

BOROUGH OF BARROW-IN-FURNESS

EXECUTIVE COMMITTEE

Meeting, Wednesday, 16th March, 2011
at 2.00 p.m. (Committee Room No. 4)

NOTE: Group Meetings at 1.15 p.m.

A G E N D A

PART ONE

1. To note any items which the Chairman considers to be of an urgent nature.
2. To receive notice from Members who may wish to move any delegated matter non-delegated and which will be decided by a majority of Members present and voting at the meeting.

3. **Admission of Public and Press**

To consider whether the public and press should be excluded from the meeting during consideration of any of the items on the agenda.

4. Disclosure of Interests.

A Member with a personal interest in a matter to be considered at this meeting must either before the matter is discussed or when the interest becomes apparent disclose

1. ***The existence of that interest to the meeting.***
2. ***The nature of the interest.***
3. ***Decide whether they have a prejudicial interest.***

A note on declaring interests at meetings, which incorporates certain other aspects of the Code of Conduct and a pro-forma for completion where interests are disclosed accompanies the agenda and reports for this meeting.

5. To confirm the Minutes of the meeting held on 2nd February, 2011 (copy attached).
6. Apologies for Absence/Attendance of Substitute Members.

FOR DECISION

- (D) 7. Recommendations of the Housing Management Forum, 3rd March, 2011.

- (R) 8. Review of Advisory Committees.
- (R) 9. Keep Our Future Afloat (KOFAC).
- (D) 10. Housing Market Renewal Programme – Demolition of property on Marsh Street.
- (D) 11. Risk Management.

PART TWO

- (R) 12. Transport Costs.

NOT FOR PUBLICATION BY VIRTUE OF PARAGRAPH 1 OF PART ONE OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND ACCESS TO INFORMATION (VARIATION) ORDER 2006

- (R) 13. Redundancy Policy Amendments – Outcome of Consultation.

NOT FOR PUBLICATION BY VIRTUE OF PARAGRAPH 1 OF PART ONE OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND ACCESS TO INFORMATION (VARIATION) ORDER 2006

- (D/R) 14. Cumbria Minerals and Waste Development Framework Site Allocations Policies DPD.

NOT FOR PUBLICATION BY VIRTUE OF PARAGRAPH 5 OF PART ONE OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND ACCESS TO INFORMATION (VARIATION) ORDER 2006

**NOTE (D) - Delegated
(R) - For Referral to Council**

Membership of Committee

Councillors Guselli (Chairman)
Williams (Vice-Chairman)
Barlow
Doughty
English
Garnett
Hamezeian
Marcus
Pidduck
Richardson
Stephenson
Waiting

For queries regarding this agenda, please contact:

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Published: 8th March, 2011.

EXECUTIVE COMMITTEE

Meeting: 2nd February, 2011
at 2.00 p.m.

PRESENT:- Councillors Guselli (Chairman), Williams (Vice-Chairman), Barlow, Doughty, English, Garnett, McEwan, Marcus, Pidduck, Richardson, Stephenson and C. Thomson.

121 – The Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985 and Access to Information (Variation) Order 2006

Discussion arising hereon it was

RESOLVED:- That under Section 100A(4) of the Local Government Act, 1972 the public and press be excluded from the meeting for the following item of business on the grounds that it involve the likely disclosure of exempt information as defined in Paragraph 3 (Minute No. 127) of Part One of Schedule 12A of the said Act.

122 – Minutes

The Minutes of the meeting held on 15th December, 2010 were agreed as a correct record.

123 – Apologies for Absence

Apologies for absence were received from Councillors Hamezeian and Waiting.

Councillors McEwan and C. Thomson substituted for Councillors Hamezeian and Waiting respectively.

124 – Housing Management Forum: Recommendations

The recommendations of the Housing Management Forum held on 20th January, 2011 were submitted for consideration.

N.B. The Minutes are reproduced as **Appendix 1** to the Minutes of this meeting.

RESOLVED:- That the recommendations of the Housing Management Forum be agreed as follows:-

Housing Maintenance Investment Programme 2011/12

- (i) To note the progress on achieving the Decent Homes Standard shown at point 1 of the report;

- (ii) To agree principles highlighted in point 2; and the annual Investment Profile attached at **Appendix A** to these Minutes; and
- (iii) To agree to deliver a significant proportion of the investment proposals through Cumbria Housing Partners subject to compliance with the frameworks group accounting requirements.

125 – LDF Annual Monitoring Report (AMR)

The Director of Regeneration and Community Services reminded the Committee that the AMR for 2009/10 had been submitted to the Secretary of State on 21st December 2010. That was the sixth Annual Monitoring Report to be published by the LDF Section and a copy was available to view in the Member's Room or on the Council's Website.

The AMR was required to set out the Council's progress in producing the documents set out in its Local Development Scheme (LDS).

It also set out a framework for monitoring the new and saved policies against a number of indicators, including those recommended by DCLG. Key amongst these was a 'housing trajectory' showing the actual and predicted performance against any housing targets in the development plan (currently those set out in the Regional Strategy).

An addendum report was to be prepared which would include floor space figures for Business and Retail, Office and Leisure Development as these were unavailable at the time the AMR had been published.

RESOLVED:- To note the submission and content of the LDF Annual Monitoring Report.

126 – Anchor Staying Put – Barrow Home Improvement Agency (HIA)

The Director of Regeneration and Community Services reminded the Committee that on 20th October, 2010 he reported the Home Improvement Agency (HIA), currently operated by Anchor Trust, was likely to be wound up on 31st March 2011, partly as a result of Anchor opting to withdraw from the provision of HIA services, and partly as a result of the suspension of Supporting People funding following the failure of the retendering of the contract.

At the time, it was unclear whether Anchor's HIAs would be transferred to another provider, and the Council's Management Team had indicated that alternative options to continue to provide support to vulnerable people applying for mandatory Disabled Facilities Grant (DFG) needed to be presented for Members consideration.

He confirmed that the HIA would be wound up on 31st March, 2011 and that the staff employed by Anchor would be made redundant. Despite detailed negotiations, Anchor had been unable to secure the transfer of the HIA to another provider.

No other provider of HIA services had been identified.

Since the HIA was established in 1995, the range of Housing Grants available to assist vulnerable households had reduced significantly as a result of restrictions to the Capital Programme, to the extent that only mandatory DFGs were now available. The Council had a duty to consider DFG applications in accordance with the Housing Grants, Construction and Regeneration Act 1996, following an appropriate referral from Cumbria Social Services, and Officers were responsible for determining the extent of works required, eligibility of applicants and ensuring that works were completed to a satisfactory standard.

Following the withdrawal of the services of the HIA with effect from April this year the Council would not be able to provide the same level of support for applicants that was provided by the HIA. The duty to enable applicants to successfully access the grants system would be retained. It was proposed that Officers would provide limited assistance in specifying the extent of works eligible for grant, assisting with the completion of applications and the inspection of completed works. For complex schemes applicants would be advised to employ an independent draughtsman to prepare appropriate plans and schedules of work. Reasonable draughtsman's fees were an eligible cost that could be included in any award of grant.

RESOLVED:- To agree the proposed mechanism for assisting applicants for DFGs with effect from 1st April, 2011.

127 – Barrow Marina Village – Purchase of Two Freehold Interests

The Director of Regeneration and Community Services informed the Committee that Officers had reached agreement with two land owners to sell their freehold interests to the Council. Both properties were required for development of Marina Village. Unlike previous acquisitions these would be funded entirely from Council Capital resources.

As acquiring authority, the Council would also be responsible for their own and the land owners reasonable legal costs and agents fees.

Both properties would be demolished on vacant possession.

Members would be aware that North West Development Agency had withdrawn their funding from the Marina Village development. The Council had collaborated in a submission to the Regional Growth Fund to support Marina Village and other components of the Waterfront Barrow Development. The outcome of the submission was not yet known but in the event that it was unsuccessful sufficient

funds to complete acquisition of the site amounting to £3.2M had been identified in the Capital Programme and could be drawn down as necessary.

Including the two acquisitions in the report, the Council would control 94% of the area required for development. The remaining 1.39ha required comprised eight parcels of land in five ownerships.

RESOLVED:- To agree to purchase the freehold interests in accordance with the terms and valuations in the reports by the Council's Valuer dated 19th January, 2011 and 17th January, 2011 respectively and their demolition on vacant possession.

REFERRED ITEM

THE FOLLOWING MATTER WAS REFERRED TO COUNCIL FOR DECISION

128 – Housing Revenue Account 2011/2012

Consideration was given to the recommendations of the Housing Management Forum held on 21st January, 2011 on the Housing Revenue Account budget for the financial year 2011/12 and the Expected Outturn for the year 2010/11 and information regarding balances.

N.B. The Minutes are reproduced as **Appendix 1** to the Minutes of the meeting.

RECOMMENDED:- To recommend the Council:-

- (i) To note the information at (1) of the report;
- (ii) To note the information on balances at (2) of the report;
- (iii) To agree the 2011/12 budget as shown at Appendix A of the report;
- (iv) To agree an average increase of 6.05% in line with Rent Restructuring guidelines and note the effect on individual rents as shown at Appendix B of the report;
- (v) To agree an increase of Garage charges of 6.05% point 4.1 (above);
- (vi) To agree the deletion of the Homelink Supervisor Post (Post No. OHS 200) point 4.2; and
- (vii) To agree the action contained in point 4.3 (above).

