



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

*Kelham Hall
Newark
Nottinghamshire
NG23 5QX*

Tel: 01636 650000

www.newark-sherwooddc.gov.uk

Chairman: Councillor R.B. Laughton
Vice-Chairman: Councillor T. Wendels

Members of the Committee:

Councillor Mrs K. Arnold

Councillor Mrs B.M. Brooks

Councillor Mrs C. Brooks*

Councillor Mrs I Brown

Councillor M. Buttery

Councillor R. Crowe

Councillor K. Girling

Councillor Mrs S.M. Michael

Councillor A.C. Roberts

Councillor D. Thompson

Substitutes:

Councillor D.J. Clarke

Councillor Mrs G.E. Dawn

Councillor Mrs P. Rainbow

Councillor Mrs S. Soar

Councillor Mrs L.M.J. Tift

AGENDA

MEETING: Homes & Communities Committee

DATE: Monday, 7 November 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 Helen Brandham on 01636 655248.

AGENDA

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2. Declarations of Interest by Members and Officers and as to the Party Whip	
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PART 1 – ITEMS FOR DECISION

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• Nottingham & Nottinghamshire Sustainability Transformation Plan	
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PART 2 – ITEMS FOR INFORMATION

None

CONFIDENTIAL AND EXEMPT ITEMS

None

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the **HOMES & COMMUNITIES COMMITTEE** held on Monday, 12 September 2016 in Room G21, Kelham Hall at 6.00pm.

PRESENT: Councillor R.B. Laughton (Chairman)
Councillor T. Wendels (Vice-Chairman)

Councillors: Mrs K. Arnold, R.V. Blaney (ex-officio), Mrs B.M. Brooks, Mrs. C. Brooks, Mrs I. Brown, M. Buttery, R. Crowe, Mrs S.M. Michael, A.C. Roberts and Mrs A.A. Truswell (substitute)

SUBSTITUTES: Councillor Mrs A.A. Truswell substituting for Councillor D. Thompson

ALSO IN ATTENDANCE: Councillors: P.C. Duncan and Mrs L. Hurst

Prior to the commencement of the meeting, the Chairman advised the Committee that he was amending the running order of the Agenda and taking Agenda Item No. 8 – Update on Review of CCTV after Agenda Item No. 11. This was due to the circulation of additional exempt information about the matter.

63. APOLOGIES FOR ABSENCE

Apologies for absence were submitted by Councillors K. Girling and D. Thompson

64. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that the following Member declared an interest in the item shown below:

Councillor T. Wendels	Agenda Item No. 8 – Update on Review of CCTV – Disclosable Pecuniary Interest – Employee of Nottinghamshire Police Authority.
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65. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that there would be an audio recording of the meeting.

66. MINUTES OF THE MEETING HELD ON 13 JUNE 2016

AGREED (unanimously) that the Minutes of the meeting held on 13 June 2016 be approved as a correct record and signed by the Chairman.

67. NEW COUNCIL HOUSING ALLOCATION SCHEME

The Committee considered the report presented by the Business Manager – Housing & Safeguarding which sought to provide Members with an overview of the responses received from statutory consultation, to present the revised Council Housing Allocations Scheme for adoption and the timetable for implementation using online self-service options by April 2017.

The Chairman of the Committee took the opportunity to thank the Business Manager, the officers within the Project Team, Newark and Sherwood Homes' officers and elected Members who had worked on the development of the Scheme, noting the work and commitment undertaken by all parties.

A Member of the Committee queried whether it would be possible, in future months, to make any amendments to the Scheme should it be considered necessary. The Business Manager advised that the Project Team would be in situ for a period of twelve months from the Scheme's launch and that its performance would be monitored and reported back to Committee. It was also noted that Newark and Sherwood Homes would monitor the performance of the Scheme.

AGREED (unanimously) that the new Housing Allocation Scheme and Implementation Plan for its publication and launch in April 2017 be approved.

68. PERFORMANCE MONITORING: NEWARK AND SHERWOOD HOMES AND THE HOUSING REVENUE ACCOUNT

The Committee considered the report presented by the Business Manager – Strategic Housing in relation to the operations of Newark and Sherwood Homes (NSH) in accordance with the Management Agreement and Annual Delivery Plan together with an update on current performance of the Housing Revenue Account (HRA).

The report provided detailed background information as to how the Key Performance Indicators had been developed and who would be responsible for their monitoring. Details of NSH performance were reported together with an update on current progress of the 2016/17 Annual Delivery Plan. The report also set out information on the performance of the HRA as of 30 June 2016.

AGREED (unanimously) that the strategic performance information supplied in relation to the activities of Newark and Sherwood Homes and the Housing Revenue Account be noted.

69. AN UPDATE ON FLOOD PREVENTION SCHEMES IN NEWARK & SHERWOOD

The Committee considered the report presented by the Business Manager – Community Safety which sought to update Members on the current position of proposed flood alleviation schemes within the district. The report also included a recommendation for capital budget expenditure for major flood alleviation.

The report provided some background information together with the latest position of the four schemes within the district namely: Girton; Lowdham; Gunthorpe and Southwell.

Girton

It was noted that the cost of the proposed Scheme for Girton was high in comparison to the relatively low number of properties that would be protected with a Member of the Committee querying whether it would be more cost effective to protect each individual property. In response, the Business Manager advised that due to the nature of the flooding, whereby flood waters rose through the floors of the properties, this was not an appropriate method of flood alleviation.

Southwell

Members expressed their disappointment about the length of time it had taken to formulate the options to improve the situation in Southwell, stating that the flooding had occurred in 2013 and only now were the proposals coming forward. Members added that it was hoped that a meaningful solution could be developed by both Nottinghamshire County Council and the Environment Agency.

Southwell and Lowdham

In noting the sums of money put aside for major flood alleviation funding, a Member of the Committee stated that it was hoped that the £400,000 could be maintained and carried forward into future year's budgets if it had not been allocated. It was further noted that the sum of money put aside by this Council was far in excess of the contribution of Nottinghamshire County Council (NCC) in percentage/pro rata terms, however, NCC were also putting £500,000 into their capital schemes for flood prevention.

Gunthorpe

The written report had noted that the Environment Agency were to carry out an Outline Business Case (OBC) and were seeking contributions towards the cost of that. However, the Business Manager informed Members that subsequently to the report being written, he had been informed that funding from this Council was not presently required to enable the OBC to be undertaken. A report would be presented to Committee on the findings of the OBC and Members would be asked at that time whether they wished to make a contribution towards any flood alleviation scheme.

AGREED That the current situation regarding the flood alleviation schemes within the District be noted and financial contributions for these schemes be brought back to the Committee when detailed costings had been confirmed.

70. THE BETTER CARE FUND (BCF) – PROPOSED SCHEMES FOR 2016-17

The Committee considered the report presented by the Business Manager – Environmental Health which sought to update Members on the schemes that had been identified for potential funding from the Council’s allocation of the Better Care fund budget.

The report set out the main focus of the Care Act 2014 and listed the six overarching themes that had been structured by NCC being: 7 day service provision and access; supporting integration; transforming patient satisfaction; protecting social care services; accelerating discharge; and infrastructure, enablers and other developments. It also provided information in relation to the Disabled Facilities Grants (DFG); and use of the DFG and social care allocation of the BCF, with the schemes which sat below that being listed.

In considering the report a Member of the Committee referred to paragraph 4.29 relating to the Handy Person Adaptations Scheme stating that this service appeared to be extremely generous and did not appear to be means tested. In response, Members were informed that there was a nominal charge for using the scheme but further clarification of the cost of this was required. Members were also informed that this Scheme was to be reviewed in the near future, the findings of which would be reported to Committee.

In relation to the two schemes that had been rejected by the Better Care Fund Programme Board, namely a Housing Support Worker (hospital discharge scheme) and private sector stock condition survey, it was reported that the reason for refusal had been that the Board did not consider them to be capital schemes. If the Council chose to support them through existing available budgets, the survey would be a one off cost and the housing Support Worker would be for a twelve month period.

AGREED (by 10 votes for with 1 abstention) that:

- (a) the range of funding options proposed for the use of the Better Care Fund DFG/Social Care Fund allocation be noted and that all the schemes listed therein be supported;
- (b) further reports on spend against the schemes and future options for the Better Care Fund be presented to future meetings;
- (c) the Private Sector Housing Stock Condition Survey be carried out and funded from the monies returned from the Decent Homes Grants;
- (d) the hospital discharge scheme be implemented and funding from the homelessness reserve be used for that purpose for a period of twelve months;
- (e) appropriate changes be made to the DFG Policy in light of the proposals put forward in the report.

71. CESSATION OF THE FIRST CONTACT SIGNPOSTING SCHEME

The Committee considered the report presented by the Business Manager – Housing & Safeguarding which informed Members of the decision taken by NCC to cease the First Contact Signposting Scheme with effect from 30 September 2016.

The report set out the background to the Scheme and its focus and aims since its launch in 2005. Paragraph 3.0 of the report highlighted the feedback from a NCC consultation carried out with service users, partner organisations, voluntary and community sector organisations following which their Adult Social Care Committee in July 2016 determined to cease the running of the Scheme. Also included in the report was information in relation to the Connect Service and Notts. Help Yourself and the services those Schemes provided.

AGREED (unanimously) that Nottinghamshire County Council's decision to cease the First Contact Signposting Scheme with effect from 30 September 2016 be noted.

72. EMPTY HOMES

The Committee considered the report presented by the Business Manager – Strategic Housing which provided Members with information on the current position with empty homes in the district.

The report set out some of the common reasons and contributory factors as to why homes became and/or remained empty and provided statistical information of the local situation with figures taken from Council Tax records. It was reported that since 2010 the number of long term empty homes had reduced by over 200 units, due in part to work undertaken by the Council's Revenues & Benefits Business Unit working in partnership with Liberata and also the introduction in 2013 of the zero discount for long term empty properties together with the introduction of a 50% Council Tax premium for properties that had been empty for two years or more.

Also reported was information as to the enforcement approach taken by Environmental Health, details of the Empty Homes Programme, funding for which could be bid for from the Homes & Communities Agency, provisions within the Housing & Planning Act 2016 that might assist the process of tackling empty homes and rogue private sector landlords and how the issue was dealt with by both Mansfield and Ashfield District Councils.

Members expressed their frustration at the number of long term empty properties within the district which could be brought back into use which would in turn potentially assist with reducing the number of people waiting for housing.

AGREED (unanimously) that:

- (a) the report be noted; and
- (b) the proposals set out below be approved:

- (i) Officers to further explore the feasibility of sharing an Empty Homes Officer resource with neighbouring local authorities;
- (ii) under the Council's Housing Growth agenda and utilisation of the Housing Revenue Account Business Plan, financial modelling is undertaken to appraise whether the HRA can sustain a targeted programme of empty homes acquisition (looking at the requirement for both revenue and capital resources), along with consideration of the legal implications, enforcement activity, options for intervention, evidence of need and time frames for delivery; and
- (iii) the findings of the above activities to be reported back to a future meeting of the Committee.

Councillor Mrs A.A. Truswell left the meeting prior to the commencement of the following item.

Councillor T. Wendels, having declared a disclosable pecuniary interest left the meeting prior to the commencement of the following item and therefore did not take part in any discussion or vote thereon.

73. AN UPDATE ON THE REVIEW OF CCTV

The Committee considered the report presented by the Business Manager – Community Safety which updated Members on the agreed actions from the CCTV review report that had been presented to Committee on 13 June 2016.

The report highlighted the agreed actions from the previous meeting and provided information as to the Head of Terms with the Nottinghamshire Police Authority. The report also made note of the progress on the relocation project and the consultation letter which had been forwarded to Ollerton & Boughton, Newark and Southwell Town Councils and Clipstone Parish Council. Financial information was also provided as to the actual savings of switching to a wireless transmission of data from the current fibre optic line.

The Business Manager advised Members of the responses received from the Town Councils and that Clipstone Parish Council had requested a meeting prior to formulating their response. It was proposed to invite the Town and Parish Councils to Kelham Hall to visit the control room to provide them with reassurance as to the quality and clarity of images and also to provide clarity as to the proposed charging mechanism. It was reported that the service had performance indicators linked to proactive incidents and currently 23% of all incidents recorded arose from the proactive actions of CCTV operators.

Following discussion of the open report the Chairman recommended to the Committee that the press and public be excluded during discussion of the additional exempt information. Members voted unanimously as follows:

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 this item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A of the Act and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

74. AN UPDATE ON THE REVIEW OF CCTV – ADDENDUM REPORT

The Committee considered the exempt report presented by the Business Manager – Community Safety.

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

The meeting closed at 7.30pm

Chairman

SHERWOOD & NEWARK CITIZEN ADVICE - CORE SERVICE PERFORMANCE OUTURNS 2015-16

1.0 Purpose of Report

1.1 To inform Members that Sherwood and Newark Citizens Advice (SNCA) have largely achieved the performance targets in respect of core advice service provision to residents in the district for the financial year 2015-16, as set out in the agreed Service Level Agreement (SLA) between the Council and SNCA.

2.0 Background Information

2.1 In broad terms, under the agreed SLA for 2015-16, SNCA agreed:

- To provide support to all sections of the community within the Newark & Sherwood District who require it;
- Operate its core advice services from its offices on Forest Road, Ollerton (three days a week) and Keepers Cottage, Newark (two days a week) under the agreed lease arrangements with NSDC;
- Maintain and continue to develop the outreach in the districts rural communities;
- To supply appropriate administration support where necessary, training and line management support to its staff and volunteers.

2.2 Full Council approved the grant for SNCA of £88,330 for the period 1 April 2015 – 31 March 2016 (which included a 10% retention figure linked to delivery of agreed performance outturn targets).

3.0 Core Advice Services

3.1 The core advice service relates to the drop in information and advice services that SNCA offers through face-to-face, phone, email and online services via adviceguide.org.uk, which are validated by the Advice Quality Standard.

3.2 Clients are greeted with a reception service at both offices in the district followed by a Gateway Assessment. This involves identifying client's issues and course of action required, which may be immediate generalist advice or a referral to internal or external specialist services.

4.0 Annual Report and Performance

4.1 The SLA requires SNCA to produce a comprehensive annual report to evidence the impact of the core advice service locally, supporting the Council's strategic priorities, which is attached at **Appendix A**.

4.2 The nominated SLA managers for the Council and SNCA meet quarterly to review agreed performance outturns, which are provided below for 2015/16:

	Target	Outturn
Number of clients seen per year	5,000	4982
Number of clients seen per year – Sherwood	Data Only	1874
Number of clients seen per year – Newark	Data Only	1775
Number of clients seen per year – Other	Data Only	1333
Number of contacts (captures repeat/re-occurring)	Data Only	12,471
Number of problems dealt with per year	16,000	15,220
The top five/six advice needs - the number of new social policy issues recorded for each category	Data Only	
Debt		7062
Welfare Benefits		4040
Housing		570
Employment		598
Financial Products		877
Fuel Poverty (10% of income)		190
Income Maximisation per year (Benefit Claims)	£ 2,000,000.00	£2,876.483
Debt Handled per year	£10,000,000.00	£9,164.155
Number of volunteers recruited and trained per year	8	11
Average of hours worked by volunteers	Data Only	14,000
Value	Data Only	£215,000
Case studies	4	In annual report
Training session for front facing staff of the Council, such as but not limited to, Customer Services	1	4

4.3 Whilst the number of clients seen is slightly below the target of 5000, the level of complexity requiring multiple issues to be dealt with continues to increase. This replicates the experience in 2014/15 when 4805 clients were seen.

4.4 SNCA continues to excel at maximising clients income by ensuring full entitlement to benefits is explored and claimed.

5.0 Equalities Implications

5.1 SNCA provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

6.0 Finance – s151 Officer Comments

6.1 Based on the delivery of its performance targets in respect of core advice service provision to residents in the district for the financial year 2015-16, the grant funding, including the 10% retention, was paid to SNCA. Continued grant funding of £78,330 for 2016/17 was included in the budget approved by full Council on 10 March 2015. The 10% retention is still in place, to be held back until performance information is confirmed and release of the retained funds is then approved by the Council's nominated manager.

7.0 RECOMMENDATIONS: that

- a) the Committee note the contents of the report, particularly the performance outturns and annual report (attached as an appendix) regarding the provision of core advice services to residents in the district by Sherwood and Newark Citizens Advice; and

b) the Committee consider if it would like to reduce the target outturn for the number of clients seen per year.

Background Papers

Nil

For further information please contact Leanne Monger, Business Manager – Housing & Safeguarding on extension 5545.

Karen White
Director – Safety

**Everything was falling
apart – Citizens Advice
Sherwood & Newark
helped me back on track.**

**citizens
advice**

Our value to society:
the impact of Citizens
Advice Sherwood &
Newark in 2015/16

We are part of the Citizens Advice service

Citizens Advice Sherwood & Newark

In 2015/16:

- 4,982 clients advised
- 15,220 advice issues managed
- 60 staff, volunteers and Trustees
- Working in 5 locations



We are one of over 300 independent local charities that make up the Citizens Advice network

Together we achieve...

Everyone experiences problems

 **Nearly 3 in 4**
of our clients said their problem affected their lives, including causing anxiety and financial difficulty

 **Almost 5 times**
as likely to be on a low-income when comparing our local Citizens Advice clients to England and Wales population

Who we help


6.2 million
issues dealt with directly


2.7 million
people helped face to face, by phone, email or webchat


36 million
visits to our website to get advice

How we do this


2,900
locations where we provide free and independent support across England and Wales


23,000
volunteers donated an estimated £114 million worth of volunteering hours

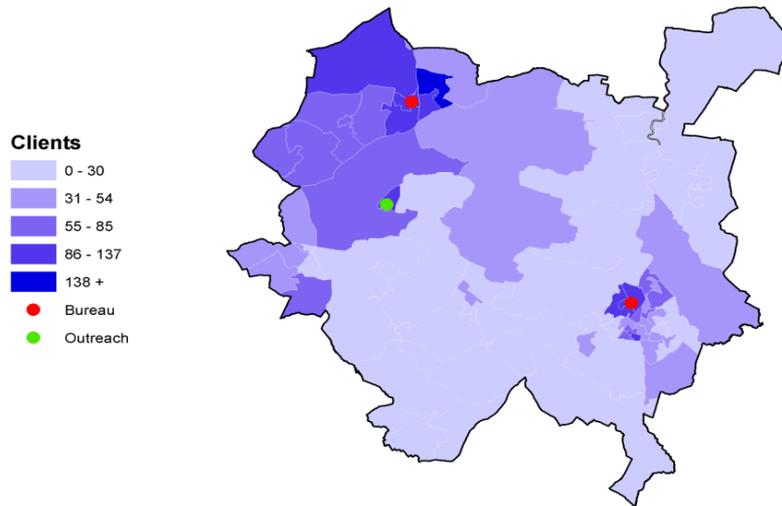
The difference this makes


2 in every 3
clients have their problem solved


4 in 5
clients said advice improved their lives, including reducing stress and improving finances

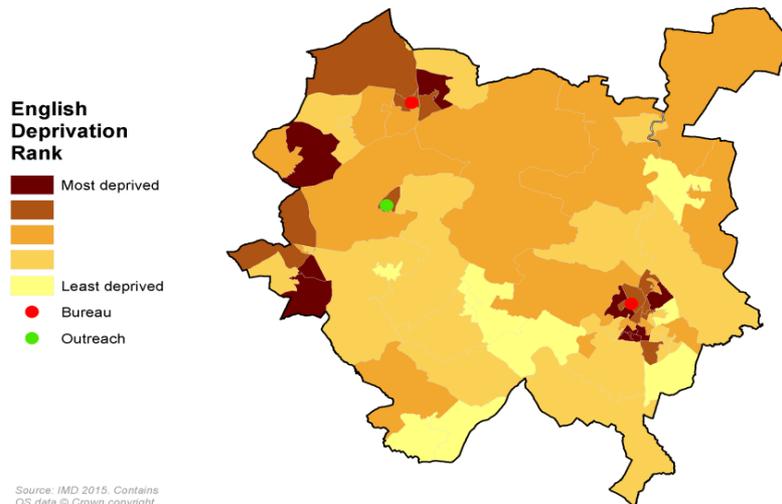

90%
of our clients reported satisfaction with the overall service

We work with some of those most in need



Where our clients are coming from...

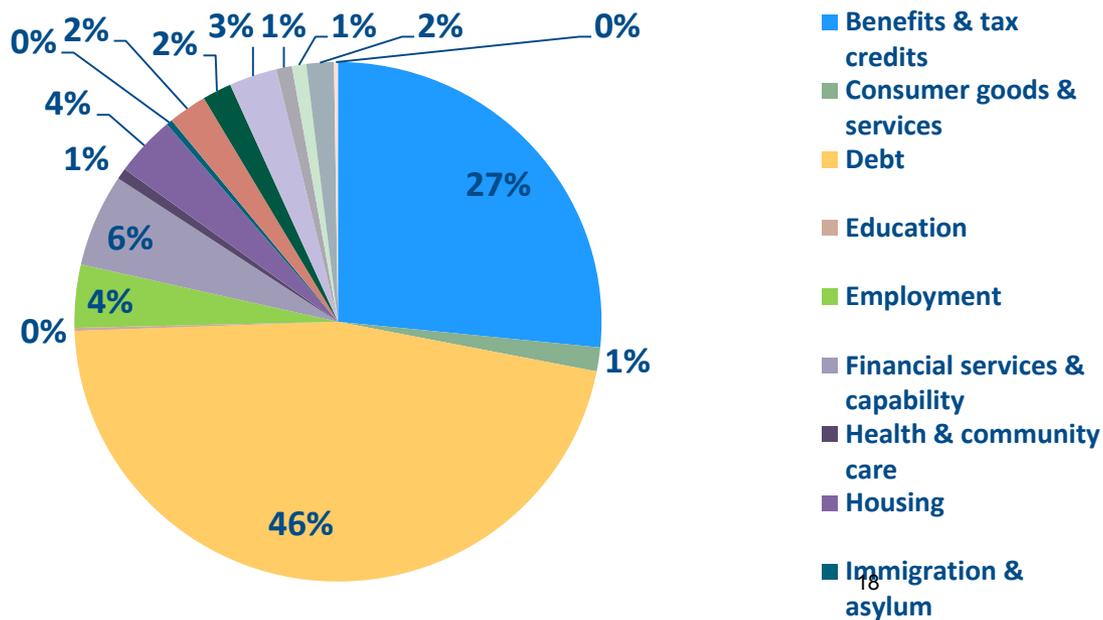
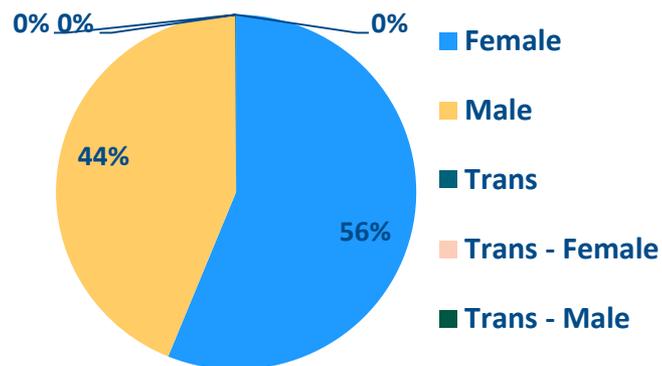
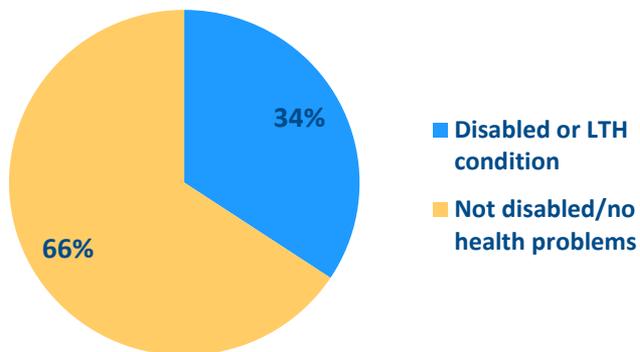
Nationally, we are located in areas of need: 1 in 3 of our 2,500 locations can be found within the top 20 most deprived areas in England and Wales



Areas of deprivation in Newark & Sherwood

We're here to help everyone who needs us, but we also support people most in need.

Client Profile

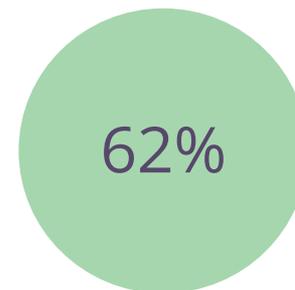


We work with some of those most in need

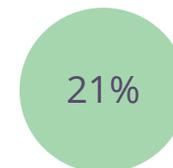
Our clients fit the national profile for **age, gender** and **ethnicity**.
But they do differ from the average in some important ways:



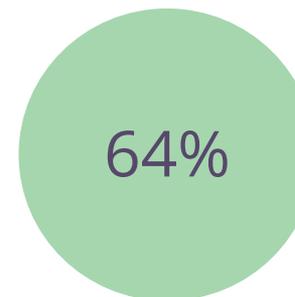
Our clients are less likely to be in **employment**



Our clients are more likely to be **disabled or have a long term health problem**



Our clients are less likely to **own their own homes**



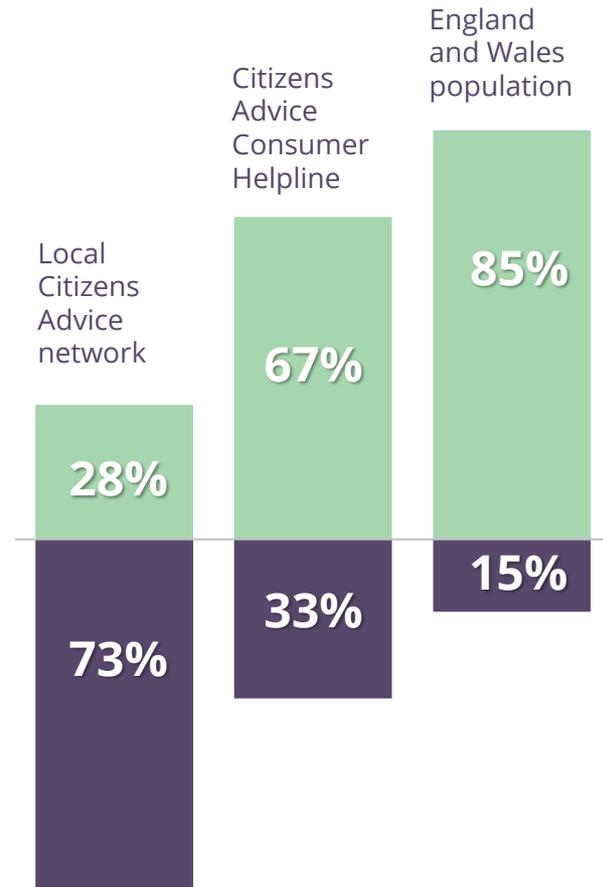
We work with some of those most in need

This means inadequate funds to be able to eat healthily, maintain adequate accommodation and participate in society.

