

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT OF THE EXECUTIVE MANAGEMENT TEAM TO COUNCIL

21 FEBRUARY 2018

REVENUE AND CAPITAL BUDGETS AND COUNCIL TAX 2018/19

Submitted by: Executive Director (Resources and Support Services)

Portfolio: Finance and Resources

Wards(s) affected: All

Purpose of the Report

This report sets out the recommendations of Cabinet for the Revenue and Capital Budgets for 2018/19 and sets out the recommendations for setting the 2018/19 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 2018/19 budget process, which started before the current 2017/18 budget was set. The Cabinet and the Finance, Resources and Partnerships Scrutiny Committee (FRAPSC) have already considered the content of the 2018/19 Budget and the resultant Council Tax which is recommended. Cabinet met on 7 February 2018 and, after considering comments made by the FRAPSC, recommend a Council Tax for this Council in 2018/19 of £190.45 (based on Band D), as set out in Appendix B. This is an increase of £5.00 from the 2017/18 amount (an increase of 2.70 per cent), which is within 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 adverse variances during the first nine months of the year, the latest reported variance being £0.195m as at the end of December.

2.2 The main reasons for this overall adverse variance are:

- Waste Services is operating at a net overspend;
- Costs associated with redundancies ahead of the move to Castle House;
- Income from car parking is below the amount budgeted for;
- The Elections Service is overspent as a result of the independent review undertaken into the Parliamentary election and from the employment of consultants and agency staff.

2.3 The portfolio holder for Finance and Resources, and other cabinet members, are working with officers to try and eradicate as much of this overspend as possible in what remains of this financial year.

2.4 The savings of £2.728m incorporated in the 2017/18 budget are on target to be achieved. This means that altogether over the ten years from 2008/09 to 2017/18 £22.010m 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
2017/18	2.728

2.5 Resources provided within the revenue and capital budgets have enabled a number of key Council Plan outcomes to be accomplished in 2017/18. These are set out at Appendix G.

3. **Revenue Budget 2018/19**

3.1 Excluding levies for Town and Parish Councils the recommended Borough Council Tax for a 'Band D property' is £190.45, a 2.70 per cent increase compared with 2017/18, based on a Borough Council Tax requirement of £7,010,840, as set out below.

	Estimated Expenditure £	Rate of Council Tax (Band D) £ p
Total Net Expenditure	11,193,840	304.08
Less: External Support	(4,183,000)	(113.63)
Borough Council Tax requirement	7,010,840	190.45

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	55.73
Betley, Balterley and Wrinehill	17.26
Chapel and Hill Chorlton	15.28
Keele	35.83
Kidsgrove	34.05
Loggerheads	21.08
Madeley	43.62
Maer	19.23
Silverdale	18.92
Whitmore	31.44

The above levies are based on the requirements supplied by the parishes.

Meetings to formally set the precepts from Staffordshire County Council and Staffordshire Fire and Rescue Service are to be held shortly. 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 2018/19**

- 4.1 The Council's updated Medium Term Financial Strategy (MTFS), as reported to Cabinet, indicated a forecast budget shortfall of £1.696m for 2018/19, with additional shortfalls of £1.497m for 2019/20, £0.894m for 2020/21, £0.606m for 2021/22 and £0.433m for 2022/23.
- 4.2 The national local government employers' pay offer of a pay increase of 2.0% for both 2018/19 and 2019/20 means the shortfall in 2019/20 will increase by at least £0.165m. Certain decisions taken in respect of the 2018/19 budget could also impact on future years' budgets.
- 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 that may result in service reductions, cessation of services or looking at alternative models of service delivery.
- 4.4 The 'gap' between expenditure and resources for 2018/19 of £1.696m arises from the factors set out in the table below:-

<u>CHANGES TO BASE BUDGET</u>	£'000
<u>ADDITIONAL INCOME</u>	
Fees and Charges	114
TOTAL ADDITIONAL INCOME (A)	114
<u>ADDITIONAL EXPENDITURE & LOSS OF INCOME</u>	
Reduction in Government Funding	471
Government funding re Business Rates Baseline	(112)
New Homes Bonus - Revised Scheme	518
Provision for Pay Awards	301
Incremental Pay Rises for Staff	64
Superannuation increase in employers contribution	296
Price Increases e.g. energy, fuel, rates, insurances, supplies & services	46
Adjustments re One-Off items in 2017/18	126
TOTAL ADDITIONAL EXPENDITURE AND LOSS OF INCOME (B)	1,710
<u>OTHER ITEMS</u>	
<u>NEW PRESSURES</u>	
Castle House Project - holding costs in respect of the Civic Offices	(100)
Other New Pressures, e.g. debit/credit card charges, insurance premiums, reduction in summons costs	200
TOTAL NEW PRESSURES (C)	100
NET INCREASE IN BASE BUDGET (B + C- A)	1,696