129 – Budget Proposals 2011-2012

The Borough Treasurer informed the Committees that the Budget Proposals 2011-2012 pack dealt with the four areas that need setting and approval by the Council.

The first section included proposals for the General Fund budget 2011-2012. It was proposed that the budget be set at £13,825,838 (excluding parish precepts). That represented no increase Council Tax for Barrow. The annual Band A tax would be £134.58, and Band D tax £201.87.

The section also dealt with the public consultation process to be adopted. Once approved by this Committee, the budget proposals would be made available on the Council's Website and the consultation process would be advertised in the local press. The consultation period would be open until 18th February 2011.

A special joint meeting of the Overview and Scrutiny Committees would be held on 9th February 2011 to consider the budget. A Council meeting on 1st March 2011 was to consider the results of the consultation process and recommend any amendments if necessary. At that meeting, the Council would approve the budget and set the Council Tax.

The second section covered the requirements to set a Treasury Management Strategy and limits on various treasury transactions as well as a number of prudential indicators to monitor the compliance with the strategy.

The third section presented a proposed Capital Programme for 2011-2012 to 2014-2015.

Section four dealt with the Housing Revenue Account budget 2011-2012. A report had been submitted to the Housing Forum for consultation on 20th January, 2011.

The Borough Treasurer reported that the grant settlement had been confirmed.

The Council had been allocated an additional grant of £48,504 in 2011/12 but a reduction in grant of £61,403 in 2012/13. A reduction of £12,899 over the years 2011 to 2013. The Council had been awarded a transitional grant of £136,882 in 2011/12 and £221,132 in 2012/13.

A Member requested the Committee to support Keep Our Future Afloat Campaign in the sum of £5,000 for a three year period from the General Reserve.

RECOMMENDED:-

1. To ask the Chief Executive to write to the Secretary of Keep Our Future Afloat Campaign requesting that a business plan be submitted lobbying for the

current submarine programme and the successor programme being maximised;

To recommend the Council:-

2. To agree to set the budget at £13,825,838 with no increase in the Council Tax for Barrow. The annual Band A tax would remain at £134.58 and Band D tax at £201.87;
3. To agree the Parish precepts of £102,500; Dalton with Newton £73,000, Askam and Ireleth £27,000 and Lindal and Marton £2,500 parish councils. The total revenue budget including parish precepts was £13,928,338;
4. To agree the targeted savings as detailed on page 5 of the report. Amendments to certain elements in the conditions of service for staff which would be the subject of future reports to this Committee.
5. To confirm the previous years decision to use the final instalment of £155,000 from reserves set aside in 2009-2010 to soften the impact of lower interest rates on the Council Tax;
6. To agree that £121,480 be used from the Area Based Grant earmarked reserve to fund the Neighbourhood Management Team for 2011-2012 and £73,440 for 2012-2013;
7. To agree the following changes in earmarked reserves:
 - To set aside £1,868,978 from the Transition Grant to be used as follows:
 - £1,698,978 for a restructuring reserve to facilitate the move to a lower support base from central government;
 - £120,000 to fund the CCTV service for 2012-2013; and
 - £50,000 to fund the Neighbourhood Management Team for 2012-2013.
 - To reclassify the opportunity fund as follows:
 - £500,000 public buildings reserve; and
 - £303,284 general reserve.
8. To agree the proposed public consultation process;
9. To approve the medium term budget projections;
10. To adopt the Prudential Indicators and Limits for 2011-12 to 2013-14;
11. To approve the Minimum Revenue Provision (MRP) Statement which sets out Council's policy on MRP;

12. To approve the Treasury Management Strategy 2011-12 to 2013-14, and the Treasury Prudential Indicators;
13. To approve the Authorised Limit for borrowing;
14. To approve the Investment Strategy 2011-12 contained in the Treasury Management Strategy, and the detailed criteria included in Part 2 of the report;
15. To approve and agree to submit the four year Capital Programme for consultation; and
16. To approve the recommendations of the Housing Management Forum regarding the Housing Revenue Account.

The meeting closed at 2.35 p.m.

HOUSING MANAGEMENT FORUM

Meeting: 20th January, 2011
at 2.00 p.m.

PRESENT:- Councillors Biggins, Hammond, Heath, Irwin, Pointer, Richardson and Waiting.

Tenant Representatives:- Mrs P. Charnley (Chairman), Mrs M. Burgess, Mrs K. Hotchkiss, Mr A. McIntosh, Miss C. McFayden and Mr W. Ward.

36 – Disclosures of Interest

Mrs P. Charnley declared a personal and prejudicial interest in Agenda Item 6 – Housing Revenue Account (Minute No. 42) as she was Chairman of the Four Groves Associated who leased a garage. She remained in the meeting due to the general exemption regarding housing.

Councillor Waiting declared a personal and prejudicial interest in Agenda Item 6 – Housing Revenue Account (Minute No. 42) as she rented a garage from the Council. She remained in the meeting due to the general exemption regarding housing.

37 – Minutes

The Minutes of the meeting held on 2nd December, 2010 were agreed as a correct record.

38 – Apologies for Absence

Apologies for absence were submitted from Councillor James, Mr Hird and Mr Slater.

39 – Housing Maintenance Investment Programme 2011/12

The Housing Manager submitted the report to agree the spend profile for the Housing Services Investment Plans for 2011/12. The expenditure profile and priorities were based on the five year Asset Management Plan agreed on 26th August, 2010.

The 2011/12 investment Programme was funded from the Housing Revenue Account or from the Major Repairs Allowance.

The principles adopted in drafting the proposals continued with the previously agreed targets and sought to ensure:

- (i) The Council achieved the Decent Homes standard;
- (ii) The aspirations of tenants were considered and incorporated within plans;
and

- (iv) To work collaboratively with other housing providers and contractors to improve delivery of planned and responsive repairs services.

In addition they sought to reflect the priorities of the five Year Asset Management Strategy to:

- (i) Increase the percentage of bathrooms less than 15 years old from 40% to 60% by 2012;
- (ii) Increase the percentage of kitchens less than 15 years old from 40% to 60% by 2012; and
- (iii) Achieve and maintain a 60% (planned works) and 40% (routine works) split of the revenue funded investment budget.

Properties identified for improvement had been completed on a “worst first” and “just in time” basis. Programmes of delivery reflected the need to satisfy Decent Homes requirements and had been based on the results from the independent Stock Condition Survey completed in March 2010. Properties scheduled for investment during 2011/12 were considered.

1. Progress during the Current Year 2009/10

The Housing Manager reported that all planned investment works had progressed satisfactorily during the year.

Investments through Cumbria Housing Partners (CHP) had continued to be an effective delivery method in terms of value for money, compared with historical costs. Additional efficiencies had been made through improved delivery by providing a streamlined approach to the management, administration and monitoring of the contracts.

Progress on delivery would continue to be reported to the Forum on a regular basis through the Information Report.

The table below provided an indication of the number of properties that had benefited from the more significant Investment Plans and would be updated where appropriate at year end.

Type of Work	No of Properties due for improvement in 2010/11	No of Properties Completed at 31/12/2010
Kitchens	300	258
Bathrooms	159	94
Central Heating	275	180
Rewires	147	82
Painting	400	400
Minor Adaptations	N/A	124
Major Adaptations	N/A	70

As a result of the investment the number of homes failing the decent homes standard was as follows:-

	Number of properties failing the decent homes standard	Percentage of Stock
Baseline survey 20.6.2006	509	18%
as at 1.4.2009	6	Less than 1%
as at 7.6.2010	32*	1%
as at 31.12.2010	0	0%

* The 2010 Stock Condition Survey results had indicated a small number of newly occurring failures due to the introduction of the Housing Health and Safety Rating System (HHSRS). The 32 failures had identified at the time of the survey had now been rectified.

2. Suggested Investment Profiles for 2011/12

The Housing Manager submitted a suggested investment profile which is attached at **Appendix A** to these Minutes.

In terms of putting the proposals in context, they were based on a proposed investment profile of £4,943,426 in 2011/12 compared with a budgeted investment of £4,864,293 in the current year.

The profile followed the “sustainable” investment model that had been identified in the 2010 Asset Management Plan and built on existing priorities to upgrade kitchens, bathrooms, heating and electrical circuits on a worst first basis. Members noted that around £150,000 had been allocated to carryout essential re-pointing works to sheltered accommodation on Walney. The re-pointing work would ensure severely exposed properties remained wind and water tight.

3. Progressing the Planned Investment Works

The majority of the planned works had been delivered through the CHP. A new four year framework had been established with CHP and GM Procure and he proposed that the arrangements be continued as it had demonstrated significant cost savings and Gershon efficiencies. Currently a series of “mini competitions” were being tendered to appoint suitable contractors to commence the investment programmes from April 2011.

RECOMMENDED:-

1. To note the progress on achieving the Decent Homes Standard shown at point 1 of the report;

2. To agree principles highlighted in point 2; and the annual Investment Profile attached at **Appendix A** to these Minutes; and
3. To agree to deliver a significant proportion of the investment proposals through Cumbria Housing Partners subject to compliance with the frameworks group accounting requirements.

