

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT OF THE EXECUTIVE MANAGEMENT TEAM TO COUNCIL

22 FEBRUARY 2017

REVENUE AND CAPITAL BUDGETS AND COUNCIL TAX 2017/18

Submitted by: Executive Director (Resources and Support Services)

Portfolio: Finance IT and Customer

Wards(s) affected: All

Purpose of the Report

This report sets out the recommendations of Cabinet for the Revenue and Capital Budgets for 2017/18 and sets out the recommendations for setting the 2017/18 Council Tax.

Recommendations

That the Council approve the recommendations set out in Appendix 'A'.

1. **Background**

- 1.1 This report is the culmination of the 2017/18 budget process, which started before the current 2016/17 budget was set. The Cabinet and the Finance, Resources and Partnerships Scrutiny Committee (FRAPSC) have already considered the content of the 2017/18 Budget and the resultant Council Tax which is recommended. Cabinet met on 8 February 2017 and, after considering comments made by the FRAPSC, recommend a Council Tax for this Council in 2017/18 of £185.45 (based on Band D), as set out in Appendix B. This is an increase of £5.00 from the 2016/17 amount (an increase of 2.77 per cent), which is the maximum increase permitted without triggering the requirement for a referendum in accordance with the excessive council tax legislation.

2. **General Fund Budget 2017/18 - Projected Outturn**

- 2.1 Monthly reports monitoring actual spending against budget have shown a number of variances throughout the first nine months of the year.
- 2.2 The main adverse variances have been:
- a) Income from car parking is significantly below the budgeted amount. Cabinet considered a report on 19 October which included recommendations to partly address this and an additional £100k budget pressure has been included in the 2017/18 budget to help address the issue. Work is being undertaken to review both car parks income and expenditure and a report on this will be submitted to a future Cabinet meeting.
 - b) Kidsgrove Sports Centre is operating at a net overspend primarily due to income shortfall. Officers have looked at ways to both retain current income levels and pursue additional income to eradicate the current shortfalls. Income has increased in the third quarter (by £26k, 13%) compared to the same period in the last financial year.
 - c) The introduction of the new household waste recycling service has incurred additional costs relating to staffing overtime, agency staff and the short term hire of vehicles in order to meet the demands of establishing the service. A plan is in place to limit these additional costs, involving limiting overtime, daily monitoring of agency staff and optimising income from the sale of recycled materials. In addition, the replacement waste collection vehicle fleet will be delivered during February and March which will reduce short term hire costs, save on fuel and vehicle repair costs. Despite the initial difficulties, it is still anticipated that that the service will make a saving of £500k in 2017/18.

There are also a number of favourable variances, the main ones being:

- a) Employee costs in respect of a number of vacant posts and flexible retirements that have taken place across the Council.
 - b) The Streetscene service has operated without reductions in service standards with significant underspends in staff overtime and fuel costs. The service has also managed to generate additional income from external organisations.
 - c) Additional planning application income has been received due to the receipt of a larger application.
- 2.3 Taking account of the above factors it appears likely that the outturn for 2016/17 will not differ significantly from the budget.
- 2.4 Resources provided within the revenue and capital budgets have enabled a number of notable achievements to be accomplished in 2016/17. These are set out at Appendix G.

3. Revenue Budget 2017/18

- 3.1 Excluding levies for Town and Parish Councils the recommended Borough Council Tax for a 'Band D property' is £185.45, a 2.77 per cent increase compared with 2016/17, based on a Borough Council Tax requirement of £6,776,340, as set out below.

	Estimated Expenditure	Rate of Council Tax (Band D)
	£	£ p
Borough Council requirements –		
Total Net Expenditure	11,886,990	325.31
Less: External Support	<u>(5,110,650)</u>	<u>(139.86)</u>
	6,776,340	185.45

Appendix 'B' sets out the budget summarised over services. Copies of detailed budgets are available on request.

In addition to the basic Council Tax the Council is required to levy additional charges in the following parishes. These are shown below:

Parish	Rate of Council Tax (Band D)
	£ p
Audley	42.14
Betley, Balterley and Wrinehill	17.26
Chapel and Hill Chorlton	15.44
Keele	31.42
Kidsgrove	18.11
Loggerheads	21.08
Madeley	43.62
Maer	18.43
Silverdale	18.92
Whitmore	30.83

The above levies are based on the requirements supplied by the parishes, some of which are provisional at the time of writing this report, as the relevant parish meeting had not yet taken place. Similar circumstances apply to the major precepting authorities.

Accordingly, the amounts shown in the tables in Appendix 'A' are based on provisional notifications provided by these bodies.

If any of the provisional amounts change these will be reported to you and the tables in Appendix 'A' will be redone.