There are often greater risks associated with allowing these clients' problems to escalate.

Enabling these individuals to make material differences to their lives helps mitigate social inequalities that can lead to health inequalities.

UK low-income threshold:



Everyone experiences problems that need solving. Sometimes they can be quickly resolved, other times it's not that simple.

Problems have the capacity to affect other aspects of people's lives, and the state should a situation escalate.

Nearly 3 in 4 Citizens Advice clients experienced negative impacts as a result of their problems:



Trusted help and support isn't always readily available. Some people might not have informed or connected friends or family, or be able to afford to pay for advice.

Stephanie's story

I decided I needed help after my Carer's Allowance just stopped. For years I have worked part time while looking after my mother who lives with me.

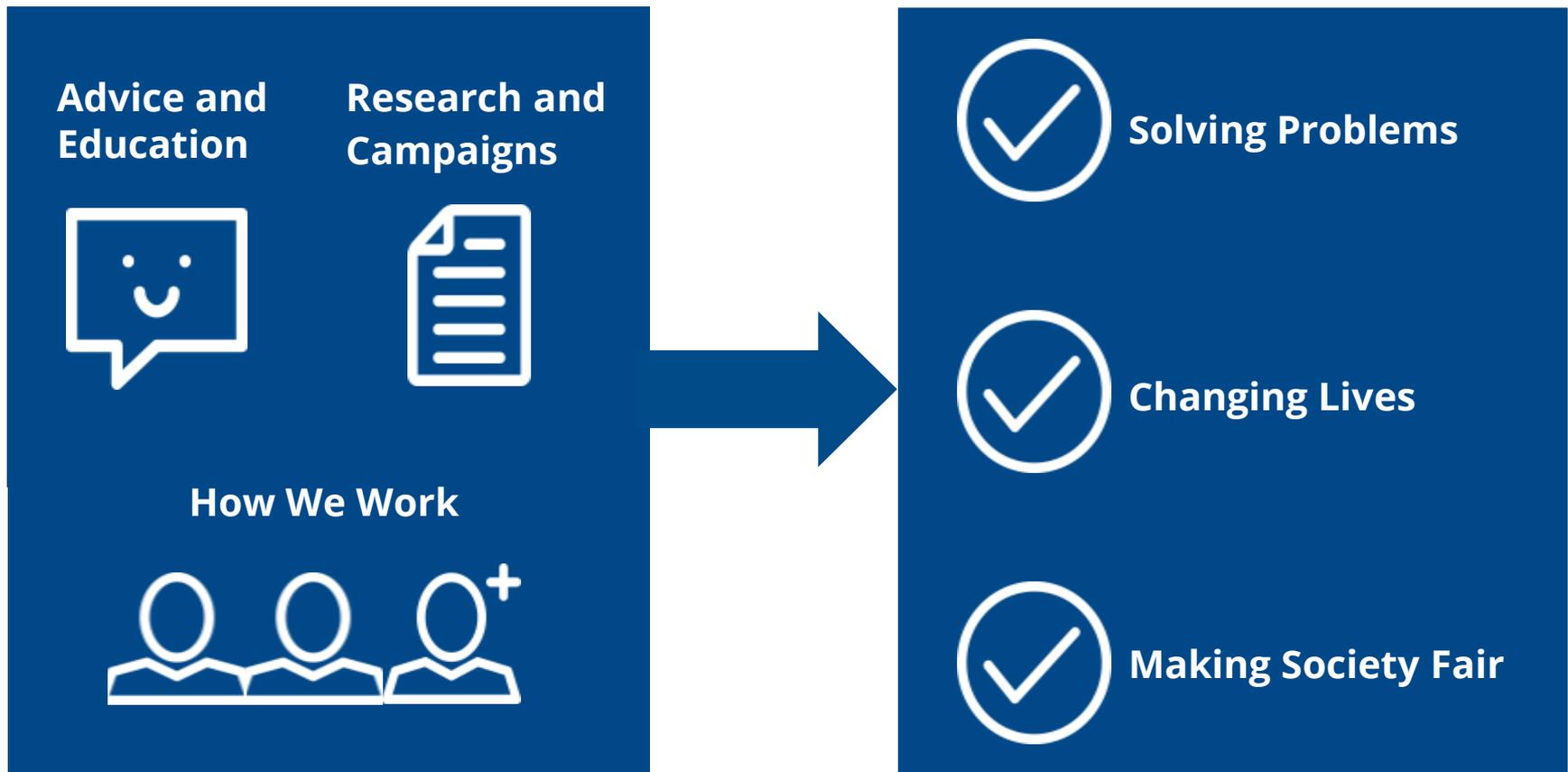
When I received the Letter from The Department of Works & Pensions saying I had been overpaid because of my earnings were over the limit, I panicked and suffered from anxiety. I did try and resolve this with DWP by telephoning them but they just said they would not change their decision.

With the help of Citizens Advice Sherwood & Newark, who looked at my pattern of work which covered a 7 day period, they identified that my average weekly earnings were within the earnings limits.

A caseworker helped me appeal the decision and prepared the appeal on my behalf which was sent to the Tribunal Service with our calculations and evidence. On receipt of the appeal the Department for Work & Pensions changed their decision and the appeal did not proceed. The result was that my Carers Allowance of £62.10 per week was reinstated and the overpayment of £1521.65 was written off.

I am so relieved and truly grateful for all the assistance Citizens Advice Sherwood & Newark have given me and the support they continue to give on other issues I am facing. Without them, I would be financially worse off. I no longer feel stressed and can get on with my life.

We help people find a way forward. Everything Citizens Advice Sherwood & Newark does shares this aim



Why is our advice unique?



We provide impartial, confidential, Free and non-judgmental advice to everyone on any topic



Our advice services can be accessed in different ways



We understand the complexity of issues that affect people's lives



We understand that experiencing a problem affects self-confidence



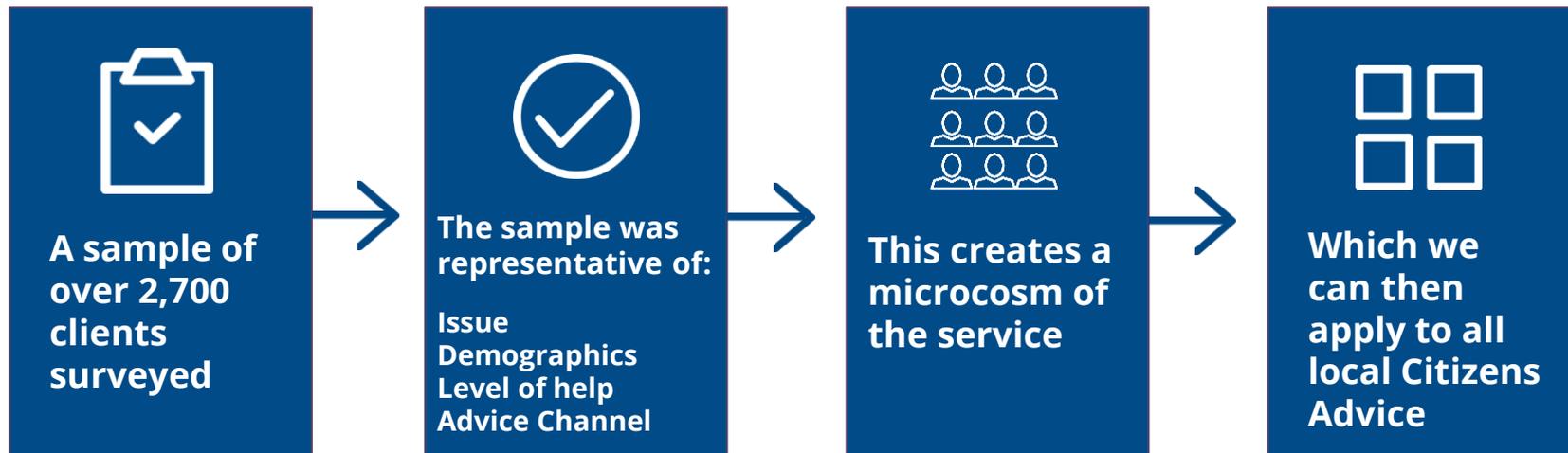
We provide the right level of advice and support to resolve problems



We help redress the power balance

Our key evidence

Our impact statistics are from our **National Outcomes and Impact Research** (Citizens Advice, 2015)



This is the most robust evidence to date of the effectiveness of our services - and that they really work.

Our key evidence

2 in every 3 clients have their problem solved

Whoever you are, whatever your problem and however you access our advice, we're just as likely to solve your problem.



Whoever you are...



Whatever your problem...



However you access our advice...



2 in 3 will have their problems solved



This consistency is testament to the skill and dedication of our advisers



78% of our clients said they would not have been able to resolve their problem without us

Our key evidence

It's not always possible to solve every problem

We followed-up with clients 3-5 months after they received advice - often problems need more time to be resolved.

Only 1 in 7 clients reported that their problem was not sorted.

In these cases, there are often systemic barriers or market failures which prevent the problems being solved. Our research and policy work aims to remove these barriers and change society



Often problems need more time to be sorted out.



Only 1 in 7 clients reported that their problem was not sorted out



There are often systemic barriers preventing problem resolution



We undertake policy research and campaign for changes to solve societal problems.

The impact of our advice: we change lives

Nearly 3 in 4 Citizens Advice clients experienced negative impacts as a result of their problems:

4 in 5 Citizens Advice clients said our help also improved their life in other ways, such as:

 <p>2 in 3 felt stressed, depressed or anxious</p>	 <p>Nearly 1 in 3 had less money or escalating financial difficulties</p>	 <p>Over 1 in 5 had to move home or worried about losing it</p>
 <p>Nearly 1 in 3 felt their physical health had got worse</p>	 <p>Nearly 1 in 5 had difficulties in relationships with other people</p>	 <p>1 in 10 struggled to keep their job or find a job</p>

 <p>4 in 5 felt stressed, depressed or anxious</p>	 <p>1 in 2 had more money or control over their finances</p>	 <p>Nearly 1 in 4 had a more secure housing situation</p>
 <p>Nearly 1 in 2 felt their physical health had improved</p>	 <p>1 in 5 had better relationships with other people</p>	 <p>Nearly 1 in 5 found it easier to do their job or find a job</p>

Citizens Advice outcomes and impact research, 2015

Our impact on clients' health and wellbeing

We have significant impact where clients' experience greatest need: the most significant is around mental health.

Additional research has showed an improvement in clients' average mental well-being scores, which can be well below the national average before receiving advice.

Our role in resolving problems that impact on mental and physical health, as outreaches in 3 GP surgeries, may help protect GP time.

Improvement in mental health



4 in 5 clients felt less stressed, depressed or anxious following advice.

Citizens Advice outcomes and impact research, 2015

We also often enable clients to make material differences to their lives, helping mitigate social inequalities that can lead to health inequalities.

Debt advice

Having manageable finances is vital, but people can often struggle with financial commitments.

When problematic debt escalates, the problems are more than financial and the impact on mental well-being is severe.



978 clients with **7063** debt problems



£9,164,155 estimated in total value of client debts



2 in every 3 clients will have their debt problem solved

700 clients successfully rescheduled **£7,772,959** debt - an average of **£11,104** per client

£1,836,898 debts written off for clients.

We play a vital role in ensuring people pay their priority bills first (such as rent, council tax and fuel payments), stopping escalation and stabilising people's finances now and in the future.

Benefits and tax credits advice

The welfare system is essential, but complex – particularly when welfare reform is changing the way people manage a claim.



1,486 clients with **4,040** benefit or tax credit problems



2 in every 3 clients will have their benefit or tax credit problem solved



395 clients gain a new award or an increase to their benefit worth a total of **£2,876,483**, an average of £7,282 per client (per year)



53 clients successfully claim one-off awards for back payments worth **£156,249**, an average of £2,948 per client

Maximising income is often part of the way we help clients who come to us about other problems. It helps reduce financial difficulty, promote inclusion and benefits the economy.

Ensuring people can get on with their lives can prevent the need for more critical and costly state intervention.

Housing advice

Problems can arise regardless of housing type.

Our knowledge of legal rights and local processes is vital, especially in helping to formally or informally de-escalate situations where someone might lose their home.

Being made homeless has a devastating impact and the state often has to step in - through local authority funded temporary accommodation or as social services - to an estimated cost of £24,000-30,000 per person.

Our joint homeless debt prevention project with Newark & Sherwood District Council and Newark & Sherwood Homes helped prevent **98** potential homeless applications. We managed nearly

£160,000 of rent arrears and over £365,000 of mortgage arrears for clients as part of our intervention.



357
clients
with **570**
housing
problems



2 in every 3
clients will
have their
housing
problem
solved

Employment advice

People need to be in work that is safe and secure in order to maintain housing payments, afford to live and support their families.

It can affect an individual's ability to get on with their job, leading to a lack of productivity at work and potentially time off due to work-related stress.

People come to us for a range of issues – if these had been mismanaged they can lead to a deterioration of the employer-employee relationship, potentially leading to unemployment.



364
clients
with **598**
employment
problems



2 in every 3
clients will
have their
employment
problem
solved

Advice on everything

Our of our greatest strengths as a service is the flexibility to deal with most issues that come through our door.

There is significant value to society in ensuring everyone has access to free and independent advice, about any issue at any time.



1797 clients

with **2949** other problems affecting their lives – such as relationships, immigration, health, education and tax.



84% of clients

reported an improved understanding of their rights and responsibilities.

Citizens Advice outcomes and impact research, 2015

Educating people for the future

Helping people stabilise their finances and maximise their income

Education builds clients' skills and confidence to better manage their circumstances, avoiding future problems.

Our advice provision often integrates checking a client's finances, finding ways to maximise their income and providing financial capability training.

Through our Energy Best Deal Extra (EBDx) Programme we also ensure consumers make informed decisions about their energy supply, including those that would be considered vulnerable.

We successfully ran and met targets for EBDX since October 2015 to date. Through our intervention, total gains for consumers on their energy bills through switching supplier is nearly £25,000.



179
people
benefited
from
financial
skills training
delivered by
our advisers



700
people
benefited
from
budgeting
advice at the
same time
as receiving
debt advice

Educating people for the future

Helping people stabilise their finances and maximise their income

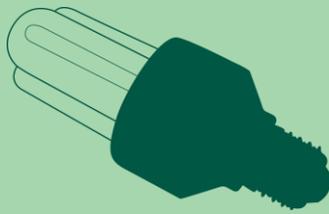
We offer financial capability advice to clients– including budgeting, how to get the best energy deal, and how to avoid costly credit and avoid getting into debt. We also help clients access the Big Difference Scheme.

Success stories:

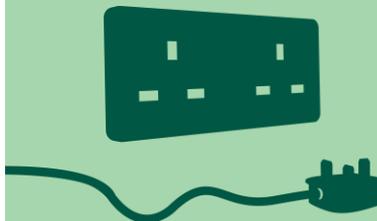
- Biggest annual saving by switching for a consumer, £823 per annum.
- Couple (husband with dementia) with £1200 bill following complaint process – became £534 in credit after we challenged a meter anomaly.
- Disabled client with £1000 bill came for help in setting up a payment plan but due to back-billing rules bill was written off.

We helped consumers with behavioural changes:

- savings through Direct Debit payments/online management
- educated in Standing Charge/usage rates to judge best tariff
- Submit regular meter readings to avoid incorrect billing
- helped download and use apps on devices.



We offer financial capability advice to clients– including budgeting, how to get the best energy deal, and how to avoid costly credit and avoid getting into debt.



We also help clients access the Severn Trent Water Big Difference Scheme



We aim to change policy and practice

Some problems are too difficult to solve by advice alone where there is a systemic problem with a market, a policy or a set of regulations.

By listening closely to the people who come to us, using our real-time data and gathering insight and intelligence from clients and frontline advisers, we spot emerging issues and policies, practices and regulations that are not delivering for society.

We campaign around issues affecting this local community. We also come together to campaign as the Citizens Advice network: together we have the voice to really change things.



“Vulnerable groups and individuals need help and support if they are to be able to access IT facilities and information that is only available to those who can use the internet”

We aim to
improve policy
and practice

Our local Research & Campaigns:

The digital divide report 2016

Citizens Advice Sherwood and Newark research investigated access to the internet amongst our clients.

The research was carried out in conjunction with other Citizens Advice services in Nottinghamshire. Much of North Nottinghamshire is a rural area which has poor or no internet access, although this should improve as Better Broadband for Nottinghamshire is rolled out. The topic of ease of access to the internet by CAB clients was chosen because:

- It was perceived by all participants that the provision of services over the internet was an increasing problem. Other options such as face to face or telephone advice or help are decreasing as increased efficiency is sought by the public, private and voluntary sectors
- The Government is strongly in favour of people getting all their information from gov.uk and then communicating with HMRC or DWP through websites
- People who use websites or automated telephone systems need to be capable of applying general information to their own circumstances

Summary and recommendations

- Vulnerable groups and individuals need help and support if they are to be able to access IT facilities and information that is only available to those who can use the internet.
- Support and training must be tailored to the needs of those who do not have access at present.
- Adequate funding will be required if the voluntary sector is to play a part in such training.

Our local Research & Campaigns:

Our conclusions

Our clients who fall on the wrong side of the digital divide, and who we believe are also some of the most vulnerable in society, are:

- The elderly – but this is likely to change as access becomes easier and more intuitive, and as the population ages.
- Those with mental or physical problems which affect learning, reading and writing.
- Those who have little social support from family, friends or community centres .
- Those with little disposable income.

The need for free or affordable training should be addressed by statutory providers, including national and local government and the health sector, if public services are to be increasingly delivered digitally. Those providers need to work with the voluntary or the private sectors to ensure training is provided.

Support will always be needed for the vulnerable who may be unable to acquire new skills or be unwilling to do so. Other options should be readily available for such people.

Training must be tailored to need. Research carried out by CA Broxtowe showed that training in their borough was very limited and not able to meet demand. It relied heavily on volunteer trainers and on library staff finding time to help people. Some clients had enrolled for college courses but had found them too structured as they did not cater for the individual learning speed

The voluntary sector, if it is to play a major role in either training or in supporting those who cannot access such services without help, will have to have its need for equipment and facilities recognised. Funding which is consistent and easily accessed will be needed.

Our local Research & Campaigns:

Welfare to work survey

We have also been involved in the Citizens Advice Welfare to work survey to find out more information about the characteristics of working households in receipt of tax credits and those likely to be affected by the new universal credit in-work conditionality and the changes will affect the future.

Scam awareness throughout the District, talks to older persons group.

Energy Best Deal Extra reducing peoples outgoings by reducing energy bills.

Settled and safe; a renter right improving the rights of private rented sector.

What we've achieved together nationally

Credit brokers

We spotted the rising number of problems with credit brokers, alerting the FCA, and providing them with consumer intelligence and a detailed report on the associated detriment. Based on our evidence, new rules were introduced: 300-600,000 people would have otherwise been affected each year.



£100

on average would have been lost per person affected

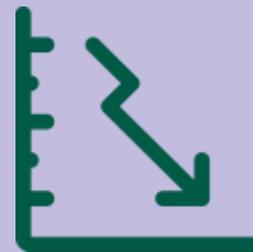


£5-15 million

is the conservative estimate of the potential benefits of the changes

Payday loans

Using evidence from our network, we spotted this growing problem, and were able to accumulate and present evidence of bad practice to government and regulators. As a result, there is a cap on the cost of payday loans, aggressive ads have been banned, and the FCA is tightening regulation.



Over 6 months

payday lending problems presented to Citizens Advice have halved since the regulation changes

We work with volunteers

Our 50 volunteers are vital to the way we deliver our service, enabling us to reach many more people than if we were purely staff-run.



It also has tangible benefits for volunteers and society, through happier, healthier and more productive citizens.

All volunteers gain at least one practical skill (e.g. IT skills, customer service and team-work), and we reduce some of the barriers to moving back into work for 8 in 10 of our unemployed volunteers. 31% of our volunteers leave for paid employment.

9 in 10 of our volunteers feel better equipped to deal with issues in their lives; all our retired volunteers feel it keeps them mentally active.

It also strengthens communities, with 3 in 4 of our volunteers feeling better equipped to be an advocate for their community.

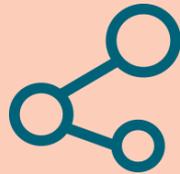
Embedded in local communities

Each local Citizens Advice is an independent charity, advocating on behalf of its local community. This encourages:



Flexibility

Local insight is used to respond specifically to local need, benefitting local people and government.



Responsiveness

We are well-placed to recognise emerging local problems - and aim to tackle it ourselves or use our insight to campaign locally to change policies and practices.



Sustainability

By sharing resources, working practices, and locations with a range of organisations, we make it easier for clients to access relevant services.



Insight

We have a deep and credible understanding of local need which we use to tailor our advice provision and share with others.

The power of a national network



We come together as the Citizens Advice service to do more.

- We are a household name;
- We campaign on big issues and inform national policy;
- We share learning about what works and how to maximise resources across the network.

We have national quality standards underpinned by:

- Tailored learning programmes
- Single information system
- Case recording system

We have independent quality assurance of national standards, passported to:

- Advice Quality Standard
- Money Advice service debt advice quality framework

This ensures that our clients receive quality advice and support.

How can we monetise our impact?

It is impossible to put a value on everything we do

However, we have identified **5 arguments** where we have the evidence to estimate the value of some of our work



Calculating local value: how it works



X



Affected population

Number of people at risk of the associated problem



Impact

% of people who have this problem solved. Taken from Citizens Advice Impact and Outcomes Research 2014



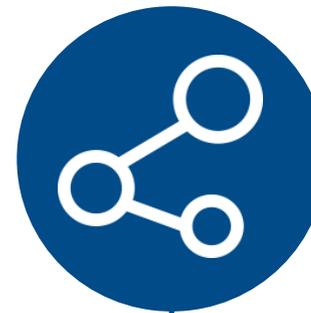
Deadweight

What would have happened anyway. we use 50%. 78% of clients say they could not have solved their problems without advice, so this is a very conservative figure



Optimism bias

Accounting for best practice, timeliness and independence of research. Varies depending on the arguments but we generally use 15%



Allocate the cost benefits made to the relevant government departments or bodies



Apply the Unit Cost Data from the Treasury approved model:

e.g. £830 fiscal cost of NHS provision for adults suffering from stress and anxiety

Value of Sherwood & Newark's advice provision

Advice helps to prevent detriment occurring or escalating further, including where problems can affect other aspects of people's lives.

Savings to local and national government (fiscal benefits)



£660,526

reduction in health service demand, local authority homelessness and out-of-work benefits

Wider economic and social benefits (public value)



£3,676,884

improvements in health, well-being, participation and productivity

Benefits to the individual (financial outcomes)



£ 5,891,660

income gained through benefits and debts written-off and consumer problems resolved

Value of Sherwood & Newark's volunteering

Volunteering with the Citizens Advice service has tangible benefits for volunteers. Some of these can be monetised.

Savings to local and national government (fiscal benefits)



£266

reduction in health service demand, local authority and HM Treasury

Wider economic and social benefits (public value)



£175,486

improvements in health, well-being, participation and productivity

We help volunteers to:

- Have the experience and confidence to move into work
- Improve employment prospects and salaries through skill development
- Better manage mental health conditions, such as depression
- Improve their self-esteem, reduce isolation and have an increased ability to get on
- Experience a sense of belonging, through working with local people, increasing community trust.

Value to our local authority - NSDC

£392,000* to local authority through reducing cases of homelessness.

Our value is greater



This is only one fraction of our value to local government.

* Based on an average cost of £4,000 per homeless application made to NSDC

Benefits to individuals also benefit society



**£ 5,891,660 in
benefits to
individuals**

income gained through
benefits and debts
written-off and consumer
problems resolved

Maximising available income ensures people can get on with their lives – preventing more critical and costly intervention by the state.

It helps reduce financial difficulty, promote inclusion and benefits the economy.

Our value is greater

Maximising clients' income has further spillover effects including:

- for individuals' families,
- benefiting health and well-being,
- contributing to local communities and economies

There is also an estimated **£7,772,959** debts we successfully rescheduled in 2015/16 – benefiting clients and creditors that otherwise might not have been repaid.

Our value to society in 2015/16

In 2015/16, for every £1 invested in Citizens Advice Sherwood & Newark we generated at least:



£2.06

in fiscal benefits

Savings to government

Reduction in health service demand, local authority homelessness services, and out-of-work benefits for our clients and volunteers.

Total: £660,792

£12.01

in public value

Wider economic and social benefits

Improvements in participation and productivity for clients and volunteers.

Total: £3,676,884

£18.36

in benefits to individuals

Value to our clients

Income gained through benefits gained, debts written off and consumer problems resolved.

Total: £5,891,660

Our value is likely to be greater...

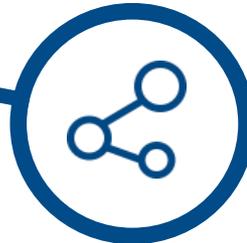
We know our value is greater, but we're conservative in our estimate of our value, sticking to what we know and can firmly evidence



Our research and campaigns work that adds value for individuals who are not directly in touch with our service.