40 – Performance Information Report – April 2010 to December 2010

The Housing Manager submitted information relating to a selection of local and national performance indicators and Best Value Performance Indicators. The information was as follows:-

Performance Indicator	Actual 2009/10	Apr - Dec 2009	Apr -Jun 2010	Apr - Sept 2010	Apr - Dec 2010
£ Rents Collection					
£ Rent collected	£8,546,587		£2,022,556	£4,319,240	£6,446,265
Rent collected as % of rent due	98.46%		102.14%	99.70%	99.23%
£ Current Arrears	£165,452	£230,534	£179,365	£190,268	£221,924
£ Former Arrears	£123,432	£154,384	£111,664	£125,382	£106,504
Write Offs	£129,709	£81,729	£23,392	£44,945	£85,343
Tenants evicted for rent arrears	18		1	6	7
Current tenants arrears % of rent owed	1.91%	2.67%	NA	4.31%	3.37%
Former tenants arrears % of rent owed	1.42%		NA	2.84%	1.62%
£ Rent arrears Garages	£4,094		£4,036	£5,557	£8,414
£ Rent Arrears Shops	£28,131		£26,578	£28,390	£17,335
Void management					
No. of Voids	281	219	67	156	215
Average relet time for dwellings (days)	31	31	33	30	34
£ rent loss through vacant dwellings	£101,530	1.04%	£16,715	£35,639	£57,836
£ rent loss due to vacant garages	£4,873	3%	£1,268	£2,594	£3,792
£ rent loss due to vacant shops	£4,253		£393	£1,253	£7,047
% properties accepted on first offer	NA		75%	71%	
Cost per Void (Rents, Repairs, Mgt & Arrears)	NA		NA	£2,063	£2,351
Maintenance					
No. Repair Orders issued (Tenant Demand)	13,068		2610	5482	8257
% all reactive repairs completed on time	81%	96.4%	95.20%	95.2%	95.80%
% emergency repairs completed on time	97%	98.7%	99.40%	99.8%	99.00%
% urgent repairs completed on time	88%	89.3%	88.7%	91.3%	91.50%
% routine repairs completed on time	93%	91.3%	95.7%	94.0%	94.60%
Average end-to-end time for all reactive repairs (days)	12.6	11.4	11.1	10.5	10.1
Percentage of repairs completed right first time	NA		NA	NA	NA
Appointments kept as a percentage of appointments made	97%		NA	NA	NA
Appointments made as a percentage of repairs orders	100%		NA	NA	NA
Percentage of dwellings with a valid gas safety certificate	99.5%		98.4	99.6	99.74%

Average time taken to answer inbound telephone calls (in seconds)	NA		NA	NA	NA
Percentage of homes that fail to meet the Decent Homes Standard	0%	0.2%	0.0%	0.0%	0.0%
*Average energy efficiency rating of dwellings (based on SAP 2005)	76.20%		*	*	
Equality & Diversity					
ASB cases reported	213		26	41	65
Percentage of closed ASB cases that were successfully resolved	13.1%		75%	72%	
% Vulnerable people achieving independent living	87%		100%	93%	94%
% Diversity Information : Age	99.90%		99.90%	99.92%	99.88%
Gender	100%		100%	100%	100%
Ethnicity	66.90%		66.90%	94.76%	69.23%
Disability	42.40%		42.40%	44.29%	45.45%
Sexuality	43%		43%	41.26%	42.46%
Religion or belief	43%		43%	42.61%	43.81%
Percentage of Stage 1 complaints upheld	0		0	0	
Performance Indicator	Actual 2009/10		Actual 2010/11		
Satisfaction					
Percentage of tenants satisfied with the landlord's services overall	NA		*	*	*
Percentage of tenants satisfied with repairs and maintenance	NA		*	*	*
Percentage of tenants satisfied that their views are taken into account	NA		*	*	*
Percentage of new tenants satisfied with the allocation and letting process	N/A		*	*	*
Percentage of residents satisfied with estate services	NA		*	*	*
Value for Money - Cost per property - direct costs					
Major & Cyclical works (service)	£1,406.0		*	*	*
Responsive Repairs	£400.5		*	*	*
Void Repairs	£131.8		*	*	*
Rent Arrears & Collection	£68.3		*	*	*
Community Involvement	£30.9		*	*	*
Anti Social Behaviour	£37.2		*	*	*
Neighbourhood Mgt (Estates)	£94.5		*	*	*
Housing Options	£44.6		*	*	*
Leasehold	£31.1		*	*	*
Total staff turnover	8%		3.4%	6.9%	6.9%
Ave. working days lost / sickness absence	14.0		5.57	10.23	
Housing Property					
	Dwellings	Dispersed			
HSE	1293	0			
FLATS	1251	10			
BUNGALOWS	156	0			
SHOPS	21	0			
GARAGES	484	0			
TL DWELLINGS	2710	10			

SOLD PROPERTIES	No	£
HSE	4	£230,500
FLAT	2	£29,200
TL	6	£259,700

HOMELESSNESS	Actual 2009/10	Apr -Jun	Apr - Sept	Apr - Dec
Homeless aver. days in temporary dispersed accommodation	47	35	86	69
Homeless aver. days in temporary B&B accommodation	22	20	31	33
Homeless presentations	NA	48	63	155
Homeless preventions	NA	14	34	104
Eligible Homeless	NA	9	16	19

A Member asked that the number of people on the waiting list be included in the table. Also that a list of properties be provided in each Management Area.

RESOLVED:- (i) To note the information;

(ii) To agree to include figures relating to the housing waiting list in the table presented to the Forum; and

(iii) To agree that the Housing Manager provides a list of properties in each Management Area to all Members of the Forum.

41 – Planned Maintenance Programme 2011/12

The Housing Manager reported information relating to the progress of the Planned Maintenance Programme for 2010/11 as at 22nd December, 2010. The information is attached as **Appendix B** to these Minutes.

RESOLVED:- To note the information.

REFERRED ITEMS

THE FOLLOWING MATTERS ARE REFERRED TO COUNCIL FOR DECISION

42 – Housing Revenue Account 2011/2012

The Housing Manager submitted a report to agree a Housing Revenue Account Budget for the financial year 2011/12. The report also provided an Expected Outturn Budget for the current year 2010/11 and information regarding balances.

The expected outturn and proposed HRA for 2010/11 had been attached as an appendix to the report.

The principles adopted in drafting the report followed the subsidy determination provided in the guidance on rent setting and Housing Subsidy.

1. Expected Outturn Budget 2010/11

The forecast outturn for the year was:

- (i) Rental Income sales during the year are in line with expectations.
- Sales assumed in original 2010/11 budget = 6 dwellings
 - Sales current expectations 2010/11 = 6 dwellings (5 completed as at December 2009)
 - Rental income was expected to be in line with budget

(ii) Salaries

Changes in personnel, working hours and unfilled vacancies had resulted in savings estimated to be £113,610 for the year.

2. Balances on the Expected Outturn for 2010-11

The Expected Outturn was likely to result in the following movement in balances.

2.1 Balance on the Major Repair Reserve as at 31st March 2010: £ 411,486

MRA funding adjustment brought forward 2010-11	:	£ (300,000)
Net additional available to spend in 2010-11	:	£ 111,486

The above additional funds were expected to be spent along with the year's MRA allocation; therefore balance on MRA reserve at 31st March 2011 was expected to be zero.

2.2 Balance on the Housing Revenue Account as at 31st March 2010 : **£ 823,061**

2.3 Breakdown of Balance on Account

Balance on the Housing Revenue Account as at 31st March 2010	:	£ 823,061
Forecast Deficit 2010-11*	:	£ (52,310)

Estimated Balance at year end	:	£ 770,751

*The subsidy repayment was forecast to rise to £687,190 or £194,940 more than budget.

The Balance was in line with the recommended minimum balances as suggested by the Borough Treasurer.

3. Draft Proposed HRA 2011/12

In developing a proposed budget for 2011/12 the following factors had been taken into account:

3.1 The formula for calculating the Housing Revenue Account subsidy had remained unchanged from the 2010-11 determination but there were changes to certain key factors which adversely affected the major repair, management and maintenance allowances the Council receive.

- The weighting given to the ratio of flats and high rise flats had increased compared to low level flats and houses
- Relets and terminations had fallen by 25%
- Right to Buy sales reduce the Council's stock level

The reduction in allowances was, in part, mitigated by an examination and correction of the terraced house stock classification from small to large which improved the allowances by £99,540.

Estimated movement in allowances by : £ (27,914)

3.2 Rent increases would be applied in accordance with the rent restructuring plans currently averaging 6.05%.

- Overall staff expenditure would be reduced by £200,000.
General inflation of 0% on salaries and increases to NI and changes to the way that superannuation was treated accounted for £120,000.
- The balance of £85, 910 was the net result of taking the following actions:-
 - Deleting the posts of the Senior Services Officer for Income and Debt Recovery and the balance of hours from the Tenancy Services Manager becoming a part time role, re-designating the role of Senior Customer Services Assistant to Customer Services Assistant all of which had previously been agreed by Committee.
 - It also included the saving which was accrued by the ongoing vacancy of the Homelink Supervisor which he recommended be deleted.
- 0% on utilities or in line with contractual increases.
- Rental income was based on sales of 8 dwellings in 2011/12.

3.3 As referred to above, rent levels were dictated by the rent restructuring rules.

Rent restructuring was a mechanism which would harmonise rents across the country. Every property had a Target Rent determined by the property's value, size and location and every year rents were uplifted by the formula of half a % above inflation to move rents towards the Target Rent. Increases were capped so that they remained affordable. For 2011/12 the increase had been based on an RPI of 4.6% + 0.5% and the date for convergence for the Target Rent had been extended from three to five years.