4. Medium Term Financial Strategy and Budgets for 2017/18

4.1 The Council's updated Medium Term Financial Strategy (MTFS), as reported to Cabinet, indicated a forecast budget shortfall of £2.728m for 2017/18, with additional shortfalls of £1.224m for 2018/19, £1.353m for 2019/20, £0.384m for 2020/21 and £0.274m for 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 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.

4.4 The 'gap' between expenditure and resources for 2017/18 of £2.728m arises from the factors set out in the table on the next page:-

<u>CHANGES TO BASE BUDGET</u>	£'000
<u>ADDITIONAL INCOME</u>	
Fees and Charges	111
TOTAL ADDITIONAL INCOME (A)	111
<u>ADDITIONAL EXPENDITURE & LOSS OF INCOME</u>	
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
TOTAL ADDITIONAL EXPENDITURE AND LOSS OF INCOME (B)	2,275
<u>OTHER ITEMS</u>	
<u>NEW PRESSURES</u>	
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
TOTAL NEW PRESSURES (C)	564
NET INCREASE IN BASE BUDGET (B + C - A)	2,728

- 4.5 In addition the Council also has a medium term capital programme. Details of this can be found in Section 8 of this report and Appendix F.
- 4.6 Savings and funding strategies have been identified and agreed with managers as being feasible and sustainable in order to bridge the £2.728m "Gap". Some consist of savings in expenditure whilst others involve increasing income. These proposals total £2.728m and are summarised in the table below and set out in detail at Appendix C:

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
Total	2,728	

- 4.7 Cabinet recommends an increase in council tax for 2017/18 of £5.00 from the 2016/17 amount (an increase of 2.77 per cent), which is the maximum increase permitted without triggering the requirement for a referendum in accordance with the excessive council tax legislation. 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

- 4.8 Noteworthy activities which are planned to achieve Council Plan outcomes in 2017/18 to be met from provision within the revenue or capital budgets are shown at Appendix H.
- 4.9 Bringing together all the above, the result is a balanced budget, as shown in the table below:

	£'000	Report Reference
Changes to Base Budget	2,728	4.4
Savings/Increased Income	(2,728)	4.6
BUDGET SHORTFALL ('GAP')	0	

4.10 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. The government has now notified the Council of the final amount of its formula grant for 2017/18, which confirms 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.

5 **Balances and Reserves**

5.1 The Council's Balances and Reserves Strategy for 2016/17 is that there should be a minimum General Fund balance of £1.2m and a minimum balance on the Contingency Reserve of £100,000. The Council currently holds these reserves.

5.2 A review of all the Council's Balances and Reserves together with a risk assessment has been carried out. Details of these are included in Appendices D and E.

5.3 The review and risk assessment indicate the following:

- Overall reserves are still adequate to meet normal levels of expenditure.
- The level of minimum balances required after considering the risk assessment remains at £1.3m.

5.4 Based on these minimum levels of reserves being sustained the Executive Director (Resources and Support Services) is of the opinion that the Revenue Budget is robust and that the Council's Revenue Reserves are adequate to support it based on the assumptions set out in this report.

5.5 As is usual and required by council tax legislation, an estimate has been made of the current year outturn position in relation to the Council Tax and Business Rates Collection Funds. It is estimated that there will be a combined surplus of some £413,490 for 2016/17. The legislation requires an estimated surplus on the Collection Fund to be transferred to the major precepting authorities in the following year and included in their revenue budgets for that year, in proportion to their respective council tax levies or business rates shares. This council's share of the estimated surplus is £63,320. Presently, the Medium Term Financial Strategy does not include an amount in respect of a Collection Fund transfer in 2017/18. The transfer of £63,320 will, therefore, be additional income to the revenue account.

5.6 At the end of each financial year a review of the amounts set aside in provisions to meet likely expenses is required to ensure that the amounts contained in the provisions are sufficient to meet known and assessed liabilities. The main provisions concerned are the Insurance Provision, Bad Debts Provision and the Municipal Mutual Insurance Provision (set up to meet the cost of levies charged to authorities by MMI's administrator following that company, which at one time insured many of the Council's risks, going into administration on account of having insufficient funds to meet outstanding claims liabilities). It is recommended that the Collection Fund Surplus of £63,320 be used to top up whichever of these provisions require it, following the year-end review.

6 **Finance, Resources and Partnerships Scrutiny Committee**

6.1 The Medium Term Financial Strategy and the budget proposals have been considered by the FRAPSC at their meetings on 8 September 2016, 2 November 2016 and 25 January 2017. Following the January FRAPSC meeting, the Committee's comments were fed back to the Cabinet at their meeting on 8 February 2017.

6.2 The Cabinet responded by thanking the committee for their comments and scrutiny of the budget and made the following specific responses to a number of the issues raised.

