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Chairman: Councillor R.V. Blaney
Vice-Chairman: Councillor D.J. Lloyd

Members of the Committee:

Councillor P.C. Duncan
Councillor R.J. Jackson
Councillor R.B. Laughton
Councillor D. Staples
Councillor Mrs A.A. Truswell (Opposition Spokesperson)

Substitute Members

Councillor Mrs C. Brooks
Councillor P. Peacock
Councillor A.C. Roberts
Councillor T. Wendels

MEETING: Policy and Finance Committee

DATE: Thursday 22 September 2016 at 6.00pm

VENUE: Room G21, Kelham Hall

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Nigel Hill on 01636 655243.

AGENDA

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NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of the **POLICY & FINANCE COMMITTEE** held in Room G21, Kelham Hall, Newark on Thursday, 30 June 2016 at 6.00pm.

PRESENT: Councillor R.V. Blaney (Chairman)
Councillor D.J. Lloyd (Vice- Chairman)

Councillors: P.C. Duncan, R.J. Jackson, R.B. Laughton, D. Staples and Mrs A.A. Truswell.

ALSO IN ATTENDANCE: Councillors: D.R. Payne and Mrs P. Rainbow

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTERESTS BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

The Chief Executive declared an interest in Agenda Item No. 17 – Urgency Item – Masters Programme – as a related party transaction.

3. DECLARATIONS OF INTENTIONS TO RECORD THE MEETING

The Chairman advised that the proceedings were being audio recorded by the Council.

4. MINUTES FROM THE MEETING HELD ON 24 MARCH 2016

The minutes from the meeting held on 24 March 2016 were agreed as a correct record and signed by the Chairman.

5. RECONSTITUTION OF WORKING PARTIES/TASK AND FINISH GROUPS

The Committee considered the report of the Deputy Chief Executive which sought to reconvene the Working Parties / Task and Finish Groups established by the Policy & Finance Committee. Details of the groups which were still operational were detailed in the appendix to the report.

The Committee were also invited to appoint a member to the Local Development Task and Finish Group in anticipation that the Group would be reconvened by the Economic Development Committee.

AGREED (unanimously) that:

- (a) the Working Parties/Task & Finish Groups, as set out in the appendix to these minutes, be reconvened, with the same memberships as detailed; and

- (b) Councillor R.V. Blaney be appointed as the Committee's representative on the Local Development Framework Task Group.

Reason for Decision

To reconvene the appropriate Working Parties/Task & Finish Groups in 2016/17.

6. EQUALITIES UPDATE AND DRAFT EQUALITY AND DIVERSITY STRATEGY 2016-2020

The Access and Equalities Officer presented a report which provided an update on the progress made over the last year towards the Council's corporate equalities objectives and put forward an updated Equality and Diversity Strategy for 2016 – 2020.

In 2013, the Council adopted a new Equality & Diversity Strategy that updated our procedures and objectives and also took into account changes in legislative requirements following implementation of the Equality Act 2010. The Act defined nine protected characteristics and specific duties for public authorities as outlined in the report. It was reported that the Council had a number of projects, initiatives and work streams that contributed to the Equality and Diversity Strategy, which were managed through a Corporate Equalities Working Group. The strategy had also been reviewed and informed by the LGA Equality Framework.

A summary of some of the key pieces of work over the last 12 months was set out in the report. This included the internal audit of equalities, the review of the Equalities Strategy with benchmarking against the LGA equality framework and further promotion of equalities data collection proportionate to need.

The draft strategy for 2016 – 2020 was attached as an Appendix to the report. It had been updated from the previous version to reflect the LGA Equality Framework, updated statistical information and greater explanatory information regarding the ways in which the equality objectives were delivered in practice. Proposals for consultation on the draft strategy were set out in the report. It was proposed that the consultation findings and draft strategy be considered by the Policy & Finance Committee at their next meeting scheduled to be held on 22 September 2016.

AGREED (unanimously) that:

- (a) the report and the progress made against the Council's equality and diversity objectives be noted;
- (b) the Committee's comments be incorporated into the draft Equality and Diversity Strategy 2016 - 20 and proposed consultation activities; and
- (c) consultation findings and a final draft of the strategy be considered by the Committee at its meeting on 22 September 2016.

Reason for Decision

To keep Members informed of progress with the Council's equalities obligations and refresh the Equality and Diversity Strategy for the period 2016 - 2020.

7. PROPOSAL FOR THE TRANSFER OF DISTRICT COUNCIL ASSETS TO SOUTHWELL TOWN COUNCIL

The Director – Communities presented a report which set out proposals for devolving the ownership and responsibility for the operation and maintenance of a range of assets and land currently owned and managed by the District Council to Southwell Town Council. In presenting the report the Director – Communities advised that the latest issues with the Town Council had now been addressed but they would wish for the arrangements to be in place as from August in order that they could approve the final Heads of Terms in July. He also added that one written enquiry had been received following the advertisement regarding the transfer of open spaces, to which an appropriate response had been sent.

A number of meetings had been held between officers of the District Council and Southwell Town Council (STC) to discuss proposals for the devolving of a range of assets, services and land to STC. It was reported that the negotiations had been detailed and had resulted in a range of proposals and counter proposals being exchanged regarding the transfer of the Market Square and market function, King Street and Church Street car parks and the library car park, the public toilets in Church Street and several parcels of land comprising public open spaces. The details of the final proposal presented and accepted by STC were detailed in the report. These proposals had been presented to STC as a whole package and it had been made clear to, and accepted by STC, that individual elements of the package were not available for transfer on their own. It was noted that the transfer of the services and assets to Southwell Town Council, as outlined in the report, would result in an annual budget saving of £21,961.

AGREED (with 5 votes for and 2 against) that:

- (a) the devolution proposals for Southwell Town Council as outlined in section 3 of the report be approved;
- (b) a further clause be added to the Agreement to require that any proposals to reduce or remove the two hour free car parking provision be subject to the prior written approval of the District Council; and
- (c) delegated authority be given to the Director – Communities to conclude the final details with Southwell Town Council, following consultation with the Chairman of the Policy and Finance Committee and the Opposition Spokesperson, to enable both parties to sign the Heads of Terms Agreement.

Reason for Decision

To enable the transfer of the ownership and responsibility for the operation and maintenance of the assets, services and land to Southwell Town Council.

8. THINK BIG LOAN FUND

The Business Manager – Economic Growth and Tourism presented a report which set out recommendations from the Growth Investment Fund Policy group regarding the future direction of the Think BIG Loan fund. The loan fund was introduced in order to provide growth businesses in the district that could not access lending from traditional sources with another option. Whilst the Think BIG Fund had provided fewer loans than expected, there had been a material impact with over 100 new jobs created and further new jobs were planned from loans approved. In total 15 loans have been approved to date. It was noted that the current cost of the fund per job created was £10,164. This calculation was on actual jobs created to date and not anticipated or expected jobs and did not take into account capital and interest repaid to date. As at 31 March 2016, the amount of principle outstanding stood at approximately £675,000. The balance available for future loans at the same date was £1.2m.

AGREED (unanimously) that:

- (a) it be noted that there is still a need for the Think BIG Fund to provide working capital for businesses that demonstrate growth potential and job creation and are unable to obtain bank or other funding;
- (b) the continuation of funding businesses that have a turnover in excess of £1m where there is an opportunity to create higher number of jobs be approved;
- (c) focus should be on providing gap funding, especially up to £100k, where other funders will not lend (the Fund can thereby make a difference in enabling investment and growth to happen);
- (d) the Fund should be extended to earlier stage businesses that have been declined by other lenders and demonstrate good growth prospects, by providing a progressive model of increasing loans against achievement of milestones to evidence progress (such loans will increase the risk of loss to the Council; this would be the cost of encouraging a positive impact on the wider local economy and a limit would be placed on this of up to a total of £150,000 to be loaned under this area, with regular review by the Policy Monitoring Group); and
- (e) funding by way of loan with repayments structured to capability to repay be continued (this could, under certain circumstances, involve interest roll up and capital repayment).

Reason for Decision

To continue to provide support for businesses in the district through the re-focusing of the Loan Fund moving forwards.

9. HOUSING GROWTH: REVISED HOUSING REVENUE ACCOUNT BUSINESS PLAN AND FIVE YEAR DEVELOPMENT PROGRAMME

The Business Manager – Strategic Housing presented a report which set out the recommendations from the Strategic Housing Liaison Panel for a revised Housing Revenue Account Business Plan (HRA BP). The report also sought approval to take forward an initial 5 year council housing (HRA) development programme, delivering an indicative 335 additional homes to meet the housing needs of local residents.

The delivery of new affordable housing continued to be a strategic priority for the Council, with the need to develop a mixed provision of affordable homes to meet the requirements of younger people, families with young children and older people. The report provided an overview of the information that had been presented to the Strategic Housing Liaison Panel, together with the key outcomes and proposals being recommended by the Panel for the Committee's consideration.

AGREED (unanimously) that approval be given to the proposals as set out at paragraph 6.1 of the report.

Reason for Decision

The housing (HRA) development programme will contribute to the Council's housing growth agenda and wider strategic priorities, meeting the evidenced housing need across the district for all tenures and maintain a viable Housing Revenue Account Business Plan.

10. FACILITATING DEVELOPMENT LAND SOUTH OF NEWARK - ADOPTION OF DRAINAGE FEATURES

The Deputy Chief Executive presented a report which sought approval for the Council to adopt a ribbon pond drainage on land South of Newark in order to help facilitate phase one of the development. Land South of Newark was one of the three strategic sites included within the Newark & Sherwood Core Strategy, which aimed to provide a significant element of the growth in the district. Outline planning permission was granted to Catesby Estates (Residential) Ltd in November 2011 for development and in January 2014 a number of variations were made to the permission which sought to address various phasing and delivery issues.

As part of the 2014 variations the development was re-phased to begin at the eastern end. This meant that construction work would begin on the Southern Link Road (SLR) at the A1 which would effectively open up phase one of the residential development. As part of this work the drainage feature – a (balancing) ribbon pond - required to service phase one of the SLR and housing development would be constructed.

It was proposed that the Council would take on the ownership of the balancing pond with a maintenance fee being paid by developer. This would be made up of two parts, the first being the amount the District Council would require to maintain the 'dry' elements of the balancing pond and the second being the amount the Trent Valley Internal Drainage Board would require to retain the 'wet' elements. The fee would be calculated by the current maintenance contributions which the Council and the Drainage Board would charge over a 100 year period. In addition the Council would seek independent advice in respect of the risks associated with adopting the pond and would also enter into a Service Level Agreement with the Trent Valley Internal Drainage Board to maintain the 'wet' elements on its behalf.

AGREED (unanimously) that:

- (a) the transfer of the ribbon pond drainage feature from Urban & Civic to the District Council in the manner set out in paragraph 3.3 of the report be approved; and
- (b) the Deputy Chief Executive be given delegated authority, following consultation with the Chairman and Opposition Spokesperson, to finalise the legal agreements with Urban & Civic and the Trent Valley Internal Drainage Board and to clarify the insurance arrangements.

Reason for Decision

To support the delivery of new development on the Land South of Newark Strategic Site in line with the Council's Core Strategy.

11. CAPITAL PROGRAMME OUTTURN AND FINANCING 2015/16

The Financial Services Accountant presented a report concerning the Capital Programme. The report completed the overall capital programme cycle by linking the actual performance achieved with the Council's Key Objectives. This was in line with the Council's Corporate Capital Strategy that the focus would be on performance monitoring and measurement to see what improvements had been made in the way that the Council managed its assets. A review of completed schemes was attached as Appendix A to the report.

The appendices to the report provided a detailed breakdown of the outturn for all the projects undertaken in the course of the year measured against the latest budget as approved by the Council on 10 March 2016, a breakdown of the year-end financing arrangements and the changes to the Capital Programme since the budget was approved on 10 March 2016.

The Committee were circulated with revised appendices D, E and F which reflected the decision taken by the Homes & Communities Committee in respect of the CCTV relocation project.

AGREED (unanimously) that:

- (a) the outturn position as shown in Appendix B to the report be accepted;
- (b) the following determinations be approved in accordance with the Local Government Act 2003:
 - i) £5,058,270 of the Council's useable capital receipts be applied to meet expenditure incurred for capital purposes as shown in Appendix C to the report;
 - ii) £5,302,692 of expenditure for capital purposes be met out of money produced by other persons as shown in Appendix C to the report;
 - iii) a total of £717,687 be set aside from the revenue account to meet credit liabilities; and
- (c) the Project Variations as detailed in Appendix D and summarised in Appendix E and F to the report be approved.

Reason for Decision

To ensure that the Council complies with the Local Government Act 2003 and to complete the overall capital cycle for 2015/16.

12. DEVELOPMENT FUNDING

The Assistant Business Manager – Financial Services presented a report which proposed that an allocation of funding arising from previous year underspends be retained within the Policy & Finance Committee budget to support the development of the Council's new strategic priorities.

It was proposed to set aside £300,000 as a fund which could be used to support new activity or feasibility work for the new strategic priorities of the Council. The report set out the criteria for funding allocations.

AGREED (unanimously) that the allocation of £300,000 to be used to fund projects within the guidelines set out at paragraph 3.2 of the report be approved.

Reason for Decision

To give the Council flexibility to fund projects that will help address its new strategic priorities.

13. PERFORMANCE MANAGEMENT UPDATE - YEAR END UPDATE 2015/16

The Business Manager – Policy and Performance presented a report which provided the Members with a selection of performance information falling under the remit of the Committee.

AGREED (unanimously) that the report be noted.

Reason for Decision

To keep Members informed of the latest performance information relating to the Policy and Finance Committee.

14. OLLERTON HALL

The Chief Executive presented a report which informed Members of the repurchase of Ollerton Hall. A mediation process with the owner was held on 7 June 2016 and agreement was reached between the parties to transfer the Hall back to the Council.

The Council now needed to consider the options available to ensure that the listed building was brought back into a good state of repair and beneficial use. It was therefore recommended that officers bring a report to the next meeting of the Committee setting out the options for how this might be most realistically achieved.

AGREED (unanimously) that:

- (a) the report be noted; and
- (b) a further report be submitted to the Committee for its consideration once officers have had the opportunity to undertake feasibility work around the options to secure bringing this important listed building back into a good state of repair and use.

Reason for Decision

To keep Members updated on the current situation concerning Ollerton Hall.

15. CORPORATE PEER CHALLENGE

The Chief Executive presented a report which informed Members of the Corporate Peer Challenge for the Council which would take place from 19 to 21 July 2016. The purpose of a Corporate Peer Challenge was to seek a reflection from Local Government Peers as to how well the Council was doing and, where relevant, to identify areas for development or improvement.

The Peer Review Team, led by Stephen Baker the Chief Executive of Suffolk Coastal and Waveney District Council, would carry out a series of conversations and workshop sessions with Officers, Members and external Stakeholders. It would explore the Councils transformation journey and offer constructive views and challenge on what the Council had identified as its future journey. They would also consider whether the Council was organised in an effective way and had capacity to delivery its aims. In this context it was likely to explore whether our current governance arrangements were enabling and driving positive change and helping the Council and district make the most of its opportunities, both alone and in collaboration with others.

AGREED (unanimously) that the report be noted.

Reason for Decision

To keep Members informed of the Corporate Peer Challenge which will take place from 19 to 21 July 2016.

16. URGENCY ITEM - ASSET MANAGEMENT CAPACITY TO SUPPORT THE OFFICE MOVE

The Committee noted the decision to continue the appointment of a consultant to provide both capability and capacity in developing plans for the new office.

AGREED (unanimously) that the urgency item be noted.

Reason for Decision

The consultant has built up intimate knowledge of the scheme and relationships with the contractor and design team and it is considered critical to maintain these through to the build programme.

17. URGENCY ITEM - MANAGEMENT DEVELOPMENT- MASTERS PROGRAMME

The Committee noted the decision to enter into a contractual relationship with the University of Birmingham to provide a Management Development Masters Programme for up to two further cohorts of participants commencing in September 2016 and September 2017.

AGREED (unanimously) that the urgency item be noted.

Reason for Decision

To enable the Council to continue to work with the University of Birmingham to deliver the Masters Programme.

18. GENERAL FUND BUDGET PERFORMANCE REPORT TO 31 MARCH 2016

The Assistant Business Manager – Financial Services presented a report which compared the General Fund Policy and Finance Committee net expenditure for the period ending 31 March 2016 with the profiled budget for the period. The appendices to the report detailed performance against budget for the period to 31 March 2016 for those budgets within the remit of the Policy and Finance Committee.

The total for direct service net expenditure showed an under spend of £698,159 against the profiled budget for the period to 31 March 2016. The detailed performance figures were given in Appendix A to the report and the variations from the profiled budget to 31 March 2016 were detailed.

AGREED (unanimously) that the overall position of the Policy & Finance Committee net expenditure compared to budget at 31 March 2016 be approved.

Reason for Decision

To advise Members of the draft outturn monitored against service budgets for the period ending 31 March 2016.

19. OVERALL GENERAL FUND BUDGET PERFORMANCE REPORT TO 31 MARCH 2016

The Assistant Business Manager – Financial Services presented a report which compared the overall General Fund net expenditure for the period ending 31 March 2016 with the profiled budget for the period. The appendices to the report detailed performance against budget for the period to 31 March 2016 for all General Fund service budgets.

The total for direct service net expenditure showed an under spend of £1,931,448 against the profiled budget for the period to 31 March 2016. This apparent underspend did not include any transactions on capital charges and recharged support services, and did not take account of 'below the line' transactions, such as transfers to reserves etc. The final position for 2015/16 would be reported to the Audit and Accounts Committee in July 2016. The detailed performance figures were given in Appendix A to the report and the variations from the profiled budget to 31 March 2016 were detailed.

AGREED (unanimously) that the overall position of the General Fund net service expenditure compared to budget at 31 March 2016 be approved.

Reason for Decision

To advise Members of the current net expenditure compared to service budgets for the period ending 31 March 2016.

20. EXCLUSION OF THE PRESS AND PUBLIC

AGREED (unanimously) that under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting during discussion of the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 3 and 4 of Schedule 12A of the Act and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

21. MOVING AHEAD UPDATE – CUSTOMER SERVICES DELIVERY

The Committee considered the exempt report presented by the Business Manager-Customer Services and External Communications in relation to proposals for customer services delivery.

(Summary provided in accordance with 100C(2) of the Local Government Act 1972).

22. URGENCY ITEM - OLLERTON HALL

The Committee noted the exempt urgency item in relation to Ollerton Hall.

(Summary provided in accordance with 100C(2) of the Local Government Act 1972).

23. FORMER MUNICIPAL BUILDINGS, 20 BALDERTONGATE

The Committee considered the report presented by the Deputy Chief Executive in relation to the sale of 20 Baldertongate, Newark.

(Summary provided in accordance with 100C(2) of the Local Government Act 1972).

Meeting closed at 7.32 pm.

Chairman

21. **MOVING AHEAD UPDATE – CUSTOMER SERVICES DELIVERY**

The Committee agreed that this item be taken as exempt because employees were still to be consulted over the proposals.

The Business Manager – Customer Services and External Communications presented a report concerning the future delivery of the cashier function in light of the move to the new office building. The new office facilities would be better suited to meet the needs of customers and as key partners were also co-locating into the new offices customers would receive a more joined up service. It was considered that the offices the Council currently rent in the Town Hall did not meet the needs of customers, therefore the Council would cease delivering a service from that location following the move to the new offices. The move from the Town Hall provided the Council with an opportunity to consider replacing the traditional and expensive cashier function with alternative payment methods and to review the customer service provision.

The business case attached as an appendix to the report considered three options; to continue to deliver a cashier service; to cease delivering the cashier function and install a payment kiosk as an alternative to taking payments at cash offices; and to cease delivering the cashier function and offer alternative payment solutions and locations. In considering these three options the business case looked at the financial impact on the Council, the benefits to customers and the Council operations, and compared the alternative methods of payments.

In respect of the third option to cease delivering the cashier function the Members considered that it was a common misconception that the withdrawal of a cashier function would mean that there were no opportunities for customers to pay in cash. It was noted that with this option customers had the choice of 74 locations throughout the district where they could make cash payments. In terms of savings it was noted that this option demonstrated a one off cost of £2,417 with ongoing revenue savings of £41,022. This option offered a return on investment within one month of operation.

AGREED (unanimously)that:

- (a) Option three (to cease delivering the cashier function and offer alternative payment solutions and locations) be chosen as the Council's preferred method of customer service delivery; and
- (b) this option be implemented prior to the move to the new Council offices, with this being implemented by January 2017.

Reason for Decision

This option provides the best outcome for customers in terms of flexibility and variety of payment methods; it also provides the best solution financially for the Council; maximises the opportunity for staff resource to be re-directed to meet customer demand in relation to advice and general enquiries and is in line with the Council's aspirations for its new offices in Newark.

22. URGENCY ITEM - OLLERTON HALL

The Committee noted the decision to repurchase Ollerton Hall for the sum of £288,000.

AGREED (unanimously) that the urgency item be noted.

Reason for Decision

The mediation process required a decision concerning the purchase price to be taken on that day.

23. FORMER MUNICIPAL BUILDINGS, 20 BALDERTONGATE, NEWARK

The Committee agreed that this item be taken as exempt because it contained information relating to offers which had been previously received for the purchase of the property. It would not be appropriate to disclose this information given the Council was to consider remarketing the property.

The Deputy Chief Executive presented a report concerning the current position in respect of the former Municipal Buildings. At their meeting held on 24 March 2016 the Committee agreed that the offer from UK WSL in the sum of £525,000 for the building should be accepted. Unfortunately, the proposed purchaser had now come back to the Council to advise that they did not wish to proceed with the purchase of the property for the reason that the cost of renovating the building was significantly more than they had originally estimated.

It was considered that the Council had three options. Firstly to go back to the remaining parties who submitted offers to purchase the property to see whether they would still be interested in proceeding at the price offered, with the highest bidder being approached in the first instance. Secondly if none of the original parties were willing to proceed or if the Committee did not wish to pursue this option, then the property could be remarketed with immediate effect. A third option was for the Council to undertake basic repairs, decorate, carpet and let out as office suites, creating office space for small to medium businesses and to draw an income from the offices and associated car parking. The income received could be set aside to fund necessary longer term repairs. However, at this stage there was no indication of what costs would be required to bring the property up to a lettable standard in order to achieve this. The report recommended that remarketing the property would present the best way forward.

AGREED (unanimously) that the former Municipal Buildings, 20 Baldertongate, Newark be remarketed as soon as possible with the Chief Executive being given delegated authority to determine whether this should be by way of sale by informal tender or by way of private treaty sale.

Reason for Decision

To determine options in respect of the former Municipal Buildings, 20 Baldertongate, Newark.

EQUALITIES CONSULTATION UPDATE AND DRAFT EQUALITY AND DIVERSITY STRATEGY 2016 - 2020

1.0 Purpose of Report

- 1.1 This report provides Members with an update on the outcome from the consultation undertaken over the summer about the draft strategy, and enables the consideration and approval by the Committee of the Equality and Diversity Strategy 2016 – 2020.

2.0 Background

- 2.1 In 2013, the Council adopted an Equality & Diversity Strategy that updated its procedures and objectives and also took into account changes in legislative requirements following implementation of the Equality Act 2010.
- 2.2 An audit of the Council's policies, procedures and approach in meeting its equalities duties was undertaken during 2015/16 and the outcome of the audit indicated a substantial level of assurance with considerable progress having been made in the Council's commitment to mainstreaming equality duties within the Council.

3.0 The Equalities Act 2010

- 3.1 As a public authority, the Council is required to have due regard to the need to:

Eliminate unlawful discrimination, harassment and victimisation;

Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 3.2 The Equality duty replaced the 3 previous public sector equality duties – for race, disability and gender. The Equality duty covers the following protected characteristics:

- Age
- Disability
- Gender re-assignment
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or belief – this includes lack of belief
- Sex

- Sexual orientation

3.3 It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

3.4 Having ***due regard*** means consciously thinking about the 3 aims of the Equality Duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached such as in:

- how we act as an employer;
- how we develop, evaluate and review policy;
- how we design, deliver and evaluate services; and
- how we commission and procure from others.

3.5 Having due regard to the need to ***advance equality of opportunity*** involves considering the need to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics;
- Meet the needs of people with protected characteristics; and
- Encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

3.6 As a local authority we also have a duty to collect and publish information on service users and our communities with regards to the protected characteristics, considering the impact of the decisions that we make on people with protected characteristics.

3.7 A report to the Committee in June 2016 highlighted: the key pieces of work undertaken by the Council over the previous year; how the Council would ensure ongoing compliance with the Equalities Act; and included a review of the Authority's equality and diversity strategy.

4.0 Draft Equality and Diversity Strategy 2016 - 2020

4.1 Under the duties of the Equality Act 2010 and the Public Sector Equality Duty, a local authority is required to set out its equality objectives every four years. Newark and Sherwood District Council adopted equality objectives in its previous strategy which expires in 2016. It is proposed that the draft strategy (attached as Appendix A) replaces the current document and reinforces the Council's commitment to promoting and valuing fairness, equality and diversity in all that it does.

- 4.2 The objectives have been identified from an analysis of the Council's services and will be the focus of our equality related work for the next four years.
- 4.3 Once adopted the strategy will set out Newark and Sherwood District Council's public commitment of how it plans to meet the duties placed upon it by the equality legislation.
- 4.4 The draft strategy is attached as **Appendix A**. It has been updated from the previous version to reflect the LGA Equality Framework, updated statistical information and greater explanatory information regarding the ways in which the equality objectives are delivered in practice. The purpose of the framework is to help organisations review and improve their performance for people with characteristics protected by the Equality Act 2010.
- 4.5 The proposed equality and diversity objectives for 2016-2020 are:
1. In delivering the Council's priorities and themes we will have due regard to equalities implications through leadership, partnership and organisational commitment.
 2. To improve our services by better understanding our communities through the collection and analysis of information, and engaging with partners to share as appropriate.
 3. To ensure our services are accessible to meet the needs of our citizens.
 4. As an employer promote an inclusive working environment to maintain and develop a modern and diverse workforce.
- 4.6 Equality and diversity issues are integral to the local authority's performance and strategic aims as well as ensuring that there is a strong vision and public commitment to equality across our services. Our key priorities are Prosperity, People, Place and Public Service with equalities cutting across all of them. The proposed Council priorities include a range of activities that will help address inequalities and support vulnerable groups.
- 4.7 By implementing our key priorities and adopting equality objectives we endeavour to embed equalities in how we allocate resources, comply with our public duties, undertake service planning, engage with our communities, plan and monitor services and in procurement.
- 4.8 Implementation of the equality and diversity strategy will be monitored by the corporate equality monitoring officer group, with annual progress reports being presented to Committee to enable Members to retain an overview of how the Council ensures that it meets its equalities objectives.

5.0 Consultation on the proposed equality objectives

5.1 A 6 week consultation was undertaken over the summer on the proposed equality objectives as set out in paragraph 4.5 above. This consultation included:

- An online survey for local residents and stakeholders such as community groups promoted via traditional media and social media;
- An online survey for council staff; and
- Invitations to respond to local equality groups such as Newark and Sherwood Disability Voice and Access Group and the Ollerton and District Disability Action Team supported with officer attendance at meetings where required.

5.2 Consultation findings are set out in Appendix B and summarised below:

- 35 responses from local residents and stakeholders
- 21 responses from employees

5.3 The majority of all respondents agreed or strongly agreed with the proposed equality objectives.

5.4 Feedback from local residents and stakeholders

Questions 1 and 2 (To what extent do you agree or disagree with the proposed equality objectives? Are the equality objectives appropriate, relevant and clear?)

A significant majority of respondents supported the proposed equality objectives and said that the proposed equality objectives were appropriate, relevant and clear.

Question 3 (If you have STRONGLY agreed or disagreed with any of the above objectives, your comment as to why would be helpful)

Responses included:

"The council is trying to address the fact that all people are individuals regardless of race, gender, ability or disability, and should be treated as such. Putting processes in place to try and achieve this should be applauded".

"The council show good commitment to their customers and ensuring their needs are catered for"

Question 4 (Are there any other priorities or objectives that you think should be included?)