Current Rent (48 wks)	Current Rent (52 wks)	Uplifted by 5.1% (52 wks)	Uplifted by Convergence 1/5 th (52 wks)	Affordability Caps Limit (52 wks)	Target Rent (52 wks)	New Rent (48 wks)
£91.59	£84.54	£88.85	£90.24	£90.24	£95.78	£97.76

The government national average guideline rent increase for 2011/12 was 6.8% with the following effect:-

	52 Weeks	48 Weeks
2011/12	64.14	69.48
2010/11	60.48	65.52
Increase	6.05%	6.05%

The Housing Manager had also included, as an appendix to his report further details of the resultant rents for different property types.

- 3.4 The housing repairs and maintenance budget had been adjusted in line with the subsidy guidelines allowing £1,121 per dwelling.

4 Other Charges

4.1 Garage Charges

As it was normal practice to recommend that garage rents be increased in line with residential properties the proposed budget included a £6.05% increase on garage charges which generated £16,232.

The effect on individual garage charges would be as follows:

	2010/11	+4%	+6.05%	+8%
Garage rate 1	£5.45	£5.64	£5.78	£5.89
Garage rate 2	£7.79	£7.38	£7.99	£8.13
Increase		£11,950	£16,232	£19,506

It was noted that VAT was payable in addition to the above charges for garage holders who were not also Council tenants. VAT increased 10th January 2011 from 17.5% to 20%.

There was a 100 strong waiting list garages with few vacancies.

The Housing Manager suggested that the garage charges be increased in line with the increase for residential properties.

4.2 Homelink

The Housing Manager reported that the income for Homelink tenants was influenced by the Contract Arrangements that were in place with Supporting People. He did not propose any changes to Homelink charging at this time.

It was his intention to complete a Review of the Service in parallel with a County Wide review of such services by Supporting People. A timetable had now been published for the review to be completed by September 2011.

It was projected that the income for the service for 2011/12 would be c£55k. That included savings that were accruing from the non-filling of the Homelink Supervisors role (Post no OHS 200).

He commented that the responsibilities of that Post had changed significantly from when it was created and the Council operated a Call Handling Facility. In consideration of the deficit on the Service area and ongoing pressure on the HRA generally he recommended that the post be deleted.

4.3 Other Charges

Previously the principle had been agreed to vary certain charges as required to reflect the full cost of the service. These charges were altered when contracts were reviewed. Areas covered by this were staircase cleaning, supported tenancies, furnished tenancies, and dispersed accommodation.

He recommended that the principle be continued.

5. **Housing Revenue Account Review**

The Housing Manager reminded the Forum that he had previously advised on the changes that were planned to the current HRA financing arrangement by the coalition who would introduce a Self Financing model for April 2012. Further information would be provided as it was released. In the meantime there was provision within the budget for £20,000 to obtain assistance and advice on the correct approach to take.

6. **Business Improvement Initiatives**

Work had started on restructuring cost centres so that the components and costs of delivering each of the Housing services areas could be pinpointed, compared and improved. Other initiatives included:-

- Looking more closely at the revenue and expenditure on Shops, Garages, Leaseholding and Homeless accommodation.
- Process improvements which streamline and reduce costs on Lettings, Void Management and Rent Collection.
- Reviewing current Information Systems and Technology to support the improvements and reduce IT costs.

- Work had begun on 'De-pooling', a term used to mean the separation of rent and service charge creation elements from the Rent and was a step which was advised preparatory to Self Financing. The findings would be brought to Committee in due course.

RECOMMENDED:- To approve the Housing Manager's recommendations and request the Executive Committee:-

1. To note the information at (1) of the report;
2. To note the information on balances at (2) of the report;
3. To agree the 2011/12 budget as shown at Appendix A of the report;
4. To agree an average increase of 6.05% in line with Rent Restructuring guidelines and note the effect on individual rents as shown at Appendix B of the report;
5. To agree an increase of Garage charges of 6.05% point 4.1 (above);
6. To agree the deletion of the Homelink Supervisor Post (Post No. OHS 200) point 4.2; and
7. To agree the action contained in point 4.3 (above).

The meeting closed at 2.33 p.m.

2011/12 Investment Profile**£4,943,426****Routine Maintenance**

£900,000 Tenant Demand Repairs
 £200,000 Void Repairs
 £30,000 EPC Surveys
 £32,000 Decoration Vouchers
 £8,000 Security Shutters
 £15,000 Tipping charges (Voids)

£1,185,000**£4,943,426****Other Planned Maintenance**

£75,000 Gas Building Works
 £208,110 Gas Breakdown Repairs
 £141,900 Gas Safety Tests and Servicing
 £200,000 Painting and Fabric repairs
 £20,000 Community Centre Repairs
 £20,000 Door Entry Maintenance
 £10,000 Disrepair Claims
 £25,000 Environmental Enhancements
 £165,000 Electrical Testing & Smoke Alarms
 £10,000 Asbestos Surveys and Removal
 £25,000 Fencing and Environmental Imp
 £40,000 Consultancy Fees
 £20,000 Shop Repairs/Upgrades
 £157,578 Re-Pointing works
 £20,000 Re-Insulation works
 £110,740 Other Contractors Planned Works (Misc)
 £295,000 Kitchens via CHP
 £300,000 Disabled Adaptations

£1,843,328**MRA**

£265,098 Rewires (CHP)
 £850,000 Heating and Insulation (CHP)
 £300,000 Bathrooms (CHP)
 £500,000 Kitchens (CHP)

£1,915,098

CHP = Cumbria Housing Partners

APPENDIX B

PLANNED INVESTMENTS 2010/11 @ 22.12.2010

SCHEME	CONTRACTOR OR SUPPLIER	AVAILABLE BUDGET	NO OF PROPERTIES	INVOICES PAID TO DATE	START DATE	ESTIMATED COMPLETION DATE	CONTRACTOR	TARGET COST	OUT TURN ESTIMATE	COMMENTS
REWIRES	CUMBRIA HOUSING PARTNERS	£283,543	Phase 1 - 70 Properties Phase II - 77 Properties	£178,476	01/04/2010 and 01/10/2010	Feb-11	AB MITCHELL (via K Wilson)	£130,000 £155,000	£283,000	90% COMPLETE 50% COMPLETE
BATHROOMS I	CUMBRIA HOUSING PARTNERS	£200,000	82 PROPERTIES PENNINE/RAGLAN COURT	£117,000	Apr-10	Feb-11	AB MITCHELL	£184,218	£200,000	60% COMPLETE
BATHROOMS II	CUMBRIA HOUSING PARTNERS	£100,000	42 PROPERTIES	£51,500	Nov-10	Feb-11	AB MITCHELL	£102,000	£100,000	50% COMPLETE
KITCHENS I	CUMBRIA HOUSING PARTNERS	£500,000	190 PROPERTIES	£414,338	Apr-10	Feb-11	AB MITCHELL	£462,019	£500,000	90% COMPLETE
KITCHENS II	CUMBRIA HOUSING PARTNERS	£225,000	70 PROPERTIES ORMSGILL/WALNEY	£50,000	Dec-10	Mar-11	AB MITCHELL	£177,000	£225,000	3% COMPLETE
HEATING I	CUMBRIA HOUSING PARTNERS	£475,000	155 Properties via CHP 20 One Off systems via Integral	£390,250	Apr-10	Feb-11	AB MITCHELL INTEGRAL	£425,000 £100,000	£475,000	70% COMPLETE 15% COMPLETE
HEATING II	CUMBRIA HOUSING PARTNERS	£375,000	90	£160,676	TBC	TBC	AB MITCHELL INTEGRAL	£365,000	£375,000	30% COMPLETE
DOOR ENTRY REPLACEMENTS	SS GROUP	£200,000	ALL FLATS WITH COMMUNAL ENTRANCES	£136,254	Mar-10	Feb-11	SS GROUP	£172,000	£200,000	60% COMPLETE
PAINTING	CUMBRIA HOUSING PARTNERS	£200,000	400	£153,552	Apr-10	Feb-11	GH JONES	£155,000	£160,000	99% COMPLETE

HOUSING MAINTENANCE COMMITMENTS 2010/11 @ 22.12.2010

	Funding Available 2010/11	Gross COMMITMENT	Weekly Available	Gross Comm. as a % funds available
Tenant Demand Repairs	£900,000.00	£496,922.00	£17,307.69	55%
Voids	£175,000.00	£131,501.00	£3,365.38	75%
Gas Servicing	£425,000.00	£159,322.00	£8,173.08	37%
Decoration Vouchers	£35,000.00	£18,892.00	£673.08	54%
Fire Damaged properties	NIL	£29,205.00	NIL	Claim via Insurance company
Disrepair Claims	£25,000.00	£278.00	£480.77	1%
Environmental Impmts	£50,000.00	£24,867.00	£961.54	50%
Disabled Adaptations	£250,000.00	£227,942.00	£4,807.69	91%
Electrical Testing	£175,000.00	£37,179.00	£3,365.38	21%
Door Entry Maintenance	£120,000.00	£26,165.00	£2,307.69	22%
Total	£2,230,000.00	£1,152,273.00	£11,923.08	

£100k accrual brought forward from previous year

BOROUGH OF BARROW-IN-FURNESS

EXECUTIVE COMMITTEE

16th March, 2011

(D) AGENDA ITEM NO. 7

RECOMMENDATIONS

OF THE

HOUSING MANAGEMENT FORUM

3rd March, 2011

***Subject to the protocol agreed by Council**

The recommendations of the meeting of the Housing Management Forum held on 3rd March, 2011 are attached.

