

## **REVENUE AND CAPITAL BUDGETS 2017/18**

**Submitted by: Executive Director (Resources and Support Services)**

**Portfolio: Finance IT and Customer**

**Wards(s) affected: All**

### **Purpose of the Report**

To review progress on the completion of the revenue and capital budgets for 2017/18 following agreement of the 5 year Medium Term Financial Strategy.

### **Recommendations**

- (a) That the assumptions set out in the report be approved.**
- (b) That the Cabinet determine the Council Tax levy to be proposed for 2017/18.**
- (c) That the Finance, Resources and Partnerships Scrutiny Committee be asked to consider what comments it wishes to make on the draft Budget and Council Tax proposals before the final proposals are considered at Cabinet in February 2016.**

### **Reasons**

To enable the Cabinet to recommend a robust and affordable budget for 2017/18 to the Council meeting on 22 February 2017.

## **1. Background**

- 1.1 The Council is committed to the delivery of high quality services. Integral to this ambition is the need to effectively target its financial resources in line with its stated aims and objectives, as set out in the Council Plan.
- 1.2 The work of the council in 2017/18 is focused, via the Council Plan 2016 -18 approved by Cabinet on 14 September 2016, on its vision of “creating a borough that is prosperous, clean, healthy and safe”, an aspiration reflected in the Council’s four corporate priorities of:
  - A Co-operative Council delivering High-Value, Community-Driven Services
  - A Clean, Safe and Sustainable Borough
  - A Borough of Opportunity
  - A Healthy and Active Community

These four priorities developed alongside the vision within the Council’s outcome-driven Council Plan, form the basis for the work the Council is currently doing and what it is planning to do.

- 1.3 There has been good progress in the current year, with high standards of service delivery. Notable achievements so far in 2016/17 are set out in Appendix 1.
- 1.4 The Council has a Medium Term Financial Strategy (MTFS) to look at its financial position over the next 5 years. This is aligned to the Council Plan and will be the main vehicle in ensuring efficiency in service delivery and targeting resources to its priority areas.

- 1.5 It should be noted that the MTFS and the draft 2017/18 Budget have been compiled against a continuing national picture of reduced funding from central government for local authorities.
- 1.6 The draft 2017/18 budget is based upon the assumptions made in the MTFS which was approved by the Cabinet at its meeting on 14 September 2016 and scrutinised by the Finance, Resources and Partnerships Scrutiny Committee at their meeting on 8 September 2016.
- 1.7 The Budget Review Group has considered all of the proposals contained in this report, which are recommended to the Cabinet as a means to produce a balanced and sustainable budget for the Council. The Group comprises the Council Leader and the Portfolio Holder for Finance, IT and Customer plus the Executive Management Team. Its remit is to oversee all aspects of the budget process, including service review and challenge, longer term planning, development of budget options, agreeing consultation arrangements and consideration of feedback and seeking to deliver service models that drive improvement to front-line services whilst offering value for money.

2. **Revised Budget 2016/17**

- 2.1 Monthly reports monitoring actual spending against budget have shown overall relatively small variances throughout the first eight months of the year.
- 2.2 Whilst some sources of income (e.g. Kidsgrove Sports Centre and car parking fees) continue to yield less compared to what was received prior to the recently experienced recession and ongoing low level of economic activity, income budgets are set at realistic levels reflecting current circumstances. The amount required in future budgets will be kept under review as the economy improves and, hopefully, income levels rise.
- 2.3 The majority of the savings of £1.834m incorporated in the 2016/17 budget are on target to be achieved. This means that altogether over the eight years from 2008/09 to 2016/17 £19.282 of “gaps” will have been met via a combination of savings, efficiencies and additional income, as shown in the table below:

Year	£m
2008/09	1.250
2009/10	2.572
2010/11	2.389
2011/12	2.655
2012/13	2.621
2013/14	1.783
2014/15	2.100
2015/16	2.078
2016/17	1.834

3. **Draft Budget 2017/18**

- 3.1 In 2017/18, whilst continuing to deliver high performing, quality services and ensuring efficiencies in Council operations, there are many activities planned towards achieving Council Plan outcomes. Examples of these are set out in Appendix 2.
- 3.2 The MTFS was approved by the Cabinet on 14 September 2016. This illustrated that the Council would have a shortfall of £2.563m in 2017/18 which could be addressed by a combination of actions, such as efficiency measures, reductions in expenditure, increases in income or a council tax increase.

- 3.3 The government has offered councils a four year funding settlement, which, in addition to the allocation for 2016/17, will provide them with provisional allocations for the following three years, 2017/18 to 2019/20. The Council has accepted the government's offer by the submission of an Efficiency Plan and has received confirmation that it will receive the allocations as provisionally notified in December 2016. The MTFs assumes that these allocations will be the ones which the Council will receive. Based on the provisional amounts, in 2017/18 funding will reduce by £0.687m, which is a 13.1% reduction compared to the 2016/17 settlement, by a further £0.368m (8.1%) in 2018/19 and by £0.411m (9.9%) in 2019/20. The MTFs assumes for the following two years, 2020/21 and 2021/22, that there will be a reduction of £0.062m and no further change in 2021/22. The final funding allocation for 2017/18 should be announced in late January/early February 2017, and should not differ from the provisional amount which the Council has accepted under the four year offer.
- 3.4 There have been a small number of changes made to the MTFs since its approval in September, resulting in an increase of £0.165m in the funding "gap" to £2.728m for 2017/18. These are set out in the table below:

<b>Change</b>	<b>Amount</b>
	<b>£'000</b>
Reduction in Car Park Income based on past income levels	100
Additional Business Rates payable as a result of Revaluations	50
Market supplements re Planning Officers	18
Government Funding re. Business Rates Baseline (per settlement)	(3)
<b>Total</b>	<b>165</b>

The table below shows the factors which give rise to the £2.728m "gap" for 2017/18:-

<b>CHANGES TO BASE BUDGET</b>	<b>£'000</b>
<b><u>ADDITIONAL INCOME</u></b>	
Fees and Charges	111
<b>TOTAL ADDITIONAL INCOME (A)</b>	<b>111</b>
<b><u>ADDITIONAL EXPENDITURE &amp; LOSS OF INCOME</u></b>	
Reduction in Government Funding	687
Government funding re Business Rates Baseline	(3)
New Homes Bonus - Revised Scheme	777
Provision for Pay Awards	114
Incremental Pay Rises for Staff	33
Superannuation increase in employers contribution	434
Additional National Insurance re increases in Pay	16
Reduction in Investment Income	34
Price Increases e.g. energy, fuel, rates, insurances, supplies & services	25
Reduction in Car Park Income based on past income levels	100
Adjustments re One-Off items in 2016/17	58
<b>TOTAL ADDITIONAL EXPENDITURE AND LOSS OF INCOME (B)</b>	<b>2,275</b>
<b><u>OTHER ITEMS</u></b>	
<b><u>NEW PRESSURES</u></b>	
Public Sector Hub - Borrowing and Holding Costs (as reported to Full Council 7 September 2016)	300
Kidsgrove Sports Centre - end of Joint Use Agreement with School	90
Revenue Costs currently funded from Reserves	43

Apprenticeship Levy per 2015 Autumn Statement to fund apprentices	43
ICT Licences - Increase in Microsoft Fees	20
Additional Business Rates payable as a result of Revaluations	50
Market Supplements re Planning Officers	18
<b>TOTAL NEW PRESSURES (C)</b>	<b>564</b>
<b>NET INCREASE IN BASE BUDGET (B + C- A)</b>	<b>2,728</b>

3.5 In view of the MTFS forecasts a project called Newcastle 2020 was started at the end of 2013. This is looking at how the Council's decreasing resource base can be best used to meet the needs of the Borough's residents and businesses. In particular it aims to identify means of closing the gaps revealed by the MTFS in the years leading up to 2020 and to define the likely service and budgetary characteristics of the Borough Council by that date. The project consists of a number of different work streams, including those outlined below, all of which will provide a perspective on the future role and funding of the Council.