Generally none but comments from respondents included:

“Community cohesion seems to be a topical issue at the moment and is perhaps worthy of further consideration in future plans.”

“No but I think there should be a commitment to continually review and adapt to meet the needs of the community”

“Be aware that a lot of services are now only accessible online and not everyone can access online.”

N.B. It should be noted that the Council’s current approach is one whereby it provides services online **in addition** to, and not to the exclusion of other methods of service access/delivery.

Organisations that responded included:

- Newark and Sherwood Disability Voice and Access Group
- Ollerton Disability Action Team
- Newark and Sherwood Council for Voluntary Services
- Laxton Village Hall Management Committee

5.5 Feedback from staff

Questions 1 and 2 (To what extent do you agree or disagree with the proposed equality objectives? Are the equality objectives appropriate, relevant and clear?)

A significant majority of respondents supported the proposed equality objectives and said that the proposed equality objectives were appropriate, relevant and clear.

Question 3 (If you have STRONGLY agreed or disagreed with any of the above objectives, your comment as to why would be helpful)

Responses included:

“If we get it right in the workforce that will help with the way we work for the public”

“I think we do collect a lot of data at the moment but this is often just what we do with it - collect it. We don't always then use that information to inform how we can better improve services or do things differently.”

Question 4 (Are there any other priorities or objectives that you think should be included?)

Generally none, some comments included:

“For our district rurality is an issue.”

“Are these SMART objectives? Can we ever be sure we have met them, how are we going to measure them?”

6.0 Equalities Implications

- 6.1 A full equalities impact assessment has previously been undertaken and was attached to the report to June's Committee. By their nature, the draft objectives should have a positive impact on people with protected characteristics. However, part of the purpose of consultation was to identify if there are any gaps in our objectives and therefore to enable us to have due regard. The consultation feedback indicated support for the Council's proposed equality objectives and no particular issues were identified that justify amendment of the Policy.

7.0 Impact on Budget/Policy Framework

- 7.1 Resources for training are available within the corporate training budget, and some of the other work planned for the next twelve months will be contained within the revenue budget.
- 7.2 Funding for other elements of work to ensure ongoing compliance with the Equalities Act can be found from reserves.

8.0 RECOMMENDATIONS that:

- a) the consultation responses are noted; and
- b) subject to any changes proposed as a result of considering the consultation findings, the Committee approves and adopts the proposed equality and diversity strategy for the period 2016 – 2020 as set out in Appendix A of the report.

Reason for Recommendations

To keep Members informed of progress with the Council's equalities obligations and to finalise and adopt the equality and diversity strategy for the period 2016 - 2020.

Background Papers

Newark and Sherwood District Council Equality and Diversity Strategy 2012-2016

HYPERLINK "http://www.local.gov.uk/equality-frameworks/-/journal_content/56/10180/3476575/ARTICLE" [LGA Equality Framework](http://www.local.gov.uk/equality-frameworks/-/journal_content/56/10180/3476575/ARTICLE)

For further information please contact Ged Greaves on Ext 5231 / John Bullock on Ext 5817.

Karen White
Director - Safety

NEWARK & SHERWOOD DISTRICT COUNCIL

**EQUALITY & DIVERSITY STRATEGY
2016-2020**

FOREWORD

The duties for the Council, contained within the Equality Act 2010, present a challenge for us to continually examine our policies and practices to ensure that all our residents and customers are treated fairly and equally. We welcome this challenge and constantly strive to be more aware and knowledgeable about how age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sex, and sexual orientation affect the experiences of our local communities, both individually and collectively. We also make every effort to raise the profile of equality and diversity issues across the District.

We recognise the importance of fair treatment and equal access to our services and employment opportunities and believe that all equality issues should be included within one document so that they can be mainstreamed into policy formation and service delivery.

We have had regard to the Equalities Framework for Local Government (published in September 2015) in revising the Council's Equality and Diversity Strategy. The Equalities Framework has been used to assist us in delivering our public sector equality duty with particular emphasis on the five key performance areas within the Framework, namely:

- Knowing our communities;
- Leadership, partnership and organisational commitment;
- Involving our communities;
- Responsive services and customer care; and
- A skilled and committed workforce.

This Strategy outlines how we will continue to deliver services in a manner which is fair for all sections of the community we serve and outlines our commitment to making this happen.

Councillor R V Blaney
Leader of the Council and
Chairman of Policy & Finance
Committee

Andrew Muter
Chief Executive

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INTRODUCTION

This Strategy is Newark and Sherwood District Council's latest public commitment of how it plans to meet the duties placed upon it by the equality legislation.

Under the duties of the Equality Act 2010 and the Public Sector Equality Duty, a local authority is required to set at least one equality objective for the organisation every four years. Newark and Sherwood District Council adopted five equality objectives in its previous strategy. This strategy replaces those and reinforces our commitment to promoting and valuing fairness, equality and diversity in all that we do.

This latest strategy includes refreshed and renewed equality objectives to help us meet our equality duties and to bring about positive change. The objectives have been identified from an analysis of our services and will be the focus of our equality related work for the next four years.

As a public authority, Newark & Sherwood District Council is required to have due regard to the need to:

- **Eliminate unlawful discrimination**, harassment and victimisation;
- **Advance equality of opportunity** between persons who share a relevant protected characteristic and persons who do not share it; and
- **Foster good relations** between persons who share a relevant protected characteristic and persons who do not share it.

The Equality duty covers the following protected characteristics:

- Age
- Disability
- Gender re-assignment
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or belief – this includes lack of belief
- Sex
- Sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Having **due regard** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached such as in:

- how we act as an employer;
- how we develop, evaluate and review policy;
- how we design, deliver and evaluate services; and
- how we commission and procure from others.

Having due regard to the need to **advance equality of opportunity** involves considering the need to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics;
- Meet the needs of people with protected characteristics; and
- Encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

2.0 A PICTURE OF NEWARK & SHERWOOD

2.1 The Council's Priorities

We reviewed our strategic priorities in 2016 and have continued our efforts around four corporate themes: **Prosperity, People, Place and Public Service.**

Detail on each of our priorities is set out in Appendix 1.

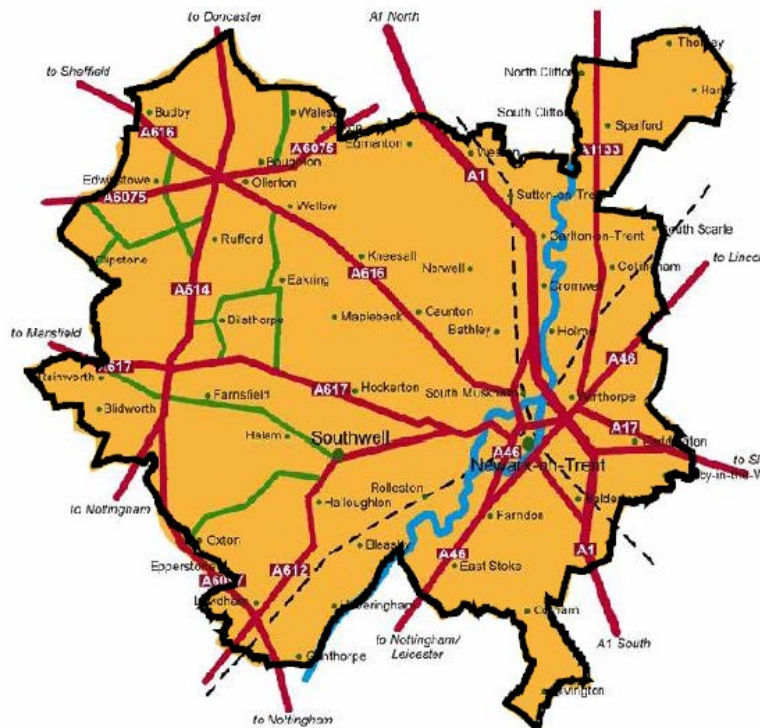
2.2 Demographic Picture of the District

DISTRICT PROFILE – The Geography of Newark and Sherwood

The District of Newark and Sherwood, at over 65,000 ha, is the largest in Nottinghamshire, covering nearly one third of the County. The District comprises much of the central and eastern parts of rural Nottinghamshire, with the more urbanised parts of the County, including the Nottingham and Mansfield conurbations, lying to the west. Lincolnshire adjoins the eastern boundary of the District, with Lincoln to the north-east and Grantham to the southeast.



The District is home to approximately 114,800 people. There is a dispersed pattern of settlement. Newark is the largest town but most of the settlements are small. Most of the District is open countryside in agricultural use.



Key data tables are shown in Appendix 2.

3.0 **STATISTICAL INFORMATION**

3.1 **Information sources**

2011 Census Key Statistics for Newark and Sherwood District, including reference tables and accompanying interactive data visualisations detailed below, can be found at:

<https://www.ons.gov.uk/census/2011census/2011censusdata/2011censusinteractive>

Socio-Economic information and statistics, also including population and age structure information, in Newark and Sherwood District can also be found at:

<http://www.newark-sherwooddc.gov.uk/business/economicinformationanddistrictprofile/>

3.2 **Particular equality groups**

Demographic information from the 2011 Census provides a breakdown of the district's population within particular equality groups. This includes, for example:

- Usual resident population – Newark and Sherwood has a usual resident population of approximately 114,800 people, of which 49.3% are male and 50.7% are female
- Age structure – 19% of the population are aged 65 or over and 20.6% are under 18
- Marital and civil partnership status – 51.7% of the districts population are married or in a registered same-sex civil partnership
- Dependent children, adults not in employment, those with disability and/or long-term health problems – 27.5% of households having one person with a long-term health problem or disability.
- A range of tables on ethnicity, national identity, country of birth, passports held, the percentage of households with English as a main language.
- Religion – 66.1% of local residents describe themselves as Christian and 25.6% state they have no religion.
- Health and provision of unpaid care
- A range of tables on economic activity, hours worked, industry and occupational characteristics each broken down by gender
- A range of tables on socio-economic classification, ethnic diversity, country of birth, year and age of arrival, length of residence in the UK, detailed religion.

The overall population of Newark and Sherwood is an ageing one, with people of 65 years and over making up nearly a fifth of the population. This contrasts with Nottinghamshire (18.2%), East Midlands (17%) and England (16.55%).

The wards with the largest proportions of 65 years and over are Balderton North (23.02%), Cauntton (21.37%), Collingham and Meering (27.39%), Edwinstowe (22.90%), Farnsfield and Bilsthorpe (20.49%), Muskham (20.67%), Southwell East (24.13%), Southwell North (28.76%), Southwell West (21.59%), Sutton on Trent (20.79%), Trent (22.24%) and Winthorpe (21.18%).

There are also areas of the district where young people (under 16 years) represent more than a fifth of the population. These include Beacon (20.20%), Bridge (20.30%), Clipstone (23.07%) and Devon (22.28%) wards.

These are particular issues of consideration for the Council in service planning, development and delivery. Total population and age groups of Newark and Sherwood and comparator areas are shown in Appendix 2.

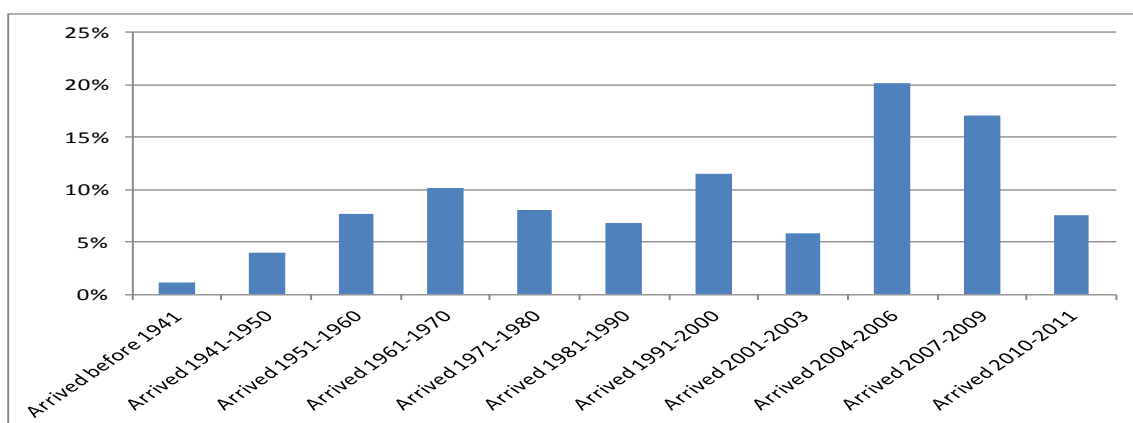
While there are concerns about how the district would cope with a growing population and changing demographic, there is also the need to recognise that increased population can also bring with it a more diverse community and more opportunities.

In considering the ethnicity of Newark and Sherwood's population, the 2011 census showed that just over 5.8% of the population originated from outside of the UK, a comparatively low level when compared to the East Midlands (14.6%) and England (20.2%) averages.

The ethnicity of Newark and Sherwood and comparator areas are shown in Appendix 3.

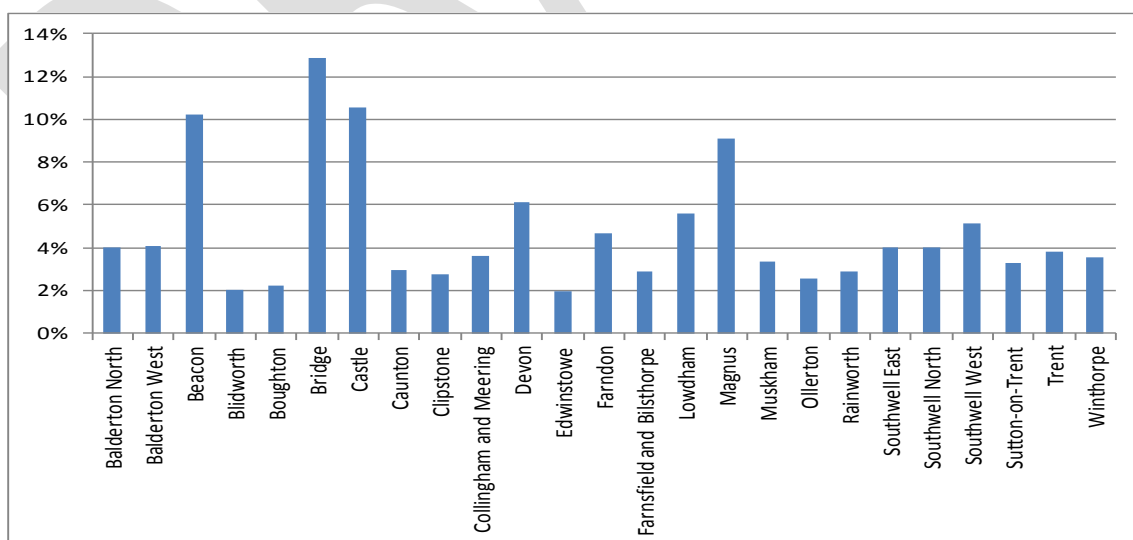
Since the 2001 Census there has been a 50% increase in the number of residents born outside of the UK, bringing the total number in Newark and Sherwood to 5,650 (5% of the population of Newark and Sherwood). Figure 1 shows the number of people born outside of the UK living in Newark and Sherwood as a percentage of the total people born outside of the UK by the year they arrived in the country (earlier years will be an underestimate of the number arriving due to a number of people born outside of the UK no longer being resident in Newark and Sherwood). There was an increase in immigration to Newark and Sherwood between 2004 and 2009. Twenty percent of those born outside the UK arrived in the country between 2004 and 2006, with a further 17% arriving between 2007 and 2009.

Figure 1



At a ward level, the percentage of the population born outside of the UK exceeds 10% in Beacon, Bridge and Castle wards (Figure 2).

Figure 2



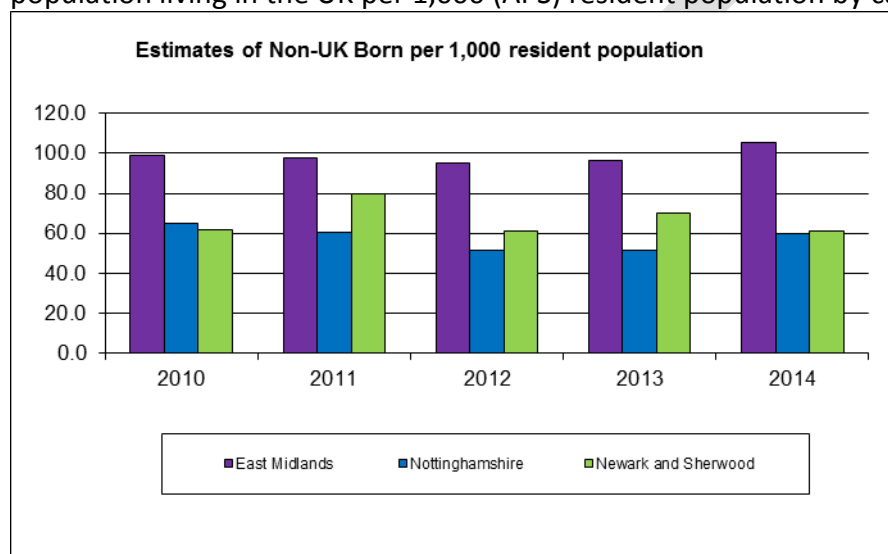
Although ethnic minority groups still remain relatively small in the district there have been some recent noticeable trends of international migration into the area that need to be measured and monitored in order to understand the impact on the local population and to address any change in the needs of local communities.

Although currently there is no single data source that provides comprehensive information on migration at national, regional and local levels, there are some sources that provide valuable insight into the situation.

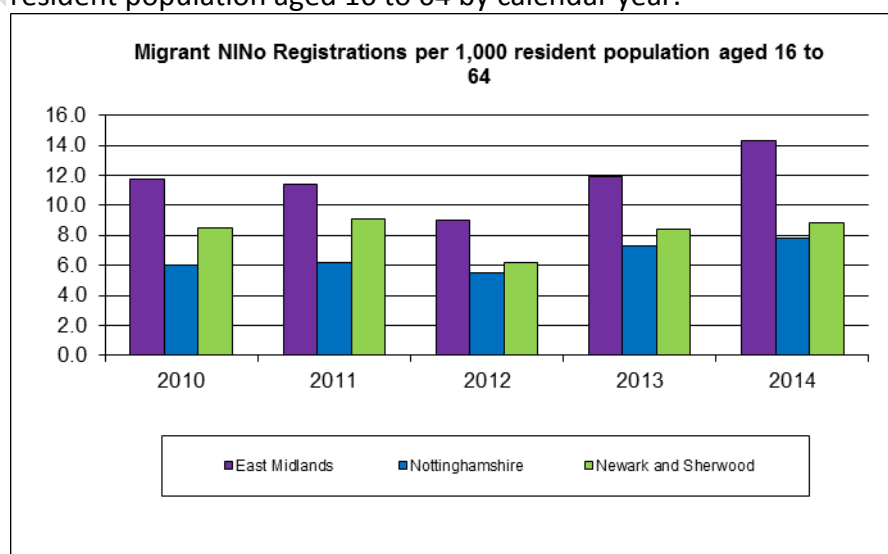
The Migration Indicators Tool enables comparison of data published by the Office for National Statistics (ONS), National Records of Scotland (NRS), Northern Ireland Statistics and Research Agency (NISRA), the Department for Work and Pensions (DWP) and Patient Register Data Services (PRDS) to gain an indication of migration at a local level. Appendix 4 lists data for the following four measures of migration:

Estimates of Non-UK Born per 1,000 resident population

Non-UK Born Population: Figures presented show the estimated non-UK born population living in the UK per 1,000 (APS) resident population by calendar year.



Migrant National Insurance Number (NINo) Registrations: Figures presented show the number of NINo allocations to adult overseas nationals entering the UK per 1,000 resident population aged 16 to 64 by calendar year.



The following are some of the benefits of this in-migration:

- Newark and Sherwood's population is getting older, meaning that more working age people are needed to support the growing local economy.

- There is a current shortage of highly-skilled people in key sectors such as the NHS, public services and the IT industry which is partly being met by new migrant workers.
- As Newark and Sherwood's population becomes more highly skilled, educated and elderly there may be more jobs that people choose not to do because they are viewed as less attractive. Migrant labour is meeting some of this demand.

As Newark and Sherwood's population size and composition continues to change there is a need to be aware that community identity and cohesion can be challenged by more diversity in the population if new residents are not effectively welcomed into the area and become part of the new fabric of the community. There is a need to encourage social inclusion by enabling different groups of people to feel valued, have equality of opportunity and ensure they get on well together. An aspect of this process of inclusion is providing the necessary infrastructure and services needed by new residents for a good quality of life.

Overall there is the need to monitor the impacts of population growth that has already occurred in order to prevent some of the negative effects of future growth. Emphasis should be placed on holistic planning with local communities in Newark and Sherwood in order to efficiently and effectively address the social, economic, environmental and infrastructure needs of the present and future population.

Sexual orientation and Transgender data is often difficult to obtain at both national and district level. Obtaining detailed information and statistics on the transgender population is very difficult to collect as this has never been systematically done before and also because people are reluctant to identify as transgender for fear of discrimination. Further information may be available from national organisations that work on transgender issues including Stonewall, www.stonewall.org.uk The Gender Trust, www.gendertrust.org.uk and GIRES www.gires.org.uk/

3.3 Regular Consultees/Groups that Inform Service Delivery

The Council will use consultation with its customers, service users, and representative groups where appropriate to inform its service delivery and policy reviews and formulation.

3.4 How we have Consulted over Development of the Equality and Diversity Strategy

The Council's proposed equality objectives have been placed on the Council's website for consultation. They have also been made available in other reasonable formats for those who would prefer not to complete a response online. Specific groups representing persons with protected characteristics that the Council currently has engagement with have also been consulted. It is one of the Council's proposed equality objectives to develop our engagement with communities and representative groups in respect of equality issues.

4.0 OUR EQUALITY OBJECTIVES

- 4.1 We have chosen the following Equality Objectives to help us meet our equality duties and to bring about positive change. The Objectives have been identified from an analysis of our services and will be the focus of our equality related work for the next four years.

Equality Objective 1: In delivering the Council's priorities and themes we will have due regard to equalities implications through leadership, partnership and organisational commitment.

How we will deliver this:

Strategic leadership – both political and managerial – is key to establishing our vision for equality and improving equality outcomes. Councillors and senior managers in particular have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across our services. Our key priorities are Prosperity, People, Place and Public Service with equalities cutting across all of them.

Partnership working with health, police, fire and rescue services, and the voluntary and community sector is key to our work. We can better address local inequalities and improve the life chances of different groups by pooling information, resources and action planning.

Our approach to equalities is embedded in how we allocate resources, comply with our public duties, engage with our communities, plan and monitor services and in procurement.

Equality Objective 2: To improve our services by better understanding our communities through the collection and analysis of information, and engaging with partners to share as appropriate.

How we will deliver this:

Services can be improved by informing policies, procedures and other actions through sound evidence and research around the needs of our communities. This principle also applies to our work to promote equality and diversity. Good equality analysis enables the Council to understand differences and identify where there are gaps in outcomes and opportunities for different communities, including those sharing the protected characteristics, in key areas of life.

We will endeavour to make use of national as well as local data and share evidence with other public sector bodies, where possible. Measuring the gaps in outcomes and opportunities is a foundation of identifying local priorities and provides an evidence base both for decisions about service policy and delivery and for monitoring the effects of these decisions on local communities. The proportionate and needs-based collection and analysis of equality-related data ensures that our work is factually informed rather than based on assumptions or stereotypes. To enable us to know our communities, we will endeavour to collect, analyse and use information and share information between partners including where council services are provided through different delivery vehicles such as partnership working and services delivered by other organisations.

Equality Objective 3: To ensure our services are accessible to meet the needs of our citizens.

How we will deliver this:

Our services must meet the needs of a diverse range of local communities and individuals. The Census 2011 and other data show that the social and economic characteristics of our communities varies across the district and over-time. Our understanding of our communities together with our collaborative working enables us to proactively target resources to where they will be most effective, for example in meeting the needs of vulnerable people or communities and delivering good equality outcomes.

We are modernising our services through new and more appropriate facilities, digitizing services to improve our processes for our customers and co-locating with key partners.

Users of our services are treated with dignity and respect. Access and Human Rights considerations lie at the heart of our approach to customers and communities.

Equality Objective 4: As an employer promote an inclusive working environment to maintain and develop a modern and diverse workforce.

How we will deliver this:

Our work to promote equality and diversity also extends within our organisation through our role as an employer. We aim to ensure that our human resources (HR) policies and procedures reflect notable practice in equality and diversity, and that anyone who applies to the Council or who works for it feels confident that they are treated fairly.

Our approach to ensuring a modern, committed and diverse workforce includes:

- Workforce diversity
- Workforce strategy
- Workforce monitoring
- Equality analysis/impact assessment
- Staff engagement
- Promoting an inclusive working environment
- Equal pay
- Harassment and bullying
- Appraisal
- Learning and development
- Agile working.

5.0 RESPONSIBILITY, MONITORING & IMPLEMENTATION

5.1 Areas of Responsibility

Council Members have a central role to play in ensuring that equality issues are integral to the local authority's activities.

The Council's Corporate Management Team has responsibility for corporate policy on equality and diversity issues and monitoring performance against agreed targets.

Individual Business Units are responsible for undertaking Equality Impact Assessments for areas of policy and service delivery (where they are appropriate and necessary) and collecting and monitoring feedback from customers. Business Managers are responsible for ensuring their Business Units meet the Council's commitments under this Strategy.

All Committee reports contain reference to equalities and where it is appropriate or relevant to do so an EQIA will be carried out and its findings captured in the report. Within their role Council Members are expected to consider the equality implications associated with any relevant decisions that they take. Examples of relevant decisions include but are not restricted to introducing a new service, the cessation of a service or change of a council policy that has an impact on service users.

An annual report on equality issues will be made to the relevant Council committee and will be available to the public.

5.2 All employees of the District Council are expected to conduct their duties with the highest standards of integrity and with due regard for their responsibilities under the Equality legislation.

The Chief Executive, Deputy Chief Executive, Directors and Business Managers will have responsibility for ensuring:

- implementation of the Equality & Diversity Strategy;
- that due regard is given to the equality objectives and ensure their inclusion in service plans and service reviews where appropriate and relevant;
- that EQIAs are completed (where appropriate) in a timely manner and equality implications set out within reports (e.g. Committee/Council reports) to ensure that decision makers are appropriately informed;
- training all employees appropriately to raise and update their awareness of equality and diversity issues and to enable them to tailor services to the needs of all their customers;
- regular monitoring and evaluation of services provided to customers;
- information and publicity materials aimed at the public are clear and understandable, non-offensive in their use of language and images and available in other formats and whenever appropriate in other languages, including British Sign Language;
- all contractors and organisations providing services on behalf of the Council have equality policies covering both service delivery and employment;

- as far as is reasonably practicable that the Council's public buildings will be accessible to disabled people.

5.3 Use of Equality Impact Assessments

Equality Impact Assessments (EQIA) are tools which public bodies may use to make sure their policies and the way services are delivered are intended to and do meet the needs of everybody. They may not be necessary in all cases however, where relevant they provide a systematic way of assessing the effects of policies and practices in respect of persons who share relevant protected characteristics.

Where an EQIA is used it will assist in determining whether any mitigating action is necessary and will be taken. There are four possible outcomes which can arise from undertaking an EQIA:

- | | |
|-------------------------------|---|
| 1. No major changes | The Policy is robust and there is no potential for discrimination or an adverse effect. All opportunities to promote equality have been taken. |
| 2. Adjust the policy | The EQIA has identified potential problems or missed opportunities. Adjust the policy to remove barriers or better promote equality. |
| 3. Continue the policy | The EQIA identifies the potential for adverse impact or missed opportunities to promote equality. It clearly sets out the justification for continuing with it and this must be recorded in the EQIA and must be in line with the duty to have due regard. For the most important policies, compelling reasons must be given. |
| 4. Stop and remove the policy | The policy shows actual or potential unlawful discrimination. It must be stopped, removed or changed. |

Reference to equality implications should be made in each report submitted to a Committee or meeting of the Council to ensure that decision makers are appropriately informed of any such implications in advance of taking a decision.