- 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 £1.696m "Gap". Some consist of savings in expenditure whilst others involve increasing income. These proposals total £1.696m and are summarised in the table below and set out in detail at Appendix C:

Category	Amount £'000	Comments
Procurement	50	Rationalisation of Multi-Function devices and negotiation of contract pricing
Staffing Efficiencies	470	No redundancies are anticipated to arise from these proposals
Good Housekeeping Efficiencies, General Other Savings, Changes in Base Budgets	289	Various savings arising from more efficient use of budgets
Alternative Sources of Finance/ Other Savings	817	New Homes Bonus funding, savings from negotiated contribution rates and advanced payments of superannuation contributions, effect of forecast Council Tax Base increase, savings from Parish Council concurrent functions contributions, capitalisation of equipment purchases. An increase in Council Tax of £5 per band D property (equivalent to 2.7%).
Other Areas of Savings	70	These include payment of town centre CCTV costs by the Business Improvement District and savings associated with the Council's Digital Delivery project
Total	1,696	

- 4.7 Cabinet recommends an increase in council tax for 2018/19 of £5.00 from the 2017/18 amount (an increase of 2.70 per cent), which is within 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	£5 (2.70%) increase	
	Annual Increase £ p	Weekly Increase £ 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	0.20

- 4.8 Noteworthy activities which are planned to achieve Council Plan outcomes in 2018/19 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	1,696	4.4
Savings/Increased Income	(1,696)	4.6
BUDGET SHORTFALL ('GAP')	0	

- 4.10 The Council has accepted the government's offer of a four year funding settlement, which provides it with provisional allocations for the next two years, 2018/19 and 2019/20. The MTFS assumes that these allocations will be the ones which the Council will receive. Based on the provisional amounts, in 2018/19 funding will reduce by £0.359m, which is a 7.8% reduction compared to the 2017/18 settlement and by a further £0.399m (9.5%) 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 2017/18 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.

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 5 October 2017, 27 November 2017 and 24 January 2018. Following the January FRAPSC meeting, the Committee's comments were fed back to the Cabinet at their meeting on 7 February 2018.
- 6.2 The Cabinet responded by thanking the committee for their comments and scrutiny of the budget and in response to the issue raised regarding the capital budget for the replacement of waste bins in 2018/19 have recommended that this be reduced from £150,000 to £100,000.

7. **Risks**

- 7.1 Appendix 'E' shows the risk assessment in relation to the 2018/19 General Fund Revenue Budget.

8. **Capital Programme 2017/18 - 2018/19**

- 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. The capital expenditure proposed for 2018/19 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 The Council has commissioned a stock condition survey of its operational and commercial buildings and structures. This will identify and cost work that needs to be done in respect of each asset over the next few years, categorising it according to degree of urgency. The survey is not due to be completed until April/May 2018, after the capital programme is submitted to Full Council for approval on 21 February. It is possible that the survey will identify some urgent work which needs to be carried out in 2018/19 and which has not been included in the draft capital programme. Additionally, the cost of already identified works may change. Should this be the case, it will be necessary to reflect this in a revised Asset Management Strategy and Capital Programme in due course.
- 8.3 Attached at Appendix F is the updated capital programme 2017/18 to 2018/19 based on current commitments and agreed schemes plus a number of new schemes which are vital to ensure continued service delivery. New schemes total £1.502m. The remainder of items included in the Programme (totalling £1.047m) relate to continuing expenditure on current schemes, funding for which has already been approved and the externally funded disabled facilities grants.

8.4 The programme for 2018/19 is 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 significant capital receipts arising (and will not now do so until at least towards the end of the final quarter of 2018/19), only a limited programme of schemes can be supported. Accordingly, the programme to be funded from Council resources has been limited to an amount of £1.502m, which is considered to be the most that can be prudently put forward at the present time following an assessment of receipts thought reasonably likely to arise by the end of 2018/19. The schemes included are those which most urgently need to be carried out to ensure continued service delivery or to safeguard income. If the anticipated capital receipts are not forthcoming the Council will have to borrow to fund the expenditure which will have an impact on the Revenue Budget in 2019/20.