- Heads of Services were asked to model what their services would look like at a number of levels of resource reduction, from twenty up to a sixty per cent reduction. This work has already identified various savings opportunities which can be incorporated in next year's and future budgets in order to reduce the funding gaps.
- Predictive modelling of future tax base levels in relation to council tax, business rates and new homes bonus.
- Reducing the Burden - this aims to stop or reduce low value tasks across the Council which do not enhance outcomes for or experiences of customers or prevent staff from focussing on higher priority work.
- Looking at alternative service delivery models, such as demand management, sharing costs with other organisations, self-service for customers.
- Maximising income from fees and charges and exploring new means of income generation.
- Procurement savings - ensuring the Council commissions and procures quality services and supplies as cost-effectively as possible.
- Staffing efficiencies - review of all vacant posts, restructures and flexible early retirements in the context of service delivery priorities.
- Good housekeeping - reviewing all service expenditure.

3.6 The Budget Review Group and your officers have been identifying and considering ways of eliminating the 2017/18 gap, building upon the work which has already been done to identify savings opportunities as part of the 2020 project. As a result, a number of savings and funding strategies have been identified and agreed with managers as being feasible and sustainable. The proposed savings, totalling £2.728m, are outlined in the table below and set out in detail in Appendix 3:

Category	Amount	Comments
	£'000	
Procurement	16	Insurance premium renewals
Additional Income	184	Net savings arising from New Waste and Recycling Service
Staffing Efficiencies	624	No redundancies are anticipated to arise from these proposals
Good Housekeeping Efficiencies, General Other Savings, Changes in Base Budgets	667	Various savings arising from more efficient use of budgets

Alternative Sources of Finance/ Other Savings	1,237	Additional contribution to the revenue budget from New Homes Bonus funding and increase in NHB grant payable, savings from advance payments of superannuation contributions, end of requirement for minimum revenue provision, additional business rates income, cessation of Revenue Investment Fund contribution, reduction in concurrent functions grants to parishes, effect of forecast Council Tax Base increase, Council Tax increase of £5 per annum based on a Band D property
<b>Total</b>	<b>2,728</b>	

- 3.7 As in the last three years, the first draft of the savings plan set out at Appendix 3 was made available to the Finance, Resources and Partnerships Scrutiny Committee for scrutiny at its meeting on 2 November 2016. The only additional information requested by the Committee was in respect of the vacant posts that were being frozen as part of the review. These are now shown in Appendix 3, line S1. The Committee will scrutinise this Cabinet report at its meeting on 25 January.
- 3.8 A decision is required whether or not to increase council tax from its 2016/17 level. The government no longer offers a council tax freeze grant to compensate councils which do not increase their council tax above the previous year's level. When the 2016/17 council tax was considered, Cabinet and Council decided to increase the tax by 1.99%.

Councils have only limited freedom to increase council tax, the Secretary of State each year notifying a percentage and/or an absolute amount in £s by which the tax may increase compared with the previous year. Higher increases are deemed to be "excessive" and not permissible without a council carrying out a costly referendum of taxpayers to determine whether they approve of the increase. If it is not approved, it cannot be implemented and savings must be found to balance the budget. The Secretary of State is currently consulting local authorities about the arrangements for 2017/18. He is proposing that district councils are permitted to increase the tax levy by up to 2.00% or by an additional £5, if this produces a larger amount of income, which is the same principle as applied to 2016/17. If the Council were to increase tax to a point below the referendum threshold, the amount of additional income would equate to £65k for a 1.00 per cent increase (the equivalent of a 3.4p per week on a Band D property) and a proportionate amount for a different percentage. An increase of £5 would result in £182k of additional income and be a 2.77 per cent increase compared with 2016/17. The table below shows the effect of a £5 Band D increase across all the council tax bands, as an annual amount and a weekly amount.

Band	Annual Increase	Weekly Increase
	£ p	£ p
A	3.33	0.06
B	3.89	0.07
C	4.44	0.09
D	5.00	0.10
E	6.11	0.12
F	7.22	0.14
G	8.33	0.16
H	10.00	0.19

Currently the savings and funding strategy referred to in paragraph 3.6 and set out in Appendix 3 includes a tax increase of £5. If it is decided not to increase council tax for 2017/18 or to increase it by less than £5, then there will be a need to find further savings to make good the shortfall.

3.9 Bringing together all the above results in a balanced draft budget, as shown in the table below:

	<b>£'000</b>	<b>Report Reference</b>
Changes to Base Budget	2,728	3.4
Savings/Increased Income	(2,728)	3.6
<b>BUDGET SHORTFALL ('GAP')</b>	-	

#### 4. **Medium Term Financial Strategy - 2018/19 to 2021/22**

4.1 The MTFS is being continually reviewed for 2017/18 to 2021/22. The shortfalls were estimated as follows in the MTFS approved by Cabinet in September:

£1.224m in 2018/19  
 £1.353m in 2019/20  
 £0.384m in 2020/21  
 £0.274m in 2021/22

4.2 The government also notified councils of the changes that are to be made to the New Homes Bonus scheme at the same time as the 2017/18 provisional finance settlement announcement, partly to reduce its overall cost in order to free up funding to be diverted elsewhere to meet adult social care costs and partly to sharpen the incentive to local authorities to approve new housing developments (reinforcing the expectations upon the Council in its capacity as the local planning authority). Following government consultation, the changes that will be implemented will be:

- New Homes Bonus amounts earned will be payable for five years in 2017/18 and then for four years in subsequent years rather than the current six.
- New payments will only be made for housing that is built over a nationally established baseline of 0.4% as it is thought by the Government that building would occur up to this level whether or not an incentive was given.
- Payments may be reduced where new developments take place only after successful appeals against an original decision to refuse permission (this will be implemented from 2018/19).

There will be a significant impact on the Council's finances arising from these changes. The MTFS assumes that the Council will be worse off by £0.777m in 2017/18 and it had been assumed that £0.319k of new funding would be generated for 2017/18. The change to the deadweight from an assumed 0.25% (as per the consultation) to 0.4% has reduced this new funding by £0.082m.