The value of our education work, in building financial capability, and informing energy consumer decisions.



The benefits we gain from being part of the Citizens Advice service network.



The way we are an embedded part of this local community – with the flexibility to adapt to its needs.

How we can help Newark & Sherwood District Council more...

The support of Newark & Sherwood District Council is important so we can continue helping local people and contributing to the District Council's Strategic priorities.

In order to address people's needs holistically, we have been working closely with Newark & Sherwood District Council and the voluntary sector to utilise our different expertise and specialisms, to provide the best support possible to local people and their interconnected needs.

Our partnership with NSDC offers:

- A deeply embedded service within our communities, providing vital or specialist services, and regular engagement with service users on a personal basis.
- A service which users trust which means we can be important gatekeepers to information and very useful allies in the co-design and co-production of services for the people we work with.
- Closer referral processes to improve customer journey.
- An opportunity to co locate into new purpose build premises to enhance both partnership working and the clients access to quality advice when it's needed most.

How we can help Newark & Sherwood District Council more...

We can help Local authorities' scrutiny committees in ensuring that public services are being run in a way that addresses local needs and issues.

Citizens Advice Sherwood & Newark can play a role in scrutiny:

- Where an existing review or investigation is underway, we can proactively get involved and present local evidence to help the review;
- The information and data that we hold could be invaluable to the scrutiny process.
- We have a wealth of information about the council's residents, covering a range of service areas
- We can produce fresh insights into local problems and how residents interact with existing services.
- We can provide compelling case studies and powerful direct testimony from people affected by existing or proposed arrangements, helping scrutiny committees with decision making.

We can tell you:

- Which topics clients seek help with in your area
- Where the hotspots for particular problems in your community are
- What trends to watch out for

An Annual Evaluation Report to evidence how the advice services provided by CITIZENS ADVICE SHERWOOD & NEWARK has supported NEWARK & SHERWOOD DISTRICT COUNCIL's Strategic Priorities.

This report demonstrates how our advice services continue to directly Link to the councils strategic plans for **Prosperity, People, Place and Public Service** with particular focus on preventing homelessness wherever we can and support which help people manage and prevent indebtedness



SYRIAN VULNERABLE PERSONS RESETTLEMENT SCHEME

1.0 Purpose of Report

- 1.1 To provide the Committee with an update and propose a localised model for the resettlement of Syrian refugees in Newark and Sherwood, that's in accordance with the requirements set out in the Governments Syrian Vulnerable Persons Resettlement Programme.

2.0 Background Information

- 2.1 On 7 September 2015, the Prime Minister announced a significant extension of the Vulnerable Persons Relocation Scheme for Syrian refugees. The Government pledged to resettle up to 20,000 refugees who have fled Syria over a 5 year period. The refugees who will be resettled through this scheme are currently in camps in countries surrounding Syria.
- 2.2 All refugees resettled through this process are assessed and vetted by the UN High Commissioner for Refugees (UNHCR) in the camps that they are currently living in. This includes medical assessments and checks regarding affiliation to political parties. It prioritises those who cannot be supported effectively in their region of origin, for example women and children at risk, people in severe need of medical care and survivors of torture and violence. Those relocated under the scheme will be awarded five years' Humanitarian Protection; meaning they will have access to public funds and employment.

Home Office Funding

- 2.3 The Home Office provides funding to local authorities who choose to participate in supporting vulnerable persons brought to the UK under this scheme.
- 2.4 The Home Office has set out a number of outcomes that are to be achieved in a Statement of Requirements (set out in **Appendix A**); this includes information about housing, utilities, furnishings and support that should be provided, such as an initial reception, case work support, cultural orientation and English for Speakers of Other Languages (ESOL) provision.
- 2.5 Up to £8,520 of funding is available per vulnerable person to local authorities in order to meet these requirements. An additional education grant accompanies each young person resettled (at a rate of £2,250 for children aged 3-4 years and £4,500 for children aged 5-18 years) and health and welfare grants are paid to Clinical Commissioning Group's and the Department for Work and Pensions directly.
- 2.6 The Home Office funding structure changed as of April 2016. The grant is now made available in a 40% initial payment, followed by two further instalments of 30% each, at month four and month eight. This is claimed via the Home Office Move-it Portal and the local authority is expected to keep detailed financial records on their expenditure.

3.0 East Midlands and Nottinghamshire Context

- 3.1 All councils in the County have been working together with the East Midlands Strategic Migration Partnership, to develop a localised programme for resettlement under the leadership of John Robinson, Chief Executive at Gedling Borough Council.
- 3.2 On a crude per-capita basis, the Nottingham and Nottinghamshire share of the Government's 20,000 'target' is 413 individuals, which broadly equates to 40-45 individuals per district/borough (approx. 10 households) and 116 in Nottingham City.
- 3.3 100 refugees were settled in the East Midlands during the first phase of arrivals in December 2015. Nottinghamshire received the largest cohort resettling 81 individuals/18 families, all with children and planning is underway for further arrivals.

4.0 Proposal for Newark & Sherwood

- 4.1 Councillor Roger Blaney as Leader of the Council and Councillor Bruce Laughton as Chairman of this Committee have been consulted on the Nottinghamshire proposals and committed Newark and Sherwood to 'play its part' in the delivery of this scheme, using private rented housing stock or social housing provided by Registered Providers. The Corporate Management Team subsequently appointed the Business Manager – Housing & Safeguarding as the Single Point of Contact and authorised planning for the resettlement of two initial families in Newark.
- 4.2 Therefore, in addition to attending partnership meetings at County and Regional level, activity has focussed on developing a delivery arrangement with Nottingham City Council and sourcing accommodation.

Memorandum of Understanding (MoU)

- 4.3 An MoU is currently in development between Newark and Sherwood District Council and Nottingham City Council's (NCC) Community Cohesion Team, which sets out agreed terms for NCC to provide administrative support in delivery of the scheme and to co-ordinate and commission casework activities under a Casework Agreement with Nottingham and Nottinghamshire Refugee Forum. Under this MoU NCC will draw down and hold Home Office funding on behalf of NSDC and will receive an 8% management fee for this from the grant.
- 4.4 Key responsibilities under the MoU for NSDC are to procure appropriate housing stock and identify this to the Home Office for matching under the scheme, escort refugees on arrival to their new accommodation and provide an orientation briefing. We are also required to provide a Single Point of Contact to be responsible for and support delivery of the scheme locally, to ensure families entering the area receive support in compliance with the Statement of Requirements. Reasonable expenditure (including officer time) will be covered by the grant funding available.
- 4.5 There are no other resulting liabilities to the Council, legal, procurement and information governance have no concerns with the draft MoU terms. Rushcliffe, Gedling and Broxtowe have all signed a similar agreement with NCC. Mansfield and Ashfield have adopted a different model and are administering and drawing down Home Office funding directly.

Sourcing Accommodation

- 4.6 Nottingham and Nottinghamshire Refugee Forum have been providing advice on resettlement and agree that Newark (close to the town centre) is the best location within the District to source accommodation. In order to ensure our own affordable housing stock isn't impacted upon, conversations have taken place with Nottingham Community Housing Association and their Board has agreed to work with the Council in providing one or two units of accommodation, which is dependent on a suitable properties becoming void.
- 4.7 Information has been presented to Private Sector Landlords at our Landlords Forum on 25 May 2016 and some direct approaches have been made to Landlords who have properties available to let in Newark, at Local Housing Allowance rent levels. Any properties that are put forward will be inspected to ensure it meets the required standards.

Community Support

- 4.8 Local authorities participating in this scheme take the lead role, in working with key partners to ensure that families are provided with accommodation and that their specific needs are met. Part of this is covered by the proposed MoU with NCC but a potential gap has been identified for Newark and Sherwood in respect of cultural orientation and community support – both are key elements for the sustainment of resettled Syrian families in Newark & Sherwood.
- 4.9 Therefore, Newark and Sherwood are currently exploring opportunities to pilot a Community Project/Worker, co-ordinated and commissioned under the MoU with NCC. The proposal is to utilise Home Office funding, to help build the capacity and infrastructure of our local community and voluntary sector to enable them to support in resettlement, orientation and integration of these families into our community.
- 4.10 A letter has been drafted (attached at **Appendix B**) to our local community and voluntary sector colleagues asking them to consider what role their organisation can play in supporting a Newark and Sherwood Resettlement Partnership, inviting them to attend a meeting in November 2016.

5.0 Other Migratory Pressures

- 5.1 There are three major Government Programmes currently in operation which the Committee should be aware of, as they are likely to impact on the Council in the future:
1. Syrian Resettlement (as set out in this report)
 2. Asylum Dispersal
 3. Unaccompanied children seeking asylum

Asylum Dispersal

- 5.2 Three Local Authorities have supported asylum dispersal within the East Midlands region since its introduction in 2000, to ensure the UK is able to discharge its obligations with regard to accommodation and assistance for those most in need claiming asylum. However, the Government have recently advised that the current geography of asylum dispersal needs to be widened and it is likely Newark & Sherwood may be asked to support this programme.

Unaccompanied Children Seeking Asylum

- 5.3 The Government have recently announced its Children at Risk Scheme, which commits the UK to resettle up to 3,000 unaccompanied asylum seeking children (UASC). This scheme applies to children outside of Europe in the Middle East and North Africa region. In addition, an amendment to the Immigration Bill has been agreed to resettle UASC from within Europe, specifically from Greece, Italy and France.
- 5.4 Colin Pettigrew, Corporate Director, Nottinghamshire County Council has been appointed as the strategic lead for this scheme and tasked with responding to the new Immigration Minister, Robert Goodwill MP with Nottinghamshire's position on UASC through the East Midlands Strategic Migration Partnership.
- 5.5 John Robinson, Chief Executive at Gedling Borough Council will continue to lead the joining up of these separate programmes on behalf of the Nottinghamshire Chief Executives and Leaders.

6.0 Equalities Implications

- 6.1 The recommendation helps to support vulnerable people with a 'protected characteristic' under the Equalities Act 2010 and therefore has a positive impact on equality and diversity.

7.0 Finance - Comments of s151 Officer

- 7.1 There is no direct financial impact on Newark and Sherwood as this initiative is wholly funded via the Home Office. Newark and Sherwood have also signed consent forms to confirm/agree that NCC will act as the accountable body for the management of the regional funding pot related to arrivals in Newark and Sherwood under the Syrian Vulnerable Persons Resettlement Programme.

8.0 RECOMMENDATIONS: that

- a) **the Committee endorse the Council's commitment to this scheme and approve the per capita figures of 40-45 individuals (approx. 10 households maximum) to be resettled in Newark and Sherwood over the next 5 years;**
- b) **the Committee approve the proposed delivery model to enter into a MoU with Nottingham City Council as the accountable body for managing funds from the Home Office and commissioning activities under a Casework Contract and Community Contract in accordance with their Contract and Procedure rules and Data Protection Policy and Protocols; and**
- c) **Councillor B. Laughton, as Committee Chairman, approves and agrees to figurehead the letter attached in Appendix B to mobilise community and voluntary sector partners to support and join a Newark and Sherwood Resettlement Partnership.**

Reason for Recommendations

To ensure Newark and Sherwood has a robust localised model in place for the resettlement of Syrian refugees that's in accordance with the requirements set out in the Governments Syrian Vulnerable Persons Resettlement Programme.

Background Papers

Nil

For further information please contact Leanne Monger, Business Manager – Housing and Safeguarding on extension 5545

Karen White
Director – Safety

ANNEX C – STATEMENT OF REQUIREMENTS

1. Section 1 – Delivery Requirements

- 1.1 The Syrian VPR scheme is made up of two elements.
- 1.1.1 **Pre arrival** – Provision of medical and travel services enabling the migration of accepted Beneficiaries to the UK;
- 1.1.2 **Post arrival** – Housing provision, initial reception arrangements, casework and orientation support including English language provision.
- 1.2 The Authority requires the following deliverables:

2. Post Arrival Services

Provision of Accommodation:

- 2.1 The Recipient will meet and greet arriving Beneficiaries from the relevant airport and escort them to their properties briefing them on how to use the amenities
- 2.2 The Recipient will arrange accommodation for the arriving Beneficiaries which meets local authority standards and which will be available on their arrival and is affordable and sustainable
- 2.3 The Recipient will ensure that the accommodation is furnished appropriately. The furniture package should not include luxury items. This means that food storage, cooking and washing facilities can be provided but the facilities should not include the provision of other white goods or brown goods, i.e. TV's, DVD players or any other electrical entertainment appliances.
- 2.3.1 The Recipient will ensure that the Beneficiaries are registered with utility companies and ensure that arrangements for payments are put in place (no pre pay/card accounts)
- 2.3.2 The Recipient will provide briefings on the accommodation and health and safety issues for all new arrivals including the provision of an emergency contact point

Casework Support Service:

- 2.4 The Recipient will ensure that Beneficiaries are provided with a welcome pack of groceries on their arrival
- 2.5 The Recipient will provide a cash/ clothing allowances for each Beneficiary of £200 – this is to ensure they have sufficient funds to live on while their claim for benefits is being processed.
- 2.6 The Recipient will provide advice and assistance with registering for mainstream benefits and services and signposting to other advice and information giving agencies – this support includes:

- 2.6.1 Assisting with registration for and collection of Biometric Residence Permits following arrival
 - 2.6.2 Registering with local schools, English language and literacy classes
 - 2.6.3 Attending local Job Centre Plus appointments for benefit assessments
 - 2.6.4 Registering with a local GP
 - 2.6.5 Advice around and referral to appropriate mental health services and to specialist services for victims of torture as appropriate
 - 2.6.6 Providing assistance with access to employment
- 2.7 The Recipient shall put in place a support plan for each family or individual for the 12 month period of their support to facilitate their orientation into their new home/area.
- 2.8 The Recipient shall put in place arrangements for the provision of English language classes which Beneficiaries should be able to access within one month of arrival. This should be provided following an assessment to determine the appropriate level of provision. This provision should be delivered by an accredited English for Speakers of Other Languages (ESOL) provider. This ESOL provision should be made available until such time as suitable mainstream provision becomes available or until 12 months after arrival (whichever is sooner). The purpose of the language tuition is to ensure that Beneficiaries are able to carry out basic transactions within the communities in which they have been placed.
- 2.9 Throughout the period of resettlement support the Recipient will ensure interpreting services are available.
- 2.10 The above services will be provided through a combination of office based appointments, drop in sessions, outreach surgeries and home visits.
Requirements for Beneficiaries with Special Needs/Assessed Community Care Needs
- 2.11 Where Beneficiaries are identified as potentially having special needs/community care needs the Authority will ensure, as far as possible that these needs are clearly identified and communicated to the Recipient 6 weeks prior to the arrival of the Beneficiaries.
- 2.12 Where special needs/community care needs are identified only after arrival in the UK, the Recipient will use its best endeavours to ensure that care is provided by the appropriate mainstream services as quickly as possible

3. General Requirements

Hours of Operation:

- 3.1 The Recipient shall note that the Authority's offices perform normal business during the hours times of 09.00 to 17.00 on Working Days.
- 3.2 The Programme as defined in the Statement of Requirements (SoR) shall be provided on each Working Day. The Authority recognises that in the interests of efficiency the exact availability and timings of the various service elements will vary. It is envisaged that some Out of Hours provision will be required from the Recipient.

- 3.3 All premises used to deliver the Programme elements should meet all regulatory requirements and be suitable for the purpose.
- 3.4 The Recipient and/or its Delivery Partners shall develop, maintain and implement the following procedures:
 - 3.4.1 A procedure for Beneficiaries to complain about the service provided by the Recipient.
 - 3.4.2 A procedure for managing and reporting critical incidents. The Authority must be advised of such incidents as soon as reasonably possible, but in any event by the end of the next Working Day

Personnel Standards:

- 3.5 The Recipient shall ensure that the recruitment, selection and training of its Staff, including persons employed by or as agents or sub-contractors to the Recipient, are consistent with the standards of service required for the performance of the service. The Recipient will fully equip and train staff to ensure they are able to fulfil their roles and ensure that appropriate and sufficient security provisions are made for all staff undertaking face-to-face activities. Also, the Recipient shall ensure that staffing levels are appropriate at all times for the purposes of the service and ensure the security and well-being of all Beneficiaries, dependent children and its staff.
- 3.6 The Recipient shall ensure that all applicants for employment in connection with the Requirement are obligated to declare on their application forms any previous criminal convictions subject always to the provisions of the Rehabilitation of Offenders Act 1974.
- 3.7 In addition, the Recipient shall ensure that all Staff (including volunteers and sub-contractors):
 - 3.7.1 employed or engaged have the right to work in the United Kingdom under applicable immigration Law
 - 3.7.2 Disclosure and Barring Service checks are undertaken on any potential Staff member. The results of such checks must be known before any employee undertakes duties requiring contact. Where such checks reveal prior criminal convictions that might reasonably be regarded as relevant to the appropriateness of the individual to have unsupervised access, particularly to children under the age of 18, or where such checks are not possible because of identification issues, the Recipient shall follow its internal policy and carry out an appropriate risk assessment before an offer of employment is made.
 - 3.7.3 who are likely to have unsupervised access to children under the age of 18 have been instructed in accordance with National Child Protection Guidelines and Area Child Protection Committee guidance and procedures.
 - 3.7.4 Providing immigration advice should be known to the Office of the Immigration Services Commissioner (OISC) in accordance with the regulatory scheme specified under Part 5 of the Immigration & Asylum Act 1999. The Recipient shall use all reasonable endeavours to ensure that Staff do not provide immigration advice or immigration services unless they are “qualified” or “exempt” as determined and certified by OISC.

- 3.8 The Recipient shall, on request, provide the Authority with details of all staff (and volunteers and sub-contractor agents) delivering the service in this schedule.
- 3.9 The Recipient shall, on request, provide the Authority with CVs and/or job descriptions for all members of staff selected to work on the project.
- 3.10 The Recipient shall use all reasonable endeavours to comply with the requirements of the Computer Misuse Act 1990.
- 3.11 The Recipient shall implement the Programme in compliance with the provisions of the Data Protection Act 1998.

Information Sharing:

- 3.12 The Authority expects the Recipient to share relevant information on the delivery of the Programme and on Beneficiaries by signing a Sharing of Information Protocol with relevant deliverers of the Programme.
- 3.13 Beneficiaries will be expected to sign a consent form to confirm their willingness to share personal data with executive bodies and relevant deliverers of the programme. The Recipient will retain these forms and will allow inspection by the Authority as requested.



**Kelham Hall
Kelham
Newark
Nottinghamshire
NG23 5QX**

www.newark-sherwooddc.gov.uk

{{INSERT}}

Telephone: 01636 650000

Email: customerservices@nsdc.info

Our ref: CLLRBL/LM/SVPRS

7 November 2016

RE: Newark and Sherwood's Resettlement Partnership – supporting Syrian Families

Dear {{INSERT}},

In recent years, headlines have been dominated by heart breaking images of the ongoing Syrian civil war, which is thought to have displaced around 9 million people since its outbreak in 2011 - 2.5 million of whom are now refugees in neighbouring countries, the largest refugee population in the world today.

The Government responded to this crisis by announcing last September the expansion of the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) and pledged to bring 20,000 of the most vulnerable Syrian refugees to new homes in the UK by 2020.

The SVPRS is a managed migration programme which is only open to the most vulnerable refugees housed in camps around the Syrian border - those who have suffered violence or torture, those with disabilities or other complex medical needs, those at risk of persecution or children whose safety is at risk. SVPRS refugees arrive on a five-year humanitarian protection visa.

The county of Nottinghamshire did not hesitate in committing as a whole to playing our part in this programme. During the past year, district and borough councils have come together, with their community and voluntary sector colleagues, to bring over 100 vulnerable Syrian refugee families to new homes within Nottinghamshire. This work has been praised by the National Audit Office for the positive results achieved through such strong partnership work.

Now, Newark and Sherwood District Council stands ready to join the Nottinghamshire response and lead the local community in offering these families a warm welcome – but it would be impossible to do this effectively without your support and assistance, and all our colleagues in the community and voluntary sectors.

As the scheme is grant-funded by the Home Office, we can make use of this to help build your resources and infrastructure to better enable your organisation support in the delivery of vital services which will make all the difference to our new arrivals' experience of resettlement, orientation and integration into our community - whether it be with donations of furniture, food, clothing; befriending and mentoring; conversational English practice or even redecorating and furnishing properties in readiness for habitation.

Our first arrivals under the programme will be arriving soon. So, I am inviting you to step forward and join us in this effort, to offer the support and assistance these families will need to rebuild their lives.

I hope you will be moved to carefully consider what role your organisation can play in supporting Newark and Sherwood's resettlement partnership and join us at a meeting to be held on **{{INSERT MTG and CONTACT DETAILS}}**

Yours sincerely,

Councillor B. Laughton
Homes and Communities Committee Chairman
Newark and Sherwood District Council

CAPITAL WORKS AT TEMPORARY ACCOMMODATION - SEVEN HILLS, NEWARK

1.0 Purpose of Report

- 1.1 To consider a scheme for some capital works required at the temporary accommodation at Seven Hills, Newark in order to address health and safety requirements.

2.0 Background Information

- 2.1 Newark and Sherwood Homes Ltd manage the temporary accommodation at Seven Hills on behalf of the Council. The Company have notified the Council of some capital works that are urgently required at Seven Hills, to cover off Health and Safety requirements. This site is a General Fund asset and therefore, the Committee is requested to consider an application for funding from the Council's General Fund Capital Programme for these works.
- 2.2 A copy of the capital appraisal project form is attached to this report at **Appendix A** and gives further details of the works proposed at a total cost of £69,022.80. If the scheme is approved it is proposed to commence work as soon as possible, with an anticipated completion of March/April 2017.
- 2.3 The Council has commenced a strategic review of its temporary accommodation provision within the District, at Seven Hills and also at Wellow Green, Ollerton. However at this stage the longer term prospects of these sites are still being considered. Therefore, works detailed in this bid and the attached report from Newark and Sherwood Homes are essential works that are required to be carried out immediately to address Health and Safety responsibilities.

3.0 Equalities Implications

- 3.1 Equalities implications have been carefully considered. The proposals would only have positive impacts, there would be no adverse impacts, for persons with protected characteristics.

4.0 RECOMMENDATION

That the Committee consider the report and recommend to the Policy & Finance Committee that capital funding be allocated for the proposed capital works required urgently for the temporary accommodation at Seven Hills, Newark as detailed in the capital appraisal project form.

Background Papers

Nil

For further information please contact Leanne Monger (Business Manager – Housing & Safeguarding) on 655545 or Karen White (Director - Safety) on 655240.

Karen White
Director – Safety

NEWARK & SHERWOOD DISTRICT COUNCIL	
CAPITAL PROJECT APPRAISAL FORM	
COMMITTEE:	Homes and Communities
SERVICE AREA:	Business Unit – Housing and Safeguarding
PROJECT OFFICER:	Leanne Monger – Business Manager
1. PROJECT TITLE:	Capital Works – Seven Hills
2. DESCRIPTION OF PROJECT	
<p>Under the management agreement between the Council and Newark and Sherwood Homes, the Company are responsible for providing day to day responsive repairs, maintenance and asset management of the Council’s temporary accommodation sites at Seven Hills, Newark and Wellow Green, Boughton.</p> <p>The Company have notified the Council of some capital works required at Seven Hills, to cover off Health and Safety liabilities. These sites are General Fund assets and therefore, Council officers are responsible for facilitating applications for funding from the Council’s General Fund Capital Programme for these works.</p> <p>It is acknowledged that the Council has commenced a strategic review of its temporary accommodation provision, however at this stage the longer term prospects of these sites are still being considered. Therefore, works detailed in this bid and the attached report from Newark and Sherwood Homes are essential works that are required to be carried out immediately to address Health and Safety responsibilities.</p>	
3. DEMONSTRATION OF NEED (Please include any supporting information at the end of this document e.g. references to legislation, results of surveys, extract from strategies)	
<p>The Council has a statutory duty to provide accommodation to households accepted as homeless under the Housing Act 1996, as amended by the Homelessness Act 2002.</p> <p>127 households were placed and accommodated in temporary accommodation provision during 2015/16.</p>	
3a Detail how the project meets Regional and National Strategies (include details of any statutory obligations to undertake the scheme):	
<p>As detailed in the attached report, these works are required to meet standards set out in the Housing Act 2004 and the Housing Health and Safety Rating System.</p>	
3b Detail how the Project meets links to the Council’s Key priorities:	
<p>Provision of fit for purpose temporary accommodation for vulnerable households owed an accommodation duty by the Council supports the Council’s Strategic Priority for People and Public Service.</p>	
3c Provide details of consultation undertaken with the Community:	
<p>N/A – proposed works cover off minimal statutory requirements.</p>	

<p>3d Describe the impact of this project on other Council Services:</p> <p>The Business Unit continually seeks to manage demand upon Council services and across the wider system by adopting a prevention ethos, which aims to minimise the need for temporary accommodation. However, since the financial crisis in 2008/09 there has been a continual rise in homelessness both locally and nationally.</p>
<p>3e Detail any outputs (quality) and outcomes (effects) the project will deliver in the short/long term:</p> <p>These works will preserve current usage of Seven Hill's to discharge statutory homeless duties.</p>
<p>3f Detail alternative strategies for meeting this need:</p> <p>As discussed earlier, the Council has commenced a strategic review of its temporary accommodation provision but at this stage the longer term prospects of these sites are still being considered.</p> <p>Therefore, this bid proposes only essential works be carried out to address Health and Safety responsibilities.</p>
<p>4 OTHER INFORMATION</p>
<p>4a Crime and Disorder CT 1998 (reduction and preventative measures):</p> <p>N/A</p>
<p>4b Planning Implications:</p> <p>N/A</p>
<p>4c Listed Building Implications:</p> <p>N/A</p>
<p>4e Risk Assessment of planning/legal issues and financial/partnership funding uncertainties:</p> <p>The key risks relate to Health and Safety, as detailed in the attached report.</p>
<p>4f Procurement. Has the Council's procurement strategy been considered when developing the project. For example has the possibility of procuring the scheme with partners been considered and the issues raised in "rethinking construction in local government"</p> <p>Procurement will be carried out by the Company through their frameworks, as part of the management fee payable (detailed below).</p>
<p>5 RESOURCE REQUIREMENTS</p> <p>Please attach details of the basis of estimates and wherever relevant confirmation from technical services or third party of the costing.</p> <p>NSH propose a management fee of £5,112.80 (8%)</p>
<p>5a Details of Land/Buildings (including current condition):</p>

5b Estimated Capital Costs	
£63,910.00	Capital
£5,112.80	NSH fee
£69,022.80	Total
6 FUNDING ARRANGEMENTS General Fund Capital Programme	
External Finance	Status
Internal Finance	
Total Finance already identified: N/A	
Status = (A) Application in process, (B) Bid submitted or (C) Committed Funding Internal Finance from existing Revenue Budgets will need Committee approval	
7 REVENUE IMPLICATIONS (Detailed estimates have been prepared to support these figures)	
Revenue expenditure relating to hostel provision is budgeted for within cost centre A10213.	
8 ANTICIPATED TIMESCALE FOR COMMENCEMENT AND COMPLETION OF SCHEME: Please detail key milestones for grant aid to be received and time for project to be completed and for full year effect of revenue consequences.	
Commence work – as soon as possible Completion – March/April 2017	
9 DATE FORM COMPLETED:	
21 October 2016	
10 APPROVED BY DIRECTOR - SAFETY	
SIGNED: Karen White	DATE 21 October 2016

SEVEN HILLS – PLANNED INVESTMENT WORKS

Andy Dewberry

24 October 2016

1.0 Introduction

- 1.1 This report provides an overview of the planned works scheduled through Keystone to the 17 units at Seven Hills that are currently in use.
- 1.2 After inspection via an on-site survey, the schedule below provides details of the works that are needed urgently.
- 1.3 In addition to this we have identified scheduled works in the near future but not needing urgent progression

2.0 Urgent Investment Need

- 2.1 The following schedule is a summary of the identified estimated short term investment needs at £69,022,80 exc VAT, which is made up as per the summary and table below.