COPIES OF THE DETAILED REPORTS ON THESE ITEMS HAVE BEEN CIRCULATED PREVIOUSLY TO ALL MEMBERS OF THE COUNCIL.

The Council has agreed that the following protocol should operate:-

- The Executive Committee shall automatically agree any such recommendation or refer it back for further consideration.
- If on re-submission the Executive Committee is still unwilling to approve the recommendation, it is automatically referred to full Council for decision.

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(i)
Reporting Officer: Housing Manager	
<p>Title: Tenant Services Authority (TSA) –The Regulatory Framework for Social Housing in England from April 2010</p> <p>Summary and Conclusions:</p> <p>The Housing Manager’s report informed Members of the Housing Service’s compliance with the requirements of the TSA regulatory framework and sought endorsement of the agreed local standards.</p> <p>Recommendation:</p> <ul style="list-style-type: none"> (i) To note the measures taken to comply with the Tenant Services Authority (TSA) regulatory requirements; and (ii) To endorse the agreed local Standards. 	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(ii)
Reporting Officer: Housing Manager	
<p>Title: Cumbria Housing Partners (CHP) Investments 2011-15</p> <p>Summary and Conclusions:</p> <p>The Housing Manager's report requested Members to consider and agree the appointment of suitably qualified contractors to undertake delivery of the Housing Department's Planned Investments via CHP over the next four years.</p> <p>Recommendation:</p> <p>(i) To agree to the appointment of the following contractors using the Procure Plus 'direct selection' and 'mini competition' procurement process for the period 2011 to 2015:-</p> <ul style="list-style-type: none"> ● Painting – G H Jones and Sons; ● Bathroom Installations – A B Mitchell Ltd; ● Heating Installations – A B Mitchell Ltd; ● Kitchen Installations – A B Mitchell Ltd; ● Re-wire Installations – Keith Wilson Electrical Ltd; and <p>(ii) To agree that members of the Tenant Participation Compact Working Party monitored service delivery standards and key performance indicators for Cumbria Housing Partners' work streams on an annual basis.</p>	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(iii)
Reporting Officer: Housing Manager	
<p>Title: Review of Anti Social Behaviour Policy and Procedures</p> <p>Summary and Conclusions:</p> <p>The Housing Manager's report requested Members to consider a revised Policy on how the Service managed and responded to complaints of anti-social behaviour. The revised Policy updated the existing Policy and sought to ensure an effective response to such complaints. Members had been requested to agree the new Policy to be introduced with effect from the next financial year.</p> <p>Recommendation:</p> <p>To agree that the new Anti Social Behaviour Policy be introduced from the start of the next financial year 2011-2012.</p>	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(iv)
Reporting Officer: Housing Manager	
<p>Title: Arrears Prevention and Recovery: Policy</p> <p>Summary and Conclusions:</p> <p>The Housing Manager's report requested Members to consider a revised Policy on how the Service managed arrears prevention and recovery. The revised Policy updated the existing policy on managing rent arrears and sought to ensure a holistic approach to debt prevention and recovery by the Service. Members had been requested to agree the new Policy to be introduced from the start of the next financial year.</p> <p>Recommendation:</p> <p>To agree that the revised Arrears Prevention and Recovery Policy be introduced from the start of the next financial year 2011-2012.</p>	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(v)
Reporting Officer: Housing Manager	
<p>Title: Homeswapper UK</p> <p>Summary and Conclusions:</p> <p>The Housing Manager's report sought Members' approval to subscribe to the Homeswapper Scheme, a national scheme which helped tenants to find and arrange mutual exchanges.</p> <p>Recommendation:</p> <p>To agree not to join the Homeswapper Scheme at this time but to agree to advertise the availability of the scheme to Council tenants.</p>	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(vi)
Reporting Officer: Housing Manager	
<p>Title: Electrical, Gas, Water Services Policy and Procedures: Housing Service</p> <p>Summary and Conclusions:</p> <p>The Housing Manager's report informed Members that the Council had recently agreed a Corporate Policy and Procedures on Electrical, Gas and Water Installations. Whilst the Health and Safety Policy was relevant to all Departments, the purpose of the report was to agree a supplement to the corporate document in order to reflect the management of the Housing Service's property assets.</p> <p>Recommendation:</p> <p>To agree to the content of the supplementary notes with regard to safe management of Electrical, Gas and Water services in properties managed by the Housing Service. A copy of which are attached at Appendix 1.</p>	

HOUSING MANAGEMENT FORUM	(D)
Date of Meeting: 3rd March, 2011	(vii)
Reporting Officer: Housing Manager	
<p>Title: ASB Action Ltd</p> <p>Summary and Conclusions:</p> <p>The Housing Manager's report provided Members with information on the Service Level Agreement (SLA) currently in place with ASB Action Ltd to assist the Housing Service with the effective management of anti-social behaviour, a key component in the Housing Service achieving its aim to provide well-maintained homes and estates where people chose to live.</p> <p>Recommendation:</p> <ul style="list-style-type: none"> (i) To note the information on the Service Level Agreement with ASB Action Ltd; and (ii) To agree to progress a Service Level Agreement for a further 12 months with ASB Action Ltd and to agree that the requirement to obtain written quotations be suspended due to the specialised service provided by ASB Action Ltd and to note approval from the Director of Corporate Services for this requirement to be suspended. 	

Housing Assets - Supplementary Notes

The Housing Manager will manage the provision, inspection, testing and maintenance of services within the Council Housing stock, shops and community centers in accordance with the corporate procedure relating to legal requirements, hazards and control of risks associated with Electrical and Gas services.

The control and management of Legionella in hot and cold water systems in operational premises is a corporate responsibility and the role of Statutory Duty Holder rests with the Technical Support Unit (TSU). The Council has engaged a specialist water treatment contractor to ensure competent advice and service. The Councils TSU are responsible for the management, maintenance and repair of the housing departments main offices located at Cavendish House and the Mobile Caretakers offices at Middlefield with regard to legal requirements, hazards and control of risks associated with Water, Electrical and Gas services.

Housing Maintenance

The Housing Maintenance Manager shall co-ordinate maintenance contracts in order to maintain safe electrical, water and gas services to the Council housing stock, shops and community centers and will:

Provision

- Engage a competent contractor to carry out the contract.
- Ensure contractor certification and registration to the relevant regulatory body is in place and relevant to the services required, i.e. Gas Safe and NICEIC
- Validate qualifications and experience of the contractor's managers and site based personnel to establish competency levels.
- Ensure that contractor's carry out their role effectively and in accordance with the agreed service schedules.
- Undertake periodic surveys of the electrical and gas services to ensure all domestic Council housing, shops and community centers are included in the appropriate maintenance contract.
- Ensure that the service installation for domestic properties, shops and community centers are suitable for use within the building.
- Ensure that contractor's risk assessments, method statements and any other records required by legislation are available to the CDM Co-coordinator, contractors, sub-contractors, workers and relevant personnel for reference.
- Ensure that information regarding health and safety matters is provided to the CDM Co-coordinator, contractors, sub-contractors, workers and relevant personnel.
- Oversee the re tender of the contract at the end of its term in accordance with the Councils Procurement Policy and Standing Orders.
- Ensure adequate Public/Employee Liability insurance cover is in place throughout the contract term

Inspection

- Ensure that the electrical, water and gas services to Council housing, shops and community centers remain in an efficient state of repair and a safe condition.
- Ensure safe systems of work for maintenance, inspection and testing are in place and implemented.
- Monitor contractor's service and compliance standards.
- Maintain service maintenance and inspection records.
- Coordinate any necessary remedial works.
- Carry out any necessary assessments and reviews of the service installation.
- Decommission/commission systems as necessary.

Testing

- The Gas Technician will ensure that gas services to the Council owned housing stock (Domestic only), shops and community centers are safety checked and tested at no more than twelve month intervals or at each change of occupancy, including;
 - Issuing the gas safety repair order to contractors 75 days before the “12 month anniversary date”
 - Recording all attempts made by the contractor to gain access
 - Contacting the tenant in writing or by other suitable means where access has been denied
 - Hand delivering a final warning notice prior to legal action
 - Taking appropriate enforcement action to gain access via the courts
 - Providing new occupants with a copy of the LGSR sheet
 - Sample checking of the Landlords Gas Safety Record (LGSR) sheets
 - Reviewing risks and sub standard works identified by the contractor
 - Issuing of follow on works to the contractor
 - Liaison with the contractor, Gas Safe and the HSE with regard to RIDDOR incidents and serious gas safety issues
 - Filing and record keeping of the current years LGSR sheets with a Minimum of 4 previous years on file)
- The Contract Supervisor will ensure that electrical services to the Council owned housing stock are periodically checked at ten year intervals, and shops and community centers are periodically checked at five year intervals or at each change of occupancy or mutual exchange request, including
 - Issuing the periodic electrical test order to contractors 75 days before the “5 year anniversary date”
 - Recording all attempts made by the contractor to gain access
 - Contacting the tenant in writing or by other suitable means where access has been denied
 - Checking and validation of the Periodic Electrical Test record sheet
 - Reviewing risks and sub standard works identified by the contractor
 - Issuing of all “Priority 1 & 2”, coded works to the contractor
 - Liaison with the contractor, NICEIC and the HSE with regard to RIDDOR incidents and serious electrical safety issues
 - Filing of electrical test certificates on the relevant house file
- Monitoring customer satisfaction levels
- Authorising payment for all contractor services.