4.3 The previous years' shortfalls have been addressed by a combination of measures such as efficiency savings, reductions in expenditure or income increases, consideration of the need for Council Tax increases and service reviews. These will continue to be pursued to meet future shortfalls but it is inevitable that there will also have to be service reductions, cessation of services or looking at alternative models of service delivery. The Budget Review Group will continue to develop a strategy for eliminating the shortfalls.

## 5. Capital Programme 2016/17 - 2017/18

- 5.1 The Newcastle Capital Investment Programme Report considered by Cabinet on 5 February 2014 (see 5.9 below) set out the essential capital investment needed over the four years 2015/16 to 2018/19. This report, together with the associated "Funding the Council's Capital Investment Programme" report was endorsed by Full Council when it approved the Capital Strategy 2015-2019, to which these were appended, in February 2015. The capital expenditure proposed for 2017/18 reflects the needs identified in the report updated to take account of current priorities and resources expected to be available for funding purposes.
- 5.2 Attached at Appendix 4 is the updated capital programme 2016/17 to 2017/18 based on current commitments and agreed schemes plus a number of new schemes which are vital to ensure continued service delivery. New schemes total £0.5m. The remainder of items included in the Programme relate to continuing expenditure on current schemes, funding for which has already been approved. As reported in the Financial and Performance Management Report considered by Cabinet at their meeting on 14 September, a number of current schemes, amounting to around £2.4m in total, have been put on hold owing to the present lack of capital receipts to finance them. Only schemes in defined priority areas are being carried out in 2016/17 which means that the continuing expenditure amount to be included in the 2017/18 programme is only £1.547m, the majority of which (£1.500m) relates to the Public Sector Hub.
- 5.3 The programme for 2017/18 is severely constrained by the availability of funding. Because funds in hand are minimal and the current programme of land sales has not resulted so far in any capital receipts arising and will not now do so until at least the final quarter of 2017/18, only a very limited programme of schemes can be supported. Accordingly, the programme to be funded from Council resources has been limited to an amount of £0.500m, which is considered to be the most that can be prudently put forward at the present time. The schemes included are those which most urgently need to be carried out to ensure continued service delivery or to safeguard income.
- 5.4 Particular points to note are:

- a) Consideration has been given to requirements for essential plant and equipment replacements, buildings repairs and maintenance and other work which will be needed over the next few years to enable services to be continued at acceptable levels (including compliance with Health and Safety legislation) or to safeguard income from commercial properties. The most urgently required items have been included in the proposed capital programme.
- b) The Housing Programme provides only for the continuation of activities which are externally funded, i.e. disabled facilities grants which are funded by a contribution from the Staffordshire Better Care Fund.
- c) The approved MTFS assumes that all of the New Homes Bonus received in 2017/18 will be used to support the revenue budget so there will be none available to fund capital projects.
- d) In summary, expenditure of £3.047m shown in the proposed programme for 2017/18 at Appendix 4 comprises:

	£m
(a) New Schemes funded by the Council from Capital Receipts	0.500
(b) New Schemes funded from External Sources (Disabled Facilities Grants)	1.000
(c) Schemes brought forward from the original 2016/17 Programme	<u>1.547</u>
Grand Total	<u>3.047</u>

Funding for Item (c) has already been approved in February 2016 when the 2016/17 Capital programme was approved.

A summary of all of the new items included in the Programme and how they are proposed to be funded is set out in the table below:

Scheme	Cost	Funding	
		Other External Funding	Capital Receipts
	£'000s	£'000s	£'000s
<b>Housing Programme</b>			
Disabled Facilities Grants	1,000	1,000	0
<b>Replacement Vehicles and Equipment</b>			
Vehicles	289		289
Waste Bins	25		25
<b>Parks and Open Spaces</b>			
Footpath Repairs	25		25
Play Area Refurbishment	56		56
Railings/Structures Repairs	25		25
Public Railings Painting	25		25
<b>Other Projects</b>			
Crematorium - Petal Garden	20		20
Crematorium - Monthly Gardens	5		5
Cemetery Memorial Survey Works	10		10
Midway Car Park - Structural Repairs and Lighting Maintenance	20		20
<b>TOTAL</b>	<b>1,500</b>	<b>1,000</b>	<b>500</b>

5.5 As stated in paragraph 5.3 only a very basic programme of new schemes is proposed for approval for 2017/18. Currently there are sites which have been approved for sale and whilst it is possible that one or both may be disposed of and a capital receipt received in 2017/18, possibly some time in the final quarter (January to March 2018), it is considered imprudent to rely on this occurring in 2017/18. Because only a basic programme is proposed for 2017/18 this means that expenditure on a number of new schemes, amounting to around £3.4m, will have to be deferred until at least 2018/19. Commitments for the period 2018/19 up to and including 2021/22 amount to £12.9m, as follows:

Improving Housing £2.8m  
Investing in Community Facilities £3.8m  
Community Centres £0.6m  
Safeguarding the Borough's Heritage £0.6m  
Investing for the Future £2.7m  
Vehicles and Plant £2.4m

5.6 There is clearly a direct link with the revenue budget as there may be revenue implications arising from new capital projects and the requirement to spend capital funds will lessen the ability to earn interest on the cash that is invested. It is therefore vital that the revenue and capital budgets are integrated.



- 5.7 Continuation of the capital programme beyond 2017/18 is dependent upon the achievement of a continued programme of receipts from the disposal of assets. It is essential that sufficient capital receipts are generated from these asset sales to enable essential capital investment to take place.
- 5.8 The Council's overall capital strategy was most recently updated in February 2016. Neither this document nor the related Asset Management Strategy has been comprehensively updated for 2017/18 since the underlying strategies remain the same (although Members will note an item elsewhere on this agenda which seeks approval for refreshing the delivery plan).
- 5.9 Two key reports have been considered by Cabinet in relation to future capital investment needs. These are the Newcastle Capital Investment Programme (Cabinet 5 February 2014) and Funding the Council's Capital Investment Programme (Cabinet 15 October 2014). The first report set out the amount of capital investment required over the four year period 2015/16 to 2018/19 in order to maintain service continuity and to safeguard income from the commercial property portfolio. The second report set out options for funding the capital investment identified in the preceding report. It concluded that the only realistic option to meet investment needs is a systematic programme of surplus land disposal, which will also enable the Council to deliver its policy objective of bringing forward more affordable and social housing by the release of some of its land holdings. The alternative of borrowing to part fund the programme is seen to be a more expensive option owing to the cost of servicing the debt. Accordingly it was resolved: ***"That Cabinet agrees with the principle that the Council, as a first resort, will seek to fund its future known capital programme needs through the annual asset management planning process by the identification of land or property in its ownership that is capable of, and appropriate for disposal"***.

## 6. **Balances and Reserves**

- 6.1 The Council's Balances and Reserves Strategy for 2016/17 is that there should be a minimum General Fund balance of £1.20m and a Contingency Reserve of £100,000. The Council currently holds these reserves.
- 6.2 A review of all the Council's Balances and Reserves together with a risk assessment is being undertaken for inclusion in the final report on the budget to the Cabinet on 8 February 2017 and the full Council on 22 February 2017.
- 6.3 It is not proposed to make any contribution from the Budget Support Fund to support the 2017/18 budget.