8.5 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) In summary, expenditure of £2.549m shown in the proposed programme for 2018/19 at Appendix F comprises:

	£m
(a) New Schemes funded by the Council from Capital Receipts	1.502
(b) New Schemes funded from External Sources (Disabled Facilities Grants)	1.000
(c) Schemes brought forward from the original 2017/18 Programme	0.047
Grand Total	2.549

Funding for Item (c) has already been approved in February 2017 when the 2017/18 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 £'000	Funding £'000	
		External Funding	Capital Receipts
Housing Programme			
Disabled Facilities Grants	1,000	1,000	0
Replacement Vehicles and Equipment			
Vehicles	938		938
Waste Bins	100		100
Baler	25		25
Capitalisation of Equipment Purchases and Repairs previously included in Revenue Budget	160		160
Stock Condition Works			
Jubilee 2 - Stairs, Roof and Glazing Works	80		80
Depot - Garage Workshop	20		20
Car Park Rear High Street Newcastle	60		60
Public Railings Painting	13		13
Roadbridge over former railway, Audley	50		50
Merrial Street - Water main diversions	30		30
Lancaster Buildings	6		6
Commercial Portfolio - Energy Efficiency Works	20		20
TOTAL	2,502	1,000	1,502

- 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 2018/19 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 2018/19 since the underlying strategies remain the same (although Members will note an item elsewhere on this agenda regarding the latter).
- 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 Owing to the impending move to Castle House, the Council's cleaning staff became redundant and as a result costs of around £80k will be incurred in 2017/18 in relation to redundancy payments and associated costs.
- 8.11 It is proposed to capitalise these costs and fund them from capital receipts. This is permitted as a result of the government's rules in relation to the flexible use of capital receipts. These were brought into effect by a Direction made by the Secretary of State for Communities and Local Government in December 2015 that allows local authorities to treat as capital expenditure, expenditure which is incurred that is designed to generate ongoing revenue savings and to use capital receipts to fund that expenditure. Subsequently issued statutory guidance for local authorities in applying the Direction lists criteria for qualifying for capitalisation in this way. These include the following, which are relevant to the Council's case:
- Sharing back office and administrative services with one or more other council or public sector bodies
 - Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation

There will be sufficient capital receipts available to fund this additional expenditure.

- 8.12 The statutory guidance states that decisions to apply the flexible capital receipts rules to particular projects must be disclosed to Full Council to enable transparency and refers to the annual budget setting process as being an appropriate means of doing this. Accordingly, Cabinet on 7 February 2018 considered the funding of these costs and recommended to Council that £80k of redundancy and associated costs in relation to cleaning staff be capitalised to be funded from capital receipts as permitted by the flexible capital receipts rules and recommends Council to add this project to the 2017/18 capital programme to be funded from capital receipts.

8.13 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 £4,506 (in a full year once the projects are complete and operational), which equates to a council tax levy of £0.12, using the 2018/19 council tax base for calculation purposes. This is based on £1.502m additional capital expenditure funded from Council resources and an assumed interest rate of 0.30 per cent. Provision has been made in the 2018/19 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.

9. **List of Appendices**

- A Recommendations
- B Revenue Budget 2018/19
- C Savings and Funding Strategies
- D Actual and Estimated Reserves at 31 March 2017 to 31 March 2019
- E Risk Assessment
- F Capital Programme 2017/18 to 2018/19, including financing of expenditure
- G Key Council Plan Outcomes in 2017/18
- H Key Future Activities in 2018/19

Schedule of detailed recommendations

The following recommendations set out the decisions needed for the Council to set its own budgets and Council Tax for 2018/19.

Recommendations

- (a) That the Revenue Budget for 2018/19 be approved, as set out in Appendix B.
- (b) That the Council Tax at Band 'D' be £190.45.
- (c) That the Capital Programme to 2018/19 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 8.13.
- (d) That Council approve the addition of £80k redundancy and associated costs to the 2017/18 capital programme and that these be funded from capital receipts in accordance with the flexible capital receipts arrangements.
- (e) That the minimum balances requirement be confirmed as £1,300,000, unchanged from a year ago.
- (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 2018/19:
- (i) 36,812 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:

Parish	Base
Kidsgrove	6,702
Loggerheads	1,913
Audley	2,538
Betley, Balterley and Wrinehill	593
Chapel and Hill Chorlton	197
Keele	340
Madeley	1,475
Maer	257
Silverdale	1,489
Whitmore	832

- (g) That the Council Tax requirement for the Council's own purposes for 2018/19 (excluding Parish precepts) is £7,010,840.
- (h) That the following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act:
- (i) £66,794,432 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) £59,224,610 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act.
- (iii) £7,569,822 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) £205.63 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) £558,982 being the aggregate amount of all special items (Parish precepts) referred to in Section 34 (1) of the Act.
- (vi) £190.45 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**

Parish	£ p
Audley Parish Council	246.18
Betley, Balterley and Wrinehill Parish Council	207.71
Chapel and Hill Chorlton Parish Council	205.73
Keele Parish Council	226.28
Kidsgrove Town Council	224.50
Loggerheads Parish Council	211.53
Madeley Parish Council	234.07
Maer Parish Council	209.68
Silverdale Parish Council	209.37
Whitmore Parish Council	221.89

