

BOROUGH OF BARROW-IN-FURNESS

EXECUTIVE COMMITTEE

Meeting, Wednesday, 31st July, 2013
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. Questions on Notice

The Chairman to answer questions on any matter in relation to which the Council has powers or duties which affect the Borough and which fall within the terms of reference of the Executive Committee where due notice has been given in accordance with Council Procedure Rules 10.3 and 10.4.

3. 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.

4. 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.

5. Declarations of Interest

To receive declarations by Members and/or co-optees of interests in respect of items on this Agenda.

Members are reminded that, in accordance with the revised Code of Conduct, they are required to declare any disclosable pecuniary interests or other registrable interests which have not already been declared in the Council's Register of Interests. (It is a criminal offence not to declare a disclosable pecuniary interest either in the Register or at the meeting).

Members may however, also decide, in the interests of clarity and transparency, to declare at this point in the meeting, any such disclosable pecuniary interests which they have already declared in the Register, as well as any other registrable or other interests.

6. To confirm the Minutes of the meeting held on 26th June, 2013 (copy attached) (Pages 1-26).

7. Apologies for Absence/Attendance of Substitute Members.

FOR DECISION

- (D) 8. Council Finances 2012-2013 (Pages 27-42).
- (D) 9. Appointment on Outside Bodies (Pages 43-44).
- (D) 10. Local Plan Evidence Base Documents (Pages 45-47).
- (R) 11. Member Development Strategy Review 2013/2014 (Pages 48-49).
- (D) 12. Risk Register (Pages 50-51).
- (D) 13. Women's Community Project (Pages 52-54).
- (D) 14. Housing Market Renewal Programme – North Central Renewal Area Clearance Site (Pages 55-56).

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

Membership of Committee Councillors

Pidduck (Chairman)
Sweeney (Vice-Chairman)
Barlow
Bell
Biggins
Garnett
Graham
Guselli
Hamilton
Irwin
Richardson
Seward

For queries regarding this agenda, please contact:

Jon Huck
Democratic Services Manager
Tel: 01229 876312
Email: jwhuck@barrowbc.gov.uk

Published: 23rd July, 2013.

EXECUTIVE COMMITTEE

Meeting: Wednesday 26th June, 2013
at 2.00 p.m.

PRESENT:- Councillors Pidduck (Chairman), Sweeney (Vice-Chairman), Barlow, Bell, Biggins, Garnett (Items 1 to 21), Graham, Guselli, Hamilton, Irwin, C. Thomson and Williams.

12 – 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 (Minute Nos. 24, 25 and 26) of Part One of Schedule 12A of the said Act.

13 – Declarations of Interest

Councillor Sweeney declared Disclosable Pecuniary Interests in Agenda Item 8 – Recommendations of the Housing Management Forum, Barrow and District Credit Union (Minute No. 27) and Agenda Item 11 – Barrow and District Credit Union (Minute No. 28). He is a Member of the Credit Union Supervisory Committee. He left the meeting during consideration of the items.

14 – Minutes

The Minutes of the meeting held on 15th May, 2013 were agreed as a correct record.

15 – Apologies for Absence

Apologies for absence were received from Councillor Richardson and Seward.

Councillors Williams and C. Thomson substituted for Councillors Richardson and Seward respectively.

16 – Housing Management Forum: Recommendations

The recommendations of the Housing Management Forum held on 13th June, 2013 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:-

Appointment of Representatives to Working Groups

That the Members for 2013/2014 be as follows:-

Tenant Compact Working Group

Council Representatives (2:1) Councillors Barlow, Hamilton and Williams.
Tenant Representatives – Mrs P. Charnley, Mr W. McEwan and Mr A. McIntosh.

Homelessness Funding Working Party

Council Representatives (2:0) Councillors Hamilton and Pointer.
Tenant Representatives – Mrs P. Charnley and Mr A. McIntosh.

Housing Services Delivery Plan 2013/14

To agree the Key Tasks and Service Delivery Plan for 2013/14 as follows:-

1. Establish scrutiny role for Tenant Participation Compact Working Party and progress the service reviews. Possible options: Anti-Social Behaviour (STAR), Tenancy Agreement and Tenant's Handbook;
2. Consider approach to engaging with under-represented tenants;
3. Review and update 30-year Business Plan;
4. Continue to develop approach to mitigate risks of Welfare Reform; and
5. Review of rents and service charges for supported and furnished tenancies and dispersed accommodation with particular reference to changes in Housing Benefit arrangements.

Housing Complaints – 'Designated Person'

1. Agree the establishment of a Tenants' Complaints Panel to act as the 'designated person' using the terms of reference developed by the National Tenant Organisation; and
2. Agree that the membership of the Tenants' Complaints Panel consists of the Chairman of the Housing Management Forum and two tenants who represent tenants on the HMF.

Changes to Tenant Participation Arrangements

1. That the contents of the report be noted;
2. Agree amended Tenants' Forum Constitution; and

3. Agree amended Terms of Reference for the Tenant Participation Compact Working Party and it be renamed Tenant Scrutiny Working Party.

Housing Maintenance Investment Programme

1. That Option 2 be agreed as follows:-

Use a proportion of the c.£360K to accelerate to component programme but also a proportion to carry out investment in areas of the service it has not been practical to do so previously; and

2. That the resources be invested as follows:-

Accelerate component replacement, kitchen, bathroom, and rewire programme by: £150K

Commence a programme of upgrading garages £75K

Increase resources for fencing £60K

Public realm investment, in particular communal door security and access paths on estates £80K

Welfare Reform Action Plan

1. That the information contained in the report be noted; and
2. Agree the approach of identifying tenants at greatest risk of tenancy failure due to the reforms and amend procedures for new tenancy visits to take the opportunity to mitigate risks of tenancy failure as far as is practical.

6-24 Middleton Avenue, Barrow – Vehicle Crossing

That the request to construct a vehicle crossing over the land be refused due to the preservation of green areas.

Housing Management Performance 2012/13

1. That Members agree to see through the current sanctions with the repair contractor VINCI and closely monitor their performance; and
2. Note the information outlined in the report.

17 – Local Government Association Peer Challenge on Encouraging Channel Shift

The Executive Director informed the Committee that the Council monitored the channels through which its services were delivered to customers, either face to face contact, by telephone or through the website. The recorded systems showed that in 2012/13 there were 102,000 contacts with the Council, 16% were face to

face, 79% were by telephone and 5% were through the website. Historically face to face contact had remained the same over the last two recorded years and averaged 16% over the last four years. Telephone contact had reduced by 1.0% and web traffic had grown by 1% over the last two years, though web traffic had grown by 3% over the last 4 years.

The latest benchmarking figures for costs of transactions were face to face £8.62; Telephone £2.83; and Web £0.15.

Given the on-going need for cost savings and to drive efficiencies in a reduced establishment 'channel shift' – moving customers towards online services and away from face to face and telephone contact, was a key issue for the Council.

Officers were already working on a range of proposals to encourage channel shift, including website design, availability of kiosks and self-serve forms. The opportunity had arisen through the Local Government Association Corporate Peer Challenge process to externally review the actions that had been taken and begin to set out a strategy to increase 'channel shift' for our customer contacts.

Peer Challenge was a sector-led improvement process where the LGA appoint peers to challenge a particular issue identified by an authority. A small team (4 or 5) peers visit the authority, gather evidence for both the Council and customers, and present a report and an improvement plan to the authority. Peer teams normally included a Chief Executive and Senior Member drawn from outside the local authorities region, together with specialists in the subject for review. Each challenge was voluntary, tailored to each authority and free. Over 100 Councils had either had, or were planning, peer challenges. The Barrow Borough Peer Challenge would be likely to start in September 2013.

Senior Officers had met LGA representatives and had indicated that the Council would support a Corporate Peer Challenge dealing specifically with the technical and cultural issues of encouraging channel shift and setting medium term targets for each channel.

Engagement with Elected Members would be a key part of the Peer Challenge process, and support was sought to progress a Peer Challenge on encouraging channel shift. It was suggested to identify a small number of Members, who would be engaged in the planning and improvement planning phases of the process.

RESOLVED:- (i) To agree to support a Peer Challenge review on encouraging Channel Shift; and

(ii) To agree to nominate three Councillors to oversee planning and implementation of the Peer Challenge.

18 – Efficiency Support Grant

The Executive Director informed the Council had been successful in bidding for Efficiency Support Grant of £1,175,118 and was eligible for a further allocation of £293,779 based upon first year performance.

The Department for Communities and Local Government had subsequently confirmed that the additional 25% would be paid so long as at the six month review point, local authorities could identify tangible progress on delivering their plan and showed evidence of the savings to be made by the end of the financial year. For that reason, the Council had included a year 1 action plan in its ESG submission which was considered by the Committee. Progress on achieving the targets in the action plan were well advanced.

Funding for Year 2 of ESG would be conditional on performance in year 1.

Grant had been offered to help the Council reduce its net expenditure to levels the Government considered sustainable in the longer term. Expenditure should be allocated to the following broad areas:-

1. Capital Investment to reduce costs and increase revenue – The Council had already agreed to fund re-roofing Craven House and making contribution to internal capital improvements required by a tenant. These actions would secure an additional net revenue benefit of £100,000 pa to the Council for 15 years from 2015. Total cost £600,000.
2. Invest to Save – investment to reduce Council costs, particularly in utilities and property costs - £100,000.
3. Investment in Efficiency Savings – largely drawn by the Business Improvement Team and other transformational initiatives. Current plans were for virtual desktops and software and website improvements to encourage customers to use electronic rather than face to face communication with the Council - £275,000.
4. Contract negotiations – the Council was in discussions about all its major GRF contracts and finance may be required for contract renegotiation - £200,000.

Proposals had only been included for expenditure of the agreed allocation, if the Council was successful in obtaining the additional 25% allocation a further report would be brought to Members.

RESOLVED:- (i) To note the report; and

(ii) To approve the broad areas for expenditure of Efficiency Support Grant.

19 – Municipal Mutual Insurance Scheme of Arrangement

The Borough Treasurer submitted a detailed report regarding Municipal Mutual Insurance Scheme of Arrangement.

She informed the Committee that the Council was a member of the Municipal Mutual Insurance (MMI) Scheme of Arrangement. MMI ceased to write new or renew insurance business in 1992 and had established a Scheme of Arrangement under provisions within the Companies Act 1985.

The Scheme of Arrangement had been set up to achieve a solvent run-off for MMI and for members' claims to continue to be settled.

The Scheme was no longer projecting a solvent run-off so the members (Scheme Creditors) had been called on to make an Initial Levy.

The Council had set up a provision to fund the potential liability.

RESOLVED:- To note the report.

20 – Capital Programme

The Borough Treasurer submitted a detailed report regarding the Capital Programme. The report included the variations since the last report on 26th February, 2013 and the outturn for 2012-2013. It highlighted recommended re-programming which would result in budget savings for the Council.

RESOLVED:- To note the 2012-2013 outturn and approve the changes to the Capital Programme and financing as detailed in the report.

21 – 166 Rawlinson Street, Barrow-in-Furness

The Executive Director informed the Committee that the Council had acquired 166 Rawlinson Street in 2006 for £50,000.

The property was situated on the corner of Rawlinson Street and Buccleuch Street and comprised a ground floor retail unit and first and second floor residential flat. The property was in a very poor state of repair.

The property had been marketed by the Council on a number of occasions and most recently this Committee had approved the disposal to Fair Oak Housing Association for redevelopment into six flats for people with learning disabilities. The agreed price was £1.

Unfortunately, that proposal never proceeded.

Following a more recent marketing campaign an offer of £28,000 had been received from a local residential landlord, who wished to develop the property as ground floor retail and upper floor residential.

Given the state of the property market and the increasing dereliction of the property approval for the disposal was sought on the terms reported.

RESOLVED:- To approve the proposed freehold disposal of 166 Rawlinson Street, Barrow-in-Furness subject to them applying for planning permission within three months and commencing redevelopment within a further six month period of obtaining planning consent or if no planning consent is required within six months of this agreement.

22 – Executive Director – Performance Appraisal 2013-14

The Deputy Executive Director reminded the Committee that the role of the Leader of the Council was set out in Article 2 of the Council's Constitution. It included responsibility to "monitor the performance of the Executive Director". It was a contractual obligation on the part of both the Head of Paid Service and the Council to engage in a regular process of appraisal. A meeting had been held on 8th April between the Executive Director, Leader of the Council and the Deputy Leader to review objectives ending March 2013 and to set key objectives for the year to March 2014.

The Committee were informed that the resources available to the Council would not be fully known until the Local Government Settlement was announced, at the earliest, in December 2013, but it was clear that the Council would remain under severe financial pressure for the foreseeable future.

The Executive Director would conduct a full review of the Council Plan to establish how the Council continued to deliver effective services to the people of the Borough. That review would involve Council staff at all levels and close liaison with the political administration.

The administration recognised that the reduced Council establishment had placed additional burdens and pressures on staff, and a clearly articulated strategy for staff development, including more efficient ways of working, was required. The Executive Director would, therefore, also be required to oversee preparation of a staff development strategy.

He would also lead a review of external contracts to achieve best value for the Borough.

He would also work with other potential recipients of the efficiency grant to oversee the preparation of the business case and subsequently maximise the benefit of a successful bid.

In light of the importance of the external contractor to the financial performance of the Council, the Executive Director had requested continuing formal training in contract negotiation and re-negotiation.

RESOLVED:- To approve the key objectives to March 2014 as detailed in the report.

23 – Re-use of Graves – Ireleth Churchyard

The Executive Director informed the Committee that the Borough Cemetery at Ireleth was almost full for new graves, although there was still some capacity for cremation plots. It was proposed that an agreement be made with the Carlisle Diocese to re-use the older graves in the adjoining Churchyard for reburial purposes.

That would allow the residents of Askam and Ireleth to be buried locally.

RESOLVED:- To approve the agreement with the Carlisle Diocese to re-use portions of the churchyard adjacent to Askam and Ireleth Cemetery.