Council Members will have regard to equality implications as part of their decision making process.

5.4 Customer Comments

If any customer considers that they have been the subject of unequal treatment, they may make a complaint using the Council's Customer Comments Procedure.

We will monitor customer comments (compliments, complaints and suggestions) to identify if they relate to equality issues. If they do, then the equality concern will be reported to the Council's Equalities Working Group.

The Council recognises that excellent customer services is at the heart of our business and is committed to providing this.

COUNCIL PRIORITIES, THEMES AND OBJECTIVES

The Council uses **People, Place, Prosperity and Public Service** as themes to frame its strategic priorities and these themes are of equal importance. These themes are used to illustrate the impact of four groups of strategic priorities:

- Homes
- The economy
- Safety and cleanliness
- Healthiness

Activities under the four groups of priorities are set out below:

Homes

- Develop more affordable housing by making maximum use of Section 106 contributions, by acquiring or developing new homes, by reducing the number of empty homes, by bringing forward brownfield land and by recognising that different models and definitions of 'affordable housing' could increase the scope and choice in housing
- Develop a mixed provision of affordable homes which includes starter homes serving the needs of younger people, families with young children and homes for older people
- Increase the availability of supported housing and extra care, ensuring that these choices are extended as widely as possible
- Establish a development company to act as a vehicle for new housing developments
- Develop our lettings policies to maximise support for local people
- Review the Council's own stock and land to encourage appropriate growth and development
- Ensure that planning policies include scope for small-scale development in villages and smaller settlements where the community are in support
- Provide support and signposting to relevant support services and agencies
- Prevent homelessness wherever we can and support which help people manage and prevent indebtedness
- Review the way in which all council policies and services support the most vulnerable in our community

The Economy

- Facilitate events which improve access to jobs and apprenticeships for local people
- Directly engage with schools and colleges on training choices, careers advice and business brokerage
- Develop a scheme of business ambassadors
- Review of the Community Infrastructure Levy to ensure that jobs creation and economic investment are not deterred, including a review of the '123' list and Infrastructure Development Plan
- Support inward investment activities, most especially 'warm leads' and consider direct investment to create appropriate step-up and incubator units
- Improve the promotion of tourism including the development of online and printed media - merge
- Stimulate the development (and coordination) of the Sherwood Forest Regional Park and major projects with the Sherwood Forest Trust and partners
- Support lobbying and feasibility studies to bring the Robin Hood Line into use

- Support and lobby for plans to improve the A46, the associated junctions and roundabouts and , the Newark Southern Link Road
- Support the creation of 'travel to work' solutions to connect people to employment opportunities
- Develop the role and impact of the National Civil War Centre
- Work to bring coherence to heritage and landscape strategies and forums for the Sherwood Forest area
- Review our strategies to promote tourism and the visitor economy so that they are integrated with heritage and landscape strategies and develop measures to retain and disperse visitors within the district
- Support the roll-out of broadband into all communities
- Work to secure a solution to bring forward the redevelopment of the Robin Hood Hotel in Newark and Ollerton Hall

Safety and Cleanliness

- Review the use, location and investment in CCTV
- Counter and reduce anti-social behaviour
- Carry out preventative work through Family Intervention Programmes to reduce the impact of costly and entrenched social problems
- Tackle fly-tipping and dog-fouling and encourage reporting and a robust approach to prosecuting offenders
- Encourage a greater engagement with Neighbourhood Watch, Community Contracts and Safer Neighbourhood Groups
- Actively support community litter-picks, reporting of litter nuisance and replace bins where this can help to reduce littering
- Roll-out a Garden Waste collection across the district
- Continue to devolve services to local communities and review residual service delivery options
- Review policies to ensure that S106 contributions are used effectively
- Support flood prevention schemes at a local level
- Develop a programme of Neighbourhood Studies to support community renewal
- Review Conservation Area Character Appraisals (CACAs) and Management Plans (CAMPs), and update where necessary

Healthiness

- Develop the district's leisure centres managed through Active4Today to encourage sustainable activity and increase leisure activity across the district
- Work to deliver the Playing Pitch Strategy across the District and develop a strategy to ensure there is adequate provision in all areas, including alternative activity provisions where necessary
- Ensure that Sports Hub proposals for the Newark area are linked to and complementary to all other sports and leisure provision
- Engage with and scrutinise the effectiveness of the Clinical Commissioning Groups and NHS Trusts which serve the District
- Support and participate in policy development to address improved public health and ensure that health promotion and illness prevention activities are supported through the activities of the Council, Active4Today and Newark & Sherwood Homes

In addition, there are a number of corporate priorities which will shape the way in which the Council operates over the coming four years including:

- The commitment to the Community Covenant and specifically the way it shapes the Council's approach to priorities around our lettings policy and support, advice and sign-posting activities
- The need to review central and support services as some activities are reduced or moved into other delivery vehicles
- The ability to increase the range of digital service delivery
- The scope to increase collaboration with neighbouring councils.

DRAFT

POPULATION TABLES

Total population and age groups of Newark and Sherwood and comparator areas are shown in the following tables:

Table: Census 2011 population summary				
	Newark and Sherwood	Notts	East Midlands	England
All people (2011)	114,817.0	785,802.0	4,533,222.0	53,012,456.0
Percentage change from 2001	8.0	5.0	8.7	7.9
Household residents (census) (2011)	112,526.0	774,338.0	4,442,192.0	52,059,931.0
Percentage change from 2001	7.4	4.9	8.5	7.9
All Males (2011)	56,556.0	386,722.0	2,234,493.0	26,069,148.0
Percentage change from 2001	9.1	5.6	9.1	9.0
All Females (2011)	58,261.0	399,080.0	2,298,729.0	26,943,308.0
Percentage change from 2001	7.0	4.4	8.3	6.9

Source: ONS, Census 2011

The table below shows the population by five year age bands. Figures are taken from the 2011 census. Data is shown as a percentage of total population. (Numbers are shown in brackets).

Table: Census 2011 population summary				
	Newark and Sherwood	Notts	East Midlands	England
People aged 0-4 (2011)	5.5 (6,317)	5.8	6.0	6.3
People aged 5-9 (2011)	5.5 (6,267)	5.3	5.5	5.6
People aged 10-14 (2011)	6.0 (6,872)	5.8	5.8	5.8
People aged 15-19 (2011)	6.1 (7,004)	6.1	6.5	6.3
People aged 20-24 (2011)	5.3 (6,061)	5.7	6.8	6.8
People aged 25-29 (2011)	5.2 (5,971)	5.6	6.2	6.9
People aged 30-34 (2011)	5.0 (5,785)	5.7	5.9	6.6
People aged 35-39 (2011)	6.3 (7,216)	6.4	6.4	6.7
People aged 40-44 (2011)	7.7 (8,857)	7.6	7.4	7.3
People aged 45-49 (2011)	7.8 (8,974)	7.9	7.5	7.3
People aged 50-54 (2011)	7.1 (8,143)	7.0	6.6	6.4
People aged 55-59 (2011)	6.4 (7,351)	6.3	6.0	5.7
People aged 60-64 (2011)	7.2 (8,214)	6.8	6.4	6.0
People aged 65-69 (2011)	5.9 (6,722)	5.5	5.1	4.7
People aged 70-74 (2011)	4.6 (5,251)	4.3	4.0	3.9
People aged 75-79 (2011)	3.5 (4,069)	3.5	3.2	3.2

Table: Census 2011 population summary				
	Newark and Sherwood	Notts	East Midlands	England
People aged 80-84 (2011)	2.6 (3,014)	2.5	2.4	2.4
People aged 85-89 (2011)	1.6 (1,804)	1.6	1.5	1.5
People aged 90 and over (2011)	0.8 (925)	0.8	0.8	0.8

Source: ONS, Census 2011

DRAFT

ETHNICITY TABLES

Table: Census 2011 Ethnic Group				
	Newark and Sherwood	Notts	East Midlands	England
White: English/Welsh/Scottish/Northern Irish/British	94.2 (108,208)	92.6	85.4	79.8
White: Irish	0.6 (641)	0.5	0.6	1.0
White: Gypsy or Irish Traveller	0.2 (253)	0.1	0.1	0.1
White: Other White	2.5 (2,856)	2.3	3.2	4.6
Mixed/multiple ethnic group: White and Black Caribbean	0.4 (491)	0.7	0.9	0.8
Mixed/multiple ethnic group: White and Black African	0.1 (133)	0.1	0.2	0.3
Mixed/multiple ethnic group: White and Asian	0.3 (308)	0.4	0.5	0.6
Mixed/multiple ethnic group: Other Mixed	0.2 (228)	0.2	0.3	0.5
Asian/Asian British: Indian	0.3 (366)	0.9	3.7	2.6
Asian/Asian British: Pakistani	0.1 (145)	0.4	1.1	2.1
Asian/Asian British: Bangladeshi	0.1 (73)	0.1	0.3	0.8
Asian/Asian British: Chinese	0.2 (220)	0.4	0.5	0.7
Asian/Asian British: Other Asian	0.2 (232)	0.4	0.8	1.6

Table: Census 2011 Ethnic Group				
	Newark and Sherwood	Notts	East Midlands	England
Black/African/Caribbean/Black British: African	0.2 (166)	0.2	0.9	1.8
Black/African/Caribbean/Black British: Caribbean	0.2 (270)	0.4	0.6	1.1
Black/African/Caribbean/Black British: Other Black	0.1 (63)	0.1	0.2	0.5
Other ethnic group: Arab	0.0 (39)	0.1	0.2	0.4
Other ethnic group: Any other ethnic group	0.1 (125)	0.2	0.4	0.6

Source: ONS, Census 2011

MIGRATION TABLES

Geography	Indicator	2010	2011	2012	2013	2014
East Midlands	Estimates of Non-UK Born per 1000 resident population	98.7	97.8	94.9	96.2	105.3
Nottinghamshire	Estimates of Non-UK Born per 1000 resident population	64.7	60.6	51.3	51.2	59.9
Newark and Sherwood	Estimates of Non-UK Born per 1000 resident population	61.9	79.6	61.4	70.2	60.9

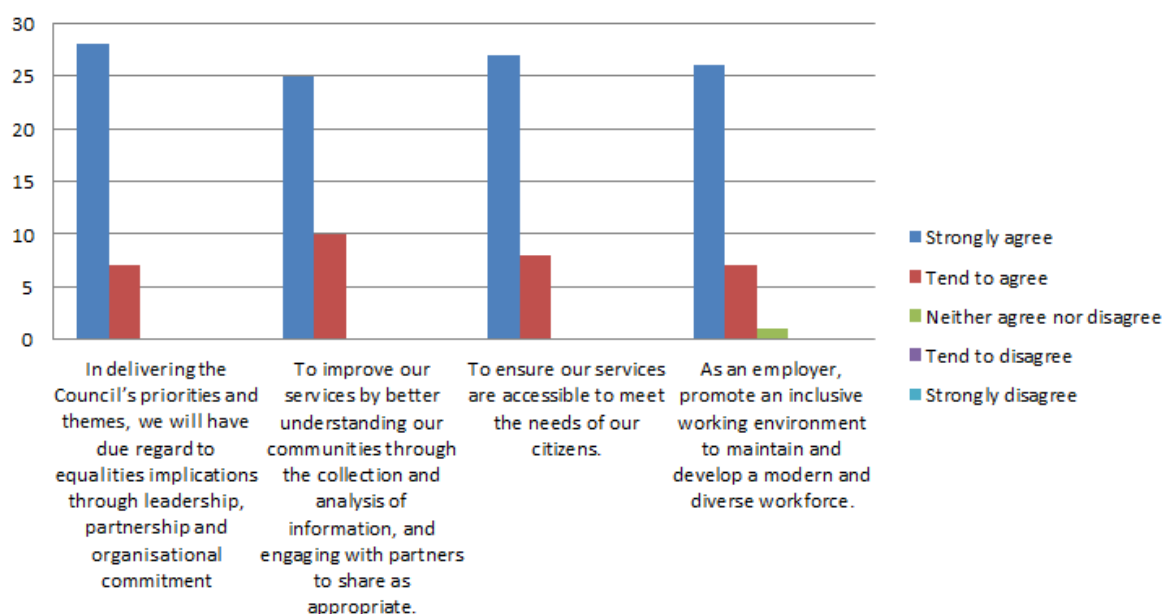
Geography	Indicator	2010	2011	2012	2013	2014
East Midlands	Migrant NINo Registrations per 1,000 resident population aged 16 to 64	11.7	11.4	9.0	11.9	14.3
Nottinghamshire	Migrant NINo Registrations per 1,000 resident population aged 16 to 64	6.0	6.2	5.5	7.3	7.8
Newark and Sherwood	Migrant NINo Registrations per 1,000 resident population aged 16 to 64	8.5	9.1	6.2	8.4	8.8

Draft Equality Strategy and Objectives consultation findings – July/August 2016

Feedback from local residents and stakeholders

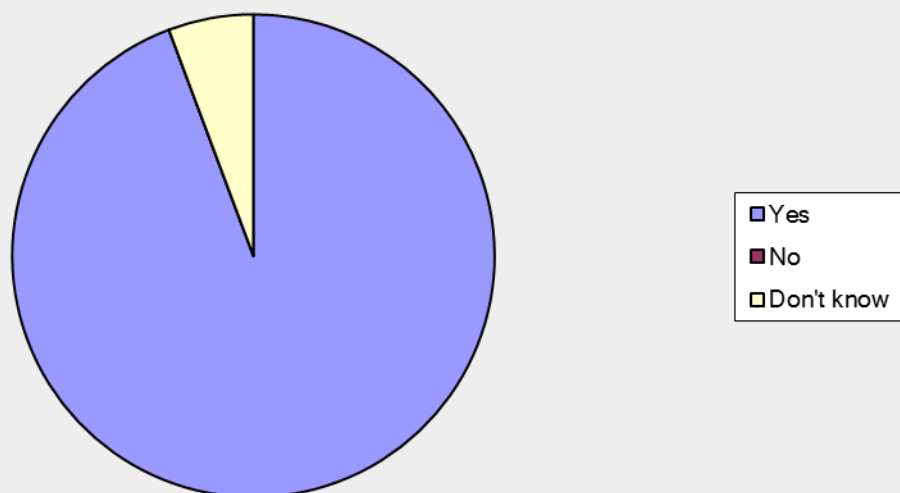
To what extent do you agree or disagree with the proposed equality objectives?						
Answer Options	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Response Count
In delivering the Council's priorities and themes, we will have due regard to equalities implications through leadership, partnership and organisational commitment	28	7	0	0	0	35
To improve our services by better understanding our communities through the collection and analysis of information, and engaging with partners to share as appropriate.	25	10	0	0	0	35
To ensure our services are accessible to meet the needs of our citizens.	27	8	0	0	0	35
As an employer, promote an inclusive working environment to maintain and develop a modern and diverse workforce.	26	7	1	0	0	34
<i>answered question</i>						35
<i>skipped question</i>						0

To what extent do you agree or disagree with the proposed equality objectives?



Are the equality objectives appropriate, relevant and clear?		
Answer Options	Response Percent	Response Count
Yes	94.3%	33
No	0.0%	0
Don't know	5.7%	2
If you answered NO above, please comment why		0
<i>answered question</i>		35
<i>skipped question</i>		0

Are the equality objectives appropriate, relevant and clear?



If you have **STRONGLY** agreed or disagreed with any of the above objectives, your comment as to why would be helpful.

#	Responses
1	The objectives are clearly a positive and I assume there is an action plan to support the objectives
2	When I was at work starting off there was not the help as there is now. I am disabled so when I went for a job all the person who was interviewing saw was my disability. Look beyond the person and not the disability and what the person can bring to the work place.
3	equal opportunities are important, every citizen should be included in all aspects of life
4	The council is trying to address the fact that all people are individuals regardless of race, gender, ability or disability, and should be treated as such. Putting processes in place to try and achieve this should be applauded
5	As a local Authority we have a vital role to play in making sure that all members of society are treated equally.
6	Leadership taking responsibility for this subject is essential if it is to become everyday business for the Council. Accessible services for all just seems like a fair approach to conducting business and should be done as a matter of course.
7	I think more could be done regarding access and some things should be made compulsory, ie alterations and access should not be an afterthought.
8	There must be serious commitment to achieving the objectives and not just lip service to the duty.
9	The council show good commitment to their customers and ensuring their needs at catered for
10	Important to consider equality and diversity.
11	All public organisations should treat all persons the same. All companies should be made to treat all persons equally.
12	Access is important to everyone and equality.
13	It is really important to make sure services and info are accessible to all people irrespective of disability, sensory impairment or communication needs. A diverse workforce will also benefit the public as they will have different areas of expertise and more empathy with those who use services.
14	The objectives are appropriate & I strongly agree with them.

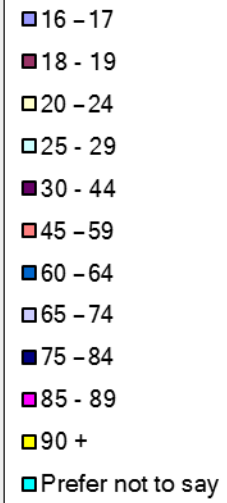
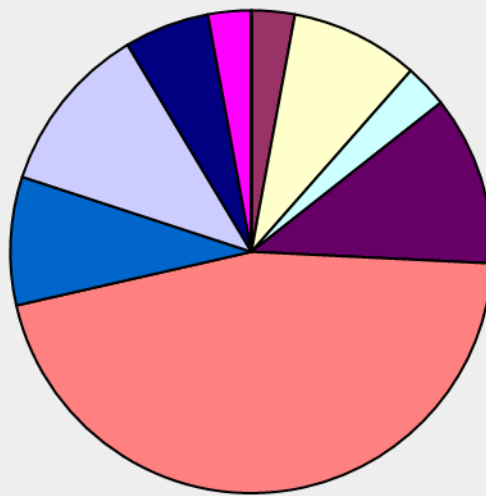
Are there any other priorities or objectives that you think should be included?

#	Responses
1	No
2	I do think we need to be aware of how we communicate with people and the types of media we use. Not making assumptions about the service that people may require
3	No
4	Community cohesion seems to be a topical issue at the moment and is perhaps worthy of further consideration in future plans.
5	no but I think there should be a commitment to continually review and adapt to meet the needs of the community
6	Outdoor activities access.
7	Commitment to accessible housing, public realm and the built environment with a strong planning strategy considering needs of ageing population.
8	That objectives are put into actions.
9	When planning such as hard landscape changes due regard to the needs and abilities of all who will or could be affected.
10	Not to my knowledge.
11	No
12	Rural bus services - an improvement would be helpful. More taxis that take electric wheel chairs because there is only one that is 100% reliable.
13	Be aware that a lot of services are now only accessible online and not everyone can access online.
14	No

If you are responding on behalf of an organisation, please tell us the name of the organisation

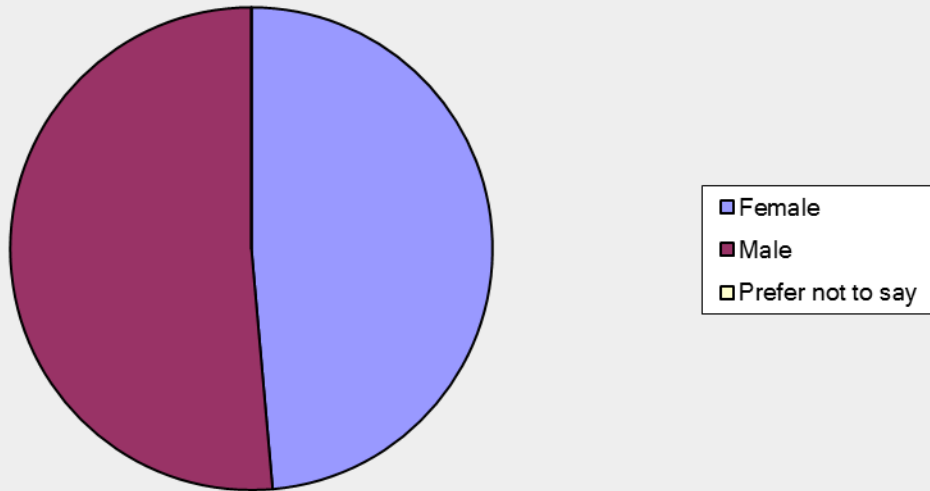
#	Responses
1	NSDC
2	NSDC
3	Not applicable
4	I work at N&SDC
5	NSDC
6	No
7	Laxton Village Hall Management Committee
8	Ollerton Disability Action Team (NEW DAT)
9	Newark and Sherwood Disability Voice and Access Group
10	Newark and Sherwood Council for Voluntary Services
11	N/A

What is your age?



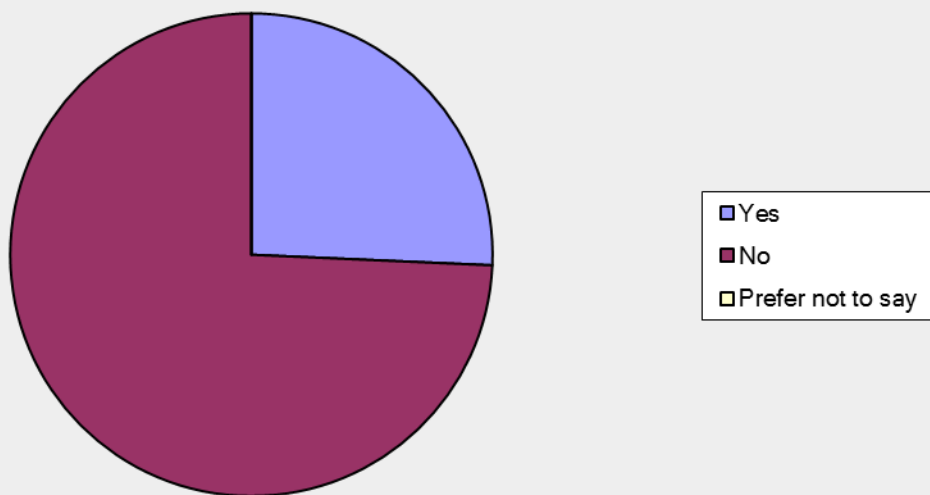
Answer Choices	Responses	
16 - 17	0.00%	0
18 - 19	2.86%	1
20 - 24	8.57%	3
25 - 29	2.86%	1
30 - 44	11.43%	4
45 - 59	45.71%	16
60 - 64	8.57%	3
65 - 74	11.43%	4
75 - 84	5.71%	2
85 - 89	2.86%	1
90 +	0.00%	0
Prefer not to say	0.00%	0
Total		35

What is your gender?



Answer Choices	Responses	
Female	48.57%	17
Male	51.43%	18
Prefer not to say	0.00%	0
Total		35

Do you have a disability?



Answer Choices	Responses	
Yes	25.71%	9
No	74.29%	26
Prefer not to say	0.00%	0
Total		35

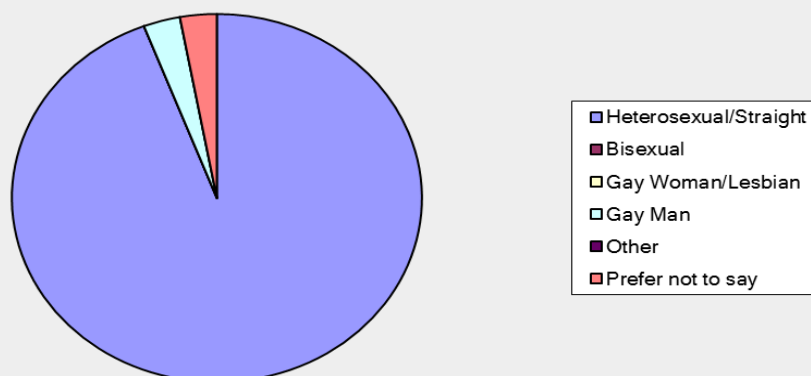
What is your ethnicity?

Answer Options	Response Percent	Response Count
White - English/Welsh/Scottish/Northern Irish/British	97.1%	34
White - Irish	2.9%	1
White - Gypsy or Irish Traveller	0.0%	0
White - Any other White background	0.0%	0
Mixed/Multiple ethnic groups - White & Black	0.0%	0
Mixed/Multiple ethnic groups - White & Black African	0.0%	0
Mixed/Multiple ethnic groups - White & Asian	0.0%	0
Mixed/Multiple ethnic groups - Any other	0.0%	0
Asian/Asian British - Indian	0.0%	0
Asian/Asian British - Pakistani	0.0%	0
Asian/Asian British - Bangladeshi	0.0%	0
Asian/Asian British - Chinese	0.0%	0
Asian/Asian British - Any other Asian background	0.0%	0
Black/African/Caribbean/Black British - African	0.0%	0
Black/African/Caribbean/Black British - Caribbean	0.0%	0
Black/African/Caribbean/Black British - Any other	0.0%	0
Other ethnic group - Arab	0.0%	0
Other ethnic group - Any other Ethnic group	0.0%	0
PREFER NOT TO SAY	0.0%	0
answered question		35
skipped question		0

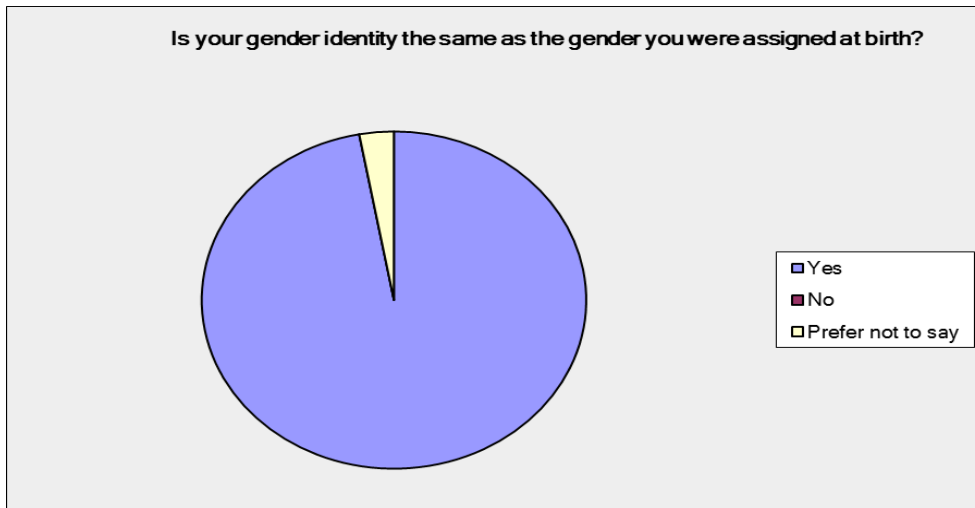
What is your religion?

Answer Options	Response Percent	Response Count
No Religion	33.3%	11
Christian (including Church of England, Catholic, Buddhist	63.6%	21
Hindu	3.0%	1
Jewish	0.0%	0
Muslim	0.0%	0
Sikh	0.0%	0
Prefer not to say	0.0%	0
Any other religious group (please type in)	0.0%	0
answered question		33
skipped question		2

What is your sexual orientation?



