage. Competence and capacity assessment necessary from host organisation.

The scope of the service was agreed by the Project Board in July 2014. The HEART service comprises of core elements which are:

- Persons ability to carry out activities of daily living.
Housing environment conditions –single interventions including energy efficiency.
- Alternative accommodation assessment.
- Full Housing Health and Safety Rating Assessment.
- Home safety and falls prevention – person and property.
- Housing needs financial assessment – maximise income.

To deliver the shared service, functions from the respective partners will need to be delegated to the host authority.

In addition the host will provide administrative and ancillary services as follows:

- Provide the Services, and as described in the Business Plan provide Ancillary Services, on behalf of all the Councils during the Term.
- Be responsible for the employment of the Head of Consortium and other new posts within the service.
- Ensure that the Employees and Head of Consortium engaged from time to time are suitably qualified, experienced, trained and supervised to deliver the Services.
- Manage the Employees and Head of Consortium as a diligent employer and shall handle grievance or disciplinary actions properly, with care, in accordance with law and in consultation (where relevant) with the other Councils.
- Ensure the Services are carried out with all due skill care and diligence and to the standard as would reasonably be expected of a local authority service.
- Ensure the prudent and proper control and management of the Cost Centre, Budget and Fund.
- Provide administrative and secretarial support to the Management Board, including producing and supplying regular financial monitoring information to the Management Board.

3. Employee Arrangements

An appraisal of the employment options was carried out for the shared service. The Project Board opted for the secondment of partner employees in to the shared service and where required direct employment of new posts on fixed-term contracts. Staff will second on existing terms and conditions and in compliance with the employing organisations policies.

Some of the existing services are provided through contracted organisations in Rugby via Orbit Housing Association and Stratford upon Avon District Council via Age UK. It is expected that staff delivering the service within the partner organisations will be considered for TUPE transfer in line with the policies of those authorities that currently fund them.

A structure to deliver the service has been developed and there are some posts that will need to be recruited to. It is intended that existing staff form the basis of the service and where the opportunity allows the new posts will be offered to existing staff first. To allow this to happen NBBC will need to allow ring fencing to be extended to employees of other authorities currently working within the service.

4. Agreed Principles

A number of principles are proposed by the Project Board which are:

a) Revenue contributions for the partner organisations will be determined through agreed activity levels for housing authorities and the cost of OT involvement across the county for the County. The measure of activity needs to be agreed as part of the Business Case approval.

b) Capital funding from the largely Government funded Disabled Facilities Grants will not be pooled.

c) That the proposal capital agreement is taken to Health and Wellbeing board to be ratified since that body ultimately controls the use of the capital budgets in question – explaining the contract and explaining the implications of changes

d) Fees will be set across the shared service at a single rate. The proposal is that this would at a single rate subject to work confirming that level is justifiable – currently 12.5%

e) Risks will be shared by the shared service by adjusting for revenue variations at the end of each year by reviewing actual activity. Capital would vary with demand. The shared service would start each year with no reserves or deficits to manage.

f) The contract for the shared service will include contract clauses about how fundamental changes will be managed.

In effect this means that no partner is liable for any costs other than those they would have been liable for if delivering the service, or parts of it, by themselves.

The amount of Disabled Facilities Grant funding being released by central Government is due to more than double from £220 million to £500 million by the year 2019/20. This is because it has been decided that home adaptations are so important to keeping people independent at home that the Social Care Capital Grant allowance has now been included in the overall budget for Grants. Partners will need to respond in order to deliver spending targets including both assessments and delivery. A joint plan has to be agreed. The proposed service and partnership agreement is a timely solution to a current challenge.

5. Customer and Organisational Benefits

Benefits to Warwickshire Residents include:

- Improved quality of life
- Reduced pressure on carers
- Maintained independence
- Giving the individual self-respect and dignity
- Enjoyment of living in their own familiar home environment for longer
- Choice
- Social inclusion and family life

6. Organisational Benefits

The organisations involved in the shared service will benefit in many different ways given the unique delivery of services that span the two tiers of local government. The expected benefits include:

- Breaking down of organisational and professional barriers that hinder shared working.
- Establishment of shared teams and services spanning the 6 local authorities in Warwickshire.
- Establishment of procedures and protocols to share benefits, resources and expertise.
- Greater understanding between organisations.
- Closer strategic and operational working.
- One unified voice to represent and champion all service users within Warwickshire.
- Shared risk and increased resilience across Warwickshire localities to deliver the services meaning business continuity is enhanced.
- Reduced capital costs through shared procurement and spending power – for example a larger shared budget enable new ways to provide adaptations e.g. direct procurement of stair lifts.
- More customers assessed and assisted for the same revenue costs.
- Potential to engage effectively with Health Services with a single voice for housing related interventions.
- Reputational improvement for establishing a unique, innovative and effective multi-agency service.
- Customer focused.
- Improved health and wellbeing and supporting independence.
- Social and financial inclusion.
- Provision of a simple cost effective and timely responsive service.
- Promotion of the benefits of partnership working.
- Enabling Warwickshire's citizens to be fully informed on 'how to help themselves before they need help' through the provision of advice and preventative assistance thereby helping to reduce crisis interventions which is generally when residents seek help through adaptations.

7. Conclusion

The development of the current service provision for HEART has been carried out over a period of time and with diligence. It has allowed breakthrough improvement across a number of different partners and within a pathway that spans different tiers of local government.

To provide a stable platform and public identity for the service to respond to current and future challenges it is required that the service is subject to a partnership agreement so that partners, employees and residents can be sure of the future.

Name of Meeting: Cabinet

Date Of Meeting: 27 June 2016

Subject Matter: HEART Shared Service to deliver home adaptations (including Disabled Facilities Grants)

Originating Service: Communities and Homes

LIST OF BACKGROUND PAPERS

There are no background papers relating to this document.

Appendix 1: HEART Business Plan



Home Environment Assessment & Response Team

HEART: Helping you Live Independently at Home

Business Case

Document Title:	A Business Case for a Home Environment Assessment & Response Team (HEART) Service through a shared agreement.
Description:	This Business case proposal is to provide a Home Environment Assessment & Response Team (HEART) Service delivered by the 5 District & Borough Councils and the County Council through a shared service agreement.
Authors:	Denise Cross & Paul Coopey
Contact:	
Status:	Version 0.8
Date:	11th May 2016
Audience (if restricted)	
Rights. Protective marking	Not protectively marked.
Location	
Filename	

Version History

Version	Author	Date	Changes
0.1	Denise Cross	19.02.2016	
0.2	Denise Cross	18.04.2016	Consultation with Project Board
0.3	Denise Cross & Paul Coopey	24.04.2016	Additional Benchmarking and formatting
0.4	Denise Cross	25.04.2016	Inclusion of amended financial information
0.5	Caroline Potter	27.04.2016	Amendments to financial information
0.6	Paul Coopey	29.04.2016	Amendments to tables
0.7 0.8	Caroline Potter	10.05.2016	Amendments to financial information

1. Introduction

- 1.1 The new HEART service is an integrated approach between social care and housing which focuses on the customer and their carers, not organisations, to deliver the right practitioner at the right time with the right solution. This will enable the customer choice and control to manage their own lives and maintain their abilities in daily activities within their home that is safe and warm and enable delivery without delay.
- 1.2 This is by far and away the best model going forward because it builds on existing trusted relationships, embeds these services as part of an integrated range of targeted support services for adults, provided by the local public sector, aligns with the Warwickshire Homefirst strategy (Warwickshire County Council & South Warwickshire Foundation Trust, 2015) and meets the national strategic policy direction of integrated services.
- 1.3 The proposal is to continue the rollout of the Home Environment Assessment & Response Team (HEART) service delivered by the 5 District & Borough Councils and the County Council in Warwickshire through a shared service agreement

2. Background

- 2.1 To facilitate radical change and be part of a whole system solution the partners (5 District / Borough Councils and the County Council) agreed an ambitious and challenging collaborative project aimed at creating a new way of delivering Home Improvement Agency (HIA) services and housing adaptations for disabled and older people across Warwickshire. It was ambitious because of bringing together 6 organisations to deliver an integrated one customer pathway for the delivery of housing solutions which includes the HIA, home safety checks and major adaptations without delay, through a Lean systems approach, and sustaining the continuous improvement.
- 2.2 Prior to the undertaking of this partnership the “old model” of service delivery had the Occupational Therapy (OT) practitioners located in different WCC bases across the county and each of the 5 District and Borough Council had their officers in each of their bases. The OT practitioner would undertake their assessment with the customer and then send a letter of recommendation to the relevant council to assess for a Disabled Facilities Grant (DFG). The customer was frequently sitting on a waiting list in social care and then moving on to another waiting list in the district/ borough so timescales were very variable across the county. The Housing grants officer would then visit undertake their assessment and then request a contractor visit. The customer whilst waiting for their adaptation may also be visited by the Home Improvement Agency staff to assist with the process and undertake e.g. home safety check or benefits check and at the time by other services such as PHYLLIS. The table 1 below shows the improvements to-date achieved through an integrated service delivery model.

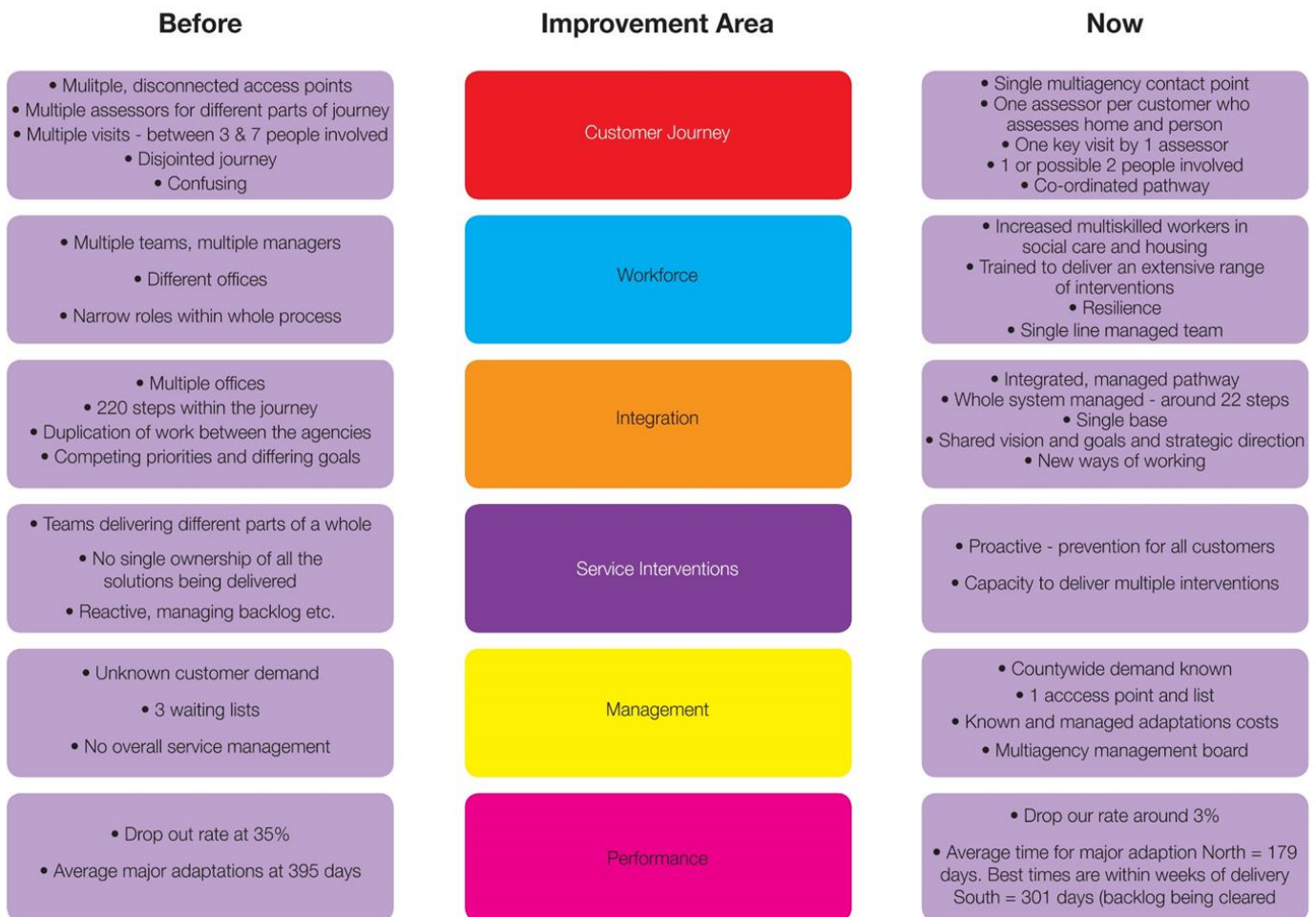


Table 1. Comparison between “Old” and “New” Service Delivery Models

2.3 The aim of the project was to create a new customer focused service delivery model which would bring together the different professions from each of the organisations, create a new role of a Housing Assessment Officer; combining the skills of an Occupational Therapy Assistant and a Housing Caseworker to do the non-complex customer work and link together existing services within a service model that involves working together to deliver holistic housing assessment and appropriate solutions. The purpose of the new **Home Environment Assessment and Response Team (HEART)** service was to shift from being a process done to a customer to a process which works with and for the customer:

“To provide customers with the advice and information to help them make the right choice, and provide practical help to deliver the right housing solution when they want it”

2.4 The approach of HEART is tailored to focus on and support the customer and carers to identify their own needs and preferred solutions e.g. advice and information, equipment, housing options, adaptations, telecare, falls prevention strategies. There is evidence that where customers are supported to make choices, they often choose lower-cost and lower intervention solutions (DFG’s in England: A Research Report for the District Councils’ Network and the Society of District Council Treasurers, April

2013). It is important to develop a partnership with the person and all other parties if necessary over the long term leading to an improvement of the quality of life and their experience.