- 2.2 i) Kitchen x 17 (due 2016)

Kitchens are classed as old and are in a poor condition and therefore would be a HQS Failure under Age and condition (Reasonably modern facilities) of the decent homes standard and a HHSRS Failure under food preparation due to worktops being cracked, chipped and/or damaged.

- ii) Bathroom x16 (Due 2021)

Although not due until 2021 – inspection of 6 of the units has identified a HHSRS failure under personal hygiene, sanitation and drainage (sanitary items in poor condition) through chips etc. It appears likely that there will be a number of failures potential failures on condition in the HQS largely due to the nature of the facility and high turnover thus not meeting the expected lifecycle of the bathroom of 30 years.

The HHSRS guidance deems a failure under personal hygiene as follows extracted from the document;

- Cracks/chips/other damage to internal surfaces of facilities; and

- iii) Wet Room x 1 (due 2021)

A wet room has been requested by NSDC in one of the properties for disabled residents as Seven Hill does not currently provide this facility in any unit.

- 2.3 Decoration (emulsion) throughout all units which has been suggested by the Council Officer managing the site, would cost an estimated additional £1,130 per unit. The kitchens and bathrooms would be decorated as part of the works if progressed and this is already included in the costs.

2.4 The estimated cost of the urgent works (exc VAT) is as follows;

Item	Quantity	Estimated Cost/Unit (£)	Estimated Total Cost (£)
Kitchen Replacement	17 no.	£1,750	£29,750
Bathroom Replacement	16 no.	£1,600	£25,600
Wet room*	1 no.	£2,950	£2,950
Decoration**	17 units	£330	£5,610
Sub-total			£63,910
Fee income (8%)			£5,112.80
Total (inc fees)			£69,022.80

*Replacing 1no. existing bathroom at request of Housing Options

** Decoration throughout all units at request of Housing Options

3.0 **Future Planned Investment Need**

3.1 The following work is not required imminently but is provided for information purposes, as it is identified for delivery in the short to medium term.

3.2 Rewire x 17 (Due 2020)

Rewire aren't due until 2020, however a partial rewire would be undertaken as part of any Kitchen upgrade, which would constitute approximately 50% of the works. Currently there are no issues with the state of the wiring and life expectancy may be extended dependant on examination of the results of the last electrical condition report.

3.3 Rewires would cost a further £19,691 (exc. VAT) + fees, if progressed.

3.4 A prudent approach would be to hold the full rewire and not undertake at this time forfeiting the efficiency saving of completing these works at this point whilst the schemes future is under determination.

COUNCIL'S DRAFT REVENUE BUDGET 2017/18 - 2021/22

1.0 Purpose of Report

- 1.1 To inform the Committee of the progress to date on the budget for 2017/18 and future years.

2.0 Background Information

- 2.1 At the meeting of Policy & Finance Committee on 22 September 2016, Members considered the preliminary report on the 2017/18 Budget and agreed the overall strategy including the appropriate basis on which the budget should be developed, including salaries, wages, general inflation, debt charges etc.
- 2.2 Also at this meeting, Policy & Finance Committee agreed the timetable for consideration of the 2017/18 budget provisions. 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 9 March 2017. Working back from this date a timetable has been drawn up and is attached at **Appendix C**. 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 section and Business Units.
- 2.3 The Council has agreed policies on Budgeting and Council Tax, Reserves and Provisions, Budget Principles, a Charging Policy and Value for Money Strategy which set out the approach to be taken to the budget process. These policies and principles were reviewed and updated by Policy & Finance Committee in September 2016. The Charging Policy is included at **Appendix D**. **It should be noted that Policy & Finance Committee agreed that all charges should be rounded to the nearest 5p with effect from 1 April 2017.**

3.0 Introduction

3.1 Financial Environment

- 3.1.1 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.

- 3.1.2 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.
- 3.1.3 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.
- 3.1.4 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.
- 3.1.5 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.
- 3.1.6 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.

- 3.1.7 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.

- 3.1.8 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.
- 3.1.9 The position with regard to general inflation remains complex. The latest (August 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.
- 3.1.10 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.

4.0 Budget Pressures

- 4.1 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.
- 4.2 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

- 4.3 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.
- 4.4 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.

5.0 Budget Strategy

- 5.1 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.
- 5.2 The uncertainties detailed above lead to the necessity to identify significant savings potentially for 2018/19 and for future years.
- 5.3 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.
- 5.4 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.
- 5.5 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.

6.0 Draft Revenue Budget Proposals

- 6.1 Business Managers and service budget officers have been working with officers from Financial Services to determine a first draft general fund budget and medium term financial plan. The budgets have been prepared in line with the strategy agreed by Policy & Finance Committee on 22 September 2016.
- 6.2 A summary of the figures to date for the Homes & Communities Committee is shown at **Appendix A** to this report. It should, however, be clearly understood that the figures shown are first draft only and that a substantial amount of work has yet to be completed before any conclusions can be drawn. The figures also include capital charges but exclude recharges for central services. The subjective summary is shown in **Appendix B**.
- 6.3 It should be noted that this shows only the budget for services falling within the remit of the Homes & Communities Committee, but overall, across all services and taking account of 'below the line' costs and income the necessary savings for 2017/18 are almost achieved, however when the overall budget is considered by the Policy & Finance Committee on 1 December it may refer budgets back where it feels that additional savings need to be made. The Policy & Finance Committee have also instructed the functional Committees be requested to look at opportunities for savings in 2017/18, and also any investment potentials which would increase and support revenue income levels, in order to reduce the projected burdens in future years.

- 6.4 The current draft budget shows an increase in 2017/18 with budgets remaining fairly constant throughout the remainder of the medium term financial plan. The increase is due primarily to changes to National Insurance rebates and banding and the 1% pay award to employees. It is important that the Committee continues to scrutinise and review its budget in order to achieve additional savings in future years.
- 6.5 Direct service expenditure net of capital charges and internal central services recharges currently shows an overall increase of £50,290 against 2016/17 budget. As noted above, this relates to the 1% increase in salary and wages costs overall in 2017/18 and future years and the changes to National Insurance rebates and banding.
- 6.6 Staffing costs account for approximately 59% of the overall gross service costs excluding housing benefits payments and significant budget savings cannot be achieved without affecting staffing levels.
- 6.7 Major variances between 2016/17 and 2017/18 are shown below:
- 6.7.1 The apparent increase in costs on Housing Options is funded from reserves and homeless grant and is shown 'below the line' in the budget.
- 6.7.2 The ICT increase is for additional software maintenance to cover new NSFC lines.
- 6.7.3 The additional costs within Licensing Admin are to cover maternity leave until mid-2017/18.

7.0 Revenue Budget Bids 2017/18

- 7.1 As stated above, Members will be aware that the Council is likely to face severe budgetary challenges over the next four years. It is anticipated that significant savings will need to be identified in the later years of the Medium Term Financial Plan. As other pressures impact on Local Government spending it is anticipated that further cuts may be forced on to Local Government. Consequently, it is not possible for revenue growth bids to be incorporated into the budget for 2017/18 or following years.
- 7.2 At the meeting on 22 September 2016 Policy & Finance Committee agreed that spending committees should scrutinise their budgets to look for opportunities for further savings and for spend to save schemes where additional expenditure in the short term will bring increased revenue income in the future.

8.0 Increases in Fees and Charges

- 8.1 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 RPI 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, i.e. to consider the level of income ultimately received by the Council. Business Managers have been instructed to work with relevant Committee Members prior to making proposals on future levels of fees and charges.

8.2 It is important that fees and charges are considered within the framework set out in the Corporate Charging Policy that is included at **Appendix D**. **It should be noted that Policy & Finance Committee agreed that all charges should be rounded to the nearest 5p with effect from 1 April 2017.**

8.3 Proposals for increases in fees and charges will be brought to the next meeting of the Homes & Communities Committee on 16 January 2017 for consideration and recommendation to Policy & Finance Committee on 26 February 2017 and Council on 9 March 2017.

9.0 Conclusions

9.1 The figures at this stage in the budget process require a considerable amount of work before they are recommended to Policy & Finance Committee on 26 February 2017.

9.2 It is important that the Committee continues to scrutinise and review its budget in order to achieve additional savings in future years at a time when the Council is facing reducing government grants and other financial pressures.

10.0 RECOMMENDATIONS that:

- (a) the Committee undertakes a review of fees and charges accordance with the Corporate Charging Policy and;**
- (b) the current draft Committee budget be incorporated into the overall service budget to be reported to Policy & Finance Committee at its meeting on 1 December 2016; and**
- (c) the Business Manager and Chief Financial Officer – Financial Services, continues to formulate budget proposals for formal consideration at the Homes & Communities Committee meeting on 16 January 2017 for recommendation to Policy & Finance Committee on 25 February 2017.**

Reason for Recommendations

To ensure that the preliminary figures for the budget are considered by Policy & Finance Committee and that final budget proposals for 2017/18 to 2021/22 are submitted to the Homes & Communities Committee on 18 January 2017 for recommendation to Policy & Finance Committee on 23 February 2017.

Background Papers

Draft H&C Budget (included with papers for information purposes)

For further information please contact Nicky Lovely on Extension 5317 or Amanda Wasilewski on Extension 5738.

Nicky Lovely
Business Manager and Chief Financial Officer – Financial Services

**BUDGET SUMMARY
HOMES & COMMUNITIES**

Appendix A

CODE	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	MORE/(LESS)	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
A10204	MISCELLANEOUS HOUSING (GF)	(630)	(630)	0	(630)	(630)	(630)	(630)
A10212	PRIVATE SECTOR SPEECH CALL	(70,450)	(70,450)	0	(70,450)	(70,450)	(70,450)	(70,450)
A10213	HOUSING OPTIONS	337,690	367,140	29,450	369,960	372,570	375,190	377,820
A10215	STRATEGIC HSG (WAS COMMUNITY)	68,060	69,790	1,730	70,470	71,170	71,840	72,550
A10802	ICT	457,540	481,000	23,460	490,360	496,350	491,170	499,440
A10804	CASHIERS	(8,580)	(9,030)	(450)	(9,330)	(9,510)	(9,690)	(9,890)
A10809	CUSTOMER SERVICES	412,930	404,830	(8,100)	408,180	412,480	416,830	421,200
A10810	COMMUNICATIONS & CUST SERVICE	119,460	120,460	1,000	121,720	122,530	124,280	125,110
A10814	LICENSING ADMIN	(42,960)	(26,400)	16,560	(34,210)	(34,740)	(35,300)	(32,810)
A10816	COMMUNITY SAFETY	38,870	38,790	(80)	39,310	39,830	40,350	40,880
A10820	LICENSING ENFORCEMENT	0	0	0	0	0	0	0
A10823	ANTI-SOCIAL BEHAVIOUR	26,780	30,880	4,100	31,890	32,900	33,930	34,940
A10826	DOMESTIC VIOLENCE	27,430	28,250	820	28,670	29,090	29,520	29,940
A11126	CCTV	137,340	116,880	(20,460)	106,500	108,270	110,060	111,870
A11607	ENERGY AND HOME SUPPORT	72,730	65,860	(6,870)	67,160	67,770	68,400	69,020
A11921	GRANTS AND CONCESSIONS	388,680	396,030	7,350	373,880	363,880	363,880	363,880
A11923	EMERGENCY PLANNING	53,640	55,420	1,780	56,650	57,380	58,130	58,880
A15013	IS NON STOCK RECHARGES	0	0	0	0	0	0	0
TOTAL		2,018,530	2,068,820	50,290	2,050,130	2,058,890	2,067,510	2,091,750

**BUDGET SUMMARY
HOMES & COMMUNITIES SUBJECTIVE SUMMARY**

Appendix B

CODE	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	More(Less)	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
111	SALARIES AND WAGES	1,534,780	1,566,200	31,420	1,574,140	1,588,880	1,605,770	1,621,790
113	NATIONAL INSURANCE	100,130	139,480	39,350	140,720	142,190	143,700	145,240
114	SUPERANNUATION	174,690	173,950	(740)	175,350	177,090	178,880	180,640
	EMPLOYEE SUB TOTAL	1,809,600	1,879,630	70,030	1,890,210	1,908,160	1,928,350	1,947,670
211	REPAIRS AND MAINTENANCE	750	560	(190)	-	-	-	-
212	ENERGY COSTS	2,000	1,500	(500)	-	-	-	-
213	RENT	22,710	20,950	(1,760)	15,650	15,650	15,650	15,650
214	RATES	3,260	2,500	(760)	-	-	-	-
215	WATER SERVICES	350	270	(80)	-	-	-	-
217	CLEANING AND DOMESTIC	280	220	(60)	-	-	-	-
219	CONTRIBUTION TO FUNDS	14,300	16,300	2,000	16,300	16,300	16,300	16,300
315	CAR ALLOWANCES	15,220	14,630	(590)	14,790	14,480	15,110	14,800
411	EQUIPMENT AND FURNITURE	89,680	98,720	9,040	94,680	93,480	86,140	87,150
412	MATERIALS	100	-	(100)	-	-	-	-
421	INTERNAL	-	150	150	150	150	150	150
431	CLOTHING AND UNIFORMS	1,110	1,130	20	1,150	1,170	1,190	1,210
441	GENERAL OFFICE EXPENSES	30,900	30,400	(500)	30,880	31,370	31,870	32,380
451	CONTRACTUAL	20,930	17,990	(2,940)	14,030	14,310	14,600	14,900
452	OTHER SERVICES	73,400	73,540	140	74,590	75,660	76,750	77,880
461	COMMUNICATIONS AND COMPUTING	179,530	203,920	24,390	211,300	213,520	210,750	213,050
471	STAFF	5,020	4,790	(230)	4,800	4,800	4,820	4,830
481	GRANTS	382,680	380,940	(1,740)	349,700	339,700	339,700	339,700
482	SUBSCRIPTIONS	3,230	3,230	-	3,250	3,270	3,290	3,310
491	INSURANCE	37,490	28,800	(8,690)	29,550	30,340	30,930	31,530
492	CONTRIBS TO FUNDS AND PROVISNS	234,030	209,900	(24,130)	201,350	205,180	209,090	213,080
493	OTHER	120,200	121,820	1,620	131,380	131,960	132,550	133,140
612	OTHER TRANSFER PAYMENTS	65,550	65,550	-	65,550	65,550	65,550	65,550
	RUNNING EXPENSES SUB TOTAL	1,302,720	1,297,810	(4,910)	1,259,100	1,256,890	1,254,440	1,264,610
922	Contributions From Other Las	(20,460)	(21,440)	(980)	(21,870)	(22,310)	(22,760)	(23,220)
928	Recharge Non Gf Accounts	(553,760)	(571,430)	(17,670)	(559,270)	(561,450)	(563,670)	(565,940)
929	Other Grants	-	(9,480)	(9,480)	(9,670)	(9,860)	(10,060)	(10,260)
931	Sales	(117,200)	(117,200)	-	(115,270)	(115,350)	(117,430)	(115,510)
932	Fees And Charges	(20,510)	(17,840)	2,670	(17,850)	(17,860)	(17,870)	(17,880)
933	Rents	(156,250)	(157,230)	(980)	(158,230)	(159,230)	(160,250)	(161,270)
938	Fees And Charges	(122,780)	(109,170)	13,610	(111,260)	(113,390)	(115,560)	(117,780)
939	Other Receipts	(97,200)	(99,200)	(2,000)	(100,130)	(101,080)	(102,050)	(103,040)
941	Interest	(630)	(630)	-	(630)	(630)	(630)	(630)
951	Recharge Gf Rev Accounts	(5,000)	(5,000)	-	(5,000)	(5,000)	(5,000)	(5,000)
	INCOME SUB TOTAL	(1,093,790)	(1,108,620)	(14,830)	(1,099,180)	(1,106,160)	(1,115,280)	(1,120,530)
	COMMITTEE TOTAL	2,018,530	2,068,820	50,290	2,050,130	2,058,890	2,067,510	2,091,750

2017/18 REVENUE BUDGET TIMETABLE				
Action	Base Budget & General Principles of Budget	Draft Budget	Draft Final Budget	Final Budget Approval & Council Tax Setting
Base budget & general principles of budget	Policy & Finance 22 September 2016			
Support services – agree basis for charging		9 September 2016		
Working papers issued to budget officers		22 July 2016		
First draft of treasury estimates based on capital programme reported to September Policy & Finance Committee		7 October 2016		
Draft budgets complete – no support services allocated		30 September 2016		
Budgets uploaded onto eFinancials		5 – 7 October 2016		
Coordination & review of first draft budget and reports prepared		10 – 14 October 2016		
First draft budget presented		Homes & Communities 7 November 2016 (papers 06/10/16 – possibly table on 12/10/16) Leisure & Environment 15 November 2016 (26/10/16) Economic Development 23 November 2016 (papers 26/10/16)		

		Policy & Finance 1 December 2016 (papers 09/11/16)	Policy & Finance 1 December 2016 (papers 09/11/16)	
Final treasury estimates completed based on capital performance reported to December Policy & Finance			30 December 2016	
Support services allocated and uploaded to efinancials				
Final committee budgets approved for consideration by Policy & Finance Committee on 23 rd February 2017			Homes & Communities 16 January 2017 (papers 14/12/16) Economic Development 18 January 2017 (papers 14/12/16) Leisure & Environment 24 January 2017 (papers 30/12/16) Policy & Finance 26 January 2017 (papers 04/01/17)	
Housing Revenue Account budget and rent setting report				Policy & Finance 26 January 2017 to refer to Council for approval on 14 February 2017 (papers 04/01/17)
Council Tax Discounts Scheme determined				Council 13 December 2016
Council Tax Base 2017/18				Officer decision – determined between 1 December 2016 and 31 January 2017

Revenue budget setting				Policy & Finance 23 February 2017 (papers 01/02/17)
Parish Council Precept information received			(up to) 28 February 2017	
Council Tax setting				Council 9 March 2017 (papers 01/03/17)

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.

HOMES & COMMUNITIES

SERVICE: A10204 MISCELLANEOUS HOUSING (GF)

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
		TOTAL EXPENDITURE						
94103	0	OTHER INTEREST	-630	-630	-630	-630	-630	-630
	0	TOTAL INCOME	-630	-630	-630	-630	-630	-630
	0	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	-630	-630	-630	-630	-630	-630
		TOTAL CAPITAL CHARGES						
	0	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	-630	-630	-630	-630	-630	-630

HOMES & COMMUNITIES

SERVICE: A10212 PRIVATE SECTOR SPEECH CALL

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
21901	0	CONTR TO REPAIRS AND RENEWALS	2,000	4,000	4,000	4,000	4,000	4,000
41103	9,924	OTHER EQUIPMENT AND TOOLS	0	0	0	0	0	0
61204	73,061	HOUSING REVENUE ACCOUNT	65,550	65,550	65,550	65,550	65,550	65,550
	82,985	SUB TOTAL OF DIRECT EXPENDITURE	67,550	69,550	69,550	69,550	69,550	69,550
	82,985	TOTAL EXPENDITURE	67,550	69,550	69,550	69,550	69,550	69,550
93318	-96,794	PRIVATE SECTOR MONITORING	-90,000	-90,000	-90,000	-90,000	-90,000	-90,000
93321	-26	CARBON MONOXIDE	0	0	0	0	0	0
93322	-130	FALL DETECTION CHARGE	0	0	0	0	0	0
93923	-520	LIFELINE PLUS SMOKE ALARM	0	0	0	0	0	0
93980	-55,578	PRIVATE SECTOR SPEECH RENTAL	-48,000	-50,000	-50,000	-50,000	-50,000	-50,000
	-153,048	TOTAL INCOME	-138,000	-140,000	-140,000	-140,000	-140,000	-140,000
	-70,064	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	-70,450	-70,450	-70,450	-70,450	-70,450	-70,450
		TOTAL CAPITAL CHARGES						
	-70,064	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	-70,450	-70,450	-70,450	-70,450	-70,450	-70,450

HOMES & COMMUNITIES

SERVICE: A10213 HOUSING OPTIONS

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	215,683	SALARIES BASIC	229,080	246,090	248,820	251,310	253,830	256,360
11102	46	SALARIES OVERTIME	0	0	0	0	0	0
11110	9,539	STAND BY & CALL OUT	11,150	9,960	10,060	10,160	10,270	10,370
11206	-82	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	14,090	EMPLOYERS NI SALARIES	14,630	21,850	22,090	22,310	22,530	22,760
11401	29,600	EMPLOYERS SUPERAN SALARIES	29,870	31,460	31,810	32,120	32,450	32,770
11404	14,154	IAS 19 ADJUSTMENT	0	0	0	0	0	0
21304	1,910	CONTRIBUTION TO HOUSING BOND	750	750	750	750	750	750
21305	180	BED AND BREAKFAST	1,000	1,000	1,000	1,000	1,000	1,000
31501	3,132	MILEAGE	3,000	3,060	3,060	3,060	3,060	3,060
41101	168	OFFICE EQUIPMENT PURCHASE	0	0	0	0	0	0
41133	211	PRINTER EXPENSES	0	0	0	0	0	0
42113	61	REFRESHMENTS AND CATERING	0	0	0	0	0	0
44101	176	PRINTING	0	0	0	0	0	0
44102	341	STATIONERY	0	0	0	0	0	0
44106	983	MFD COSTS	0	0	0	0	0	0
45201	3,432	PROFESSIONAL SERVICES	1,500	1,500	1,500	1,500	1,500	1,500
46106	0	COMPUTER SOFTWARE	1,000	7,000	7,000	7,000	7,000	7,000
47102	436	TRAVEL AND SUBSISTENCE	750	750	750	750	750	750
49101	3,167	INSURANCE	4,120	4,600	4,740	4,860	4,950	5,050
49201	6,400	PREVENTION FUND	10,000	10,000	10,000	10,000	10,000	10,000
49354	31,360	GOV GRANT EXPENDITURE	33,470	28,340	27,600	26,970	26,320	25,670
49363	54,787	RECHARGE THIRD PARTY	67,370	68,010	69,010	70,010	71,030	72,050
	389,773	SUB TOTAL OF DIRECT EXPENDITURE	407,690	434,370	438,190	441,800	445,440	449,090
	389,773	TOTAL EXPENDITURE	407,690	434,370	438,190	441,800	445,440	449,090
92805	0	RECHARGE NON GF ACCOUNTS	-3,750	0	0	0	0	0
93263	-100	OTHER INCOME	0	0	0	0	0	0
93301	-49,019	HOUSING RENTS GROSS	-49,340	-49,830	-50,330	-50,830	-51,340	-51,850
93316	0	SERVICE CHARGES	-16,910	-17,400	-17,900	-18,400	-18,910	-19,420
	-49,119	TOTAL INCOME	-70,000	-67,230	-68,230	-69,230	-70,250	-71,270
	340,654	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	337,690	367,140	369,960	372,570	375,190	377,820
		TOTAL CAPITAL CHARGES						
	340,654	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	337,690	367,140	369,960	372,570	375,190	377,820

HOMES & COMMUNITIES

SERVICE: A10215 STRATEGIC HSG (WAS COMMUNITY)