## 7. **Legal and Statutory Implications**

- 7.1 The Council is required to set its Council Tax for 2017/18 by 11 March 2017. However, it is planned to approve the final budget and council tax rates on the 22 February 2017.

## 8. **Risk Statement**

- 8.1 Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer to report on the robustness of the budget. The main risks to the budget include:
- Spending in excess of the budget.
  - Income falling short of the budget.
  - Unforeseen elements e.g. changes to legislation or reductions in government grants.

8.2 Such risks require regular and careful monitoring and it is essential that the Council has sufficient reserves to call on if required (see Section 6 above), for example the Council has a General Fund balance sufficient to cover foreseen risks.

9. **Budget Timetable**

9.1 The current timetable for the setting of the 2017/18 budget and Council Tax levels is:-

<b>When</b>	<b>Who</b>	<b>What</b>
18 January	Cabinet	Consideration of draft budget proposals
25 January	FRAPSC	Scrutiny of the draft budget proposals
8 February	Cabinet	Final budget proposals to be recommended for approval by Full Council
22 February	Full Council	To approve the budget and set council tax levels

FRAPSC – Finance, Resources and Partnerships Scrutiny Committee

10. **Earlier Cabinet Resolutions**

Newcastle Capital Investment Programme (Cabinet 5 February 2014);  
Funding the Council's Capital Investment Programme (Cabinet 15 October 2014).  
Medium Term Financial Strategy 2017/18 to 2021/22 (Cabinet 14 September 2016);

11. **List of Appendices**

Appendix 1: Notable achievements in 2016/17  
Appendix 2: Activities planned to achieve Council Plan outcomes in 2017/18  
Appendix 3: Savings and Funding Strategies  
Appendix 4: Capital Programme 2016/17 to 2017/18.

**Notable Achievements in 2016/17**

**A Co-operative Council which delivers high-quality, community driven services**

- a) The successful Shared Apprenticeship scheme continues to work with partners to increase the number of employment opportunities for young people within the borough. The scheme enables the young people to gain valuable work experience and a meaningful qualification.
- b) Workforce Development Plans are now embedded within every service, which strives to ensure that we have the right people, in the right place, and with the right skills at the right time.
- c) The council has achieved the Investors in People (IIP) accreditation at Silver standard in September 2016.
- d) Implemented the Agile Working guidance to support staff in the change readiness programme for the move to the Public Sector Hub.
- e) Implementation of a new Recycling and Waste service for the borough.
- f) For the new Recycling Service, Customer Services redesigned systems to ensure any enquires are integrated with the current CRM system and the back office system for Recycling & Waste, known as Bartec, enabling the drivers/crews to deal with these enquires and the information added into the CRM system.
- g) Support was given from HR to the Waste & Recycling service to TUPE transfer waste recycling contract staff in-house.
- h) Customer Services has maintained its Customer Service Excellence (CSE) accreditation for the 5th year by demonstrating continuous improvement in all areas of the Standard. With support from Customer Services, Planning, Leisure & Cultural and Revenues & Benefits have now achieved accreditation.
- i) Provision of an ICT Service Desk from 7.30am to address the needs of staff.
- j) Improvements in the corporate telephony system include a revised menu structure based on customer demand, improvements to the voice recording system to provide increased security, and automated customer call backs.
- k) The Citizens Access project has resulted in a large reduction in the number of telephone calls received by the section. In addition the self- service element has reduced the amount of back office processing time dramatically meaning that 4 members of staff have been able to voluntarily reduce their hours and contributing majorly to the saving of £100,000 within the department
- l) Delivered Improvements to the taxi licensing service to make it more responsive to customers, and improve efficiency and process in the back office.
- m) Customers can now do more business online and the Creditors service continues to comply with the Prompt Payment code of practice.
- n) Delivery of an internal and external shared telephone directory and the launch of the MyStaffs App.
- o) An excellent Ombudsman report received with only 2 cases upheld out of 33 complaints.
- p) The Communications Team secured a £6,000 grant from the Local Government Association to support the development of digital services for residents.
- q) In the last 12 months the number of unique users visiting the Council's new website has doubled to more than 40,000 each month.
- r) A procurement process has resulted in a new private sector partner coming on board to work with the Council in a unique project to generate income from advertising hoardings and car park signage with almost £30,000 generated so far.
- s) The Communications Team generated positive media coverage of the Council, its services, policies and activities.

- t) The website retained its two star rating in the annual assessment of public sector websites carried out by the Society of Information Technology Management (Socitm).
- u) The Council carried out more than 300 face-to-face discussions with residents to gauge their views on key services such as Streetscene and Customer Services.
- v) Development of the Community Engagement and Participation Framework continues to encourage volunteer groups to care for their green spaces and neighbourhoods.
- w) Reviewed potential for community management of local facilities and continued to work with partners to deliver locally important projects. Roe Lane Playing Fields is now leased to Newcastle Town FC Youth Section.
- x) A number of community events in parks and open spaces continue to be organised and facilitated including Communities Day and the Eco Schools Forum.
- y) Implementation of new markets software to reduce reliance on paper based systems and in preparation to offer non-cash based forms of payment for market stalls.
- z) Leisure & Cultural services successfully gained a Customer Service Excellence accreditation
- aa) Officers have continued to undertake spending reviews to identify potential savings across a range of services and goods procured by the Council from either the re-procurement of existing suppliers and/or services and new procurements, the Council's Long Term Agreement (LTA) for Insurance has been awarded and delivered considerable savings.
- bb) Regular reporting of contract spend and opportunities linked to the LA Transparency Code 2014 continues and supports spend analysis.
- cc) Identified opportunities for district procurement collaborations, for example the delivery of outbound mail and the introduction of a hybrid mail solution with the City Council.
- dd) The introduction of an e-tendering tool to improve consistency, continuity, transparency and compliance with future legislative requirements.
- ee) Locality Working continues to be supported through the work of the Locality Action Partnerships who brought in an additional £46,692.32 of external funding into the borough to address priorities in local communities.
- ff) Monitoring and delivery of contracts commissioned as part of the Newcastle Partnership Commissioning Prospectus Round 1 & 2 has resulted in many good outcomes for the residents of the borough.
- gg) The Grant Funding scheme was reviewed and the Borough's Community Chest and Small Grants funding schemes delivered.
- hh) The Partnership has continued to support and co-ordinate the Safer Neighbourhood Panel for Newcastle under Lyme on behalf of Staffordshire Office of the Police and Crime Commissioner.
- ii) The landlord portal was introduced in January 2016 and gives landlords direct access to Housing benefit information from a portal on the council's website, this reduces the need for any landlord that has registered for this service to make direct contact with the benefit service. Not only has it reduced the number of phone calls, it has reduced the amount of correspondence sent to the landlord, as all the information previously supplied in writing is now directly available to them.