2.5 In many Local Authorities, the system of Disabled Facilities Grant (DFG) delivery for housing adaptations was and is still not working well: resources are not deployed as effectively as they could be, customers are left waiting too long, sometimes two years or more (DFG's in England: A Research Report for the District Councils' Network and the Society of District Council Treasurers, April 2013). In Warwickshire, there were significant issues with the old way of delivering services including delays of 395 days on average from customer enquiry to providing an adaptation, with some delays being far, far greater than this. Whilst not satisfactory, this was a similar performance to other local authorities and in line with a national picture of delays in this area. It is widely acknowledged that poorly joined-up care risks distress and harm and is also hugely frustrating for patients/service users and carers (The King's Fund and Nuffield Trust (2012), Report to the Department of Health and NHS Future Forum). There was also a 35% customer drop out as teams struggled to deliver the major adaptation. The root cause of the problem was having three separate strands in delivering services with 8 different organisations and that we had tried to improve each strand but the fundamental review focused on the customer's experience and involving all organisations across Warwickshire that had been involved in the system brought the conclusion that building 'one customer focussing service' was the only way of bringing the "radical" change which was required.

2.6 A small number of exemplary local authorities have formed well-managed partnerships and Warwickshire HEART service is one of the ground-breaking, innovative and avant-garde services. HEART has the flexibility and agility to meet local need through its new ways of working with different partners. It takes a holistic view of a person and their carer's health and well-being and their home to provide an array of solutions which will meet their needs now and in the future. This effective integrated approach improves the quality of solutions and the person's experience through a more effectively coordinated delivery of the service.

Case Study from the HEART service

A customer was referred to the HEART service having difficulty managing to get in and out of her bath.

Outcome

The appointment to carry out the assessment was made whilst the customer was giving her details about the bathing difficulties. The assessment took place 3 days later and the contractor was able to view the bathroom the same day. The Disabled Facilities Grant was approved and the level shower was installed within 3 weeks. The customer rang to say the shower was "brilliant".

2.7 The majority of services across England are not currently pursuing an integrated systems approach and are still delivering Home Improvement Agency (HIA) and housing adaptations by retaining the silo working, professional boundaries and convoluted processes of work between the Occupational Therapy service and Housing departments, which is how Warwickshire was providing these services.

2.8 Since the start of the collaborative project pressures are only increasing in health and social care. The population is ageing, the prevalence of chronic health conditions increasing, survival rates at birth and major trauma with advances in medical technology are greater, and hence the demand is rising at the same time as savings within the public sector are required. Systems have not aligned with the needs of the society and this is not sustainable. Although, difficult choices on public expenditure were announced in the 2015 Comprehensive Spending Review it was recognised the significant importance of DFG's and explicit in the plans of a commitment of over £500 million for DFG's by 2019-20.

2.9 The commitment of partners across the 6 organisations has facilitated the partnership to forge and mature at all levels within the organisations. This has enabled the radical change in the service provision and establishes the sustainable and transformational change across the county. The project has brought together the Occupational Therapy practitioners, Home Improvement Agency Caseworkers, Grant Technical Services and working with the contractors as an integral part of the whole. It has dissolved the traditional boundaries between the different parts of the system, developed leaner processes, adoption of good practice and significantly improved the outcomes for the customers and carers.

2.10 Key principles to ensure the new HEART service is meeting the people's needs and wishes are being met are:

Customer's Feedback

*"In this day and age of budget cuts and when it seems common to hear the public services freely criticised, it is a pleasure to be able to offer my grateful appreciation for the service you have provided.
Thanks and Well Done"*

"I would like to thank you; you were so understanding and helpful"

"We thank you all for bringing that bit of comfort and safety into the life of the most important person in our family"

- The service is driven by the customer's and /or carer needs and personal goals;
- The focus is on proactive solutions and self-management;
- The importance of having an integrated service delivering one customer pathway with a single access point for the service;
- A multi-agency multi-skilled team;
- Ensure workforce, training and core skills reflect modern day requirement;
- Leadership should encourage us to do things differently; and

- Performance metrics must truly reflect the experience for the customer and the carer and drive improvement.

(Adapted from Commission for Improving Urgent Care for Older People March 2016
www.nhsconfed.org)

- 2.11 Our health is primarily determined by factors beyond just health and social care (Appendix 1). Good Housing is essential to health and well-being: the effects of poor housing cost the NHS over £2 billion every year. Housing plays a crucial role in supporting other determinants such as educational attainment, employment prospects and social interaction. There is evidence that Occupational Therapy and housing-related preventative services prevent or defray much larger housing, health and social care costs as well as improving quality of life (Heywood, F. Turner, L. (2007), *Better outcomes, lower costs – Implications for health and social care budgets of investment in housing adaptations, improvements and equipment: a review of the evidence*).
- 2.12 The integrated HEART service provides a great and unique opportunity to build on the “Making Every Contact Count” initiative and make further improvements in prevention and reductions in costly health and social care, and enable people to maximise their abilities in daily living activities by bringing together a matrix of services and the capability of delivering a wider range of preventative or early intervention solutions either at a county or local district / borough level in Warwickshire.
- 2.13 In the 2011 census, 38,815 residents in Warwickshire that have a long term limiting illness stated it limited their activities a lot and this is projected to rise to 63,944 in 2037 (Warwickshire Observatory, (2015) *Quality of Life in Warwickshire 2014/15*). An estimated two-thirds of those who have reached pensionable age have at least two chronic conditions (cited in Nolte, E. Knal, C. McKee, M. (2008) *Managing chronic conditions*) and 850,000 people in the UK are living with dementia (Age UK (2015) *Later Life in United Kingdom*). There are 1.3 million households aged 55 years and over who live in a home with at least one Category 1 hazard, namely a home that did not meet the minimum standard for housing in England. Around a fifth of homes are not fully useable (level access, flush threshold, WC at entrance level, sufficient circulation space in hallway). The cost of poor housing among older households aged 55years or more to the NHS equals £624 million (Building Research Trust, (2010) *The Real Cost of Poor Housing & Homes and ageing in England*). The table 2 illustrates the savings if the identified hazards were resolved.

Hazard	Issues	Savings per annum if hazard fixed
Excess Cold	Loneliness & stress	£441,564,353
Falls on stairs	Falls	£71,609,794
Falls on the level	Depression	£34,700,172
Falls between levels	Absence from work	£17,519,361
Fire	Anti-social behaviour	£12,725,126
All other 20 hazards (e.g. sanitation, food safety, pests, carbon monoxide, lighting)	Medical conditions e.g. asthma, fractures, pneumonia	£45,660,759
	Truancy from school	
	Burglaries	
TOTAL		£623,779,566

Table 2. Hazard savings

2.14 It is important to mitigate the hazards through interventions such as housing adaptations e.g. handrails to the main stairs at a cost of £200 would save health costs of around £930 and if the falls risk is removed this increases to about £1,250. The payback period of less than one year plus it may also save on home care costs (Building Research Trust, (2010) *The Real Cost of Poor Housing & Homes and ageing in England*). Hospital “bed blocking” is very expensive, costing from £1,750 a week up to over £3,000 for an acute bed (Georghiou, T. and Bardsley, M. (2014) *Exploring the Cost of Care at the End of Life*). Moreover, inappropriate hospital stays for frail older people are dangerous and debilitating.

2.15 Demands for adaptations has also been accelerated by changes in social policy and medical advances which have allowed people of all ages, with varying levels of disabilities and complex needs, to lead more independent lives in the community (Home Adaptations Consortium, (Oct 2013), *Home Adaptations for Disabled People*). The Care Act 2014 has been enacted but does not replace the Housing & Regeneration Act 1996 and the responsibilities for the provision of DFG’s. The Care Act implementation from April 2015 has seen the planning and implementation of a large number of reforms including:

- Establishing a new statutory “well-being principle.”
- A new duty to prevent, delay or reduce needs for care and support.
- An expanded duty to assess the needs of carers.
- Integrating service provision and combining and aligning processes.

2.16 The Better Care Fund arrangements have been established nationally. The Better Care Fund arrangement known as “Warwickshire Cares Better together” has given an opportunity to build the profile of these services, and their contribution to the prevention and wellbeing agenda. The DFG funding stream for the next 5 years is from the DCLG via the Department of Health and will increase from £220m in 2015 - 16 to £500m in 2019-20 (Report on the DFG Summit, Jan 2016, Foundations &

College of Occupational Therapists). In 2015-16 Warwickshire received £1,925,079 through Warwickshire Cares Better together.

2.17 The redesign of the customer pathway, via a lean thinking approach, has only those steps that are of value to the customer and the improvements to-date are:

- Initial customer contact to assessment steps have been reduced from 22 steps to one step through a direct contact number to the team.
- Development of all the team members' skills to provide housing solutions thus reducing duplication in roles / customer visits and documentation.
- Development and implementation of a new role of Housing Assessment Officer (HAO) in Sept 2013. This role enables the functional ability of the person and the conditions of their home environment to be assessed and modified accordingly. This has involved extensive training and mentoring of the HAO's by OT's.
- Single assessment process.
- Portfolio of core interventions that are delivered by all practitioners from advice on specific topics such as falls prevention, home safety through to equipment for daily living, assistive technology (e.g. telecare) and minor and major adaptations.
- Resilience within the service.
- Significantly improvement in key performance indicators.
- Improved collaborative working with other teams e.g. Lettings in Districts and Borough, Personalisation within the County.
- The project was a Runner up for a national award within Housing in 2013, cited in DFG's in England: A Research Report for the District Councils' Network and the Society of District Council Treasurers, April 2013 and recognised by Improvement & Efficiency West Midlands (IEWM).
- The service has been the focus of two PhD theses from Warwick Business School.

2.18 On-going funding pressures make the need to demonstrate the benefits of housing solutions and this is that unique opportunity to have one delivery method to enhance the resources we have available as a partnership for housing solutions. The delivery of the HEART service enables people to live more independently at home, for longer. It also reduces the risk of 'crisis' events, like serious falls. This therefore improves health, wellbeing and independence. These services therefore also reduce demand on long term and acute services such as hospital admissions due to falls, or long term home support. However, the "one-off" nature of much of the work makes tracking of longer-term outcomes less easy to achieve. Although there is well-researched evidence base supporting the belief that adaptations can reduce the need for more costly interventions, there are no established structural links between DFG budgets and the statutory beneficiaries of their preventative outcomes ((Home Adaptations Consortium, (Oct 2013), *Home Adaptations for Disabled People*).

2.19 In Warwickshire the Occupational Therapy services provided by Warwickshire County Council had already been re-modelled into specialisms ahead of other local authorities to meet the increasing complex needs of customers and carers and “care closer to home”. This enabled the specialist housing OTs to be co-located in Borough/District Council offices and facilitate closer working with housing colleagues dealing with DFG’s and adaptations under the Housing Grants, Construction and Regeneration Act 1996. Section 24 of the Act requires a local housing authority which is not a social services authority to consult the social services authority when deciding whether to approve applications for a DFG, in order to satisfy itself that works are necessary and appropriate to meet the needs of the disabled occupant. The co-location developed into piloting a shared service hosted by NBBC, and also involving NWBC and RBC and WCC to become part of single line-managed team in NBBC, supported by agreed HR protocols. This has been extended to a pilot in South Warwickshire with Stratford upon Avon and Warwick District Councils and WCC in 2014, and continues with working arrangements with South Warwickshire Foundation Trust OT Children and Young People and Families service, Orbit and Age UK.

Case Study from the HEART Service

A Customer in her seventies with arthritis was referred by a relative as they were worried about her going up and down the stairs. Housing Assessment Officer (HAO) observed the customer going up and down the stairs and performing activities of daily living.

Outcome: *Customer was able to manage the stairs at the present time but required grab rails in the bathroom. Advice and information was given about adaptations (level access shower and stair lift), Disabled Facilities Grant (DFG) process and Benefits check. The discussion on benefits led to the customer saying “I am not entitled to a pension” With the consent of the customer Department for Work & Pensions was contacted by HAO and this led to the customer being paid her pension and deferred payments which had accumulated to £90,000 before tax.*

2.20 The aims of the HEART service are:

- A. To enable customers with multiple and complex conditions to maximise their potential and live in their chosen home environment.
- B. To reduce pressure on other expensive services e.g. residential homes, hospitals, and home care by postponing the need or reducing the amount of care and support required.
- C. To improve quality of life for older and disabled people and their carers (improved dignity, less stressful, empowering, and improved flexibility in daily tasks).
- D. To be proactive and avoid where possible, crisis situations for customers and carers in regards to managing in their chosen home environment.
- E. To promote positive health and well-being styles of living, prevention of falls, and reduce hypothermia in older people.
- F. To improve living conditions by reducing hazards in the home.
- G. To reduce demand elsewhere in the housing, health and care system.

- H. To prevent hospital admissions and/or facilitate timely hospital discharges.
- I. To develop practitioners with the skills and capabilities that enables them to provide the appropriate intervention, to minimise risk to their customers and carers, be outcome focussed and able to 'get it right first time'.
- J. To contribute to the following strategic drivers:
 - Integration & Partnership working.
 - New legislation – Care Act.
 - Safety, Well-being & Prevention.
 - Preventing & Facilitating hospital discharges.
 - Better outcomes for customers & carers in their home environment (*Public Health, Social Care & NHS Outcomes Frameworks for 2015-16*).
 - Maximising capacity to meet demand within existing or less resources, e.g. Avoidance of growth in Non-Elective Admissions.
- K. Potential for strategic thinking and planning in building accessible new homes, refurbishment programmes, and best use of stock with registered social landlords.