Answer Choices	Responses	
▼ Heterosexual/Straight	94.29%	33
▼ Bisexual	0.00%	0
▼ Gay Woman/Lesbian	0.00%	0
▼ Gay Man	2.86%	1
▼ Other	0.00%	0
▼ Prefer not to say	2.86%	1
Total	35	



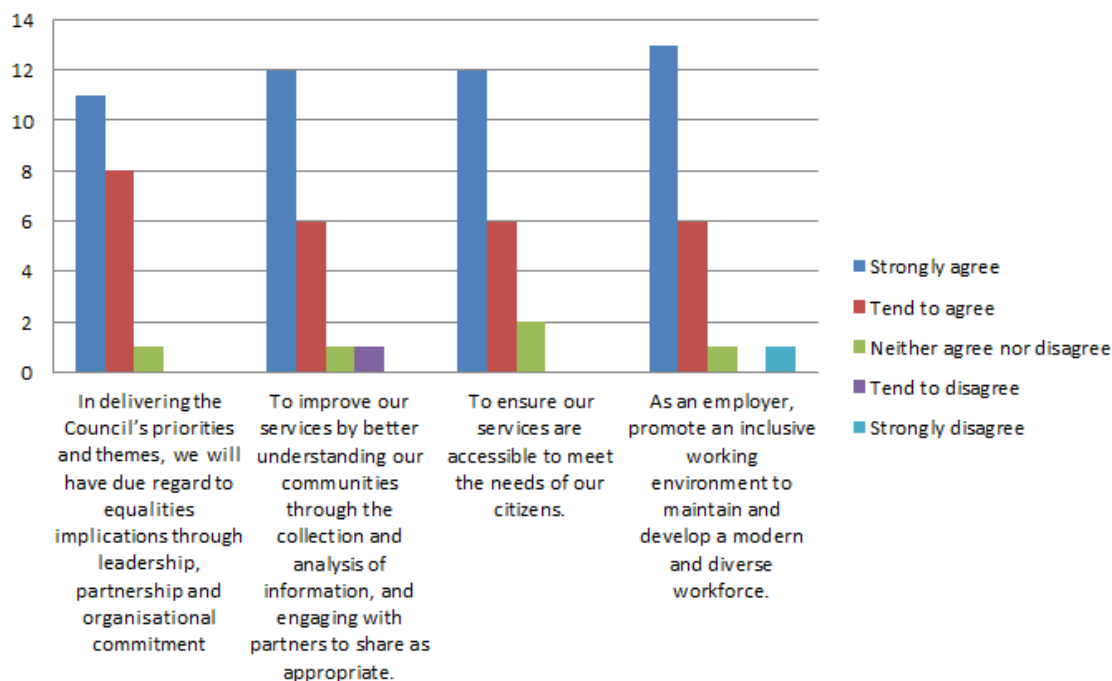
Answer Choices	Responses	
▼ Yes	97.14%	34
▼ No	0.00%	0
▼ Prefer not to say	2.86%	1
Total	35	

Feedback from Staff

To what extent do you agree or disagree with the proposed equality objectives?

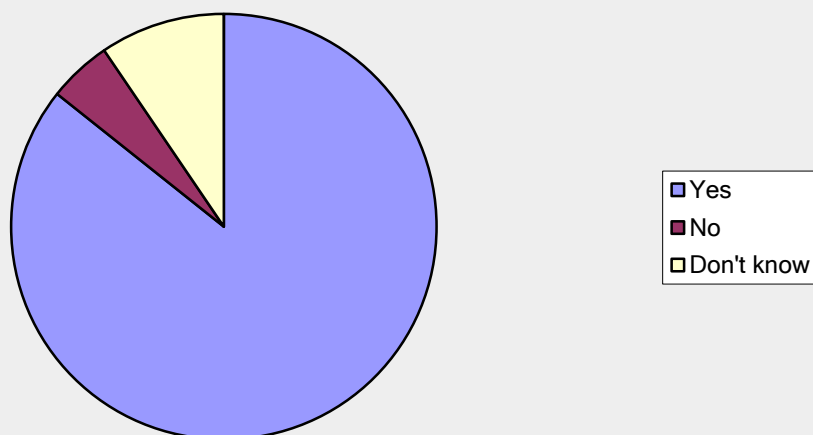
To what extent do you agree or disagree with the proposed equality objectives?						
Answer Options	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Response Count
In delivering the Council's priorities and themes, we will have due regard to equalities implications through leadership, partnership and organisational commitment	11	8	1	0	0	20
To improve our services by better understanding our communities through the collection and analysis of information, and engaging with partners to share as appropriate.	12	6	1	1	0	20
To ensure our services are accessible to meet the needs of our citizens.	12	6	2	0	0	20
As an employer, promote an inclusive working environment to maintain and develop a modern and diverse workforce.	13	6	1	0	1	21
answered question						21
skipped question						0

To what extent do you agree or disagree with the proposed equality objectives?



Are the equality objectives appropriate, relevant and clear?		
Answer Options	Response Percent	Response Count
Yes	85.7%	18
No	4.8%	1
Don't know	9.5%	2
If you answered NO above, please comment why		1
answered question		21
skipped question		0

Are the equality objectives appropriate, relevant and clear?



The respondent answering “No” stated:

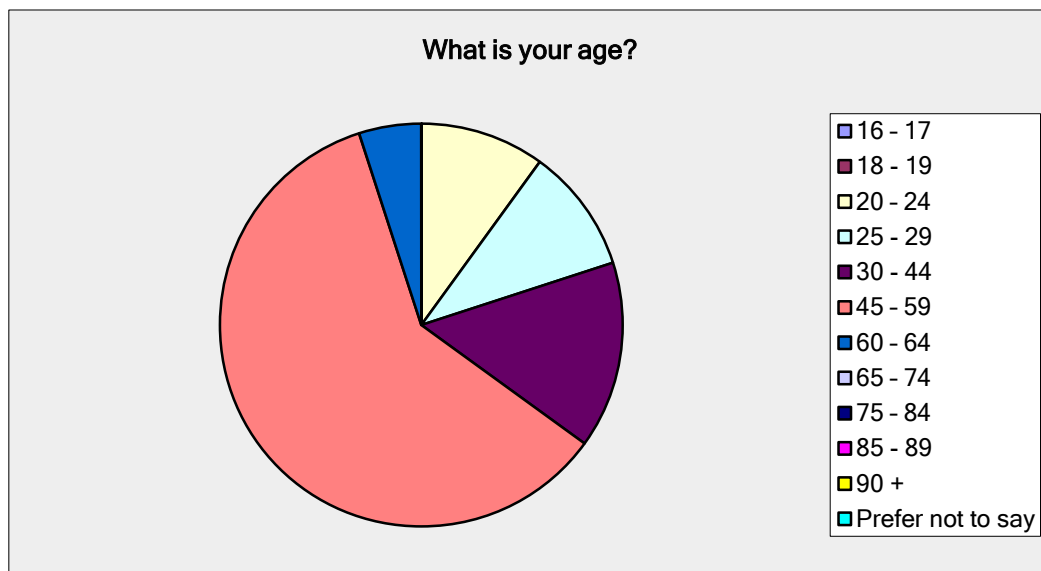
“Although I think they are appropriate they are not very SMART objectives.”

If you have STRONGLY agreed or disagreed with any of the above objectives, your comment as to why would be helpful.

#	Responses
1	I think you can't deliver on the other objectives if you don't understand the citizens. I put strongly agree to the second objective as I think sometimes the council just collects data for the sake of it rather than with any specific purpose and understanding our communities is vital. We, as a district has a significant minority in terms of immigrants which we do not make suitable adjustment for. We also have a significant traveller community who rarely respond to questionnaires and requests for information but this does not mean we should not understand how we should respond to their needs. I would therefore ask if the wording is appropriate when 'collecting and analysing information' the collection of information from some groups is much harder, do we have plans in place on how this information will be collected to ensure some groups are not disadvantaged.
2	I think we do collect a lot of data at the moment but this is often just what we do with it - collect it. We don't always then use that information to inform how we can better improve services or do things differently.
3	In principle they are all worthy objectives.
4	The part that says to develop a diverse workforce is something I object to. I think the job should be advertised to all and given to the best candidate regardless of any diversity. I have seen councils/companies employing people just to fulfil their equality & diversity criteria even though they weren't the best candidate for the job. This discriminates against white British able bodied people who are in the majority of people applying. In my opinion this isn't equality at all. You shouldn't have to actively develop diversity in the workplace. It should be a natural thing.
5	I agree that we have a healthy stance when it comes to equalities. Specifically in the building control team we issue customer care surveys with equality in mind to ensure we provide a good service to all of our customers
6	If we get it right in the workforce that will help with the way we work for the public
7	I strongly agree with all the objectives as they are appropriate
8	I strongly agree as the objectives are fundamentally right.
9	Equality in service delivery and employment matters is very important and the objectives will help to achieve this.

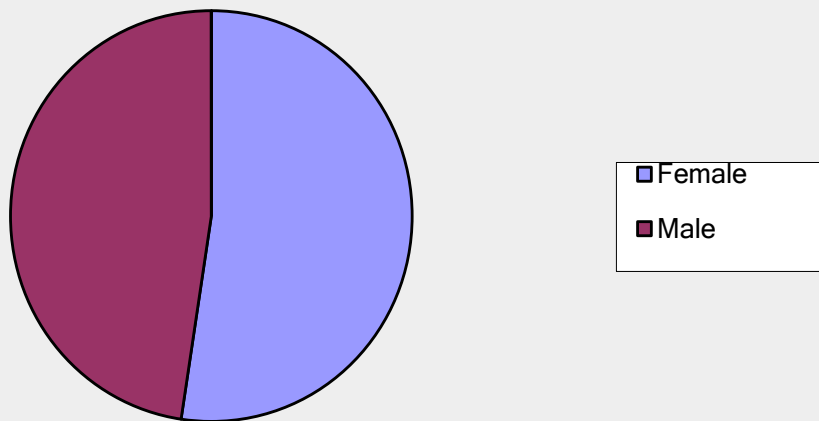
Are there any other priorities or objectives that you think should be included?

#	Responses
1	Are these SMART objectives. Can we ever be sure we have met them, how are we going to measure them?
2	I think there should be something specific about taking action to eliminate inequality
3	It is difficult to say until the ones proposed have been introduced.
4	For our district rurality is an issue and we should reference gender equality
5	No
6	No



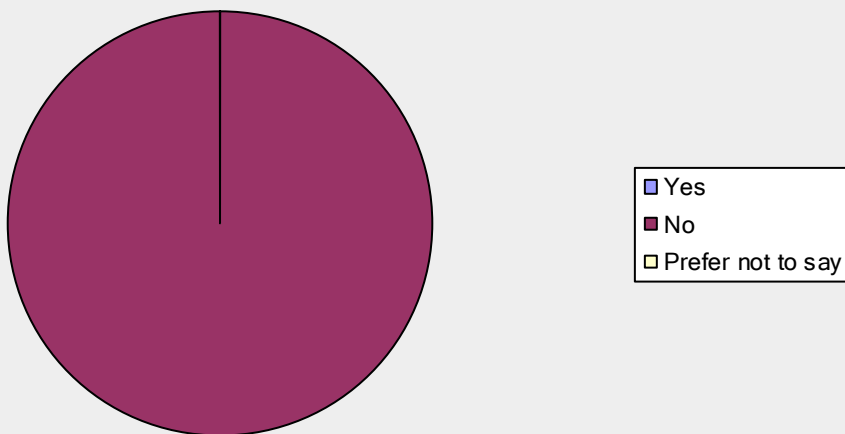
Answer Choices	Responses	
16 – 17	0.00%	0
18 - 19	0.00%	0
20 – 24	10.00%	2
25 - 29	10.00%	2
30 - 44	15.00%	3
45 – 59	60.00%	12
60 – 64	5.00%	1
65 – 74	0.00%	0
75 – 84	0.00%	0
85 - 89	0.00%	0
90 +	0.00%	0
Prefer not to say	0.00%	0
Total		20

What is your gender?



Answer Choices	Responses	
Female	52.38%	11
Male	47.62%	10
Prefer not to say	0.00%	0
Total	21	

Do you have a disability?

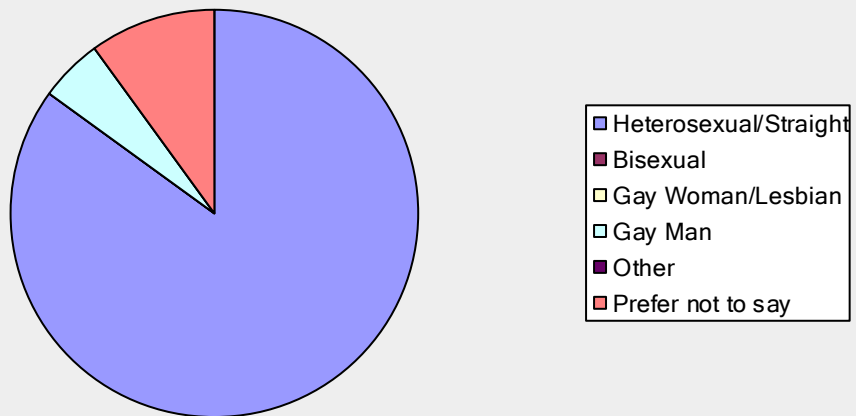


Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	21
Prefer not to say	0.00%	0
Total	21	

What is your ethnicity?		
Answer Options	Response Percent	Response Count
White - English/Welsh/Scottish/Northern Irish/British	95.2%	20
White - Irish	0.0%	0
White - Gypsy or Irish Traveller	0.0%	0
White - Any other White background	0.0%	0
Mixed/Multiple ethnic groups - White & Black	0.0%	0
Mixed/Multiple ethnic groups - White & Black African	0.0%	0
Mixed/Multiple ethnic groups - White & Asian	0.0%	0
Mixed/Multiple ethnic groups - Any other	0.0%	0
Asian/Asian British - Indian	0.0%	0
Asian/Asian British - Pakistani	0.0%	0
Asian/Asian British - Bangladeshi	0.0%	0
Asian/Asian British - Chinese	0.0%	0
Asian/Asian British - Any other Asian background	0.0%	0
Black/African/Caribbean/Black British - African	0.0%	0
Black/African/Caribbean/Black British - Caribbean	0.0%	0
Black/African/Caribbean/Black British - Any other	0.0%	0
Other ethnic group - Arab	0.0%	0
Other ethnic group - Any other Ethnic group	0.0%	0
PREFER NOT TO SAY	4.8%	1
answered question		21
skipped question		0

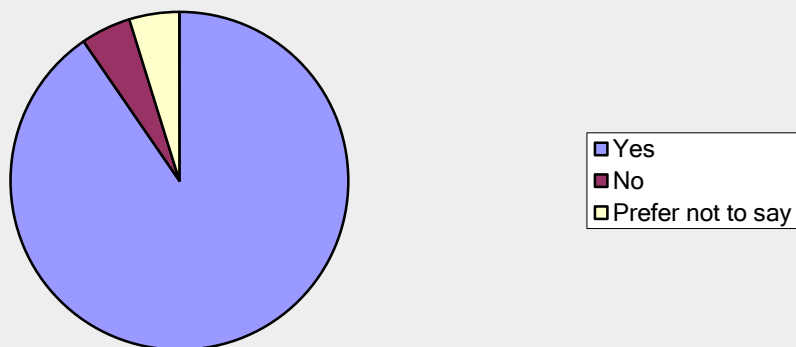
What is your religion		
Answer Options	Response Percent	Response Count
No Religion	40.0%	8
Christian (including Church of England, Catholic, Buddhist	55.0%	11
Hindu	0.0%	0
Jewish	0.0%	0
Muslim	0.0%	0
Sikh	0.0%	0
Prefer not to say	5.0%	1
Any other religious group (please type in)	0.0%	0
answered question		20
skipped question		1

What is your sexual orientation?



Answer Choices	Responses	
▼ Heterosexual/Straight	85.00%	17
▼ Bisexual	0.00%	0
▼ Gay Woman/Lesbian	0.00%	0
▼ Gay Man	5.00%	1
▼ Other	0.00%	0
▼ Prefer not to say	10.00%	2
Total		20

Is your gender identity the same as the gender you were assigned at birth?



Answer Choices	Responses	
▼ Yes	90.48%	19
▼ No	4.76%	1
▼ Prefer not to say	4.76%	1
Total		21

RESPONSE TO GOVERNMENT CONSULTATION ON 100% BUSINESS RATES RETENTION

1.0 Purpose of Report

- 1.1 To set out proposed responses to the consultation questions for consideration by Members.

2.0 Background Information

- 2.1 Since 1 April 2013 local government have been able to retain 50% of all business rates collected, shared between billing authorities and preceptors.
- 2.2 During the Autumn Statement, the then Chancellor George Osborne announced that local government would be able to retain 100% of business rates collected by the end of the current parliament.
- 2.3 The government have issued a consultation document seeking views on how a system of 100% Business Rates Retention might work. All local authorities have been urged to respond in order to help shape the system in a way best suited to our needs. The closing date for responses to the consultation is 26 September 2016.
- 2.4 The consultation document is available at
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/535022/Business_Rates_Retention_Consultation_5_July_2016.pdf

A draft of the proposed response is attached at Appendix A.

3.0 Proposals

- 3.1 Members consider the response in **Appendix A** and propose any changes or further response. In particular Members may wish to consider responses to questions 3 and 4.

4.0 Equalities Implications

- 4.1 There are no equalities implications associated with this report.

5.0 Impact on Budget/Policy Framework

- 5.1 There are no financial implications contained in the report. Financial impact will need to be assessed if the changes are enacted.

6.0 Comments of Business Manager and Chief Financial Officer – Financial Services

- 6.1 All local government bodies are being urged to respond to the consultation in order to shape the new system in a way that works for local authorities and their communities.

7.0 RECOMMENDATIONS that:

- a) Members comment as appropriate on the 100% Business Rates Retention consultation and proposed response; and
- b) the consultation responses be approved for submission to the Department of Communities and Local Government by the Business Manager and Chief Financial Officer – Financial Services.

Reason for Recommendations

To ensure that the Council's opinion on the matters set out in the consultation document are submitted by the closing dates of 26th September 2016.

Background Papers

Self Sufficient Local Government: 100% Business Rates Retention.

For further information please contact Nicky Lovely on Ext 5317.

Nicky Lovely
Business Manager and Chief Financial Officer – Financial Services

NEWARK & SHERWOOD DISTRICT COUNCIL RESPONSE TO 100% BUSINESS RATES RETENTION CONSULTATION – SEPTEMBER 2016

Newark & Sherwood District Council welcome the opportunity to comment on the 100% Business Rates Retention proposals. We are a small predominantly rural authority in Nottinghamshire. We are a billing authority and pay County Council and Fire precepts from the business rates we collect. We are also a member of the Nottinghamshire business rates pool.

Question 1: Which of the following grants/responsibilities do you think are the best candidates to be funded from retained business rates?

- *Revenue Support Grant*
- *Rural Services Delivery Grant*
- *Greater London Authority Transport Grant*
- *Public Health Grant*
- *Improved Better Care Fund*
- *Independent Living Fund*
- *Early Years*
- *Youth Justice*
- *Local Council Tax Support Administration Subsidy and Housing Benefit Pensioner Administration Subsidy*
- *Attendance Allowance*

Response: The only grants/responsibilities listed above that we feel should be funded from retained business rates are Local Council Tax Support Administration Subsidy and Housing Benefit Pensioner Administration Subsidy. These are already carried out within local government and funding them from business rates would therefore be sensible. Whichever grants are included, the need for transparency regarding the amounts rolled in and future years' assumptions regarding these amounts will be critical.

There is little correlation between need and the prevalence of business in any area. However, the reduction in Revenue Support Grant over recent years has led to the gap between government funding and need, effectively being funded locally, initially through Council Tax and other income, and latterly through Business Rates. Local authorities want to be able to control their budgets in a way that can make a difference locally; not just administer a benefit or continue providing a service that used to be funded via a specific grant.

The rate of Business Rates growth can be unpredictable, but is generally slow, and it is not therefore an appropriate source of funds for services where demand is growing or can change quickly. Public Health Grant; Improved Better Care Fund; Independent Living Fund; Local Council Tax Support Administration Subsidy and Housing Benefit Pensioner Administration Subsidy; and Attendance Allowance are therefore not suitable candidates for funding through Business Rates.

Consideration also needs to be given to the quantum of funding that will be available. The increases in the thresholds for Small Business Rates Relief, and the move from RPI to CPI for calculating inflation increases, will impact on the amount of business rates collected unless these are fully funded by central government. The Brexit vote has added further uncertainty to the economic outlook which could also impact on the level of income achievable. A further area of uncertainty in the amount of funding available in the system is the current policy to convert more maintained schools into academies, which as charities are currently exempt from 80% of their

rates bill; as well as the threat of legal action from NHS trusts who consider they are eligible for reliefs from business rates.

Question 2: Are there other grants/responsibilities that you consider should be devolved instead of or alongside those identified above?

Response: Local government must facilitate healthy local economies and drive business growth in order to reap the benefits of business rates retention and so safeguard future service provision for communities - responsibility for growth funds, skills and higher education, infrastructure funding and transport services is a logical fit as it would allow local areas to close skills gaps, improve public transport and boost local economies. These elements, in supporting businesses, also support communities by providing jobs and training which have an impact on wellbeing.

Another area where we feel that local government should be given more responsibility is housing provision. If more freedom to use right to buy receipts and responsibility to fund housing through prudential borrowing, using business rates income was given to local government, housing supply could be considerably improved.

We would also like consideration to be given to allowing an element of retained business rates to be used for current unfunded pressures together with future-proofing for these services, particularly in light of the pressure on social care budgets and the impact on the NHS.

Question 3: Do you have any views on the range of associated budgets that could be pooled at the Combined Authority level?

Response:

Question 4: Do you have views on whether some or all of the commitments in existing and future deals could be funded through retained business rates?

Response:

Question 5: Do you agree that we should continue with the new burdens doctrine post- 2020?

Response: Yes, new burdens that arise as a result of changes in government policy must be funded through separate S31 grants to allow local government the maximum certainty possible in the ability of future income levels to meet forecast need. The level of the initial and future funding levels is a key consideration.

Question 6: Do you agree that we should fix reset periods for the system?

Response: Yes. Local government needs as much certainty as possible around funding levels to allow them to plan for future service levels. If a reset could be imposed at any time, this will lead to authorities restricting future development in services due to uncertainty around how long any growth might be retained.

Question 7: What is the right balance in the system between rewarding growth and redistributing to meet changing need?

Response: We feel that the current incentive effect is very small, partially due to appeals and partially due to the way growth is shared. To increase the incentive, more growth needs to be retained as a permanent increase in funding. Whilst it is accepted that any system needs to balance rewarding growth and meeting increased needs, it is difficult to see how this will work when many services are demand led and can be closely linked to the economic climate – if the economy moves into recession, there could be a retraction in Business Rates income whilst demand increases – employment support, homelessness etc. There is also no obvious link between need within a community and the number and type of businesses that choose to locate there. In order for local government to have confidence to invest in future service provision/infrastructure there must be a level of certainty around an element of funding. We feel that if growth achieved above the initial national Settlement Funding Amount was retained by individual authorities, this would improve the incentive.

Question 8: Having regard to the balance between rewarding growth and protecting authorities with declining resources, how would you like to see a partial reset work?

Response: We feel any reset should focus on sharing growth (or decline) by more precisely reflecting different types of services provided by the authorities. This should effectively be a limited reassessment of needs to ensure that funding is allocated where needed and should not be based on a general funding formula which may be out of date in a fast moving economy or due to demographic changes. By only allowing authorities to retain growth for a limited period limits the incentive - a partial reset” could mean that local government kept the gains made above the Baseline but the incentive for individual authorities would be weak if this was then shared across the whole of local government. This could also prevent investment in local growth if the authority had no certainty that this would be rewarded.

Question 9: Is the current system of tariffs and top-ups the right one for redistribution between local authorities?

Response: Yes. Although there are limitations in the current system, it works. However, an accurate assessment of relative needs, with frequent reassessment is vital. We feel strongly that this must address the differences in income achievable between rural and urban authorities. Research undertaken for the Rural Services Network has shown that the economic development activity of a rural council will be much less well rewarded than in an urban council. To generate the same amount of additional rateable value –in cash terms – a rural authority would have to attract twice the amount of additional new business space. The new funding system must be focussed on the needs of our residents; starting with a relevant per capita basis and taking all funding streams into account.

Question 10: Should we continue to adjust retained incomes for individual local authorities to cancel out the effect of future revaluations?

Response: Yes – if by this government means that individual local authorities would see a revenue-neutral impact. After a revaluation local authorities see a high level of appeals, which, if granted lead to a loss of income. If individual retained income does not stay at the same level prior to any appeals being received, it will add further uncertainty to local authority funding levels. If however, the proposal relates to the revaluation being revenue-neutral across the whole of local government, some authorities will gain and some will lose, leading to further uncertainty in funding levels.

Question 11: Should Mayoral Combined Authority areas have the opportunity to be given additional powers and incentives, as set out above?

Response: We feel that not just Mayoral Combined Authorities, but all local authorities should have the same opportunity. Local Authority members are elected and accountable to their constituents and have a greater understanding of their areas. They currently have responsibility for managing the level of Council Tax and Council Tax support to provide services and incentivise work, and should also have the ability to incentivise growth and introduce new services through more control over business rates.

Question 12: What has your experience been of the tier splits under the current 50% rates retention scheme? What changes would you want to see under 100% rates retention system?

Response: We feel that the tier splits need to be based on an up to date assessment of relative need, and should be an accurate reflection of that. They should also be considered as part of any reset to allow for any new pressures coming to light between resets. We also feel that the way they are communicated needs to change. Whilst we accept that they are currently shown as 40% to billing authorities and 10% to precepting authorities for simplicity, this does not adequately explain how the system works due to the top-ups and tariffs which are applied. This is misleading to the general public and is difficult to explain - as a billing authority we “retain” 40%, but after the tariff and levy we actually keep approximately 10% of the income we collect.

Question 13: Do you consider that fire funding should be removed from the business rates retention scheme and what might be the advantages and disadvantages of this approach?

Response: If the responsibility for fire authorities moves to Police & Crime Commissioners then funding should no longer be through Business Rates - the incentive to grow the base lies with local authorities, but they would have no direct influence on provision of fire and rescue services or the quantum of funding required. An advantage of removing fire funding from business rates is that any changes to the multiplier would not impact on emergency service funding, and also that complexity within the system would be reduced.

Question 14: What are your views on how we could further incentivise growth under a 100% retention scheme? Are there additional incentives for growth that we should consider?

Response: We feel that the proposed system is not really localisation of business rates as central government will still assess need and tell local authorities how much of the business rates collected they can keep. We accept that redistribution according to need is necessary, but as mentioned in the response to question 12, the amount we actually keep is relatively small. A higher number of elements that are not subject to inclusion (eg. as renewable energy or enterprise zones are currently), could increase the incentive. Changing mandatory reliefs to discretionary could also help as more of the rates payable could be retained subject to local discretion. Alternatively mandatory reliefs could be fully-funded by central government. Local authorities need the power to spend their additional income without restrictions – ie no ring-fencing, this would also improve the incentive.

Question 15: Would it be helpful to move some of the ‘riskier’ hereditaments off local lists? If so, what type of hereditaments should be moved?

Response: We can see advantages and disadvantages to this suggestion. The risk of volatility due to appeals or business closure would be reduced, but often it is the larger “riskier” businesses that

have the potential to contribute to higher rates of growth. This could therefore remove some of the growth incentive from local authorities. This would also move some significant income streams out of the system which could push some billing authorities immediately into a safety net position.

Question 16: Would you support the idea of introducing area-level lists in Combined Authority areas? If so, what type of properties could sit on these lists, and how should income be used? Could this approach work for other authorities?

Response: Only if this was as an alternative to the central list would we support this suggestion, in which case properties on the central list should move to an area- level list. However, under current arrangements where Combined Authorities only exist in some areas this could effectively mean a three-tier system, which would add complexity and could further decrease the growth incentive for smaller billing authorities outside of a Combined Authority. As mentioned in the response to Q15, the question of which properties should sit on this list would need to weigh risk against the growth incentive.

Question 17: At what level should risk associated with successful business rates appeals be managed? Do you have a preference for local, area level (including Combined Authority), or across all local authorities as set out in the options above?

Response: We feel that the risk associated with appeals should be managed nationally across all local authorities. Funding for this could be added to the tariff and subject to resets. This would give more certainty to funding levels. Data on outstanding appeals could be provided by the Valuation Office Agency, but this would need to be available in a timely manner to aid forecasting of income levels.

Question 18: What would help your local authority better manage risks associated with successful business rates appeals?

Response: At the start of the current system, local authorities were left with 50% of the liability of outstanding appeals, some dating back to the 2005 revaluation. When the system of 100% retention starts, central government should undertake to fund 50% of all outstanding appeals so that the liability for those that will be funded by central government under the current system do not suddenly fall on local government. We would also like to see protection put in place for appeals that arise from errors by the Valuation Office Agency, and time limits put in place on backdating. The proposed changes to the appeals process may reduce the risk due to appeals.

Question 19: Would pooling risk, including a pool-area safety net, be attractive to local authorities?