### **A Clean, Safe and Sustainable Borough**

- a) In the Heart of England in Bloom competition, the Operations Service gained a Gold award for 15th year running and won the Small City category and overall winner.
- b) A total of 7 Green Flag Awards were gained for parks and green spaces.
- c) Local Environment Quality (LEQ) scores for litter, detritus, graffiti and flyposting continue to be good and performing better than target.
- d) The council is a finalist in the APSE Performance Networks Most Improved Performer in Street Cleansing Award 2016, and in Best Performer and Most Improved Performer for Cemeteries and Crematoria 2016.

- e) Expanded the “Planting Pledge” and “Litter Pledge” initiatives where over 50 schools and businesses signed up to improve their local environment.
- f) Bereavement Services gained the Gold standard in the Institute for Cemetery and Crematorium Management (ICCM) Charter for the Bereaved for the 13th year running and progress with the Memorial Safety Inspections in the borough’s cemeteries has continued.
- g) Invested in new vehicles to deliver the Streetscene service more efficiently.
- h) A total of 240 food safety inspections undertaken with businesses in the borough and improved standards within several, consistently poor performing food businesses.
- i) Planning and joint working to achieve an acceptable outcome from the Betley Mere Concert Variation Hearing. The execution of successful Policing and monitoring of the Betley Mere Concert.
- j) Environmental Services worked with partners - the Police and Trading standards to ensure a suitable outcome in the Newcastle Food and Wine Licensing Hearing, with trading Standards to achieve a successful Licensing Training Programme for all borough Licensed Premises, with the Police and Community Safety to address CSE issues.
- k) Seized noise making equipment from a domestic premise to abate a statutory noise nuisance caused by amplified music
- l) Obtained a successful prosecution in the Magistrates Court for breach of a noise abatement notice with a full investigation costs award to the Council.
- m) The council has undertaken a total of 1,495 pest control requests, 1,058 Dog Warden requests, seized 74 strays and undertaken 44 licencing inspections this year to date.
- n) A Heritage Lottery Funding (HLF) Steering Group was established to explore the potential opportunity to redevelop the Brampton Museum.
- o) The Partnership team submitted an application for reaccreditation for the Purple Flag award for Newcastle Town Centre and are waiting for the results which are due in the New Year.
- p) Achieved White Ribbon accreditation which is a national campaign to put a stop to male violence against women and girls.
- q) Participated in a Safeguarding Children Peer Audit with Staffordshire Moorlands District Council to ensure that the Council is delivering its statutory safeguarding duties effectively.
- r) Safeguarding Level 1 training for Children and Adults at risk of abuse and neglect was rolled out to all Council staff and Members.
- s) Delivery of Safeguarding and CSE awareness training to taxi drivers in the borough continues to take place.
- t) Further development of multi-agency working undertaken to improve outcomes around community safety and to vulnerable victims of crime through the Partnership Hub.
- u) Delivery of the Local Police and Crime Plan objectives and Newcastle Partnership Workplan actions around the themes of health and wellbeing, safer and stronger communities and economic growth have included many projects in the borough such as the comprehensive DV service, CCTV, support to vulnerable victims, diversionary activities for young people.
- v) The council has contributed to the work of the countywide Gangs and Youth Violence agenda and participated in the Home Office’s Local Assessment Process to help explore Gangs and Youth Violence issues in more detail and to influence future delivery to better protect vulnerable people in our communities.

### **A Borough of Opportunity**

- a) A total of 167 serious hazards to health were addressed to improve private homes, making them safe to occupy. This includes targeted action on a specific road with poor property conditions, an initiative which received good local press coverage.

- b) Assistance with advice on adaptations was given to 115 vulnerable residents, leading to the provision of financial assistance to 81 disabled residents to assist with adaptations to their home.
- c) Undertaken pro-active inspections of 102 private sector shared housing (HMO's) to ensure good quality housing standards are achieved and maintained.
- d) Continued self-funding of the North Staffs Landlord Accreditation Scheme to support and promote good landlord practices and encourage high standards.
- e) In total, 109 Empty Homes have been returned to use this year.
- f) Progressing with an estate based initiative to improve property condition and landlord practices in an area with high levels of private renting.
- g) A private sector house condition survey was commissioned to provide an up to date understanding of the housing stock within Newcastle under Lyme and therefore enable a targeted approach to improving housing.
- h) A Housing Strategy 2016-2021 was developed and adopted, providing a framework for setting priorities and the direction of housing related plans and policies. The Homelessness Strategy 2016-2021 was also produced to provide a framework for the delivery of services designed to prevent homelessness and support those who may become homeless.
- i) Undertook delivery of the 5 year action plan of the Council's Economic Development Strategy.
- j) The Council is a member of the Newcastle Business Improvement District, and as part of the Business Plan the BID has delivered a wide range of activities including the Jazz and Blues Festival, Lymelight Musical Festival, The Homecoming circus event which was supported by a successful Arts Council bid and Christmas Spectacular with improved Christmas Lights switch on. Working in partnership, support has been given with parking free for major events, and after 3pm for the Christmas period.
- k) Kidsgrove Town Centre Partnership has worked hard to increase support including purchasing additional new Christmas Lights and engaging with business to have them installed.
- l) Another successful Business Boost competition and awards event was held to promote support for small businesses.
- m) Vacancy rates in respect of the commercial portfolio maintained at 8.1% thereby generating about £1.127m of revenue to support the Council's general fund.
- n) Commitment with partner agencies to develop Ryecroft for retail led scheme including student accommodation, to support the regeneration of the town centre continues. A land sales agreement has been signed to take forward the redevelopment of the Ryecroft site for a major new retail-led, mixed-use development and car park.
- o) The new Public Sector Hub is progressing in the town and will provide joined up customer services with other public service partners as well as achieving financial efficiencies.
- p) Implementation of a land/property disposal programme commenced in accordance with the approved Asset Management Strategy with the aim of generating capital receipts to fund the Council's capital programme and to facilitate development needs of the borough.
- q) Masterplanning and options appraisal for Newcastle Western Extension has commenced in partnership with Staffordshire County Council and Keele University.
- r) Delivered the second phase of the public art programme on Pool Dam Traffic Island in partnership with Newcastle BID and local business sponsors to promote economic development in Newcastle town centre.
- s) Agreed an improvement scheme for Queens Gardens to complement the new Public Sector Hub building.

- t) Successfully awarded Stage 1 Heritage Lottery Funding £28,500 as partners in the Astley Project (partners inc. New Vic, NULC, Staffs & Keele University, Newcastle Library, Civic Society).
- u) Developed a working relationship with Victoria & Albert Museum loaning artwork for a joint exhibition between the V & A and the Bard Gallery, New York.
- v) Continued to contribute to the work of the Financial Inclusion Group for North Staffs.
- w) Reviewed and refreshed the governance arrangements for the Newcastle Partnership, the strategic partnership of the borough.