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**

Council Area	Valuation Bands							
	A £ p	B £ p	C £ p	D £ p	E £ p	F £ p	G £ p	H £ p
Kidsgrove Town Council	149.68	174.61	199.56	224.50	274.39	324.27	374.18	449.00
Loggerheads Parish Council	141.02	164.52	188.03	211.53	258.54	305.54	352.55	423.06
Audley Parish Council	164.12	191.47	218.83	246.18	300.89	355.59	410.30	492.36
Betley, Balterley and Wrinehill Parish Council	138.47	161.55	184.63	207.71	253.87	300.03	346.18	415.42
Chapel and Hill Chorlton Parish Council	137.15	160.01	182.87	205.73	251.45	297.17	342.88	411.46
Keele Parish Council	150.85	176.00	201.14	226.28	276.56	326.85	377.13	452.56
Madeley Parish Council	156.05	182.05	208.06	234.07	286.09	338.10	390.12	468.14
Maer Parish Council	139.79	163.08	186.38	209.68	256.28	302.87	349.47	419.36
Whitmore Parish Council	147.93	172.58	197.24	221.89	271.20	320.51	369.82	443.78
Silverdale Parish Council	139.58	162.84	186.11	209.37	255.90	302.42	348.95	418.74
Other Parts of Borough Area	126.97	148.13	169.29	190.45	232.77	275.09	317.42	380.90

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 2018/19 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:-

Preceptor	Valuation Bands							
	A £ p	B £ p	C £ p	D £ p	E £ p	F £ p	G £ p	H £ p
Staffordshire County Council	807.01	941.52	1076.02	1210.52	1479.52	1748.53	2017.53	2421.04
Staffordshire Fire Authority	49.02	57.19	65.36	73.53	89.87	106.21	122.55	147.06
Office of the Police & Crime Commissioner Staffordshire	128.37	149.77	171.16	192.56	235.35	278.14	320.93	385.12

- (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 2018/19 for each of the categories of dwelling shown below:

Council Area	Valuation Bands							
	A £ p	B £ p	C £ p	D £ p	E £ p	F £ p	G £ p	H £ p
Kidsgrove Town Council	1134.08	1323.09	1512.10	1701.11	2079.13	2457.15	2835.19	3402.22
Loggerheads Parish Council	1125.42	1313.00	1500.57	1688.14	2063.28	2438.42	2813.56	3376.28
Audley Parish Council	1148.52	1339.95	1531.37	1722.79	2105.63	2488.47	2871.31	3445.58
Betley, Balterley and Wrinehill Parish Council	1122.87	1310.03	1497.17	1684.32	2058.61	2432.91	2807.19	3368.64
Chapel and Hill Chorlton Parish Council	1121.55	1308.49	1495.41	1682.34	2056.19	2430.05	2803.89	3364.68
Keele Parish Council	1135.25	1324.48	1513.68	1702.89	2081.30	2459.73	2838.14	3405.78
Madeley Parish Council	1140.45	1330.53	1520.60	1710.68	2090.83	2470.98	2851.13	3421.36
Maer Parish Council	1124.19	1311.56	1498.92	1686.29	2061.02	2435.75	2810.48	3372.58
Whitmore Parish Council	1132.33	1321.06	1509.78	1698.50	2075.94	2453.39	2830.83	3397.00
Silverdale Parish Council	1123.98	1311.32	1498.65	1685.98	2060.64	2435.30	2809.96	3371.96
Other Parts of Borough Area	1111.37	1296.61	1481.83	1667.06	2037.51	2407.97	2778.43	3334.12

APPENDIX 'B'