Response: We feel that pooling risk in an area is not attractive, as providing data would add a burden and increase the uncertainty in forecasting. However, this may not be the case if some businesses are moved to the central list, and the way that appeals are dealt with is changed to give more protection. We are currently in a county-wide business rates pool and have seen a lot of volatility.

Question 20: What level of income protection should a system aim to provide? Should this be nationally set, or defined at area levels?

Response: We would like to see full protection, as in most cases, loss of income is caused by elements outside of an authority's control. Eg. Where a large business closes, as this can cause a

double impact – reduced income and increased need for support for individuals. As the funding from Business Rates will become a much larger part of an authority's income, any lesser amount of protection could lead to services failing in year. The level should be nationally set.

Question 21: What are your views on which authority should be able to reduce the multiplier and how the costs should be met?

Response: We feel that reducing the multiplier is not sensible in the current climate, and due to the current pressures in the system, no authority is likely to be able to do so. There may not be much incentive for business to relocate to areas that do reduce the multiplier as the decision to relocate is multi-faceted and not just based on cost. In addition, businesses could put pressure on a local authority to reduce the multiplier effectively holding them to ransom.

However, if the power is to be given, it should be at local authority level, not Combined Authority, where individual circumstances could be over-ridden and small authorities could lose out on necessary funding. The costs should be shared between billing authorities and preceptors.

Question 22: What are your views on how decisions are taken to reduce the multiplier and the local discount powers?

Response: There would need to be consultation and agreement between billing authorities and preceptors to reduce the multiplier. Local discount powers could be widened instead of having the power to reduce the multiplier. This would allow local authorities to target individual businesses or those in a specified group, which would give them more control over affordability. Decisions are considered by officers and/or members and this should continue.

Question 23: What are your views on increasing the multiplier after a reduction?

Response: We feel that any increases should be subject to the discretion of the authority that originally reduced them. Businesses will not be happy if the multiplier yo-yos, so if an authority proposes a reduction, they should take into account how they will then return it to the national level, and communicate and be accountable to businesses for that decision.

Question 24: Do you have views on the above issues or on any other aspects of the power to reduce the multiplier?

Response: As mentioned in the response to question 21, we feel that reducing the multiplier should not be the responsibility of Combined Authorities, but rest with individual local authorities who know the circumstances of businesses in their area. In terms of safeguards, we do not see how this could work, but are concerned that the ability to reduce the multiplier could lead to a "race to the bottom" which may lead to services being underfunded in future if there are then economic shocks meaning that it cannot then be increased. We also feel that there are difficulties in distributing growth achieved as a result of reducing the multiplier. All authorities will suffer loss of income through the reduction and would therefore expect to share in any growth achieved.

Poorer areas may never be in a situation where they can increase their business rates base. If infrastructure is poor, businesses will not be attracted to an area, and authorities will not be in a position to offer lower business rates to increase the attraction them. 100% rate retention could thus condemn them to always be in a top-up situation and dependent on richer authorities.

Question 25: What are your views on the flexibility levying authorities should have to set a rateable value threshold for the levy?

Response: Maximum flexibility should be given to authorities to reflect local circumstances, as they have in depth knowledge of their localities.

Question 26: What are your views on how the infrastructure levy should interact with existing BRS powers?

Response: It is difficult to see how these could work together, particularly if a BRS already exists.

Question 27: What are your views on the process for obtaining approval for a levy from the LEP?

Response: Although we understand the rationale for LEP's to approve a levy, this comes back to the question of linking business to community need. Infrastructure may be needed to improve the community as a whole, but the impact for businesses could be minimal if provision for their need is already established. Elected members have the best interests of their communities at heart, whilst for businesses their driving force is profit-generation. If as suggested, all LEP's in an area are consulted this would make the whole process unwieldy

Question 28: What are your views on arrangements for the duration and review of levies?

Response: Whilst businesses would be more likely to support a levy if it was for a pre-arranged term, in reality this may be difficult to manage due to project delays. A suggested term would be more appropriate with clear criteria setting out when and how the term should be reviewed.

Question 29: What are your views on how infrastructure should be defined for the purposes of the levy?

Response: We support the use of the definition as applied to the Community Infrastructure Levy. However, we would also like to see housing included as infrastructure.

Question 30: What are your views on charging multiple levies, or using a single levy to fund multiple infrastructure projects?

Response: We would prefer to see multiple levies as it will be easier to explain to businesses what the money is for and it gives more flexibility for projects to be added at different times.

Question 31: Do you have views on the above issues or on any other aspects of the power to introduce an infrastructure levy?

Response: We feel that it is difficult to see what the practical difference is between the proposed infrastructure levy and the existing Business Rates Supplement, except that the levying power can only be used by Combined Authorities with elected mayors. If the power to impose a Business Rates Supplement is available to all authorities, then similarly so should be the power to impose a levy, as both need to have the approval of businesses in the area.

It would be sensible that consultations on an infrastructure levy are held more widely than the LEP, as all businesses in an area would be affected. This could also be used to communicate any thresholds or exceptions that might apply.

Question 32: Do you have any views on how to increase certainty and strengthen local accountability for councils in setting their budgets?

Response: We feel that guaranteed settlements in line with resets of the business rates system will give greater certainty over funding levels for councils. If this was given at the start of the new

system, it would allow authorities to undertake consultation with their communities at an early stage of the budget setting process each year. However, whilst the responsibility for determining funding levels and redistribution lies with central government, ministers must resist the urge to remove funding from the system between resets to fund other policy decisions.

Question 33: Do you have views on where the balance between national and local accountability should fall, and how best to minimise any overlaps in accountability?

Response: If local government is responsible for delivering services using un-ring-fenced funding then individual authorities should be accountable for that spending. Consultation with communities should take place during the budget setting process, and results should be reported as currently. To ensure that central government is informed about delivery of policies, this could be reported through the RA and RO returns currently in place. If more detailed reporting is required to aid central government in accountability, this must be funded as a new burden.

Question 34: Do you have views on whether the requirement to prepare a Collection Fund Account should remain in the new system?

Response: Yes, the Collection Fund Account works well and should remain.

Question 35: Do you have views on how the calculation of a balanced budget may be altered to be better aligned with the way local authorities run their business?

Response: We feel that the need to calculate a balanced budget should remain. If local authorities are given the freedom to set business rates multipliers, then effectively they could set the budget on the basis of a Council Tax Requirement and a Business Rates Requirement. However, whilst the current level of central control over needs assessment and redistribution remains, a Business Rates requirement would be irrelevant as it is not adjustable, other than through adding in growth. It is also difficult to see how an authority could balance the two funding streams to achieve a balance between household and business funding that was acceptable to all.

Question 36: Do you have views on how the business rates data collection activities could be altered to collect and record information in a more timely, efficient and transparent manner?

Response: We feel that the NDR1 and NDR3 forms could be simplified by removing the need to provide details of any deductions that will be borne wholly by local government, as these will be a devolved responsibility. A section will still be necessary for determining the amount due in S31 grants, and the forms could still be used to identify to preceptors the level of extra funding from growth that is due to them. If the level of detail required by government is reduced, the forms will take less time to complete and could provide more up to date information, aiding transparency.

CONTRACT PROCEDURE RULES

1.0 Purpose of Report

- 1.1 To advise the Committee of the review and updating of the Council's Contract Procedure Rules (CPRs) and to seek approval for their adoption.

2.0 Background Information

- 2.1 The Council adopted its current CPRs in October 2013 and only minor amendments have been made in the interim. They have been fully reviewed and updated to cover changes introduced by the Public Contracts Regulations 2015 and to address recommendations made by Internal Audit following recent procurement audits. Furthermore, as the Council moves towards being more risk aware than risk averse, consideration has been given to making the CPRs less restrictive by introducing an element of flexibility whilst maintaining adequate checks and balances.
- 2.2 All Business Units within the Council have an involvement in Procurement, ranging from low-value revenue purchases under £5,000 to high value capital projects which are subject to EU public procurement directives. The CPRs provide a framework of control to achieve proper administration of the Council's procurement activities. They apply to all officers and Members and to all transactions that impact on public funds.

3.0 Key Amendments

3.1 Legislative updates

- 3.1.1 Current EU thresholds valid from 01/01/2016 to 31/12/2017 are as follows:
- Goods & Services: £164,176
- Works: £4,104,394
- 3.1.2 To ensure compliance with the Public Contracts Regulation 2015, an OPEN tender process must be used on all procurements for **Goods, Services & Works** with a total value below the prevailing EU **Goods & Services** threshold, currently £164,176 [Rule 3.2].
- 3.1.3 In order to comply with the Public Contracts Regulations 2015, provision is made in all contracts for 30-day payment terms throughout the supply chain [Rule 18.1.2(ii)]
- 3.1.4 The need to demonstrate compliance with the Public Services (Social Value) Act 2012 in the case of above EU threshold public services contracts [Rule 6.1(xiv)]
- 3.1.5 The need to consider safeguarding requirements [Rule 18.1.3(xvii)]

3.2 Competition Requirements

- 3.2.1 A flow chart replaces the original table to provide guidance to Contract Officers regarding the appropriate competitive procurement procedure to use. Contract Officers must calculate the total value of the contract, taking into account what scope there might be for expansion of the initial requirements [Rule 9.1.1].

3.3 Exemptions to Contract Procedure Rules

- 3.3.1 No exemption can be applied for if the total lifetime value of a proposed contract is likely to exceed the relevant **EU threshold** [Rule 4.2];
- 3.3.2 In the case of **Goods & Services**, if the total lifetime contract value is under the EU threshold, a partial or total exemption may be granted with the written approval of the Council's Section 151 Officer, effectively removing the need for the approval of the Chief Executive and without reference to the Policy & Finance Committee [Rule 4.3];
- 3.3.3 For **Works** contracts with an estimated total value under the EU threshold, a partial or total exemption may be granted with the written approval of both the Council's Chief Executive and Section 151 Officer and without reference to the Policy & Finance Committee [Rule 4.3].
- 3.3.4 The above exemption provisions would allow for the acceptance of a single tender in justifiable circumstances.
- 3.3.5 Any application for exemption is required to demonstrate valid reasons for not going through an open competition process together with a risk assessment [Rule 4.3]. The following clause is deleted: *"In exceptional circumstances the Policy & Finance Committee has the power to waive any requirements (other than legal ones) within these Contract Procedure Rules for specific projects. Any such decision must follow the presentation of a detailed report setting out the basis for the recommendations. Any such reports must include the comments of the Section 151 Officer and the Business Manager - Human Resources and Legal"*.

3.4 Contract Extensions

- 3.4.1 An extension to an existing below EU threshold contract no longer requires the approval of the Council or Policy & Finance Committee, just the Section 151 Officer [Rule 4.8(ii)].
- 3.4.2 EU contracts or framework agreements may be modified without a new procurement procedure, but only in clearly defined situations as provided for under the Public Contracts Regulations 2015 [Rule 4.8(i)].

3.5 Risk Management

- 3.5.1 The need to identify, assess and manage risks throughout the procurement lifecycle and to nominate a suitable Officer to manage the contract once awarded [Rules 6.1, 23 & 24].

3.6 General

- 3.6.1 Less prescriptive about the records that need to be kept in the case of procurements under £75,000 [Rule 7.1]. Record retention rules have been updated by reference to the Council's Retention & Disposal Policy [Rule 7.3].
- 3.6.2 Suppliers/Contractors engaged to deliver Services and Works contracts with a total value in excess of £250,000 should be subject to an initial Equifax commercial credit check in order to assess their financial viability with periodic checks being carried out throughout the term of an awarded contract [Rules 8.1.2 and 24.1.1(vi)]

- 3.6.3 Duplicated and/or superfluous text has been removed in an attempt to ‘streamline’ the CPRs. Some text has been re-positioned or re-formatted.
- 3.6.4 Greater emphasis on the need for Contract Officers to seek and follow legal, financial, HR and procurement advice [Rules 2.1.2(iv); 2.1.3; 3.2; 3.10.3].
- 3.6.5 Contract Officers must seek the advice and guidance of the Business Manager – Procurement prior to commencing any procurement process which could lead to the appointment of consultants [Rule 9.5.1]. A consultant’s brief must adequately describe the scope of the services to be provided, including ALL potential phases of work [Rule 9.5.3].

4.0 Further Considerations

- 4.1 The Public Contracts Regulations 2015 stipulate that local authorities are required to publish on the national **Contracts Finder** portal any new procurement opportunities with a contract value above £25,000. This is in addition to, or instead of, any other portal (e.g. *Source Nottinghamshire* or *EastMidsTenders*) or publications route the local authority may currently use.

The requirement to publish on **Contracts Finder** applies where a contracting authority advertises an opportunity. Where a contracting authority is satisfied it is lawful not to advertise an opportunity and chooses not to advertise at all (e.g. because it has internal policies such as standing orders which do not require a competition), the requirement to advertise on **Contracts Finder** does not apply to that contract.

- 4.2 The Council’s existing CPRs stipulate that advertising of contracts between £5k and £50k is discretionary; for contracts between £50k and the EU threshold advertising is mandatory. The proposed revisions to the CPR thresholds [Rule 9.1.1] mean that the Council would only be required to advertise contracts with a total value above £75k, effectively circumventing the £25k rule. Contracts under £75k would not have to be advertised and the Council would simply resort to securing three quotes.
- 4.3 By increasing the threshold value at which contract opportunities must be advertised and formally tendered (from £50,000 to £75,000) and by allowing a single quotation to be obtained for individual requirements valued under £10,000 (currently £5,000), the administrative burden and cost of managing more resource-intensive tender processes for both the Council and potential bidders will be significantly reduced which should be of particular benefit to smaller local businesses seeking to supply the Council.

5.0 Proposals

- 5.1 The Committee are asked to consider the proposed revisions to the Contract Procedure Rules with a view to recommending their adoption by Council on 11.10.2016 as part of the Council’s Constitution.

6.0 Equalities Implications

- 6.1 It is not considered that Contract Procedure Rules have any adverse equalities impacts. Their nature is such that they seek to provide a framework of control within which the Council’s procurement and contracting activities are transacted.

7.0 RECOMMENDATIONS that:

- a) the revised Contract Procedure Rules be recommended for adoption; and**
- b) the Contract Procedure Rules be reviewed in two years' time, or sooner if there are any significant changes in the way the Council manages its procurement and contracting activities resulting from legislative changes.**

Reason for Recommendations

To provide a reviewed and updated set of Contract Procedure Rules for the Council.

Background Papers

Revised Contract Procedure Rules

For further information please contact John King, Business Manager – Procurement on 01636 655479.

Karen White
Director – Safety

COUNCIL'S ANNUAL BUDGET 2017/18 – OVERALL STRATEGY

1.0 Purpose of Report

- 1.1 To introduce the Annual Budget Strategy for consideration by Members before detailed work commences.

2.0 Introduction

- 2.1 The Council's Constitution sets out the process for developing the Council's Annual Budget.
- 2.2 The process requires that the Council's Section 151 Officer presents a report on the overall budget strategy to the Policy and Finance Committee. This report is to cover such considerations as:
- (i) the form of budget presentation
 - (ii) levels of inflation for pay and prices
 - (iii) average level for increases in fees and charges.
- 2.3 The Policy and Finance Committee is then required to consider the report of the S151 Officer and to approve the budget strategy for the forthcoming financial year.
- 2.4 The report also considers the financial policies previously approved by Policy and Finance Committee.

3.0 2016/17 Revenue Budget Update

- 3.1 In setting the Revenue Budget for 2016/17, Members agreed a budget strategy to deliver savings through the following:

- Collaboration with other authorities
- Devolution to town and parish Councils
- Alternative management arrangements, such as trusts and local authority companies
- A more efficient asset base (primarily by relocating to more efficient offices)

These savings are in the process of being achieved and the budget for 2016/17 remains a robust estimate. Some of the savings delivered through these strategies will be delivered over more than one financial year and so will contribute to delivering the revenue budget in future years.

- 3.2 When the Council's Medium Term Financial Plan was approved in March 2016, the Plan identified the latest estimate of the budget for the current year and the following 4 financial years. The savings total £840k over 4 years. These savings are based on estimates of Government Grant and retained business rates as explained further later in the report. They also assume an annual 2% increase in Council Tax in line with the increase in 2016/17. Any change to this assumption will result in a more significant level of savings being required and would ultimately impact on front line services. The savings required are shown in the table below:

	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	£	£	£	£
Savings Level	53,700	67,600	351,000	368,200
Cumulative	53,700	121,300	472,300	840,500

- 3.3 It is important that the Council looks for strategic savings to balance the budget over the life of the medium term financial plan and ensure that it is in a strong position to face an uncertain financial future.

4.0 Budget Proposals

4.1 Budget Presentation

- 4.1.1 The budget process will result in setting the budget and the Council Tax for 2017/18, together with the Medium Term Financial Plan covering the following 4 years. The annual revenue budget, medium term financial plan and the level of Council Tax for 2017/18 will be approved by Council at its meeting on 9th March 2017.

4.2 Financial Policies

- 4.2.1 The Council has agreed policies on Budgeting and Council Tax, Reserves and Provisions, Value for Money and also a set of Budget Principles which set out the approach to be taken to the budget process. These policies were reviewed by the Policy and Finance Committee in September 2015. The policies and principles have been reviewed and updated where necessary and are attached as **Appendices A(i) to A(vi)**.

4.3 Financial Environment and Current Position

- 4.3.1 As part of the 2016/17 Local Government Finance Settlement the Government offered Council's the ability to take up a 4 year funding settlement to 2019/20 to provide funding certainty and stability to enable more proactive planning of service delivery and support strategic collaboration with local partners. Councils who accept this offer are required to produce an efficiency plan. In practice, however, the final determination of the local government finance settlement for any given year cannot be made until calculations are completed taking account of the business rates multiplier, which is based on the September RPI figure. It should be noted however, that the certainty of funding only applies to Revenue Support Grant and Rural Services Delivery Grant, which in 2019/20 will only amount to £113k.
- 4.3.2 However, the result of the EU Referendum has added much more uncertainty to future local government finance settlements. Alongside this a change to leadership of central government including ministers responsible for local government and housing injects a further element of uncertainty. It is expected that the Chancellor will announce a reset of national finances in the Autumn Statement. Until this is published we do not know if there will be any impact on local government funding, but would forecast a reduction. It is not known if the offer of a four year settlement might be withdrawn.

- 4.3.3 Changes have also been announced to Business Rates with local government being able to retain 100% of business rate income by 2019/20. There is currently a consultation underway to consider how this might work, but government proposals suggest that the 80%/20% tier split currently in favour of billing authorities could be reversed, with the majority of funding going to upper tier authorities to support new responsibilities that will be devolved. Although it is possible that a system of damping will be put in place, this could lead to a funding reduction – central government will still set the level of need and the quantum of business rates income to be retained by individual authorities.
- 4.3.4 It is believed that the change to 100% Business Rate Retention in 2019/20 will replace the reset that was due to take place in that year. Any reset could potentially rebase all growth achieved since 2013/14 and move this into the baseline. Currently £450k of income from business rates growth is included in the budget for 2019/20. If either the 100% rate retention or a reset removes this growth as extra income, this will lead to a shortfall in the budget for 2019/20 and subsequent years.
- 4.3.5 To add further uncertainty, there is a business rate revaluation coming into effect in April 2017. Revaluations lead to an increase in the number of appeals, and these would begin to be paid out in 2018. Currently the District Council bears 40% of the risk of successful appeals – our current provision for this is £3.5m, and this will need to increase in the 2016/17 year end process to cover further appeals already in the system. The increase to the provision comes from business rates income in year. Once 100% retention takes effect, our share of the risk will be in line with the tier split, which again is not known at this time.
- 4.3.6 Until the draft Local Government Finance Settlement is announced in December, all figures for Government Grant are based on internal estimates. Reductions in Government grant are expected to continue. The current estimates in the approved Medium Term Financial Plan are:

	2016/17	2017/18	2018/19	2019/20	2020/21
	£	£	£	£	£
Formula Grant	1,776,670	1,048,590	592,370	82,780	0

However, due to the uncertainties set out above these figures are all subject to change depending on government announcements over the next few months.

- 4.3.7 Under the current business rates retention scheme introduced in April 2013, Councils are able to keep a proportion of the business rates revenue as well as a proportion of the growth that is generated in their area. The estimated amounts for retained business rates, excluding growth in the area, are shown in the table below:

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£	£	£	£	£	£
Retained Business Rates	3,365,800	3,432,000	3,533,250	3,646,180	3,714,820	3,789,116

However, it should be noted that the uncertainties detailed above could lead to all of these figures changing.

- 4.3.8 Members will be aware that the level of Council Tax was increased by 1.94% in 2016/17. This followed a Council Tax freeze over a number of years. The Government ceased Council Tax freeze grants after 2015/16 and it is assumed that these will not be announced in the future.
- 4.3.9 The position with regard to general inflation remains complex. The latest (July 2016) CPI figure for inflation shows an annual increase of 0.6%. The Bank of England forecast is for CPI inflation to remain around 2% by the end of 2016/17.
- 4.3.10 One of the major areas of the budget affected by inflation is the cost of salaries and wages. In the Chancellor's summer budget in July 2015, it was announced that public sector pay increases would be restricted to 1% per annum for the next 4 years. The medium term financial plan already included a 1% increase for pay, increments and other salary costs for each financial year. It should be noted, however, that the budget also announced an intention to introduce a National Living Wage. This will impact on the Council's budget and it will be necessary to assess the position on this as further details are announced.

5.0 Budgetary Pressures

- 5.1 There will undoubtedly be budget pressures in certain areas of the budget that will lead to unavoidable increases in the budget in specific areas. The Council's budget has become more reliant on income and so may on occasions be vulnerable to reductions in the level of income, and would also potentially be vulnerable to a rise in inflation or interest rates.
- 5.2 The Council will also have to consider demand management in areas such as homelessness, community safety and supporting people and potentially in the following areas where budget pressures are likely to arise:
- Welfare reform
 - Increased house building in the District gives pressure on services such as refuse collection
 - The triennial revaluation of the pension fund which is likely to impact on the lump sum paid annually
- 5.3 Although there has been a clear focus on the need to deliver savings, the Council has also set priorities to develop services in certain areas. This has been through a combination of the development of facilities and assets, and identifying funds for the delivery of specific policies.
- 5.4 With respect to assets, the Council has developed a National Civil War Centre and the new Newark Sports & Fitness Centre, and is in the process of building new shared headquarters in Newark town centre. The sale of Kelham Hall has been agreed. These are included in the Medium Term Financial Plan and efficiencies in the running costs of these assets against the current asset base have been identified that will support budgets in future years.

6.0 Budget Strategy

- 6.1 Whilst there is always a need to improve efficiency and review existing budgets, the Council's budget gap in future years was already significant without the uncertainties detailed above, and should principally be addressed through strategic measures. Savings from leisure commissioning (Active4Today), devolution and collaboration and savings following the move to the new offices and associated working practices, have already been built into the Medium Term Financial Plan.

- 6.2 The uncertainties detailed above lead to the necessity to identify significant savings potentially for 2018/19 and for future years.
- 6.3 Each year an efficiency review is undertaken to consider the potential for budget savings and for additional income to be incorporated into the budget. This review identifies sustainable savings that can continue to be delivered in future years. For 2015/16 savings of £340,000 were identified and are in the process of being delivered for 2016/17.
- 6.4 Capital financing is regularly reviewed to ensure that borrowing is not undertaken unless it is necessary. The latest review has shown that no borrowing is necessary for the current approved general fund capital programme. This includes the relocation of the Council's headquarters and the vehicle replacement programme. It should be noted that any borrowing will add approximately £60,000 per year to the revenue budget for every £1million borrowed.
- 6.5 It will not be possible to finalise funding in the budget strategy until government announcements on future funding levels are published later in the year. Members are asked to approve the budget strategy as set out in this report, subject to future announcements.

7.0 Risks in preparation of the budget

- 7.1 Although the budget strategy will deliver a balanced budget on the basis of information known at the moment, there are risks that may cause expenditure to increase or income to reduce. Consequently income and expenditure levels will be kept under review throughout the budget process.
- 7.2 It is essential to ensure that the strategic budget savings are delivered as this is key to ensuring that the Council has a balanced budget. These savings will be kept under review throughout the budget process to ensure that they continue to be achieved.
- 7.3 Looking further ahead, there is due to be a Business Rate revaluation effective from 2017. The Department for Communities and Local Government has indicated that they will seek to ensure that individual authorities are not adversely affected by this, but there is a risk that successful appeals by Business Rate Payers will reduce both the Business Rate Baseline and the potential from growth.
- 7.4 The Business Rates system may be "Re-set" in 2020 dependant on the impact of the 100% Business Rates retention proposals. At present, it is not known what form this will take and, in particular, whether individual local authorities will continue to benefit from the growth achieved since the localisation of business rates was introduced.
- 7.5 Further uncertainties are detailed in section 4 of this report and all add an element of risk.

8.0 Timetable

The Budget Timetable is dictated by the corporate timetable for Policy & Finance and operational Committees. The essential deadline is that the Council is able to set the level of Council Tax for 2017/2018 at its meeting on 9th March 2017. Working back from this date a timetable has been drawn up and is attached at **Appendix B**. This timetable enables sufficient time for the budget proposals to be considered by operational Committees and Policy & Finance Committee and also sufficient time for the work to be completed within the Financial Services and other Business Units.

9.0 Basis of Budget Preparation

- 9.1 As in previous years, figures for salaries and wages will be built up from the detailed base position, taking into account the numbers and salary of each employee per service. It is assumed within the Service Area budgets that the Council will employ 100% of the establishment throughout the year with the exception of known unfilled vacancies where salaries are budgeted to commence on the anticipated starting date, etc.
- 9.2 No allowance is made within Service Budgets for vacancies occurring during the year. Although there will inevitably be vacancies during the year, it is not known in which Business Units these will occur and so it is proposed to make an overall provision of £100,000 for vacancies in the overall budget and Business Units are expected to find the advertising costs for replacement staff within the overall staffing budget.
- 9.3 Other expenditure will be built up from the detailed working papers and will take account of previous expenditure levels and any known fluctuations or abnormal items of expenditure. The full year effect of 2016/17 savings will be built into the budgets for 2017/18.

10.0 Provision for Inflation etc

- 10.1 In line with Government policy, it is proposed to make a provision for a 1% increase in the budget for pay for each year in the Council's Medium Term Financial Plan to include pay, increments and all other salary costs.

General Inflation:

As stated above, the latest CPI figure for inflation shows an annual increase of 0.6% (July 2016). Most forecasts show this measure of inflation remaining below the Government inflation target of 2% in the medium term. It is necessary to remember that the forthcoming budget must look ahead at least 18 months to 31st March 2018.

In order to achieve a balanced budget it is necessary to limit budgets at or below their current level therefore any inflation built into budgets will have to be met by savings elsewhere.

- 10.2 The average rate of interest used to calculate the basis for the Treasury Management budget is based on the average for all external loans currently held by the Council. Members will be aware that the majority of these loans are taken out with either the Public Works Loans Board (PWLb) or UK Banks and are fixed rate loans.

During the period of the MTFP loans will mature and will have to be replaced. This may offer opportunities to reduce the debt rate if they can be replaced with loans at a lower interest rate.

Looking at the debt profile of the Council and likely level of borrowing and repayment, the average interest rate on external debt is 4.3% and it is intended to use this in the initial budget calculations.

The average rate of interest on external debt continues to be reviewed throughout the budget process and the above rate may be varied to ensure that the most accurate interest rate possible is included in the final budget.

As stated above, the current approved capital programme can be financed without the need for any new borrowing. However, for any new schemes this will not necessarily be the case and it will be necessary to assess the extent to which new borrowing may be required.

Unlike many local authorities, the Council has not yet used any of the New Homes Bonus (NHB) to support the revenue budget. The first 2 years of NHB have been allocated to the Think BIG fund, with a further allocation to capital funding. There remains scope for further use of NHB to fund of capital schemes to reduce the revenue impact of borrowing costs.

Should there need to be any new external borrowing for General Fund related projects this will be on the basis of prudential borrowing and the cost will depend on the prevailing rates at the time the funding is needed. Any cost of borrowing will need to be included in the Council's revenue budget.