## **A Healthy and Active Community**

- a) Completion of leases for several community centres to be managed by community organisations by the end of 2016-17: Harriet Higgins, Silverdale Social Centre, Bradwell Lodge and Ramsay Road.
- b) Completed refurbishment of Clayton Sports Centre at a cost of circa £350,000 with over 95% from external funding.
- c) A total of 2868.5 volunteer hours were given from volunteer groups and individuals in the first six months of the year (April – Sept 2016) to care for the local green spaces and neighbourhoods through the delivery of the Community Engagement Framework.
- d) A third annual “Communities Day” was held in June and a total of 25 groups participated in a range of community events.
- e) Local priority projects were delivered at Thistleberry Parkway, Bateswood Local Nature Reserve and other sites.
- f) The Community Food Garden project continued to be delivered at Queen Elizabeth Park and Chesterton Park.
- g) Reviewed the Green Space Strategy and drafted the new Open Space Strategy and Green Infrastructure Strategy which are currently out to public consultation.
- h) Working in partnership with Belong Village on their successful £1.8m Heritage Lottery Bid to provide a Heritage Gallery – supplying interpretation materials and resources for the new site.
- i) Developed the volunteer programme at the museum resulting in more volunteers and already exceeding annual volunteer hours target by 50%.
- j) Co-ordination and delivery of SPACE summer holiday activities on behalf of the Staffordshire Office of the Police and Crime Commissioner with Leisure services for the borough.
- k) Worked with the County Council to deliver a range of projects to encourage healthy and active lifestyles, including healthy eating and increased physical activity.
- l) The council has achieved the Dementia Action Alliance accreditation.

**Activities planned to achieve Council Plan outcomes in 2017/18**

**A Co-operative Council which delivers high-quality, community driven services**

- a) A new cloud based e-payments system will begin in the New Year, working in partnership with four other Staffordshire local authorities.
- b) Launch of a digital delivery programme to boost customer services and generate savings for the Council.
- c) Development of a new intranet system to support staff in agile working practices which enable them to deliver quality council services.
- d) Delivery of the key milestones from the Electronic Document & Records Management Board (EDRM) project – ensuring compliance of the Records Management Policy and delivery an offsite storage solution and scanning solution.
- e) As part of the Public Sector Hub Work - co-ordinate front line service delivery and ensure postal arrangements between partners are in place,
- f) Assist with the deliverables of the Payment method review board – ensuring sufficient methods of payment are available to customers to allow the removal of cash transactions. Reduce the number of cheques dispatched to customers/suppliers.
- g) Deliver the suggested improvements from the IIP assessment, which includes a review of the reward and recognition scheme.
- h) The Mitrefinch system, which records staff attendance will be updated during the coming year.
- i) Progress and implement the new Apprenticeship Levy scheme which changes the funding arrangements for training of apprentices and increases the number of employees for the borough.
- j) Continue to develop the Community Engagement and Participation Framework to encourage volunteer groups to care for their green spaces and neighbourhoods.
- k) Review the potential for community management of local facilities and continue to work with partners to deliver locally important projects. Seek to lease Madeley Pool to Madeley Parish Council.
- l) Continue to organise and run community events including Communities Day, the Eco Schools Forum and facilitate a number of community events in parks and open spaces.
- m) Partnership project with Museum Friends to undertake collection digitisation and widen community access.
- n) Carry out stakeholder consultation on vision for the museum development.
- o) Complete redevelopment of 'Newcastle Lives' Gallery in partnership with the HLF funded St Giles Heritage project.
- p) To achieve Museum Accreditation from the Arts Council England.
- q) Continue to drive efficiencies within the Recycling & Waste service.
- r) Deliver and embed a hybrid mail solution that reduces the need for an outbound postal solution, supports the physical move to the public sector hub and offers greater flexibility in the support of agile working.
- s) The drafting of a new procurement strategy and action plan which aims to support the delivery of the Council's key objectives.
- t) Working with partners, increase the level of procurement collaboration to offer greater efficiencies and savings to the authority.
- u) Work to identify and deliver further commissioning opportunities alongside Newcastle Partners and to review, refine and continue to develop the Newcastle Partnership Commissioning processes.
- v) Deliver a 'Newcastle Lottery' working with a single External Lottery Manager (ELM) which generates an income to support a range of good causes within the borough.



- w) Continuation of the work to embed the changes brought about as part of the Public Contract Regulations monitoring the implications of Brexit from a public contract procurement perspective.
- x) Review and further development of the Council's approach to multi agency co-ordination and locality working.

### **A Clean, Safe and Sustainable Borough**

- a) Represent Heart of England in the National Britain in Bloom finals in 2017.
- b) Work towards a gold award in the regional competition for the 16th year running and seek to achieve Green Flag Awards for 7 of its parks and green spaces.
- c) Will continue to monitor Local Environment Quality (LEQ) scores for litter, detritus, graffiti and flyposting and seek to continue to achieve targets.
- d) Continue with the "Planting Pledge" and "Litter Pledge" initiatives where over 50 schools and businesses are signed up to improve their local environment.
- e) Bereavement Services will seek to retain the Gold standard in the ICCM Charter for the Bereaved for the 14th year running, and continue to progress with the Memorial Safety Inspections in the borough's cemeteries.
- f) Invest in new vehicles to deliver the Streetscene service more efficiently.
- g) Maintain recycling levels in the borough and continue to encourage residents to recycle more.
- h) Development of 4 Air Quality action plans which will contain measures to improve air quality within the borough.
- i) Broaden membership of Museum Development steering group for HLF bid.
- j) Review and refresh of Local Police and Crime plan for 2017 – 2020.
- k) Delivery of Local Police and Crime Plan 2017 – 2020 actions and objectives.
- l) Continue to embed the revised Safeguarding Children and Adults at Risk of Abuse and Neglect Protection Policy 2015.
- m) Review and refresh the Stronger and Safer Communities Strategy for 2017-2020.
- n) Re-commissioning of services to support vulnerable victims of crime e.g. those at risk of Child Sexual Exploitation or Domestic Abuse.

### **A Borough of Opportunity**

- a) Prepare a new 5-year Economic Development Strategy.
- b) Contribute towards the preparation of a refreshed Strategic Economic Plan for the Local Enterprise Partnership.
- c) Contribute towards the preparation of a Growth Strategy for the Northern Gateway Development Zone.
- d) Continue to work with the City Council in the preparation of a joint Local Plan including the key stages of consultation on Strategic Options and Draft Plan during 2017/18.
- e) Extend the current contract for the Newcastle Housing Advice Service for a further 3 years to 2020.
- f) Continue to work with the Newcastle Business Improvement District and Kidsgrove Town Centre Partnership.
- g) Work with partner agencies to ensure that the needs of vulnerable disabled residents continue to be recognised with the Better Care Fund, to ensure that adaptations can be delivered effectively.
- h) Continue to seek to improve the standards of private sector housing. Continue to tackle areas with high volumes of private rented accommodation as per the pilot project on the ex-coal board estate in Kidsgrove, and making sure that we work with landlords and tenants to maintain good standards and remove any hazards to health where necessary.