3. Customer / Carer Feedback

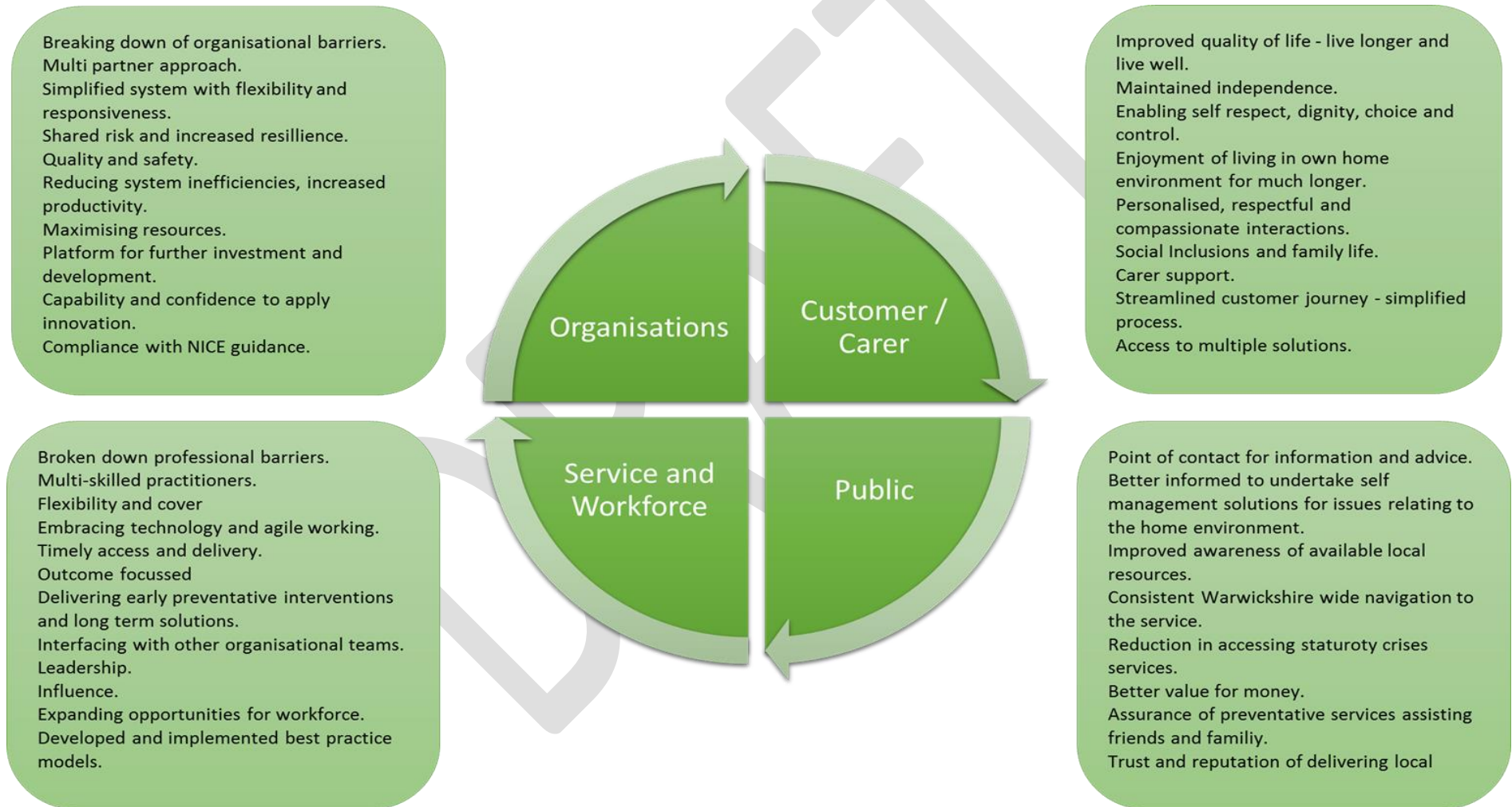
- 3.1 It is important to hear and listen to customer and carer views to enable the service to improve the quality and experience. The customer survey conducted by the HEART service is not solely related to DFG but all interventions provided to the customer by the service.
- 3.2 There are 6 key themes to the customer survey which are:
- **Respect and Dignity**
 - **Communication**
 - **Responsiveness**
 - **Reliability**
 - **Contractors**
 - **Overall experience**
- 3.3 The table 3 below shows the overall score for each key theme. The 2014/15 Overall Experience rated by customers of the HEART service was 96.25% and up to Q3 2015-16 is 97.9%.

KEY THEME	Overall mean for 2014-15	Overall mean for 2015-16
Respect and Dignity	91.62%	98.4%
Communication	95.25%	97.3%
Responsiveness	96.50%	96.5%
Reliability	98.75%	98.7%
Contractors	93.25%	94.3%
Overall Experience	96.25%	97.9%

Table 3 Customer Satisfaction of HEART

4. Benefits

4.1 A successful service contributes to and links to the key objectives of Warwickshire and this Business Case proposes the HEART service as the continuing delivery model. The customer, carers, the communities and organisations will benefit in many different ways given the unique delivery of this innovative seamless service that spans the two tiers of local government.



- 4.2 Additionally, for this large workforce, there is also an opportunity to enhance their knowledge and skills that would deliver significant additional benefits in prevention and promoting physical and mental wellbeing. For example, falls prevention and enabling strategies can be incorporated. Councillor Izzi Seccombe (2014) highlights that “every contact with a customer should be seen as an opportunity to encourage healthier lifestyle choices” and there is the need for a ‘whole system’ approach to achieve the ‘Making Every Contact Count (MECC)’. Boroughs and Districts have adopted the MECC approach.
- 4.3 In the UK, falls are the most common cause of death from injury in the over 65’s (Fenton, (2014), *The Human Cost of Falls: Health and Wellbeing, Reducing the Burden of Disease*). They are the largest cause of hospital admissions for older people and lead to 70 - 75,000 hip fractures per year and one in five die within three months of fracture. The annual cost to health and social care is estimated to be £2 billion partly due to the fact that half of the people who fracture their hip never fully regain their previous level of function and therefore need additional care and support. Falls are also a major precipitant of people moving from their home to residential or nursing care (Department of Health, 2012).

Example of savings

Table 4: Cost of Falls

Hazard Category 1	Class 1	Class 2	Class 3	Class 4
Falls on the level	Quadriplegic	Femur Fracture	Wrist Fracture	Treated cut or bruise
Costs in 1st Year	£92,490	£39,906	£1,545	£115

(Building Research Trust, (2010) *The Real Cost of Poor Housing & Homes and ageing in England*).

- 4.4 The HEART service is an appropriate service to incorporate:
- Physical and Mental wellbeing - maintaining health & wellbeing through
 - Brief optimistic advice and preventing falls.
 - Disabilities awareness.
 - Equality and diversity.
 - Design for Dementia – positive actions and solutions in the home.
 - Enabling techniques.
- 4.5 The additional benefits are:
- Compliance with Falls: assessment and prevention of falls in older people (NICE clinical guideline 161; June 2013) and a ‘Falls in older people’ assessment after a fall to help prevent further falls (NICE Quality standard 86; March 2015).
 - Improving Making Every Contact Count (MECC).
 - Supporting the challenge on Dementia.
 - Supporting the new ‘Care Certificate’ (recommendation from the Francis Report 2013).

- Embedding of 'Enabling' techniques so that carers are 'enablers' rather than 'doers' which would promote customer independence and prevent or delay increased formal care services.
- Choice & control, dignity and respect, kindness and compassion.

Table 5: Home conditions

Hazard Category 1	Class 1	Class 2	Class 3	Class 4
Excess cold	Heart attack, care, death	Heart attack	Respiratory condition	Mild pneumonia
Costs in 1st Year	£19,851	£22,295	£519	£84
Damp and mould	Not applicable	Type 1 allergy	Severe asthma	Mild asthma
Costs in 1st Year		£2,034	£1,027	£242

(Building Research Trust, (2010) *The Real Cost of Poor Housing & Homes and ageing in England*).

5. Performance Data

5.1 The HEART performance data has expanded and become more comprehensive as a consequence of more teams joining the HEART service. However, the service is inputting into a number of different IT systems which makes consistency difficult but in the future will be addressed.