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	112,454	SALARIES BASIC	119,200	121,080	122,290	123,520	124,750	126,000
11206	1,426	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	9,050	EMPLOYERS NI SALARIES	9,270	11,890	12,010	12,130	12,250	12,380
11401	14,188	EMPLOYERS SUPERAN SALARIES	14,900	15,140	15,290	15,440	15,590	15,750
11404	6,784	IAS 19 ADJUSTMENT	0	0	0	0	0	0
21301	13,599	RENT	13,900	13,900	13,900	13,900	13,900	13,900
31501	445	MILEAGE	670	500	500	500	500	500
44102	6	STATIONERY	0	0	0	0	0	0
44106	658	MFD COSTS	0	0	0	0	0	0
45201	39,849	PROFESSIONAL SERVICES	0	0	0	0	0	0
45231	1,673	HOUSING STRATEGY/NEEDS ASSESSM	2,000	1,500	1,500	1,500	1,500	1,500
46199	0	COMPUTER SOFTWARE MAINTENANCE	500	450	450	460	460	470
47102	1,404	TRAVEL AND SUBSISTENCE	1,000	1,500	1,500	1,500	1,500	1,500
49101	863	INSURANCE	1,120	1,000	1,030	1,060	1,080	1,100
49311	22	MISCELLANEOUS EXPENSES	0	0	0	0	0	0
	202,420	SUB TOTAL OF DIRECT EXPENDITURE	162,560	166,960	168,470	170,010	171,530	173,100
	202,420	TOTAL EXPENDITURE	162,560	166,960	168,470	170,010	171,530	173,100
92802	-13,599	RECHARGE TO N & S HOMES	-13,900	-13,900	-13,900	-13,900	-13,900	-13,900
92805	-76,600	RECHARGE NON GF ACCOUNTS	-80,600	-83,270	-84,100	-84,940	-85,790	-86,650
93263	-3,155	OTHER INCOME	0	0	0	0	0	0
	-93,354	TOTAL INCOME	-94,500	-97,170	-98,000	-98,840	-99,690	-100,550
	109,067	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	68,060	69,790	70,470	71,170	71,840	72,550
		TOTAL CAPITAL CHARGES						
	109,067	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	68,060	69,790	70,470	71,170	71,840	72,550

HOMES & COMMUNITIES

SERVICE: A10802 ICT

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	338,154	SALARIES BASIC	355,140	358,850	363,580	367,220	370,890	374,600
11102	5,900	SALARIES OVERTIME	2,000	2,000	2,000	2,000	2,000	2,000
11110	410	STAND BY & CALL OUT	200	200	200	200	200	200
11206	1,300	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	24,487	EMPLOYERS NI SALARIES	25,470	34,550	34,920	35,270	35,620	35,980
11401	39,222	EMPLOYERS SUPERAN SALARIES	42,300	42,720	43,290	43,730	44,160	44,600
11404	18,755	IAS 19 ADJUSTMENT	0	0	0	0	0	0
21901	0	CONTR TO REPAIRS AND RENEWALS	12,300	12,300	12,300	12,300	12,300	12,300
31501	548	MILEAGE	1,020	1,020	1,020	1,020	1,020	1,020
41109	47,861	HARDWARE MAINTENANCE	45,780	55,820	51,440	49,800	42,020	42,560
41111	3,381	EQUIPMENT WARRANTY	0	0	0	0	0	0
41131	478	IS STOCK CONSUMABLES	0	0	0	0	0	0
41198	46,076	DEPARTMENTAL HARDWARE	35,200	35,350	35,730	36,120	36,520	36,930
44102	145	STATIONERY	0	0	0	0	0	0
44106	293	MFD COSTS	0	0	0	0	0	0
45201	38,353	PROFESSIONAL SERVICES	42,740	43,170	44,030	44,910	45,810	46,730
46102	575	TELEPHONES	1,000	410	420	430	440	450
46106	88,778	COMPUTER SOFTWARE	79,270	80,760	87,270	88,820	85,390	87,000
46196	5,310	IS INTERNET CHARGES	5,310	5,310	5,310	5,310	5,310	5,310
46199	87,786	COMPUTER SOFTWARE MAINTENANCE	60,100	78,290	78,290	78,290	78,290	78,290
47102	555	TRAVEL AND SUBSISTENCE	500	500	500	500	500	500
49101	12,406	INSURANCE	12,250	13,200	13,510	13,880	14,150	14,420
	760,774	SUB TOTAL OF DIRECT EXPENDITURE	720,580	764,450	773,810	779,800	774,620	782,890
	760,774	TOTAL EXPENDITURE	720,580	764,450	773,810	779,800	774,620	782,890
92201	-1,010	PAYMENTS OTHER AUTHORITIES	0	0	0	0	0	0
92802	-195,141	RECHARGE TO N & S HOMES	-196,010	-197,750	-197,750	-197,750	-197,750	-197,750
92809	-55,365	RECHARGE TO ACTIVE4TODAY LTD	-64,470	-83,140	-83,140	-83,140	-83,140	-83,140
93263	0	OTHER INCOME	-2,560	-2,560	-2,560	-2,560	-2,560	-2,560
	-251,516	TOTAL INCOME	-263,040	-283,450	-283,450	-283,450	-283,450	-283,450
	509,258	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	457,540	481,000	490,360	496,350	491,170	499,440
		TOTAL CAPITAL CHARGES						
	509,258	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	457,540	481,000	490,360	496,350	491,170	499,440

HOMES & COMMUNITIES

SERVICE: A10804 CASHIERS

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
21101	412	REPAIRS AND MAINTENANCE	750	560	0	0	0	0
21201	1,256	ELECTRICITY	1,150	860	0	0	0	0
21202	539	GAS	850	640	0	0	0	0
21301	7,000	RENT	7,060	5,300	0	0	0	0
21401	3,168	RATES	3,260	2,500	0	0	0	0
21501	163	SEWERAGE AND WATER CHARGES	350	270	0	0	0	0
21701	61	CLEANING MATERIALS	280	220	0	0	0	0
41101	200	OFFICE EQUIPMENT PURCHASE	100	80	0	0	0	0
41131	0	IS STOCK CONSUMABLES	160	0	0	0	0	0
41201	0	MATERIALS	100	0	0	0	0	0
44101	0	PRINTING	400	0	0	0	0	0
44102	21	STATIONERY	0	0	0	0	0	0
45101	11,640	CONTRACTUAL SERVICES	12,930	11,240	7,140	7,280	7,430	7,580
46102	133	TELEPHONES	150	0	0	0	0	0
46199	31,461	COMPUTER SOFTWARE MAINTENANCE	27,620	28,000	28,800	29,380	29,970	30,570
	56,054	SUB TOTAL OF DIRECT EXPENDITURE	55,160	49,670	35,940	36,660	37,400	38,150
	56,054	TOTAL EXPENDITURE	55,160	49,670	35,940	36,660	37,400	38,150
92802	-38,110	RECHARGE TO N & S HOMES	-42,340	-41,540	-32,030	-32,670	-33,320	-33,990
92805	-3,586	RECHARGE NON GF ACCOUNTS	-17,400	-17,160	-13,240	-13,500	-13,770	-14,050
93263	-4,000	OTHER INCOME	-4,000	0	0	0	0	0
	-45,695	TOTAL INCOME	-63,740	-58,700	-45,270	-46,170	-47,090	-48,040
	10,359	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	-8,580	-9,030	-9,330	-9,510	-9,690	-9,890
		TOTAL CAPITAL CHARGES						
	10,359	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	-8,580	-9,030	-9,330	-9,510	-9,690	-9,890

HOMES & COMMUNITIES

SERVICE: A10809 CUSTOMER SERVICES

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	362,868	SALARIES BASIC	362,310	353,810	356,590	360,160	363,760	367,390
11206	47	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	20,052	EMPLOYERS NI SALARIES	19,650	29,190	29,420	29,710	30,010	30,310
11401	40,326	EMPLOYERS SUPERAN SALARIES	41,040	41,710	42,030	42,450	42,880	43,300
11404	19,283	IAS 19 ADJUSTMENT	0	0	0	0	0	0
11513	731	REDUNDANCY PAYMENTS	0	0	0	0	0	0
31501	266	MILEAGE	410	420	420	420	420	420
41101	1,569	OFFICE EQUIPMENT PURCHASE	640	500	500	500	500	500
43101	1,495	CLOTHING AND UNIFORMS	1,110	1,130	1,150	1,170	1,190	1,210
44102	1,049	STATIONERY	0	0	0	0	0	0
44106	969	MFD COSTS	0	0	0	0	0	0
45107	10,121	AGENCY STAFF	0	0	0	0	0	0
45201	195	PROFESSIONAL SERVICES	3,930	4,010	4,010	4,010	4,010	4,010
47102	1,105	TRAVEL AND SUBSISTENCE	1,290	650	650	650	650	650
49101	7,126	INSURANCE	9,000	0	0	0	0	0
	467,202	SUB TOTAL OF DIRECT EXPENDITURE	439,380	431,420	434,770	439,070	443,420	447,790
	467,202	TOTAL EXPENDITURE	439,380	431,420	434,770	439,070	443,420	447,790
92802	0	RECHARGE TO N & S HOMES	-11,350	-11,480	-11,480	-11,480	-11,480	-11,480
92805	-13,720	RECHARGE NON GF ACCOUNTS	-1,270	-1,280	-1,280	-1,280	-1,280	-1,280
93263	-13,834	OTHER INCOME	-13,830	-13,830	-13,830	-13,830	-13,830	-13,830
	-27,554	TOTAL INCOME	-26,450	-26,590	-26,590	-26,590	-26,590	-26,590
	439,648	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	412,930	404,830	408,180	412,480	416,830	421,200
		TOTAL CAPITAL CHARGES						
	439,648	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	412,930	404,830	408,180	412,480	416,830	421,200

HOMES & COMMUNITIES

SERVICE: A10810 COMMUNICATIONS & CUST SERVICES

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	76,077	SALARIES BASIC	68,190	68,870	69,550	70,250	70,950	71,660
11102	80	SALARIES OVERTIME	0	0	0	0	0	0
11120	201	BANK HOLIDAY PAY BASIC	0	0	0	0	0	0
11206	-1,333	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	5,212	EMPLOYERS NI SALARIES	5,460	6,290	6,360	6,420	6,480	6,550
11401	4,850	EMPLOYERS SUPERAN SALARIES	4,890	4,940	4,990	5,040	5,090	5,140
11404	2,319	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	292	MILEAGE	470	470	470	0	470	0
44102	18	STATIONERY	0	0	0	0	0	0
44106	263	MFD COSTS	0	0	0	0	0	0
44109	4,282	CORPORATE COMMUNICATION	5,150	5,250	5,250	5,250	5,250	5,250
44116	15,893	VOICE PRINTING	16,640	16,640	16,970	17,310	17,660	18,010
44151	9,755	VOICE DISTRIBUTION	5,000	5,000	5,100	5,200	5,300	5,410
45201	7,765	PROFESSIONAL SERVICES	11,280	11,280	11,280	11,280	11,280	11,280
45225	521	MEDIA MONITORING	550	550	550	550	550	550
47102	273	TRAVEL AND SUBSISTENCE	200	200	200	200	200	200
49101	1,247	INSURANCE	1,630	970	1,000	1,030	1,050	1,060
	127,716	SUB TOTAL OF DIRECT EXPENDITURE	119,460	120,460	121,720	122,530	124,280	125,110
	127,716	TOTAL EXPENDITURE	119,460	120,460	121,720	122,530	124,280	125,110
93263	-12,847	OTHER INCOME	0	0	0	0	0	0
	-12,847	TOTAL INCOME	0	0	0	0	0	0
	114,869	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	119,460	120,460	121,720	122,530	124,280	125,110
		TOTAL CAPITAL CHARGES						
	114,869	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	119,460	120,460	121,720	122,530	124,280	125,110

HOMES & COMMUNITIES

SERVICE: A10814 LICENSING ADMIN

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	92,151	SALARIES BASIC	90,210	107,750	99,330	99,330	101,320	102,340
11206	7,260	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	4,777	EMPLOYERS NI SALARIES	4,820	7,690	7,410	7,480	7,560	7,630
11401	6,849	EMPLOYERS SUPERAN SALARIES	11,280	7,520	7,040	7,110	7,180	7,250
11404	3,275	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	1,662	MILEAGE	2,500	2,550	2,600	2,650	2,700	2,750
41101	291	OFFICE EQUIPMENT PURCHASE	160	170	170	170	170	180
41131	0	IS STOCK CONSUMABLES	100	100	100	110	110	120
42113	9	REFRESHMENTS AND CATERING	0	0	0	0	0	0
44102	336	STATIONERY	0	0	0	0	0	0
44103	215	ADVERTISING	1,020	1,040	1,060	1,080	1,100	1,120
44104	220	PUBLICATIONS	610	620	630	640	650	660
44106	1,303	MFD COSTS	0	0	0	0	0	0
45201	2,316	PROFESSIONAL SERVICES	3,060	3,120	3,180	3,240	3,300	3,370
45227	4,184	HACKNEY LICENCE COSTS	6,240	6,360	6,490	6,620	6,750	6,890
46106	2,000	COMPUTER SOFTWARE	0	0	0	0	0	0
46199	1,046	COMPUTER SOFTWARE MAINTENANCE	1,230	450	450	460	460	470
47102	146	TRAVEL AND SUBSISTENCE	200	210	210	200	210	210
48201	0	SUBSCRIPTIONS	420	430	440	450	460	470
49101	1,680	INSURANCE	1,690	2,070	2,140	2,190	2,230	2,280
49312	1,637	REFUNDS	1,000	1,020	1,040	1,060	1,080	1,100
	131,354	SUB TOTAL OF DIRECT EXPENDITURE	124,540	141,100	132,290	132,790	135,280	136,840
	131,354	TOTAL EXPENDITURE	124,540	141,100	132,290	132,790	135,280	136,840
93140	-3,585	PERSONAL LICENCE	-3,700	-3,700	-3,770	-3,850	-3,930	-4,010
93141	-100,101	PREMISE LICENCE	-99,000	-99,000	-99,000	-99,000	-99,000	-99,000
93142	-8,189	TEMPORARY EVENT NOTICE	-6,500	-6,500	-6,500	-6,500	-6,500	-6,500
93145	-7,087	GAMING PREMISES	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000
93146	0	SCRAP METAL LICENCE	-2,000	-2,000	0	0	-2,000	0
93242	-89	LICENCES AND REGISTRATION FEES	0	0	0	0	0	0
93263	-710	OTHER INCOME	0	0	0	0	0	0
93274	-1,360	GAMING PERMITS	-1,100	-1,100	-1,100	-1,100	-1,100	-1,100
93966	-2,792	LOTTERIES	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
93967	-49,224	HACKNEY PTE HIRE	-46,700	-46,700	-47,630	-48,580	-49,550	-50,540
	-173,136	TOTAL INCOME	-167,500	-167,500	-166,500	-167,530	-170,580	-169,650
	-41,782	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	-42,960	-26,400	-34,210	-34,740	-35,300	-32,810
		TOTAL CAPITAL CHARGES						
	-41,782	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	-42,960	-26,400	-34,210	-34,740	-35,300	-32,810

HOMES & COMMUNITIES

SERVICE: A10816 COMMUNITY SAFETY

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	45,513	SALARIES BASIC	42,020	42,060	42,480	42,910	43,340	43,770
11102	200	SALARIES OVERTIME	0	0	0	0	0	0
11206	748	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	3,598	EMPLOYERS NI SALARIES	3,710	4,240	4,300	4,350	4,410	4,470
11401	2,118	EMPLOYERS SUPERAN SALARIES	2,260	2,240	2,260	2,280	2,300	2,330
11404	1,013	IAS 19 ADJUSTMENT	0	0	0	0	0	0
11513	1,517	REDUNDANCY PAYMENTS	0	0	0	0	0	0
31501	269	MILEAGE	660	350	360	370	380	390
42113	568	REFRESHMENTS AND CATERING	0	150	150	150	150	150
44102	102	STATIONERY	0	150	150	150	150	150
44106	934	MFD COSTS	0	400	410	420	430	440
45101	150	CONTRACTUAL SERVICES	1,000	750	770	790	810	830
45201	280	PROFESSIONAL SERVICES	0	0	0	0	0	0
46199	1,569	COMPUTER SOFTWARE MAINTENANCE	1,720	1,600	1,630	1,660	1,690	1,720
47102	5	TRAVEL AND SUBSISTENCE	60	60	60	60	60	60
49101	652	INSURANCE	840	330	340	350	360	370
	59,235	SUB TOTAL OF DIRECT EXPENDITURE	52,270	52,330	52,910	53,490	54,080	54,680
	59,235	TOTAL EXPENDITURE	52,270	52,330	52,910	53,490	54,080	54,680
92801	-2,260	RECHARGE TO THIRD PARTY	-2,550	-2,690	-2,740	-2,790	-2,850	-2,910
92805	-10,500	RECHARGE NON GF ACCOUNTS	-10,500	-10,500	-10,500	-10,500	-10,500	-10,500
93263	-5,159	OTHER INCOME	-350	-350	-360	-370	-380	-390
	-17,919	TOTAL INCOME	-13,400	-13,540	-13,600	-13,660	-13,730	-13,800
	41,316	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	38,870	38,790	39,310	39,830	40,350	40,880
		TOTAL CAPITAL CHARGES						
	41,316	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	38,870	38,790	39,310	39,830	40,350	40,880

HOMES & COMMUNITIES

SERVICE: A10823 ANTI-SOCIAL BEHAVIOUR

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	70,707	SALARIES BASIC	69,700	73,100	73,830	74,570	75,320	76,070
11110	210	STAND BY & CALL OUT	0	0	0	0	0	0
11206	132	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	5,379	EMPLOYERS NI SALARIES	5,180	6,730	6,830	6,930	7,040	7,140
11401	5,224	EMPLOYERS SUPERAN SALARIES	5,080	5,470	5,530	5,580	5,640	5,690
11404	2,498	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	1,636	MILEAGE	1,600	1,630	1,660	1,690	1,720	1,750
44106	282	MFD COSTS	0	300	310	320	330	340
45201	25	PROFESSIONAL SERVICES	0	50	50	50	50	50
47102	55	TRAVEL AND SUBSISTENCE	0	100	100	100	100	100
49101	857	INSURANCE	1,120	1,000	1,030	1,060	1,080	1,100
49323	60	LEGAL FEES COURTS	5,000	2,500	2,550	2,600	2,650	2,700
	87,065	SUB TOTAL OF DIRECT EXPENDITURE	87,680	90,880	91,890	92,900	93,930	94,940
	87,065	TOTAL EXPENDITURE	87,680	90,880	91,890	92,900	93,930	94,940
92801	0	RECHARGE TO THIRD PARTY	-900	0	0	0	0	0
92805	-60,000	RECHARGE NON GF ACCOUNTS	-60,000	-60,000	-60,000	-60,000	-60,000	-60,000
93263	-1,790	OTHER INCOME	0	0	0	0	0	0
	-61,790	TOTAL INCOME	-60,900	-60,000	-60,000	-60,000	-60,000	-60,000
	25,275	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	26,780	30,880	31,890	32,900	33,930	34,940
		TOTAL CAPITAL CHARGES						
	25,275	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	26,780	30,880	31,890	32,900	33,930	34,940

HOMES & COMMUNITIES

SERVICE: A10826 DOMESTIC VIOLENCE

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	28,775	SALARIES BASIC	29,030	29,320	29,620	29,910	30,210	30,510
11206	-5	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	2,071	EMPLOYERS NI SALARIES	2,100	2,930	2,970	3,010	3,050	3,090
11401	3,597	EMPLOYERS SUPERAN SALARIES	3,630	3,670	3,700	3,740	3,780	3,810
11404	1,720	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	1,860	MILEAGE	2,290	2,000	2,040	2,080	2,120	2,160
47102	31	TRAVEL AND SUBSISTENCE	0	0	0	0	0	0
49101	290	INSURANCE	380	330	340	350	360	370
49323	6	LEGAL FEES COURTS	0	0	0	0	0	0
	38,345	SUB TOTAL OF DIRECT EXPENDITURE	37,430	38,250	38,670	39,090	39,520	39,940
	38,345	TOTAL EXPENDITURE	37,430	38,250	38,670	39,090	39,520	39,940
92801	-10,000	RECHARGE TO THIRD PARTY	-10,000	-10,000	-10,000	-10,000	-10,000	-10,000
	-10,000	TOTAL INCOME	-10,000	-10,000	-10,000	-10,000	-10,000	-10,000
	28,345	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	27,430	28,250	28,670	29,090	29,520	29,940
		TOTAL CAPITAL CHARGES						
	28,345	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	27,430	28,250	28,670	29,090	29,520	29,940

HOMES & COMMUNITIES

SERVICE: A11126 CCTV

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	26,170	SALARIES BASIC	30,950	31,730	32,210	32,530	32,860	33,190
11102	100	SALARIES OVERTIME	0	0	0	0	0	0
11206	2,065	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	1,612	EMPLOYERS NI SALARIES	1,690	2,960	3,030	3,070	3,120	3,160
11401	3,004	EMPLOYERS SUPERAN SALARIES	3,870	3,970	4,030	4,070	4,110	4,150
11404	1,436	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	240	MILEAGE	300	300	310	320	330	340
41103	258	OTHER EQUIPMENT AND TOOLS	1,020	600	610	620	630	640
41104	144	OTHER EQUIPMENT MAINTENANCE	1,020	800	820	840	860	880
41131	0	IS STOCK CONSUMABLES	200	0	0	0	0	0
44102	8	STATIONERY	0	0	0	0	0	0
45101	16,233	CONTRACTUAL SERVICES	7,000	6,000	6,120	6,240	6,360	6,490
46102	1,629	TELEPHONES	1,580	1,650	1,680	1,710	1,740	1,770
47102	7	TRAVEL AND SUBSISTENCE	310	200	200	200	200	200
48201	275	SUBSCRIPTIONS	310	300	310	320	330	340
49101	3,548	INSURANCE	3,500	3,760	3,830	3,930	4,010	4,090
49222	19,914	CCTV OPERATION	34,000	32,500	33,150	33,810	34,490	35,180
49226	106,035	THIRD PARTY AGENTS	100,000	96,000	97,920	99,880	101,880	103,920
49227	32,339	BT LINES	36,530	32,400	20,500	20,910	21,330	21,760
49228	12,305	VIRGIN MEDIA	16,780	15,000	15,300	15,610	15,920	16,240
49229	21,577	CCTV MAINTENANCE	36,720	24,000	24,480	24,970	25,470	25,980
	248,899	SUB TOTAL OF DIRECT EXPENDITURE	275,780	252,170	244,500	249,030	253,640	258,330
	248,899	TOTAL EXPENDITURE	275,780	252,170	244,500	249,030	253,640	258,330
92216	0	SHARED SERVICES	-20,460	-21,440	-21,870	-22,310	-22,760	-23,220
92904	0	CONTRIBUTION RECEIVED	0	-9,480	-9,670	-9,860	-10,060	-10,260
93263	-2,579	OTHER INCOME	0	0	0	0	0	0
93809	-159,547	THIRD PARTIES	-117,980	-104,370	-106,460	-108,590	-110,760	-112,980
	-162,126	TOTAL INCOME	-138,440	-135,290	-138,000	-140,760	-143,580	-146,460
	86,772	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	137,340	116,880	106,500	108,270	110,060	111,870
		TOTAL CAPITAL CHARGES						
	86,772	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	137,340	116,880	106,500	108,270	110,060	111,870

HOMES & COMMUNITIES

SERVICE: A11607 ENERGY AND HOME SUPPORT

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	75,805	SALARIES BASIC	84,340	79,290	80,670	81,470	82,290	83,110
11206	1,195	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	4,745	EMPLOYERS NI SALARIES	5,530	7,170	7,280	7,350	7,420	7,500
11401	9,475	EMPLOYERS SUPERAN SALARIES	10,540	9,910	10,080	10,180	10,290	10,390
11404	4,531	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	1,049	MILEAGE	1,240	1,250	1,250	1,250	1,250	1,250
44101	71	PRINTING	2,080	1,000	1,000	1,000	1,000	1,000
44102	16	STATIONERY	0	0	0	0	0	0
44106	440	MFD COSTS	0	0	0	0	0	0
45201	168	PROFESSIONAL SERVICES	2,100	1,000	1,000	1,000	1,000	1,000
45235	400	STRATEGY	0	1,000	1,000	1,000	1,000	1,000
47102	135	TRAVEL AND SUBSISTENCE	370	370	370	370	370	370
48201	2,234	SUBSCRIPTIONS	2,500	2,500	2,500	2,500	2,500	2,500
49101	865	INSURANCE	1,120	1,090	1,120	1,150	1,170	1,190
49302	0	REFRESHMENTS COUNCIL MEETINGS	300	0	0	0	0	0
49328	9,270	FIRST CONTACT	0	0	0	0	0	0
	110,397	SUB TOTAL OF DIRECT EXPENDITURE	110,120	104,580	106,270	107,270	108,290	109,310
	110,397	TOTAL EXPENDITURE	110,120	104,580	106,270	107,270	108,290	109,310
92201	-13,161	PAYMENTS OTHER AUTHORITIES	0	0	0	0	0	0
92801	0	RECHARGE TO THIRD PARTY	0	-38,720	-39,110	-39,500	-39,890	-40,290
92805	-7,622	RECHARGE NON GF ACCOUNTS	0	0	0	0	0	0
93263	-29,862	OTHER INCOME	-37,390	0	0	0	0	0
	-50,645	TOTAL INCOME	-37,390	-38,720	-39,110	-39,500	-39,890	-40,290
	59,752	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	72,730	65,860	67,160	67,770	68,400	69,020
		TOTAL CAPITAL CHARGES						
	59,752	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	72,730	65,860	67,160	67,770	68,400	69,020

HOMES & COMMUNITIES

SERVICE: A11921 GRANTS AND CONCESSIONS

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
48102	9,650	PLAY LEADERSHIP	9,650	9,650	9,650	9,650	9,650	9,650
48106	30,045	CONTR PC IN LIEU	30,050	30,050	30,050	30,050	30,050	30,050
48108	88,330	SHERWOOD AND NEWARK CAB	78,330	68,330	68,330	68,330	68,330	68,330
48112	239,000	NEWARK TOWN COUNCIL	229,000	240,240	209,000	199,000	199,000	199,000
48115	5,878	GRANT AID	2,980	0	0	0	0	0
48119	11,260	COUNCIL FOR VOLUNTARY SERVICES	11,260	11,260	11,260	11,260	11,260	11,260
48120	4,690	NEWARK HOMESTART	4,690	4,690	4,690	4,690	4,690	4,690
48136	16,720	RURAL COMMUNITY COUNCIL	16,720	16,720	16,720	16,720	16,720	16,720
49303	6,000	CONCESSIONS AFFORDED	6,000	15,090	24,180	24,180	24,180	24,180
	411,573	SUB TOTAL OF DIRECT EXPENDITURE	388,680	396,030	373,880	363,880	363,880	363,880
	411,573	TOTAL EXPENDITURE	388,680	396,030	373,880	363,880	363,880	363,880
		TOTAL INCOME						
	411,573	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	388,680	396,030	373,880	363,880	363,880	363,880
		TOTAL CAPITAL CHARGES						
	411,573	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	388,680	396,030	373,880	363,880	363,880	363,880