- a) The cabinet felt that the budget was aspirational and highlighted a number of significant areas such as the new civic offices; the Keele Deal; the Business Improvement District and various developments taking place within the town centre.
- b) In respect of the concerns raised about the funding of the Capital Programme the cabinet reiterated the report they had received at their meeting on 18 January 2017 on progress being made with asset sales together with details of recent planning applications that had been approved for council owned sites. All council owned assets (both land and buildings) are being reviewed including exploration of the development potential of the built areas of the former Keele Golf course that was highlighted by the committee. Further sites may also come out of the review of the open space strategy.
- c) Leisure centres – in response to the concerns expressed the cabinet resolved the following: *“Members agreed to explore a more efficient operating model for the two Council leisure Centres and that a report on this will come back to Cabinet by the Summer. This should include capital investment requirements, operating models in use by other local authorities and resource implications for the future”*.
- d) Use of open source software – the Council is already using this where applicable.
- e) Notable Achievements and Planned Outcomes – appendices G and H of this report –the cabinet agreed with the views expressed by the committee and have asked officers to review and amend these as part of next year’s budget process.

7. **Risks**

7.1 Appendix ‘E’ shows the risk assessment in relation to the 2017/18 General Fund Revenue Budget.

8. **Capital Programme 2016/17 - 2017/18**

- 8.1 The Newcastle Capital Investment Programme Report considered by Cabinet on 5 February 2014 (see 8.9 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 and re-affirmed by Cabinet at its meeting on 10 February 2016 when considering amendments to the Capital Strategy. 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.
- 8.2 Attached at Appendix F 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 £0.500m. 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.
- 8.3 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.

8.4 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 F 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	Costs	External Funding	Capital Receipts
	£'000s	£'000s	£'000s
Housing Programme			
Disabled Facilities Grants	1,000	1,000	0
Replacement Vehicles and Equipment			
Vehicles	289		289
Waste Bins	25		25
Parks and Open Spaces			
Footpath Repairs	25		25
Play Area Refurbishment	56		56
Railings/Structures Repairs	25		25
Public Railings Painting	25		25
Other Projects			
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
TOTAL	1,500	1,000	500

8.5 As stated in paragraph 8.3 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 there may be disposals and capital receipts 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

- 8.6 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.
- 8.7 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.
- 8.8 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 a report on the Asset Management Strategy (including an updated delivery plan) was submitted to the Cabinet at their meeting on 18 January 2017).
- 8.9 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"***.
- 8.10 The Chartered Institute for Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance, which the Council has adopted, requires the calculation of a Prudential Indicator in relation to the capital programme. This is to demonstrate the incremental impact of capital investment decisions upon the council tax, in other words what the additional cost to the General Fund Revenue Account will be as a result of carrying out the projects contained in the proposed capital programme, compared to the situation which existed based on the programme approved at last year's council tax setting Council meeting. The Indicator shows that the incremental impact is estimated to be £1,500 (in a full year once the projects are complete and operational), which equates to a council tax levy of £0.04, using the 2017/18 council tax base for calculation purposes. This is based on £0.500m additional capital expenditure funded from Council resources and an assumed interest rate of 0.3 per cent. Provision has been made in the 2017/18 budget for the cost of funding the capital programme in terms of reduced interest as a result of using capital receipts and reserves arising from the profiled capital spend. In addition, as reported to Full Council on 7 September 2016, the £6.100m cost to the Council of the Public Sector Hub (Castle House) is now to be funded from borrowing pending the sale of the Ryecroft site, apart from £0.700m funded from right to buy receipts. The revenue impact (borrowing costs plus minimum revenue provision in respect of £5.400m) amounts to some £0.200m and has been included in the MTFs and, therefore, in the 2017/18 revenue budget.

9. **List of Appendices**

- A Recommendations
- B Revenue Budget 2017/18
- C Savings and Funding Strategies
- D Actual and Estimated Reserves at 31 March 2016 to 31 March 2018
- E Risk Assessment
- F Capital Programme 2016/17 to 2017/18, including financing of expenditure
- G Notable Achievements in 2016/17
- H Activities planned to achieve Council Plan outcomes in 2017/18

Schedule of detailed recommendations

The following recommendations set out the decisions needed for the Council to set its own budgets and Council Tax for 2017/18.