EXECUTIVE COMMITTEE	(R) Agenda Item 8
Date of Meeting: 16th March, 2011	
Reporting Officer: Chief Executive	
Title: Review of Advisory Committees	
Summary and Conclusions:	
This report addresses the need to reduce the administrative workload of Committee Administration as part of our overall officer savings.	
Recommendations:	
To recommend the Council to terminate the Allotments Liaison Committee and Wildlife Advisory Committee and write to all external members thanking them for their past assistance.	

Report

Background

The Council is under severe pressure to achieve administrative savings in order to help protect front line services.

In addition, the Committee Admin unit is struggling to cope with a reduced workforce and a growing electoral administration burden.

In order to help reduce the burden on this unit, I recommend the termination of two occasional advisory committees, which are directly administered by the Council and which currently meet infrequently, but have the potential to become problematic and burdensome.

These are the Allotments Liaison Committee and the Wildlife and Heritage Advisory Committee.

In my view the purpose of these Committees is of limited importance and any important matters should be dealt with by the Council's Overview and Scrutiny Committee.

Executive Committee is invited to recommend to Council that these committees are extinguished for the Municipal Year 2011/12 and that I write to all external parties who have been involved in their work advising them and thanking them for their assistance.

(i) Legal Implications

Not Applicable.

(ii) Risk Assessment

Not Applicable.

(iii) Financial Implications

There will be savings in administration costs

(iv) Health and Safety Implications

Not Applicable.

(v) Key Priorities or Corporate Aims

Not Applicable.

(vi) Equality and Diversity

Nothing in this report adversely affects any groups with protected characteristics

(vii) Health and Well-being Implications

No significant impact on health and well being

Background Papers

Nil

EXECUTIVE COMMITTEE	(R) Agenda Item 9
Date of Meeting: 16th March, 2011	
Reporting Officer: Chief Executive	
Title: Keep Our Future Afloat (KOFAC) Summary and Conclusions: As report Recommendations: As report	

Report

With reference to Minute 129 of your Committee on 2nd February, 2011.

I have now received a Business Plan attached at **Appendix 2** from KOFAC detailing how they would use an annual grant of £5,000 from the Council over the next three years.

If members are content with this plan they should recommend to Council that it sets aside £15,000 from reserves to meet this obligation.

(i) Legal Implications

Not Applicable.

(ii) Risk Assessment

Not Applicable.

(iii) Financial Implications

£15,000 will be required from reserves.

(iv) Health and Safety Implications

Not Applicable.

(v) Key Priorities or Corporate Aims

Not Applicable.

(vi) Equality and Diversity

Nothing in this report adversely affects any groups with protected characteristics.

(vii) Health and Well-being Implications

No significant impact on health and well being.

Background Papers

Letter and Business Plan from KOFAC dated 1st March 2011.



KEEP OUR FUTURE AFLOAT

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Tom Campbell
Chief Executive
Barrow in Furness Borough Council
Town Hall
Duke Street
Barrow in Furness
Cumbria LA14 2LD

SKVH 03-01

1 March 2011

Dear Tom

Keep Our Future Afloat Campaign Business Plan Proposal for Barrow in Furness Borough Council

On 1 March 2011, the Keep Our Future Afloat Campaign Committee approved the enclosed Business Plan for submission to you and the Council's Executive Committee. The Business Plan sets out how the Council's proposed provision of a £15,000 contribution would be used in 2011-12, 2012-13 and 2013-14, on the assumption that £5,000 is available in 2011-12 and that the activities are renewed annually.

I look forward to receiving the Council's views on the Business Plan.

Yours sincerely

Stuart Klosinski
Secretariat

Encl.

KEEP OUR FUTURE AFLOAT CAMPAIGN PARTNERSHIP WITH
BARROW IN FURNESS BOROUGH COUNCIL
BUSINESS PLAN 2011-2014

1. Introduction

1.1 This is a three-year Business Plan covering 2011-2012, 2012-2013 and 2013-14, which will be reviewed annually by the trade union and community led Keep Our Future Afloat Campaign based at Barrow in Furness and Barrow in Furness Borough Council. The Business Plan explains how the Borough Council's £15,000 of funding over three years, provided as £5,000/year will be utilised. It also puts in place measures to inform the Council about progress made by the Campaign and the ways in which the Council's funding is being used.

2. The Keep Our Future Afloat Campaign

2.1 The Keep Our Future Afloat Campaign (KOFAC) was formed as a non-political organisation in spring 2004 with the Borough Council being a founding member. KOFAC's aims are to:

- Sustain and grow jobs in naval shipbuilding in NW England.
- Secure full utilisation of the unique assets found in the region's naval shipbuilding industrial base and its supply chains, particularly those centred on Barrow in Furness.
- Sustain the UK's naval shipbuilding design capability, some 60% of which is located in Barrow in Furness.

2.2 The KOFAC Campaign produces an "Action Plan and Strategy" that for 2010-2012 is appended to this Business Plan. It summarises the Campaign's aims and objectives, progress made since 2004 and the pedigree and reputation it has established in industrial, political and Government circles. It also sets out a vision for the naval shipbuilding industry for 2012 and 2020, as well as summarising the key features of Barrow's shipyard, future planned naval shipbuilding programmes, and the size and age of the existing and future Royal Navy nuclear-powered submarine fleet.

2.3 KOFAC's strategic focus⁽¹⁾ is as follows:

- Influencing Government budget, defence, industrial and skills policies and the advice their senior civil servants or consultants provide them with. We also seek to influence decisions of industry leaders, particularly through direct one to one meetings and participation in defence industry and party conferences.
- Urging Government to fully fund a naval shipbuilding programme so that the Royal Navy can sustain its strategic capability, including its ability to 'surge' forces in times of crisis, by placing a steady drumbeat of orders for up to 8 *Astute* Class and 4 "Successor" nuclear powered strategic deterrent carrying submarines, so they can maintain continuously at sea patrols. RFA ships and surface warships should also be built in the NW's naval shipbuilding yards.
- Persuading politicians of all political parties, the Defence Industries Council, leaders of industry, national, regional and local community bodies and leaders of trade unions to support the KOFAC campaign objectives.
- Influencing the investment policies of major companies involved in the UK naval shipbuilding and submarine industrial base and its supply chain.
- Demonstrating productivity and affordability improvements being generated in the naval shipbuilding industry by the workforce, many of whom are trade union members.

(1) "Strategy and Action Plan 2010-2012", Keep Our Future Afloat Campaign Committee, 2010

- Persuading trade union leadership to support all the planned naval shipbuilding and submarine programmes, including the "Successor" project.
- Clarifying what Ministry of Defence regards as "complex" and "less complex" warships.
- Demonstrating that the naval shipbuilding industry is equal to the aerospace sector in importance as an advanced engineering sector, providing employment and potential to help rebalance the economy.
- Promoting the importance of naval shipbuilding as a core part of the nation's defence industry at appropriate defence industry and political events.

2.4 It is within this strategic context that this Business Plan will operate.

3. Principals Behind the Proposed Business Plan Activities

3.1 The future prosperity of the Borough and its shipyard are interconnected, and KOFAC will promote the profile of the Borough as one of the UK's key advanced and defence manufacturing centres. It will present the business case for Barrow shipyard to receive naval shipbuilding orders that will in turn help sustain the capacity and capability of the BAE Systems shipyard, Global Combat Systems operations in Barrow, the skilled people they employ and the companies in the supporting supply chains.

3.2 Advocacy will highlight why there is a need for the continued funding of the Astute class nuclear-powered submarine and the "Successor" to Vanguard class submarine programmes. The case will be made for 8 Astute submarines and 4 "Successor" boats with a smooth transition between the two programmes.

3.3 Information arising from the Council's funded activity will present a local context and views on national issues and the reasons for holding such views. It will be factual. It should be noted that the Council's contribution will not be used to persuade the public to hold a particular view on a question of policy. It will however seek to present different positions in relation to issues in a fair manner.

4. The Business Plan

4.1 Reporting and Administration

4.1.1 The Business Plan sets out how the Council's £5,000 annual contribution will be used by the Keep Our Future Afloat Campaign Committee. The Plan will be updated annually in March 2011, 2012 and 2013. The Borough Council's Chief Executive will be provided with either quarterly update reports or Minutes of the KOFAC Committee meetings to enable the Council to be appraised of the progress of the wider KOFAC Campaign and the specific way in which the Council's funding has been used.

4.1.2 The management of the Council's funding contribution and the programme will be handled in accord with the ISO9001(2008) quality assured processes continuously in use by Furness Enterprise.

4.2 Programme of Work for 2011-2012

4.2.1 To produce factual information about the economic importance of Barrow shipyard at the heart of the Borough and Cumbria economy and describe potential effects on the area's economy of potential changes to existing or future naval ship and submarine building programmes.

4.2.2 To support the business case for funding the building of 8 Astute class submarines and a fleet of 4 "Successor" submarines to carry the continuously at sea strategic deterrent by using information highlighted in 4.2.1 and to support investment in new naval guns.

4.2.3 To influence emerging Government (MoD, BIS) procurement and skills strategies by demonstrating their potential impact on the Borough's defence industrial base.