HOMES & COMMUNITIES

SERVICE: A11923 EMERGENCY PLANNING

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	35,443	SALARIES BASIC	40,260	41,590	42,400	42,820	43,250	43,680
11102	519	SALARIES OVERTIME	1,000	500	510	520	530	540
11206	218	ACCUMULATED ABSENCE	0	0	0	0	0	0
11301	2,108	EMPLOYERS NI SALARIES	2,620	3,990	4,100	4,160	4,210	4,270
11401	4,002	EMPLOYERS SUPERAN SALARIES	5,030	5,200	5,300	5,350	5,410	5,460
11404	1,913	IAS 19 ADJUSTMENT	0	0	0	0	0	0
31501	333	MILEAGE	1,060	1,080	1,100	1,120	1,140	1,160
41103	34	OTHER EQUIPMENT AND TOOLS	300	300	310	320	330	340
44106	106	MFD COSTS	0	0	0	0	0	0
45101	3,084	CONTRACTUAL SERVICES	0	0	0	0	0	0
46102	0	TELEPHONES	50	0	0	0	0	0
47102	25	TRAVEL AND SUBSISTENCE	340	250	260	270	280	290
49101	552	INSURANCE	720	450	470	480	490	500
49326	5,400	PAYMENTS TO NOTTS COUNTY CNCL	5,820	5,600	5,710	5,820	5,940	6,060
49366	0	EMERGENCY PROVISIONS	1,240	1,260	1,290	1,320	1,350	1,380
	53,738	SUB TOTAL OF DIRECT EXPENDITURE	58,440	60,220	61,450	62,180	62,930	63,680
	53,738	TOTAL EXPENDITURE	58,440	60,220	61,450	62,180	62,930	63,680
93263	-2,579	OTHER INCOME	0	0	0	0	0	0
93809	-2,160	THIRD PARTIES	-4,800	-4,800	-4,800	-4,800	-4,800	-4,800
	-4,739	TOTAL INCOME	-4,800	-4,800	-4,800	-4,800	-4,800	-4,800
	48,999	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	53,640	55,420	56,650	57,380	58,130	58,880
		TOTAL CAPITAL CHARGES						
	48,999	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	53,640	55,420	56,650	57,380	58,130	58,880

HOMES & COMMUNITIES

SERVICE: A15013 IS NON STOCK RECHARGES

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
41108	28,991	COMPUTER EQUIPMENT PURCHASE	5,000	5,000	5,000	5,000	5,000	5,000
41135	23,448	EQUIPMENT REPLACEMENT	0	0	0	0	0	0
	52,439	SUB TOTAL OF DIRECT EXPENDITURE	5,000	5,000	5,000	5,000	5,000	5,000
	52,439	TOTAL EXPENDITURE	5,000	5,000	5,000	5,000	5,000	5,000
92802	-39,650	RECHARGE TO N & S HOMES	0	0	0	0	0	0
92804	-136	RECHARGE TO SOUTHWELL LC	0	0	0	0	0	0
93263	-132	OTHER INCOME	0	0	0	0	0	0
95102	-13,565	RECHARGE ICT STOCK/SOFTWARE	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000
	-53,483	TOTAL INCOME	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000
	-1,044	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	0	0	0	0	0	0
		TOTAL CAPITAL CHARGES						
	-1,044	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	0	0	0	0	0	0

HOMES & COMMUNITIES

SERVICE: C43000 COMMUNITY SAFETY PARTNERSHIP

CODE	2015/16 OUTTURN	DESCRIPTION	2016/17 INITIAL BUDGET	2017/18 BASE BUDGET	2018/19 BASE BUDGET	2019/20 BASE BUDGET	2020/21 BASE BUDGET	2021/22 BASE BUDGET
11101	1,676	SALARIES BASIC	0	0	0	0	0	0
11301	78	EMPLOYERS NI SALARIES	0	0	0	0	0	0
11401	283	EMPLOYERS SUPERAN SALARIES	0	0	0	0	0	0
44102	72	STATIONERY	0	0	0	0	0	0
45101	228,687	CONTRACTUAL SERVICES	0	0	0	0	0	0
	230,795	SUB TOTAL OF DIRECT EXPENDITURE	0	0	0	0	0	0
	230,795	TOTAL EXPENDITURE	0	0	0	0	0	0
91111	-22,978	GOVERNMENT GRANTS FUNDING	0	0	0	0	0	0
92801	-257,757	RECHARGE TO THIRD PARTY	0	0	0	0	0	0
	-280,735	TOTAL INCOME	0	0	0	0	0	0
	-49,940	NET EXPENDITURE (INCOME) BEFORE CAPITAL CHARGES	0	0	0	0	0	0
		TOTAL CAPITAL CHARGES						
	-49,940	NET EXPENDITURE (INCOME) AFTER CAPITAL CHARGES	0	0	0	0	0	0

HEALTH PROGRESS UPDATES ON:

- **NOTTINGHAMSHIRE HEALTH & WELLBEING STRATEGY: HOUSING**
- **NOTTINGHAM & NOTTINGHAMSHIRE SUSTAINABILITY TRANSFORMATION PLAN**

1.0 Purpose of Report

- 1.1 To provide the Committee with information on the progress in embedding housing into the Health and Wellbeing agenda and on the development of a Sustainability Transformation Plan (2016 – 2021) for Nottingham & Nottinghamshire

2.0 Background Information

- 2.1 Housing is a significant determinant of health and in its broadest sense has an important role to play in the health and wellbeing agenda to achieve efficiencies, savings and introduce new ways of working.
- 2.2 This is primarily due to the daily contact providers of housing services have with residents, tenants and their families across the County covering a range of issues beyond the traditional housing management and enforcement functions.

3.0 Nottinghamshire Health & Wellbeing Strategy: Housing

- 3.1 The importance of housing has now been captured in Nottinghamshire's Health & Wellbeing Strategy (2014 – 2017), which seeks to address the need for "sufficient and suitable housing, including housing related support, particularly for vulnerable people".
- 3.2 The range of housing activities undertaken across the County have the potential to make a positive contribution towards many of the wider Health & Wellbeing Strategy priorities which include:
- Keeping children and young people safe.
 - Improving children and young people's health outcomes through the integrated commissioning of services.
 - Delivering integrated services for children and young people with complex needs or disabilities.
 - Reducing the number of people who smoke.
 - Reduce the number of people who are overweight and obese.
 - Improving services to reduce drug and alcohol misuse.
 - Supporting people with learning disabilities and Autistic Spectrum Conditions.
 - Supporting people with long term conditions.
 - Supporting older people to be independent, safe and well.
 - Providing services which work together to support individuals with dementia and their carers.
 - Improving services to support victims of domestic abuse.
 - Providing coordinated services for people with mental ill health.

Joint Strategic Needs Assessment

- 3.3 To inform the priorities of the Health & Wellbeing Strategy the seven Nottinghamshire districts and County Council worked collaboratively, with a range of key stakeholders, to formulate a 'housing' chapter for the Nottinghamshire Joint Strategic Needs Assessment (JSNA). The chapter is titled 'An assessment of the Impact of Housing on Health and Wellbeing in Nottinghamshire', (<http://www.nottinghaminsight.org.uk/d/112956>) and was published in November 2013.

Nottinghamshire Housing and Health Commissioning Group

- 3.4 Set against the evidence submitted in the JSNA and in recognition of the significant role that housing and housing related support plays in improving health related outcomes and reducing demands on acute services, such as those provided by the National Health Service (NHS) and Social Care, the Nottinghamshire Housing and Health Commissioning Group was formed in 2014. The core membership of group consists of the District's strategic housing officers, County Council representatives from Public Health and Social Care, Clinical Commissioning Group officers and housing providers.
- 3.5 The aim of the group is to drive forward an integrated health, housing and social care agenda in line with the Health & Wellbeing Strategy and Housing Delivery Plan (see below). The Group is accountable to the Health and Wellbeing Implementation Group and ultimately the Nottinghamshire Health and Wellbeing Board, the current Health and Wellbeing governance structure is attached at **Appendix A**. Mansfield District Council's Chief Executive is the senior district lead for the health agenda. The group is currently chaired by the Councils' Strategic Housing Business Manager.
- 3.6 Further information on the Health and Wellbeing Board and its activities can be found in the following link:

<http://www.nottinghamshire.gov.uk/care/health-and-wellbeing/health-and-wellbeing-board>

Housing Delivery Plan

- 3.7 In January 2015, through the work of the Housing and Health Commissioning Group, a Nottinghamshire Housing Delivery Plan was produced which provides key actions based around the four themes identified in the housing JSNA chapter. The four identified themes are:
- **Poor housing conditions:** particularly the impact of falls in the home, cold and damp homes and fuel poverty, fire in the home and inadequate home security.
 - **Insufficient suitable housing:** including the impact of overcrowding and lack of housing that enables people e.g. older or disabled people, to live independently.
 - **Homelessness and housing support:** including the impact of homelessness on families and other crisis that may result in the loss of a home and an individual's ability to live independently.
 - **Children and young people:** ensuring they have the best home in which to start and develop well.

3.8 Since January 2015, the Delivery Plan has been refined to take account of changing priorities. Significantly, this included feedback from the stakeholder event held at the County Council on 19th January 2016. Stakeholder feedback at the event identified the need to prioritise improvements in two areas in particular; private sector rented housing conditions and improving services for people with mental health issues. The updated Housing Delivery Plan is attached at **Appendix B**.

3.9 A number of specific projects have been developed to take forward the actions identified in the delivery plan, which include:

- **The County-wide 'Warm Homes on Prescription' (WHOP) Pilot** utilises GP Practices and Integrated Care/PRISM Teams to help identify and contact 'high risk' patients with long term conditions which are made worse by living in a cold home, particularly COPD and other respiratory diseases and those at risk of heart attack, stroke and falls. A range of actions are taken to achieve affordable warmth on behalf of the householder, including commissioning heating and insulation works and income maximisation (benefits checks and fuel switching). Positive impacts on patients' health and wellbeing are anticipated, leading to cost savings to the NHS particularly around anticipated reductions in emergency admissions, readmissions and visits to A&E for these patients.

The Nottinghamshire pilot, led by Newark and Sherwood District Council, is achieving targets set for the capital funding secured through the NEA Health through Warmth Scheme. Newark and Sherwood has received the highest number of referrals since entering delivery phase in June, having ramped up its marketing and communications activity with key partners. Newark and Sherwood CCG, GP surgeries and multi-disciplinary PRISM teams are fully engaged. 24 targeted referrals have been received by the Energy and Home Support Team at NSDC and received assistance. 11 of these met the WHOP criteria and to date 6 households have had capital measures installed. Delivery is expected to be seasonal and therefore anticipated to increase during winter 2016/17.

- Through the **County Council's extra care programme** a number of partnerships have been formed with districts to develop new extra care housing. This has seen completion of the Poppyfields extra care scheme in Mansfield, Darlison Court in Ashfield and the commencement of the District's own extra care scheme of 60 apartments at Bowbridge Road, Newark. Early partnerships are being forged for the Bowbridge Road scheme between health (CCG and local GP practices) and social care, looking at developing more integrated services and working within the scheme for residents.
- Significant progress has been made in Mansfield with regard to **hospital discharge scheme** with the support of the Council's ASSIST staff at Kings Mill Hospital. This provides a basis for wider roll-out of similar schemes across the County, in this respect Ashfield have just had their own scheme recently approved. Early statutory and voluntary sector partnerships are being formed to undertake a mapping exercise and inform the development of a localised hospital discharge model, to facilitate an expedited discharge from Newark Hospital and receive referrals from the ASSIST staff based at Kings Mill Hospital for Newark and Sherwood patients.

- The **Disabled Facilities Grant** allocation 2015/16 via the **Better Care Fund** affords an opportunity to link preventative initiatives e.g. ‘rapid adaptation grants’ and minor adaptations to such schemes to facilitate timely discharge. This approach is supported at national level as detailed in a recent blog by Jon Rouse, Director General, Social Care, Local Government and Care Partnerships, Department of Health at <https://jonrouse.blog.gov.uk/2016/04/28/good-health-begins-at-home/>. The blog states:

“We want to see more authorities integrate the provision of equipment and adaptations into hospital discharge services with rapid deployment. Get this right and the extra money could mean around 85,000 more people across the country benefitting from improved access to their property, fewer hazards, better heating and the latest technology to help them live independent, happier lives. Good health starts at home”.

The recent report considered by this Committee on the **Better Care Fund** highlights the way in which joined up provision can support the wider health agenda. The use of the funding to provide Essential Works Grants to Disabled Facilities Grant clients will not only address the potential for a disabled person to remain in their home with an adaptation to meet their needs but also addresses any outstanding defects to their property making sure that their health is not adversely impacted from poor housing conditions.

The Better Care Fund will also be used locally to look at the feasibility of a hospital discharge scheme. These types of schemes provide a number of benefits. The most obvious benefit are that they allow hospital discharges to be delivered in a timely manner thus freeing up a bed and not only allows more access to treatment but is a large cost saving to the NHS. A second benefit is the recipient can be fully assessed as to their needs and appropriate referral made to the agencies that can provide assistance, providing a more joined up holistic service.

Moving the Housing Delivery Plan Forward

- 3.10 There is an increasing recognition of the role housing and housing support services have to play across the County in contributing to residents remaining independent; improving health outcomes for individuals and reducing the burdens on more acute services such as those provided by Social Care and Health. For example, recent evidence from the Building Research Establishment (BRE) shows that if authorities were able to improve the 3.5 million properties in the worst condition in England, this would save the NHS £1.4 billion per year and pay for itself in 7 years (see <https://www.bre.co.uk/filelibrary/pdf/87741-Cost-of-Poor-Housing-Briefing-Paper-v3.pdf>). Additional national evidence identifies cost savings as a result of other housing interventions including housing support; improved hospital discharge services and provision of affordable housing.
- 3.11 With an increasingly elderly population across the County and more calls on health and care services, it is more important than ever to ensure that there are effective prevention services in place, of which effective housing and housing support is a key component. Care and Repair England’s recent report ‘*Off the Radar: Housing Disrepair & Health Impact in Later Life*’ (March 2016) sets out the national picture with regard to the scale of poor housing conditions amongst older people, the resulting impact on the health and wellbeing of an ageing population, and the concentration of poor housing in the owner occupied

sector. It quantifies the scale of action necessary to address housing disrepair amongst older households, identifying the benefits of targeted use of public funds for those in greatest need (see <http://careandrepair-england.org.uk/wp-content/uploads/2014/12/Off-the-Radar-2016-Final.pdf>).

- 3.12 What is now needed is concerted, targeted action to ensure that the private homes in which older people live, particularly those on low incomes with chronic health conditions and disabilities, are made fit for purpose. Without such action, there will be growing demands on the NHS, particularly hospitals, as it becomes increasingly difficult to discharge patients to cold, unsafe homes.
- 3.13 With this in mind, the revised Housing Delivery Plan places greater focus on private sector housing conditions and safety, as well as understanding the extent of these problems locally and how integrated working across the County can deliver improved health outcomes and savings through targeted housing interventions.
- 3.14 Implementation of the Housing Delivery Plan actions to date has resulted in stronger relationships between the health, housing and social care sectors. In this respect work is now progressing to develop a Nottinghamshire Memorandum of Understanding (MoU) between Housing, Health and Social Care to replicate at a local level the national MoU:

<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/MOU%20project%20final%20Dec%202014.pdf>

- 3.15 A strategic link has also been formed with Nottingham City's 'Health & Housing Partnership'.

Health and Housing Programme Manager

- 3.16 To date all the above matters have been driven forward by the district's strategic housing officers, who have invested a significant amount of resource to this important activity. This approach, however, is not a sustainable option over the medium to long term and is resulting in a 'firefighting' rather than an operationally planned approach to deliver the outcomes of the Housing Delivery Plan, with blockages in progress now being experienced and the potential for a number of activities to cease.
- 3.17 Though positive progress has been made locally and new partnerships formed, opportunities to make a real change are now being missed.
- 3.18 There is an evidenced need for a dedicated resource and because of this a funding bid was submitted to the NHS Pioneer Investment Fund to recruit a Health and Housing Programme Manager to work collaboratively across all agencies to co-ordinate delivery of the outcomes of the Housing Delivery Plan. With a key objective to implement common 'housing & health' schemes to benefit all vulnerable citizens across Nottinghamshire and improve their health outcomes, promoting integrated working across the housing, health and social care sectors in order to realise the significant savings that can be made.
- 3.19 Officers have recently heard that the bid has been successful and the post will be hosted by Nottinghamshire County Council for an initial 1 year period.

3.20 The key functions of the role will be too:

- Facilitate, co-ordinate and monitor delivery of the themes and milestones outlined in the Housing Delivery Plan through a multi-agency approach.
- Be the central point of contact between health, housing and social care so to promote integrated working and raise greater understanding of this subject area. Promoting networking across all agencies.
- Identify and implement new integrated ways of working and funding opportunities with key health and housing stakeholders.
- Undertake project monitoring and evaluation in order to build up a local evidence base identifying the outcomes achieved, the savings being delivered (be this through a reduction in spend or cost avoidance) and measuring quality of life improvements through recognised public health indicators/matrix.
- Facilitate the function and activity of the Housing & Health Commissioning Group.
- Monitor and evaluate the Better Care Fund/Disabled Facilities Grant allocation across the County and report back via the Better Care Fund Programme Board
- Lead 'Housing & Health' contact for the Sustainability & Transformation Plan
- Lead and co-ordinate responses to county-wide health and housing policies and consultations.
- Attend the Health and Wellbeing Board as required.
- Report to Notts Chief Executives Group on matters relating to health and housing.

4.0 Nottingham & Nottinghamshire Sustainability Transformation Plan

4.1 In December 2015, the NHS shared planning guidance 16/17 – 20/21 outlined a new approach to help ensure that health and care services are built around the needs of local populations. To do this, every health and care system in England will produce a multi-year Sustainability Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the five year forward vision of better health, better patient care and improved NHS efficiency.

4.2 To deliver plans that are based on the needs of local populations, local health and care systems came together in January 2016 to form 44 STP 'footprints'. The health and care organisations within these geographic footprints are working together to develop STPs which will help drive genuine and sustainable transformation in patient experience and health outcomes over the longer-term.

4.3 The footprint for this locality covers Nottingham City & Nottinghamshire and the lead is David Pearson, Corporate Director - Adult Social Care at the County. The senior lead for the Nottinghamshire districts is Mansfield District Council's Chief Executive.

4.4 The Nottingham and Nottinghamshire STP has established five key areas where it aims to achieve high impact changes:

- a) **Promote wellbeing, prevention, independence and self-care**
- b) **Strengthen primary, community, social care and carers services**
- c) **Simplify urgent and emergency care**
- d) **Develop technology enabled care**
- e) **Ensure consistent and evidence based pathways in planned care**

4.5 The attached newsletters at **Appendix C** provide further background on the work of the STP locally.

4.6 The Nottingham and Nottinghamshire STP has acknowledged the need to engage all districts and has recognised the work of the Nottinghamshire Health and Housing Commissioning Group, this has resulted in the formulation of '**Housing and Environment**' Chapter as a supporting Workstream to the five key areas identified above. This Chapter covers the following proposed themes and activities:

1) Supporting people to live independently at home

- Provide timely, safe and supported home environments for people who are medically fit to leave hospital through a common discharge scheme.
- Delivering a common approach to adaptations which create suitable and safe home environments.
- Work with key partners to identify and implement a common referral pathway which supports people who would benefit from Assistive Technology in their home environment.

2) Improving private sector housing standards case for change

- Develop a Nottinghamshire 'Health and Housing Profile' which will allow better targeting of interventions towards those with long term health conditions and who live in the poorest housing.
- Implement a programme to remove the most serious hazards from the home environment through a combination of advice, support for repairs and enforcement.
- Expand the Nottinghamshire 'Warm Homes on Prescription' scheme which will improve the thermal efficiency of homes inhabited by people with health conditions that are made worse by the cold.
- Support health professionals by establishing a single point of access for housing related referrals which will facilitate the delivery of timely and appropriate housing advice and assistance.

3) Healthy options takeaway

- Ensure fast food takeaways implement healthier methods of cooking and offer healthier food options on their menu by increasing the number of premises participating in the Healthier Option Takeaway (HOT) Campaign.

4) Integrating health into Planning and Development

- Implement the 'Spatial Planning for the Health and Wellbeing of Nottinghamshire and Nottingham Framework including embedding the Health Impact Assessment model within Local Plan Development and working on the development of supplementary planning guidance to ensure that large developments are subject to a Health Impact assessment at the planning stage.

5) Reduce health impacts of air pollution (anthropogenic particles and nitrogen dioxide).

- Develop and implement an Air Quality Strategy for Greater Nottingham and Nottinghamshire which will drive positive action to reduce the impact and cost of air pollution on the populations' health.

- Develop and deliver a communications and engagement strategy to encourage positive behavioural change in a range of diverse groups with varying priorities and differing health/economic consequences from air pollution.
- Prepare for proposed Nottingham Clean Air Zone (planned implementation 2019) which will identify a range of actions to reduce emissions of nitrogen dioxide and particulates from road transport and other sources.

4.7 There is also ongoing activity looking at the housing workforce across the City and County and the opportunities this may bring to deliver integrated working across all sectors.

4.8 Draft Business cases have been prepared for the activities set out at paragraph 4.6, with particular focus on the implementation of a common hospital discharge scheme and the warm homes on prescription model. These were submitted on 30th September 2016 for consideration by the STP Programme Team and to remove any duplication that may exist across each Business Case.

4.9 The Committee should note that the work streams in the STP are draft and have the potential to change over the coming weeks, with the deadline to submit the STP to the NHS being 21ST October 2016. Publication of the STP will follow after this date along with further consultation.

5.0 Proposals

5.1 That the Committee notes the contents of the report setting out the progress of the health agenda across Nottingham and Nottinghamshire from a district Council perspective and makes any observations as appropriate.

6.0 Equalities Implications

6.1 Equalities implications have been carefully considered and appraised in the formulation of the Health and Housing JSNA and resultant Delivery Plan.

7.0 Impact on Budget/Policy Framework

7.1 The Council is already delivering on the health and housing agenda, for example through the 'warm homes on prescription' pilot, development of the Bowbridge Road extra care scheme and management of disabled facilities grants. These matters have been considered and approved by the Council through the appropriate policy and budgetary process.

7.2 The impact of the Nottingham & Nottinghamshire Sustainability Transformation Plan at a local district level will need further appraisal in terms of resource and policy implications once agreed.

8.0 Comments: Business Manager & Chief Financial Officer – Financial Services

8.1 With pressure on grant money availability and General Fund resources being tight, these health initiatives through the Nottingham & Nottinghamshire Sustainability Transformation Plan would require external funding depending on the resource implication involved.

9.0 RECOMMENDATION

That the Committee notes the contents of the report setting out the progress of the health agenda across Nottingham and Nottinghamshire from a District Council perspective and makes any observations as appropriate.

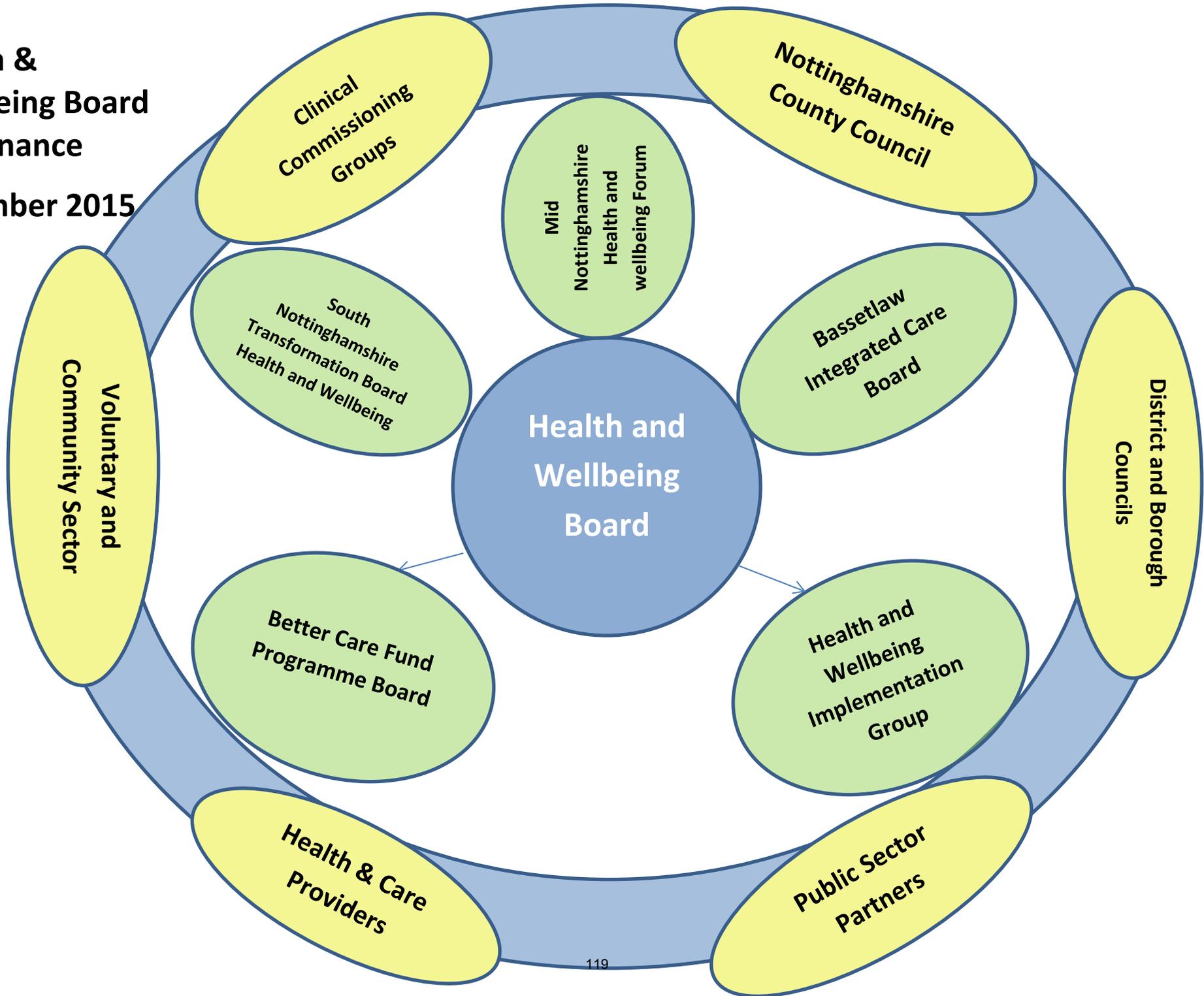
Background Papers

Nil

For further information please contact Rob Main (Business Manager - Strategic Housing) on 655930, Leanne Monger (Business Manager – Housing & Safeguarding) on 655545 or Alan Batty (Business Manager – Environmental Health & Licencing) on 655467.