10.3 Debt Charges:

Debt charges are based on the existing debt of the Council plus new debt to be incurred to finance the approved capital programme if required, and is calculated in accordance with the prudential system of local government capital finance. However, Local Authorities do not in general now receive supported borrowing from Central Government. Consequently, it is unlikely that significant amounts of new borrowing can be supported from the revenue budget in future years without impacting on Council Tax levels.

10.4 Employer's Pension Contributions:

The latest 3 yearly actuarial review of the Pension Fund was as at the 31 March 2013. At this valuation the contributions were certified as an employer contribution due as a percentage of salary plus a minimum contribution due as a monetary amount, payable in addition to the percentage rate. The percentage rate covers future service only and the monetary amount is to cover historic deficits. Based on the actuary's report, the employer's rate of contribution into the fund is set at 12.5% for the period 2014/15 – 2016/17. The monetary sums payable are £946k (2014/15), £1,065k (2015/16) and £1,189k (2016/17). The next three year actuarial review is currently being undertaken, based on 31 March 2016 and will come into effect on 1 April 2017. It is unlikely that the results of this review will be known until a late stage in the budget process and at this stage the budget will be based on the monetary sum payable for 2016/17, i.e. £1,189k.

11.0 Increases in Fees and Charges

- 11.1 Members will be aware that a review of charges is considered as part of the budget process each year. With this in mind it is proposed that a **guideline** figure for increases to fees and charges should be set at a minimum of 2% for each year of the medium term financial plan. In preparing income budgets officers should have regard to this guidance and the level of CPI at the time the charges are set. Each type of income should be considered on its own merits and there should be comparative assessment with other local authorities and service providers in the area before final approval of fees and charges by Council. It is important for income levels to be considered **net** of VAT where appropriate, ie to consider the level of income ultimately received by the Council.

- 11.2 Fees and charges are approved by Council as part of the Council Tax setting report in March each year and implemented with effect from April.
- 11.3 A Corporate Charging Policy is attached at **Appendix A(iv)** and budget officers should also have regard to this guidance when considering the level of fees and charges.

12.0 Consultation

- 12.1 As in previous years, consultation on the budget will take place with the public and the Commercial Ratepayers.
- 12.2 The operational committees will have the opportunity during the budget process to make suggestions to Policy and Finance Committee prior to final budget approval by the Council.

13.0 Capital Programme 2017 - 2022

13.1 Prioritisation General Fund Schemes

- (a) The Council has a significant capital programme with the completion of the New Leisure centre, National Civil War Centre and Palace Theatre and Museum integration early in the financial year. The office relocation works have started on site and the Southern Link road works are progressing. For any new proposals, it will be necessary to assess the level of available resources particularly where there are significant revenue implications.
- (b) Any new scheme will initially be commissioned by the Corporate Management Team. It will then be assessed against the prioritisation criteria (see **Appendix D**). Based on this assessment a report will be prepared for submission to Policy and Finance Committee in December before final approval by Council.
- (c) Council will consider all schemes and either: a) allocate resources to enable a scheme to be carried out; b) place it on the uncommitted list pending identification of resources; or c) reject it.

13.2 Prioritisation for the Housing Revenue Account

The investment programme is delivered by Newark and Sherwood Homes (NSH). The current programme reflects the latest available information agreed by NSH with the Council's Strategic Housing team. Resources for future years will reflect the ability of the Housing Revenue Account to support any necessary borrowing under the new self-financing regime which commenced on the 1 April 2012, based on the best assessment of available resources. Consideration will be given to the opportunities to build new housing under the 1-4-1 Right to Buy initiative and the possibility of bidding to increase the borrowing cap should that opportunity still be available after the current bidding round. The Strategic Housing Liaison Panel is currently reviewing the programme required to maintain the existing stock and deliver new affordable housing. It will be important to include consideration of the announcements in the summer budget relating to housing rents and sale of high value properties. The major project to be started this financial year is Bowbridge Road, we anticipate this to be completed in 2017-18.

14.0 Conclusion

14.1 The table below summarises the current budget position as set out in this report.

	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	Total
	£	£	£	£	£
Savings per MTFP approved in March 2016	53,700	67,600	351,000	368,200	840,500

14.2 The figures in the table are subject to the uncertainties detailed in Section 4 of this report. As more information becomes available from central government it may be necessary to revise the level of savings required and members should therefore look for strategic savings to balance the budget over the life of the medium term financial plan and ensure that the Council is in a strong position to face an uncertain financial future.

14.3 The strategic approach to the budget introduced last year and developed in this report, reduces the need for savings to be delivered on individual budgets. Nevertheless, it is important for managers to continue to scrutinise budgets to ensure that services are delivered as efficiently as possible.

14.4 In light of this, Members should therefore consider a budget for 2017/18 and indicative budgets for the period of the Medium Term Financial Plan.

15.0 RECOMMENDATIONS that:

- (a) the overall budget strategy be approved; and
- (b) budget officers continue work on the assessment of various budget proposals affecting services for consideration in setting the Council's budget.

Reason for Recommendations

To enable the Council's budget process to proceed encompassing agreed inflation and salaries and wages rates for 2017/18 to 2021/22.

Background Papers

Nil.

For further information please contact Nicola Lovely on extension 5317 or Amanda Wasilewski on extension 5738.

Nicky Lovely
Business Manager and Chief Financial Officer – Financial Services

Policy on Budgeting and Council Tax**Introduction**

Each year the Council is required to set a Council Tax in accordance with the provisions of the Local Government Finance Act 1992. It is a requirement of the Act that the Council Tax must be set by 11 March each year.

The Council sets its Annual Revenue Budget in March each year in accordance with the provisions of the Budget Process, which forms part of the Council's Constitution.

The District Council is also responsible for collecting the Council Tax requirement (precepts) for Nottinghamshire County Council, Nottinghamshire Police & Crime Commissioner and Nottinghamshire Fire and Rescue Service and any precepts set by the Parish and Town Councils or Parish meetings within the District. All of these Councils are required to notify the District Council of their requirements before 1 March.

The District Council has no control over the level of Council Tax or precept set by the precepting bodies. This policy covers the District Council element of the Council Tax only. Nevertheless, it is recognised that public perception is influenced by the overall level of Council Tax and it can be difficult to appreciate that the requirements of the District Council form only a part of this. In fact, the District Council's spending requirements account for less than 10% of the total Council Tax bill.

The Government has powers to require local authorities setting "excessive Council Tax increases" to hold a local referendum on the level of Council Tax. The level of excessiveness is set at 2% but may be different in subsequent years.

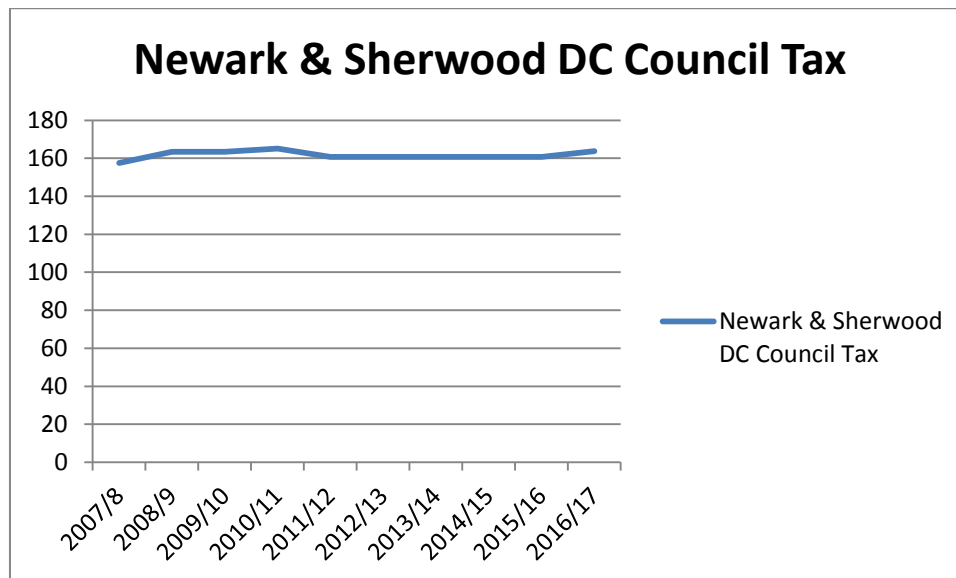
The District Council's spending requirement includes an amount levied upon it by other bodies. For this Council an annual levy is made by the Trent Valley and Upper Witham Internal Drainage Boards. Since 2014/15, if the levies set by the drainage boards cause the Council to have an excessive increase in Council Tax this would trigger a local referendum.

Current Level of District Council Tax

The District Council's level of Council Tax for 2016/2017 is £163.85 for a Band D property. This represents a 2% increase in council tax on 2015/2016. The total bill, including all precepts, is £1,708.27 plus average Parish Precepts of £68.95.

Trends Over Time

Over time, the Council has had a policy of keeping the level of Council Tax to a minimum. The level of Council Tax for the Council is shown in the chart below:



Consultation

Newark and Sherwood District Council believes in the value of wide consultation on its budget proposals. As such, the Council will consult where there are financial decisions of public interest prior to setting the level of Council Tax. The Council will have regard to the results of any consultation. Consultation may include the following:

- Public
- Parish Councils
- Commercial Ratepayers
- Local Strategic Partnership
- Committees

Proposals

The absolute level of Council Tax, and any annual increase, will depend on the demands facing the District Council, external funding available, and the Council's assessment of the appropriate level of Council Tax. Whilst these factors will vary from year to year, the following criteria will be taken into account when considering the level of Council Tax:

- The Aims and Priorities of the Council
- Inflation
- Consultation Responses
- The level of Council Tax considered to be acceptable to the public
- Government views on grant levels and referendum criteria
- Service demands

Newark and Sherwood District Council aims to set the minimum level of Council Tax consistent with the achievement of its Aim and Priorities and other financial and service demands.

General Fund Balances and Reserves Policy

The Local Government Act 2003 requires all Councils to maintain adequate balances, reserves and provisions to help ensure that their activities are sustainable. This policy covers General Fund Balances and separate policies cover reserves and provisions and Housing Revenue Account balances.

The Council holds General Fund balances to ensure that it has sufficient funds to manage its day to day finances and to enable the Council's financial position to remain secure in the event of unforeseen circumstances.

In 1990, the Council determined that the Council should have a minimum level of General Fund balances of £2million. The current target level of balances agreed in 2015 is £2.9m (£2.2m general balance and £700k earmarked for any variations in the cost of the Council Tax Support Scheme and retained Business Rates).

The District Council's net budget for 2016/17 is £11.13m. However, the District Council will incur gross General Fund expenditure during the year of approximately £56.6m and must also make precept payments to the County Council, Police Authority, Fire and Rescue Service and Parish Councils. These total a further £60.3m. This gives total gross expenditure and liabilities of £116.9m. This equates to £2.25m per week.

The changes enacted by the Local Government Finance Act 2013 for the localisation of Council Tax Support and the localisation of Business Rates represent a significant transfer of risk from Central Government to Local Government. For Business Rates, reductions of 7.5% would have to be borne by the Council before a safety net comes into effect. However, the Council is a member of the Nottinghamshire Business Rates Pool, which mitigates this risk and funding would only fall by 2% before additional funding could be received if resources within the pool allowed. However, local authorities also bear all the risk of appeals by business ratepayers and these can be backdated to before the localised business rates scheme started. The Council must manage the demand for Council Tax Support, and for extra costs relating to Welfare reform. To address this risk, it will be appropriate for the level of General Fund balances to be maintained at £2.9m in line with the level at 31st March 2016. The appropriate level of balances will be reviewed each year.

It is recommended that the District Council aims to maintain General Fund balances at approximately £2.9m.

The Council also holds reserves for specific areas of expenditure. Each reserve has a specific purpose. They are subject to annual review by the Section 151 officer as part of the budget process and if no longer required are used for other purposes. It is proper accounting practice to maintain reserves for these purposes.

It is recommended that:

- a) Reserves should be subject to an annual review by the Section 151 officer;**
- b) Reserves should not be over-provided;**
- c) Reserves should be used for the purpose for which they are provided (subject to a and b above)**
- d) Reserves should not be used to support ongoing general fund expenditure (subject to recommendations a and b, above)**

Budgeting Principles

The Council will prepare its budget in accordance with the following principles:

Council Objectives

The purpose of the budget is to enable the Council to achieve its objectives and meet its statutory duties. In setting the budget and Council Tax, the Council will also have regard to Government requirements, including the Local Government Finance Settlement and the latest Comprehensive Spending Review.

Balanced Budget

The Council is required to set a “balanced budget” with sources of funding identified to cover all expenditure proposed.

Affordable Budget

In setting the budget, the Council will consider the affordability of proposals and their impact on the level of Council Tax.

Inflation

The Council will have regard to the level of inflation when considering budget proposals. It may consider different indices of inflation for different purposes. For example, the retail prices index (RPI) and the consumer prices index (CPI) do not always reflect the rate of inflation faced by the Council and this may be better measured by specific indices such as those widely available for construction costs or energy.

Sustainable Budget

The Council will set a budget to be sustainable over time. This will be reflected in the Council’s Medium Term Financial Plan and Capital Programme. The budget will include an overall risk assessment and will incorporate appropriate sensitivity analysis in order to ensure a robust final budget.

Budget Demands

Any developments in the Council’s revenue and capital budgets will be required to go through the Council’s formal bidding process. Only those items approved as part of this will be included in the final budget.

Use of 3rd Party Funding

Where third party funding is used to contribute towards the Council’s budgets, a plan is required to ensure that this element of the budget is sustainable if and when the 3rd party funding ceases. Where appropriate, an exit strategy is required.

Adequate Reserves and Provisions

The Council aims to have adequate, but not excessive, reserves to cover unforeseen expenditure. Specific provisions are also in place to cover items of expenditure that are certain but where their timing is not known. Further details are set out in the policy on balances and reserves.

Asset Management

The Council aims to manage its assets efficiently in accordance with best practice. Full details are set out in the Asset Management Plan.

Council Tax Levels

In accordance with this policy, the Council aims to set the minimum level of Council Tax possible consistent with the achievement of its Aim and Priorities and other financial and service demands.

Value for Money

The Council aims to achieve value for money in the provision of all of its services. This is set out in the Council's Value for Money Strategy.

Risk Assessment

In accordance with section 25 of the Local Government Act 2004, the s151 officer will conduct an annual risk assessment of the robustness of the estimates made in the Council's budget.

Sensitivity Analysis

The s151 officer will carry out a review of the impact of variations to key elements of the proposed budget (a "sensitivity analysis") on an annual basis.

NEWARK AND SHERWOOD DISTRICT COUNCIL

CORPORATE CHARGING POLICY

Revised: July 2016

Date of next revision: July 2017

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1. Introduction

This Policy applies to external fees and charges other than those prescribed by the government. It provides a guide to internal charging arrangements but is subject to CIPFA's 'Best Value Accounting Code of Practice' and has regard to the Audit Commission's publication "*Positively Charged*".

It is not intended to apply to the disposal of Council assets, rents, internal charges or rechargeable works, nor will it apply where charges are governed by statutory regulation or guidance.

The Policy does apply if we have discretion, but not if there is a prescribed fixed charge.

Over the period of the Medium Term Financial Plan services will align their charges and processes with this policy.

This policy must be read in conjunction with the other related Council policies and strategies, including Financial Regulations, Equalities Policy, VFM Strategy, Corporate Plan.

If after reading this Code you require further guidance or clarification, or you are not sure how best to comply with the Policy then please contact your Business Manager or the Director of Resources.

2. Purpose of the Policy

To establish a policy within which fee and charge levels will support the Medium Term Financial Strategy and Corporate Plan; and,

To encourage a consistent approach to the setting and reviewing of charges for services provided by Newark and Sherwood District Council by:

- specifying the processes and frequencies for reviewing existing charging levels or introducing new charges for areas of the council's work for which charges could in principle be set;
- providing guidance on the factors that need to be taken into consideration when charges are reviewed on an annual basis;
- establishing parameters for calculating different levels of charges;
- recommending the criteria for applying concessions or discounted charges on a consistent council wide basis;
- requiring more active use of market intelligence relating to different services.

3. Processes and Frequencies for Reviewing Charges

The following arrangements for reviewing charges will be applied throughout all areas of the Council where charges for services already exist or could in principle be set:

- all discretionary charges will be considered and approved by Council as part of the Budget and Council Tax setting process in March of each year.

- a major review of each business unit's charging strategy will take place at least once every three years to ensure consistency with the council's priorities, policy framework, service aims, market sensitivity, customer preferences, and income generation needs, and the justification for any subsidy that the council as a whole makes to the service.
- annual reviews will be carried out for all of these services as part of the budget process, and shall have regard for the budget strategy approved in September each year.
- where fees are not to be increased or are proposed to be increased below inflation, this must be reported to CMT by the budget officer clearly stating the financial implications and budget shortfall before the deadline for completion of the revenue budget.
- these formal reviews will be overseen by the appropriate Director.
- where decisions on fees and charges, including any concessions or discounts, are taken outside the budget process approved by CMT and Policy and Finance Committee, any proposals must have due regard to the Medium Term Financial Plan.

4. Factors Relevant to the Annual Review of Charges

Annual reviews of charges will consider the following factors:

- a. inflationary pressures generally and input costs specific to the service;
- b. any statutory framework relating to the service
- c. the actual or potential impact of any competition in terms of price or quality;
- d. trends in user demand and the forecast effect of price changes;
- e. equality and access to services;
- f. customer survey results;
- g. benchmarking results;
- h. council wide and service budget targets;
- i. cost structure implications arising from developments such as investments made in the service;
- j. consistency with other charges;
- k. alternative charging structures that could be more effective;
- l. validity of continuing any concessions;
- m. proposals for targeted promotions during the year, and evaluation of any that took place in the previous year;
- n. where less than the full cost is being recovered (including nil charges), the justification for the decision is reviewed and documented to ensure that this decision remains valid and that significant income is not being lost.

5. Processes for Setting Charges for New Sources of Income

All Business Managers should explore new business opportunities with a view to generating additional income.

All guidance in this Policy must be considered when setting new fees and charges.

A business plan must be prepared.

Any potential new income streams will need to be approved by CMT and Policy and Finance Committee.

The setting of the fees and charges must be made in accordance with the current VAT regulations.

The proposed billing and recovery administrative process must be agreed with the S151 officer prior to the charges being implemented.

A central record will be maintained by the relevant Business Manager of any decisions made not to charge for a service where a charge could be made.

6. Calculation of Charges

Charges will apply to all users, and will be set at a level to maximise take-up and income targets and wherever possible covering or exceeding the full cost of providing the service in question.

It is the responsibility of the Business Manager to ensure that the proposals comply with the appropriate legal framework and any legal restrictions. Advice should be taken from the Council's Legal section before any proposal is finalised.

This calculation of full cost should be based on the direct cost of service provision including staff, supplies and services, equipment, premise costs. Overheads and capital asset depreciation charges should be included but consideration may be given to a less than full cost recovery of these elements where inclusion would distort competition.

Where less than the full cost is being recovered, the justification for the decision must be documented and retained by the appropriate Business Manager and clearly state the financial implications and budget shortfall.

All fees and charges must be calculated in accordance with the current V.A.T. regulations.

7. Concessionary Charges

In some circumstances the Council will offer subsidies to all users or concessions to specific user groups where this is consistent with achieving its priorities.

Entitlement to concessionary charges must have regard to equalities legislation and is designed to reduce barriers to participation arising from:

- Age;
- Level of income;
- Family circumstances;
- Health
- Educational circumstances.

Concessions will not apply to retail sales from shops or cafes.

Concessionary charges may also be made available to organisations whose purpose is to assist the Council in meeting specific objectives in its priorities and policy framework, or which contribute to the aims of key local partnerships in which the Council has a leading role.

Concessionary charges should not normally apply to peak times or in situations that would result in the loss of income from customers paying standard charges. Neither would they normally be available to organisations that are based outside of the Council's area other than on a reciprocal basis.

Only one concession can be applied to the standard charge at any given time.

Services wishing to adopt a concessionary charging scheme must demonstrate the scheme is practicable in terms of assessment, collection and evidencing for audit purposes.

8. Discounts

For certain services it will be normal practice to set promotional discounts, Frequent User discounts or group Discounts.

Promotional discounts are defined as short-term charges that are targeted to increase take-up or awareness of the services that are available.

Frequent User discounts are to be used only for commercial reasons such as generating customer loyalty where alternative provision from competitors exists, and where market analysis shows a real risk of reduced income if they are not offered.

Group discounts are to be used to encourage take up by organisations able to block book and Family discounts to encourage parents and children's take up.

Discounts can be applied to both the standard charge and the concessionary charge.

Discounts can only be applied where the Service has received prior approval of the principle to apply a discount to the charge for this service.

9. The Use of Market Intelligence

All managers of discretionary services for which a charge is made should take steps to identify competitors offering similar or related services, and make use of comprehensive and dynamic market intelligence in evaluating:

- their charging strategy;
- the range of services provided;
- the quality of services provided;
- their cost structure.

All managers of services for which a charge is made should consult with customers, relevant partners and stakeholders on the range, quality and cost of services provided prior to the triennial review.

Consultation should also take place with potential customers and target groups to determine improvements needed to encourage participation at least every five years.

Comprehensive and accurate usage statistics will be maintained for all services and at all facilities where charges are made, to enable analysis of usage, justification of any subsidy given by the Council, and accurate forecasting of the effect of price changes on usage.

Benchmarking should be undertaken at least annually regularly with other Councils in the local area and with relevant national groupings of authorities, to ensure that charges are at comparable levels and that significant differences are understood and justified.

10. Further Guidance

Charges should be payable in advance wherever possible or collected by direct debit or through the corporate income system.

All fees/charges must be reported annually to the Financial Services Business Unit as part of the budget process for publishing in the annual budget book.

All fees/charges must be published on the Councils website.

Policy on Grants to Parish Councils

The Local Government Finance Act 2012 localised support for Council Tax, changing from a benefit scheme to a discount scheme. Discounts have the effect of reducing the Council Tax Base, which in turn reduces the amount of Council Tax raised. To mitigate this effect the government made a grant available in 2013/14, identifying an element that related to Parish Councils. The grant was set at a level that was a reduction of 10% on the forecast cost of Council Tax benefit for 2013/14.

Newark & Sherwood District Council paid over the parish element of the grant to parish councils in 2013/14 to offset the impact of the reduction in the Council Tax Base. The total grant paid to parishes in 2013/14 was £260,000.

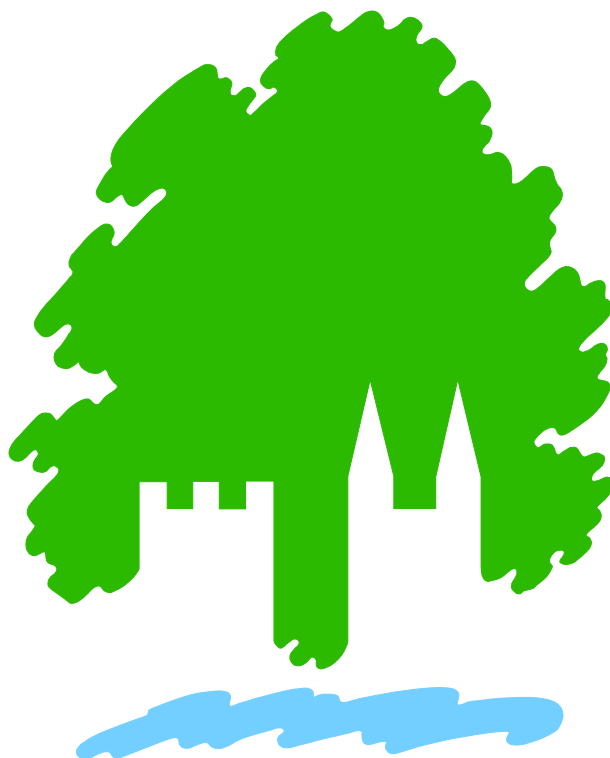
For the years after 2014/15, government announced that the funding for Council Tax Support was rolled into general grants and was not separately identifiable.

Since the parish element of grant funding for Council Tax support was no longer explicitly identified, and the Council was experiencing ongoing cuts to its own grant funding, the Council's policy was that:

From 2014/15 no further grant will be paid to parish and town councils that received less than £500 grant in 2013/14.

For all other parish and town councils, the grant paid will be reduced to zero over the three financial years 2014/15, 2015/16 and 2016/17.

The scheme for paying grant funding for Council Tax support to Town and Parish Councils has now ceased.



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

Value for Money Strategy

Revised: Sept 2016

Next revision due: Sept 2017

Introduction

Newark & Sherwood District Council recognises its responsibility to achieve value for money from all its activities, however they may be funded.

The council is committed to the pursuit of economy, efficiency and effectiveness as part of its corporate strategy. It will seek to achieve value for money in the pursuit of its objectives and in the delivery of all services.

The council has a neutral position on service delivery methodologies. It will consider all service delivery options, including in-house provision, partnerships with other public sector organisations (including shared services), partnerships with private sector organisations, and bought in services as appropriate for individual services or groups of services.

With the current focus on reducing the national deficit leading to reduced government funding, it is inevitable that the annual revenue and capital budget setting will be challenging each year. The council has a range of methodologies in place to ensure that its aims and priorities are delivered within an acceptable level of council tax. The Value for Money Strategy is a key element of this process.

Value for Money Principles

The principles involved in achieving value for money are:

- Efficiency: Considering the relationship between the amount of resources used (inputs) and the level of performance.
- Effectiveness: The ability to achieve stated goals or objectives, judged in terms of both output and impact.
- Economy: The acquisition or use of resources of an appropriate quality at minimum cost.

There are several aspects to be considered:

- Balancing effectiveness with efficiency
- Balancing efficiency with economy
- Sustaining the funding arrangement (where this is desirable)
- Demonstrating the most appropriate use of resources

Value for money can be defined as: **the use of available resources in an efficient and economical way to deliver effective services or achieve desired outcomes.**

The council is accountable for using resources efficiently to avoid wasting public funds, but this does not mean always seeking the lowest short-term cost. Waste occurs when a service – no matter how cheap or expensive – is ineffective. Effectiveness and efficiency needs to be balanced to achieve value for money.

The costs and benefits of each arrangement must be evaluated in terms of what the council seeks to achieve.

The council will manage any risks to its own interests, and use arrangements and processes such as monitoring, review and evaluation to demonstrate effectiveness and value for money.

At the planning stage, the council should be able to justify how it intends to apply its resources. After implementation it should be able to demonstrate that the policy is having the desired effects, and that the money is not going to waste. If there are unintended outcomes from its policies the council needs to adapt its funding arrangements to take them into account.

Objectives

To achieve value for money, the council will:

- target resources towards achieving the council's objectives and meeting the needs of local people;
- integrate VFM principles within existing planning, management and review processes;
- adopt recognised good practice as appropriate;
- analyse potential budget issues for the following financial year at an early stage and take a corporate approach to developing solutions;
- ensure that VFM principles are taken into account during the commissioning process;
- benchmark activities against other similar activities and organisations where appropriate;
- respond to opportunities to enhance the economy, efficiency and effectiveness of activities;
- promote a culture of continuous improvement;
- demonstrate actively to both internal and external stakeholders that the achievement of VFM is sought in all activities undertaken;
- ensure that all staff recognise their continuing obligation to seek VFM for the council as part of their activities;
- seek external funding where appropriate to support the council's services if the external funding assists the achievement of the council's objectives.

Methodologies for achieving VFM

The council has a number of different methodologies that contribute to the achievement of VFM.

These include:

- the Commissioning process;
- identification of growth and savings through the budget process;
- effective use of ICT (supported by the ICT Strategy);
- service reviews;
- scrutiny by service Committees;
- Audit & Accounts Committee;
- corporate procurement mechanisms (supported by the Procurement Strategy and policies);
- partnership working including consideration of shared services and public/private partnerships;
- customer feedback.

Responsibility for delivering VFM

The Council is required to satisfy itself that VFM is being sought, and achieved from the use of public funds.

The responsibility for achieving VFM lies with all Members and staff and is not restricted to those with resource or financial responsibilities. All Members and staff should endeavour to seek and achieve VFM in all activities and to bring to management's attention any opportunities for improvement.

Managers have the responsibility to maintain an awareness of good practices in their own area of operation and ensure that these are followed appropriately.