24 – Town Hall – External Works (Roof and Stonework)

The Executive Director informed the Committee that the Council were planning to carry out maintenance works to the external fabric of the Town Hall (Grade II*Listing), assumed broadly to include phased stonework and phased roof repairs, as a result of the April 2013 Condition Report findings. The repair and renovation works under consideration did not require Listed Building Consent.

Tenders for the works had been received and had been opened by the Chairman of this Committee on Wednesday 12th June, 2013. The Committee considered the tenders received.

The proposed scope of works had been cut back to fit the proposed budget. The works had been prioritised to deal with the external envelope and ensure the building was water tight. A thorough and complete review had been carried out of the entire proposed works tender. The work was being prioritised to ensure best value for money in relation to the scaffolding/stonework and re-roofing works proposed.

RESOLVED:- To appoint KL Venning Slaters Ltd under the JCT 2011 Intermediate Building Contract to carry out the proposed works.

25 – Barrow Cemetery NW Extension – Proposed New Grave Section

The Executive Director informed the Committee the cemetery had gradually been developed from south to north with construction of formal paths and access roads. The north western parcel of land was the remaining section that was currently undeveloped, within the existing cemetery, comprising rough grassland, scrub and trees. There was no change of use requirements involved. Presently the remainder of the cemetery had insufficient capacity to meet long-term future needs for burial sites and other memorial functions.

Additionally following previous drainage difficulties at the cemetery, a land drainage scheme was to be constructed. The western side was prone to ground saturation because of the topography with steep gradients from east to west over the whole site. That caused significant operational difficulties for the management both during burials and after.

The gross site area was 2.2 hectares of which 1.6 hectares were grass covered. The remainder bordering the site was woodland which screened the cemetery from adjacent residential property. The works for the proposed new grave section included site clearance, drainage works and construction of new carriageways and footpaths within the cemetery. It was not the intention to significantly alter the topography of the land, but it was the intention to provide an area of sustainable drainage to the western edge in the form of an attenuation pond for flood prevention, utilising it also for a landscape feature.

Tenders for the works had been received and opened by the Chairman of the Executive Committee on Wednesday 12th June, 2013.

The proposed scope of works had now been cut back to fit the available budget.

RESOLVED:- To appoint Neil Martin Group Ltd under the Institution of Civil Engineers Minor Works Conditions of Contract for Civil Engineers Construction First Edition (January 1988) to carry out the proposed works.

26 – Catering and Events Management and Associated Cleaning Services within Barrow Borough Council

The Executive Director reminded the Committee that the Council had been inviting tenders to supply catering services at the Forum, the Dock Museum and the Park Leisure Centre. Following a competitive tendering process, only one supplier, Elior UK PLC, had submitted a valid tender response. The response did meet the quality standards required and would improve the Council's financial position.

RESOLVED:- To agree that the contract for Catering and Events Management and Associated Cleaning Services be awarded to Elior UK PLC.

REFERRED ITEMS

THE FOLLOWING MATTERS ARE REFERRED TO COUNCIL FOR DECISION

27 – Housing Management Forum: Recommendations

The recommendations of the Housing Management Forum held on 13th June, 2013 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:-

Barrow and District Credit Union

To recommend the Council:-

1. To agree that the Housing Service offer a contribution of £5 to all tenants to become a member of BDCU; and
2. Subject to the tenant becoming a regular saver, after 10 weeks of membership a further contribution of £5 be made.

28 – Barrow and District Credit Union

The Borough Treasurer informed the Committee that the Council had been asked to consider supporting the Barrow and District Credit Union by applying to become a Corporate Member. The Council would then deposit £10,000 into a Non-

Deferred shareholding. A dividend would be paid based on the profit the Credit Union made; there was no set return for the deposit. The funds would be placed for one year initially and three months' notice would be required to withdraw the Council's deposit after that.

At the end of May, 2013 the Barrow and District Credit Union had 200 members.

The objectives of the Credit Union were considered by the Committee.

The social goals of the Credit Union complimented the Council's Key Priority to work to mitigate the effects of the recession and cuts in public expenditure and their impact on the local economy and secure a sustainable and long term economic recovery for our community (extracted from their Rules).

The Council's application for Corporate Membership was within the maximum shareholding limit at this time.

The £10,000 deposit would be funded by the Restructuring Reserve.

RECOMMENDED:- To recommend the Council that Corporate Membership of the Barrow and District Credit Union be approved and that £10,000 of the Restructuring Reserve be used to fund the deposit.

29 – Council Tax Reduction Scheme 2014-2015

The Borough Treasurer reminded the Committee that the Council Tax Reduction Scheme for 2013-2014 had been agreed by Full Council on 12th December, 2012. The Prescribed Default Scheme had been adopted and in terms of entitlement this meant that the Council maintained the benefits of all claimants and funded the shortfall from its resources. The estimated cost to the Council for 2013-2014 was £28,000.

The Council Tax Reduction Scheme had been set for one year. A Scheme needed to be agreed for 2014-2015 – that may be a continuation of the current Prescribed Default Scheme. Should the Council wish to adopt an alternative Scheme, then consultation must be undertaken with the major preceptors and with the public. The public consultation would run for 12 weeks.

She had estimated that £132,000 gross and £83,000 with mitigation for the Council, but it would vary depending on the uptake and the impact of the Council Tax reforms implemented in 2013-2014. The £83,000 was quite a lot higher than the £28,000 net cost for 2013-2014 due to the reducing Government settlement and the Transition Grant that was only for 2013-2014.

Using the current Council Tax support awarded and caseload the amount that would need to be recovered to make the Scheme neutral would be:-

Pension age caseload 3,345.

Working age caseload 4,051.

Total Council Tax Reduction awarded (as at April, 2013) £5,949,000.

10% saving to recover from working age caseload £594,900.
Pension age claimants are protected.

That equated to a 19% reduction in support to every 4,051 working age cases. The figures were for the whole award, of which the Council's share was the £132,000 gross cost.

The Council Tax reforms that the Council had adopted from 2013-2014 would continue to mitigate some of the 10%; that was a top slice national saving in the funding. The cost of the Council Tax Reduction Scheme could be funded either partly or wholly from Scheme changes. The 19% illustrated was for a cost neutral scheme and did not take into account the additional income from Council Tax reforms.

The Committee considered the risks associated with adopting and not adopting the Prescribed Default Scheme.

RECOMMENDED:- To recommend the Council that the Prescribed Default Scheme be continued for 2014-2015.

30 – Amendment to the Provisions of the Constitution Concerning Questions on Notice at Committees and Sub-Committees

The Monitoring Officer reminded the Committee that the Council's Constitution had been drafted in accordance with the Model Constitution for Authorities adopting the alternative arrangements under Part 2 of the Local Government Act 2000.

Section 10 related to questions by Members and paragraph 10.3 provided Members with the right to ask the Chairman of a Committee a question on any matter in relation to which the Council had powers or duties or which affect the Borough and which falls within the terms of reference of that Committee.

That provision had not been called upon since the alternative arrangements were first introduced in May 2000 until a question was considered by the Executive Committee at its meeting on 15th May.

Because the question was received only two working days in advance of the meeting (in accordance with paragraph 10.4) there was no opportunity to amend the Agenda for the meeting, papers having been sent out in accordance with the Access to Information Act five clear working days before the meeting.

As a consequence the Chairman of the Committee had no alternative but to allow the question to be raised as an urgent matter. The matter raised in the question would not normally be defined as an urgent matter but, in the absence of any other mechanism to consider the matter, it had been agreed, exceptionally, to treat it as such.

To avoid the situation arising again, and to facilitate the openness and transparency of meetings, we need to make sure published Agenda's include any question raised under notice.

That would be achieved if the notice passed was extended from two working days to seven working days.

It should be noted that the Model Constitution did not actually specify the number of days – that was left to local discretion.

RECOMMENDED:- To recommend the Council that Section 10.4(a) of Part 4 - Rule of Procedure be amended to read:

“they have given at least seven working days’ notice in writing of the question to the Monitoring Officer”.

31 – Risk Management Policy

The Deputy Executive Director informed the Committee that Management Board had agreed key risks for the Council in 2013/14 at their meeting of 10th May. The risks had been categorised as corporate or operational risks:

Corporate risks were those derived from external decisions which affected the Council’s ability to deliver services or from strategic decisions made by the Council.

Operational risks were those that were connected with resources, systems and processes that are used to deliver the Council’s services.

The Risk Management Policy was considered by the Committee.

Officers were updating the risk register and would submit it to Committee for approval in due course.

RECOMMENDED:- To recommend the Council to endorse the Risk Management Policy.

The meeting ended at 3.30 p.m.

HOUSING MANAGEMENT FORUM

Meeting: Thursday 13th June, 2013
at 2.00 p.m.

PRESENT:- Councillors Hamilton (Chairman), Barlow, Irwin, Johnston, Murray and Pointer.

Tenant Representatives:- Mr M. Burton and Mr A. McIntosh.

1 – Death of Former Councillor

The Chairman announced that a former Councillor and Chairman of the Environmental Health and Housing Committee, Ted Hillman had recently passed away. The Forum held a minutes silence in memory of Mr Hillman.

2 – Declarations of Interest

Councillor Hamilton declared an other registrable interest in Agenda Item No. 14 – Barrow and District Credit Union (Minute No. 14) as he was a Cumbria County Council Member.

Councillor Pointer declared an other registrable interest in Agenda Item No. 14 – Barrow and District Credit Union (Minute No. 14) as he was a Member of the Credit Union.

3 – Minutes

The Minutes of the meeting held on 28th February, 2013 were taken as read and confirmed.

4 – Apologies for Absence/Changes in Membership

Apologies for absence were received from Councillor Williams and from Tenant Representative, Mr W. Ward.

5 – Appointment of Representatives to Working Groups etc.

The Executive Director reported that at the Annual Council meeting on 14th May, 2013 the allocation of seats in respect of Forums, Panels, Working Groups etc. had been agreed.

The Housing Management Forum were requested to nominate Members and Tenant Representatives to the Tenant Compact Working Group and the Homelessness Funding Working Group for 2013/2014.

Three Member representatives by proportionality indicated in the report and three Tenant representatives were required for the Tenant Compact Working Group and two Member representatives by proportionality indicated in the report and

two Tenant representatives were required for the Homelessness Funding Working Group.

RECOMMENDED:- That the Memberships for 2013/14 be agreed as follows:-

Tenant Compact Working Group

Council Representatives (2:1) Councillors Barlow, Hamilton and Williams.

Tenant Representatives – Mrs P. Charnley, Mr W. McEwan and Mr A. McIntosh.

Homelessness Funding Working Group

Council Representatives (2:0) Councillors Hamilton and Pointer.

Tenant Representatives – Mrs P. Charnley and Mr A. McIntosh.

6 – Housing Services Delivery Plan 2013/14

The purpose of the Housing Manager's report was to agree the Housing Service's Key Tasks for 2013/14 which were attached as an appendix to his report.

These Key Tasks would form the focus of the service's work during the year and to achieve the Housing Service's vision to "Provide well-maintained houses and estates where people choose to live".

The Key Tasks table included reference to 'tasks' referred to elsewhere on this and previous HMF agendas but, in doing, so sought to bring them together in one document.

Members were asked to comment, in particular regarding the areas of service to be subject to scrutiny by the Tenant Participation Compact Working Party.

RECOMMENDED:- To agree the Key Tasks and Service Delivery Plan for 2013/14 as follows:-

1. Establish scrutiny role for Tenant Participation Compact Working Party and progress the service reviews. Possible options: Anti-Social Behaviour (STAR), Tenancy Agreement and Tenant's Handbook;
2. Consider approach to engaging with under-represented tenants;
3. Review and update 30-year Business Plan;
4. Continue to develop approach to mitigate risks of Welfare Reform; and
5. Review of rents and service charges for supported and furnished tenancies and dispersed accommodation with particular reference to changes in Housing Benefit arrangements.

7 – Housing Complaints – ‘Designated Person’

The Housing Manager reported that the Council’s approach to the future handling of complaints with regard the provision of housing management services needed to be considered. His report proposed the establishment of a designated Tenant Panel, based on sample terms of reference as developed by the National Tenant Organisation.

From April 2013 the Local Government Ombudsman Service had changed. In future a Housing Ombudsman will take over responsibility for investigating complaints about the landlord functions of local authorities.

The new arrangements included the proposal to appoint a ‘designated person’ within the Landlord’s Complaints Procedure. A ‘designated person’ could be an MP, a local councillor or a designated tenant panel.

The general role of the designated person was to assist in resolving tenant complaints and issues locally.

Should a complaint be unable to be resolved through the existing landlord’s complaints procedure, the complainant would have the option to ask the ‘designated person’ to help resolve the complaint. Should this not be possible, there remained the option to refer the complaint to the Housing Ombudsman.

Should a tenant not wish to take the option of the ‘designated person’ being involved, they would have to wait eight weeks before pursuing the option to ask the Housing Ombudsman to take up the complaint.

In considering the options for appointing a ‘designated person’ the Housing Manager suggested the most appropriate arrangement would be to establish a Tenant Complaints Panel (the Panel) for the purpose. A copy of a draft Sample Terms of Reference developed by the National Tenant Organisation was attached as an appendix to his report which could be adapted for this Council’s purposes.

Should a complaint not be resolved through the normal Council’s Complaint Procedure, the tenant would be given the option to have the matter considered by the Panel.

The most appropriate approach to the Panel would be to have membership that was not involved in the routine decision-making process of the Tenants’ Forum and Housing Management Forum. However, due to the small number of tenants involved in the process, he suggested it would be difficult to recruit individuals that either had the understanding of the services of the Housing Department and good practice within the field to sit on the Panel. He suggested therefore in the first instance the Panel consist of the Chairman of Housing Management Forum and two tenants nominated by the Tenants’ Forum.

The Housing Manager would report back to the Housing Management Forum anonymously through the Performance Indicator Report regarding the number of complaints made and upheld.

RECOMMENDED:-

1. To agree the establishment of a Tenants' Complaints Panel to act as the 'designated person' using the terms of reference developed by the National Tenant Organisation; and
2. Agree that the membership of the Tenants' Complaints Panel consists of the Chairman of the Housing Management Forum and two tenants who represent tenants on the HMF.