Karen White
Director – Safety

**Health &
Wellbeing Board
Governance
December 2015**



Nottinghamshire Health and Wellbeing Strategy

Housing & Health Commissioning Group

Housing Delivery Plan 2016

Background

The Nottinghamshire Housing and Health Commissioning Group was formed in 2014 to drive forward an integrated health and housing agenda in line with the Health and Wellbeing Strategy. The Group is accountable to the Nottinghamshire Health and Wellbeing Board via the Nottinghamshire Health and Wellbeing Implementation Group. A Terms of Reference for the Group is included in Appendix 1.

Housing forms 1 of 20 priority areas within the Nottinghamshire Health and Wellbeing Strategy:

Health & Wellbeing Priority Area:

Ensuring we have sufficient and suitable housing, including housing related support, particularly for vulnerable people.

Ambition: Coping well
Working together

Following the Health and Wellbeing Peer Challenge, the Board has approved a revised set of strategic priorities for 2015/16 onwards, which focus effort on targeted areas to maximise the Board's potential in delivering the Health and Wellbeing Strategy. Housing cuts across several of these strategic priorities including the following:

Health & Wellbeing Board Strategic Priorities

Objective	Rationale	Action
Ensure vulnerable people living in the community can access the housing support they need.	This supports the ' Coping Well ' and ' Working Together ' Ambitions. A joint approach will provide support to individuals in a streamlined way, and help people maintain independence.	Extend integrated working to include Housing so that support for vulnerable people is assessed collectively and delivered by the most appropriate agency.

<p>Ensure crisis support (including housing) is available for people with mental health problems living in the community.</p>	<p>This supports the ‘Coping Well’ and ‘Working Together’ Ambitions. A joint approach will provide support to individuals in a streamlined way, and help people maintain independence.</p>	<p>Facilitate a joint approach to crisis support (including work around the crisis care concordat) to maximise resources to support individuals in the community.</p>
<p>Develop healthier environments to live and work in Nottinghamshire.</p>	<p>This supports all Ambitions. Environments that are planned to maximise health and wellbeing resources can have benefits for communities in the longer term, through encouraging physical activity, healthy eating or access to support /services.</p>	<p>Facilitate a joint approach across Health and Wellbeing partners to planning to maximise benefits, leading to the use of Health Impact Assessments.</p>
<p>Improve Children and Young People’s Mental Health and Wellbeing across Nottinghamshire.</p>	<p>This supports the ‘Living Well’ and ‘Coping Well’ Ambitions. Enabling children of school age can improve health outcomes in later life.</p>	<p>Develop a partnership agreement to tackle child sexual exploitation in Nottinghamshire, in conjunction with the Nottinghamshire Safeguarding Children’s Board. Implement the Nottinghamshire Children’s Mental Health & Wellbeing Transformation Plan to develop a greater prevention and early intervention approach, such as the use of a single, unique brand identity for young people’s health, improved access to better information and novel delivery mechanism for support.</p>

Why is Housing a priority?

The home is a wider determinant of our health and wellbeing, throughout our life. Ensuring the population has appropriate housing will prevent many problems well in advance of the need for clinical intervention.

Affordable and suitable, warm, safe and secure homes are essential to a good quality of life yet almost 90,000 homes in Nottinghamshire do not meet these criteria. In 2012/13 over 3,000 households reported being at risk of losing their home, or homeless, and this trend is increasing. These experiences place a burden on mental health and wellbeing in particular, and can exacerbate existing health conditions.

There is insufficient affordable and good quality housing in the county to meet the needs and demands from existing and new households. The combined effects of the economy and welfare reform on reducing household income means that some people may have no choice but to live in poor quality and/or unsuitable housing; to not heat their home; to have insufficient space for healthy living; to move away from support networks and the services they need and may face homelessness.

Available estimates of the cost of the impact of poor housing conditions and homelessness on the NHS include:

- At least £1.4b a year; this research was based on 2001 healthcare costs¹.
- The cost of not improving energy efficiency is at least £145 million per annumⁱ; locally, this figure is estimated to be over £20 millionⁱⁱ
- £2.5bn per annum is spent treating illnesses linked to poor housing²
- The cost of overcrowding is £21.8m per year³.
- The cost of single homeless people using inpatient, outpatient and accident and emergency services is £85m a year⁴

The wider costs to society of this poor housing are estimated at some 2.5 times the NHS costs. These additional costs include: lack of educational attainment, lost income, higher insurance premiums, higher policing and emergency services costs.

The *'Memorandum of Understanding to support joint action on improving health through the home'* December 2014, between key health, social care and housing organisations galvanises the work of the Housing and Health Commissioning Group and supports its priorities.

What works?

Co-ordinated partnership working between local housing authorities, health and social care providers and other key stakeholders is essential, along with the need to share resources.

¹ Building Research Establishment

² National Housing Federation (2010) The Social Impact of Poor Housing

³ Building Research Establishment

⁴ DH (2010) Healthcare for single homeless people)

The priority areas that focus on the relationship between Housing and Health within the County are:

Priority 1 - Poor housing conditions – particularly the impact of falls in the home, cold and damp homes and fuel poverty, fire in the home and inadequate home security.

Priority 2 - Insufficient suitable housing – including the impact of overcrowding and lack of housing that enables people e.g. older or disabled people, to live independently.

Priority 3 - Homelessness and housing support – including the impact of homelessness on families and other crisis that may result in the loss of a home and an individual's ability to live independently.

Priority 4 - Children and young people – ensuring they have the best home in which to start and develop well. This is an emerging housing priority.

Underpinning all of the above key housing issues is the need for timely and appropriate information and advice to enable people to make informed choices on housing matters and access the services they require.

The focus of housing related activity should be on:

- Children, particularly if they are disabled; are part of the Gypsy and Traveller community; live in poverty; live in the private rented sector; live in a deprived area.
- Older people, particularly if they are disabled; have a limiting long term condition; have a mental health issue and live in the private rented sector; live in poverty; live in a rural area or a deprived neighbourhood.
- Disabled people and people with a limiting long term condition, particularly if they live in poverty; live in the private rented sector; live in a rural area or a deprived neighbourhood.
- Particular communities' i.e. rural communities and BME communities living in the private rented sector, and Gypsies and Travellers.

This delivery plan should be read in conjunction with the supporting document '*An Assessment of the Impact of Housing on Health and Wellbeing in Nottinghamshire*' which can be viewed at <http://www.nottinghaminsight.org.uk/d/112956>. The delivery plan also links to the most appropriate indicators from the Public Health Outcome Framework (<http://www.phoutcomes.info/public-health-outcomes-framework>). Some of these health indicators have a direct correlation to the housing outcomes within this plan e.g. fuel poverty, and provide direct measures of success. However, it is more difficult to show a direct link between some of the housing outcomes e.g. homelessness, and the health indicators in existence. Where this is the case, other appropriate indicators have been referenced as a means of measuring success.

Where will the Health and Wellbeing Board add value:

Local housing authorities are ideally placed to lead on housing related activities with detailed understanding of their local communities. Close working relationships already exist between housing authorities and adult social care and health. The Health and Wellbeing Board can however facilitate the development of new working relationships with Children's Services, Health and Clinical Commissioning Groups in particular. This will in turn raise the profile of county-wide housing activity and its integration with services for children, older people, disabled people and specific communities.

The responsibility for this delivery plan lies with a wide range of partners including the local housing authority, the County Council, health and social care as well as community and voluntary organisations. The success of the delivery plan and completion of the agreed actions will require closer, more integrated ways of working between these partners. The potential for having a dedicated resource to progress the delivery of actions and coordinate activity between partners should be explored.

Previous Health and Wellbeing wider stakeholder events have been well received and it would perhaps be beneficial if a Housing themed stakeholder/market place event is held to involve housing providers, the voluntary sector, members of the public etc. This will build on the Housing Scoping event held earlier in January 2016 with a wider reach for all those that contribute to the housing agenda.

PRIORITY 1 – POOR HOUSING CONDITIONS**Outcome 1: Homes in the private sector are warm and safe****Milestones:**

- **Milestone 1:** We will consider the expansion of the Nottinghamshire 'Warm Homes on Prescription' model and explore additional resources to support the pilot including the Better Care Fund Disabled Facility Grant allocation.
- **Milestone 2:** We will review means of gathering local intelligence on private sector housing condition including the Public Health England/CIEH Housing and Health Profiling Toolkit to inform targeted integrated working.
- **Milestone 3:** We will explore means of focussing integrated working on removing hazards from private sector homes (privately rented and owner occupied) in the most deprived areas to improve property condition, health outcomes, independence and quality of life. Experience can be drawn from 'Healthy Home' pilots elsewhere including the Derby 'Healthy Homes' hub and Liverpool's Housing Action Zones.
- **Milestone 4:** We will explore the feasibility of a single point of access for housing related referrals from health and social care and other partners alongside 'awareness raising' initiatives with health colleagues regarding poor private sector housing conditions and the housing offer.

- **Milestone 5:** Identify key priorities within NICE Guidance for implementation to address the needs of at risk groups, and develop a corresponding action plan.

Lead: Housing & Health Commissioning Group

Links to other plans:

Nottinghamshire Affordable Warmth Strategy

Local Affordable Warmth Strategies and Private Sector Housing Renewal Strategies

PRIORITY 2 – INSUFFICIENT SUITABLE HOUSING

Outcome 2: People are aware of their housing options and are able to live independently in a home suitable for their needs

Milestones:

- **Milestone 1:** We will deliver, through the Better Care Fund DFG allocation, assistance and services that promote early intervention and prevention and independence at home by March 2017. This will include mandatory and discretionary disabled adaptations and a feasibility study of the Nottinghamshire Handyperson and Adaptation Service (HPAS).
- **Milestone 2:** We will remodel existing and develop new supported/specialist housing schemes to increase the range of housing on offer to people with health and care needs by March 2018.

Lead: Housing Commissioning Group

Links to other plans: Older Persons Delivery Plan, Care Act 2014 implementation

PRIORITY 3 – HOMELESSNESS AND HOUSING SUPPORT

Outcome 3: People live in stable accommodation and homelessness is prevented as far as possible

Milestones:

- **Milestone 1:** We will explore options to deliver housing training with GP surgeries and other front line health staff across the County with a view to increasing awareness of housing, targeting homelessness prevention and housing support at hard to reach groups by March 2017.
- **Milestone 2:** Working in partnership with health and social care, further develop hospital discharge schemes and protocols to reduce unnecessary hospital admissions and ensure timely discharge by March 2017.

- **Milestone 3:** Undertake a mapping exercise to establish current approaches and relationships between mental health services and housing providers in order to identify gaps in provision and knowledge.
- **Milestone 4:** Working in partnership with the County Council, we will review homelessness prevention pathway service provision in the County following the closure of Homelessness Prevention Services delivered by Framework HA.

Lead: Housing & Health Commissioning Group (homeless families)

Links to other plans: ‘Assessment of the health needs of single homeless people’, Nottinghamshire County Council July 2013

PRIORITY 4 – CHILDREN AND YOUNG PEOPLE

Outcome 4: Children and young people have the best home in which to start and develop well

- **Milestone 1:** We will carry out County-wide review of baseline research to identify the scale of impact of the home and housing circumstances (including overcrowding) on the health and wellbeing of children and young people, and child poverty by March 2017.
- **Milestone 2:** We will ensure consistent approaches on the safeguarding and improvement of children and young people’s health and wellbeing through the Nottinghamshire District/Borough Safeguarding Group.

Lead: Housing Commissioning Group

Links to other plans: The Children, Young People and Families Plan 2014-2016

ⁱ The ‘Real Cost of Poor Housing’ [Building Research Establishment](#)

ⁱⁱ Estimated Figures produced by Richard Davies from Marches Energy Action. A 2012 AgeUK report calculated the cost of cold related ill-health to the NHS across England as £1.36 billion. This was pro-rata’d based on numbers of households in each local authority district to give an estimate of the local costs.



The Nottingham and Nottinghamshire Sustainability and Transformation Plan

NEWSLETTER ISSUE 1 JULY 2016

CARING TOGETHER

Welcome to the first newsletter of the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP) - a five-year plan to improve health and social care in the city and county for the benefit of local people.

PLAN SUBMITTED

Thursday 30 June saw the submission to NHS England of the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP)¹. It was a landmark moment following weeks and months of events, meetings and ongoing discussions among key stakeholders. The plan sets out how we will transform health and social care over the next five years in the city and county. This first STP newsletter will explain what is in the plan and give you the background to how and why it has been produced. The plan, submitted on June 30, will form the basis for a face-to-face personal conversation with the national leadership in the NHS in July, and therefore is still a work in progress.



NATIONAL CONTEXT

The latest NHS shared planning guidance outlines a new approach to ensure that health and care services are planned by the local needs of a place rather than around individual organisations. Every health and care system needs to produce a five-year STP showing how local services will work together to improve the quality of care, their population's health and wellbeing and NHS finances.

The local plans are designed to accelerate the implementation of the NHS *Five Year Forward View*². They will help drive a genuine and sustainable transformation in health and care outcomes between 2016 and 2021. They will also help build and strengthen local relationships, enabling a shared understanding of where we are now, our ambition for 2021 and the concrete steps needed to get us there. To deliver these plans, NHS providers, clinical commissioning groups (CCGs), local authorities, and other health and care

The local plans are designed to accelerate the implementation of the NHS Five Year Forward View.

services have come together to form 44 STP 'footprints'³. These are geographic areas in which people and organisations will work together to develop robust plans to transform the way that health and care is planned and delivered for their populations.

THE LOCAL 'FOOTPRINT'

The planning footprint locally covers Nottingham and Nottinghamshire. Nottinghamshire comes under two separate NHS England regional areas: 'Greater

Nottingham / South Nottinghamshire' and 'Mid Nottinghamshire' are part of Midlands and East, and Bassetlaw is part of North of England. NHS England following local discussions determined that Greater/South and Mid Nottinghamshire formed the STP footprint, with Bassetlaw as an associate.

We will be working in a strategically sound yet locally sensitive way recognising the good work that is already underway across the STP footprint, such as the 'Better Together'⁴ programme in Mid Nottinghamshire, the 'We Care'⁵ health and care partnership work in Greater Nottingham / South Nottinghamshire, our five vanguards (multi-specialty care provider, primary and acute care system, care homes, urgent and emergency care network, and radiology consortium), and the two integrated care pioneer programmes.

The STP footprint for Nottingham and Nottinghamshire covers six CCG areas, eight local authorities and a population of slightly more than one million people.

AIMS AND OBJECTIVES

The STP for Nottingham and Nottinghamshire aims to:

1

Close the gaps identified in the NHS *Five Year Forward View* relating to health and wellbeing, care and quality, and finance and efficiency.

2

Tackle the high impact issues which will deliver the most return and support implementation of local innovations, in areas such as collective approaches to workforce and organisational development

3

See organisations working together on changing cultures and health behaviours to maximise the benefits from new initiatives like self-care and promoting independence.

These overarching aims support the delivery of the objectives of the local health and care system to:

- Provide care organised around individuals and populations not institutions
- Provide preventative and proactive care enabling independence
- Enable people to remain at home where possible, with hospitals and care homes only for people who need to be in these settings (shifting resources to support this)
- Enable teams to work together across organisational boundaries delivering integrated care
- Provide value based and sustainable care based on the real needs of populations.

The STP will seek to achieve consistent and equitable standards of care for the local population.



HOW WILL WE MEET OUR AIMS AND OBJECTIVES?

1

Closing the gap: health and wellbeing

The STP will be produced for local citizens, with local citizens, addressing the needs of patients, service users, carers and local communities. This population is diverse, growing and ageing. Through previous engagement, our citizens have told us they want support to stay well, be independent and able to self-care wherever possible. The case for change is compelling with the need to collectively prevent the causes of ill health, thereby reducing demand for services and tackling health inequalities.

Linking in with local health and wellbeing strategies and intelligence from the joint strategic needs assessments, we will aim to reduce smoking prevalence, obesity, and the impact of alcohol and drugs; as well as fully implementing the diabetes prevention programme across Nottinghamshire. We will empower citizens to adopt and maintain healthy lifestyles and behaviours, manage ill health and promote good health and wellbeing.

2

Closing the gap: care and quality

The STP will seek to achieve consistent and equitable standards of care for the local population. There will be a single approach to quality and sustainable acute care provision focused on preventative, proactive care with more services provided in or closer to home. All partners are committed to the further reshaping of services and resources away from hospital towards the community, social care, voluntary support and primary care development. There are many opportunities to share the learning and adopt the new ways of working being gained from the numerous national programme sites – vanguards, pioneers and others – that are being progressed in the city and county.

Key to this will be support for the strategic partnership of Nottingham University Hospitals and Sherwood Forest Hospitals, with benefits in aiding staff recruitment and retention, consolidating services and improving patient safety.

We will also focus on linking our vanguards and other leading edge initiatives together, creating an accountable integrated care system of lasting value, potentially across all service offerings and providers over time.

Among the local sites taking forward national programmes in Nottingham and Nottinghamshire are the:

- East Midlands Radiology Consortium (EMRAD) vanguard at Nottingham University Hospitals⁶
- Enhancing care in care homes in Nottingham City vanguard⁷
- Greater Nottingham emergency and urgent care vanguard⁸
- Mid Nottinghamshire Better Together (PACS) vanguard⁹
- Principia Partners in Health (MCP) vanguard¹⁰
- The Greater Nottingham Health and Care Partnership in the city and south of the county
- Transforming Care site for people with learning disabilities and/or autism in Nottinghamshire¹¹
- Integrated care pioneer sites in the city and county, linked in to support from the Better Care Fund.

3

Closing the gap: finance and efficiency

The city and county health and social care economy, like the rest of the country, faces significant financial challenges in the future if we do not take action now. Among our plans over the next five years we must align financial resources and incentives, with collective decision making about where resources are best placed. We also plan to develop new payment mechanisms linked to outcomes.

We must transform certain care pathways and services where we can obtain greater value for money. Critical to achieving financial balance in the long term is the need to promote self-care and independence, reducing the reliance on services (while improving the citizen experience).

MAKING HIGH IMPACT CHANGES

The STP has established four key areas where it aims to achieve high impact changes within Nottingham and Nottinghamshire:

1

Prevention and promoting independence

Looking at how we can empower people to be healthier at all points in their life

2

Primary and community care

Reducing hospital admissions of people with long-term conditions, supporting prevention at all stages of someone's care and the early identification and effective management of early disease. This also includes supporting clinicians access the most appropriate services for their patients, developing primary care, and increasing collaborative and proactive care with a focus on personalised budgets

3

Urgent and emergency care

Ensuring appropriate use of A&E, an urgent response for citizens in crisis, improving transfers of care and discharge, and improving navigation, advice and information for patients and professionals

4

Technology enabled care

Supporting technology enabled practice, care and prevention. This includes better sharing of information and joint trusted assessor roles, increasing use of assistive technology to support independence, and providing information and advice to enable prevention, self-care and wellbeing

A series of enabling and supporting themes have been established within the STP:

- Clear, consistent and evidence-based care pathways
- Improved outcomes for individuals with mental health needs or learning disabilities
- Self-care and carers support
- Workforce and organisational development
- Estates

Critical to achieving financial balance in the long term is the need to promote self-care and independence, reducing the reliance on services (while improving the citizen experience).

- Innovation
- Housing and environment
- Communication and engagement

LEADERSHIP

Lead for the STP for Nottingham and Nottinghamshire is David Pearson, corporate director of adult social care, health and public protection and deputy chief executive at

Nottinghamshire County Council, who is responsible for a wide range of services from front line social care to trading standards. From April 2014 to April 2015 David was president of the Association of Directors of Social Services, working with ministers, government departments and other national organisations and partners on areas including the financial sustainability of adult social care, implementation of the Care Act, and integration with health. A previous chair of the Mansfield and Ashfield CCG board, he has a masters research degree on health and care integration, and led on the Nottinghamshire Better Care Fund (BCF) plan.

Programme director of the STP for Nottingham and Nottinghamshire is Lucy Dadge, seconded from her role as a strategic director at Mansfield and Ashfield CCG supporting a programme of work to reconfigure primary, secondary, community and social care services. Lucy has broad experience in the acute sector (most recently as a foundation trust director), and also in central government and the private sector. Lucy has played key roles in developing the Nottinghamshire BCF plan, a primary and acute care system vanguard, and the Nottinghamshire integration pioneer site.





Engagement with citizens will be carried out in the future via existing engagement channels of the plan's partners.

GOVERNANCE

Supporting the establishment, approval and implementation of the STP is a small team comprising the STP lead, programme director (on secondment) and programme manager (on secondment), providing leadership and capacity to take forward the joint work. Governance systems link the STP to the existing transformation programmes in Greater/South and Mid Nottinghamshire with reporting through to statutory organisations and the two Health and Wellbeing Boards.

Work is being progressed by a STP operational oversight group with task and finish groups as the mechanism for delivery of the STP. Strategic oversight of the STP is maintained by a Nottinghamshire steering group.

ORGANISATIONS

The following organisations are involved in the development and ongoing implementation of the STP:

- NHS Mansfield and Ashfield CCG
- NHS Newark and Sherwood CCG
- NHS Nottingham City CCG
- NHS Nottingham North and East CCG
- NHS Nottingham West CCG
- NHS Rushcliffe CCG
- Nottingham University Hospitals NHS Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottingham CityCare Partnership CIC
- East Midlands Ambulance NHS Trust
- NHS England (specialised commissioning)
- Circle Nottingham Limited
- Nottingham Emergency Medical Services
- Central Nottinghamshire Clinical Services
- Primary care providers
- Local Medical Committee
- Community and voluntary sector partners
- Healthwatch Nottingham
- Healthwatch Nottinghamshire

- Nottingham City Council
- Nottinghamshire County Council
- Ashfield District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Mansfield District Council
- Newark and Sherwood District Council
- Rushcliffe Borough Council
- Bassetlaw District Council (associates)
- NHS Bassetlaw CCG (associates)
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust (associates)

ENGAGEMENT

Engaging with a range of stakeholders across the health and care economy has been critical to the success of developing our STP and this engagement will continue as we further develop and implement the plan. Our engagement process has so far included all partners from the health and care economy, commissioners and providers, and additionally, district and borough councils, the independent sector, and voluntary/community sector organisations. Engagement has commenced and will continue with our two Health and Wellbeing Boards.

Major stakeholder meetings have taken place in March and June 2016 with CCGs, NHS providers, local authorities, voluntary sector partners and independent Healthwatch attending. Delegates considered the emerging strategic objectives, the gaps that needed addressing, and were able to feed into the

development of the plan. Photographs from the stakeholder event on June 3 in Nottingham illustrate this first STP newsletter.

There has also been significant, ongoing provider engagement programmes at locality level, ensuring providers are actively involved in designing the local integrated care programmes. The plan incorporates insights gained from the extensive public, patient and carer engagement that has taken place as part of the major transformation programmes at locality level. Engagement with citizens will be carried out in the future via existing engagement channels of the plan's partners.

CONTACT THE STP LEAD

Please email David Pearson on david.pearson@nottsgov.uk and phone on 0115 977 3919.

REFERENCES

- 1 <http://www.kingsfund.org.uk/projects/sustainability-and-transformation-plans>
- 2 <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>
- 3 <https://www.england.nhs.uk/wp-content/uploads/2016/02/stp-footprints-march-2016.pdf>
- 4 <http://www.bettertogethermidnotts.org.uk>
- 5 <http://www.nottinghamnortheastccg.nhs.uk/together-we-care/>
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- 7 <https://www.england.nhs.uk/ourwork/futurehns/new-care-models/care-homes-sites/>
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- 9 <http://www.bettertogethermidnotts.org.uk/vanguard/>
- 10 <https://www.england.nhs.uk/ourwork/futurehns/new-care-models/community-sites/>
- 11 <https://www.england.nhs.uk/learningdisabilities/tcp/>

Views about the STP

Click here to see the video



The Nottingham and Nottinghamshire Sustainability and Transformation Plan

NEWSLETTER ISSUE 2 AUGUST 2016

CARING TOGETHER

STP - MAKING PROGRESS

Welcome to our second newsletter providing updates and insights into the latest developments linked to the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP).

The plan sets out how we will transform health and social care over the next five years in the city and county. Following engagement with a large number of stakeholders, the first draft was submitted to NHS England on Thursday 30 June.

The plan was duly considered by national leads, alongside those of all the other 'footprint' areas in the country, and feedback has been provided on how our plans are shaping up. This was followed by a meeting in Leicester on Friday 22 July 2016 between senior leaders representing our STP and senior leaders from across NHS England and regulatory/improvement bodies. As well as NHS England chief executive Simon Stevens, the panel included representatives from NHS Improvement, Care Quality Commission, Health Education England and the Local Government Association.

At the July 22 meeting we were able to explain the rationale behind our plans and were given direction on how best to advance our proposals and where further work is still required.