The corporate management team will provide a corporate overview of VFM to ensure that initiatives are not restricted to individual service areas.

The council has an expectation that bodies with which the Council has partnership arrangements and organisations in receipt of grant aid from the council will follow VFM guidelines.

2017/18 REVENUE BUDGET TIMETABLE				APPENDIX B
Action	Base Budget & General Principles of Budget	Draft Budget	Draft Final Budget	Final Budget Approval & Council Tax Setting
Base budget, general principles of budget & Budget Strategy	Policy & Finance Committee 22 nd September 2016			
Support Services – agree basis for recharging		9 th September 2016		
Working Papers Issued to Budget Officers		Last date 22 nd July 2016		
		Budget developed with Business Managers & Committee Chairs		
First draft of treasury estimates based on capital programme reported to September Policy & Finance Committee		7 th October 2016		
Draft budgets complete – no support services allocated		30 th September 2016		
Budgets uploaded to eFinancials		5 th to 7 th October 2016		
Co-ordination and review of first draft budget and reports prepared.		10 th to 14 th October 2016		
First draft of budget		Homes & Communities Committee 7 th November 2016 (papers 6/10/16 possibly table on 12/10/16) Leisure & Environment Committee 15 th November 2016 (papers 26/10/16) Economic Development Committee 23 rd November 2016 (papers 26/10/16) Policy & Finance Committee 1 st December 2016 (papers 09/11/16)	Policy & Finance Committee 1 st December 2016 (papers 09/11/16)	
Final treasury estimates completed based on capital performance reported to December Policy & Finance		30 th December 2016		

Support services allocated and uploaded to eFinancials		21 st – 25 th November There may be late changes if Policy & Finance refers budgets back to Committees or change their own budget		
Final Committee budgets approved for consideration by Policy & Finance Committee 23 rd February 2017			Homes & Communities Committee 16 th January 2017 (papers 14/12/16) Economic Development Committee 18 th January 2017 (papers 14/12/16) Leisure & Environment Committee 24 th January 2017 (papers 30/12/2016) Policy & Finance Committee 26 th January 2017 (papers 04/01/17)	
Housing Revenue Account Budget and rent setting report				Policy & Finance Committee 26 th January 2017 to make comments to Council on 14 th February 2017 for approval. (Papers complete by 04/01/17)
Council Tax Discounts Scheme determined				Council 13 th December 2016
Council Tax Base				Officer Decision determined between 1 st December and 31 st January
Revenue Budget Setting				Policy & Finance 23 rd February 2017
Parish Council Precept information received			(up to) 29 th February 2017	
Council Tax setting				Council 9 th March 2017 (papers 01/03/17)

CAPITAL PROGRAMME TIMETABLE 2017-2022

Date	Corporate	Council/Policy & Finance Committee/Operational Committees
Continuous	Possible asset disposals are identified; the likely level of receipts and the revenue implications are estimated.	Approval by Policy & Finance Committee.
April - September	CMT approve the commissioning of new schemes.	Consultation with Policy & Finance Committee and operational Committees where relevant
April - September	Appraisal forms complete for all schemes to be considered in the Capital Programme process. The Key corporate priorities to be targeted with key service plans priorities and Smart Focus.	Consultation with Portfolio holder and relevant Committee.
By 30 September	Revenue implications of bids included in budget bids	
By 31 October	Existing schemes are revised for timing and, where relevant, whether they can now proceed e.g. if failed to get external finance allocation is lost	Report submitted to Policy & Finance Committee in December on changes to existing programme (if necessary)
By 31 October	Detailed appraisal using prioritisation scheme process and report produced for CMT on results of appraisal. CMT consider report and agree prioritisation it relevant	
December		Policy & Finance Committee consider draft programme based on prioritised schedule including revenue implications
January 2017		Operational Committees consider Policy & Finance Committee reports
By 31 January 2017	Revised estimates of resources available completed including levels of Borrowing, Revenue Contribution and Capital Receipts targets.	
By 31 January 2017	Prepare summary of comments from operational Committees for Policy & Finance Committee to consider. Includes clarification by Directors/Business Managers	
3 February 2017	Final report produced for Policy & Finance Committee including comments from operational Committees	
23 February 2017		Policy & Finance Committee consider revenue and capital budgets and financial implications and recommend programme to Council
9 March 2017		Council tax setting meeting.

NEWARK & SHERWOOD DISTRICT COUNCIL
CAPITAL PROGRAMME 2016 - 2021 PRIORITISATION SCHEME

	STAGE 1 FACTOR	Comments	STAGE 2 DETAILED PRIORITISATION	STAGE 2 WEIGHTING
1	Key Priorities Scheme must link to at least one of the Council's priorities and be an objective contained within a Service Plan.	If a scheme does not clearly relate to these areas it will not be considered further.	Each scheme to be marked as to how well it fits with the following- <ul style="list-style-type: none"> • Prosperity • People • Place • Public Service 	35%
2	Evidence of Need Service Strategy National Strategy or Guidelines Statutory Obligation	In some cases local demands are in excess of national guidelines and strategies and this tries to acknowledge that the two must be balanced. This will cover Health and Safety related schemes.	The following factors will receive equal weighting :- <ul style="list-style-type: none"> • Statutory Obligation • National Strategy • Validity of consultation in relation to project. e.g. How specific to this project? Who was consulted, was this comprehensive? • Quality of evidence of need for project .e.g. size of sample base, date of evidence, format of evidence 	10%
3	Partnership Eligibility under existing criteria can be demonstrated.	Show that work has been done to ensure that the obtaining of external finance is realistic. The degree to which the partnership will add value to the project.	The proportion of finance which will be met by third party. The likelihood of receiving support. Assessment of the value the partner will add to the project.	15%

	STAGE 1 FACTOR	Comments	STAGE 2 DETAILED PRIORITISATION	STAGE 2 WEIGHTING
4	Outputs and Outcomes These have been clearly identified and can be justified from supporting evidence. Specific comments should be made as to how the scheme represents value for money when compared to other options	This will enable the council to improve the way it reports its work and clearly show what is being achieved. The comments should refer to any performance indicators which the proposal is addressing specifying what the improvement target is.	Assessment then made on what the scheme will achieve.	15% Assessment of all factors or group of factors
5	Financial Capital costs have been based on internal or external professional advice Revenue implications have been properly developed	Capital costs include both works and land purchase and cover all associated costs. Try and avoid “guesstimates” which result in schemes requiring increased finance or having to be reduced to meet finance available.	<u>Capital</u> will be based on the quality of work which has been put into estimate. e.g. costed feasibility studies. <u>Revenue</u> will be based on whether the effect is positive, neutral or negative on the revenue budget. Positive effect scores 10 Neutral effect scores 3 Negative effect scores 0	15% Capital marked 1 to 5 Revenue marked 0 to 10
6	Risk Assessment Identify the level of risk in a project not being able to proceed. For example planning appeals, listed building consent. Over subscription of partnership funds	Try and ensure that not all schemes selected are high risk with the danger that there will be delays in delivery or no-delivery.	The following will all need to be considered:- Technical Issues Financial Uncertainty Partnership uncertainty Planning Issues Legal issues Timescale	10%

CAPITAL PROGRAMME MONITORING TO 31 JULY 2016

1.0 Purpose of Report

- 1.1 To enable Members to monitor the progress of the overall capital programme since the last progress report on 30 June 2016. The current five year programme was approved by Council on 10 March 2016 and regular reports on progress and variations are required.

2.0 Issues for Consideration

- 2.1 **Appendices A & B** provide details of the capital projects over their whole life to illustrate total budget, expenditure, progress and explanations for any amendments. **Appendix C** lists any proposed amendments to the capital programmes since it was last approved on 30 June 2016. **Appendix D** lists all the current schemes with expenditure to date against the latest budget approved by Policy & Finance Committee on 30 June 2016 and the consequent overall financing position is shown at **Appendix E**.

3.0 RECOMMENDATION

That the variations listed in Appendix C are approved and the Programme shown in Appendix D be accepted as the latest approved Capital Programme.

Reason for Recommendation

To enable the Capital Programme to be amended to reflect changes to resources available and better clarity of the cost and phasing of projects.

Background Papers

Nil

For further information please contact Mike Marriott (Accountant) on extension 5327.

Nicky Lovely
Business Manager and Chief Financial Officer – Financial Services

APPENDIX A

Capital - General Fund - Whole life

Project	Capital Description	Project Manager	Original Budget - Whole life	Revised Budget Whole life	Actuals to date	Projected future costs	Projected Total costs - Life of project	Revisions - Whole life	Additions/Reductions since Policy & Finance 30.06.16	Comments - Revisions over project life
TA1211	Newark, New Leisure Centre	Matt Finch	10,122,000	10,321,999	9,093,030	1,228,969	10,321,999	199,999		The increase of £199,000 in the capital programme relates to a successful bid from the district council to the CCG to include additional items in the new leisure centre that could be linked to the achievement of CCG health outcomes. Although the project is now complete and we are awaiting a final account, the contract price for completing the whole project was significantly below the £10,122,000 included in the capital programme, or the £10,321,000 when the CCG money is included.
TA1214	Leisure Centre Access Road Enhancement	Matt Finch	197,025	197,025	156,916	0	156,916	-40,109	-40,109	Works completed - Underspend on this project of £40k
TA3050	National Civil War Centre	Andy Carolan	5,488,751	5,649,751	5,455,899	193,851	5,649,751	161,000		The £150k reflects the envisaged additional project costs, currently we are in dispute with contractor over the final bill. The additional £150k was built in on the advice of our cost consultants for this project. Funding switch between NCWC other NCC funded expenditure and NCWC trail £11k
TA3050A	NCWC other NCC funded Expenditure	Matt Finch	288,313	288,313	288,313	0	288,313	0	0	
TA3051	Newark Civil War Town Trail	Michael Constantine	211,000	200,000	199,935	0	199,935	-11,065	-65	Funding switch between NCWC other NCC funded expenditure and NCWC trail £11k. Project now completed, balance of £65 removed from programme.
TA3052	Palace Theatre/Museum Integration	Matt Finch	1,460,846	1,615,620	1,477,373	138,246	1,615,620	154,774		The tender returns for completing the integration project were higher than forecast when received in summer 2015. This led to an increase in costs of £145k, the scheme was subsequently approved by Policy and Finance Committee at the increased price. The further addition of £10k which has been contributed from Palace revenue relates to works carried out to fix the roof (not part of original works).
TA3053	Museum Improvements	Michael Constantine	750,000	750,000	131,644	618,356	750,000	0	0	
TA3286	Information Technology Investment	Sharon Parkinson	1,526,841	1,541,541	262,080	1,279,461	1,541,541	14,700	0	£14.7k ICT requirements for members to facilitate paperless vision
TA	CUSTOMERS		20,044,776	20,564,249	17,065,190	3,458,885	20,524,074	479,298	-40,174	
TB2253	Vehicles & Plant (NSDC)	Andrew Kirk (Veh) / Matt Finch (Leis Equip)	5,145,526	5,145,526	3,116,625	2,028,901	5,145,526	0	0	
TB3057	Maun Valley Phase II	Phil Beard	60,000	60,000	57,226	2,774	60,000	0	0	
TB3154	Castle Gatehouse Project	Phil Beard	60,000	60,000	0	60,000	60,000	0	0	
TB3158	Hawtonville School Playing Field	Phil Beard	107,742	107,742	84,619	23,123	107,742	0	0	
TB6145	Grant to Farndon Sports Pavilion	Phil Beard	43,099	43,099	28,449	14,650	43,099	0	0	
TB	COMMUNITY		5,416,367	5,416,367	3,286,919	2,129,448	5,416,367	0	0	
TC1000	New Council Offices	Matt Finch	6,302,000	7,607,628	1,154,147	6,453,481	7,607,628	1,305,628		The cost estimate for the office in 2013 was based on an estimated build cost of £157.50 per square foot for the office space. Current proposals are for a cost of £162 per square foot, which is a marginally higher figure reflecting rising construction costs. The current proposals include additional space due to the inclusion of the CAB, CVS and DWP in the new offices. These additional public services will, of course be contributing to the additional costs. The additional costs have been agreed formally through Policy and Finance

Project	Capital Description	Project Manager	Original Budget - Whole life	Revised Budget Whole life	Actuals to date	Projected future costs	Projected Total costs - Life of project	Revisions - Whole life	Additions/Reductions since Policy & Finance 30.06.16	Comments - Revisions over project life
TC2280	Ollerton Hall acquisition and works	David Best	350,000	350,000	400,222	8,443	408,664	58,664	58,664	Additional budget required in respect of purchase of Ollerton Hall and associated legal costs. Actual Legal bill under dispute, if successful costs will reduce
TC3017	Workshop Frontage Improvements	David Best	111,100	111,100	1,160	109,940	111,100	0	0	
TC3132	20 Baldertongate Repairs	Darren Wardale	14,800	14,800	14,538	262	14,800	0	0	
TC	RESOURCES		6,777,900	8,083,528	1,570,066	6,572,126	8,142,192	1,364,292	58,664	
TE3266	Growth Point (Grant Funded)	Andrew Muter	449,121	449,121	0	449,121	449,121	0	0	Potential contribution to SLR/A1 roundabout
TE3267	Rural Broadband Provision	Andrew Muter	250,000	250,000	250,000	0	250,000	0	0	
TE3268	Southern Link Road Contribution	Andrew Muter	2,500,000	3,500,000	1,019,215	2,480,785	3,500,000	1,000,000	0	Additional grant income received contributing to the project as a whole.
TE	GROWTH		3,199,121	4,199,121	1,269,215	2,929,906	4,199,121	1,000,000	0	
TF3161	Balderton land drainage	Darren Wardale	12,000	12,000	2,895	9,105	12,000	0	0	
TF3220	Major Flood Alleviation	Ben Adams	150,000	150,000	0	150,000	150,000	0	0	
TF3222	Works to Wellow Green Hostel	Dennis Roxburgh	150,000	150,000	92,327	57,673	150,000	0	0	
TF3223	CCTV	Oliver Vale	0	325,000	0	325,000	325,000	325,000	0	New budget for CCTV - Upgrade and Move. Agreed at P&F 30.06.16
TF	SAFETY		312,000	637,000	95,222	541,778	637,000	325,000	0	
TOTALS			35,750,164	38,900,264	23,286,612	15,632,142	38,918,754	3,168,590	18,490	

APPENDIX B

Capital - Affordable Housing - Whole life

Project	Capital Description	Project Manager	Original Budget - Whole life	Revised Budget Whole life	Actuals to date	Projected future costs	Projected Total costs - Life of project	Revisions - Whole life	Additions/Reductions since Policy & Finance 30.06.16	Comments - Revisions over project life
SA1013	25 supported dwellings - Bilsthorpe	Rob Main / Peter Harley	2,330,141	2,386,915	2,287,877	99,038	2,386,915	56,774	0	Tender agreed for works to be completed was at a higher price by £56,774 than originally estimated when project first considered for capital approval.
SA1015	Affordable Rural Housing Grant	Rob Main / Peter Harley	260,000	260,000	150,000	110,000	260,000	0	0	
SA1016	Site A - Wolfit Avenue, Balderton	Rob Main / Peter Harley	424,434	313,344	277,261	36,083	313,344	-111,090	0	Tender agreed for works to be completed was at a lower price of £111,090 than originally estimated when project first considered for capital approval.
SA1017	Site B - Wolfit Avenue, Balderton	Rob Main / Peter Harley	441,846	357,952	322,318	35,634	357,952	-83,894	0	Tender agreed for works to be completed was at a lower price of £83,894 than originally estimated when project first considered for capital approval.
SA1018	Coronation Street/Grove View Rd, Balderton	Rob Main / Peter Harley	709,628	728,351	655,968	72,383	728,351	18,723	0	Tender agreed for works to be completed was at a higher price of £18,723 than originally estimated when project first considered for capital approval.
SA1019	Lilac Close	Rob Main / Peter Harley	941,415	747,544	671,394	76,150	747,544	-193,871	0	Tender agreed for works to be completed was at a lower price of £193,871 than originally estimated when project first considered for capital approval.
SA1020	Second Avenue, Edwinstowe	Rob Main / Peter Harley	545,809	487,032	430,018	57,014	487,032	-58,777	0	Tender agreed for works to be completed was at a lower price of £60,723 than originally estimated when project first considered for capital approval.
SA1021	Ash Farm Farnsfield	Rob Main / Peter Harley	1,176,000	1,176,000	161,106	1,014,894	1,176,000	0	0	
SA1022	St Leonards Hospital Trust	Rob Main / Peter Harley	330,000	330,000	0	330,000	330,000	0	0	
SA1023	Bowbridge Road	Rob Main / Peter Harley	8,937,121	8,937,121	95,387	8,841,734	8,937,121	0	0	
SA1030	HRA Site Development	Rob Main / Peter Harley	500,000	500,000	3,440	496,560	500,000	0	0	
	Total - Affordable Housing		16,596,394	16,224,259	5,054,770	11,169,489	16,224,259	-372,135	0	

APPENDIX C

Exemption report - Amendments post Policy and Finance 30.06.16

General Fund Additions

Project	Capital Description	Additions/ Reductions - 16-17	Comments
TA1214	Leisure Centre Access Road Enhancement	-40,109	Works Completed - Underspend on specific project of £40,109
TA3051	Newark Civil War Town Trail	-65	Completed
TC2280	Ollerton Hall acquisition and works	58,664	Additional budget required in respect of purchase of Ollerton Hall and associated legal costs. Actual Legal bill under dispute, if successful costs will reduce
Total additions/Reductions 16-17		18,490	

HRA - Affordable homes - Reprofiting

Project	Capital Description	Movements 16-17	Movements 17-18	Movements 18-19	Movements 19-20	Movements 20-21
SA1016	Site A - Wolfit Avenue, Balderton	-29,326	29,326	0	0	0
SA1017	Site B - Wolfit Avenue, Balderton	-28,229	28,229	0	0	0
SA1018	Coronation Street/Grove View Rd, Balderton	-72,383	72,383	0	0	0
SA1019	Lilac Close	-59,522	59,522	0	0	0
SA1020	Second Avenue, Edwinstowe	-57,014	57,014	0	0	0
SA1021	Ash Farm Farnsfield	-562,700	562,700	0	0	0
SA1022	St Leonards Hospital Trust	-330,000	330,000	0	0	0
Total Affordable Housing Re profiling		-1,139,174	1,139,174	0	0	0

General Fund - Reprofiting

Project	Capital Description	Movements 16-17	Movements 17-18	Movements 18-19	Movements 19-20	Movements 20-21
TA1211	Newark, New Leisure Centre	-300,000	300,000	0	0	0
TA3286	Information Technology Investment	-190,000	190,000	0	0	0
Total General Fund Re profiling		-490,000	490,000	0	0	0

APPENDIX D																					
CAPITAL PROGRAMME 2016/17 - 2020/21																					
	SCHEME	EXTERNAL FUNDING	NSDC COSTS	TOTAL SCHEME COST	BEFORE 2016/17	REVISED - Post Slippage	2016/17 Full Council 10.03.16	DIFF.	REVISED	2017/18 Full Council 10.03.16	DIFF.	REVISED	2018/19 Full Council 10.03.16	DIFF.	REVISED	2019/20 Full Council 10.03.16	DIFF.	REVISED	2020/21 Full Council 10.03.16	DIFF.	
HOUSING REVENUE ACCOUNT																					
PROPERTY INVESTMENT PROGRAMME																					
S91100	ROOF REPLACEMENTS		2,160,000	2,160,000		0	540,000	-540,000	540,000	540,000	0	540,000	540,000	0	540,000	540,000	0	540,000	540,000	0	
S91111	Roofing 2016/17		216,000	216,000		216,000	0	216,000													
S91112	Flat Roofing 2016/17		324,000	324,000		324,000	0	324,000													
S711	ROOF REPLACEMENTS	0	2,700,000	2,700,000		540,000	540,000	0	540,000	540,000	0	540,000	540,000	0	540,000	540,000	0	540,000	540,000	0	
S91200	KITCHEN & BATHROOM CONVERSIONS		6,480,000	6,480,000		0	1,620,000	-1,620,000	1,620,000	1,620,000	0	1,620,000	1,620,000	0	1,620,000	1,620,000	0	1,620,000	1,620,000	0	
S91215	Kitchen & Bathroom 2016/17		1,296,000	1,296,000		1,296,000	0	1,296,000													
S91216	Kitchen & Bathroom materials 2016/17		324,000	324,000		324,000	0	324,000													
S712	KITCHEN & BATHROOM CONVERSIONS	0	8,100,000	8,100,000		1,620,000	1,620,000	0	1,620,000	1,620,000	0	1,620,000	1,620,000	0	1,620,000	1,620,000	0	1,620,000	1,620,000	0	
S91300	EXTERNAL FABRIC		1,566,000	1,566,000		54,000	378,000	-324,000	378,000	378,000	0	378,000	378,000	0	378,000	378,000	0	378,000	378,000	0	
S91330	External Fabric 2016/17 area 1		162,000	162,000		162,000	0	162,000													
S91331	External Fabric 2016/17 area 2		162,000	162,000		162,000	0	162,000													
S713	EXTERNAL FABRIC	0	1,890,000	1,890,000		378,000	378,000	0	378,000	378,000	0	378,000	378,000	0	378,000	378,000	0	378,000	378,000	0	
S91400	DOORS & WINDOWS		734,400	734,400		0	183,600	-183,600	183,600	183,600	0	183,600	183,600	0	183,600	183,600	0	183,600	183,600	0	
S91411	Doors and Windows 2016/17		183,600	183,600		183,600	0	183,600													
S714	DOORS & WINDOWS	0	918,000	918,000		183,600	183,600	0	183,600	183,600	0	183,600	183,600	0	183,600	183,600	0	183,600	183,600	0	
S91500	OTHER STRUCTURAL		226,071	226,071		10,071	54,000	-43,929	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S91511	Walls Re-Rendering		270,000	270,000		54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S91520	H535a King Street		821	821		821	0	821													
S91521	Delacy Court Canopy Removal		3,483	3,483		3,483	0	3,483													
S91522	DPM works 2016-17		10,800	10,800		10,800	0	10,800													
S91523	33 Nowood Gardens		1,825	1,825		1,825	0	1,825													
S91524	1 Manvers View Major Works		27,000	27,000		27,000	0	27,000													
S715	OTHER STRUCTURAL	0	540,000	540,000		108,000	108,000	0	108,000	108,000	0	108,000	108,000	0	108,000	108,000	0	108,000	108,000	0	
S93100	ELECTRICAL		2,721,600	2,721,600		0	680,400	-680,400	680,400	680,400	0	680,400	680,400	0	680,400	680,400	0	680,400	680,400	0	
S93111	Rewires 2016/17		594,000	594,000		594,000	0	594,000													
S93112	Disturbance allowance 2016/17		86,400	86,400		86,400	0	86,400													
S731	ELECTRICAL	0	3,402,000	3,402,000		680,400	680,400	0	680,400	680,400	0	680,400	680,400	0	680,400	680,400	0	680,400	680,400	0	
S93200	SMOKE ALARMS		0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
S93205	Carbon Monoxide Detectors		540,000	540,000		0	270,000	-270,000	270,000	270,000	0	270,000		+270,000	0		0	0		0	
S732	SMOKE ALARMS	0	540,000	540,000		0	270,000	-270,000	270,000	270,000	0	270,000	0	+270,000	0	0	0	0	0	0	
S93300	PASSENGER LIFTS		0	0																	
S733	PASSENGER LIFTS	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
S93500	HEATING		2,376,000	2,376,000		0	594,000	-594,000	594,000	594,000	0	594,000	594,000	0	594,000	594,000	0	594,000	594,000	0	
S93508	Heating replacements 2016/17		594,000	594,000		594,000	0	594,000													
S735	HEATING	0	2,970,000	2,970,000		594,000	594,000	0	594,000	594,000	0	594,000	594,000	0	594,000	594,000	0	594,000	594,000	0	
S93600	ENERGY EFFICIENCY		2,278,800	2,278,800		502,200	502,200	0	502,200	502,200	0	502,200	502,200	0	502,200	502,200	0	270,000	270,000	0	
S736	ENERGY EFFICIENCY	0	2,278,800	2,278,800		502,200	502,200	0	502,200	502,200	0	502,200	502,200	0	502,200	502,200	0	270,000	270,000	0	
S95100	GARAGE FORECOURTS		432,000	432,000		0	108,000	-108,000	108,000	108,000	0	108,000	108,000	0	108,000	108,000	0	108,000	108,000	0	
S95109	Garages		135,000	135,000		27,000	0	27,000	27,000	0	+27,000	27,000	0	+27,000	27,000	0	+27,000	27,000	27,000	0	
S95112	Resurfacing works 2016-17		108,000	108,000		108,000	0	108,000													
S751	GARAGE FORECOURTS	0	675,000	675,000		135,000	108,000	27,000	135,000	108,000	+27,000	135,000	108,000	+27,000	135,000	108,000	+27,000	135,000	135,000	0	
S95200	ENVIRONMENTAL WORKS		1,275,912	1,275,912		23,112	340,200	-317,088	313,200	340,200	-27,000	313,200	340,200	-27,000	313,200	340,200	-27,000	313,200	313,200	0	
S95250	Communal Lighting		108,000	108,000		21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	