8 – Changes to Tenant Participation Arrangements

The purpose of the Housing Manager's report was to consider and progress initial changes to the tenant participation arrangements following the agreement of the Overview and Scrutiny Committee reviewing the arrangements.

The Housing Service's approach to tenant participation was contained within the Community Involvement Strategy 2011-13, which would be reviewed and updated by the next meeting. The Housing Manager's report suggested changes that were necessary with regard to the Tenants' Forum Constitution and with regard to the arrangements for the Tenant Participation Compact Working Party as a result of the Overview and Scrutiny Committee review and subsequent decision of the Executive Committee on 20th March, 2013.

Tenants' Forum Constitution

Attached as an appendix to the Housing Manager's report was a copy of a revised Tenants' Forum Constitution for Members' consideration and agreement. The changes had been highlighted and reflected the decision of the Executive Committee on 20th March, 2013 following the review by the Overview and Scrutiny Committee.

Tenant Participation Compact Working Party

It had been agreed the role of the Group should be to carry out a 'scrutiny' role.

Current arrangements for the Tenant Participation Compact Working Party were that there was equal attendance of Councillors and tenant representation. The Working Party met by agreement and as necessary.

By going forward, the Housing Manager suggested the following:-

Title: To reflect the change in its role it be retitled the Tenants' Scrutiny Working Party (TSWP).

Membership: To remain as per current arrangement.

Remit: To agree, in conjunction with the Tenants' Forum an 'Annual Plan' to identify service areas to be scrutinised. This will normally be two areas of service,

but may be more depending on service areas selected and resources required to complete.

Purpose: To scrutinise agreed identified service areas, to consider the current arrangements for delivery and progress changes as thought appropriate in achieving the 'vision' for the Housing Service.

Operation:

- Council officers will be identified to assist the TSWP carry out the review (normally the responsible manager).
- Meetings will be chaired by a tenant representative in acknowledgement that the process should be tenant-led.
- Meetings will be agreed as necessary and on a meeting-by-meeting basis as necessary to complete the particular review.
- The outcome of the review will be agreed by the Tenants' Forum and then Housing Management Forum to agree or action as necessary.

RECOMMENDED:-

1. That the contents of the report be noted;
2. Agree amended Tenants' Forum Constitution; and
3. Agree amended Terms of Reference for the Tenant Participation Compact Working Party and it be renamed Tenant Scrutiny Working Party.

9 – Housing Maintenance Investment Programme

The Housing Manager reported that the introduction of 'Self-Financing' had resulted in the Housing Revenue Account (HRA) generating additional funding for investment in the housing stock which would be on-going. The purpose of his report was to agree in principle how these resources should be incorporated within existing plans.

The Housing Services Investment Programme was directed by the Asset Management Strategy 2010-15, a copy of which was available in the Members' Room and on the website.

The purpose of the Strategy was to set out the long-term approach to managing the Council's housing assets to ensure the present and future needs of the community were met. This was achieved by:-

- Effective business planning: to assess the financial integrity of our plans;
- Effective investment planning: to ensure investments deliver value for money; and
- Effective option appraisal: to assess management and delivery opportunities.

For Members' information, the Housing Manager attached as an appendix the previously agreed 'Vision' and 'Aims' of the Strategy.

The Strategy was backed up by a largely financial-based 30-year Business Plan which was updated following the completion of stock condition surveys, consideration of operational experiences, including complaints and tenants' feedback via various means.

Having regard to the above, the approach to delivery of investment in tenants' homes had been based on component replacements, the plans for which were agreed on an annual basis when agreeing the Housing Revenue Account.

In setting the HRA budget for 2013/14 it was agreed a sum of £360,996 be included in the Maintenance Budget and a further report to be provided to consider how this could be utilised, in particular following review of the STAR survey results.

In considering the options for making best use of these resources, the Housing Manager made various comment.

He also drew Members attention to the practicalities of delivering increased investment and the capacity of the Maintenance Team to deliver it. To deliver increased investment may require additional project support in some instances.

Proposals for Additional Investment

The Housing Manager suggested the following possible options:

Option 1: Invest the c.£360K to accelerate the agreed programme of component replacement.

Option 2: Use a proportion of the c.£360K to accelerate the component programme but also a proportion to carry out investment in areas of the service it had not been practical to do so previously.

Should Option 2 be the preferred option, he suggested the resources be invested as follows:-

Accelerate component replacement, kitchen, bathroom, and rewire programme by: (Currently agreed in 2013/14 Investment Profile: £500K; £330K and £227,120 respectively)	£150K
Commence a programme of upgrading garages, I would suggest on an area-by-area basis that would be on-going. (No resources currently identified).	£75K
Increase resources for fencing (Currently agreed in 2013/14 Investment Profile: £25K)	£60K

Public realm investment, in particular communal door security and access paths on estates
 (Currently agreed in 2013/14 Investment Profile: £20K) £80K

The Housing Manager stated that should Option 2 be agreed, it may not be practical for the Maintenance Team to deliver the schemes. He requested should it not be possible to manage the schemes in their entirety in-house, Members note that additional support would be commissioned on a scheme-by-scheme basis, the cost of which would be met from the allocated costs for each project.

Secondly, on a practical level, the nature of estates of mixed ownership did add difficulty to the delivery of fencing schemes. In the first instance, the Housing Manager would look to target areas in which to upgrade fencing would have both a benefit to the resident, but also the community and which had been subject to planned improvements previously. When it was involving owner-occupiers, they would be offered the opportunity to pay and have the fencing upgrade as part of the larger scheme, but if they chose not to, their property would be omitted from the scheme.

RECOMMENDED:-

- (i) That Option 2 be agreed as follows:-

Use a proportion of the c.£360K to accelerate to component programme but also a proportion to carry out investment in areas of the service it has not been practical to do so previously; and

- (ii) That the resources be invested as follows:-

Accelerate component replacement, kitchen, bathroom, and rewire programme by:	£150K
Commence a programme of upgrading garages	£75K
Increase resources for fencing	£60K
Public realm investment, in particular communal door security and access paths on estates	£80K

10 – Welfare Reform Action Plan

The purpose of the Housing Manager’s report was to update Members on the delivery of the agreed Action Plan including details of engagement with tenants and proposals for targeting resources as we move forward.

The Six-point Action Plan was considered at the Housing Management Forum on 14th June, 2012 and agreed by the Executive Committee on 20th June, 2012.

The Welfare Reform changes involved a number of changes to welfare benefits. For the purpose of this report, the Housing Manager concentrated on those changes which would have the most significant impact on the relationship between tenants and the Council.

A summary of the implications of such changes were as follows:

Under-occupation (from April 2013)

- Total number of tenants identified who were under-occupying - 326
 - Under-occupying by one bedroom (-14%) - 249
 - Under-occupying by two bedrooms (-25%) - 77
- All tenants had been contacted by letter, telephone or visited. Contact had still not been made with 21 tenants to date.

³

Benefit Cap (from introduction of Universal Credit)

- 7 tenants had now been identified by the DWP who would be affected by the introduction of a benefits cap.

Disability Living Allowance to Personal Independence Payment (PIP) in progress

- No issues had been raised with Housing to date.

Universal Credit

- Awaiting confirmation of date for introduction.

Although it had been the Council's intention to carry out a series of consultation events, this had not been progressed. From experience so far, in contacting tenants regarding under-occupation it was clear the majority of tenants were aware of the Welfare Reform agenda and the likely effect on them. In consideration of the need to make best use of resources, Members may be minded to this perhaps being necessary in the future and have agreed to attend events organised by other organisations to promote this issue and to ensure the newsletter included regular updates and information.

The Housing Manager also reported that two additional officers had now been recruited within the Income and Debt Recovery Team. This included an officer funded through the arrangement to collect water rates and who would focus on a range of support systems to assist tenants with financial inclusion matters and household budgeting.

In addition, and following the approval of a revised Housing Income Policy on 3rd March, 2011 new processes were being introduced to ensure officers were able to invest time in assisting tenants as appropriately as possible to manage their household finances. This had included the Business Support Team dealing with low level arrears or residual arrears.

He reported that it was recognised one option for tenants who were under-occupying was to move to a smaller property. To assist in this process, it was agreed to introduce a Downsizing Incentive Scheme. A figure of £26K was agreed and the option was being promoted. To date eleven applications had been received; five of which had been agreed and six which were currently under consideration. The Choice-Based Lettings Scheme had also been revised to assist tenants who wished to move due to financial hardship.

Within the housing sector it was expected that rent arrears would increase and may have an impact on business plans. The Council were looking to develop processes to help manage the changes as referred to above.

Rent arrears always tended to go through cycles – increasing and decreasing throughout the year. However, below was an example of a comparison with arrears at year end compared to the same period last year for Members information:-

	Current Tenant Arrears	% of Rent Due
• 1st April, 2013	£203,623	2.12%
• 2nd April, 2012	£181,230	1.96%

With regard to tenants who were under-occupying, details were as follows:-

• Number of potential under-occupiers:	326
• Not receiving housing benefit:	47
• Tenants with no arrears:	48
• Tenants not having made payment since 1 April 2013:	119
• Tenants of who have made full or partial payment:	64%

Progressing our Services to Tenants

A number of measures had now been put in place to enable the service to offer assistance and respond to tenants experiencing difficulty.

Such assistance would be based on ‘case work’ and resources had been increased and processes changed to help increase the time available to develop this work.

In moving forward, it must be recognised the Housing Service must collect the rent due, whilst assisting as far as was practical to those tenants experiencing difficulty.

There were many ‘personal challenges’ individual tenants were going to have to adopt to move forward, and whilst the changes in rules on under-occupation were significant, the introduction of Universal Credit would have to be prepared for as it would signal the end of direct payments to landlords of a tenant’s housing costs.

This would increase the number of tenants in difficulty. Whilst the aim would be to offer assistance to all tenants, the Housing Department would also look to target

staff resources to ensure they engage with those groups of tenants who were at greatest risk of their tenancy failing. This would also include looking for 'opportunities' to engage with tenants to mitigate the risks concerned, for instance, forming relationships with new tenants through the new 'tenancy visiting procedures'.

RECOMMENDED:-

1. That the information contained in the report be noted; and
2. Agree the approach of identifying tenants at greatest risk of tenancy failure due to the reforms and amend procedures for new tenancy visits to take the opportunity to mitigate risks of tenancy failure as far as is practical.

11 – 6-24 Middleton Avenue, Barrow – Vehicle Crossing

The Housing Manager reported that he had received a request from a resident to construct a vehicle crossing over land owned by the Council. The Housing Manager attached a plan showing the layout of properties as an appendix to his report.

The land between 6 -24 Middleton Avenue was a 'green area' between the frontage of the properties, the pavement and road. The green area was in the ownership of the Council.

The Housing Manager had advised the resident that he would not agree the request. He did so on the basis that he made reference to parking commercial vehicles, loss of green area, it would change the street scene of the area and there are no existing crossings.

The resident did not accept the Housing Manager's refusal and asked for it to be reconsidered. He advised him that he would bring it to the attention of this Forum.

The Housing Manager suggested that it was understandable as to why the request had been made. Many Council estates were constructed at a time when vehicle ownership was not prevalent. The layout of estates and access roads had, over the years, become more congested.

It was not uncommon for residents to apply for vehicle access to allow in-curtilage parking. In most instances, such accesses involved 'pavement' crossings and were dealt with by the Highways Authority, the County Council. Many properties in Middleton Avenue did have such crossings. There was no doubt this helped ease the congestion where it was possible. In view of the impact on the appearance of the area and loss of green area, the Housing Manager had written to residents who either faced the green area or whose properties adjoined it to obtain their views (19 in total).

12 responses were received.

In considering the responses, a resident had raised the question of providing additional parking facilities for general use by residents. Whilst a reasonable suggestion, the problem of congestion was common throughout Council estates and it would make it impractical to respond in a way that would be replicated elsewhere.

Whilst recognising the benefit of enabling off-street parking, in this instance the benefits would have to be considered alongside the loss of green area on the avenue.

RECOMMENDED:- That the request to construct a vehicle crossing over the land be refused due to the preservation of green areas.

12 – Housing Management Performance 2012/13

The Housing Manager submitted information relating to the Housing Management End of Year Performance Information for 2012/13 and Best Value Performance Indicators. The information is attached at **Appendix A** to these Minutes. He provided a brief commentary to assist Members in their understanding of the key trends.

The Customer Satisfaction section had been updated following the 2012 ‘STAR’ autumn survey.

The significant factor which may have adversely impacted on the performances this year was the continuing performance problems with the repairs contractor.

Strengths

- Current Arrears have risen at a slightly lower rate than last year when considered as a percentage of the rent owed which is a good performance against the general economic background.
- Rent loss on garage and shop voids has reduced.
- Former tenant arrears need to be considered together with the Write Offs which again has decreased in terms of percentage from 1.82% to 1.79%. This is as a result of taking their recovery in house and adopting new working practices.
- Gas Safety, Decent Homes and SAP rating measures have all performed well again this year and are better than target.
- The figure for re-lets now excludes Dispersed as these properties are now used exclusively for Homeless accommodation. The underlying figure is consistent with previous years.
- The number of voids has increased but this is primarily due the worsening condition of void properties and a slowdown by the contractor in turning them around at year end which meant we had double the number of empty properties than at the previous year end. The adjusted Re-let times have improved from 37 days to 32.

- Customer satisfaction measured through the 'STAR' survey is very positive and show improvements on the last survey of 2008/09. 88% are satisfied with overall service and 87% remain satisfied with the repairs service specifically.
- The Homelessness Team have been very effective in doubling the number of successful preventions so that the number of eligible homeless has not increased despite a significant increase in presentations.

Weaknesses

The Responsive and Void repair performances were again down significantly on the previous year which was attributed to Contractor management and their IT systems:

- Average time to repair has risen from 12 days to 20
- Overall % of repairs completed on time is down by almost 10%
- Repair orders have decreased yet the average ratio of emergency/urgent repairs (64% v 47%) to all Tenant Demand repairs has increased.