Table 6. Number of HEART Enquiries

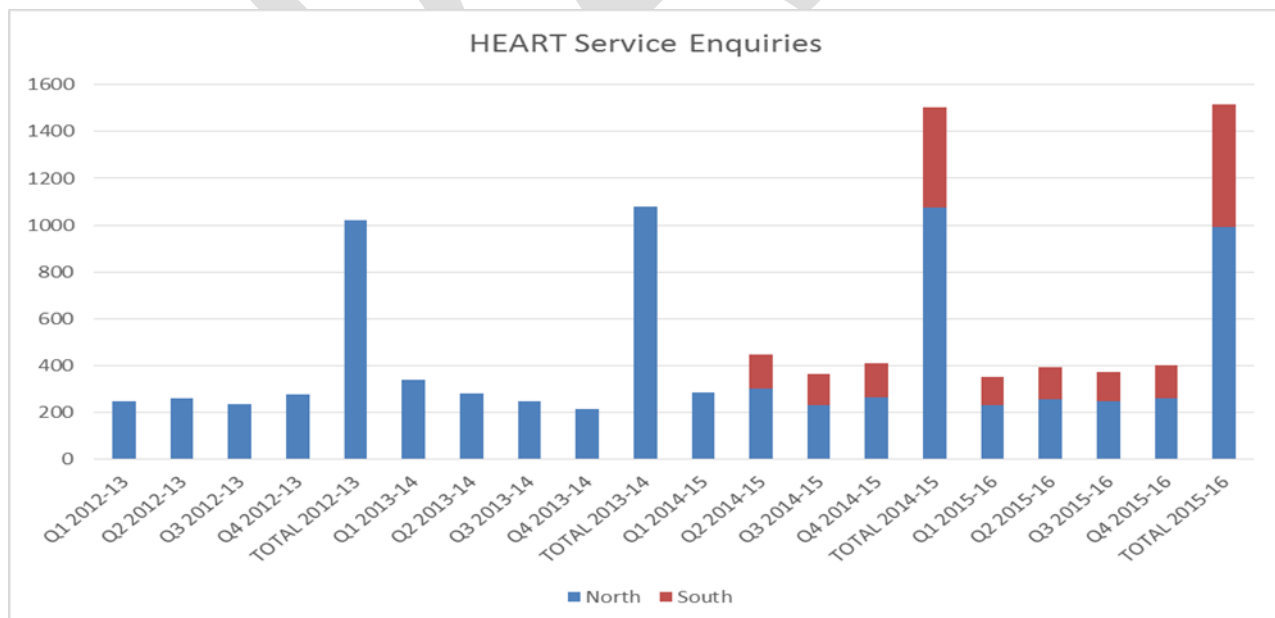


Table 7.Number of Referrals for Council Major Adaptations

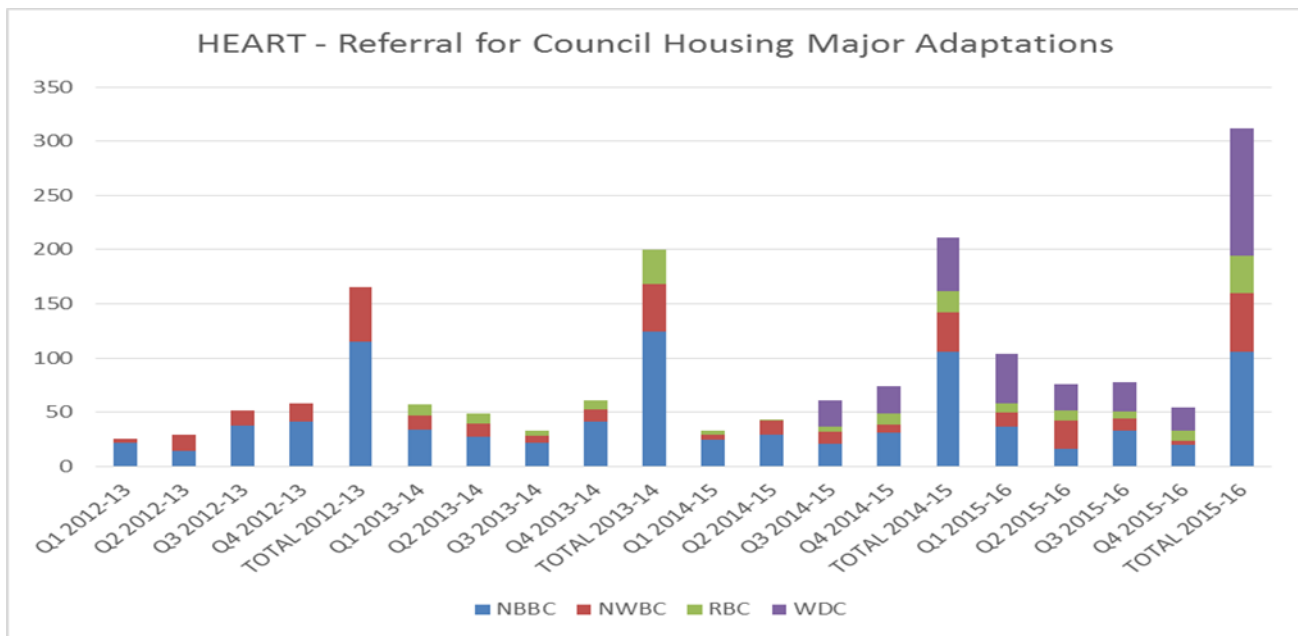


Table 8.Number of DFG Approvals

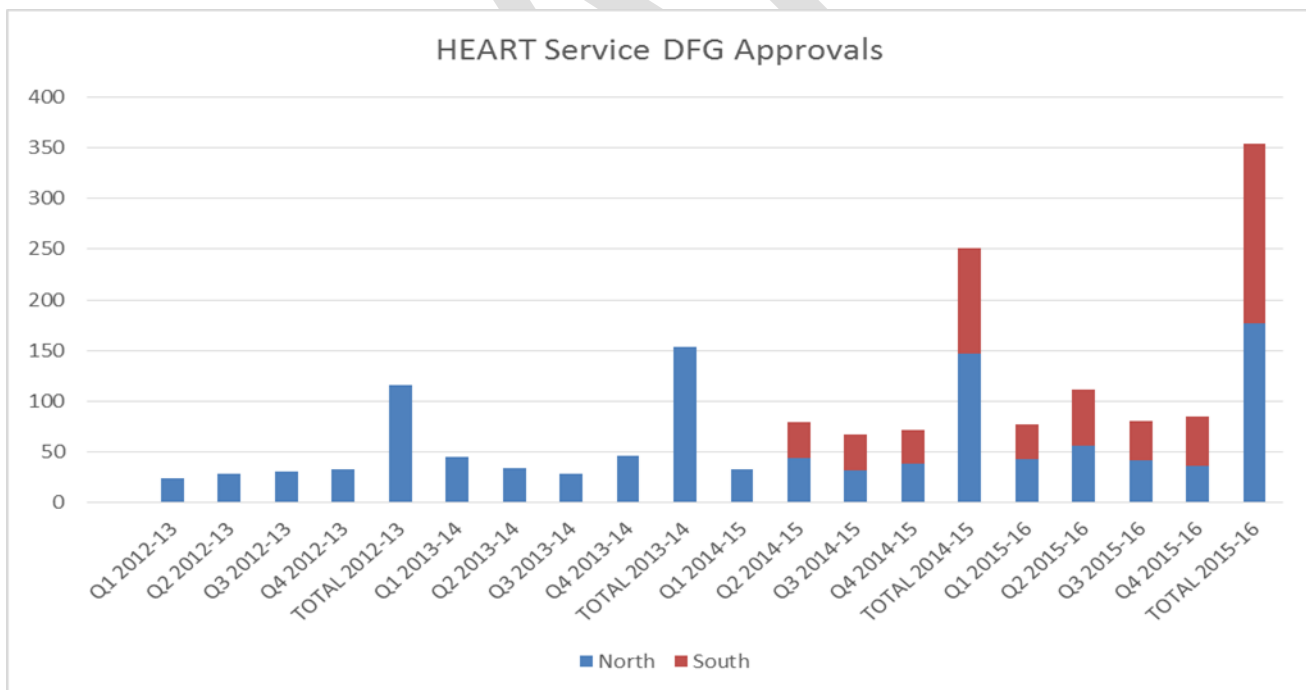


Table 9 & 10 Number of Children & Young People Major Adaptations



5.2 Enquiry to Completion of DFG works

The following tables show the performance of HEART in relation to DFG funded major adaptations, and then how the service is comparing with other Local Authorities. It has always been difficult to undertake benchmarking as service provision is different across England and there is no national data set, but the data clearly shows the progress made in Warwickshire.

Table 11 End to End Time Trend for DFG funded Major Adaptations

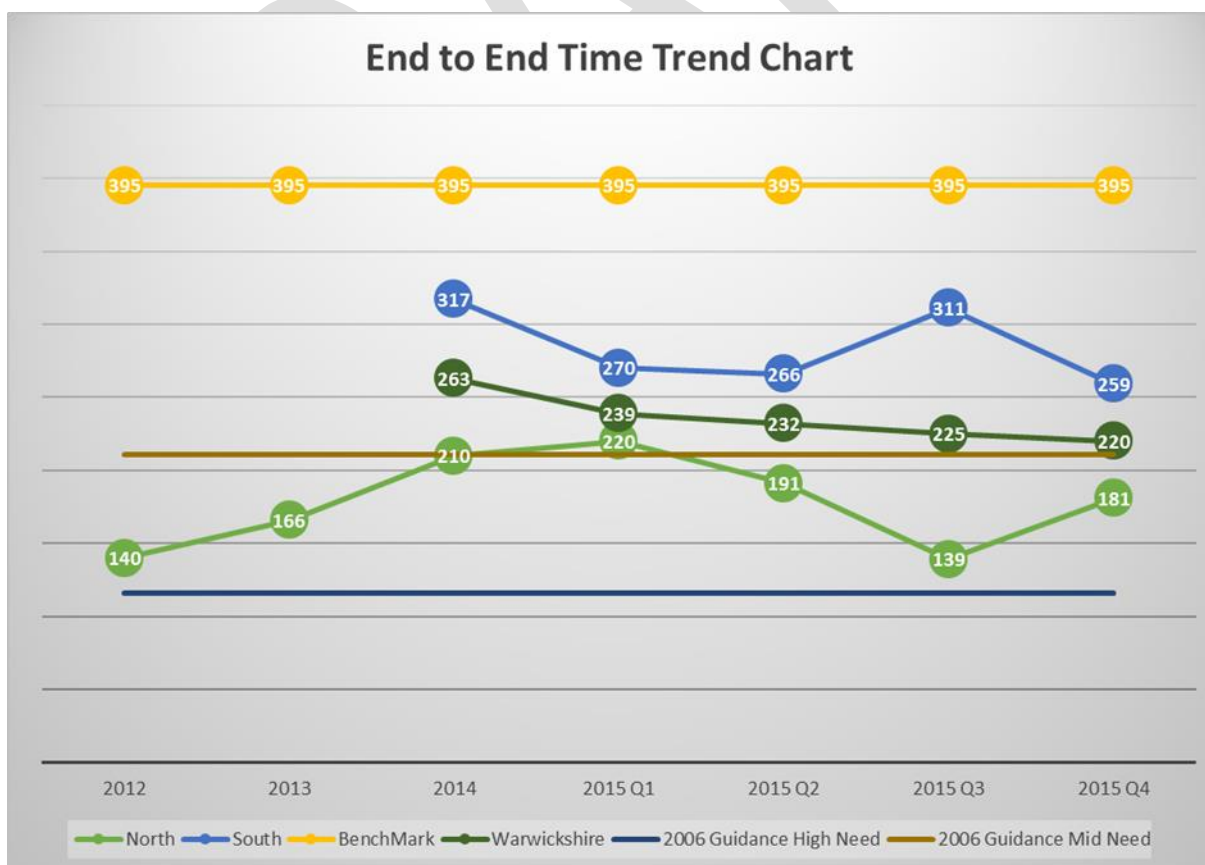
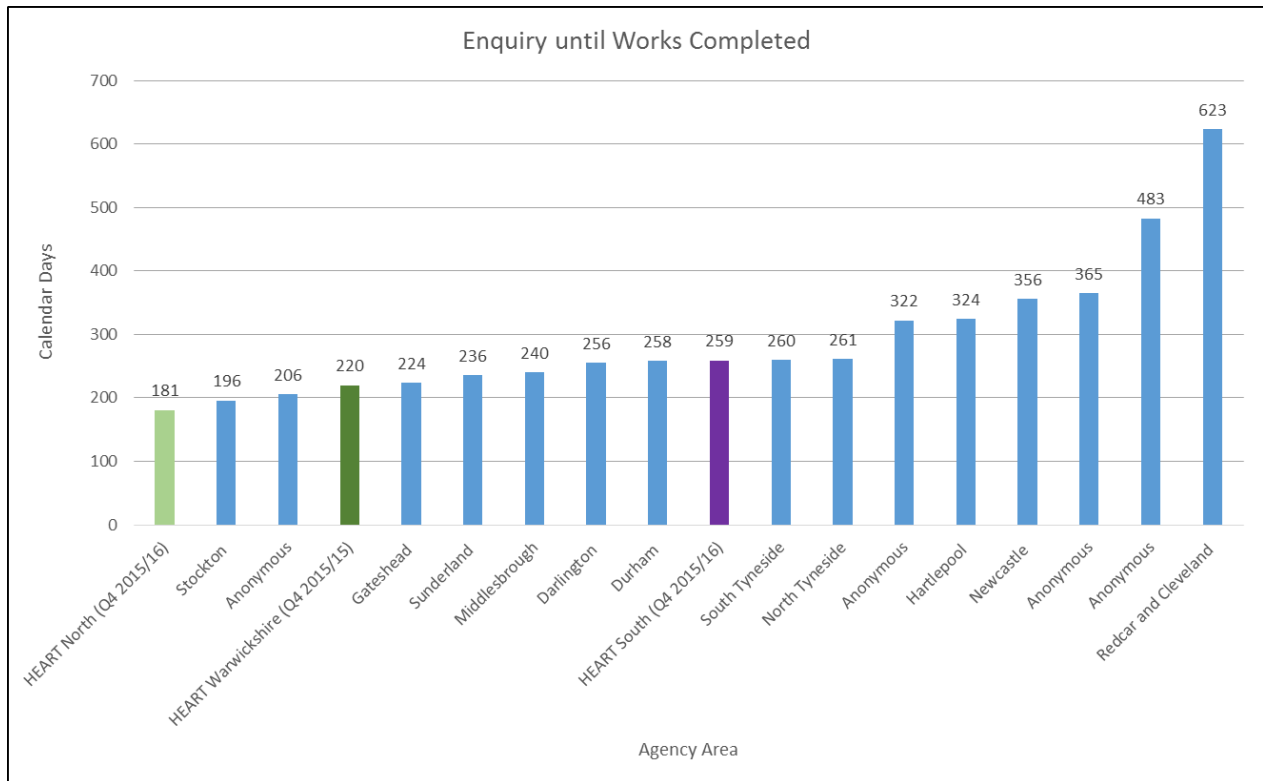


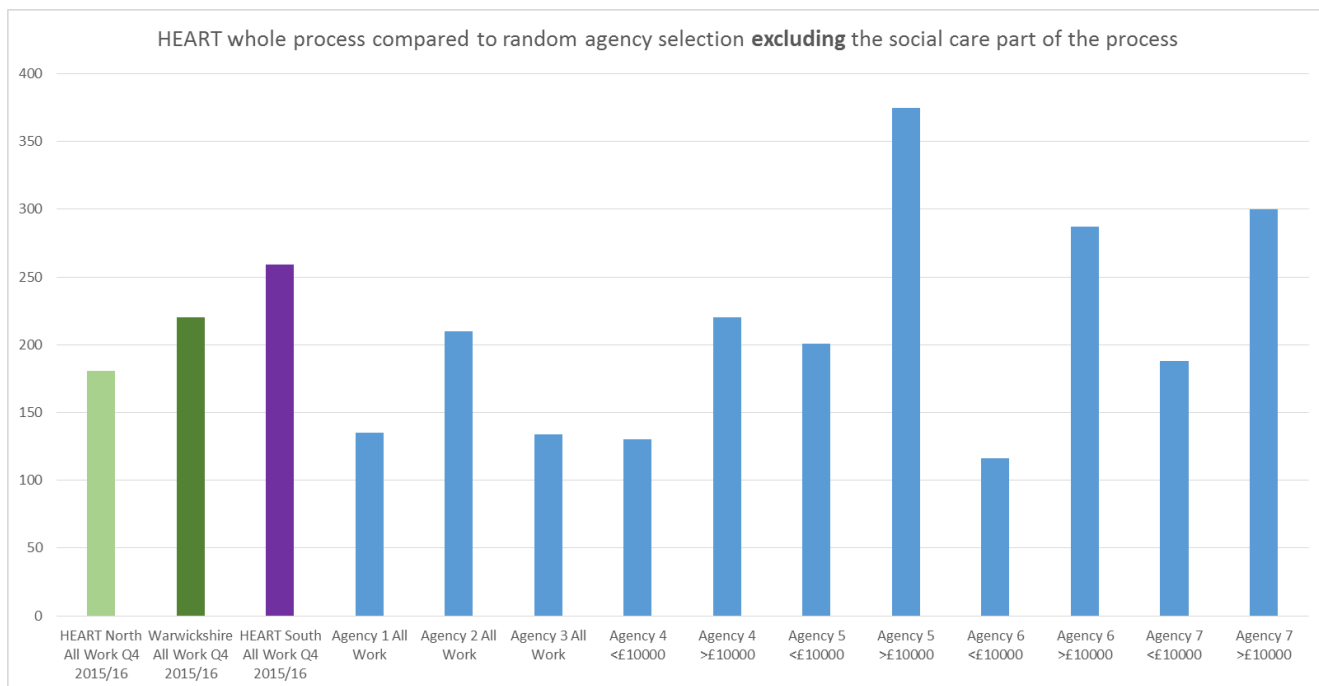
Table 12 a. Benchmarking Information on other Local Authorities – Whole Process



5.3 Table 12a.shows HEART performance compared to a number of unitary authorities responsible for both Housing and Social Care. The chart demonstrates that Warwickshire has developed a system that can perform well when compared to authorities with a structural advantage.

Additionally, in Warwickshire we have achieved an improved service able to continuously improve performance across 6 different local authorities in a two tier structure. This demonstrates the benefits of the integrated approach that has been developed and the shared oversight of the service.

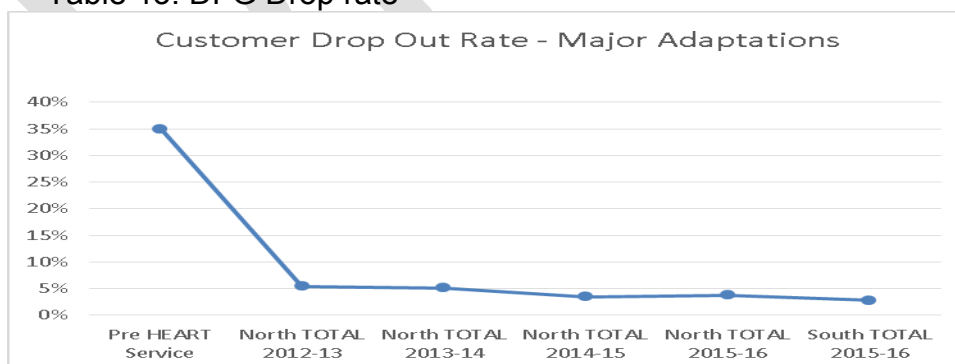
Table12b. HEART Whole Customer Journey vs. Traditional DFG System which Excludes Adult Social Care



Source of Agency information is Foundations.
Identity of LA 1-7 and County not authorised for publication.

5.4 Table 12 b shows HEART performance (i.e. whole customer journey) against authorities that only measure low cost and high cost jobs from the time the agency received the referral. The other authorities have not included the time taken at the front end of the process of the OT assessment within adult social care. Our experience, from the initial review, suggests that the journey through social care is on average 125 days, which needs to be added to the other authorities in the table below.

Table 13. DFG Drop rate



5.5 Not only does a low drop-out rate benefit the customer, it benefits the organisations as they do not have such a high amount of waste work.