Recommendations

- (a) That the Revenue Budget for 2017/18 be approved, as set out in Appendix B.
- (b) That the Council Tax at Band 'D' be £185.45.
- (c) That the Capital Programme to 2017/18 be approved as set out in Appendix F, together with the Prudential Indicator relating to the Incremental Impact of Capital Investment Decisions on the Council Tax, as set out in paragraph 8.10.
- (d) That the minimum balances requirement be confirmed as £1,300,000, unchanged from a year ago.
- (e) That the estimated council tax and business rates surplus to be transferred to the revenue account in 2017/18 of £63,320 be used to top up the Insurance Provision, Bad Debts Provision and Municipal Mutual Provision as required, following a review of the adequacy of those provisions at the end of the financial year 2017/18.
- (f) That it be noted that the Executive Director (Resources and Support Services), under delegated authority assigned to him by Cabinet on 20 January 2016 and Full Council on 18 May 2016 calculated the following amounts for the year 2017/18:
- (i) 36,540 being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as its council tax base for the whole Council area for the year (Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act"))
- (ii) For dwellings in those parts of the Council's area to which a Parish precept relates as in the table below:
- | | |
|---------------------------------|-------|
| Kidsgrove | 6,651 |
| Loggerheads | 1,895 |
| Audley | 2,523 |
| Betley, Balterley and Wrinehill | 581 |
| Chapel and Hill Chorlton | 195 |
| Keele | 338 |
| Madeley | 1,462 |
| Maer | 263 |
| Silverdale | 1,463 |
| Whitmore | 826 |
- (g) That the Council Tax requirement for the Council's own purposes for 2017/18 (excluding Parish precepts) is £6,776,340.
- (h) That the following amounts be calculated for the year 2017/18 in accordance with Sections 31 to 36 of the Act:
- (i) £67,376,447 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act taking into account all precepts issued to it by Parish Councils.

- (ii) £60,188,000 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act.
- (iii) £7,188,447 being the amount by which the aggregate at (h)(i) above exceeds the aggregate at (h)(ii) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (iv) £196.73 being the amount at (h) (iii) above (Item R), all divided by Item T (f) (i) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- (v) £412,107 being the aggregate amount of all special items (Parish precepts) referred to in Section 34 (1) of the Act.
- (vi) £185.45 being the amount at (h) (iv) above less the result given by dividing the amount at (h) (v) above by item T (f) (i) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item (Parish precept) relates.

(vii) **Part of the Council's Area**

	£ p
Audley Parish Council	227.59
Betley, Balterley and Wrinehill Parish Council	202.71
Chapel and Hill Chorlton Parish Council	200.89
Keele Parish Council	216.87
Kidsgrove Town Council	203.56
Loggerheads Parish Council	206.53
Madeley Parish Council	229.07
Maer Parish Council	203.88
Silverdale Parish Council	204.37
Whitmore Parish Council	216.28

Being the amounts given by adding to the amount at (h) (vi) above, the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above, divided in each case by the amount at (f) (ii) above calculated by the Council in accordance with Section 34(3) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

(viii)

Valuation Bands

<u>Part of the Council's Area</u>	A	B	C	D	E	F	G	H
	£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
Kidsgrove Town Council	135.71	158.33	180.94	203.56	248.79	294.03	339.26	407.12
Loggerheads Parish Council	137.69	160.64	183.58	206.53	252.42	298.32	344.21	413.06
Audley Parish Council	151.73	177.02	202.30	227.59	278.16	328.74	379.31	455.18
Betley, Balterley and Wrinehill Parish Council	135.14	157.67	180.19	202.71	247.75	292.80	337.84	405.42
Chapel and Hill Chorlton Parish Council	133.93	156.25	178.57	200.89	245.53	290.17	334.81	401.78
Keele Parish Council	144.58	168.68	192.77	216.87	265.06	313.25	361.44	433.74
Madeley Parish Council	152.72	178.17	203.62	229.07	279.97	330.87	381.78	458.14
Maer Parish Council	135.92	158.58	181.23	203.88	249.18	294.49	339.79	407.76
Whitmore Parish Council	144.19	168.22	192.25	216.28	264.34	312.40	360.46	432.56
Silverdale Parish Council	136.25	158.96	181.66	204.37	249.78	295.20	340.61	408.74
Other Parts of Borough Area	123.64	144.24	164.85	185.45	226.66	267.87	309.08	370.90

Being the amounts given by multiplying the amounts at (h)(vi) and (h)(vii) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (i) That it be noted that for the year 2017/18 the major precepting authorities have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

Valuation Bands

<u>Precepting Authority</u>	A £ p	B £ p	C £ p	D £ p	E £ p	F £ p	G £ p	H £ p
Staffordshire County Council	761.69	888.64	1015.59	1142.54	1396.44	1650.34	1904.23	2285.08
Staffordshire Fire Authority	47.71	55.66	63.61	71.56	87.46	103.36	119.27	143.12
Office of the Police & Crime Commissioner Staffordshire	120.77	140.90	161.03	181.16	221.42	261.68	301.94	362.32

- (j) That having calculated the aggregate in each case of the amounts at (h) (viii) and (i) above, the Council, in accordance with Section 30(2) of the Act, hereby sets the following amounts as the amounts of Council Tax for the year 2017/18 for each of the categories of dwelling shown below:

Valuation Bands

<u>Part of the Council's Area</u>	A £ p	B £ p	C £ p	D £ p	E £ p	F £ p	G £ p	H £ p
Kidsgrove Town Council	1065.88	1243.53	1421.17	1598.82	1954.11	2309.41	2664.70	3197.64
Loggerheads Parish Council	1067.86	1245.84	1423.81	1601.79	1957.74	2313.70	2669.65	3203.58
Audley Parish Council	1081.90	1262.22	1442.53	1622.85	1983.48	2344.12	2704.75	3245.70
Betley, Balterley and Wrinehill Parish Council	1065.31	1242.87	1420.42	1597.97	1953.07	2308.18	2663.28	3195.94
Chapel and Hill Chorlton Parish Council	1064.10	1241.45	1418.80	1596.15	1950.85	2305.55	2660.25	3192.30
Keele Parish Council	1074.75	1253.88	1433.00	1612.13	1970.38	2328.63	2686.88	3224.26
Madeley Parish Council	1082.89	1263.37	1443.85	1624.33	1985.29	2346.25	2707.22	3248.66
Maer Parish Council	1066.09	1243.78	1421.46	1599.14	1954.50	2309.87	2665.23	3198.28
Whitmore Parish Council	1074.36	1253.42	1432.48	1611.54	1969.66	2327.78	2685.90	3223.08
Silverdale Parish Council	1066.42	1244.16	1421.89	1599.63	1955.10	2310.58	2666.05	3199.26
Other Parts of Borough Area	1053.81	1229.44	1405.08	1580.71	1931.98	2283.25	2634.52	3161.42

APPENDIX 'B'

Revenue Budget 2017/18

STATEMENT OF NET EXPENDITURE AND COUNCIL TAX REQUIREMENTS

Topic Area	2016/17 General Fund		2017/18 General Fund	
	Estimate 2016/17	Basic Band D Council Tax	Estimate 2017/18	Basic Band D Council Tax
	£	£ p	£	£ p
Administration Before Recharges to Services	7,289,000	202.03	6,720,230	183.91
Less Recharges to Services	(7,289,000)	(202.03)	(6,720,230)	(183.91)
Total Administration Net of Recharges	-	-	-	-
Holding Accounts Before Recharges to Services	2,760,350	76.51	2,569,160	70.31
Less Recharges to Services	(2,760,350)	(76.51)	(2,569,160)	(70.31)
Total Holding Accounts Net of Recharges	-	-	-	-
Central Services	3,552,710	98.47	2,959,200	80.99
Cultural Services	4,292,690	118.98	3,624,060	99.18
Environmental Services	6,791,370	188.24	6,855,440	187.61
Planning	1,633,700	45.28	1,203,570	32.94
Transport	34,490	0.96	(282,530)	(7.73)
Housing	1,666,920	46.20	1,378,580	37.73
Net Cost of Services	17,971,880	498.13	15,738,320	430.71
Pensions Liabilities Account - Interest Costs Less Return on Assets	(61,700)	(1.71)	(100,000)	(2.74)
Investment Properties	(58,290)	(1.62)	(304,320)	(8.33)
Interest and Investment Income	(101,180)	(2.80)	58,800	1.61
Net Operating Expenditure	17,750,710	492.00	15,392,800	421.26
Contribution to/(from) Revenue Reserves	740	0.02	221,000	6.05
Contribution to/(from) Capital Reserves	(3,612,900)	(100.14)	(1,788,740)	(48.95)
Amount to be met from Government Grant and Local Taxpayers	14,138,550	391.88	13,825,060	378.35
Revenue Support Grant	(1,813,980)	(50.27)	(1,059,980)	(29.01)
Other Non-Specific Grants	(1,786,880)	(49.53)	(1,621,480)	(44.38)
Business Rates Retention Funding	(4,184,110)	(115.97)	(4,303,940)	(117.79)
Collection Fund Deficit/(Surplus)	156,700	4.34	(63,320)	(1.73)
Borough Council Tax Requirement	6,510,280	180.45	6,776,340	185.45
Staffs C.C. Precept		1,088.65		1,142.54
Fire Authority Precept		70.33		71.56
Police Authority Precept		177.61		181.16
Total Council Tax Requirement		1,517.04		1,580.71

The Council Tax Base used in the above table is 36,540.

There has been a significant decrease in the contribution required from capital reserves due to decreases in impairment and depreciation charges that will be incurred during 2017/18. In turn the decreased impairment and depreciation charges are reflected in the reduced net cost of services.

GLOSSARY OF TERMS

Depreciation. The measure of the cost or revalued amount of the benefits of a fixed asset that have been consumed during the year. Consumption includes wearing out, using up or other reduction in the useful life of a fixed asset whether arising from use, passage of time or obsolescence. Depreciation charges are offset by a transfer from the Capital Adjustment Account in order to ensure that they do not count against the council tax.