RECOMMENDED:-

1. That Members agree to see through the current sanctions with the repair contractor VINCI and closely monitor their performance; and
2. Note the information outlined in the report.

13 – Planned Maintenance Programme 2012/13 – Year End Expenditure

The Housing Manager reported information relating to the Planned Maintenance Programme for 2012/13 and the Year End Expenditure. The information is attached at **Appendix B** to these Minutes.

RESOLVED:- To note the information.

REFERRED ITEMS

THE FOLLOWING MATTERS ARE REFERRED TO COUNCIL FOR DECISION

14 – Barrow and District Credit Union

The Housing Manager submitted a report requesting Members to consider offering an opportunity to encourage new tenants to become members of the recently established Barrow and District Credit Union (BDCU).

The BDCU was established and had been operating from premises in The Mall since 28th February, 2013.

The Council and Tenants' Forum supported the development of a new Credit Union as it was recognised as an important option to be available to residents who

may not engage with high street banks or have difficulty accessing loan facilities at an affordable rate of interest.

The Council recognised the introduction of Welfare Reform would be challenging for tenants and the Housing Service. A six-point plan was agreed by this Forum on 14th June, 2012 in order to direct the resources of the Housing Service to assist tenants as far as was practical to do so.

Action 2 involved working in partnership with organisations as appropriate to ensure tenants had access to financial services, including 'affordable credit'.

The Housing Manager suggested at the present time there was an opportunity to progress this action point by encouraging all new tenants to become members of the Credit Union by making a contribution towards their membership of the Credit Union of £2 together with £3 to commence a savings plan. To then assist tenants who engage with a savings plan to contribute a further £5 after saving for 10 weeks.

The BDCU were already operating a similar scheme funded by the County Council and targeted at schools in the inner wards.

If the proposal was agreed, it would be appropriate to adopt a similar administrative approach to establish the Housing Department's scheme.

The opportunity to become a member would be shared with a new tenant at the time of sign-up, with interested tenants being referred to the BDCU for further information and to establish their membership.

Should the proposal be agreed, the Housing Manager suggested it be reviewed during the budget process for 2014/15 and if it was of positive benefit to be incorporated in the HRA budget.

At this time the Housing Manager was specifically suggesting that new tenants only be targeted. This was based on the approach of targeting resources to assist as far as was practical and a new tenant establishing a successful tenancy.

He suggested that Members may also, wish to consider:

1. Making the option available to all tenants. (NB: The process would have to be phased to ensure it was delivered appropriately based on the potential number of applicants); and
2. Defer making a decision until the outcome of the targeting of new tenants had been established.

RECOMMENDED:-

1. Agree that the Housing Service offer a contribution of £5 to all tenants to become a member of BDCU.

2. Subject to the tenant becoming a regular saver, after 10 weeks of membership a further contribution of £5 be made.

The meeting closed at 2.35 p.m.

HOUSING MANAGEMENT PERFORMANCE REPORT APPENDIX A

Performance Indicator	Actual 2010/11	Actual 2011/12	Actual 2012/13	Target (Median)
£ Rents Collection				
£ Rent & Service Charges due		£9,228,558	9,728,187	
£ Rent collected	8,738,448	9,134,875	9,604,739	8,855,938
Rent collected as % of rent due (inc ft)	103.47%	97.62%	98.85%	99%
£ Current Arrears (dwellings)	£155,726	£181,230	£203,623	£175,679
£ Former Arrears (dwellings)	£103,418	£92,499	£135,745	£128,081
Write Offs (Gross)	£114,706	£75,538	£38,573	£42,803
Tenants evicted for rent arrears	13	6	5	6
Current tenants arrears % of rent owed	1.79%	1.96%	2.12%	3.16%
Former tenants arrears % of rent owed	1.18%	1.02%	1.41%	1.29%
£ Rent arrears Garages	£3,289	£1,824	£1,452	£3,750
£ Rent Arrears Shops	£27,524	£16,602	£22,146	£25,000
Void Management				
Tenancy Turnover %		10.3%	10.4%	8.05%
Total number of re-lets during the period benchmarked (inc Dispersed)	268	278	245	217
No. of Voids	264	227	277	218
Average relet time for dwellings (days)	28	37	32	28
£ rent loss through vacant dwellings	£85,909	£100,227	£111,607	£109,685
£ rent loss due to vacant garages	£4,907	£5,098	£2,290	£4,500
£ rent loss due to vacant shops	£4,844	£16,546	£5,000	£4,000
% properties accepted on first offer	73.9%	86.4%	78.4%	70%
Loss per Void (Rents, Repairs, Mgt & Arrears)	£2,556	£2,846	£2,684	£2,000
Maintenance				
No. Repair Orders issued (Tenant Demand)	10,890	11,587	10,109	9,197
Responsive & Void repairs per property	4.2	4.3	3.7	3.4
P1 & P2 as a % of total repairs	50.5%	61.7%	63.8%	47.5%
% all responsive repairs completed on time	92.5%	87.3%	77.1%	96.3
P1 % emergency repairs completed on time	98.9%	94.6%	94.6%	96.7
P2 % urgent repairs completed on time	89.6%	78.9%	77.3%	94.6
Average end-to-end time for all reactive repairs (days)	12.6	12.25	19.78	8.2
Percentage of repairs completed 'Right First Time'	NA	78.5%	79.79	88.8
Appointments kept as a percentage of appointments made	97.13	77%	61%	96.8
Appointments made as a percentage of repair orders (exc gas & voids)	100%	NA	100%	94.1
Percentage of dwellings with a valid gas safety certificate	99.2%	99.89%	100%	99.8%
Percentage of homes that fail to meet the Decent Homes Standard	0.0%	0%	0%	0.2%
*Average energy efficiency rating of dwellings (based on RD SAP 9.83)	68.3	69.2	69.2	68.90%
Tenancy Management				
ASB cases reported	85	82	72	143
Percentage ASB cases successfully resolved	72%	91%	99%	88%
% Diversity Information: Age	99.88%	100%	100%	100%
% Diversity Information: Gender	100%	100%	100%	98%
% Diversity Information: Ethnicity	94.70%	95%	82%	75%
% Diversity Information: Disability	44.59%	100%	100%	75%
% Diversity Information: Sexuality	41.70%	56%	52%	55%
% Diversity Information: Religion or belief	43.05%	57%	53%	55%
Percentage of Stage 1 complaints upheld	25%	22%	40%	NA

HOUSING MANAGEMENT PERFORMANCE REPORT APPENDIX A

Performance Indicator	Actual 08/09	Actual 12/13	Target (Median)	
Satisfaction				
Percentage of tenants satisfied with the landlord's services overall	87%	88%	83%	
Percentage of tenants satisfied with repairs and maintenance	88%	87%	79%	
Percentage of tenants satisfied that their views are taken into account	76%	78%	64%	
Percentage of tenants satisfied with the quality of the home	NA	90	N/A	
Percentage of residents satisfied with the neighbourhood as a place to live	81%	84%	82%	
Percentage of tenants satisfied that their rent provides value for money	N/A	90%	N/A	
Percentage of tenants satisfied that their service charges provide value for money	N/A	81%	N/A	
Value for Money -Direct Costs per property	Actual 2010/11	Actual 2011/12	Actual 2012/13	Target (Median)
Overhead per property		£ 140		
Major & Cyclical works	£1,294	£ 1,256		£1,241
Responsive Repairs	£455	£ 480		£424
Void Repairs	£144	£ 167		£176
Rent Arrears & Collection	£53	£ 54		£71
Community Involvement	£27	£ 38		£46
Anti Social Behaviour	£29	£ 41		£38
Neighbourhood Mgt (Estates/Tenancy mgt.)	£34	£ 102		£66
Housing Options	£43	£ 36		£37
Leasehold	£50	£ 70		£136
Total staff turnover	10.3%	7.0%	5.9%	8%
Ave. working days lost / sickness absence	22.3	14.0	18.9	10.5

Housing Property	Normal 11/12	Dispersed 11/12	Normal 11/12	Dispersed 11/12
Houses	1290	0	1284	0
Flats	1258	11	1256	10
Bungalows	157	0	157	0
Total Dwellings	2705	11	2697	10
Community Centres			5	
Leaseholds	202		204	
Garages	484		486	
Shops	20		20	

Sold Properties	Stock 11/12	Sold 11/12	Stock 12/13	Sold 12/13
Houses	148,500	3	252,750	6
Flats	27,000	1	42,160	2
Land	2,312	1	0	0
Total Sales	177,812	4	294,910	8

Homelessness	Actual 2010/11	Actual 2011/12	Actual 2012/13
Homeless ave. days in temporary dispersed accommodation	46	59	57
Homeless ave. days in temporary B&B accommodation	31	20	27
Homeless Total Cases Closed	616	752	903
Homeless Advice	216	339	408
Homeless Prevention	174	114	170
Homeless Applications	226	185	147
Homeless Successful Preventions	146	85	148
Eligible Homeless (Owed a full duty)	27	29	30

Housing Register	Actual 2010/11	Actual 2011/12	Actual 12/13
Applicants on housing register	1700		
Active Direct Applicants			1471
Active Transfer Applicants			346
Cumbria Choice Register		1745	1817

APPENDIX B

PLANNED INVESTMENTS 2012-13: YEAR END EXPENDITURE

SCHEME	CONTRACTOR OR SUPPLIER	AVAILABLE BUDGET	NO OF PROPERTIES	EXPENDITURE TO DATE	START DATE	ESTIMATED COMPLETION DATE	CONTRACTOR	COMMENTS	Leasholders affected?
RE-ROOFING WORKS (GRIFFIN)	DLP Roofing	£300,000	183	£ -	Apr-12	Dec-13	DLP SERVICES	COMMENCED WORKS APRIL 2013	Yes
BALCONY REPAIRS	CUMBRIA ROOFING	£29,879	52	£ -	May-13	Oct-13	CUMBRIA ROOFING	WORK COMMENCING MAY 2013	Yes
FENCING WORKS (HINDPOOL)	AB Mitchell Ltd	£57,779	69	£ 17,000	4.2.2012	30.4.13	A B Mitchell	95% COMPLETE	Yes
REWIRES	CUMBRIA HOUSING PARTNERS	£254,000	120	£ 233,733	1.4.2012	31.3.13	K WILSON	100 COMPLETE	No
BATHROOMS	CUMBRIA HOUSING PARTNERS	£300,000	200	£ 248,663	1.4.2012	25.3.13	AB MITCHELL	100 COMPLETE	No
KITCHENS	CUMBRIA HOUSING PARTNERS	£800,000	300	£ 771,076	1.4.2012	25.3.14	AB MITCHELL	100 COMPLETE	No
HEATING	CUMBRIA HOUSING PARTNERS	£575,000	200	£ 633,850	1.4.2012	15.3.13	AB MITCHELL INTEGRAL	100 COMPLETE	No
RE-POINTING	CUMBRIA ROOFING	£150,000	66	£ 156,052	1.4.2012	1.7.2013	CUMBRIA ROOFING	80% COMPLETE	Yes
PAINTING	CUMBRIA HOUSING PARTNERS	£200,000	500	£ 173,320	1.4.2012	15.1.13	GH JONES	100 COMPLETE	Yes

HOUSING MAINTENANCE COMMITMENTS 2012-13: YEAR END EXPENDITURE

	Funding Available 2011-12	EXPENDITURE TO DATE	Weekly Available	Gross Comm. as a % funds available
Tenant Demand Repairs	£ 500,326	£ 205,926	£ 9,622	41%
Preliminary Cost	£ 399,674	£ 264,000	£ 7,686	66%
Voids	£ 200,000	£ 158,831	£ 3,846	79%
Gas Servicing	£ 280,000	£ 134,531	£ 5,385	48%
Decoration Vouchers	£ 35,000	£ 22,105	£ 673	63%
Disrepair Claims	£ 25,000	£ 1,656	£ 481	7%
Environmental Impmts	£ 25,000	£ 20,550	£ 481	82%
Disabled Adaptations	£ 300,000	£ 147,142	£ 5,769	49%
Electrical Testing	£ 75,000	£ 50,471	£ 1,442	67%
Door Entry Maintenance	£ 20,000	£ 21,144	£ 385	106%
Total	£1,935,000.00	£1,026,356.00	£35,769.23	

EXECUTIVE COMMITTEE	(D) Agenda Item 8
Date of Meeting: 31st July, 2013	
Reporting Officer: Borough Treasurer	
<p>Title: Council Finances 2012-2013</p> <p>Summary and Conclusions:</p> <p>This report summarises the Statement of Accounts for 2012/13 which has been prepared and submitted to the external auditor. The auditor's report and the final version of the Statement will be presented to the Audit Committee in September.</p> <p>Recommendations:</p> <p>To note the outturn and movements in earmarked reserves for 2012/13 outlined in the Borough Treasurer's report.</p>	

Report

The Statement of Accounts for 2012/13 has been prepared and submitted to the external auditor. The auditor's report and the final version of the Statement will be presented to the Audit Committee in September.