Revenue Budget 2018/19

Topic Area	2017/18 General Fund		2018/19 General Fund		Note
	Estimate	Band D Council Tax	Estimate	Band D Council Tax	
	£	£ p	£	£ p	
Administration Before Recharges to Services	6,720,230	183.91	5,942,480	161.43	a
Less Recharges to Services	(6,720,230)	(183.91)	(5,942,480)	(161.43)	
Total Administration Net of Recharges	-	-	-	-	
Holding Accounts Before Recharges to Services	2,569,160	70.31	2,084,490	56.63	a
Less Recharges to Services	(2,569,160)	(70.31)	(2,084,490)	(56.63)	
Total Holding Accounts Net of Recharges	-	-	-	-	
Central Services	2,959,200	80.98	2,441,950	66.33	b
Cultural Services	3,624,060	99.18	3,520,460	95.63	
Environmental Services	6,855,440	187.61	6,478,910	176.00	c
Planning	1,203,570	32.94	1,344,910	36.53	
Transport	(282,530)	(7.73)	(46,190)	(1.25)	d
Housing	1,378,580	37.73	1,346,340	36.57	
Net Cost of Services	15,738,320	430.71	15,086,380	409.81	
Pensions Liabilities Account - Interest Costs Less Return on Assets	(100,000)	(2.74)	300,000	8.15	b
Investment Properties	(304,320)	(8.33)	(238,500)	(6.48)	
Interest and Investment Income	58,800	1.61	10,170	0.28	
Net Operating Expenditure	15,392,800	421.25	15,158,050	411.76	
Contribution to/(from) Revenue Reserves	221,000	6.05	119,920	3.26	
Contribution to/(from) Capital Reserves	(1,788,740)	(48.95)	(1,942,550)	(52.77)	
Amount to be met from Government Grant and Local Taxpayers	13,825,060	378.35	13,335,420	362.25	
Revenue Support Grant	(1,059,980)	(29.00)	(588,980)	(15.99)	
Other Non-Specific Grants	(1,621,480)	(44.38)	(1,261,680)	(34.27)	
Business Rates Retention Funding	(4,303,940)	(117.79)	(4,494,390)	(122.09)	
Collection Fund Deficit/(Surplus)	(63,320)	(1.73)	20,470	0.55	
Borough Council Tax Requirement	6,776,340	185.45	7,010,840	190.45	
Staffs C.C. Precept		1,142.54		1,210.52	
Fire Authority Precept		71.56		73.53	
Police Authority Precept		181.16		192.56	
Total Council Tax Requirement		1,580.71		1,667.06	

The Council Tax Base used in the above table is 36,812.

Notes

- There has been a significant amendment to the process regarding administration and holding account recharges. Where permitted budgets are now allocated directly to services, as opposed to being recharged to them.
- The pension liabilities account now shows the net interest cost of the pension scheme, in previous years part of this had been shown within non distributed costs (Central Services).
- Environmental Services shows a reduced budget due to significant savings and efficiencies within this area (e.g. Environmental Health and Streetscene).
- The net income due per the Transport budget has decreased due to increased capital charges to this service (impairment and depreciation) and a reduction in car parking income. This also accounts for the increased contribution from capital reserves.

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 2018/19, 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.

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.

2018/19 Savings and Funding Strategies

Ref	Service Area	Description	£000's	% of Budget Line(s)	Detail
Procurement					
P1	Communications	Multi-Functional Devices	50	67.6%	Rationalisation of number of devices following the move to Castle House, and entering into a new contract
			50		
Staffing Related Efficiencies					
S1	All	Flexible Retirements	190	1.2%	Employees approved for flexible retirement
S2	Environmental Health	Health and Safety	12	28.7%	Replacement of Health and Safety Officer post with shared resource (South Staffordshire District Council)
S3	Environmental Health	Restructure	52	5.5%	Minor restructure of Environmental Health section
S4	Finance	Car Leasing Scheme	36	42.4%	Car leases not renewed following expiry
S5	Waste & Recycling	Restructure	20	6.5%	Minor restructure of Waste Strategy section
S6	Streetscene	Restructure	150	8.4%	Restructure of Streetscene, Community Wardens and Parks Attendant Service. This net saving of £150,000 allows for additional resources to be spent on tree work. It also includes full cost recovery from Staffordshire County Council in respect of Highways Ground Maintenance.
S7	Central Services	Staffing	10	9.6%	Minor change following the retirement of the Mayor's Secretary
			470		
Good Housekeeping/General Other Savings/Changes in Base Budgets					
G1	Finance	Subscriptions	20	17.1%	Reductions in corporate subscriptions including CIPFA service for revenues and benefits and the Co-Operative Councils Innovation Network membership
G2	Assets	Public Sector Hub	37	TBC	Remainder of revenue savings from occupation of new public sector hub when compared to occupation of Civic Offices
G3	Assets	CCTV	20	33.3%	Reduction in costs of monitoring and equipment maintenance
G4	Business Improvement & Partnerships	Grants	37	50.0%	Balance of grants budget following the introduction of a Borough lottery to replace current grants process, with proceeds distributed to local good causes and charities
G5	Customer & ICT Services	Reduction in Computer Software Costs	20	4.8%	Reduction in budgetary requirement for computer software costs
G6	Central Services	Council 2018	66	21.6%	Reduction of the number of elected members and reduction in Cabinet members from 7 to 6
G7	Leisure & Cultural	Community Centres	14	25.9%	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