Impairment. A reduction in the value of a fixed asset below its carrying amount on the balance sheet. In this case, certain assets will have works of repair or improvement or other work to assets is planned to take place in 2017/18, which might be expected to result in an addition to the balance sheet carrying amount of the same amount as the expenditure incurred. However, it is likely that in fact the value will not be increased because the valuation principles employed do not recognise any increase in the real value of the assets. In such cases, the amount of non-value adding expenditure is classed as impairment and is written off as an impairment charge. These impairment charges are offset by a transfer from the Capital Adjustment Account in order to ensure that they do not count against the council tax.

REFCUS (Revenue Expenditure Funded from Capital Under Statute). Expenditure which does not result in the creation of a fixed asset and which is classified as capital for funding purposes but is chargeable to the Revenue Budget as revenue expenditure. Any grants or contributions towards such expenditure are also chargeable to the Revenue Budget. An appropriation is made to the Revenue Budget from the Capital Adjustment Account of the amount of net expenditure financed from capital resources in order to ensure that it does not count against the council tax.

Collection Fund. A fund accounting for Council Tax and Non-Domestic Rates received by the Council and the payments which are made from the fund including precepts to other authorities, the Council's own demand and shares of business rates receipts. The surplus or deficit for the year (essentially the difference between the amounts collected and the amounts paid out of the Fund) must be cleared by a transfer out of or into the Fund in the following year by the Council and the other major precepting authorities.

Contributions to/(from) Capital Reserves. Comprises transfers to or from the Capital Adjustment Account. This account is used to eliminate capital transactions, such as depreciation and impairment charges, which have to be debited or credited to the revenue account in order to comply with proper accounting practice but which statutorily cannot count against the council tax. It is also used to make good any shortfall in revenue financing of REFCUS expenditure, where this excess expenditure is financed from capital resources, such as capital receipts.

2017/18 Savings and Funding Strategies

Ref	Service Area	Description	£000's	% of Budget Line(s)	Detail
Procurement					
P1	Business Improvement and Partnerships	Insurance Premium Renewal	16	5.3%	Additional saving from 2016/17 tender and acceptance of increased excesses
			16		
Income					
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)
			184		
Staffing Related Efficiencies					
S1	All	Vacant Posts Review	361	2.4%	Full review of current and future vacant posts: <ul style="list-style-type: none"> • Head of Governance and Partnerships • Partnerships Officer • Head of Revenues and Benefits • Operational Services Apprentice • Environmental Health Officer • Secretary (part time) • Planning Officer (part time) • Principal Solicitor (part) • Streetscene Operatives (x3)
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
			624		
Good Housekeeping/General Other Savings/Changes in Base Budgets					

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 cessation of the publication of the Reporter
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

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Alternative Sources of Finance/Other

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
			1,237		
Grand Total			2,728		

Actual and Estimated Reserves at 31 March 2016 to 2018

Reserve	Actual Balance at 31 March 2016	Estimated Net movement in 2016/17	Estimated Balance at 31 March 2017	Estimated Net Movement in 2017/18	Estimated Balance at 31 March 2018	Purpose	Notes
	£'000s	£'000s	£'000s	£'000s	£'000s		
General Fund Balance	1,200	-	1,200	-	1,200	Working balance to cover unforeseen adverse events affecting the budget	Approved minimum balance to be £1,200,000, as confirmed by risk assessment
Contingency Reserve	226	(15)	211	(65)	146	To meet cost of unforeseen contingencies or for any other purpose approved by the Council	Approved minimum balance is £100,000
Equipment Replacement Fund	376	155	531	152	683	To pay for the replacement of certain items of plant and equipment, eg cremators	
Renewals and Repairs Fund	2	2	4	-	4	To meet the cost of repairs and maintenance of Council owned buildings and structures	
ICT Development Fund	225	20	245	(91)	154	To meet the cost of new IT requirements	Balance committed to finance capital expenditure
Budget Support Fund	340	(110)	230	(61)	169	To support the General Fund revenue budget or to meet the cost of specific items approved by the Council, including "Invest to Save" projects, funding to be repaid as savings occur.	
Revenue Investment Fund	71	20	91	-	91	To fund projects in accordance with corporate priorities	
Conservation and Heritage Fund	35	10	45	10	55	To provide grants to owners of historic buildings to maintain their repair	
Museum Purchases Fund	60	3	63	-	63	To purchase exhibits and to conserve and enhance the display of exhibits	
Maintenance Contributions	61	(1)	60	(15)	45	To fund maintenance costs in respect of land transferred to the Council	Sums are received from developers to pay for a period of maintenance costs following transfer of land to the Council
Standards Fund	7	-	7	-	7	To ensure the Council meets its responsibilities under the ethical and other standards frameworks	
Deposit Guarantee Reserve	36	-	36	-	36	To hold balances relating to rent guarantees	
NNDR Reserve	718	(276)	442	-	442	To hold surpluses of business rates received per the revenue account and to pay subsequent deficits on the collection fund.	
Keele Master Plan Reserve	139	(139)	-	-	-	To meet the costs of the Keele Masterplanning exercise	

Project – Budget Forecast 2017/18 – Required Balances/Contingency Reserve

Impact (I)	Likelihood (L)	Score	Risk rating
5 - catastrophic >.£1m	5 - Frequent / very likely	16 - 25	Extreme Risk
4 - critical <£1m	4 - Probable	9 -15	High Risk
3 - serious <£250,000	3 - Possible	3 - 8	Moderate Risk
2 - Marginal <£50,000	2 - Remote Chance	1 - 2	Low Risk
1 - Negligible <£25,000	1 - Extremely Unlikely		

Note: All these risks relate to the following Business Objective: To set a balanced, affordable and achievable budget.