A. General Fund Revenue

The General Fund net revenue budget for 2012/13 was approved as £13,153k by Full Council on the 28 February, 2012. This compares to the actual outturn as follows:

	Original Budget	Actual Outturn against the Original Budget	Differences	Items added during the year	Total net spend against the Original Budget
Cost of Services	9,770	10,150	380	12,384	12,764
Corporate Amounts	700	519	(181)	(8,831)	(9,012)
Use of Reserves	2,683	2,305	(378)	(2,615)	(2,993)
Total Net Budget	13,153	12,974	(179)	938	759
Government Grants	(8,575)	(8,561)	14	(484)	(470)
Council Tax	(4,578)	(4,578)	-	-	-
Total Revenue Financing	(13,153)	(13,139)	14	(484)	(470)
Net (surplus)/deficit on the year	0	(165)	(165)	454	289

The differences between the Actual Outturn and the Original Budget are:

	Cost of Services	Corporate Amounts	Use of Reserves	Government Grants
	£000	£000	£000	£000
Ring-fenced properties net result to reserve	114		(114)	
CCTV net expenditure funded from reserve	(49)		52	
Reduction in contribution to restructuring reserve			(296)	
Festival Fund events from reserve	12		(12)	
Earmarked NMT revenue grant from reserve	8		(8)	
Net saving from treasury activities		(50)		
New Homes Bonus from earmarked revenue grant reserve				14
Additional spend on operational properties	21			
Reduced income from Cemetery & Crematorium services	33			
Reduced income from Park Leisure Centre facilities	170			
Reduced income from car parking and contract spaces	341			
Reduction in recycling credits	59			
Alignment of allotment rent income to the financial year	74			
Reduction in income from court fees for local taxes	31			
Net reduction in other income streams	88			
Reduction in support services charge to the HRA and capital	238			
Net increased income from Forum shows	(22)			
Net saving on staff related items	192	(221)		
Net increased income from commercial properties	(125)			
Net saving on supplies and services	(311)			
Net saving on contracted services	(138)			
Benefits – favourable settlement of 2010-2011 subsidy claim	(266)			
Depreciation charged for the year	(90)	90		
Outturn variance for items in the Original Budget	380	(181)	(378)	14

The items added during the year are:

	Cost of Services	Corporate Amounts	Use of Reserves	Government Grants
	£000	£000	£000	£000
Creation of MMI provision	1,018		(662)	
One-off income received in 2012/13 used for MMI provision	(67)			
Insurance excesses paid from reserve	20		(20)	
Contribution to public buildings reserve			225	
Contribution to cremator reserve	(46)		46	
Grant to external bodies funded from reserve	159		(159)	
New burdens grants received	121			(121)
Revaluation losses for the year	10,878	(10,878)		
Revenue expenditure financed from capital under statute	164	(164)		
Revenue contribution to capital outlay	(2,215)	2,215		
Movement in accrued leave for 2012/13	4	(4)		
<i>Earmarked revenue grants reserve:</i>				
Weekly Collection Support Scheme grant received			250	(250)
Prevention of homelessness grant received			113	(113)
Working Neighbourhoods Fund used for capital from grants reserve	2,098		(2,098)	
Working Neighbourhoods Fund used for revenue from grants reserve	218		(218)	
Other grants received in the year and added to the grants reserve	(85)		85	
Other grants used from the earmarked reserve	117		(177)	
Items added during the year	12,384	(8,831)	(2,615)	(484)

The Original Budget included a contribution to reserves of £2,683k and in the outturn this was £2,305k:

Reserve	Original Budget	Actual Outturn	Difference
	£000	£000	£000
Ring-fenced properties	115	1	(114)
CCTV	(99)	(47)	52
Neighbourhood Management Team	(50)	(50)	-
Restructuring	3,395	3,099	(296)
Budget setting support	(600)	(600)	-
Festival fund	(4)	(16)	(12)
Revenue grants	(74)	(82)	(8)
Movement in reserves	2,683	2,305	(378)

The £296k reduction in the contribution to the Restructuring Reserve is a result of the net impact of the amendments made to the Budget Strategy assumptions during 2012/13. This is an improvement on the position at quarter 3 which identified the reduction in the amount it was possible to reserve as £470k.

B. Housing Revenue Account

The Housing Revenue Account budget for 2012/13 was approved as a balanced budget by Council on the 28 February, 2012. This compares to the actual outturn as follows:

	Original Budget	Actual Outturn	Difference
	£000	£000	£000
Cost of Services	(2,420)	(3,384)	(964)
Corporate Amounts	2,420	2,915	495
Net (surplus)/deficit for the year	0	(469)	469

The differences between the Actual Outturn and the Original Budget are:

	Cost of Services	Corporate Amounts
	£000	£000
Additional income from charges for services & facilities and rents	(56)	
Spend on repairs and maintenance lower than budget expectation	(788)	
Savings in supervision and management costs	(301)	(63)
Final subsidy claim settlement	2	
Dwelling depreciation charge	125	(125)
Non-dwelling depreciation and revaluation losses	8	121
Increase in bad debt provision	46	
Additional voluntary provision for the repayment of debt		858
Saving from interest on loans lower than budget expectation		(296)
Total of differences	(964)	495

The majority of the £469k surplus is committed to on-going maintenance.

C. Reserves and Balances

The movements in reserves and balances held by the Council have been set out above as part of the analysis of the difference between the original budget and the actual outturn. The balances held and the purpose of the Council's reserves is set out in the following table:

i. Core Reserves

Reserve & Purpose	Balance at 31 March 2012 £000	Balance at 31 March 2013 £000	Movement
Committed reserves			
VAT & insurance	(1,145)	-	This reserve was disaggregated in 2012/13.
VAT: held to cover the potential repayment should the exempt VAT threshold be breached	-	(250)	This was part of VAT & insurance for 2011/12.
Insurance: held to fund excesses	-	(80)	This was part of VAT & insurance for 2011/12. £100k was disaggregated and £20k has been released to revenue to cover the insurance excesses paid in year.
Uninsured losses: held to cover any loss that is not covered by the Council's insurance.	-	(500)	This was part of VAT & insurance for 2011/12.
MMI: held to cover the potential cost to the Council should the MMI Scheme of Arrangement be triggered.	-	-	This was part of VAT & insurance for 2011/12. £295k was disaggregated and this has subsequently been released to revenue to fund the creation of the MMI provision as the Scheme of Arrangement has been triggered.
Public buildings: held to fund major works to the Council's properties.	(500)	(725)	£225k added in year for programmed works to the Town Hall.
Pay review: held for the pay and grading review.	(176)	(176)	The pay and grading review has not progressed in 2012/13.
Ring-fenced properties: these are industrial units created with specific Government funding.	(515)	(516)	£124k was used to fund works on the industrial units in 2012/13 and £125k, being the net result for the year was added into the reserve.
Cremator: held to fund the relining programme.	-	(46)	Added in 2012/13.
Committed reserves	(2,336)	(2,293)	
Earmarked reserves			
Festivals: held to fund festivals and events.	(28)	(12)	£16k has been released to revenue to fund festivals and events in 2012/13.
Market Hall: held to contribute towards major works and refurbishments.	(51)	(51)	This is programmed to be used in 2013/14.
Park Vale: held for the purposes of providing sporting facilities.	(56)	(56)	This has not changed in 2012/13.
Earmarked reserves	(135)	(119)	
Uncommitted reserves			
General reserve: held to support the key financial assumptions underpinning the budget.	(1,367)	(1,000)	£367k was released to revenue to fund the creation of the MMI provision.
Core Reserves	(3,838)	(3,412)	

ii. General Fund Balance

The General Fund balance is held for potential emergencies, unexpected events or unbudgeted statutory expenditure. The balance also serves to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.

	Balance at 31 March 2012	Balance at 31 March 2013	Movement
	£000	£000	
General Fund Balance	(2,289)	(2,000)	£289k was used to fund the creation of the MMI provision.

iii. Restructuring Reserves

Reserve & Purpose	Balance at 31 March 2012	Balance at 31 March 2013	Movement
	£000	£000	
Restructuring: held to fund changes in services and service delivery to achieve sustainable reductions in the Council's Net Revenue Budget.	(757)	(1,456)	The £2,086k final Transition Grant has been added and £2,400k moved into the budget support reserve. £1,013k has been added as the contribution from General Fund for 2012/13.
Budget support: the Budget Strategy includes £600k per year to support the revenue budget, 2012/13 to 2015/16.	-	(1,800)	£2,400k added to this reserve in year and £600k released to revenue.
Grants to external bodies: held to fund the transitional period of reduction in external support for grants and discretionary NNDR relief.	(400)	(241)	£159k released to revenue to cover the grants and relief awarded for 2012/13.
CCTV: held to fund the service.	(184)	(137)	£47k released to revenue to cover the service cost.
Neighbourhood Management Team: held to contribute towards the cost of the service in 2012/13.	(50)	-	£50k released to revenue to cover the service cost. The Neighbourhood Management Team has been restructured and added to the General Fund for the period of the Budget Strategy, ending 2015/16.
Restructuring Reserves	(1,391)	(3,634)	

iv. Grants and Contributions

Grants and contributions for revenue purposes are recognised as income immediately and carried forward as earmarked grants (reserves) where they are unspent at the year-end date:

	Balance at 31 March 2012	Balance at 31 March 2013	Movement
	£000	£000	
Grants and contributions			
Committed Reserves	(3,197)	(1,070)	£2,575k was released to revenue to cover matching expenditure and £448k was added from revenue where grants were received ahead of expenditure occurring.

v. HRA – Major Repairs Reserve & Fund Balance

The Major Repairs Reserve contains the balance of funding available for capital works to Council dwellings; £1,905k was added into the reserve in relation to dwellings depreciation and £127k from non-dwellings depreciation. £1,903k was used to fund capital expenditure on Council dwellings in the year:

	Balance at 31 March 2012	Balance at 31 March 2013
	£000	£000
Major Repairs Reserve:		
Committed reserves	(2)	(131)

Similar to the General Fund balance, the HRA balance is held for potential emergencies, unexpected events or unbudgeted statutory expenditure. The balance also serves to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. The HRA balance includes a commitment to on-going repairs & maintenance; £469k was added to the balance for 2012/13:

	Balance at 31 March 2012	Balance at 31 March 2013
	£000	£000
Fund balances:		
Housing Revenue Account	(1,522)	(1,991)
<i>Of which: committed to on-going repairs & maintenance</i>	<i>371</i>	<i>788</i>

The fund balances and reserves are held separately in accordance with statute and cannot subsidise one another.

The following table summarises the revenue reserves and balances held by the Council:

	31 March 2012	31 March 2013
	£000	£000
General Fund:		
Core reserves		
▪ Committed	(2,336)	(2,293)
▪ Earmarked	(135)	(119)
▪ Uncommitted	(1,367)	(1,000)
Restructuring reserves	(1,391)	(3,634)
Grants and contributions	(3,197)	(1,070)
Fund balance	(2,289)	(2,000)
Total General Fund reserves and balances	(10,715)	(10,116)
Housing Revenue Account:		
Major Repairs Reserve	(2)	(131)
Fund balance	(1,552)	(1,991)
Total Housing Revenue Account reserves and balances	(1,554)	(2,122)

D. Material and Unusual Charges and Credits

There are two items with a significant value that appear in the 2012/13 Statement of Accounts.

MMI Provision – The Council is a member of the Municipal Mutual Insurance (MMI) Scheme of Arrangement. MMI ceased to write new or renew insurance business in 1992 and established a Scheme of Arrangement under provisions within the Companies Act 1985. The Scheme of Arrangement was set up to achieve a solvent run-off for MMI and for members' claims to continue to be settled. The Scheme is no longer projecting a solvent run-off so the members (Scheme Creditors) have been called on to make an Initial Levy. The Council has set up a provision to fund the potential liability of £1,018k, of which £212k has been accounted for as a creditor for the Initial Levy in 2012/13.

Revaluation of renewal area - during 2012/13, the Council recognised a revaluation loss of £9,966k in relation to its designated renewal area. This area originally consisted of a number of private dwellings, purchased by the Council over several years, which were deemed not to be fit for purpose. Some of the dwellings have now been renovated and sold on but the majority have been demolished leaving a land area ready for housing regeneration. This revaluation loss has been calculated at existing use, taking account of the regeneration element, by the Council's valuer NPS and has been charged to the Comprehensive Income and Expenditure Statement. In accordance with statutory provisions, the loss does not impact on the General Fund and is reversed out as a movement in reserves. The renewal area was entirely funded by Housing Market Renewal grant, awarded for this specific purpose.

E. Financial Planning

The 2010 Comprehensive Spending Review significantly reduced the level of financial settlement for the Council. The Council adopted a Budget Strategy on the 24 January, 2012 with the aim of balancing the General Fund budget by 2015/16.

The Budget Strategy is based on five components which together with a prudent estimate of 2% growth from economic recovery towards the end of the Medium Term Financial Plan cumulatively balance the 2015/16 revenue budget:

- Prudent use of balances;
- Efficiency measures;
- Reduce staffing costs;
- Increasing income; and
- Service reductions.

The Medium Term Financial Plan is based on the policies within the Budget Strategy and for 2012/13 – 2015/16 the Plan contained the following projections:

	2012/13	2013/14	2014/15	2015/16
	£000	£000	£000	£000
Net Expenditure before Reserves	10,357	10,610	10,843	10,936
Total Revenue Financing	(11,067)	(10,534)	(10,066)	(10,336)
Net deficit (surplus)	(710)	76	777	600
Contribution to (from) the Restructuring Reserve	710	(76)	(777)	(600)
Net deficit (surplus) for the year	0	0	0	0

Each time the annual budget is set the intention being to eliminate the 2015/16 £600k deficit from efficiencies and economies that will achieve a sustainable reduction in the Net Expenditure.

The Medium Term Financial Plan for 2013/14 – 2015/16 remains based on the Budget Strategy policies with assumptions and projections updated for the 2012/13 projected outturn available when the budget was set on the 26 February, 2013.

	2013/14	2014/15	2015/16
	£000	£000	£000
Net Expenditure before Reserves	11,058	11,398	11,208
Total Revenue Financing	(11,169)	(10,277)	(10,198)
Net deficit (surplus)	(111)	1,121	1,010
Contribution to (from) the Restructuring Reserve	111	(1,121)	(1,010)
Net deficit (surplus) for the year	0	0	0

The 2015/16 projected deficit has increased by £410k. This follows on from revisions to the assumptions and projections within the Budget Strategy and their cumulative impact across the Plan.

The Restructuring Reserve is being used in setting the pace of change in the Council's budget reduction process. The projected use of the Restructuring Reserve and the balance of £546k remaining available for on-going restructuring costs are:

	2011/12	2012/13	2013/14	2014/15	2015/16
	£000	£000	£000	£000	£000
Balance at 1 April	-	757	1,455	1,836	1,162
Funds added	2,744	3,098	711	-	-
Funds used or set aside	(1,987)	(2,400)	(330)	(674)	(616)
Balance at 31 March	757	1,455	1,836	1,162	546

i. 2013/14 Financial Settlement

The 2013/14 financial settlement for the Council is £6,843k. This represents a reduction in Revenue Spending Power against 2012/13 of 16.9%. Revenue Spending Power represents the Total Revenue Financing element of the Council's budget or accounts (general Government grants and council tax).