- 4.2.4 To explain why alternatives suggesting diversification away from nuclear-powered submarine building are not viable given there is clear evidence that *“the value of one additional boat, employing 2,000 to 3,000 people for 18-24 months is worth more to Barrow than any combination of diversification possibilities”*⁽²⁾.
- 4.2.5 To use the Council’s funding to support ways of stimulating growth of the working population and numbers of businesses based in the Borough. At KOFAC events, meetings and exhibitions that it attends, it will where appropriate, promote the attractions of the Borough Council’s area as a place in which to live, work, play and base a business. It will use KOFAC literature and any provided by the Borough Council, the Discover Barrow and Furness brochure, the website www.barrow.furness.co.uk and direct personal briefings to individuals and business owners to achieve this aim.
- 4.2.6 To provide an opportunity for the Council to join in KOFAC briefings to Ministers, Shadow Ministers, civil servants, industry and trade union leaders.
- 4.2.7 To implement the Programme summarised in Table 1 below.

Table 1 – Programme 2011-2012

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Funding received	■											
Initial PR on Council’s offer of support												
Research	■	■	■									
Shipyards publicity produced (see 4.2.1)				■								
Party Conferences						■	■	■				
Influence Equipment, Support & Technology Strategy	■	■	■	■	■							
Highlight Barrow at Boat 5 keel laying			■									
Highlight Barrow at HMS Ambush sail out								■				
Review First Year Business Plan with Council											■	■
Feedback to Council				■			■			■		
2012-2013 Plan agreed												■

(2) Barrow Shipyards study for Barrow Task Force by PA Consulting Group, September 2003

EXECUTIVE COMMITTEE	(D) Agenda Item 10
Date of Meeting: 16th March, 2011	
Reporting Officer: Chief Executive	

Title: Housing Market Renewal Programme – Demolition of property on Marsh Street

Summary and Conclusions:

This report makes recommendations to allow the demolition of properties on Marsh Street, adjacent to the site covered by the North Central Compulsory Purchase Order.

Recommendations:

1. To authorise the Chief Executive to make all necessary arrangements for the selective demolition of Council owned properties in the block 125-215 Marsh Street;
2. To seek to appoint Marsh Plant Hire as an extension to their existing contract on Arthur Street based on negotiation of equivalent rates for the work. If this is not possible, to authorise the Chief Executive to tender the works and award the contract to the lowest tender after consultation with the Chairman of the Executive Committee, in accordance with Contract Standing Orders;
3. To make the resultant sites available in principle for new social housing, subject to agreement of terms; and
4. To make the necessary amendments to the Capital Programme.

1. Background

- 1.1. Council has declared North Central to be a 'Renewal Area' within the meaning of the Local Government and Housing Act 1989 as amended by the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (Minutes 73 Executive Committee 17/09/08 and 44 Council 07/10/08 refer).
- 1.2. The Renewal Area programme included the compulsory acquisition and demolition of 126 properties on Arthur Street and Sutherland Street (odd numbers). A number of these properties have been demolished, and a contractor selected to demolish the remainder.

- 1.3. In addition, the Council has acquired property on Marsh Street by agreement (Minute 85 27/09/06 refers). At the time of writing, within the block 125-215 Marsh Street, the Council owns 37 out of 46 properties.

2. Future Options

- 2.1. The properties in the block 125-215 Marsh Street were excluded from the Compulsory Purchase Order in the Renewal Area declaration following extensive public consultation on the Renewal Area proposals. At the time the Renewal Area was declared, it was indicated that this block would benefit from refurbishment. However, property owners have continued to come forward offering their properties for sale to the Council, and it has been clear for some time that some selective demolition is likely to form part of the long-term future of this terrace.
- 2.2. A number of other factors now make the immediate demolition of as much of the block as possible the preferred option.
- 2.3. Firstly, the capital funding available to support Housing Market Renewal has drastically reduced. The Regional Housing Pot, which allocated £1,343,000 to Barrow in 2010-11, has now come to an end. There will not now be sufficient funding to carry out renovations to Council-owned property in the block.
- 2.4. Secondly, the New Homes Bonus (NHB) will shortly be introduced. This will reward the Council for net additions to the housing stock in the area in any given year. Demolitions will be netted off against any new completions. The calculation for NHB for any given year is carried out by comparing the housing stock in October with that for the previous October. The demolitions already carried out or planned for the period October 2010 and October 2011 almost certainly mean that for the relevant year, no NHB will be payable. Any additional demolitions carried out during this period will therefore not reduce NHB any further. Delay until the following year will reduce NHB for two consecutive years.
- 2.5. Thirdly, the Homes and Communities Agency (HCA) is requesting proposals from Registered Social Landlords for a four year development programme. The HCA deadline for proposals is May 2011. Gap sites created by partial demolition of Marsh Street would form a suitable site for the development of new social housing.
- 2.6. The remaining residents in Marsh Street have been advised by letter that the option of partial demolition to create suitable sites for social housing is likely to be pursued.

3. Procurement

- 3.1. Marsh Plant Hire Ltd has been appointed to carry out the demolition of properties on Arthur Street following a tender process. It is recommended that the Council negotiates with Marsh Plant Hire to carry out demolition on Marsh Street, based on their quoted rates for Arthur

Street, and similar rates for works on Marsh Street that are outside the scope of works on Arthur Street.

3.2. If it is not possible to negotiate an acceptable price with Marsh Plant Hire, the works should be tendered, following advertisement for expressions of interest.

(i) Legal Implications

There are no legal barriers to demolishing properties currently in the Council's ownership.

(ii) Risk Assessment

Strategic risk is reduced by removing long-term empty properties from the Council's ownership.

(iii) Financial Implications

Adequate funding for the proposed capital expenditure is available in the Capital Programme.

(iv) Health and Safety Implications

The management of empty properties has been carried out in such a way as to minimise as far as reasonably practicable the risk to public health and safety. Carrying out the proposed demolition work will further reduce this risk. The contractors will be vetted for health and safety competence, and will also be required to submit a construction phase health and safety plan before starting work. This will be reviewed by the Council's appointed Construction Design and Management Co-ordinator.

(v) Key Priorities or Corporate Aims

This supports:

KP 2: Meet the housing needs of the Borough and make decent housing more accessible

Annual Objective 3: Deliver year 3 Housing Market Renewal programme

(vi) Equality and Diversity

Not Applicable.

(vii) Health and Wellbeing Implications

The Renewal Area programme will improve the quality of housing in the area.

Background Papers

Letter to Marsh Street residents – January 2011

		<u>Part One</u>
EXECUTIVE COMMITTEE		(D)
Date of Meeting: 16th March, 2011		Agenda
Reporting Officer: Policy Review Officer		Item
		11
<p>Title: Risk Management</p> <p>Summary and Conclusions:</p> <p>Provide Members with the Council's risk policy and proposed risk register for 2011/12.</p> <p>Recommendations:</p> <p>To approve the risk policy and risk register for 2011/12.</p>		

Report

Management Board identified key corporate risks for the Council at their meeting of 9th February. In view of the substantial budget deficit and the consequent restrictions on resources Management Board are of the view that Council must now concentrate on business critical risks rather than including "community risks " where the council has little or no direct influence on key factors. The updated risk register reflects the management Board's assessment of significant risks to the Council.

The risk register for 2011/12 attached as **Appendix 3** focuses on those business critical risks which are under the control of the Council. The community risks which are not under our control have been removed.

The status of these risks and progress against any action plans will continue to be reviewed on a quarterly basis and reported to Management Board, the Leader of the Council and the Audit Committee.

The risk policy has been updated to reflect changes to reporting lines from the Corporate Services Scrutiny Committee to the Audit Committee. The updated policy is attached as **Appendix 4**.

The Risk Register is being considered by the Audit Committee on 8th March, 2011 and any comments will be brought to this Committee.

(i) Legal Implications

There are no legal implications directly associated with the risk policy or register.

(ii) Risk Assessment

The risk policy and register will enable the Council to manage risks appropriately.

(iii) Financial Implications

There are financial risk identified in the risk register but there are no financial implications related to adopting the policy or register.

(iv) Health and Safety Implications

The risk policy and register do not include health safety risks.

(v) Key Priorities or Corporate Aims

A number of the risks identified in the register mitigate against non delivery of the key priorities.

(vi) Equality and Diversity

None of the risks or mitigating actions identified discriminate against any characteristics.

(vii) Health and Well-being Implications

Not Applicable.

Background Papers

Nil.