G8	Leisure & Cultural	New Victoria Theatre Grant	10	14.9%	Phased reduction of grant given over a 5 year period agreed as part of the 2015/16 budget setting process
G9	All	Good Housekeeping Savings	50	TBC	Reductions in budgetary requirements for supplies and services
G10	Central Services	Members Expenditure	15	50.0%	Savings re. reduction in Mayoral Allowance of 25% and discontinuation of members' IPAD's scheme
			289		
Alternative Sources of Finance/Other					
A1	Corporate	Superannuation Lump Sum	137	7.9%	Negotiation of contribution rate and discount for payment to the Pensions Actuary in advance of superannuation lump sums
A2	Corporate	Capitalisation	160	TBC	Capitalisation of anticipated equipment purchases
A3	Corporate	Council Tax Base	48	0.7%	Increase in Council Tax Base (forecast increase of 260 residential properties)
A4	Corporate	New Homes Bonus contribution	157	9.7%	Further additional New Homes Bonus funding to be received in 2018/19.
A5	Corporate	Council Tax Increase	184	2.7%	Assumed increase of £5 per Band D equivalent property (£184,000)
A6	Corporate	Parish Council Section 136 Contributions	15	25.0%	Reduction of 25% of the 2016/17 payment made to Parish Councils for concurrent functions as agreed as part of the 2017/18 budget setting process
A7	Corporate	Business Rates	50	1.2%	Additional revenue generated through the Business Rates Retention system
A8	Corporate	Contributions to Earmarked Reserves	66	50.0%	Reduction of contributions to the Cremators and Jubilee 2 equipment replacement funds by 50%
			817		
Other Areas of Savings					
O1	Corporate	Other Areas of Savings	70	TBC	These include payment of town centre CCTV costs by the Business Improvement District and savings associated with the Council's Digital Delivery project
			70		
Grand Total			1,696		

Actual and Estimated Reserves at 31 March 2017 to 2019

Reserve	Actual Balance at 31/3/17 (£000's)	Estimated Net Movement in 2017/18 (£000's)	Estimated Balance at 31/3/18 (£000's)	Estimated Net Movement in 2018/19 (£000's)	Estimated Balance at 31/3/19 (£000's)	Purpose	Notes
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	135	(35)	100	-	100	To meet cost of unforeseen contingencies or for any other purpose approved by the Council	Approved minimum balance is £100,000
Equipment Replacement Fund	481	114	595	85	680	To pay for the replacement of certain items of plant and equipment	
Renewals & Repairs Fund	2	-	2	-	2	To meet the cost of repairs and maintenance of Council owned buildings and structures	
ICT Development Fund	68	56	124	(15)	109	To meet the cost of new IT requirements	Balance committed to finance capital expenditure
Budget Support Fund	269	(119)	150	(35)	115	To support the General Fund revenue budget or to meet the cost of specific items approved by the Council	
Revenue Investment Fund	105	(105)	-	-	-	To fund projects in accordance with corporate priorities	
Conservation & Heritage Fund	45	(5)	40	-	40	To provide grants to owners of historic buildings to maintain their repair	
Museum Purchases Fund	64	-	64	-	64	To purchase exhibits and to conserve and enhance the display of exhibits	
Maintenance Contributions	75	(15)	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	6	-	6	-	6	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	
Business Reserve	442	-	442	(25)	417	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	(57)	82	(43)	39	To meet the costs of the Keele master planning exercise	

Project – Budget Forecast 2018/19 – 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 change in market conditions and demand fluctuations (e.g. recycling and waste)	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 (£191k balance at 31/03/17). £30k contribution to provision included in the base budget.	3 x 3	High	Increase monitoring of collection performance	Exec Dir Resources	N/a
5	Employee budgets – The	Vacancies do not	3 x 3	High	The budget assumes a	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
	budget is discounted on the assumption there will be vacancies. The impact of 1% vacancy is about £160,000	occur leading to additional costs			vacancy factor of 2.0%. This is realistic compared with experience from previous years.					
6	Employee Budgets - The 2018/19 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	Additional unbudgeted	3 x 3	High	Realistic increases	2 x 3	Moderate	None	Exec Dir Op	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
	than allowed for in budget.	costs			included in base budget.		ate		Serv	
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 2018/19. An increase of 1% adds about £160,000 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 Resources	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 Resources	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 Resources	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 Resources	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 2017/18 TO 2018/19