The Government identified the seven authorities with the biggest reduction in Revenue Spending Power and made an Efficiency Support Grant (ESG) available. To be awarded the ESG, authorities were required to submit a business case setting out the plan for reducing the Net Expenditure towards to a sustainable level that reflected the financial settlement. This mirrors the aim of the Budget Strategy.

The Council submitted an acceptable business case and the ESG for 2013/14 has been awarded. The award is £1,175k and the broad areas of expenditure are:

- Capital investment;
- Invest to Save;
- Investment in efficiencies including channel shift, and;
- Contract negotiations.

Taking the ESG into account the Revenue Spending Power reduction is reduced to 8.8% against 2012/13.

ii. 2014/15 Financial Settlement

The 2014/15 financial settlement for the Council is estimated to be £5,961k. This represents a reduction in Revenue Spending Power against 2013/14, excluding the ESG of 16.8%.

The Efficiency Support Grant will be available to the Council for 2014/15, but award will depend on the performance in 2013/14. If the ESG were awarded for 2014/15, the reduction in Revenue Spending Power against 2013/14 would be 7.1%. The Efficiency Support Grant stream ends in 2014/15.

F. Future Changes

i. Council Tax Reduction Scheme

The Council has approved the national prescribed default Council Tax Reduction Scheme and this applies from April 2013. Operating the default scheme means that the people in receipt of council tax benefit receive the same value as a reduction to their council tax bill and this is funded locally rather than nationally. The Council is funding the reduction in Government grant for this from technical reforms to council tax discounts and premiums, a one-off transition grant and the balance is built into the 2013/14 General Fund budget.

ii. Business Rates Retention Scheme

The Government financial settlement for 2013/14 includes the Business Rate Retention Scheme. From April 2013 the Council will continue to collect the business rates for the borough and will pay 50% to the Government, leaving a 50% local share. The local share is then split with 20% paid to Cumbria County Council and 80% retained by this Council; this is 40% of the total business rates for the borough.

From April 2013, authorities will keep all of the growth upon their share, subject to the levy on disproportionate benefit. The local share will remain fixed at 50% until a reset of the system when the baseline funding levels for each local authority will be reviewed to take account of changes in relative need and resource. The Government does not intend to reset the system until 2020 at the earliest and in the long-term aspires to a 10-year reset period, although the length of the reset period and scope will not be set in regulation. Tariffs and top-ups will be adjusted at each five yearly revaluation so that an authority's retained rates income is not affected.

iii. Universal Credit

Universal Credit is a new single payment for people who are looking for work or on a low income. Universal Credit aims to help claimants and their families to become more independent and will simplify the benefits system by bringing together a range of working-age benefits into a single streamlined payment. Universal Credit will eventually replace:

- Income-based Jobseeker's Allowance
- Income-related Employment and Support Allowance
- Income Support
- Working Tax Credit
- Child Tax Credit
- Housing Benefit

Universal Credit was introduced on 29 April 2013 in selected areas of Greater Manchester and Cheshire and will be gradually rolled out to the rest of the United Kingdom from October 2013 and will be completed by 2017.

G. Collection Fund

The Collection Fund for 2012/13 resulted in a surplus of £143k. This is shared in between the major preceptors on the basis of their precepts for 2013/14 and is distributed for inclusion in the Council Tax setting for 2014/15.

Main preceptor	Share of 2012/13 surplus
Cumbria County Council	£105k
Barrow Borough Council	£20k
Cumbria Police Authority	£18k
Total	£143k

H. Capital and Borrowing

i. Capital

The Council's capital investment for 2012/13 and how it has been financed is shown below:

2011/12		2012/13
£000		£000
6,671	Capital investment	5,490
(1,308)	Financed by borrowing	-
(2,296)	Financed by grants and contributions	(839)
(955)	Financed by capital receipts	(532)
(2,112)	Financed by Major Repairs Reserve	(1,903)
-	Financed from reserves	(2,216)
(6,671)	Total financing	(5,490)

The future capital investment for the years 2013/2014 to 2015/16 and the financing is planned to be:

	2013/14	2014/15	2015/16
	£000	£000	£000
Capital investment	9,962	3,000	2,898
Financed by borrowing	(2,800)	(485)	(340)
Financed by grants and contributions	(1,323)	(399)	(399)
Financed by capital receipts	(2,046)	(282)	(281)
Financed by major repairs reserve	(2,296)	(1,834)	(1,878)
Financed by reserves	(1,497)	-	-
Total financing	(9,962)	(3,000)	(2,898)

The Council has received £3,442k of 'Cluster of Empty Homes Funding'; half in 2012/13 and half in 2013/14. The funding has been allocated to bring 229 empty homes back into use and to pay for environmental works in the surrounding areas. The environmental works are currently estimated at £1,500k and the Landscape Institute are running a design competition for this element of the overall scheme. The Cluster of Empty Homes Funding is not yet in the capital programme and will be added once the projects have been approved.

ii. Borrowing

The Council has long-term debt which has been borrowed in previous years to fund capital projects. During 2011/12 borrowing of £17,089k was taken out specifically to pay the Department for Communities and Local Government the settlement payment for the end of the Housing Revenue Account subsidy system.

In funding the capital investment for 2012/13, no external loans were required as other resources were available. It is expected that it will be necessary to borrow to finance future capital investment, where other resources are not available, and the cost of borrowing has been built into the Medium Term Financial Plan.

The Council's borrowing is limited by the Prudential Code for Capital Finance in Local Authorities and the approved limit is agreed by Council each year. The authorised limit and borrowing for 2012/13 and current estimates to 2015/16 are shown below:

	2012/13	2013/14	2014/15	2015/16
	£000	£000	£000	£000
Authorised limit on external debt	57,000	59,000	61,000	63,000
Total of external loans	39,479	39,479	39,479	39,479

The 2013/14 – 2015/16 capital programme includes an element of financing from borrowing, but it is not currently expected that the funds will need to be drawn down so the Council's external loans will not increase.

I. Material Events after the Reporting Date

When the new arrangements for the retention of business rates come into effect on 1 April 2013, the Council will assume liability for refunding ratepayers who have successfully appealed against the rateable value of their properties on the rating list.

This will include amounts that were paid over to the government in respect of 2012/13 and prior years. Previously, such amounts would not have been recognised as income by the Council, but would have been transferred to the government.

When the Council assumes these liabilities on 1 April 2013, the Council will recognise a provision for its respective share of the liability as at 1 April 2013. As this liability does not exist at the Balance Sheet date, the Council has not amended the 2012/13 accounting statements and therefore reports this as a non-adjusting post balance sheet event. The estimated level of liability on 1 April 2013 is £492k. The Government has decided that it will make regulations providing that the cost of such refunds can be spread over the five years 2013/14 to 2018/19, instead of being accounted for in their entirety in 2013/14.

J. Current Economic Climate

The current economic climate has not adversely affected the Council's revenue budgets, capital spending plans or assets and liabilities beyond expectations identified when setting the financial plans for the year.

In 2012/13 the Council recommenced investing temporary surplus cash with financial institutions eligible under the counterparty criteria within the Council approved Treasury Strategy. The security and liquidity of the financial institutions meeting the counterparty criteria of the Council limit the risks involved in treasury activities to a prudent level.

The Council's provision for bad and doubtful receivable debt has been reviewed in light of the amounts written off in recent years and the timing and probability that all amounts will be recovered.

I am satisfied that the Council's reserves and balances are adequate. The levels of reserves and balances will be kept under review taking into account the realisation of the Medium Term Financial Plan assumptions and the core Government funding allocated to the Council.

K. Summary of Performance

The following list summaries some key points in respect of the actual financial performance for 2012/13:

- £165k underspent on the General Fund Original Budget of £13,153k.
- £454k spent on items added to the General Fund during the year including:
 - £289k moved from the General Fund balance to the newly created MMI provision.
- MMI provision created at £1,018k to meet potential liabilities from the Scheme of Arrangement.
- £1,013k added to the Restructuring Reserve from General Fund instead of the Original Budget of £1,309k.

- Projected balances on the Restructuring Reserve remain sufficient to support the Budget Strategy which runs until 2015/16.
- £225k added to the Public Buildings major works reserve for the programmed work to the Town Hall.
- £469k surplus on the HRA added to the fund balance to finance on-going maintenance.
- £5,490k Capital Programme financed with no borrowing requirement.
- No new loans were taken out during 2012/13.
- The authorised limit for debt was not breached.
- £38k was earned from investing temporarily surplus cash during the year
- £20k surplus from the Council Tax collected in the year, to be used in setting the Council Tax for 2014/15.

(i) Legal Implications

The Accounts and Audit Regulations require the approval and publication of the Statement of Accounts by 30th September, 2013.

(ii) Risk Assessment

The recommendation has no significant implications.

(iii) Financial Implications

The financial implications are set out in the body of the report.

(iv) Health and Safety Implications

The recommendation has no significant implications.

(v) Key Priorities or Corporate Aims

The recommendation has no detrimental impact on providing good quality efficient and cost effective services.

The recommendation has no detrimental impact on the quality of housing.

The recommendation has no detrimental impact on the long term economic recovery for our community.

The recommendation has no detrimental impact the built environment or public realm.

(vi) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vii) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Draft Statement of Accounts 2012/13

EXECUTIVE COMMITTEE		Part One (D) Agenda Item 9
Date of Meeting:	31st July, 2013	
Reporting Officer:	Executive Director	
<p>Title: Appointment on Outside Bodies</p> <p>Summary and Conclusions:</p> <p>The Council on 14th May, 2013 gave delegated authority to Committees to make appointments to Outside Bodies, Forums (except Housing Management Forum), Panels etc. in accordance with the number and allocation of seats to political groups agreed at the Annual meeting.</p> <p>The report deals with a change to appointments on Outside Bodies.</p> <p>Recommendation:</p> <p>To agree to appoint a Councillor to serve as the Council's official representative on the Joint Rural Committee.</p>		

Report

At its meeting on 14th May, 2013 this Committee agreed to appoint Councillor Doughty as the Council's official representative on the Joint Rural Committee. Councillor Doughty has also been appointed as one of the County Council's representatives on that Committee.

It is therefore necessary to appoint a Councillor in place of Councillor Doughty.

(i) **Legal Implications**

Not Applicable.

(ii) **Risk Assessment**

Not Applicable.

(iii) **Financial Implications**

Not Applicable

(iv) **Health and Safety Implications**

Not Applicable.

(v) Equality and Diversity

Not Applicable.

(vi) Health and Well-being Implications

Not Applicable

Background Papers

Nil

EXECUTIVE COMMITTEE	(D) Agenda Item 10
Date of Meeting: 31st July, 2013	
Reporting Officer: Executive Director	
<p>Title: Local Plan Evidence Base Documents</p> <p>Summary and Conclusions:</p> <p>Specialist technical documents relating to Viability Assessment, Strategic Flood Risk Assessment and Habitats Regulation Assessment are required as part of the evidence base for the forthcoming Barrow Borough Local Plan. Additional funding is now required to progress the production of a sound Local Plan in a timely manner.</p> <p>Recommendations:</p> <p>To utilise £30,000 from the Restructuring Reserve to complete three evidence base assessments, required for the production of the Barrow Borough Local Plan.</p>	

Report

Background

Local Planning Authorities must prepare a Local Plan which sets planning policies within the local authority area. The Plan is heavily informed by topic specific evidence base documents, which are required by current European and national legislation and national planning policy guidance.

Local Plans are examined by an independent Inspector whose role it is to assess whether the Plan has been prepared in accordance with the Duty to Cooperate, legal and procedural requirements and whether it is sound.

In order to be considered sound the Plan must be positively prepared, justified, effective and consistent with national policy. The production of a robust, credible and proportionate evidence base is an integral part of establishing soundness.

The main evidence base documents for the Barrow Borough Local Plan include;

- (i) Strategic Housing Market Assessment (SHMA)
- (ii) Strategic Housing Land Availability Assessment (SHLAA)
- (iii) Retail and Town Centre Uses Assessment
- (iv) Open Space Audit
- (v) Employment Study
- (vi) Housing Needs Assessment

- (vii) Gypsy and Travellers Needs Assessment
- (viii) Viability Assessment
- (ix) Infrastructure Plan
- (x) Sustainability Appraisal and Strategic Environmental Assessment
- (xi) Habitats Regulation Assessment
- (xii) Strategic Flood Risk Assessment

The Viability Assessment, the Strategic Flood Risk Assessment and the Habitats Regulation Assessment will need to be carried out by consultants to ensure the timely progression of the Local Plan.

Viability Assessment and Strategic Flood Risk Assessment are required by the National Planning Policy Framework. Habitats Regulation Assessment is required by European legislation. All three of these assessments are considered to require technical expertise that would be available by appointing specialist consultants.

To progress the production of the Local Plan and reduce the risk of an independent Inspector finding the Local Plan unsound, it is prudent to procure consultants to complete the three evidence base documents.

Recent research and experience from other authorities indicates that the council should expect to pay around £15,000 for a full Viability Assessment and around £10,000 for a Habitats Regulation Assessment. As the council has a retained Principal Coastal Engineer, employed by Capita, initial discussions indicate that the production of the Strategic Flood Risk Assessment could be secured with the remainder of the required additional funding.

(i) Legal Implications

The council has a statutory duty to produce a sound Local Plan.

(ii) Risk Assessment

The recommendation has no significant implications.

(iii) Financial Implications

The recommendation involves agreeing that £30,000 of reserve funding is utilised to produce the required Local Plan evidence base documents.

(iv) Health and Safety Implications

The recommendation has no significant implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Wellbeing of users of this service.