	Threat	Likelihood	Impact	Score	Impact	Mitigating actions	Contingency actions	Responsible Officer
1	The Council faces £4M budget deficit for the period up to 2015	5	5	25	The Council fails to address the budget deficit resulting in the Council having insufficient funds to deliver its statutory duties and contracted services	The Council has set a budget to achieve the savings for 2011/12. The council will undertake a comprehensive spending review in 2011/12 to identify future savings reduce with the deficit	The Council will use some of its reserve funds to reduce the impact on service delivery and the pace of change.	Chief Executive and Borough Treasurer
2	Impact of the Council's comprehensive spending review on delivery of services	5	4	20	The spending review will challenge all services and if it is not properly managed may result in a loss of staff moral and customer confidence. The Council will endeavour to avoid or minimise compulsory redundancies	The service review will reflect the Council's updated key priorities. Some reduction in service is inevitable given the size of the budget deficit The Council will give a clear statement on priorities and will establish effective internal and external consultation and communication processes.	The Council will use its reserves to control the pace of change to suit the of the organisation and the community	Chief Executive and Borough Treasurer
3	Impact of redundancies and recruitment freeze on service delivery and staff.	5	4	20	Voluntary redundancies and vacancies may result in short-term pressure on service delivery with consequential impact on staff moral and customer satisfaction	Business critical posts will be exempt from the recruitment freeze. Any significant impact on service delivery will be communicated internally and externally pending the outcome of the spending review.	The Council's policy is to avoid or minimise compulsory redundancies. The Government has provided a transition grant to meet the costs the redesign of service delivery and any redundancy costs therefore it will not impact on Council Tax payers.	Chief executive and Director of Corporate Services

4	The Government intends to introduce a self-financing regime for the future management of the Housing Revenue Account.	5	4	20	The introduction of self-financing will result in the Council being burdened with additional debt to replace the existing HRA subsidy system	Mitigating actions: The Housing Manager and Borough Treasurer will look to model the financial impact of the proposals as they become clearer and take necessary action to maintain services within the resources that will be available.		Colin Garnett, Housing Manager
5	Failure to deliver Waterfront Barrow regeneration programme	4	4	16	This will damage the profile of barrow as a place to live and work. There will be a loss of local confidence and ineffective use of private sector resources	The Council has allocated sufficient capital funding to complete the site assembly. The Council and its partners have applied for Regional Growth Funding to support this project.	The project can progress in phases subject to the availability of funding.	Director of Regeneration and Community Services
6	Impact of pay review	4	4	16	Potential staff unrest. Increase in staff costs. Failure to agree the outcomes of the job evaluation process.	Following the implementation of the outcomes of the Council's spending review posts will be allocated salary scales based on the pay review.	An equal pay audit has been undertaken and no significant risks have been identified.	Director of Corporate Services
7	Council fails to achieve recycling targets	4	4	16	There will continue to be a shortfall in the budget unless the Council achieves a 40% recycling rate.	The Council continues to develop its recycling service to increase the amount of waste recycled. Any changes resulting from the implementation of the county wide waste strategy will need to be costed	The Council will continue to monitor county wide waste projections and will adapt its waste collection service appropriately.	Director of Regeneration and Community Services
8	The economy remains depressed	3	5	15	This will have a significant impact on the Council's revenue streams and may result in a larger than anticipated deficit	The Council will endeavour to maximise income streams and reduce costs	The Council monitors the budget on a regular basis and can review service delivery if required	Management team

9	Failure of external partner, service providers or contractors	3	5	15	This is likely to result in the suspension of some service while alternative service providers are identified	The Council monitors the position of service providers through regular client meetings and will undertake regular credit checks on our contractors	The Council retains the intellectual property and assets that will support continuity of services	Management team
10	The Council incurs significant uninsured losses	3	4	12	This could have a detrimental impact on the Council's reserves and its reputation	The Council risk management arrangements will minimise uninsured losses.		Borough Treasurer
11	Level of sickness worsens	4	3	12	A significant increase may impact on the Council's capacity to deliver services.	The Council has put a number of measures in place to maintain the current relatively low levels. The impact of elevated levels would only be moderate.		Director of Corporate Services
12	Not having appropriate governance arrangements in place	2	5	10	The Council may lose focus on the purpose of the authority and the wider outcomes for the community	The Council continues to monitor and strengthen its governance arrangements. These include: Audit and scrutiny functions. Treasury management Asset management Resource management Performance management Risk management		Director of Corporate Services
13	Failure to maintain H&S arrangements	2	5	10	Members of the public and Council employees could be put at risk by Council operations	The establishment of the Technical Services Team and the Health & Safety Management Board has strengthened the Council's H&S arrangements.		Director of Corporate Services
14	Council election and new system of administration	3	3	9	A large influx of inexperienced Elected Members may impact on the pace of change required to deal with the budget deficit.	The Council is preparing a comprehensive induction programme for Elected Members which will include		Director of Corporate Services

15	Failure of ICT systems	1	4	4	Failure of ICT systems may adversely affect service delivery	The Council has a disaster recovery strategy in place.		Director of Corporate Services
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Risk Management Policy 2011

Author
Date published
Review date

Policy Review officer
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Risk management policy

Introduction and purpose

Barrow Borough Council is committed to delivering a balanced approach to risk management. We recognise that good risk management will support and enhance the decision making process, increase the likelihood of the council meeting its objectives and enable it to respond quickly to new pressures and opportunities.

Risk management is about understanding those things that could help or hinder us in trying to deliver our objectives.

Understanding and managing our threats or risks comes down to four questions:

- What's the worst that could happen to us?
- What's the likelihood of it happening?
- What would be the impact if it did? and
- What can we do about it (i.e. how can we prevent it from happening or what can we put in place to manage it if it should?)

Good risk management will also help us to explore and take up opportunities as they are identified.

Good risk management does not mean that we are required to take greater risks, nor that we avoid taking risks. Rather, good risk management gives us a better understanding of the risks and opportunities that we face and how we can best manage them.

The real value of good risk management lies in the benefits it will deliver.

Those benefits will be varied in their nature and extent and some might be

more measurable than others, but they will all be important to the council's reputation and ability to deliver improved and value for money public services.

Some of the benefits we can expect to realise include:

- Supporting and enhancing the decision making process;
 - Improved public confidence in our ability to deliver services (our reputation);
 - Early warning of problems;
 - Prioritisation of resources;
 - Improved business planning by focussing on the outcome not the process;
- and

Barrow Borough Council's approach

The Council's approach to risk management has been developed to support the key requirements of good corporate governance:

Strong leadership: Senior managers and Elected Members will support and promote good risk management across the organisation.

Consistent: There will be consistency in our approach to risk management across the organisation. We will use a risk management framework to equip and support our staff so they can manage risks appropriately.

The approach to effective risk management will be based four very simple questions:

Identifying the risk: What's the best or worst that could happen to us?

Assessing the risk: What's the likelihood of it happening?
What would be the impact if it did?

Managing the risk: How can we prevent it from happening or what can we put in place to manage it if it should happen?

Recording the risk: How do we make sure that everyone is aware of the risk and how we are going to manage it?

Open and Transparent: Our approach to managing risks will be open and transparent and blame will not be attributed if decisions made in good faith turn out to be wrong. Staff and Members, should have access to information on our current risks and opportunities and how we are managing them. Corporate risks will be recorded in the Council's Risk Register, which will be published on the Council's intranet.

Accountable: There will be clear accountability for our risks across the whole of the organisation. Our risks will be open to regular internal audit and audit inspection by external agencies.

Appropriate risk-taking and innovation will be encouraged and promoted through a 'no blame' culture.

Delivery of effective risk management

Corporate risks

Management Board has identified a process for assessing corporate risks.

Risks will be identified in advance of the start of the municipal year and will be reviewed on a quarterly basis.

Risks will be scored using a five square matrix;

Impact / Likelihood	1: Insignificant	2: Minor	3: Moderate	4: Significant	5: Major
1: Almost never					
2: Unlikely					
3: Uncertain					
4: Likely					
5: Almost always					

For risks with a score of 15 or greater a SMART action plan will be developed to eliminate or mitigate the risks.

All risks will be recorded on a risk register that will be published on the Council's website

Barrow Borough Council will manage risks appropriately.

When managing and controlling our risks, our actions should be proportionate - the cost and time of our efforts should be in balance with the potential impact of the risk.

We should adopt four approaches to dealing with significant risks:

1: Tolerate the risk. As an organisation we should accept that sometimes it is appropriate to continue with activities even though we know that involve taking a risk. We should tolerate risks that we consider to be acceptable when:

- We can put controls in place to mitigate the risk.
- The risk cannot be mitigated cost effectively
- Although there is a risk with the activity the benefits significantly outweighs the disadvantage.

When identifying controls remember to establish the cost of the controls before implementing them

2: Treat the risk. This involves reducing the risk to an acceptable level either by containment actions or contingent actions.

Mitigating actions involve actions that can reduce the likelihood of occurrence or reduce the impact if it does occur. These are applied before the risk materializes.

Contingent actions involve having an action plan of what we can do to minimize the impact if the risk occurs. These are applied after the risk has materialized.

3: Terminate the risk: This involves doing things differently and thus removing the risk. This option is more applicable to operational risks but is limiting in terms of strategic risks

4: Transfer the risk to a third party: Examples of this include insurance or paying contractors to undertake some of the Council's functions. This is a good way of mitigating financial risks and buying in expertise from other organisations

Delivery of the annual objectives

The Council will use a similar approach for managing the risks that may affect delivery of the Council's annual objectives. The Policy Review Officer will agree risk assessment for the Council's objectives with appropriate managers. If there is a high risk of an objective not being achieved Management Team will determine whether an action plan is required to mitigate the risk.

Health and safety risks

Health and Safety risks will be covered in a separate policy.

Staff and Member responsibility

Executive Committee	Approve the statement of the council's Risk Management Policy Statement and subsequent revisions Consider the risk management implications when making decisions Agree the council's appropriate response to its highest risks
Member with responsibility for risk management	Be responsible for overview of the Council's risk management activities. Receive quarterly reports on risk management.
Audit Committee	Determine whether the risk register reflects the greatest threats to the Council. Review the Council's risk policy. Receive quarterly reports on risk management.
Management Team	Ensure that there is a robust framework in place to identify, monitor and manage the council's strategic risks and opportunities Management and quarterly review of the corporate risk register Receive regular reporting on corporate risks and identify necessary actions Demonstrate commitment to the embedding of risk management across the organisation.
Risk owner	Have responsibility for management of including development and implementation of action plans
All staff	Be aware of the risks and control mechanisms within their area of work Report any new risks to their line manager
Policy Review Officer	Develop and maintain risk register. Monitor the implementation of action plans Prepare reports for senior managers and Members