5.6 Table 14. Customer Outcomes

Care Act Outcomes	Outcomes applied to HEART	2015-16 Total (3 Quarters)
1. Managing and maintaining nutrition.	Able to prepare drinks/food.	1
2. Maintaining personal hygiene.	Provision of facilities (modified/new). Maximise ability in activities of daily living. Maintaining dignity and respect.	225
3. Managing toilet needs.	Able to use the toilet.	116
4. Being appropriately clothed.	Able to dress /undress.	105
5. Being able to make use of the home safely.	Able to use existing facilities within the property. Able to access principal rooms within the property.	368
6. Maintaining a habitable home environment.	Improved condition of the property. Provide comfort security & safety.	0*
7. Developing and maintaining family or other personal relationships.	To reduce isolation, maximise ability. To maximise participation in family roles and work and social activities.	63
8. Accessing and engaging in work, training, education or volunteering	Facilitate working from home.	0*
9. Making use of necessary facilities or services in the local community including public transport, and recreational facilities or services.	Able to go in/out of property to access home. Garden, community.	0* 27
10. Carrying out any caring responsibilities the adult has for a child.	To minimise risk to person, carer or relative.	0*

*The "0" indicates no report functionality at the current time

5.7 Table 15. Average Cost of Major Adaptations

Average Cost of DFG	North	South	Pre Experiment Benchmark
2012-13	£6,422.00	No data	£7,396
2013-14	£6,859.00	No data	£7,396
2014-15	£6,102.00	£7,674.00	£7,396
2015-16 to Q3	£6,085.00	£7,389.00	£7,396

6. Business Requirement

6.1 To deliver the HEART service:

In Scope

The HEART Service Matrix detailed in Appendix 2, and a shared service agreement between all the councils.

Out of Scope

There is the future opportunity for all or some of the “out of scope” additional or service enhancements to be brought in to scope should circumstances and funding allow.

6.2 The Business case has considered a number of options to deliver the change and realise the benefits. The options considered are:

6.2.1 Revert to Original Service

This is not considered viable as an option because of:

- The progress over time of becoming an integrated service.
- It is a difficult area to ‘change direction’ in due to the number of stakeholders.
- The positive results to date indicating sustainable improvement progress.
- The development of a Housing Assessment Officer (HAO) role incorporating the skills of an OT Assistant and a Housing caseworker.

6.2.2 Shared Service with a Lead Authority via a contractual arrangement (section 101 (5) Local Government Act 1972)

This is the preferred option as it has:

- Democratic accountability and transparency.
- Joint oversight and equal governance between councils.
- Trusted and well understood approach – already employed between Councils.
- Pooling of control and risks.
- Existing local government financial arrangements and benefits remain in place.
- Empower the Host to act through the Partnership to provide the service. (Sections 101, 111 & 113 of the Local Government Act 1972, Section 19 & 20 of the Local Government Act 2000, and section 1 of the Localism Act 2011).
- Unlikely to present difficulties with the European Union Procurement Regime.

6.2.3 Teckal Company (wholly owned)

This type of arrangement has limited risk transfer and commercial governance, finance rules apply – accounting and taxation.

6.2.4 Charitable Trust

Financial benefits come with charitable status but commercial governance, finance rules apply.

6.2.5 Staff Mutual

Private sector joint venture, commercial governance, finance rules apply but profit drive of the profit sector organisation may create tensions.

6.2.6 Social Enterprise

Transfer to staff mutual Securing but employee leadership can be difficult – without appropriate leadership, the new business will not get off the ground nor prosper if established.

6.3 The Shared Service with a Lead Authority via a contractual arrangement (HEART service) brings additional benefits:

- It is a distinctive way of providing housing solutions which can't be replicated in the voluntary sector
- A key element of not fully outsourcing (e.g. to a voluntary sector agency) is the flexibility for us to change and develop the service as it is within Council's direct control as a pose to outsourced to specified (and potentially inflexible) contract. This model brings freedoms that are not possible in some of the other models.
- Have an in depth awareness and knowledge of local systems, policies and procedures.
- Are familiar with documentation.
- Have established professional relationships with a large number of agencies.
- Have a proven track record of delivering high quality interventions.
- Foster a quality workforce.
- Will provide a maintained, resilient and managed service because there are a number of practitioners with the capabilities and competencies available to cover (back up) as when/needed e.g. annual leave, sickness etc.
- Will ensure services are compliant to the statutory requirements of the Care Act 2014 and Housing & Regeneration Act 1996 through delegation of responsibilities in the shared service agreement.
- Will continue to work towards achieving the Outcomes in WCC One Organisational Plan 2014-18 and District & Borough strategic objectives.
- Will continue to drive the cultural change required to meet future service demands.

7 Objectives and Outcomes of the Proposal

7.1 The objectives of HEART are:

- Better customer outcomes by improving the customer experience.
- Dispel myths and 'traditional' thinking that Disabled Facilities Grant's take "forever".
- Utilise resources in an effective & efficient manner to deliver a quality co-ordinated service around the customer and carer.
- Promote effective working with in Social Care, Housing and Health.
- Create consistency in practice and ensure adoption of best practice.
- Create a culture that encourages and promotes customer independence, respect & dignity, wellbeing and falls prevention.
- Achieve long term savings by ensuring effective use of resources.

7.2 Existing 'As Is'

The HEART north provision is based in Nuneaton and Bedworth Borough Council and is a single line managed team with agreed protocols in place. The south provision is in the project phase but is based within Warwick District Council. There is still commissioned HIA provision outside of the Borough and District Councils with Age UK and Orbit at the present time.

7.3 To be (proposed)

The proposal is:

Shared Service Specification Statement	
Shared Service Vehicle	Host Authority with potential for Joint Committee.
Governance	Governance Board comprising senior managers from each partner. Single management team.
Host Authority	In principle Nuneaton and Bedworth Borough Council.
Functions to be provided by host	Where possible all organisational and support functions.
Support functions not to be provided by host	Specialist social care legal advice.
Spirit of partnership	Support and shared endeavour to improve and develop – avoid a contractor / commissioner relationship. Include Spirit Agreement or clause within partnership agreement.
Constraints	Each partner will not receive a disproportionate financial risk. WCC staff to be within a single management structure. Joint committee would be delegated the relevant powers from each local authority. Service to deliver options 1 to 6 in the Housing Service Matrix. Option to expand the services within the shared service e.g. from the second page of the Matrix. Need to keep this option open in the agreement. Ability to trade is not important at this stage. Competence and capacity assessment necessary from host organisation.

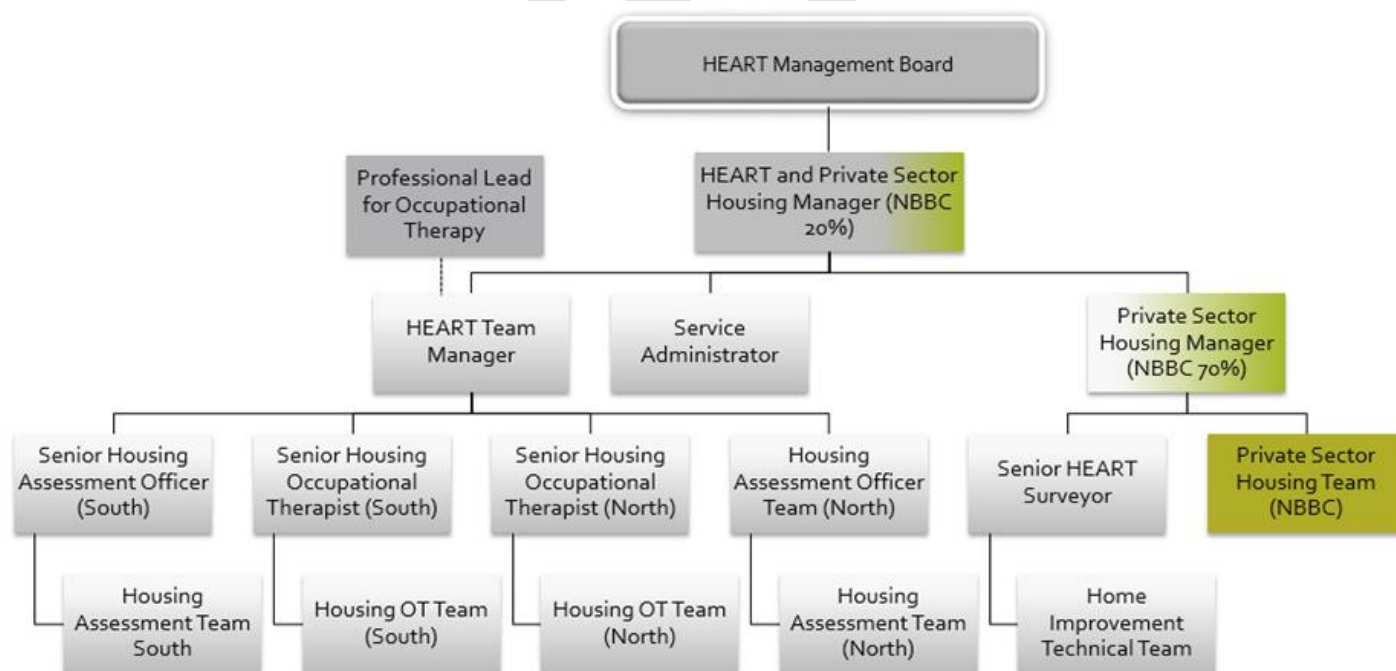
7.4 Governance

The partners have established a Management Board which will be further enhanced with appropriate terms of reference.

1. The Management Board shall consist of the Authorised Representatives of each of the Councils or their authorised substitutes.
2. Receive reports about the performance of the service and Business Plan, Budget, the potential growth of the Shared Service, and any other reports as it may reasonably require from time to time assessing the effectiveness of the Shared Service.
3. Determine and take such action as it considers desirable and necessary to promote the Shared Service and to procure the expansion of the Shared Service where it considers that this would be beneficial.
4. Determine (in accordance with Section 25) any disputes or differences that arise between the Councils concerning the interpretation and effect of any of the provisions of this Agreement.

7.5 HEART Service Structure

The structure of the service has been designed to take in to account a whole of Warwickshire service with teams located within the north and south.



7.6 Human Resources

For staff already employed by one of the 6 organisations in the current services a secondment of 2 years is the preferred and agreed option within the management board. The benefits are:

- Staff retain links with their existing employers.

- Provides a mechanism for multi-agency working.
- The host organisation has no employer liability for the partner organisations employees.
- Staff are able to maintain their HCPC registration requirements including CPD through the established mechanisms set up by WCC. (NB Occupational Therapist is a protected title with the Healthcare Professions Council and registration every two years is mandatory, without this it is illegal to practice as an OT).
- Staff have access to clinical supervision & training without the need to make alternative arrangements within the host organisation.

The staff would be seconded on their existing terms and conditions (unless they were being seconded into an entirely different role), and would be hosted and line managed by NBBC.

The staff would be able to undertake their organisations functions and another authority's functions under the agreement. There are specific provisions in the Local Government Act 1972 (sections 112 and 113) to enable this to happen, so local authorities can create partnerships and shared services with each other and other public bodies, such as NHS bodies.

For those staff not employed by one of the organisations appropriate employment procedures would need to be considered either through a TUPE arrangement or through direct and fixed term employment.

The structure enables other functions to be undertaken should it be required, and has the potential to expand and take on additional services either countywide or at a locality level depending on the different needs of the partners.

7.7 Products and Costs

The HEART Service will provide customers and carers with the advice and information to help them make the right choice, and provide practical help to deliver the right housing solution when they want it. This is detailed in the service matrix Appendix 2.

8 Financial Considerations

8.1 The HEART service will operate with aligned revenue budgets. Partners will continue to act as employers of the staff, who will be working in the shared service and will have:

- a separate cost centre for their shared service staff.
- the net budget for the cost centre will represent each partners general fund cost including the associated on costs.

8.1 The host will:

- Hold the budgets for the pooled parts of the service. This will include the new posts in the structure, and will also contain the hosts' share of the budget.

- Other authorities will pay to host the contributions determined for this part of the overall service, in a timely fashion to be agreed.
- The host will also pay into this service their contribution.
- The pool cost centre will have a net budget of zero.
- Any overspend / underspend will be subject to the agreed rules on overs and unders.
- Charging between the Host and the Partners for HEART costs - the host will issue quarterly invoice of the agreed contributions to be paid by partners.

8.2 Reporting

All partners will be required to submit a quarterly return of full costs to the host to enable the full picture of the shared service to be brought together. A timetable for the submission of returns will need to be prepared and adhered to, to enable the upwards reporting and management of the service by the project manager and Board.

8.3 Management

All partners will require an officer responsible for authorising and forecasting on spend against the shared service that is incurred in their authority.

This should ideally be the officer who is then sitting on the HEART Board, as this keeps clear lines of accountability.

The board receives monthly reports on the overall financial position, with reasons for variances and recommendations for management action.

The final budget structure and first year budget would form part of that agreement and would make clear exactly which costs resided with which partner and how this translates into contributions on the shared service.

8.4 Service Budget

The service budget for HEART is set out in the table below.

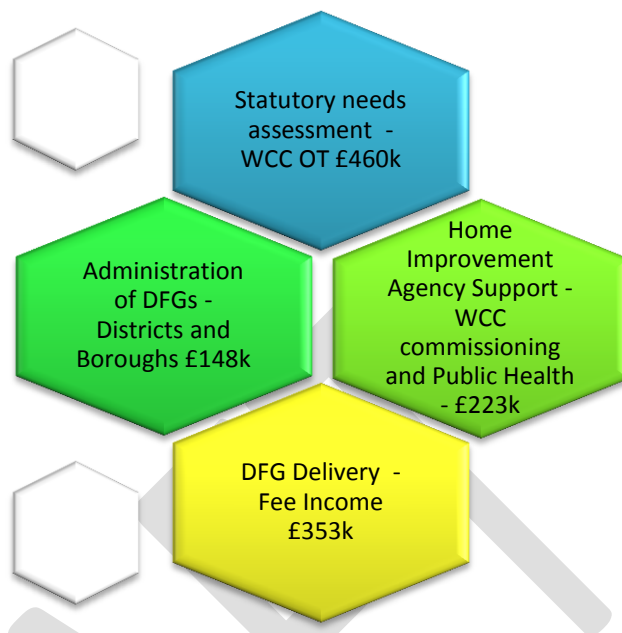
HEART SERVICE BUDGET	2016/17
Staffing	£ 1,024,310
Running Costs - e.g. training / travel etc	£ 33,860
Support Costs	£ 30,000
Sub-Total	£ 1,088,170
Additional Revenue costs of 16/17 additional capital grant	£ 97,073
Total	£ 1,185,243

The 2015/16 cost of these services countywide was £1,122,566. This was based on the DFG for that year, and should be compared with the total cost of HEART before the additional revenue costs for 2016/17 (£1,088,170).