PROJECTS WITHIN CAPITAL PROGRAMME THEMES	2017/18 Est Exp £'000	2018/19 Est Exp £'000	Total Exp £'000	External Contrib. £'000	Council Financing £'000
IMPROVING HOUSING IN THE BOROUGH					
HIP Disabled Facilities Grants	1,000	1,000	2,000	2,000	0
SUB TOTAL	1,000	1,000	2,000	2,000	0
INVESTING IN COMMUNITY FACILITIES					
Footpaths Repairs	25	0	25	0	25
Play Area Refurbishment	56	0	56	0	56
Railings,/Structures, Repairs	25	0	25	0	25
Public Railings Painting	25	13	38	0	38
Crematorium Petal Garden	20	0	20	0	20
Crematorium Monthly Gardens	5	0	5	0	5
Thistleberry Parkway	1	0	1	1	0
Cemetery Memorial Survey Works	10	0	10	0	10
Wolstanton Marsh Improvements	2	0	2	0	2
Pool Dam Marshes Nature Reserve	0	47	47	47	0
S106 Works Lowlands Road	27	0	27	0	27
Jubilee 2 Stairs, Roof and Glazing Works	0	80	80	0	80
SUB TOTAL	196	140	336	48	288
COMMUNITY CENTRES					
Silverdale CC Roof Damage	18	0	18	0	18
SUB TOTAL	18	0	18	0	18
SAFEGUARDING THE BOROUGH'S HERITAGE					
Museum	6	0	6	0	6
SUB TOTAL	6	0	6	0	6
INVESTING FOR THE FUTURE					
Strategic Investment Framework/Markets Software	9	0	9	0	9
Ryecroft Development	3	0	3	0	3
Knutton Lane Depot - Garage Workshop	0	20	20	0	20
Asset Site Disposal Tranche 2 Fees	165	0	165	0	165
New Waste Service - Vehicles, Equipment and Premises	439	0	439	0	439
ICT Projects	72	0	72	0	72
Customer Relationship Management	5	0	5	0	5
Castle House *	3,676	0	3,676	0	3,676
Midway Car Park - Structural Repairs & Lighting Maintenance	20	0	20	0	20
Car Park Rear High Street Newcastle - Stock Condition Works	0	60	60	0	60
Roadbridge over former railway, Audley	0	50	50	0	50
Merial Street - Water Main Diversions	0	30	30	0	30
Lancaster Buildings - Stock Condition Works	0	6	6	0	6
Commercial Portfolio - Energy Efficiency Works	0	20	20	0	20
Subway Improvement Programme	15	0	15	15	0
SUB TOTAL	4,404	186	4,590	15	4,575

VEHICLES PLANT AND EQUIPMENT					
Vehicles	289	938	1,227	0	1,227
Waste Bins	25	100	125	0	125
Baler	0	25	25	0	25
Equipment and capitalised repairs	0	160	160	0	160
SUB TOTAL	314	1,223	1,537	0	1,537
GRAND TOTAL	5,938	2,549	8,487	2,063	6,424

* A small amount of Castle House expenditure may fall into 2018/19, for example in relation to retention payments.

Sources of Funding	2017/18 Est Exp	2018/19 Est Exp	Total Exp
	£'000	£'000	£'000
External Contributions:			
Bettercare Fund (Disabled Facility Grants)	1,000	1,000	2,000
S106 Planning Contributions	16	47	63
Sub Total External Contributions	1,016	1,047	2,063
Council Financing:			
Other Revenue Funds (ICT Devel Fund)	72	0	72
Borrowing (Castle House)	3,677	0	3,677
Capital Receipts	1,173	1,502	2,675
Sub Total Council Financing	4,922	1,502	6,424
Capital Programme	5,938	2,549	8,487

Key Council Plan Outcomes in 2017/18

Reference number	Achievements 2017-18
1.1	The Council's website achieved three stars out of four in the Society of Internet Management (SOCITM) annual assessment of all public sector websites, rising from two stars rating the year before and also received the Plain English Crystal Mark.
1.2	Customer Services has maintained its Customer Service Excellence (CSE) accreditation for the 6 th year, by demonstrating continuous improvement in all areas of the Standard. Customer Services has supported relevant front line services to achieve accreditation, with the Planning Service, Leisure Services and Revenues & Benefits all now achieving accreditation.
1.3	In 2017, improvements have been delivered to the taxi licensing service to make it more responsive to customers, and improve efficiency and process in the back office.
1.4	Environmental Health worked with other agencies to undertake a review of HS2 proposals and also to develop an action plan to improve air quality within the Borough.
1.5	Public Space Protection Orders for dog control implemented across the Borough.
1.6	Undertaken a multi-agency review of licensed premises to protect and safeguard public use of premises and ensured the continuity of service from Licensing Administration.
1.7	A review of the Safeguarding Policy was undertaken this year and a range of Safeguarding training was delivered to Members and staff. There was also a programme of Child Sexual Exploitation (CSE) awareness training to staff, members, partners and taxi drivers.
1.8	With regard to housing, we have removed 174 hazards to health from rented properties. 86 empty homes were also brought back into occupation (focussed on long term empty properties in poor condition with hard to reach owners. 62 residents were supported to live safely and independently by investing in home adaptations (year-end figure projected to be 120).
1.9	Continuation of the national food hygiene rating scheme work for food businesses, with a total of 270 food safety inspections undertaken in 2017-18 with businesses in the borough and improved standards within several, consistently poor performing food businesses.
1.10	Obtained two successful prosecutions in the Magistrates Court for breach of a noise abatement notice with a full investigation costs award to the Council.
1.11	A successful multi- agency investigation of significant fly-tipping incidents and effective removal of the waste at a number of locations across the Borough
1.12	The Domestic Abuse service contract was extended this year, and saw the delivery of awareness campaigns and training to staff, members and partners.
1.13	The council has served a total of 790 pest control clients, 433 Dog clients and seized 50 stray dogs this year to date.
1.14	The Council have also worked with County colleagues to implement the Sustainable Transport Strategy resulting in £700K of investment to improve pedestrian access to the town centre bus station and create the much improved Red Lion Square.
1.15	The Council has worked with the Council's preferred developer Henry Davidson Developments and the County Council to facilitate the redevelopment of the Ryecroft site for a retail led scheme including student accommodation to support the regeneration of the town centre.
1.16	In 2017-18, with the County Council and partners, the Council have worked to complete Castle House which will provide improved customer services with other statutory partners, including an improvement scheme to Queens Gardens.
1.17	Officers have worked to find an alternative delivery provision for the management of Newcastle