Background Papers

Nil

EXECUTIVE COMMITTEE	(R) Agenda Item 11
Date of Meeting: 26th June, 2013	
Reporting Officer: Democratic Services Manager	
Title: Member Development Strategy Review 2013/2014	
Summary and Conclusions:	
<p>The Member Training Working Group has revised the Member Development Strategy to ensure continuation of effective Member Development. The Strategy is reviewed on a biennial basis in conjunction with the Democratic Services Manager, the Democratic Services Officer (Member Support) and the Member Training Working Group. The responsibility for agreeing the overall Strategy lies in the hands of the Full Council.</p>	
Recommendations:	
<p>To recommend the Council to approve the revised Member Development Strategy.</p>	

Report

Background

In order to ensure that Member training and development is prioritised, planned and co-ordinated effectively it is important that the Council have a Member Development Strategy. This Committee agreed to adopt the Strategy in July 2004 (Minute No. 6 of the meeting on 12th July, 2004 refers).

The Member Development Strategy sets out that it will be reviewed on a biennial basis in conjunction with the Democratic Services Manager, the Democratic Services Officer (Member Support) and the Member Training Working Group. The responsibility for agreeing the overall Strategy lies in the hands of Full Council.

At its meeting on 20th June, 2012, this Committee agreed to endorse the revised strategy and referred it to Council for final approval on 17th July, 2012. At this time one of the main changes to the Development Strategy was to agree that as the Council had changed to 'all-out' elections every four years, as opposed to a third of the Council being elected every year, it had been agreed to undertake Personal Development Plan (PDP) reviews every two years, rather than on an annual basis. The findings from these reviews would then be used to formulate the Learning Programme based on the most commonly identified development needs.

Agreeing the revised Development Strategy in July 2012 and that it be reviewed on a biennial basis meant that it fell out of sync with the PDP reviews and the production of the Member Learning Programme (which are due this year). I have therefore attached for your information, a revised Member Development Strategy for 2013/14 so that all processes connected with Member Development fall in line with each other. I would ask that you agree the revised Member Development Strategy for 2013/14 attached at **Appendix 1** and refer it to Council for final approval on 23rd July, 2013.

(i) Legal Implications

The recommendation has no legal implications.

(ii) Risk Assessment

The recommendation has no implications.

(iii) Financial Implications

The recommendation has no implications.

(iv) Health and Safety Implications

The recommendation has no implications.

(v) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The recommendation has no adverse effect on the Health and Well-being of users of this service.

Background Papers

Nil.



Barrow Borough Council

Member Development Strategy 2013/2014

Date: May 2013

Author: Paula Westwood



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Introduction

Local Government has undergone a massive period of change. Councillors need to take on a broad range of new skills, networks and knowledge; often in a short space of time to embrace increasingly complex roles. Some of these skills are inherent in a politician, some may need to be learned, and others just developed. Adding this new range of skills to existing competence will not be possible without a structured approach and a serious commitment made to Member development with the active inclusion of Members.

In November 2003, the Council declared its commitment to achieve the North West Charter for Elected Member Development which involved exploring new roles for Members, considered how to identify and address the development needs of Members and introduced a practical methodology for assessing key service priorities for the Council.

In September 2006, less than three years on, the Council were awarded with the North West Charter Award for Elected Member Development. This achievement would not have been possible without the Council's commitment and the commitment of its Elected Members to training and development.

The Council had a successful Level 1 review in September 2009 and again in July 2012.

Vision

The Member Development Strategy provides a long-term direction for Member training and development. The vision behind the strategy is;

“To ensure that all Members have access to adequate training and development opportunities to enable them to fulfill their responsibilities”

Objectives

The Member Development Strategy has the following underlying aims:

- ❖ To encourage involvement of Members in their own development and learning – where they identify their own particular development needs and the means of satisfying those needs to meet the Corporate Strategy of the Council.
- ❖ To focus on Members being learners rather than recipients of training.
- ❖ To ensure that all newly Elected Members are properly inducted into the Council and their role.
- ❖ To see the use of Information Technology as the norm and to ensure that all Members have the opportunity to benefit from Information Technology to assist them in their role and their development.
- ❖ To enable the sharing of good practice.

Who is Involved

The responsibility for the delivery of the Member Development Strategy involves a range of people, led by the Democratic Services Manager, Democratic Services Officers and the Member Training Working Group. A Learning Programme will be agreed on a biennial basis by the Member Training Working Group based on recommendations from the Democratic Services Officer (Member Support) based on the most commonly identified development needs derived from Personal Development Plan discussions with Members.

Planning & Timing of Member Development

To ensure effective planning and co-ordination of Member Development, it is imperative that the people involved in the cycle of identifying needs through to delivering and evaluating training keep each other informed.

To ensure that all Members can participate in Member Development, the Council will endeavour to arrange training events around Committee meetings and ensure that wherever possible, all events organised are accessible in terms of location.

Learning Styles

It is recognised that people have different preferences for the way in which they learn new skills. There are a wide range of methods for learning including:

- ❑ E-Learning;
- ❑ Networking;
- ❑ Observation;
- ❑ Presentations;
- ❑ Quiet Reading;
- ❑ Action Learning;
- ❑ Internet Research;
- ❑ Councillor Mentoring;
- ❑ Local College courses;
- ❑ Information Technology;
- ❑ CD ROMs /DVD's and Videos;
- ❑ Visits to other Local Authorities;
- ❑ Local, Regional and National Conferences; and
- ❑ Corporate Training and Development Courses.

Member Induction

As part of the Council's Induction Programme, Members are invited to attend a half-day briefing at the Town Hall hosted by the Democratic Services Manager, and the Council's Management Board.

The induction programme briefly comprises of:-

- ❑ An introduction to the political management structure, Member/Officer Protocol, role of Councillors and explanation of the Constitution;
- ❑ The Ethical Framework: the Council's Code of Conduct, Registering and declaring interests;
- ❑ Members allowances, claiming expenses, car mileage and tax returns;
- ❑ Introduction to Democratic Services section and their role;
- ❑ What happens next? – Including Personal Development Plans and Member Training; and
- ❑ Tour of the Town Hall.

Member Training Working Group

The Council has set up a Member Training Working Group who have the responsibility of meeting on a quarterly basis to review and monitor performance progress of Member Development.

The Member Training Working Group is a cross-party group consisting of the following Members and Officers;

- ❑ Barry Doughty – Labour/Co-operative (Nominated Official Spokesperson for Member Development) – Chairman
- ❑ David Pidduck - Labour
- ❑ Ann Thomson - Labour
- ❑ Ken Williams - Conservative
- ❑ Paula Westwood - Democratic Services Officer (Member Support)
- ❑ Jon Huck – Democratic Services Manager

Personal Development Plans (PDP's)

It is believed that people are more effective in learning if they take some time to think about what they need to learn before launching straight into it. PDP's are an ideal opportunity to do this thinking. That is why, on a biennial basis, the Democratic Services Officer (Member Support) invites Members along to attend 'one-to-one' discussions to review and update their PDP's.

Following Induction, all newly Elected Members are given the opportunity to attend a one-to-one discussion with the Democratic Services Officer (Member Support) in order to identify their individual training and development needs and draw up a PDP. As the Council has now changed to 'all-out' elections every four years, as opposed to a third of the Council being elected every year, the Member Training Working Group at their meeting in March 2012 agreed to undertake PDP reviews every two years, rather than on an annual basis.

The findings from these interviews are then presented to the Member Training Working Group who agree and formulate the Learning Programme based on the most commonly identified development needs.

PDP's are important to ensure that training events are Member-led.

Information Services

An abundance of useful information is made available for Members to assist them in their role. Information can be obtained from the Members' Room, The Members' Private Web Area and the Council's Website. The Democratic Services Officers can also assist in undertaking searches for information.

IT Accessibility

Today more and more information is transmitted and stored electronically than ever before; Members without IT skills may find themselves at a significant disadvantage. Members are encouraged to use IT and take up opportunities for developing their IT skills. There is a limited budget to provide Members with the necessary IT equipment to enable them to carry out their roles effectively.

Ashridge Virtual Learning Resource Centre (VLRC)

In December 2012 the Democratic Services Officer (Member Support) reported to the Member Training Working Group, details of a Virtual Learning Resource Centre available via the Local Government Association website www.local.gov.uk/ashridge

The LGA had partnered with Ashridge Business School to provide access to a range of selected development materials for both local government managerial and political leaders. The resource consisted of web-based learning guides, downloadable pocketbooks, book reviews and guided reading organised around a set of core leadership competencies or skill sets based around the following subject areas:-

Local Leadership;
Partnership Working;
Communication Skills;
Political Understanding;
Scrutiny and Challenge;
Regulating and Monitoring; and
Personal Resilience.

Details of this facility had been communicated to all Members in January 2013 and Members were advised that in order to access the VLRC, they would need register on the LGA website.

One of the Council's Key Priorities for 2012/2015 is *'To provide good quality, efficient and cost effective services while reducing overall expenditure'*. It was anticipated that the Ashridge VLRC could be utilised by Members as an alternative and more cost effective

way of receiving training as the Member Training Budget had been reduced from £22,500 in 2010/2011 to £10,000 in 2011/12 and 2012/13 and reduced even further more as part of the budget strategy in 2013/14 to just £5,000.

Evaluation & Monitoring of the Strategy

It is vital that Members are well equipped to undertake their work and be effective as local representatives.

The Member Development Strategy will be reviewed on a biennial basis in conjunction with the Democratic Services Manager, the Democratic Services Officer (Member Support) and the Member Training Working Group. The responsibility for agreeing the overall strategy lies in the hands of the Full Council.

The Democratic Services Manager, Democratic Services Officer (Member Support) and the Member Training Working Group have the joint responsibility for the development of the Learning Programme and for monitoring outcomes and improved effectiveness of the Members.

Evaluation & Monitoring of What Members Learn

In order to get the best out of training and development opportunities it is important to evaluate the impact of any organised training event and ensure that any learning has been put into practice.

After attending any training event or conference, Members will be requested to complete a feedback form. If we don't do this, we may be wasting our time and money. These forms should be completed as honestly as possible to help ensure that future Members are receiving high quality training with positive outcomes. The Member Training Working Group review the attendance and feedback from events on a quarterly basis.

Continuous Improvement

In September 2006, the Council were awarded with the North West Charter Award for Elected Member Development, which has a lifespan of three years. The Council is required to be re-assessed every three years to ensure continuous improvement and improved effectiveness of the Member development process. The Council had a successful Level 1 review in 2009 and again in July 2012.

Member Training Budget

Each year a budget is set aside for Member training and development. In 2012/2013 the budget allocated was £10,000. The total expenditure from the budget during 2012/2013 was £4,285.18. The budget allocation for 2013/2014 is £5,000.

Progress on Member Training & Development in 2012/2013

Throughout 2011/2012 various training and development opportunities had been made available to Members. The events included:-

- ❑ The Changing Role of the Councillor Course (Localism)
- ❑ Preparing for the Welfare Reform and Affordability (Universal Credit)
- ❑ Mayor and Deputy Mayor Training re Council Procedure Rules
- ❑ Training on the New Code of Conduct
- ❑ Emergency Planning Training (Barrow Specific)
- ❑ Audit Committee Training
- ❑ Environment Agency Training

Further Information

If you would like any further information on Member training and development, or would like to arrange for training on a specific issue, please contact Paula Westwood, Democratic Services Officer (Member Support) on: 876322 or e-mail: pwestwood@barrowbc.gov.uk

EXECUTIVE COMMITTEE		Part One (D) Agenda Item 12
Date of Meeting:	31st July, 2013	
Reporting Officer:	Policy Review Officer	
<p>Title: Risk Register</p> <p>Summary and Conclusions:</p> <p>The Executive Committee approved the Council's Risk Management Policy at its meeting in June. Management Board have since identified key corporate and operational risks which are attached for your consideration.</p> <p>Recommendation:</p> <p>To endorse the Corporate and Operational Risk Registers.</p>		

Report

Management Board agreed key risks for the Council in 2013/14 at their meeting in May. The risks have been categorised as corporate or operational risks:

Corporate risks are those derived from external decisions which affect the Council's ability to deliver services or from strategic decisions made by the council.

Operational risks are those that are connected with resources, systems and processes that are used to deliver the Council's services.

The Council has produced a corporate risk register attached at **Appendix 2** and an operational risk register attached at **Appendix 3**.

The risk register identifies each threat which is allocated a risk score based on the likelihood of it occurring and the impact that it will have if it occurs. Mitigating actions to reduce the chance of it occurring or to minimise the impact is identified for each threat. A residual risk score taking into account the mitigating action is then allocated for each threat.

(i) **Legal Implications**

The risk registers has no legal implications.

(ii) **Risk Assessment**

Risks have been assessed as part of the risk registers.

(iii) Financial Implications

Where applicable the financial implications related to the mitigating actions have been assessed by departmental heads and included in the revenue budget.

(iv) Health and Safety Implications

There are no health and safety implication associated with the risk registers.

(v) Equality and Diversity

The risk registers have no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vi) Health and Well-being Implications

The risk registers have little impact on the Health and Wellbeing of users of this service.