The additional costs for 2016/17 have been added to structure presented in the report to deliver the additional capital which has been agreed through the BCF. The exact utilisation of this revenue will be determined by the HEART Board.

8.5 Contributions to HEART

How the budgets fit together:



Partners have agreed that the County will continue to pay for the Occupational Therapy input into the service and to make the same contributions to the home improvement agency aspect of the service. These are countywide allocations. The Districts and Boroughs contributions will be aligned to activity. Initially capital budget will be used as a proxy for activity as it is a good indicator of levels of work.

The capital grant and local capital allocations to be used by the service are as follows:

Council	DFG Capital Grant	Local Capital	Social Care Capital Grant	Total	%
Nuneaton and Bedworth	£ 608,192	£ 191,808	£ 260,012	£ 1,060,012	33%
North Warwickshire	£ 296,156	£ 3,844	£ 123,766	£ 423,766	13%
Rugby	£ 274,508	£ 75,492	£ 109,205	£ 459,205	14%
Stratford	£ 373,165	£ -	£ 144,567	£ 517,732	16%
Warwick	£ 373,058	£ 179,000	£ 155,487	£ 707,545	22%
Total	£ 1,925,079	£ 450,144	£ 793,036	£ 3,168,259	100%

As well as the DFG Capital Grant there is local capital, which is capital resources districts and boroughs have chosen to add to increase the pool of available funding, and half of the Social Care Capital Grant that has been awarded as part of the Better Care Fund. This was formerly a separate grant allocated to Upper Tier authorities. It has now been brought together with the Disabled Facilities Grant in the Better Care Fund. The guidance on this funding is clear that there should be a joint plan between all Better Care Fund partners on its' usage. For 2016/17 it has been agreed that half of the allocation for the Social Capital Fund should be allocated to Disabled Facilities Grants and therefore that is what is included above. Allocations for future years will be subject to further discussions.

The percentages of overall capital works, are used to allocate the costs of the service for DFG administration (costs which cannot be recouped through fees) to the districts and boroughs.

The funding for the service would therefore be split between partners as follows:

Council	Revenue Contribution	% of contribution	Contribution from Fees (12.5%)	Total
Nuneaton and Bedworth	£ 49,574	33%	£ 132,501	£ 182,076
North Warwickshire	£ 19,819	13%	£ 52,971	£ 72,789
Rugby	£ 21,476	14%	£ 47,401	£ 68,877
Stratford	£ 24,213	16%	£ 32,358	£ 56,571
Warwick	£ 33,090	22%	£ 88,443	£ 121,533
Sub-Total	£ 148,173	100%	£ 353,674	£ 501,847
Warwickshire CC - OT	£ 460,455			£ 460,455
Warwickshire CC - Strat Comm	£ 187,092			£ 187,092
Warwickshire CC - Public Health	£ 35,850			£ 35,850
Total	£ 831,569		£ 353,674	£ 1,185,243

Spend on capital by borough can vary up or down, and the cost of the service to each council would vary with that. Decisions to spend more or less on capital will affect both the staffing levels of the service and the individual allocations.

For example if Authority A increased their capital spending to be 50% of the total capital being utilised, their revenue contribution would also increase to 50%. If additional staffing was needed for the service, this would increase the overall amount being distributed, and therefore would not necessarily result in lower cash contributions from other partners.

Adjustments will be made annually, according to planned activity. The actual splits of activity will be monitored by the board, to ensure that income is being maximised and that resources are in line with activity.

These principles will apply to all years of the agreement, and costs and allocations will vary with activity as set out above.

9. Benefits and Outcomes

9.1 Expected Benefits and Outcomes and KPI's

Expected Benefits and Outcomes	Key Performance Indicators (KPI's)
<p>Promote & maintain independence in a safe and secure home environment: Enabling customers to maximise their potential and live in their chosen home environment by promoting customer independence, choice and control and improved support for informal carers to safely carry out their role.</p>	<p>Customer Outcomes</p>
<p>Quality service for customers and carers: Right person at the right time with the right solution</p>	<p>Compliments Complaints Customer satisfaction survey</p>
<p>Skilled workforce: Promote and instil behaviours to provide high quality and compassionate interventions. Creates a competent work force that can cope with complex customer / carer needs. Provide learning and development opportunities. Improve staff retention by helping career progression.</p>	<p>Number of staff who gain / maintain competencies. Staff turnover numbers. Sickness levels</p>
<p>Prevention: Preventing hospital or residential admissions, delivering better outcomes and more effective and efficient solutions. Reduce, delay or prevent the need for residential placements. Better housing conditions.</p>	<p>Number of Council & DFG Major Adaptations End to End times for the provision of Major Adaptations Number of Enquires & Assessments Number & types of interventions delivered Drop-out rate WEMWBS mental wellbeing measurement scale Companionship scale Physical Activity measure</p>

10. Risk Assessment (RAIDD)

10.1 Risks (what could happen)

- Limited support for the continuation of the proposed HEART service, which would result in destabilisation of the current service provision.
- Challenge from non-public sector organisations, which are currently providing aspects of the HIA provision, this could result in fragmented service across the county.
- The reduction in DFG funding which would result in unmet demand and potentially an increase in care packages and residential placements.

10.2 Issues (is happening now)

Concerns about future revenue and capital funding.

10.3 Assumptions

All existing funding sources will be committed to the HEART service.
Resources from non-public sector organisation will transfer into HEART.

10.4 Dependencies

Reliant on support from all Partners Strategic Commissioning, District & Borough councils, Public Health and Adult Social Care & Support.

11. Key Milestones / Time Scales

1. Business case approved by all Partner authorities.(May to July 2016)
2. Shared Service agreement signed. (August 2016)
3. Implementation Plan deployed to continue with HEART (September 2016)
4. Staff consultation within HEART and with the non-public sector organisations (August / September 2016)

12 Decisions (recommendations)

1. To acknowledge the achievements and benefits to-date that the HEART service have delivered and its future potential to enable people to live as independently as possible in an accessible, safe and secure home.
2. To deliver the service specification in the Housing matrix with the option of the development of enhanced elements.
3. The service to be hosted by Nuneaton and Bedworth Borough Council who will commission specialist services e.g. legal support from other authorities if required.
4. To incorporate the private sector housing function of Nuneaton & Bedworth Borough Council into HEART service structure to minimise disruption within the host.
5. To create and sign up to a shared service agreement with the option for Local Authorities to join at a later point.
6. To continue to invest in HEART – WCC, Public Health & 5 District & Borough Councils.
7. To agree a risk sharing and benefits model to ensure the host authority or other authorities do not receive a disproportionate financial risk.



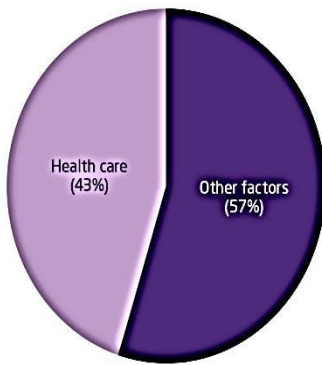
Home Environment
Assessment & Response Team

HEART: Helping you Live Independently at Home

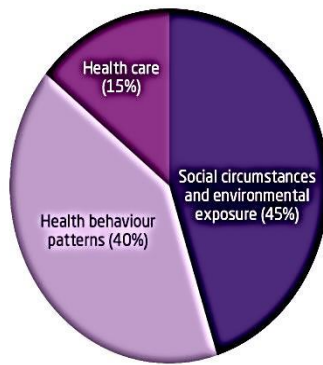
APPENDIX 1:

The importance of public health
Our health is determined by our genetics, lifestyle, the health care we receive and our wider economic, physical and social environment. Although estimates vary, the wider environment has the largest impact.

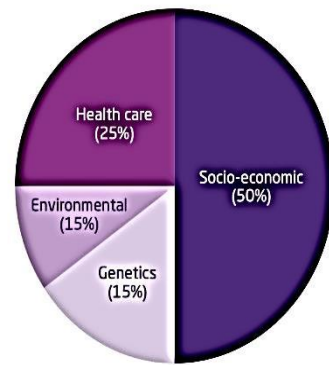
Bunker et al (1995)



McGiniss et al (2002)



Canadian Institute of Advanced Research (2012)



Assessment		Interventions		
<p>Contact Enquiries - what are people accessing the service for?</p>	<p>Specialist Assessment</p>	<p>Information and Advice.</p>	<p>Direct Provision- (includes contracted service) (NET – Care Act 2014 National Eligibility Threshold)</p>	<p>Supported provision - by an external provider (to the service).</p>
<p>Request type 1. Request for information on adapting property</p>	<p>Housing Environment Assessment which consists of: Section 1 Person's ability to carry out Activities of Daily Living (ADL) skills. Personal care skills (washing and dressing). Preparing and managing food and drinks</p>	<p>Specialist knowledge provided through: Electronic - webpage Leaflets Verbal Local resources / services</p>	<p>Professional Support: Occupational Therapy (strategies and techniques) Technical (building) Activities of Daily Living Equipment - (NET eligible) Assistive Technology Equipment (NET eligible) Minor Adaptations (NET eligible): Grab rails / Stair rails Ramp Door widening Social Housing equipment, adaptations and services e.g. lifeline –eligible and non eligible under NET.</p>	<p>Retail model through Integrated Community Equipment and Support Service (ICESS)</p>
<p>Request type 2. Request for assistance with adapting a property to meet personal needs</p>	<p>Accessing and using Facilities in the home (toilet, bed, chair, bath) Mobility around the home surroundings. Carer support</p>	<p>Identify & demonstrate ADL equipment and refer to Retail market</p>	<p>Major Adaptations(DFG criteria private and social housing): Level access shower Stair lift Room conversion Property extension Minor Property Works: Minor property repairs & alterations to property Secure gate/entrance Fix leaking pipes Fix gutters Install soy holes /locks/ key safes Major Property Works: Roof repairs Damp proofing Property insulation Install new boiler</p>	<p>Retail model through ICESS</p> <p>Referrals to Social housing and their building contractors</p> <p>Building contractors not procured by the service for bespoke work.</p>
<p>Request type 3. Request for financial or practical assistance through the Housing Authorities Housing Assistance Policies covering Improvements and repairs to owner occupied housing</p>	<p>Section 2 Housing Environment Conditions - (Category 1 or 2 Hazards) relating to: Temperature and damp Internal pollutants - e.g. Carbon monoxide Space, security and lighting Hygiene and sanitation Slips, trips and falls Safety of services, amenities and structure</p>	<p>Signposting - referral to other specialist services: Welfare rights Citizens Advice Bureau Wheelchair service GP Registered Social Landlords (RSL) Relevant local services Schemes or funding to improve housing e.g. energy efficiency schemes.</p>	<p>Visits with customers to social and private housing to determine whether the property will meet their needs. Housing Suitability Report and facilitating housing choices e.g. Extra care Completion of Application form / Support letter</p>	<p>Handy person (not procured by service)</p>
	<p>Section 3 Alternative Accommodation Assessment when there is a need to move home due to section 1 assessment.</p>	<p>Advice on what a house will need to provide to allow an individual to access the main facilities</p>		
	<p>Section 4 Housing Health and Safety Rating System Full House Assessment</p>	<p>Information on housing hazards under the HHSRS</p>	<p>Full property inspection and report on housing hazards. Assistance assessment in relation to public funds. Caseworker support to deliver improvements and reduction of hazards.</p>	<p>Building contractors not procured by the service for bespoke work. Private Sector Private Sector Enforcement</p>
<p>Request type 4. Home Safety Service</p>	<p>Section 5 Home Environment Falls Risk Assessment in relation to the person interacting in their home.</p>	<p>Information on personal and housing hazards when related to an older or disabled person.</p>	<p>Use of procured building contractors. Falls Risk Reduction Action Plan</p>	<p>Handy person not procured by service. Specialist services</p>
<p>Relevant request types 1, 2, 3</p>	<p>Section 5 Financial Assessment in relation to housing needs</p>	<p>Information on the access criteria for housing assistance</p>	<p>Test of resources assessments Identification and referral to benefit providers / Charity applications and support letters.</p>	

Options Assessments and Services		Proposed Interventions		
Enquiry Type	Assessment	Advice & Information	Direct Provision- (includes contracted service)	Supported provision - by an external provider (to the service).
Relevant request types 1.2.3	Service 1 Identify and co-ordinate property move	Information on housing options for older and disable people and practical advice on moving home	Assessment identify housing options for client group. Provide practical assistance with moving property for those not able to do so, acting as an "agent". ¹	
Relevant request types 1.2	Service 2 Housing adaptation design with potential customers e.g. to construction companies.	Information of design criteria for adaptations.	Liaise with customers and designers / architects on design features to suit someone who is self financing adaptation work. Provide information to social and private developers.	
Relevant request types 1.2	Service 3 Identification and assistance with the marketing of adapted properties in the private sector.	Register and access to adapted properties through working with estate agents and web promotion of adapted properties.	Matching service to allow residents to seek already adapted properties that will meet or contribute to meeting long term needs. Accompanied visits.	
Relevant request types	Service 4 Medical Reviews for Social Housing Applications	N/A – refer to housing options	Assess conditions against allocations policy criteria.	
Relevant request types	Service 5 Providing a pathway for the delivery of facilities for medical equipment at home e.g. dialysis areas, hygienic cleanable treatment areas.	N/A	Work with health services to deliver adaptations for customers who need them to facilitate treatment at home.	
Relevant request types	Service 6 Screening for Health & Well-being: Nutrition - MUST Frailty Cognitive function	N/A refer to specialist web sites.	Assessment, screening, referrals and advice.	