- i) Continue to work with the County Council and partners in construction of the Public Sector Partnership Hub to enable occupation by the end of August 2017.
- j) Working with the Council's development partner and the County Council to facilitate commencement of the redevelopment of the Ryecroft site.
- k) To continue with implementation of a Land Disposals programme in accordance with the forthcoming refresh of the Asset Management Strategy.
- l) Optimise occupation of our commercial properties by continuing to work with the tenants and maximise revenue income from rental payments.
- m) To approve and implement specific actions aimed at improving the attractiveness and viability of the Newcastle General Market.
- n) Seek to deliver the third phase of the public art programme on Pool Dam Traffic Island in partnership with Newcastle BID and local business sponsors to promote economic development in Newcastle town centre.
- o) Implement an improvement scheme for Queens Gardens to complement the new Civic Hub building.
- p) Work to achieve Stage 2 award of £100k HLF funding for the Astley project.
- q) Develop partnership exhibitions programme with Staffordshire Archives and Heritage.
- r) Continue to support local small businesses to bid for council contracts.
- s) Review, refine and continue to develop and deliver the Newcastle Partnership Commissioning Prospectus.

#### **A Healthy and Active Community**

- a) Implement the Council's Sport & Active Lifestyles strategy and update the Playing Pitch strategy.
- b) Develop a Festival of Sport for the borough with partners.
- c) Progress a feasibility study for a new Kidsgrove Sports Centre.
- d) Undertake a review of the GP referral programme.
- e) Delivery of a Space Programme in Summer 2017 subject to funding from the Office of the Police and Crime Commissioner (OPCC).
- f) Continue to support community centres to become sustainable and increase the adoption of leases.
- g) Seek to secure 5250 volunteer hours from volunteer groups and individuals to care for the local green spaces and neighbourhoods through the delivery of the Community Engagement and Participation Framework.
- h) Co-ordinate a fourth annual "Communities Day".
- i) Deliver local priority projects at the Wammy, Audley and other sites.
- j) Continue to support the Community Food Growing gardens at Queen Elizabeth Park, Chesterton Park and Clough Hall Park.
- k) Adopt the new Open Space Strategy and Green Infrastructure Strategy following public consultation.
- l) Complete Heritage Belong Gallery Project (HLF funded).
- m) Develop summer activity programme in partnerships with Museum Friends and Landscape.
- n) Contribution to the further development of Health and Wellbeing work with partners.
- o) Design and launch of new web pages for Jubilee2 and the Brampton Museum.

**Appendix 3 - 2017/18 Savings and Funding Strategies Being Considered (will require robustness checks and final review)**

Ref	Service Area	Description	£000's	% of Budget Line(s)	Detail
<b>Procurement</b>					
P1	Business Improvement and Partnerships	Insurance Premium Renewal	16	5.3%	Additional saving from 2016/17 tender and acceptance of increased excesses
			<b>16</b>		
<b>Income</b>					
I1	Recycling and Fleet	Waste and Recycling Review	184	5.5%	Bringing in house of external contracts, full review and rationalisation of service (in addition to savings of £316k in 2016/17)
			<b>184</b>		
<b>Staffing Related Efficiencies</b>					
S1	All	Vacant Posts Review	361	2.4%	Full review of current and future vacant posts: <ul style="list-style-type: none"> <li>• Head of Governance and Partnerships</li> <li>• Partnerships Officer</li> <li>• Head of Revenues and Benefits</li> <li>• Operational Services Apprentice</li> <li>• Environmental Health Officer</li> <li>• Secretary (part time)</li> <li>• Planning Officer (part time)</li> <li>• Principal Solicitor (part)</li> <li>• Streetscene Operatives (x3)</li> </ul>
S2	All	Flexible Retirements	117	0.8%	Employees approved for flexible retirement
S3	Environmental Health	Pest Control	13	10.3%	Reduction in Pest Control staffing from 2.5 full time employees to 2 full time employees
S4	Finance	Digital Delivery	100	TBC	Implementation of a programme of digital delivery to enable postage, stationery and resources efficiencies
S5	Finance	Car Leasing Scheme	27	23.3%	Car leases not renewed following expiry
S6	Operational Services	Employee Allowances	6	30.0%	Reduction in budgetary requirement for employee allowances
			<b>624</b>		

<b>Good Housekeeping/General Other Savings/Changes in Base Budgets</b>					
G1	All	Good Housekeeping Savings	256	TBC	Reductions in budgetary requirements for supplies and services
G2	Assets	Public Sector Hub	163	TBC	Revenue savings from occupation of new public sector hub when compared to occupation of Civic Offices
G3	Business Improvement and Partnerships	Grants	37	50.0%	Introduction of a Borough lottery to replace current grants process, with proceeds distributed to local good causes and charities
G4	Central Services	Elections	90	100.0%	No Borough Election to be undertaken during 2017/18. Budget to be reinstated as a pressure in 2018/19
G5	Communications	Printing Services	53	24.8%	Utilisation of external printers to provide printing service and reduction in the publication of the Reporter to twice per annum – electronic versions only to be produced
G6	Customer and ICT Services	Reduction in Computer Software Costs	20	4.9%	Reduction in budgetary requirement for computer software costs
G7	Environmental Health	Pest Control and Dog Warden Vehicles	15	71.4%	Purchase of vehicles as opposed to leasing costs
G8	Finance	Business Rates on Council Owned Properties	9	1.1%	Reduction in business rates for which the Council is liable (Knutton Recreation Centre)
G9	Leisure and Cultural	Community Centres	14	22.2%	Reduction in grant given by the Council and reduction in repairs and maintenance following grant of full leases to Community Centre committees, agreed as part of the 2015/16 budget setting process
G10	Leisure and Cultural	New Victoria Theatre Grant	10	12.8%	Phased reduction of grant given over a 5 year period agreed as part of the 2015/16 budget setting process
			<b>667</b>		
<b>Alternative Sources of Finance/Other</b>					
A1	Corporate	Invest to Save Savings	15	20.0%	Savings following financing of invest to save schemes (telephony)
A2	Corporate	Superannuation Lump Sum	179	14.9%	Negotiation of contribution rate and discount for payment to the Pensions Actuary in advance of superannuation lump sums
A3	Corporate	Council Tax Base	83	0.7%	Increase in Council Tax Base (forecast increase of 260 residential properties)
A4	Corporate	New Homes Bonus contribution	612	34.2%	Further additional funding to be received in 2017/18 (£237k) and transfer of capital funding to revenue (£375k)
A5	Corporate	Minimum Revenue Provision	66	100.0%	Minimum revenue provision (a statutory requirement to make a charge to the Councils general fund to make provision for the repayment of the Councils past credit liabilities) is no longer required following expiry of expenditure finance leases
A6	Corporate	Business Rates	50	1.2%	Additional revenue generated through the Business Rates Retention

					system
A7	Corporate	Revenue Investment Fund	35	100.0%	Contributions to the revenue investment fund to be ceased
A8	Corporate	Council Tax Increase	182	2.8%	Assumed increase of £5 per Band D equivalent property
A9	Corporate	Parish Council Section 136 Contributions	15	25.0%	Reduction of 25% of the payments made to Parish Councils for concurrent functions
			<b>1,237</b>		
<b>Grand Total</b>			<b>2,728</b>		