All of the risks fall into the “Finance” Category

Item No.	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner	Target Date
1	Increase in fees and charges does not result in higher income levels	Shortfall in income leading to overspends	3 x 4	High	Included in calculation of prudent minimum balances.	3 x 3	High	None	Exec Mgt Team	N/a
2	Income cannot be collected because of non-availability of service (e.g. through closure of facilities for repairs)	Shortfall in income leading to overspends	3 x 3	High	Included in calculation of prudent minimum balances.	3 x 3	High	None	Exec Mgt Team	N/a
3	Income falls short of Budget because of general reduction in activity, eg because of economic recession	Shortfall in income leading to overspends	3 x 5	High	Included in calculation of prudent minimum balances.	3 x 3	High	None	Exec Mgt Team	N/a
4	Bad debts reduce the Council's income	Shortfall in income leading to overspends Need to top up Bad Debts Provision	3 x 4	High	The Council has a bad debts provision (£312k balance at 31/03/16). £77k contribution to provision included in the base budget.	3x 3	High	Increase monitoring of collection performance	Exec Dir Resources	N/a
5	Employee budgets – The budget is discounted on the assumption there will be	Vacancies do not occur leading to additional costs	3 x 3	High	The budget assumes a vacancy factor of 2.0%. This is realistic compared	3 x 3	High	None	Exec Mgt Team	N/a

Item No.	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner	Target Date
	vacancies. The impact of 1% vacancy is about £100,000				with experience from previous years.					
6	Employee Budgets - The 2017/18 employee pay settlement results in an increase higher than included in the budget.	Additional unbudgeted costs	3 x 1	Moderate	Balances sufficient to deal with any additional costs, plus reduced job security in economy.	3 x 1	Moderate	None	Exec Mgt Team	N/a
7	Problems with staff recruitment/retention result in significant use of agency/interim staff at extra cost or the payment of market supplements	Additional unbudgeted costs	3 x 3	High	Situation subject to ongoing review.	3 x 3	High	None	Exec Mgt Team	N/a
8	Council becomes liable to pay compensation or legal fees or other unforeseen commitment arises.	Additional unbudgeted costs	3 x 3	High	Included in calculation of prudent minimum balances	3 x 3	High	None	Exec Mgt Team	N/a
9	Inflation relating to supplies and services exceeds the allowance in the budget.	Additional unbudgeted costs	3 x 3	High	Included in calculation of prudent minimum balances	3 x 3	High	None	Exec Mgt Team	N/a
10	Existing commitment(s) missed out of budget	Additional unbudgeted costs	3 x 2	Moderate	Budgets subject to checking at several levels. Preparation of standstill budget for comparison.	3 x 2	Moderate	None	Exec Mgt Team	N/a
11	Fall in interest rates reduces income to the Council.	Investment income targets not met	4 x 4	Extreme	Rates are very low now. A decrease would make only a relatively small difference. Included in calculation of prudent minimum balances	2 x 3	Moderate	None	Exec Mgt Team	N/a
12	Profile of capital spend differs adversely from that assumed in the investment interest calculation	Investment income targets not met	3 x 3	High	Capital Budgets have been realistically set. Due to low interest rates investment income is no longer significant.	2 x 3	Moderate	None	Exec Mgt Team	N/a
13	Fuel costs increase by more than allowed for in budget.	Additional unbudgeted costs	3 x 3	High	Realistic increases included in base budget.	2 x 3	Moderate	None	Exec Dir Op Serv	N/a