	Outdoor Market and have now procured a contract.
1.18	The Newcastle Business Boost Awards has the aim inspiring enterprise activity in the Borough by getting businesses to think more strategically about their future development – thus increasing the wealth and employment opportunities available. In 2017, 18 submissions reached the final stage. The entrants came from a variety of sectors including manufacturing, design, retail, hospitality, transport, recruitment and finance. The value of the prizes awarded was approximately £10,500.
1.19	In 2017, 7 Green Flag Awards were gained for our strategic parks and cemeteries and the Council won the Regional and National Britain in Bloom competition in the small city category.
1.20	The Open Space Strategy and Green Infrastructure Strategies was adopted to support the development of the joint Local Plan, and work was undertaken with community groups and partners to implement the recommendations of the Playing Pitch Strategy.
1.21	Working in partnership with a range of local partners the Council has secured a £165,000 Heritage Lottery funding bid to celebrate the life of Philip Astley in 2018. In addition, match funding was received from the Civic Society (£1,000) and the Weston Loan Fund (£1000) to support the Brampton Museum exhibition in 2018. The New Vic has secured £750,000 Arts Council funding for related events with support from Brampton Museum.
1.22	The Festival of Sport 2017 was a great event which ran throughout the month of May this year offering a variety of sports (17), with 98 activities and events, and encouraging 2,881 participants to engage and involving 127 volunteers.
1.23	Leisure services supported the delivery of the OPCC's SPACE scheme over the summer holidays.
1.24	The Council in partnership with Stoke on Trent City Council continued its preparation of a Joint Local Plan by completing a public consultation on Strategic Options in the summer of 2017 and with the publication of a Preferred Options document that will be the subject of a further consultation in February 2018.

Key Future Activities 2018/19

Reference number	Planned Activities for 2018-19
1.1	In 2018-19 we will see the Council working towards a corporate Customer Service Excellence Accreditation across all service areas.
1.2	It is planned to increase Customer Self – Serve, and drive more services to encourage customers to access them online (to include, web chat, usage of mobile apps, texting, web forms, social media – twitter/face book, improve telephone functionality etc).
1.3	Improvements will continue in the Taxi Licensing service with the development and implementation of a new Taxi policy.
1.4	Implementation of new licensing regulations in relation to houses in multiple occupation which will enable the Council to tackle properties in poor condition and further investment in adaptations to homes of disabled residents to allow them to live independently or be cared for at home.
1.5	Environmental Health will implement the new Air Quality Action Plan.
1.6	The Local Police and Crime Plan for 2017-2020 has been reviewed and the Council will work to assist Office of Police Crime Commissioner (OPCC) to deliver key objectives in the year ahead.
1.7	Officers will assist the OPCC and the County Council with Joint Commissioning of pan-Staffordshire Domestic Abuse service from October 2018.
1.8	Work will continue with implementation of a land disposals programme in accordance with the forthcoming refresh of the Asset Management Strategy.
1.9	Officers will continue working with the Council's preferred developer Henry Davidson Developments and the County Council to facilitate the redevelopment of the Ryecroft site.
1.10	The masterplanning for Newcastle Western Extension in partnership with Staffordshire County Council and Keele University will continue in 2018-19.
1.11	Officers will work with the LEP Education Trust Programme Group to implement the Skills Strategy 2016-2020.
1.12	Compete in the Regional and National Champion of Champions Britain in Bloom competition.
1.13	In 2018/19, the museum will look to secure external funding to redevelop the museum in order to increase access and income thereby improving its sustainability.
1.14	Another Festival of Sport is planned for May 2018 and officers plan to build on the excellent engagement and results from the event in April/May 2017.
1.15	The Council will continue to work with Stoke on Trent City Council on the preparation of a joint Local Plan including public consultation on a draft Local Plan during autumn 2018.