AGENDA MANAGEMENT SHEET

<i>Name of Meeting</i>	Cabinet
<i>Date of Meeting</i>	27th June 2016
<i>Reporting Director</i>	Head of Environment and Public Realm
<i>Title</i>	Shared Service – Fly tipping Investigations
<i>Portfolio</i>	Environment and Public Realm
<i>Ward Relevance</i>	Not Applicable
<i>Prior Consultation</i>	Portfolio Holder and Leader
<i>Contact Officer</i>	Sean Lawson, Head of Environment and Public Realm. Extension 3850
<i>Report Subject to Call-in</i>	No
<i>Report En-Bloc</i>	No
<i>Forward Plan</i>	No
<i>Corporate Priorities</i>	This report primarily relates to a number of the Council's priorities regarding innovative approaches to service delivery and partnerships. It also addresses the desire to reduce the impact of fly tipping

Statutory/Policy Background Under the Local Government (Goods and Services) Act 1970 public bodies can use one and other to exercise professional and technical services.

The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 came in to force on the 9th May 2016 and allows for fixed penalty fines (FPN) to be issued.

This Council is actively seeking shared service opportunities with a view to providing our services across a wider geography to generate additional income and help us meet our ambition to become financially self-sufficient by 2020.

Summary Harborough District Council has observed the reported environmental crime enforcement success that this Council has achieved and wishes to engage our professional investigatory services for fly tipping offences.

Financial Implications As detailed in the report.

Environmental Implications The introduction of a new enforcement tool for addressing waste offences is a positive measure.

Legal Implications As detailed in the report.

Equality and Diversity There are no Equality and Diversity implications arising from this report.

Options

1. To approve the shared service arrangement with Harborough District Council
2. To not approve the shared service agreement with Harborough District
3. To confirm the delegated decision of the Head of Environment and Public Realm regarding The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016

Recommendation

- (1) The shared service arrangement for fly tipping services with Harborough District Council, as detailed in the report, be approved; and
- (2) IT BE RECOMMENDED TO COUNCIL THAT the Head of Environment and Public Realm be given delegated authority to set fees and charges relating to fixed penalty fine levels, as outlined in the report.

Reasons for Recommendation

To take advantage of a cost-effective shared service opportunity with a neighbouring council, which could lead to further opportunities in the future, and generate additional income for RBC.

Cabinet – 27th June 2016

Shared Service – Fly tipping Investigations

Report of the Environment and Public Realm Portfolio Holder

Recommendation

- (1) The shared service arrangement for fly tipping services with Harborough District Council, as detailed in the report, be approved; and
- (2) IT BE RECOMMENDED TO COUNCIL THAT the Head of Environment and Public Realm be given delegated authority to set fees and charges relating to fixed penalty fine levels, as outlined in the report.

1. Introduction

As part of the Council's ongoing aspirations to work with partners and develop shared services an opportunity has arisen to share our expertise in relation to environmental crime enforcement with Harborough District Council (HDC).

2. Shared Service - Environmental Crime Enforcement (Fly Tipping)

HDC has over the last few years experienced a significant increase in fly tipping incidents. Whilst it is able, through its refuse and street cleansing contract arrangements to remove these swiftly it does not have the resources or expertise to deliver any sustained enforcement programmes or initiatives.

This Council has a strong positive reputation for its effective and robust enforcement for environmental crimes. As a consequence of this reputation and the Council's geographical proximity it has been proposed that it offers its investigative and enforcement services to Harborough.

This arrangement enables HDC to quickly increase capacity to respond to fly tipping incidents, thereby sending a message that Harborough takes these crimes very seriously. It also enables this Council to work collaboratively with a neighbouring authority to tack a common issue especially along the A5 corridor.

This arrangement will enable both Councils to maintain longer-term flexibility and achieve value for money through the service being provided on a pay as you go basis.

Whilst officers from Rugby will be conducting the investigations, the gateway decisions on action will continue to be made by HDC with recommendations from this Council. As with such cases in Rugby, there are a range of intervention actions that can be considered, such as;

- Advice and guidance
- Informal warnings
- Civil debt cost recovery
- Formal enforcement
 - Fixed Penalty Notices
 - Community Protection Notices
 - Interviews under caution (PACE).
- Formal Cautions
- Prosecution

All contact with alleged perpetrators will be carried out by RBC staff. All correspondence will contain both councils' logos and set out that action is being taken by Rugby Borough Council on behalf of Harborough District Council. Interviews under caution (PACE) will be carried out on this Council's premises.

Any fixed penalty notices or civil debt recovery will be managed by RBC through its standard processes. Any payments received as part of these investigations will be deducted from the quarterly charge for the service.

Any prosecutions requiring court action will be carried out by Harborough District Council and decisions to proceed will be based on the circumstances, likelihood of success and public interest. It is proposed to trial these arrangements until 31st March 2018. A fee per hour has been agreed which ensures full cost recovery. At this stage the level of demand that arise is not known, but officers are currently estimating this to be in the region of 10 hours per month and budgets will adjusted to reflect an anticipated additional income of £5,000 for the remainder of 2016/17.

There are no TUPE implications as a result of this arrangement. The staffing resources to deliver this service will be deployed from within the Warden and Neighbourhood teams. This will in practice present a number of potential operation issues as these teams are currently below strength pending decisions on future staffing needs in line with the revised Corporate Priorities and proposed spending decisions.

3. Fixed Penalty Fines for Fly Tipping

From 9 May 2016, local authorities have been given greater powers to tackle fly tipping by issuing fixed-penalty notices (FPNs) of between £150 and £400 to those caught in the act of small-scale fly-tipping.

This might be considered to be anything from old fridges or sofas to garden waste or rubble. Until this date, whilst littering could be dealt with by a Fixed Penalty Fine, items such as a black bag was deemed to be fly tipping and could only be prosecuted through the courts, which can be costly, time-consuming and often involve lengthy investigations.

The new powers have been introduced under The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016. Within the minimum (£150) and maximum (£400) fine range it is for each Council to set its own fine levels, and if appropriate discount for early payment.

Under the Council's Constitution, the setting of fees and charges is delegated to Heads of Service and the level of Fixed Penalty Notices is deemed to fall within that definition. The Head of Environment and Public Realm, in consultation with the Portfolio Holder has established the value for this offence at £400, reduced to £300 if paid within 10 days of the offence. This is also in line with Harborough and is beneficial for both councils as it allows our staff to issue the same notices and payment options without developing a bespoke process for Harborough.

Name of Meeting: Cabinet

Date of Meeting: 27th June 2016

Subject Matter: Shared Service – Fly Tipping Investigations

Originating Service: Environment and Public Realm

LIST OF BACKGROUND PAPERS

Document			Officer's	File
No.	Date	Description of Document	Reference	Reference

AGENDA MANAGEMENT SHEET

Name of Meeting	Cabinet
Date of Meeting	27 June 2016
Report Title	Members' Allowances 2015/16
Portfolio	Corporate Resources
Ward Relevance	All Wards
Prior Consultation	None
Contact Officer	Mannie Ketley, Head of Corporate Resources/Chief Financial Officer
Report Subject to Call-in	Yes
Report En-Bloc	Yes
Forward Plan	Yes
Corporate Priorities	Not applicable
Statutory/Policy Background	Not applicable
Summary	The Local Authorities (Members' Allowances) (England) Regulations 2003 require each local authority to publish details of allowances paid to each councillor for the previous year.
Risk Management Implications	All claims made by councillors are rigorously checked for accuracy and compliance with the Council's Members' Allowance Scheme.
Financial Implications	The maximum amounts able to be claimed by councillors for basic allowance, special responsibility allowance and travel and subsistence are stipulated in the Members' Allowances Scheme.
Environmental Implications	There are no environmental implications arising from this report.
Legal Implications	The Members' Allowances Scheme is required to comply with the Local Authorities (Members' Allowances) (England) Regulations 2003.

Equality and Diversity

No new or existing policy or procedure has been recommended.

Options

Not applicable

Recommendation

The list of allowances claimed be noted.

Reasons for Recommendation

To satisfy the legislative requirement to publish the list of allowances claimed.

Cabinet – 27 June 2016

Members' Allowances 2015/16

Corporate Resources Portfolio Holder

Recommendation

The list of allowances claimed be noted.

1. INTRODUCTION

The Local Authorities (Members' Allowances) (England) Regulations 2003 require each local authority to publish details of allowances paid to each councillor for the previous year.

The required information for 2015/16 financial year is shown in Appendix 1. A list of details of all special responsibility allowances for this financial year is attached at Appendix 2.

2. ALLOWANCES PAID

The amounts paid to councillors include basic allowance and special responsibility allowance (if applicable).

Councillors can also claim travel and subsistence allowances for meetings and conferences as determined by the Council. However, these amounts may vary as:

- (a) some councillors prefer not to claim these allowances;
- (b) they are often dependent on the frequency of journeys a councillor undertakes; and
- (c) they are dependent on how far councillors have to travel from their homes to the Town Hall.

Name of Meeting: Cabinet
Date of Meeting: 27 June 2016
Subject Matter: Members' Allowances 2015/16
Originating Department: Corporate Resources Portfolio

LIST OF BACKGROUND PAPERS

Document		Description of Document	Officer's Reference	File Reference
No.	Date			
1.	17 May 2016	Members' Expenses 2015/16	David Phelan	N/A

Members Allowances 2015/16

This Document Shows a Breakdown of Expenses and Allowances claimed by Members via Agresso and Itrent throughout 2015/16.

Councillor Surname	Councillor Forename	Basic Allowance	Special Resp Allowance	Carers' Allowance	Mileage NT/Rugby Casual	Passenger NT/Rugby Casual	Travel-Conference	Travel Normal	Broadband and Landlines	Tablets and Mobile Phones	Total
A'Barrow	Julie	6,427.56									6,427.56
Allen	Nigel	6,427.56	73.49						406.80		6,907.85
Avis	Christina	6,427.56									6,427.56
Avis	Howard	6,427.56							151.56		6,579.12
Birkett	Steven	6,427.56									6,427.56
Bragg	Sally	6,427.56	727.03		24.75				255.24	145.85	7,580.43
Brojomohun	Deepah	6,427.56									6,427.56
Buckley	James	6,427.56							335.54		6,763.10
Butlin	Peter	6,427.56							250.44		6,678.00
Cade	Christopher	6,427.56	462.55		63.00		12.15		79.92		7,045.18
Coles	Andrew	6,427.56	440.62								6,868.18
Crane	Emma	5,719.15									5,719.15
Dodd	Richard	6,427.56	2,232.50								8,660.06
Dudfield	Paul		3,096.96								3,096.96
Edwards	Claire	6,427.56	3,140.62						406.80		9,974.98
Ellis	David	6,427.56									6,427.56
Eves	John		1,320.00		149.40						1,469.40
Francis	Matthew	725.69									725.69
Francis	Graham	725.69									725.69
Garcia Maures	Belinda	6,427.56									6,427.56
Gillias	Anthony	6,227.04							368.91		6,595.95
Hazelton	Robert	725.69							127.09		852.78
Hunt	Leigh	6,427.56	5,303.04						323.76	279.30	12,333.66
Keeling	Norman	6,427.56			40.95				546.84		7,015.35
Lawrence	Kathryn	6,427.56	3,750.00								10,177.56
Lewis	William	6,427.56									6,427.56
Mahoney	Thomas	6,427.56	3,750.00						345.87		10,523.43
Mistry	Ish	6,427.56	440.62								6,868.18
Nash	Marion	5,719.15							71.22		5,790.37
New	Noreen	6,427.56							669.22		7,096.78
O'Rourke	Margaret	6,427.56							389.49		6,817.05
Pacey-Day	Christopher	6,427.56									6,427.56
Parker	Lisa	6,427.56	4,621.68	406.71					418.82	468.01	12,342.78
Poole	Derek	6,427.56	6,426.96					177.50	320.35	855.76	14,208.13
Robbins	Carolyn	6,427.56	3,750.00						255.24		10,432.80

Councillor Surname	Councillor Forename	Basic Allowance	Special Resp Allowance	Carers' Allowance	Mileage NT/Rugby Casual	Passenger NT/Rugby Casual	Travel-Conference	Travel Normal	Broadband and Landlines	Tablets and Mobile Phones	Total
Roberts	Howard	6,427.56	2,773.34		78.75	54.74			85.20		9,419.59
Roodhouse	Susan	6,427.56									6,427.56
Roodhouse	Jerry	6,427.56	1,590.96						188.23		8,206.75
Sandison	Neil	6,427.56							386.06		6,813.62
Shera	James	6,427.56							463.14		6,890.70
Simpson-Vince	Jill	6,427.56		212.83							6,640.39
Srivastava	Ramesh	6,427.56	446.50						288.00		7,162.06
Stokes	Michael	6,227.04	17,152.80						655.06	84.00	24,118.90
Taylor	Helen	6,427.56	5,355.96							138.35	11,921.87
Timms	Heather	6,427.56	5,355.96						242.89		12,026.41
Watson-Merret	Carolyn	5,719.15							506.90		6,226.05
Williams	Mark	6,427.56							446.04		6,873.60
Total		269,608.32	72,211.59	619.54	356.85	54.74	12.15	177.50	8,984.62	1,971.27	353,996.58

Special Responsibilities

1 April 2015 – 31 March 2016

The scheme also entitles those Members undertaking special responsibilities to be paid a special responsibilities allowance, subject to any part-year provisions.