						2016/17				2017/18				2018/19			2019/20			2020/21	
	SCHEME	EXTERNAL FUNDING	NSDC COSTS	TOTAL SCHEME COST	BEFORE 2016/17	REVISED - Post Slippage	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	
S95252	Flood Defence Systems		54,000	54,000		10,800	10,800	0	10,800	10,800	0	10,800	10,800	0	10,800	10,800	0	10,800	10,800	0	
S95253	Play Areas		108,000	108,000		0	27,000	-27,000	27,000	27,000	0	27,000	27,000	0	27,000	27,000	0	27,000	27,000	0	
S95254	Estate Remodelling		810,000	810,000		162,000	162,000	0	162,000	162,000	0	162,000	162,000	0	162,000	162,000	0	162,000	162,000	0	
S95276	Delacy Court Communal Doors		50,760	50,760		50,760	0	50,760													
S95277	Knotts Court Environmental		216,000	216,000		216,000	0	216,000													
S95278	Lovers Lane Flats Drying area		16,200	16,200		16,200	0	16,200													
S95279	St Marys Gardens	37,000	0	37,000		37,000	0	37,000													
S95280	Yorke Drive Barrier	0	4,428	4,428		4,428	0	4,428													
S95281	Yorke Drive Communal Doors	0	2,700	2,700		2,700	0	2,700													
S95282	Play areas 2016-17	0	27,000	27,000		27,000	0	27,000													
S752	ENVIRONMENTAL WORKS	37,000	2,673,000	2,710,000		571,600	561,600	10,000	534,600	561,600	-27,000	534,600	561,600	-27,000	534,600	561,600	-27,000	534,600	534,600	0	
S97100	ASBESTOS		216,000	216,000		0	108,000	-108,000	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S97111	Asbestos Surveys 2016/17		43,200	43,200		43,200	0	43,200													
S97112	Asbestos Removal 2016/17		64,800	64,800		64,800	0	64,800													
S771	ASBESTOS	0	324,000	324,000		108,000	108,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S97200	FIRE SAFETY		270,000	270,000		54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S772	FIRE SAFETY	0	270,000	270,000		54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S97300	DDA IMPROVEMENTS		86,400	86,400		0	21,600	-21,600	21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	
S97307	DDA WORKS 2016-/17		21,600	21,600		21,600	0	21,600													
S773	DDA IMPROVEMENTS	0	108,000	108,000		21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	21,600	21,600	0	
S97400	DISABLED ADAPTATIONS		1,728,000	1,728,000		0	432,000	-432,000	432,000	432,000	0	432,000	432,000	0	432,000	432,000	0	432,000	432,000	0	
S97411	Adaptation care plans 2016/17		399,600	399,600		399,600	0	399,600													
S97412	Adaptation OT 1's 2016/17		32,400	32,400		32,400	0	32,400													
S774	DISABLED ADAPTATIONS	0	2,160,000	2,160,000		432,000	432,000	0	432,000	432,000	0	432,000	432,000	0	432,000	432,000	0	432,000	432,000	0	
S97500	LEGIONELLA		129,600	129,600		0	32,400	-32,400	32,400	32,400	0	32,400	32,400	0	32,400	32,400	0	32,400	32,400	0	
S97502	legionella Works 2016/17		32,400	32,400		32,400	0	32,400													
S791	UNALLOCATED FUNDING	0	162,000	162,000		32,400	32,400	0	32,400	32,400	0	32,400	32,400	0	32,400	32,400	0	32,400	32,400	0	
S99100	UNALLOCATED FUNDING		270,000	270,000		54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
S99101	Grant Income		-167,920	-167,920		-167,920	0	-167,920													
S791	UNALLOCATED FUNDING	0	102,080	102,080		-113,920	54,000	-167,920	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	54,000	0	
	SUB TOTAL PROPERTY INVESTMENT	37,000	29,812,880	29,849,880	0	5,846,880	6,247,800	-400,920	6,193,800	6,193,800	0	6,193,800	5,923,800	+270,000	5,923,800	5,923,800	0	+5,691,600	5,691,600	0	
AFFORDABLE HOUSING																					
SA1012	Buy-back of RTB Council Houses	0	37,500	37,500	37,500	0	0	0													
SA1013	25 supported dwellings - Bilsthorpe	1,558,845	828,070	2,386,915	2,287,877	99,038	0	99,038													
SA1015	Affordable Rural Housing Grant	0	260,000	260,000	150,000	110,000	0	110,000													
SA1016	Site A - Wolfit Avenue, Balderton	229,011	84,333	313,344	284,018	0	31,334	-31,334	29,326	0	29,326										
SA1017	Site B - Wolfit Avenue, Balderton	273,619	84,333	357,952	329,723	0	35,795	-35,795	28,229	0	28,229										
SA1018	Coronation Street/Grove View Rd, Balderton	68,351	660,000	728,351	539,531	116,437	61,953	54,484	72,383	0	72,383										
SA1019	Lilac Close	560,544	187,000	747,544	688,022	0	74,754	-74,754	59,522	0	59,522										
SA1020	Second Avenue, Edwinstowe	402,698	84,334	487,032	361,469	68,549	48,703	19,846	57,014	0	57,014										
SA1021	Ash Farm Farnsfield	0	1,176,000	1,176,000	4,831	608,469	0	608,469	562,700	0	562,700										
SA1022	St Leonards Hospital Trust	0	330,000	330,000	0	0	0	0	330,000	0	330,000										
SA1023	Bowbridge Road	5,325,000	3,612,121	8,937,121	95,387	2,947,234	0	2,947,234	5,894,500	0	5,894,500										
SA1030	HRA Site Development	0	500,000	500,000	3,440	296,560	150,000	146,560	200,000	200,000	0										
		8,418,068	7,843,691	16,261,759	4,781,799	4,246,286	402,539	3,843,747	7,233,674	200,000	+7,033,674	0	0	0	0	0	0	0	0	0	
	SUB TOTAL HOUSING REVENUE ACCOUNT	8,455,068	37,656,571	46,111,639	4,781,799	10,093,166	6,650,339	3,442,827	13,427,474	6,393,800	+7,033,674	6,193,800	5,923,800	+270,000	5,923,800	5,923,800	0	5,691,600	5,691,600	0	
HOUSING GENERAL FUND																					
TF6011	Private Sector Disabled Facilities Grants	3,588,539	0	3,588,539	1,167,487	561,052	465,000	96,052	465,000	465,000	0	465,000	465,000	0	465,000	465,000	0	465,000	465,000	0	
		3,588,539	0	3,588,539	1,167,487	561,052	465,000	96,052	465,000	465,000	0	465,000	465,000	0	465,000	465,000	0	465,000	465,000	0	
	TOTAL HOUSING REVENUE ACCOUNT	12,043,607	37,656,571	49,700,178	5,949,285	10,654,219	7,115,339	3,538,880	13,892,474	6,858,800	+7,033,674	6,658,800	6,388,800	+270,000	6,388,800	6,388,800	0	6,156,600	6,156,600	0	

							2016/17			2017/18			2018/19			2019/20			2020/21	
	SCHEME	EXTERNAL FUNDING	NSDC COSTS	TOTAL SCHEME COST	BEFORE 2016/17	REVISED - Post Slippage	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.	REVISED	Full Council 10.03.16	DIFF.
GENERAL FUND																				
TA1211	Newark, New Leisure Centre	2,787,117	7,534,882	10,321,999	8,339,885	1,682,114	1,473,390	208,724	300,000											
TA1214	Leisure Centre Access Road Enhancement	0	156,916	156,916	1,125	155,791	0	155,791												
TA3050	National Civil War Centre	3,654,344	1,983,720	5,638,064	5,450,866	187,198	150,000	37,198												
TA3050	NCWC other NCC funded Expenditure	300,000	0	300,000	288,313	11,687	0	11,687												
TA3051	Newark Civil War Town Trail	199,935	0	199,935	199,935	0	0	0												
TA3052	Palace Theatre/Museum Integration	0	1,615,620	1,615,620	1,373,158	242,462	0	242,462												
TA3053	Museum Improvements	0	750,000	750,000	66,387	386,113	297,500	88,613	297,500	297,500	0									
TA3054	Palace Boiler Replace	0	98,000	98,000	98,000	0	0	0												
TA3286	Information Technology Investment	0	1,541,541	1,541,541	208,763	487,778	580,000	-92,222	660,000	470,000	+190,000	80,000	80,000	0	80,000	80,000	0	25,000	25,000	0
TA	CUSTOMERS	6,941,395	13,680,679	20,622,074	16,026,431	3,153,144	2,500,890	652,254	1,257,500	767,500	+190,000	80,000	80,000	0	80,000	80,000	0	25,000	25,000	0
TB2250	Vehicles & Plant (NSH)	0	675,000	675,000	0	0	0	0				675,000	675,000	0						
TB2253	Vehicles & Plant (NSDC)	114,048	5,031,478	5,145,526	2,350,327	783,604	40,000	743,604	78,000	78,000	0	132,000	132,000	0	1,113,595	1,113,595	0	688,000	688,000	0
TB3057	Maun Valley Phase II	60,000	0	60,000	57,226	2,774	0	2,774												
TB3154	Castle Gatehouse Project	40,000	20,000	60,000	0	60,000	0	60,000												
TB3158	Hawtonville School Playing Field	20,000	87,742	107,742	84,619	23,123	0	23,123												
TB3159	Humberstone Road Open Space, Southwell	54,837	-575	54,262	54,262	0	0	0												
TB3252	Newark Castle Essential Works Ph I	111,101	210,548	321,649	321,649	0	0	0												
TB3263	Sconce & Devon Park Restoration Ph II	1,512,742	88,948	1,601,691	1,601,691	0	0	0												
TB3264	Barnby Road Open Space	2,838	0	2,838	2,838	0	0	0												
TB6145	Grant to Farndon Sports Pavilion	43,099	0	43,099	28,449	14,650	0	14,650												
TB6147	Contribution to Cycle Route Improvements	32,634	-7,634	25,000	25,000	0	0	0												
TB	COMMUNITY	1,991,300	6,105,506	8,096,806	4,526,060	884,151	40,000	844,151	78,000	78,000	0	807,000	807,000	0	1,113,595	1,113,595	0	688,000	688,000	0
TC1000	New Council Offices	0	7,607,628	7,607,628	562,416	6,235,892	4,648,108	1,587,784	657,520	657,520	0	151,800	0	+151,800						
TC2280	Ollerton Hall acquisition and works	100,000	308,664	408,664	91,032	317,632	0	317,632												
TC3017	Workshop Frontage Improvements	0	111,100	111,100	1,160	109,940	109,940	0												
TC3132	20 Baldertongate Repairs	14,800	0	14,800	14,538	262	0	262												
TC3282	Energy Saving Proposals	7,000	220,664	227,664	227,664	0	0	0												
TC	RESOURCES	121,800	8,248,056	8,369,856	896,810	6,663,726	4,758,048	1,905,678	657,520	657,520	0	151,800	0	+151,800	0	0	0	0	0	0
TE3110	Newark Signage Strategy	0	108,624	108,624	108,624	0	0	0												
TE3266	Growth Point (Grant Funded)	109,332	3,557	112,889	112,889	0	0	0												
TE3266	Growth Point (Internally Funded)	0	449,121	449,121	0	449,121	0	449,121												
TE3267	Rural Broadband Provision	0	250,000	250,000	165,000	85,000	85,000	0												
TE3268	Southern Link Road Contribution	3,105,674	394,326	3,500,000	19,215	3,480,785	0	3,480,785												
TE	GROWTH	3,215,006	1,205,628	4,420,634	405,728	4,014,906	85,000	3,929,906	0	0	0	0	0	0	0	0	0	0	0	0
TF3161	Balderton land drainage	9,105	2,895	12,000	2,895	9,105	0	9,105												
TF3220	Major Flood Alleviation	150,000	0	150,000	0	150,000	0	150,000												
TF3222	Works to Wellow Green Hostel	0	150,000	150,000	92,327	57,673	0	57,673												
TF3223	CCTV	0	325,000	325,000	0	325,000	0	325,000												
TF	SAFETY	159,105	477,895	637,000	95,222	541,778	0	541,778	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL GENERAL FUND	12,428,607	29,717,764	42,146,371	21,950,251	15,257,704	7,383,938	7,873,766	1,993,020	1,503,020	+190,000	1,038,800	887,000	+151,800	1,193,595	1,193,595	0	713,000	713,000	0
	TOTAL PROGRAMME	24,472,214	67,374,335	91,846,549	27,899,537	25,911,923	14,499,277	11,412,646	15,885,494	8,361,820	+7,223,674	7,697,600	7,275,800	+421,800	7,582,395	7,582,395	0	6,869,600	6,869,600	0

APPENDIX E															
CAPITAL PROGRAMME SUMMARY															
	2016/17			2017/18			2018/19			2019/20			2020/21		
	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.
COMMITTED SCHEMES EXPENDITURE															
Housing Services	10,654,219	7,115,339	+3,538,880	13,892,474	6,858,800	+7,033,674	6,658,800	6,388,800	+270,000	6,388,800	6,388,800	0	6,156,600	6,156,600	0
Other Services	15,257,704	7,383,938	+7,873,766	1,993,020	1,503,020	+490,000	1,038,800	887,000	+151,800	1,193,595	1,193,595	0	713,000	713,000	0
Total Expenditure	25,911,923	14,499,277	+11,412,646	15,885,494	8,361,820	+7,523,674	7,697,600	7,275,800	+421,800	7,582,395	7,582,395	0	6,869,600	6,869,600	0
CAPITAL EXPENDITURE FINANCING															
Net Internal and External Borrowing Approval	6,818,993	5,783,303	+1,035,690	1,715,020	1,225,020	+490,000	151,800	0	+151,800	1,188,595	1,188,595	0	708,000	708,000	0
Government Grants	4,567,214	465,000	+4,102,214	1,215,000	465,000	+750,000	465,000	465,000	0	465,000	465,000	0	465,000	465,000	0
Contributions from Third Parties	2,308,260	0	+2,308,260	1,964,089	0	+1,964,089	0	0	0	0	0	0	0	0	0
Community Infrastructure Levy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Receipts	843,397	252,539	+590,858	459,953	273,000	+186,953	882,000	882,000	0	0	0	0	0	0	0
Capital Reserve	4,272,439	1,604,135	+2,668,304	8,500	8,500	0	8,500	8,500	0	8,500	8,500	0	8,500	8,500	0
Revenue Support	7,101,619	6,394,300	+707,319	10,522,933	6,390,300	+4,132,633	6,190,300	5,920,300	+270,000	5,920,300	5,920,300	0	5,688,100	5,688,100	0
Total Resources Available	25,911,923	14,499,277	+11,412,646	15,885,494	8,361,820	+7,523,674	7,697,600	7,275,800	+421,800	7,582,395	7,582,395	0	6,869,600	6,869,600	0
Net resources before allowing for Earmarked Funds	0	0	-0	0	0	+0	0	0	0	0	0	0	0	0	0
Note - Other Unallocated Resources															
Community Infrastructure Levy	2,072,221	2,307,720	-235,499	2,795,798	2,899,220	-103,422	3,774,854	3,490,720	+284,134	4,888,927	4,082,220	+806,707	5,660,686	0	+5,660,686
Capital Receipts	2,584,290	2,081,433	+502,857	8,670,588	8,354,683	+315,905	7,934,838	7,265,933	+668,905	8,081,088	7,412,183	+668,905	8,227,338	0	+8,227,338
Available Resources	4,656,511	4,389,153	+267,358	11,466,386	11,253,903	+212,483	11,709,691	10,756,653	+953,038	12,970,014	11,494,403	+1,475,611	13,888,024	0	+13,888,024
GENERAL FUND PROGRAMME SUMMARY															
	2016/17			2017/18			2018/19			2019/20			2020/21		
	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.	REVISED	Issue 1	DIFF.
COMMITTED SCHEMES EXPENDITURE															
Housing Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Services	15,257,704	7,383,938	+7,873,766	1,993,020	1,503,020	+490,000	1,038,800	887,000	+151,800	1,193,595	1,193,595	0	713,000	713,000	0
Total Expenditure	15,257,704	7,383,938	+7,873,766	1,993,020	1,503,020	+490,000	1,038,800	887,000	+151,800	1,193,595	1,193,595	0	713,000	713,000	0
CAPITAL EXPENDITURE FINANCING															
Net Internal and External Borrowing Approval	6,818,993	5,783,303	+1,035,690	1,715,020	1,225,020	+490,000	151,800	0	+151,800	1,188,595	1,188,595	0	708,000	708,000	0
Government Grants	3,256,162	0	+3,256,162	0	0	0	0	0	0	0	0	0	0	0	0
Contributions from Third Parties	313,610	0	+313,610	0	0	0	0	0	0	0	0	0	0	0	0
Community Infrastructure Levy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Receipts	600,000	0	+600,000	273,000	273,000	0	882,000	882,000	0	0	0	0	0	0	0
Capital Reserve	4,268,939	1,600,635	+2,668,304	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0
Total Resources Available	15,257,704	7,383,938	+7,873,766	1,993,020	1,503,020	+490,000	1,038,800	887,000	+151,800	1,193,595	1,193,595	0	713,000	713,000	0
Net resources before allowing for Earmarked Funds	0	0	-0	0	0	0	0	0	0	0	0	0	0	0	0

MOVING AHEAD UPDATE – SOUTHWELL AND OLLERTON

1.0 Purpose of Report

- 1.1 The purpose of this report is to update Members on the developments of providing council services in Southwell and Ollerton.

2.0 Background Information

- 2.1 As well as moving to the council offices in Newark, the Council have committed to improving the delivery of council services in both Southwell and Ollerton in recognition of both customer demand and need from those areas. Funding to support these projects was approved at Policy Committee on 28 July 2015.
- 2.2 In January 2014, the Council in conjunction with the DWP, commenced delivery of a joint service from Ollerton and Boughton Town Hall. This service currently operates for one day per week on a Wednesday. This service is very popular and clearly demonstrates a requirement for an enhanced service in Ollerton.
- 2.3 Initial enquiries regarding suitability of existing accommodation as to where to deliver these services from highlighted that the delivery of a service in Southwell would progress much quicker than in Ollerton.

3.0 Southwell

- 3.1 Following discussions with the County Council it has been agreed that the Council can deliver a service from the library in Southwell. The library is situated in the central part of Southwell in a modern building and is easy accessible for customers. The Council will rent two desks.
- 3.2 Although initially it was thought that the library would be busier on market days the library has advised that the footfall remains constant throughout the week.
- 3.4 The Council service will be open Tuesdays and Thursday morning (the library closes at 12.30pm on Thursdays). The exact opening times are currently being agreed. The service is on target to commence late September 2016.
- 3.3 The desk rental fee for providing this service per is £1600 per annum which includes all utilities. The notice term is 6 months.
- 3.4 The initial ICT set up costs are approximately £1000 (lines and equipment) and the annual ICT running costs are in the region of £350.
- 3.5 Promotion of the service has commenced including an article in the Bramley newspaper which is delivered monthly to over 11,000 properties in Southwell and the surrounding villages. Ongoing promotion in the in this very popular free newspaper will continue.

- 3.6 The take up of this service will be reviewed regularly to identify if the provision meets the demand.

4.0 Ollerton

- 4.1 As mentioned earlier in this report the Council do already deliver a service in Ollerton. This is delivered in conjunction with the DWP, Dukeries Community College (ACLS), Ollerton and Boughton Town Council (OBTC). It operates every Wednesday from the Ollerton and Boughton Town Hall. This service is very busy with approximately 25 customers utilising this service each week and has outgrown the current location.
- 4.2 Ongoing discussions have taken place with OBTC, Newark and Sherwood CCG and other potential partners regarding future customer access in Ollerton and the surrounding area. OBTC own the old Courtaulds site in Ollerton and are keen to use this site for a public services hub. The benefits to both local residents and service providers could be significant and range from improving accessibility of services for customers and patients, improving collaborative working across public services and the potential to release other assets in the community to support further regeneration within Ollerton. It would also provide NSDC with a perfect location to deliver a customer service function and enable NSH to move from their neighbourhood office on Sycamore Road.
- 4.3 OBTC has concerns that the current health provision in Ollerton does not serve the needs of its residents and will certainly not be able to cope with the projected anticipated growth in population. The CCG have met on a number of occasions with both the council and OBTC to discuss the provision of health care in the Ollerton area and the development of the Courtaulds site. However whilst the CCG understand OBTC's concerns they have made it clear that although there are potential opportunities for additional services in the Ollerton area this does not necessarily mean a new GP practice.
- 4.4 Due to resource changes within the CCG there has been a delay with the progression of this project. However in the last couple of months this has created momentum, primarily due to the One Public Estate (OPE) initiative.
- 4.5 OPE is a pioneering initiative run by the Cabinet Office which provides practical support and funding to councils to deliver ambitious property focused programmes in collaboration with central government and other public sector partners.
- 4.6 A bid has been submitted to the OPE for funding for the feasibility stage of public sector hub on the triangle site. An announcement of the successful bids was due late July 2016 but due to the recent changes within the government the announcement has been delayed. However discussions are continuing on a regular basis with the CCG and other partners on this project.

5.0 Ollerton Alternative Option

- 5.1 It is understood that the aspiration to develop the old Courtaulds site into a public sector hub/health facility is a long term project and if the scheme is approved it is likely to be a number of years before it is operational. The Council are committed to improving the service it provides to residents in the Ollerton area and cannot wait for the potential development of this site to do so.

- 5.2 A number of discussions have taken place with OBTC regarding increasing the service the Council provide in Ollerton and identifying suitable alternative locations. Having a number of key partners delivering the service on a Wednesday has proved to be very successful and has delivered excellent outcomes for the customers. It has been possible to identify any additional locations which are in a suitable central location.
- 5.3 To overcome this issue and to improve their own office accommodation, OBTC have suggested that their Town Hall is re-developed which will create more space for both ourselves and other partners to deliver a service from.
- 5.4 An initial meeting has taken place with an architect in order for them to create high level plans of what developments will be possible on the site. Early discussions are leaning towards actually replacing the Town Hall with a new building which will meet the needs of the Town Council and provide a much more customer focused facility for the residents of Ollerton and the surrounding area. It is hoped that the high level drawings will be available early September.
- 5.5 These talks are at a very early stage and the potential costs and finance model to support this idea have yet to be discussed.
- 5.5 The development of the Town Hall would be an additional asset to Ollerton town centre and would be in addition to the proposed development of the Courtaulds site.

6.0 Equalities Implications

- 6.1 An Equalities Impact Assessment has been carried out for the service delivered from Southwell library and is attached to this report at **Appendix A**.

7.0 Finance Comments

- 7.1 Funding of up to £20,000 for Southwell and £50,000 for Ollerton from the Repairs & Renewals reserve has already been approved. The set up costs mentioned in this report for Southwell are well within the budget available.

8.0 RECOMMENDATION

That the report be noted with further updates being presented to the Committee.

Reason for Recommendation

To keep Members informed of the latest development in the delivery of service in Ollerton and Southwell.

Background Papers - Nil

For further information please contact Jill Baker on ext. 5810.

Matthew Finch
Director – Customers

APPENDIX A



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

[EQUALITY IMPACT ASSESSMENT]

This document should be completed only after the Equalities Checklist has been completed and it has been determined that a full Equality Impact Assessment is required.

Service Area:

Customer Services and External Communications

Section/service delivery/policy covered by the assessment

Moving Ahead Programme

Stage 1 - what is being assessed?

Moving Ahead Programme Work Stream – Southwell spoke

Stage 2 - who is carrying out the assessment?

Jill Baker – joint role - Business Manager Customer Services and External Communications and Work Stream Lead Moving Ahead Programme
Tracey Streeter – Customer Service Manager

Advice obtained from John Bullock – Access and Equalities Officer

Stage 3 - aims of the strategy or service

Briefly describe the aims of the strategy or service:

In September 2016 the council are commencing a face to face customer service located in Southwell library. This is part time service – Tuesdays 9.30am – 4.30pm and Thursdays 9.30am – 12.30pm.

Stage 4 - knowing our customers, communities and employees

List the main customers, employees, users or groups receiving, delivering or affected by, this strategy or service:

Any customer will be able to obtain advice from this service. As at the 2011 census, Southwell has a population of 7297. Data will be captured to analysis the popularity of the service.

Stage 5 - background information

The council are committed to improving how customers access its services. This includes providing “spokes” in Southwell and Ollerton. Discussions have taken place with Southwell library and the Town Council to identify the most suitable location to deliver an enquiry service in Southwell. The library was chosen as the most suitable location as it is a modern purpose building, in the centre of the town and has easy access for our customers.

Stage 6 - this stage looks at barriers to accessing services and any possible discrimination that customers and communities may face

Age					
Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

All customers regardless of age will be able to access the service.

Please describe any measures you have already got in place to reduce inequality to ensure customers can access this service:

There is no inequality

Race

Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

Newark and Sherwood's population is predominantly white British (94%).

All minority groups are able to have documents translated. This will apply to any documents relating to the alternative payment methods.

The council have access to a translation service. However the take up across the council is very low. Those customers where English is not their main language, which currently make payments at our office's tend to bring an English speaking friend with them.

Please describe any measures you have already got in place to reduce inequality to ensure customers can access this service:

The council offer a translation service through the Big Word for both written and verbal communication.

Gender

Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

According to the 2011 Census data the population with Newark and Sherwood is an even split between male and female.

Disability					
Access to service			Delivery of service		
Positive Impact X	Negative Impact	Nil Impact	Positive Impact	Negative Impact	Nil Impact

Please describe any positive impact, negative impact, any barriers or potential discrimination:

The Census 2011 data shows that within Newark and Sherwood the number and proportion of people receiving key disability benefits as a result of health needs is below the Nottinghamshire average.

Please describe any measures you have already got in place to reduce inequality to ensure customers can access this service:

Customers can transact with an advisor face to face and this does have the advantage of highlighting any other issues and where further support may be required.

Sexual Orientation					
Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

There is no accurate data available regarding the profile of the lesbian, gay and bisexual population within Newark and Sherwood. Sexual orientation is not a factor of this proposal and for that reason they will not be adversely affected.

Gender reassignment

Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

There is no accurate data available regarding the profile of gender reassignment population within Newark and Sherwood.
Gender reassignment is not a factor of this proposal and for that reason they will not be adversely affected.

Marriage and Civil Partnership

Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

Marriage and Civil Partnerships are not a factor of this proposal and for that reason they will not be adversely affected.

Pregnancy and Maternity					
Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

Pregnancy and maternity are not a factor of this proposal and for that reason they will not be adversely affected.

Religion or belief					
Access to service			Delivery of service		
Positive Impact	Negative Impact	Nil Impact X	Positive Impact	Negative Impact	Nil Impact X

Please describe any positive impact, negative impact, any barriers or potential discrimination:

Religion or beliefs are not a factor of this proposal and for that reason they will not be adversely affected.

Other groups or issues (e.g. socio-economic)	
Access to service	Delivery of service

Positive Impact X	Negative Impact	Nil Impact	Positive Impact	Negative Impact	Nil Impact
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The provision of an additional face to face service will make accessing council services easier for those customers living in Southwell and the surrounding area.

Stage 7 - Action plan and Policy Review

From the previous section list the specific actions required to address any problems you have identified:

Action	Service Plan / Delivery Plan	Officer responsible	Timescale	Resources	Milestones, monitoring and review details
None identified					

Date of next review

Stage 8 – Outcome(s) of equality impact assessment:

No major change needed	Adjust the policy/proposal	Adverse impact but continue	Stop and remove the policy and proposal
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Stage 9 – Confirmation and publish the results

I confirm that these actions are being adopted as everyday practice and if necessary incorporated into the Service Plan or Delivery Plan.

Signed by Lead officer



Date: 8 September 2016

CORPORATE PEER CHALLENGE UPDATE

1.0 Purpose of Report

- 1.1 To inform the Committee of the feedback from the Corporate Peer Challenge undertaken in July 2016.

2.0 Background

- 2.1 The Local Government Association (LGA) offers all councils a free Corporate Peer Challenge. The purpose of a Corporate Peer Challenge is to seek a reflection from our Local Government peers as to how well the Council is doing and, where relevant, to identify areas for development or improvement.

3.0 Introduction

- 3.1 Our Peer Review Team carried out a series of conversations and workshop sessions with officers, members and external stakeholders over the three days of the Peer Challenge.
- 3.2 At the end of the 3 day review, initial feedback was provided ahead of a more detailed feedback report which will be circulated to all members of the Council when received.
- 3.3 The Peer Challenge team was led by Stephen Baker the Chief Executive of Suffolk Coastal and Waveney District Council. He was joined by Jackie Smith Director of Environmental & Customer Services at South Staffordshire District Council and Vega Sturgess the Strategic Director Operations & Customer Focus, South Somerset District Council together with a Conservative Peer, Andrew Proctor the Leader of Broadland District Council and a Labour Peer, Peter Rankin the Leader of Preston Borough Council. Officer support was provided from the LGA.
- 3.4 The Peer Challenge included the following core components:-
- Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
 - Leadership of place: Does the Council provide effective leadership of place including the wider place eg economic and other partnerships beyond the district boundaries and the wider place eg Nottinghamshire, attempts to arrange a devolution deal, the region, the Midlands Engine through its elected members, officers and constructive relationships and partnerships with external stakeholders?
 - Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 - Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision making arrangements that respond to key challenges and enable change and transformation to be implemented?
 - Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and lead external capacity to focus on agreed outcomes?

- 3.5 The Peer Challenge Team explored the Council's transformation journey and offered constructive views and challenge on what the Council has identified as its future journey. It also considered whether the Council is organised in an effective way and has capacity to delivery its aims. In this context it explored whether our current governance arrangements are enabling and driving positive change and helping the Council and district make the most of its opportunities, both alone and in collaboration with others.

4.0 Peer Challenge Findings

- 4.1 Overall the messages and observations which were fed back to the Council at the end of the Peer Challenge in July 2016 were extremely positive.
- 4.2 The Council has clear priorities, the Leader is well regarded locally and across the region, the Chief Executive is enabling and driving a positive culture in the workforce and staff are empowered. We are well regarded by stakeholders and seen as a good partner with a reputation for being forward thinking and ambitious. We make the most of opportunities, delivering major projects to benefit local communities and we are risk aware not risk averse.
- 4.3 However, there is still work do to; more clarity on our visions and better communication of our priorities. We need to decide where we are going with the shared services agenda and do more work on communication and engagement.
- 4.4 The peer team recognised untapped tourism and heritage potential across the district and the need to accelerate housing growth. Whilst our financial position is good, the peer team recognised the challenges that lie ahead.
- 4.5 We have excellent member/officer relationships and a culture of making things work but the review team suggested a review of our current governance arrangements given our future direction and ensuring that both officers and members have the right skills to face the challenges ahead.
- 4.6 The Peer Challenge recommendations are in the detailed report attached at Appendix A.

5.0 RECOMMENDATION

That the report be noted.

Reason for Recommendation

To advise Members of the findings of the Corporate Peer Challenge in July 2016.

Background Papers - Nil

For further information please contact Kirsty Cole on Extension 5210.

Kirsty Cole
Deputy Chief Executive