Item No.	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner	Target Date
14	Energy costs increase by more than allowed for in budget.	Additional unbudgeted costs	3 x 3	High	Realistic increases included in base budget.	2 x 3	Moderate	None	Exec Mgt Team	N/a
15	Unforeseen major repairs needed to Council properties.	Additional unbudgeted costs	4 x 3	High	Planned maintenance programme in place and stock condition survey.	3 x 2	Moderate	None	Exec Mgt Team	N/a
16	Insurances – unexpected increases in premiums.	Additional unbudgeted costs	3 x 3	High	Included in calculation of prudent minimum balances	3 x 3	High	None	Chief Exec	N/a
17	Insurances - high level of excesses to be met by Council or uninsured losses	Additional unbudgeted costs	3 x 3	High	Included in calculation of prudent minimum balances. Insurance Provision established.	3 x 3	High	Monitor level of Insurance Provision	Chief Exec	N/a
18	Government increase NI rates during 2017/18. An increase of 1% adds about £100,000 to the Council's costs	Additional unbudgeted costs	3 x 3	High	Included in calculation of prudent minimum balances	3 x 3	High	None	Exec Dir Resources	N/a
19	Loss of VAT Exempt Status	Additional unbudgeted costs	3 x 3	High	None	3 x 2	Moderate	Continue to monitor position regularly	Exec Mgt Team	N/a
20	Savings built into Budget are not realised	Additional unbudgeted costs	3 x 3	High	Regular Budget Monitoring	3 x 3	High	None	Exec Mgt Team	N/a
21	New Legislation imposes extra costs but provides insufficient resources	Additional unbudgeted costs	3 x 3	High	Contingency Reserve available. Included in calculation of prudent minimum balances.	3 x 3	High	None	Exec Mgt Team	N/a
22	Partnerships - expenses falling on Council as accountable body	Additional unbudgeted costs	3 x 3	High	Monitor partnership activities and ensure carried out according to agreements.	3 x 3	High	None	Exec Mgt Team	N/a
23	Civil Emergency	Additional unbudgeted costs	5 x 2	High	Bellwin Scheme should meet 85% of cost	4 x 2	Moderate	None	Exec Mgt Team	N/a

Item No.	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Owner	Target Date
24	Investment Counterparty (including own bank re current account, etc) fails to meet its financial commitments	Loss of interest due Ongoing loss of interest owing to loss of capital	4 x 3	High	Use of credit rating agencies Counterparty list based on minimum ratings with CDS overlay. Limits to investments with one counterparty (£7m)	3 x 3	High	Frequent reviews of investment strategy	Exec Dir Resour-ces	N/a
25	Municipal Mutual Insurance (MMI) Clawback	Additional unbudgeted costs	4 x 4	Extreme	MMI Provision	4 x 3	High	Consider increasing amount of provision if reports from administrator indicate it to be necessary	Exec Dir Resour-ces	N/a
26	Localised Council Tax Support Scheme is oversubscribed	Additional unbudgeted costs	3 x 3	High	Local scheme	3 x 3	High	None	Exec Dir Resour-ces	N/a
27	Data Protection breach resulting in fine	Additional unbudgeted costs	3 x 3	High	Data Protection Policy Reminders to staff	3 x 3	High	None	Exec Mgt Team	N/a
28	Failure of Banking Services provider	Frozen Funds Additional unbudgeted costs	5 x 3	High	Business Continuity Plan	2 x 3	Moderate	None	Exec Dir Resour-ces	N/a
29	Members act against officer advice resulting in cost to the Council	Additional unbudgeted costs	3 x 3	High	Agenda pre-meetings. Liaison with members	3 x 3	High	None	Exec Mgt Team	N/a

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

PROJECTS WITHIN CAPITAL PROGRAMME THEMES	2016/17 Est Exp	2017/18 Est Exp	Total Exp	External Contribn	Council Financing
	£	£	£	£	£
IMPROVING HOUSING IN THE BOROUGH					
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
IMPROVING HOUSING IN THE BOROUGH SUB TOTAL	1,130,800	1,000,000	2,130,800	2,034,300	96,500
INVESTING IN COMMUNITY FACILITIES					
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
INVESTING IN COMMUNITY FACILITIES SUB TOTAL	192,800	213,000	405,800	167,300	238,500
COMMUNITY CENTRES					
Red Street Community Centre - Stock Condition Work	5,000	0	5,000	0	5,000
COMMUNITY CENTRES SUB TOTAL	5,000	0	5,000	0	5,000

PROJECTS WITHIN CAPITAL PROGRAMME THEMES	2016/17 Est Exp	2017/18 Est Exp	Total Exp	External Contribn	Council Financing
	£	£	£	£	£
SAFEGUARDING THE BOROUGH'S HERITAGE					
Museum - Boiler replacement, electrical refurb & window replacements	5,700	0	5,700	0	5,700
SAFEGUARDING THE BOROUGH'S HERITAGE SUB TOTAL	5,700	0	5,700	0	5,700
INVESTING FOR THE FUTURE					
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
INVESTING FOR THE FUTURE SUB TOTAL	7,872,200	1,520,000	9,392,200	20,000	9,372,200
VEHICLES AND PLANT					
Vehicles	2,437,500	289,000	2,726,500	0	2,726,500
Waste Bins	100,000	25,000	125,000	0	125,000
VEHICLES AND PLANT SUB TOTAL	2,537,500	314,000	2,851,500	0	2,851,500
GRAND TOTAL	11,744,000	3,047,000	14,791,000	2,221,600	12,569,400

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>
Capital Programme	11,744,000	3,047,000	14,791,000

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.