Background Papers

Nil

Risk Register June 2013

Risk category: Corporate financial risks

Inherent risk score					Residual risk score					
	Threat	Likelihood	Impact	Score	Potential impact	Mitigating actions	Responsible Officer	Likelihood	Impact	Score

Risk category: Corporate financial risks										
		Inherent risk				Residual risk				
		score				score				
Threat	Likelihood	Impact	Score	Potential impact	Mitigating actions	Responsible Officer	Likelihood	Impact	Score	
2	Impact of changes to the benefit system on income for the housing Department	5	4	20	75% of the Services income is received through Housing Benefit. At 2012 rents this will equate to £7.1m. Of the 2700 tenancies 2039 receive help with their housing cost through Housing Benefit. The introduction of Universal Credit and changes to how tenants receive support with housing costs, including no direct payments to landlords, poses a risk to the Services income.	A six point plan will be progressed to mitigate the risk focusing on the introduction of Universal Credit, new under-occupation rules, changes to non-dependant deductions and a Communication Plan. The Service has recently reviewed it's Income Strategy. It will operate a firm but fair approach to assist tenants during the changes whilst ensuring rents due are collected. A new post has been created to assist with income recovery it is anticipated that this post will be cost neutral.	Housing Manager	5	3	15
3	MMI levy under the Scheme of Arrangement.	4	5	20	The Council has a liability as member of the Scheme of Arrangement with Municipal Mutual Insurance (MMI) to pay a levy when demanded for the claims that have been settled since 1993. A levy has been called and will be paid in 2013. Further levies can be demanded in the future, up to the total value of claims settled by MMI since 1993.	The Council has set aside funding in the event of the levy being demanded.	Borough Treasurer	3	3	9
4	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. The Council will develop a workforce strategy	Deputy Executive Director	4	3	12

Risk category: Corporate service delivery risks										
	Threat	Likelihood	Impact	Score	Potential impact	Mitigating actions	Responsible Officer	Likelihood	Impact	Score
5	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 company checks on our contractors The Council retains the intellectual property and assets that will support continuity of services	Management Board	3	4	12
6	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.	Deputy Executive Director	4	3	12
7	Performance of service delivery contractors.	3	3	9	Failure to deliver key services. Public dissatisfaction with the service. Public health risk.	The Council has agreed contingency plans with the contractor which are incorporated in the contracts. Protracted industrial action is covered in the contract.	Assistant Director of Community Services	3	3	9
8	Impact of Welfare Reform changes	4	4	16	Increasing numbers of residents experience difficulty in meeting their housing costs and risk homelessness.	1. Continue to support and work with advice agencies throughout the Borough to assist residents to receive appropriate advice. 2. Maximise the Discretionary Housing Payments fund to assist residents in the most challenging financial circumstances to look for longer-term solutions to their problems. 3. To develop a Homeless Strategy and our approach to preventative work to assist residents under threat of losing their homes or who are homeless to resolve their housing problems.	Housing Manager	4	4	16
9	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 is committed to complete the site assembly. The project can progress in phases subject to the availability of funding.	Executive Director	3	4	12

Risk category: Corporate compliance risk										
Threat	Likelihood	Impact	Score	Potential impact	Mitigating actions	Responsible Officer	Likelihood	Impact	Score	
10	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	Deputy Executive Director	2	3	6
Risk category: Corporate compliance risks										
Threat	Likelihood	Impact	Score	Potential impact	Mitigating actions	Responsible Officer	Likelihood	Impact	Score	
11	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.	Deputy Executive Director	2	3	6
12	Capacity to undertake statutory inspections, investigations and enforcement action.	4	3	12	Compliance with statutory targets may be compromised. Response time for investigations and enforcement action may be compromised.	Review and monitor departmental structure. Tactical use of consultants if required	Assistant Director of Regeneration and Built Environment	3	3	9
13	Legal challenge to Procurement of contracts	2	3	6	Unexpected legal costs and fines. Potentially no agreed contract to cover service due to previous contract lapsing.	Training of staff involved in high value procurement and audit checklists.	Assistant Director of Regeneration and Built Environment	1	3	3
14	Incidents of fraud, bribery or corruption	2	2	4	It would indicate a failure of the Council's systems. Loss of money. Loss of reputation and confidence.	Fraud and corruption policy in place for staff and Members. Effective whistle blowing policy in place. Monitoring of standards and checks by Internal Audit	Borough Treasurer	1	2	2

Risk category: Corporate business continuity risks										
	Threat	Likelihood	Impact	Score	Potential impact	Mitigating actions	Responsible Officer	Likelihood	Impact	Score

What are the operational risks for service delivery?

What could stop service delivery - what's the risk?

Threat	L	I	S	Potential impact	Mitigating actions	Responsible	L	I	S
Inadequate staffing to deliver key services.	4	5	20	Key services, including statutory services and demand led services cannot be delivered.	<p>The main key services apart from leisure and enforcement are contracted out.</p> <p>Management Team co-ordinate leave to ensure that senior management is available.</p> <p>Staff holiday planning is undertaken by the managers within departments.</p> <p>Consultancy services are used where unplanned absences will result in statutory services being adversely affected.</p>	Deputy Executive Director	3	4	12
Access to operational buildings.	2	5	10	Key services, including statutory services and demand led services cannot be delivered.	<p>The Council has a Business Continuity Plan.</p> <p>Services that are contracted out do not depend on the Council's premises being accessible.</p> <p>The leisure services are not statutory - no access would be inconvenient and prevent users from enjoying the facilities.</p> <p>Key back office functions performed in the Town Hall can be carried out from other operational buildings.</p> <p>There are several key holders for each operational building.</p>	Executive Director	1	3	3

What are the operational risks for service delivery?

What could stop service delivery - what's the risk?

Threat	L	I	S	Potential impact	Mitigating actions	Responsible	L	I	S
Inadequate cashflow for operational purposes.	2	5	10	<p>Unable to make payments to benefit recipients, pay staff, pay contractors or suppliers.</p> <p>See item # relating to benefit payments.</p> <p>Services may be suspended or withdrawn should the Council not pay its debts.</p>	<p>The Council's cashflow is monitored daily against projections that are made for the year.</p> <p>The Council pays by BACS and CHAPS and does not issue cheques which can cause fluctuations in cashflow depending on when they are presented by the payee.</p> <p>The Council has an overnight account with its bank with a sufficient balance to cover unexpected payments.</p> <p>It is possible to call investments back before maturity; this incurs a penalty.</p> <p>The Council has headroom within its borrowing limit to draw down either a temporary or long term loans.</p>	Borough Treasurer	1	2	2
Unable to collect household waste.	3	5	15	<p>Households would potentially have side waste if the refuse container filled up due to delays in collections.</p> <p>There are health and safety issues with holding waste and particularly side waste for householders.</p>	<p>The waste collection service is contracted out.</p> <p>There is a waste management snow plan.</p> <p>There is capacity within the week to put on additional collections to catch up from any delays.</p>	Assistant Director of Community Services	2	3	6
Unable to pay housing benefits to claimants.	3	5	15	<p>Housing benefit recipients would be unable to pay their rent and this may jeopardise their tenancies.</p>	<p>The BACS file is produced by the Council's contractor a day ahead of time.</p> <p>The Council has support for BACS from its supplier and from its bank.</p> <p>Payments can be made by alternative methods in exceptional circumstances.</p>	Borough Treasurer	2	2	4

What are the operational risks for service delivery?

What could stop service delivery - what's the risk?

Threat	L	I	S	Potential impact	Mitigating actions	Responsible	L	I	S
Maintenance of Council housing stock to decent homes standard.	3	5	15	Living conditions and safety of tenants may be adversely affected.	The housing maintenance programme is provided by a contractor. The housing department's maintenance team closely monitor	Housing Manager	2	3	6
Availability of homeless accommodation.	3	5	15	Nowhere to temporarily house homeless people.	The Council has arrangements with several local hotels and has an account set up with the Travel Lodge now set up. The Council also maintains some dispered accommodation (6?).	Housing Manager	2	3	6
Unplanned outage of the cremator.	2	5	10	Services are pre-booked and there would be disruption to users in reschduling or transferring the services. There would be a loss of income.	The cremator is regularly checked by crematorium staff and by the contracted maintenance provider. Arrangements exist with a neighbouring crematorium for the planned outage that occurs when the Council's cremator is re-lined.	Assistant Director of Community Services	2	3	6
Failure of swimming pool filters or other breakage.	2	4	8	The swimming pool would be unavailble to users until fixed. If the outage ran over weeks, the gym & swim members may request a partial refund. There would be a loss of income.	The daily checks carried out on the swimming pool and associated plant would identify potential areas of concern and the appropriate contractor would be brought in to address the issues raised.	Assistant Director of Community Services	2	3	6

EXECUTIVE COMMITTEE		Part One (D) Agenda Item 13
Date of Meeting:	31st July, 2013	
Reporting Officer:	Assistant Director (Community Services)	
<p>Title: Women's Community Project</p> <p>Summary and Conclusions:</p> <p>This report advises Members regarding the progress of the Women's Community Project, which is a new venture commencing in the Borough aimed at making positive differences to the lives of women with vulnerabilities aged 16 and above. In addition to providing background about this progress, the report asks members to approve a three year lease, at a peppercorn rent, to the Project on Suite 1, 22a Duke Street, to provide a base for their activities. Members should also be aware, that in approving this lease, the Project will be able to use this in-kind support for financial leverage in current and future funding bids.</p> <p>Recommendation</p> <p>To approve a three year lease on Suite 1, 22a Duke Street to the Women's Community Project Barrow at a peppercorn rent.</p>		

Report

This report is to advise Members of the Women's Community Project Barrow which is a new venture commencing in Barrow in Furness aimed at making positive differences to the lives of women with vulnerabilities aged 16 and above in the Borough, and in the future, other parts of Cumbria.

The Project has the support of key local partners including Barrow Borough Council, Cumbria County Council, Cumbria Constabulary, Furness Clinical Commissioning Group, Unity and Barrow and South Lakeland Community Safety Partnerships. The development stage of the Project has been supported by Cumbria Probation Trust who have bought in the expertise of Clare Jones, Joint Executive Officer of Women Centre in Halifax. The Probation Trust has also purchased officer time from the Barrow Community Safety Partnership to offer local knowledge to the development phase.

The key aim of the Project is to develop a 'one-stop shop' style women-only centre that has the capability to offer a range of services to women, including domestic violence services. It is also envisaged that the centre will be a base that can be used by other services (e.g. housing, drug and alcohol workers,

probation and Independent Domestic Violence Advisors for higher risk cases) where they can meet clients in a non-threatening, safe, women only environment.

The Project is setting up as a charitable organisation to be known as Women's Community Matters, which means that it will be eligible to apply for funding from a range of sources. Members should note that a steering committee, which includes Council Officers, has carried out extensive research within the local community to ensure the service will be what the women of Barrow actually want. This research matches the need highlighted by professionals who work in the town. The Project has appointed its first trustees to the Board, and members should note that these include both District and County members.

This report asks members to approve the provision of a three year lease to the Project on Suite 1, 22a Duke Street, which is the office space above the Market entrance. (Members should note that this suite has been vacant for 12 months and there has been no commercial interest in that time.) Members are asked to approve this lease on a peppercorn rent. Whilst this means that the Council will derive no rental income, Members should be aware that there will be a cost saving to the Council based on NNDR. Members should be aware that in approving this in-kind support for the project, they will provide assurance and leverage support to the project's current and forthcoming funding bids.

Should Members approve this proposal, the Project would aim to open the Centre in November 2013. An interim Centre Manager has been appointed and is being paid for by the Probation Trust, and it is planned that Permanent and additional staff will be recruited once financial arrangements are confirmed. Funding bids have, and are, in the process of being submitted to a variety of sources. The Project is also investigating other local sources of funding to consider supporting the initial costs and overheads of the Project so that it can solid ways of working and a proven track record that will allow it to submit a larger funding bid to the Lottery during the financial year 2014-15. It is anticipated that if successful, this would fund work from April 2015.

(i) Legal Implications

The Council will agree a standard lease.

(ii) Risk Assessment

Not Applicable.

(iii) Financial Implications

The Council will save the NNDR, and interior maintenance costs.

(iv) Health and Safety Implications

Not Applicable.

(vi) Equality and Diversity

Not Applicable.

(vii) Health and Well-being Implications

Not Applicable.

Background Papers

Nil

EXECUTIVE COMMITTEE		Part One (D) Agenda Item 14
Date of Meeting:	31st July, 2013	
Reporting Officer:	Executive Director	
<p>Title: Housing Market Renewal Programme – North Central Renewal Area Clearance Site</p> <p>Summary and Conclusions:</p> <p>Members have previously granted a period of exclusivity the Bridgehouse Property Consultants to develop a scheme for the site. Considerable investigation work has been carried out, but further work is necessary before any development can start.</p> <p>Recommendation:</p> <p>To agree to extend the exclusivity period for Bridgehouse Property Consultants on the North Central Renewal Area Clearance site for a further six months.</p>		

Report

The site created by the demolition of properties on Sutherland Street, Arthur Street and Marsh Street was cleared during 2012. At a previous meeting, Members agreed to grant Bridgehouse Property Consultants a period of six months exclusivity to work up a viable development in partnership with Leck Construction. A mixed development is proposed, which includes market housing for sale, affordable housing for rent and supported housing. Draft Heads of Terms were also agreed (Minute No. 84 12/12/12 refers).

Since that time, further investigation works have been carried out. These include:

- Negotiations with commissioners and providers of supported housing;
- Desktop and intrusive ground investigation studies;
- Enquiries and initial negotiations with utilities concerning service requirements and potential diversion of existing services;
- Initial discussions with the highways authority concerning requirements for highways alterations and street lighting.

Further work is required to confirm the funding available for the supported housing, to complete the ground investigation work and to develop the negotiations with the highways authorities and utilities companies. The proposed design for the site will also be reviewed and revised as appropriate.

To allow this to be concluded, it is recommended that the period of exclusivity is extended for a further six months, with a target of submitting a planning application by the end of 2013.

(i) Legal Implications

Any final contract of sale will require agreement by Council and will be subject to advice from the Council's solicitors.

(ii) Risk Assessment

A substantial corporate reputational risk exists if the site is not brought forward for development within a reasonable timescale. A financial risk exists if a fair value for the site is not realised at the point of development. The actions proposed in this report are designed to minimise these risks.

(iii) Financial Implications

No additional implications from previous report.

(iv) Health and Safety Implications

No significant implications.

(v) Key Priorities or Corporate Aims

The recommendation has no detrimental impact on providing good quality efficient and cost effective services.

The recommendation has a positive impact on the quality of housing.

The recommendation has a positive impact on the long term economic recovery for our community

The recommendation has a positive impact the built environment or public realm.

(vi) Equality and Diversity

The recommendation has no detrimental impact on service users showing any of the protected characteristics under current Equalities legislation.

(vii) Health and Well-being Implications

The recommendation has a positive effect on the Health and Wellbeing of users of this service by improving housing conditions in the long term.

Background Papers

Nil