Cllr M Stokes	Leader of the Council, Leader of the Conservative Group, Chairman of Cabinet
Cllr D Poole	Deputy Leader of the Council, Vice-Chairman of Cabinet
Cllr Leigh Hunt	Sustainable Inclusive Communities Portfolio Holder
Cllr Mrs S D Bragg	Sustainable Environment Portfolio Holder 2014/15
Cllr Mrs L A Parker	Sustainable Environment Portfolio Holder 2015/16
Cllr Helen Taylor	Resources and Corporate Governance Portfolio Holder
Cllr Mrs H M Timms	Economy, Development and Culture Portfolio Holder
Cllr Claire Edwards	Leader of the Labour Group, Chairman of Brooke Overview and Scrutiny Committee
Cllr J M Roodhouse	Leader of the Liberal Democrat Group
Cllr N D Allen	Chairman of Appeals Committee 2014/15
Cllr C M Cade	Chairman of Appeals Committee 2015/16
Cllr A Coles	Chairman of Customer and Partnerships Committee 2014/15
Cllr Miss K M Lawrence	Chairman of Licensing and Safety Committee
Cllr T Mahoney	*Chairman of Overview and Scrutiny Management Board
Cllr I G Mistry	Chairman of Corporate Performance Committee 2014/15
Cllr Ms C A Robbins	Chairman of Planning Committee
Cllr H D Roberts	Chairman of Whittle Overview and Scrutiny Committee
Cllr R J Dodd	Mayor 2015/16
Cllr R M L Srivastava	Mayor 2014/15
Mr P Dudfield	Chairman of Audit and Ethics Committee
Mr J Eves	Vice-Chairman of Audit and Ethics Committee

Councillors are not entitled to claim more than one special responsibility allowance. If a member holds more than one post in receipt of a special responsibility allowance, the higher allowance is assumed.

*Councillor Mahoney received a special responsibility allowance as Chairman of Overview and Scrutiny Management Board until the board's abolition on 1 September 2015.

Agenda No 14

<i>Name of Meeting</i>	Cabinet
<i>Date of Meeting</i>	27 June 2016
<i>Report Title</i>	Treasury Management 2015/16 – Annual Report
<i>Ward Relevance</i>	All Wards
<i>Prior Consultation</i>	Treasury Management Strategy 2015/16 – 2017/18 Cabinet February 2015 Treasury Management Progress Report 2015/16 Cabinet November 2015
<i>Contact Officer</i>	Mark Finnegan – Principal Accountant Tel: (01788) 533408
<i>Report Subject to Call-in</i>	Yes
<i>Report En-Bloc</i>	Yes
<i>Forward Plan</i>	Yes
<i>Corporate Priorities</i>	This report does not specifically relate to any Council priorities, but should be considered by Cabinet for the following reasons: To comply with the Code of Practice
<i>Statutory/Policy Background</i>	The Council's Treasury Management activities are strictly regulated by the Local Government Act 2003 and the CIPFA Code of Practice on Treasury Management.
<i>Summary</i>	The report sets out the Treasury Management activities for 2015/16.
<i>Financial Implications</i>	The report ensures that Cabinet is aware of the final Treasury Management position for 2015/16.
<i>Environmental Implications</i>	There are no environmental implications arising from this report.

***Equality & Diversity
Implications***

There are none arising from this report.

Legal Implications

There are no legal implications arising from this report.

Options

1: As this report complies with the Treasury Management Code of Practice, which was approved by Council, no other options have been considered.

Recommendation

- 1) The Treasury Management report for 2015/16 be considered; and
- 2) The actual treasury management indicators (Appendix A) be noted.

***Reasons for
Recommendation***

To comply with the Code of Practice

Cabinet – 27 June 2016

Treasury Management Annual Report 2015/16

Report of the Head of Corporate Resources

Recommendation

- 1) The Treasury Management report for 2015/16 be considered; and
- 2) the actual treasury management indicators (Appendix A) be noted.

1.1 INTRODUCTION

The annual Treasury Management Report is a requirement of the Council's reporting procedures; and a cornerstone of the CIPFA Code of Practice on Treasury Management in the Public Services. This report covers the treasury activities for the financial year 2015/16.

Part of the Council's treasury activity is to address any borrowing need, either through borrowing from external bodies, or utilising temporary cash resources available within the Council. The wider treasury activities also include managing the Council's cash flows, its existing borrowing activities, and investment of surplus funds. These activities are structured to manage risk foremost, and then to optimise performance.

1.2 ECONOMIC REVIEW

Market expectations for the first increase in Bank Rate moved considerably during 2015/16. However, by the end of the year, forecasts had moved back radically to quarter 2 2018 due to many fears including:

- concerns that China's economic growth could be heading towards a hard landing;
- the potential destabilisation of some emerging market countries particularly exposed to the Chinese economic slowdown; and
- the continuation of the collapse in oil prices during 2015 together with continuing Eurozone growth uncertainties.

These concerns have caused sharp market volatility in share prices during the year with corresponding impacts on bond prices and bond yields due to safe haven flows. Bank Rate, therefore, remained unchanged at 0.5% for the

seventh successive year. Economic growth (GDP) in 2015/16 has been disappointing with growth falling steadily from an annual rate of 2.9% in quarter 1 2015 to 2.1% in quarter 4.

The sharp volatility in share markets during the year was reflected in sharp volatility in bond yields. The dominant trend in since July 2015 has been for yields to fall to historically low levels as forecasts for inflation have repeatedly been revised downwards. In addition, a notable trend in the year was that several central banks introduced negative interest rates as a measure to stimulate the creation of credit and hence economic growth.

The European Central Bank (ECB) commenced a full blown quantitative easing (QE) programme of purchases of Eurozone government and other bonds starting in March at €60bn per month. This put downward pressure on Eurozone bond yields. There was a further increase in this programme of QE in December 2015.

In America, the economy has continued to grow healthily on the back of resilient consumer demand. The first increase in the central rate occurred in December 2015 since when there has been a return to caution as to the speed of further increases due to concerns around the risks to world growth.

The UK elected a majority Conservative Government in May 2015, removing one potential concern but introducing another due to the promise of a referendum on the UK remaining part of the EU. The government maintained its tight fiscal policy stance but the more recent downturn in expectations for economic growth has made it more difficult to return the public sector net borrowing to a balanced annual position within the period of this parliament.

1.3 THE COUNCIL'S CAPITAL EXPENDITURE AND FINANCING 2015/16

This forms one of the required prudential indicators, and shows total capital expenditure for the year and how this was financed.

	2015/16 Actual £'000	2015/16 Estimate £'000
Total capital expenditure	10,417	7,431
Resourced by:		
Capital receipts	383	25
Capital grants and other contributions	1,394	365
Capital reserves	5,125	4,513
Revenue	1,063	89
Unfinanced capital expenditure	2,452	2,449

*Full details of capital expenditure and explanations of variances from budget can be found within the Financial and Performance Monitoring Outturn Report also included on this agenda

The Council undertakes capital expenditure on long term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need (although this does result in a loss of interest on resources which would otherwise be invested); or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need (unfinanced capital expenditure, therefore resulting in an increase in interest costs and eventual loan repayment)

1.4 THE COUNCIL'S OVERALL BORROWING NEED

The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge for the Council's debt position and represents 2015/16 and historic net capital expenditure which has not yet been charged to revenue. The process for charging the capital expenditure to revenue is a statutory requirement and is called the Minimum Revenue Provision (MRP)*. The Council has the option to charge more than the statutory MRP each year through Voluntary Revenue Provision (VRP). The Council's CFR for the year is shown below, and represents a key prudential indicator. The total CFR can also be reduced by the application of additional capital resources (such as unapplied capital receipts.)

*In effect this is the amount required to be set aside for the eventual loan repayment

Capital Financing Requirement	31 March 2016 Actual £'000	31 March 2016 Original Indicator £'000
Opening balance 1 st April 2015	90,025	92,087
Plus unfinanced capital expenditure	2,452	2,449
Less MRP/Repayment of Loan	975	1,095
Closing balance 31 st March 2016	91,502	93,441

This table demonstrates that the Council's long-term borrowing need has decreased from that predicted at the beginning of 2015/16. This is predominantly related to:

- Cumulative underspends on projects financed via borrowing (Crematorium, Vehicle Purchases, Carbon Management Plan)

Current and future estimated MRP and interest costs (updated from the most recent Medium Term Financial Plan) are detailed in the table below:

	2016/17 £'000	2017/18 £'000	2018/19 £'000
MRP (Debt repayments)	1,215	1,593	1,667
Net Cost of Borrowing (Interest repayments)	670	450	235
Total Revenue Implications	1,885	2,043	1,902

The table shows a rising charge to revenue of direct capital expenditure based on current schemes and forecast programme costs until 2018/19 when increased investment returns will mitigate higher MRP charges.

1.5 TREASURY POSITION AT 31st MARCH 2016

The table below shows a snapshot of the Council's position as at 31st March 2016 (not for the whole of 2015/16) compared with the previous year. This situation will of course change daily as investments are adjusted to meet cash flow requirements. The results for the year as a whole are shown below in 1.7.

		31/03/2016		31/03/2015	
		£m's	Ave Rate	£m's	Ave Rate
Borrowings					
Fixed Rate	PWLB	57.5	2.3%	57.5	2.1%
	Money Mkt	13.7	3.8%	13.7	3.8%
	Other LA s	25.0	1.7%	19.0	1.1%
Total Debt Outstanding		96.2	2.3%	90.2	2.2%
Investments					
	In-house	40.7	1.2%	40.7	1.0%
	Fund Manager	-	-	-	-
Total Investments Outstanding		40.7	1.2%	40.7	1.0%

(PWLB = Public Works Loan Board)

1.6 BORROWING IN THE YEAR:

The movement in outstanding debt was £6.0m as shown below:

	£'000
Debt outstanding at 1 st April 2015	90,221
Borrowing in year	15,000
Repayments in year (temporary borrowing)	9,000
Debt Outstanding at 31 st March 2015	96,221

1.7 INVESTMENTS IN THE YEAR

1.7.1 Internally Managed Investments

The net movement in the year was an increase of £0.002m as shown below:

	£'000
Opening Balance at 1 st April 2015	40,773
Investments in year	100,488
Repayments in year	100,486
Closing balance at 31 st March 2016	40,775

Note that investments made and subsequent repayments received result from daily short-term activities.

1.7.2 Investment Performance for 2015/16

The returns achieved through the investment strategy undertaken by the Council are shown below:

	Average Investment	Rate of Return (Net of Fees)	Benchmark Return (FT 7 Day LIBID Rate)	Original Estimate
	£m	%	%	%
Internally managed	50,179	1.06	0.48	0.90

1.8 ICELANDIC INVESTMENTS

During 2008 the Icelandic banking system collapsed. At the time of the crisis, the Council had £3m invested with Icelandic institutions in receivership as detailed below:

Start Date	Planned Maturity Date	Bank	Amount £'s
27-Nov-06	27-Nov-08	Glitnir Bank	2,000,000
13-Aug-07	13-Aug-09	Landsbanki Islands HF	1,000,000
		Total	3,000,000

The commentary below sets out the latest position as regards each bank:

1.8.1 Landsbanki hf

During 2013/14 the Council, in conjunction with other local authority creditors arranged for the sale of its outstanding claim with the Landsbanki Winding Up Board (WUB).

The Landsbanki administration process is now complete.

1.8.2 Glitnir hf

On 15th March 2012, the Glitnir WUB released the following sums to Rugby Borough Council in settlement of the claim:

Currency	Amount	Exchange rate	£'s
GB Sterling	259,296.15	n/a	259,296.15
US Dollars	564,847.49	1.5665	360,579.31
Euros	894,631.99	1.2012	744,781.13
Norwegian Krona	3,560,907.88	9.0980	391,394.58
			1,756,051.17

A further sum denominated in Icelandic Kroner (ISK 81,006,302) was also distributed. Using foreign exchange rates (and including accrued interest) as at 31st March 2016 this represents £528,700 Under current Icelandic currency controls ISK is not permitted to leave the country. Whilst held in escrow the ISK currently attracts interest at a rate of 4.2%.

In total, 100% of the Council's claim has now been distributed.

TREASURY MANAGEMENT INDICATORS 2015/16

1. Security: average credit rating

To measure the security of its portfolio, the council compares the historic risk of default of its investments against a maximum target rate.

As an example, *based on historic data*, a AAA (least risk) rated investment has 0% chance of default within 1 year and a 0.05% chance of default within 3 years. A BBB+ (most risk) rated investment has a 0.24% chance of default within 1 year and a 1.21% chance of default within 3 years.

	Target	Actual
Historic risk of default	0.25% (max)	0.031%

2. Liquidity: cash available within one week

The Council has adopted a voluntary measure of its ability to access cash at short notice by monitoring the amount of cash available to meet unexpected payments. The target of £2m is calculated with reference to cash flow requirements.

3. Interest rate exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as an amount of net principal borrowed (or proportion of net principal borrowed, or an amount of net interest paid, or a proportion of net interest paid) will be:

	Target £'000	Actual £'000
Upper limit on fixed interest rate exposures	105,000	55,446
Upper limit on variable interest rate exposures	0	-40,775

4. Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk – that all borrowing falls due for repayment at the same time. The maturity structure of fixed rate borrowing was:

	Upper Limit	Lower Limit	Actual
Under 12 months ¹	15%	0%	7%
12 months and within 24 months	25%	0%	15%
24 months and within five years	50%	0%	44%
Five years and within 10 years	75%	0%	28%

	Upper Limit	Lower Limit	Actual
10 years to 20 years	75%	0%	4%
20 years to 30 years	75%	0%	1%
30 years to 40 years	75%	0%	1%
40 years +	75%	0%	0%

1 Includes temporary borrowing for cash flow purposes

The maturity date of borrowing is the earliest date on which the lender can demand repayment.

5. Principal sums invested for periods longer than 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. It is used in conjunction with the liquidity indicator to ensure sufficient cash resources are available without penalty during the short to medium term. The total principal sums invested to final maturities beyond the year end were:

	2015/16	2016/17	2017/18
Limit on principal invested beyond year end	£10m	£10m	£10m
Actual principal invested beyond year end	£5m	£5m	£1m