**NEWCASTLE-U-LYME BOROUGH COUNCIL CAPITAL PROGRAMME 2016/17 TO 2017/18**

<b>PROJECTS WITHIN CAPITAL PROGRAMME THEMES</b>	<b>2016/17 Est Exp</b>	<b>2017/18 Est Exp</b>	<b>Total Exp</b>	<b>External Contribn</b>	<b>Council Financing</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>IMPROVING HOUSING IN THE BOROUGH</b>					
HIP Disabled Facilities Grants	1,034,300	1,000,000	2,034,300	2,034,300	0
Empty Homes	16,000	0	16,000	0	16,000
Choice Based Lettings	22,400	0	22,400	0	22,400
PSH/Emergency HHSRS Grants/Vulnerable H	27,500	0	27,500	0	27,500
Energy Efficiency Grants	11,400	0	11,400	0	11,400
Landlord Accreditation	19,200	0	19,200	0	19,200
<b>IMPROVING HOUSING IN THE BOROUGH SUB TOTAL</b>	<b>1,130,800</b>	<b>1,000,000</b>	<b>2,130,800</b>	<b>2,034,300</b>	<b>96,500</b>
<b>INVESTING IN COMMUNITY FACILITIES</b>					
Footpaths Repairs	0	25,000	25,000	0	25,000
Play Area Refurbishment	0	56,000	56,000	0	56,000
Railings./Structures, Repairs	3,500	25,000	28,500	0	28,500
Public Railings Painting	0	25,000	25,000	0	25,000
Crematorium - Petal Garden	0	20,000	20,000	0	20,000
Crematorium - Monthly Gardens	0	5,000	5,000	0	5,000
Thistleberry Parkway	82,000	0	82,000	82,000	0
Cemetery Memorial Survey Works	10,000	10,000	20,000	0	20,000
Street Furniture Replacement	3,000	0	3,000	0	3,000
Ski Slope - Car Park & Path Replacements	15,000	0	15,000	0	15,000
Footpath Repairs Lyme Valley	1,200	0	1,200	0	1,200
Wolstanton Marsh Pavillion	7,000	0	7,000	0	7,000
Wolstanton Marsh Improvements	5,400	0	5,400	0	5,400
Parks Pavillions	1,500	0	1,500	0	1,500
Pool Dam Marshes Nature Reserve	0	47,000	47,000	47,000	0
S106 Works Lowlands Road	33,300	0	33,300	33,300	0
Clayton Sports Centre Works	5,000	0	5,000	5,000	0
Silverdale CC Roof Damage	18,400	0	18,400	0	18,400
Silverdale Community Facilities	7,500	0	7,500	0	7,500
<b>INVESTING IN COMMUNITY FACILITIES SUB TOTAL</b>	<b>192,800</b>	<b>213,000</b>	<b>405,800</b>	<b>167,300</b>	<b>238,500</b>
<b>COMMUNITY CENTRES</b>					
Red Street Community Centre - Stock Condition Work	5,000	0	5,000	0	5,000
<b>COMMUNITY CENTRES SUB TOTAL</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>

<b>PROJECTS WITHIN CAPITAL PROGRAMME THEMES</b>	<b>2016/17 Est Exp</b>	<b>2017/18 Est Exp</b>	<b>Total Exp</b>	<b>External Contribn</b>	<b>Council Financing</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>SAFEGUARDING THE BOROUGH'S HERITAGE</b>					
Museum - Boiler replacement, electrical refurb & window replacements	5,700	0	5,700	0	5,700
<b>SAFEGUARDING THE BOROUGH'S HERITAGE SUB TOTAL</b>	<b>5,700</b>	<b>0</b>	<b>5,700</b>	<b>0</b>	<b>5,700</b>
<b>INVESTING FOR THE FUTURE</b>					
Strategic Investment Framework/Markets Software	10,500	0	10,500	0	10,500
Ryecroft Development	35,100	0	35,100	0	35,100
Knutton Lane Depot - Garage Repairs/Resurfacing of Yard	50,000	0	50,000	0	50,000
Asset Site Disposal Tranche 2 Fees	289,600	0	289,600	0	289,600
New Waste Service - Vehicles, Equipment and Premises	2,409,000	0	2,409,000	0	2,409,000
ICT Projects	284,200	0	284,200	0	284,200
ICT PC Replacements	1,400	0	1,400	0	1,400
Customer Relationship Management	4,700	0	4,700	0	4,700
Public Sector Hub	4,600,000	1,500,000	6,100,000	0	6,100,000
Civic Offices/Public Buildings Stock Condition Works	54,500	0	54,500	0	54,500
Midway Car Park Safety Works	20,000	0	20,000	5,000	15,000
Midway Car Park – Structural Repairs & Lighting Maintenance	0	20,000	20,000	0	20,000
Newcastle Town Centre Public Works	1,700	0	1,700	0	1,700
Subway Improvement Programme	15,000	0	15,000	15,000	0
Knutton Recreation Centre - Demolition	40,000	0	40,000	0	40,000
Engineering Structures	46,500	0	46,500	0	46,500
Carbon Management Plan	10,000	0	10,000	0	10,000
<b>INVESTING FOR THE FUTURE SUB TOTAL</b>	<b>7,872,200</b>	<b>1,520,000</b>	<b>9,392,200</b>	<b>20,000</b>	<b>9,372,200</b>
<b>VEHICLES AND PLANT</b>					
Vehicles	2,437,500	289,000	2,726,500	0	2,726,500
Waste Bins	100,000	25,000	125,000	0	125,000
<b>VEHICLES AND PLANT SUB TOTAL</b>	<b>2,537,500</b>	<b>314,000</b>	<b>2,851,500</b>	<b>0</b>	<b>2,851,500</b>
<b>GRAND TOTAL</b>	<b>11,744,000</b>	<b>3,047,000</b>	<b>14,791,000</b>	<b>2,221,600</b>	<b>12,569,400</b>

Sources of Funding	2016/17 Est Exp	2017/18 Est Exp	Total Exp
	£	£	£
External Contributions:			
Bettercare Fund (Disabled Facility Grants)	1,034,300	1,000,000	2,034,300
S106 Planning Contributions	97,000	47,000	144,000
External Grants/Contributions	43,300	0	43,300
<i>Sub Total External Contributions</i>	<i>1,174,600</i>	<i>1,047,000</i>	<i>2,221,600</i>
Council Financing:			
Other Revenue Funds (ICT Devel Fund)	284,200	0	284,200
Borrowing (Public Sector Hub)	3,900,000	1,500,000	5,400,000
Right to Buy Receipts (Public Sector Hub)	700,000	0	700,000
New Homes Bonus	375,000	0	375,000
Capital Receipts	5,310,200	500,000	5,810,200
<i>Sub Total Council Financing</i>	<i>10,569,400</i>	<i>2,000,000</i>	<i>12,569,400</i>
<b>Capital Programme</b>	<b>11,744,000</b>	<b>3,047,000</b>	<b>14,791,000</b>