Local councillors and members of Health and Wellbeing Boards in the city and county discuss the STP proposals



THE STP FOR NOTTINGHAM AND NOTTINGHAMSHIRE

Every health and care system in the country is producing a five-year Sustainability and Transformation Plan (STP) showing how local services will work together to improve the quality of care, their population's health and wellbeing and NHS finances. STPs outline a new approach to ensure that health and care services are planned by the local needs of a place rather than around individual organisations.

The plans are designed to accelerate the implementation of the NHS Five Year Forward View and will help drive a genuine and sustainable

transformation in health and care outcomes between 2016 and 2021.

A total of 44 areas or 'footprints' have come together to produce local plans. Our planning footprint locally covers Nottingham and Nottinghamshire (with Bassetlaw as an associate area). We are working in a strategically sound yet locally sensitive way recognising the good work that is already underway across the STP footprint, such as the 'Better Together' programme in Mid Nottinghamshire, the 'We Care' health and care partnership work in Greater Nottingham/South

Nottinghamshire, our five vanguards (multi-specialty care provider, primary and acute care system, care homes, urgent and emergency care network, and radiology consortium), and the two integrated care pioneer programmes. The STP footprint for Nottingham and Nottinghamshire covers six CCG areas, eight local authorities and a population of slightly more than one million people. Our first STP draft was submitted to NHS England on 30 June 2016 and will continue to be refined and improved in the coming months.

FEEDBACK ON OUR PROPOSALS

Health and social care organisations from across Nottingham and Nottinghamshire came together and put in a huge amount of effort to produce an ambitious and achievable plan in time for the June 30 deadline.

The initial feedback from NHS England recognised the amount of work that had gone into advancing our plans in such a short space of time. We agreed that there is still a lot to do to firm up our plans in more detail including some action around timescales and cost.

We will need to keep a close eye on certain performance issues such as waiting times for accident and emergency in Nottingham and we have been asked to 'stress test' how we see the plan being implemented over the next five years in terms of how those plans will affect finances. As a health and social care community we were encouraged to hear that our vanguards were held up for good practice and it is seen that we have the leadership in place ready to deliver.

All those involved in the development of the STP can reflect on the fact that we have only come together as a Nottingham and Nottinghamshire wide system relatively recently and that to have been able to present a single plan for our footprint area was a considerable achievement.

We recognise that achieving the necessary detail at this stage was always going to be a stretch, and we will need to work closely and intensively together over the summer months to do this. Among the steps forward already made, our STP has to date:

- 'Sized the gaps' – establishing the areas that need addressing to close the health and wellbeing, care and quality, and finance and efficiency gaps, in line with the NHS Five Year Forward View
- Identified many innovative approaches to closing the gaps
- Identified a central goal of improving health life expectancy for our population
- Identified some interesting solutions to our challenges using the latest technology, apps and IT
- Agreed sufficient initiatives to cover the NHS financial and efficiency gap
- Identified a number of high impact changes

LEADERS ADVANCING OUR STP

- Identified a series of enabling/ supporting workstreams and identified leaders to head up those workstreams
- Made the connections between the existing areas of change and the STP requirements, bringing together transformational change programmes in one plan, including the vanguards and proposed merger between the acute hospital providers in Nottingham and Nottinghamshire.

We know from our own work to date and from the feedback of our national colleagues that we have a lot more to do. Producing the STP is a significant undertaking and we have to get the plans right and our partners perfectly aligned in what we want to jointly achieve. Some of our next steps include the need to:

- Advance the various proposals that make up the overall STP to the same degree of detail, finalising the cases for change and implementation plans, and ensuring we have the resources we need to successfully deliver
- Further work up our plans on prevention, helping people look after themselves wherever possible, improving their health and wellbeing and reducing their need for services
- Produce more detailed plans to address the quality gap in local services
- Fully cost the workforce plan
- Better assess the benefits for services and finances from the proposed merger of Nottingham University Hospitals and Sherwood Forest Hospitals
- Ensure that we have the commitment, backed up by the necessary resources, to make this happen
- Review our governance structure.



David Pearson, STP lead for Nottingham and Nottinghamshire, and corporate director of adult social care, health and public protection and deputy chief executive at Nottinghamshire County Council, said:

"I would like to take this opportunity to thank everyone for the significant effort and commitment from many to create the overall plan and supporting plans we have in such a short space of time. We have come a long way and there is much that we can be proud of in having already achieved. We have produced some good ideas and have a good plan, particularly when you consider how quite a few communities elsewhere in the country have been working in this way for longer and would therefore have plans that would already be well progressed.

"We have strong support from the key organisations and wider stakeholders including politicians from both the city and county for the high impact changes and the enabling workstreams we have identified in the plan. We have taken account of our strengths in the five vanguards in Nottingham and Nottinghamshire and the two integration pioneers, and used principles and evidence from Right Care, the Carter Review and other modeling in our assessment of organisational efficiencies and developing new models of care. We must now forge ahead, develop the detail of our proposals on a system-wide basis, continue to engage as much as possible, and will look to re-submit in October."



Our STP has set out four key areas where it aims to achieve high impact changes within Nottingham and Nottinghamshire.

In support of this there are also ten enabling and supporting themes which will need to be addressed in order to make change happen. An executive lead sponsor within the health and social care community has been appointed to lead the following areas:

Prevention and promoting independence - **Amanda Sullivan**

Primary and community care - **Dawn Smith**

Urgent and emergency care

Technology enabled care, practice and prevention - **Vicky Bailey**

Clear, consistent and evidence-based care pathways - **Sam Walters**

Workforce and organisational development - **Lyn Bacon**

Communications and engagement

Self-care and carers support

Improved outcomes for individuals with mental health needs or learning disabilities - **Julie Hankin**

Housing and environment - **Bev Smith**

Finance and efficiency - **Louise Bainbridge**

Estates - **Ruth Hawkins**

Innovation - **Ian Curryer**

Service reconfiguration - **Peter Homa**

ORGANISATIONS

The following organisations are involved in the development and ongoing implementation of the STP:

- NHS Mansfield and Ashfield CCG
- NHS Newark and Sherwood CCG
- NHS Nottingham City CCG
- NHS Nottingham North and East CCG
- NHS Nottingham West CCG
- NHS Rushcliffe CCG
- Nottingham University Hospitals NHS Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottingham CityCare Partnership CIC
- East Midlands Ambulance NHS Trust
- NHS England (specialised commissioning)
- Circle Nottingham Limited
- Nottingham Emergency Medical Services
- Central Nottinghamshire Clinical Services
- Primary care providers
- Local Medical Committee
- Community and voluntary sector partners
- Healthwatch Nottingham
- Healthwatch Nottinghamshire
- Nottingham City Council
- Nottinghamshire County Council
- Ashfield District Council
- Broxtowe Borough Council
- Gedling Borough Council
- Mansfield District Council
- Newark and Sherwood District Council
- Rushcliffe Borough Council
- Bassetlaw District Council (associates)
- NHS Bassetlaw CCG (associates)
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust (associates)



THANK YOU LUCY AND WELCOME DIANNE

It's all change within the STP programme office this month with Lucy Dadge moving on to new challenges and Dianne Prescott joining the team as interim programme director.

Lucy was seconded from her role as a strategic director at Mansfield and Ashfield CCG. We would like to thank Lucy and wish her all the very best in her new permanent role as Director of Strategic Partnerships at Northamptonshire Healthcare NHS Foundation Trust.

Also, a warm welcome to Dianne Prescott who joins us as interim programme director. Previously a

Director of Strategy and Partnership at Derby Hospitals NHS Foundation Trust, Dianne has recently worked with Sheffield CCG and Hertfordshire Partnership NHS Foundation Trust delivering strategic and operational sustainability programmes and has extensive experience in the implementation of integrated care. We very much look forward to working with Dianne over the coming months.

Views about the STP

Click here to see the video



CONTACT THE STP LEAD

Please email David Pearson on david.pearson@nottscg.gov.uk and phone 0115 977 3919.

NEWARK AND SHERWOOD HOMES – ANNUAL DELIVERY PLAN

1.0 Purpose of Report

- 1.1 To seek approval from the Committee for the adoption of the Annual Delivery Plan with Newark and Sherwood Homes for the financial year covering 2017/18.

2.0 Background Information

- 2.1 The Management Agreement is the overarching legal agreement between the Council and Newark and Sherwood Homes, with one of its requirements being that an Annual Delivery Plan is formulated and agreed.
- 2.2 The purpose of the Delivery Plan is to set and guide the main activities, standards or targets of the Company's operations for each financial year, set against the Council's strategic priorities, its housing vision and outcomes and the need to sustain a viable Housing Revenue Account Business Plan (HRA BP). It states in Schedule 6 of the Management Agreement that:

The Annual Delivery Plan will dovetail with the HRA Business Plan and will cover:

- *Housing Vision and Outcomes*
- *Company Governance*
- *Service delivery*
- *Procurement and Capital programme*
- *Finance*
- *Resources*
- *Performance Management and regulation*

- 2.3 The Delivery Plan is underpinned by Newark and Sherwood Homes own Business Plan. This sets out the Company's strategic vision, objectives and core values and outlines the tasks, targets and resources which ensure delivery. Their Business Plan identifies priorities for action and expected outcomes, being used as a live document to stretch the Company to deliver its vision.

- 2.4 The current Delivery Plan covering the financial year 2016/17 expires on 31 March 2017.

3.0 Annual Delivery Plan 2017/18

- 3.1 The proposed Delivery Plan from the Company for 2017/18 is at **Appendix One**. Included in this is the progress to date of the key activities in the Delivery Plan (see Appendix C of the Delivery Plan) that were set to be achieved by the Company during 2016/17. This information has already been reported to the Committee at its September meeting.

- 3.2 For ease of Members' reference the key actions (including both continuing and new actions) for the Company going forward into 2017/18 have been extrapolated from the draft Delivery Plan and are set out in **Appendix Two**.

- 3.3 Officers of the Council and the Company have worked together to ensure that the draft Delivery Plan for 2017/18, in setting out the Company's key activities for that year, reflects the Council's strategic priorities and work streams such as:
- supporting the Council's housing growth strategy, including delivery of the HRA Development Programme;
 - working in partnership with the Council to deliver the extra care new build scheme at Bowbridge Road, Newark;
 - the relocation to new offices from Kelham Hall;
 - delivering the Community Development role across the Hawtonville estate; and
 - working with the Council to determine the impact of and support the implementation of regulations emerging from the Housing & Planning Act.
- 3.4 The Company are presenting the final draft Delivery Plan for 2017/18, as set out at **Appendix One** and **Two**, to their Board at its meeting on 27 October 2016 to approve its submission to the Council and therefore this may result in a verbal update being given to the Committee should the contents and actions within the Delivery Plan alter.
- 3.5 All the above matters are in addition to the Company continuing to deliver the core housing services required under the Management Agreement and measured against the agreed key performance indicators, which are monitored by this Committee.

Proposals

- 3.6 The Committee is asked to consider the 2017/18 Annual Delivery Plan for the Company as set out in detail at **Appendix One** for approval, along with progress in the key activities for this current year.
- 3.7 For Member's quick reference the key actions for the Company going forward into 2017/18 are set out at **Appendix Two** for Committee consideration and approval.

4.0 Equalities Implications

- 4.1 The equalities implications involved in all of the continuing and new actions, and projects resulting from these, will be fully considered and taken into account, impact assessment will be undertaken where appropriate and reported accordingly before decisions are taken or policies altered.

5.0 Impact on Budget/Policy Framework

- 5.1 The formulation of the Annual Delivery Plan is an integral document to ensure the effective delivery of the Management Agreement and to sustain a viable HRA BP, influencing the HRA's capital and revenue budgets.

6.0 RECOMMENDATIONS that:

- a) the current progress of the key activities identified in the current Annual Delivery Plan (2016/17) be noted; and

b) the 2017/18 Annual Delivery Plan for the Council's housing company, Newark and Sherwood Homes, be approved and implemented.

Reason for Recommendations

To comply with the management agreement between the Council and its housing company.

Background Papers

Management Agreement between the Council and Newark & Sherwood Homes (2013)
Appendices to the Draft Delivery Plan

For further information please contact Karen White on Ext 5240 or Rob Main on Ext 5930

Karen White
Director – Safety



Our vision is
"Delivering excellent Housing Services"

DELIVERY PLAN 2017/18

**Newark and Sherwood Homes
Limited**

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1. **Introduction**

- 1.1 The Delivery Plan is an annual plan formulated to detail the main activities, targets and standards which will guide Newark and Sherwood Homes operation under the provisions of the Management Agreement for the next financial year; this is the 2017/18 plan.
- 1.2 The Annual Delivery Plan is required to dovetail with the Housing Revenue Account Business Plan (HRABP) and to cover:
 - a) Vision and Outcomes
 - b) Governance
 - c) Service Delivery
 - d) Procurement and Capital Programme
 - e) Finance
 - f) Resources
 - g) Performance Management and Regulation
- 1.3 The plan activities, standards and targets have been updated where required, to reflect and respond to changes impacting on delivery.
- 1.4 A list of this evidence and data used to inform the changes in this 2017/18 Plan is provided at **Appendix A**. Section 9 provides contact details to request any information.
- 1.5 **Appendices B and C** provide a position statement on delivery of the activities and performance indicators in the 2016/17 Delivery Plan.
- 1.6 The main body of the plan focuses on the 2017/18 year and is structured with one section covering each of the above required areas. It has been formulated to take account of the HRABP, the Management Agreement, Company Constitution and Overarching Service Level Agreement.
- 1.7 The activities of the Company, in providing the housing services required under the Management Agreement, will be delivered in accordance with Schedule 1 of the Management Agreement and the key performance indicators and targets set therein.
- 1.12 This plan provides a strategic overview and the key activities, targets and actions.
- 1.13 Separate documents related to this Annual Delivery Plan are:
 - a) Annual Action Plan
 - b) Key Performance Indicators
 - c) Service Fee
 - d) Works Fee
 - e) Annual Procurement Plan
 - f) Asset Management Strategy
 - g) Asset Management Programme

2. Vision and Outcomes

Standards and Targets

- 2.1 Newark and Sherwood Homes business is guided by the strategic direction of the Council and service is aligned to ensure delivery of the Councils newly adopted priorities on Homes, The Economy, Safety and Cleanliness and Healthiness and the existing Strategic Housing Vision:

"To maintain the Council's housing stock to a decent standard, ensuring that it is fit for purpose to meet the needs of current and future tenants, delivering excellent housing services that offer good value for money, inclusive involvement and achieve tenant satisfaction, set against sustaining a viable Housing Revenue Account Business Plan that can deliver the wider associated strategic priorities and objectives of the Council"

- 2.2 The Council's Strategic Housing Vision has 5 outcomes; the individual sections of the plan outline the activities, targets or standards that will guide the Company operation to deliver these.

Outcome 1: Standards
Delivery of the core business to manage and maintain the Council's housing stock to the required standards, within the Management Fee set, ensuring the stock remains fit for purpose.
Outcome 2: Involvement
Tenant involvement and satisfaction drive the operations of the Company and maintain the delivery of excellent housing services.
Outcome 3: Income
Income collection is maximised and efficiencies are generated to ensure the sustained viability of the Housing Revenue Account Business Plan.
Outcome 4: Housing Need
Support the Council to meet the housing needs of the district's residents set against the area's demographic and socio-economic profile through housing growth and regeneration.
Outcome 5: Growth
Expansion into other business areas through innovation and entrepreneurialism to attract inward investment to enhance services to tenants, the properties and neighbourhoods they live in, deliver the Council's strategic priorities and sustain a viable Housing Revenue Account Business Plan.

2.3 The Council's Strategic Housing Vision outcomes inform and influence the following three core aspects underpinning how the Company operates and delivers:

a) Company Vision:

Delivering Excellent Housing Services

b) Company Mission:

We will deliver through our Mission by:

- Managing and maintaining homes to agreed standards and offering services to support vulnerable people in the community and their own homes
- Engaging with our customers, tenants, residents, the public, and staff to get the best possible service for every pound spent
- Building homes for local people and providing opportunities for people to access the housing they need
- Encouraging tenant involvement in the management of their homes

c) Company Core Values:

- Customers First
- Valuing Everyone
- Delivering Excellence
- Continuous Improvement and Value for Money
- Sharing Information

2.6 The plan, in each section as appropriate, advises of any changes considered to impact on 2017/18 delivery and key activities for the year. Actions continuing from the 16/17 Plan will be incorporated in the annual Action Plan for 2017/18 and only new activities are detailed below.

2.7 Key changes impacting on the 2017/18 plan include:

- Agreed Council Priorities – Homes, The Economy, Safety and Cleanliness, Healthiness
- Formulation and progression of the Moving Ahead Project
- Agreed Council Five Year Development Programme
- Housing and Planning Act
- Progression of welfare reform
- Development of relationship between Housing and Health and Adult Social Care

2.8 These changes are expected to have an impact in the 2017/18 year with clarity on the impacts and costs of implementing legislative changes required by the Housing and Planning Act emerging as regulation is published. These changes are reflected in the following actions for 2017/18:

- (i) Develop a planned approach to integration with Health and Social Care.
- (ii) Work with Council to determine the impact of, and support the implementation of regulations emerging from the Housing and Planning Act.

3. **Governance**

Standards or Targets

- 3.1 The Company operates comprehensive standards to facilitate robust governance incorporating:
- 3.2 *A Strategic Framework*: setting out key documents that shape the activities of the Company.
- 3.3 *Governance Guide*: sets out the standards of operation of the Board as whole and individual Directors of the Board. Details the role of the Board as:

The Board's central role is to direct the organisation's work - that is to determine strategic direction, deliver the terms of the management agreement, and approve overall expenditure and policies.

The Board should:

- Set the Vision and Mission – where does the organisation want to operate or what does the organisation want to do.
- Define the strategy – the details of how the organisation will deliver its Vision and Mission.
- Define the Core Values – how should the organisation act and behave.
- Management, that is the implementation, of the above, should be delegated to paid staff.

4. **Service Delivery**

Standards or Targets

- 4.1 Service delivery standards are informed by:
- 4.2 *Local Service Standards as required by HCA consumer standards*: determined in consultation with tenants to shape service delivery. These are reported on to tenants in an annual report.
- 4.3 *Objectives*: the nature of the tasks and targets are set for the service to reflect the Council's and the Company strategic objectives. The objectives maintain the focus for the financial viability of the Company along with high performance and satisfaction.

- 4.4 *External Measure and Scrutiny:* this includes externally validated Benchmarked service standard and costs, ISO 9001 Quality Management System Accreditation, Royal Society of Prevention of Accidents (RoSPA) Gold Accreditation, Customer Service Excellence Accreditation and Investors in Excellence. These external mechanisms are a vital and cost efficient way for the Company to maintain and continuously improve standards.
- 4.5 *Professional Trained Staff:* service delivery is determined by the performance and effectiveness of staff an integral part of enabling and supporting staff is the Company's Investors in People Gold Accreditation which supports the Company's culture determined by core values.
- 4.6 *Involvement and Engagement of Tenants and Service User:* the Company continues to maintain comprehensive opportunities for tenants to access and influence the service and provides funding to support this. During 2016/17 the Company has introduced a range of new involvement mechanisms and will build on this.
- 4.7 *Tenants Panel:* the Panel has role of scrutinising the activities of the Company and is the final stage in the Company complaints procedure. Activity of the Panel is publically reported to the Company AGM and the Panel also provide an annual report to the Council.
- 4.8 *Housing Performance Framework:* This will cover the core activities of the Company set against the Management Agreement and HRA BP.
- 4.9 These standards overall remain unchanged with two additional actions identified to drive service improvement, with a key focus on neighbourhood and tenant involvement:
- (i) Expand contemporary and varied mechanisms for one off as well as ongoing tenant involvement projects.
 - (ii) Deliver the Community Development role at Hawtonville.

5. **Procurement and Capital Programme**

Standards or Targets

- 5.1 The Company delivers a Capital Programme for the Council to maintain its housing stock:
- a) to the agreed Newark and Sherwood Decent Homes Standard
 - b) to maintain an asset base to support a viable Housing Revenue Account Business Plan (HRABP).

- 5.2 *The Capital Programme* is therefore set within the long term view determined in accord with the approved Council's Asset Management Strategy (AMS). The elements of investment required to be delivered annually are detailed in the Asset Management Programme (AMP). This is reviewed annually to maintain a five year rolling programme.
- 5.3 *Effective procurement* of the Capital Programme requires a robust approach to procurement and asset management in terms of delivery and offering best value for money. Building material and contract costs are currently increasing emphasising the importance of effective procurement.
- 5.4 *Tenant involvement* is, and will remain, integrated in the Company's processes through input in standards and practices to involvement in commissioning and awarding contracts.
- 5.5 *Efficiency and income* maximisation through effective procurement maximises resources available to maintain the Council's HRABP. The Company undertakes modelling, analysis and review to contribute to the management of the HRABP with the Council. The Company Self-Financing Prospectus identifies that prudent growth increases the viability of the plan and therefore best supports the delivery of housing need, all other things being constant. As the Council considers meeting housing need through growth and regeneration where appropriate, the Company will support the delivery of the Council's strategic approach to this.
- 5.6 *Effective asset management* to support the council's growth priorities. This includes proactive reviewing of land, communal and general sites as well as individual properties and reviewing individual property and land use.
- 5.7 Key changes impacting on procurement and the Capital Programme informing activities for 2017/18 include the agreed Five Year Development Programme and potential outcomes from the Councils programme of neighbourhood studies.
- (i) Support the Council in taking forward outcomes linked to neighbourhood studies at Ollerton, Boughton and Bridge Ward.
- 5.8 An existing action on Growth has been amended to reflect the agreed Development Programme:
- (i) Work in partnership with the Council to support delivery of the council's housing growth strategy, set against maintaining a viable HRA BP and specifically in the delivery of the HRA Development Programme.

6. **Finance**

Standards and Target

- 6.1 Our approaches are guided by:
- 6.2 *Transparency*: Newark and Sherwood Homes will continue to operate mechanisms that ensure robust financial practices that are open and transparent and will only apply rules of confidentiality in terms of personal data or business or commercial sensitivity. This transparency includes the publication of payments to suppliers greater than £500.
- 6.3 *Assurance and fiscal control*: this is supported by the Company's commitment to employ a company accountant to provide assurance of this practice and to maintain wider measures to ensure fiscal control is maintained. These include:
- a) *External Audit*
 - b) *Internal Audit programme*
 - c) *Specific financial controls and procedures*
 - d) *Financial Conduct Services*
- 6.4 *Efficiency and inward investment* support the Company's financial viability and the priorities of the HRABP. To guide the delivery of the efficiency requirement of the Management Fee, the Company has an *Efficiency Strategy* which outlines the Company approach and prioritises activities to deliver efficiency and inward investment.

7. **Resources**

Standards and Targets

- 7.1 To maximise resources available to the Company our approach includes:
- 7.2 *A suite of Human Resources policies* including: robust job descriptions, person specifications, job evaluation and recruitment and selection processes to attract and retain the best experience and skilled employees.
- 7.3 *Use of technology and systems* to underpin agile working.
- 7.4 *Cultural and Performance* requirements for all employees and Directors of the Board to meet agreed high quality.
- 7.5 *External assessment and accreditation* mechanism: Investors in People, ROSPA, ISO9001 Quality Management Standard, Customer Service Excellence, Investors in Excellence, Langland's Good Governance in Public Services Standard.

- 7.6 *Joint working, collaboration* and procurement to deliver efficiency.
- 7.7 Staffing resource costs are being pressured in construction, building and development, requiring proactive solutions to recruitment, retention, and delivery.
- 7.8 An additional action has been developed to reflect the shareholders feedback (through the Strategic Housing Liaison Panel and direct feedback to the Company Board), that the Council wishes to see further innovation and entrepreneurial delivery through the company:
- (i) Respond to the shareholder appetite for innovation, in liaison with and through support from the council, to realise opportunities.

8. **Performance Management and Regulation**

Standards and Targets

- 8.1 Our approach to performance management and regulation is comprehensive and includes both internal and external mechanisms:
- 8.2 These processes combined are comprehensive and resilient to provide the opportunity for openness, transparency and timely intervention and support where required.
- 8.3 External activities undertaken by different parties are detailed in the following table:

Tenants and the Public	Council as Shareholder	External Authority or Body
Tenant Panel Tenants Panel Report Complaints Local Service Standards Tenants Annual Report Tenant Recognition Award for staff Tenant Forum Tenant Scrutiny Panel Performance Monitoring Panel Service Improvement	Regular liaison Meetings Quarterly Reporting Assurance Report Annual Delivery Plan Annual Procurement Plan Annual Action Plan Key Performance Indicators Annual Benchmarking Annual Tenant Panel liaison	External Audit Housemark Bench Mark Investors in People gold Customer Service Excellence ISO quality Management System RoSPA Investors in Excellence Gas Safe NICEIC (National Inspection Council for Electrical Installation Contractors) STAR tenant satisfaction survey Financial Services

Tenants and the Public	Council as Shareholder	External Authority or Body
Panel Tenants and Residents Groups		Authority Companies House CIPFA HCA

8.4 A schedule of performance indicators have been determined to be monitored by the Council. These will be forwarded to the Council by the Company to agreed timelines.

8.5 To facilitate internal performance management and deliver the requirements of external scrutiny, NSH has comprehensive internal performance mechanisms. These are set to meet clearly defined expectations and requirements in delivering the Company Vision, Mission and Core Values and include:

- Performance Management Framework
- Employee performance one to one meetings
- Annual Review of the Board
- Director of the Board appraisal
- Staff Development Interviews
- Touch base meetings
- Team meetings/ tool box talks
- Back to the Track for senior management
- Staff Satisfaction Survey
- Board Excellence Awards
- Face to Face meetings with the Chief Executive
- Staff Recognition Awards
- Staff Conference
- Corporate Training

8.6 Where the Company commissions, services or supports third party bodies, all activities are performance managed through appropriate mechanisms, Contracts, or Service Level Agreements.

9. **Summary**

9.1 Sections 1 to 8 of this Plan capture the activities, standards or targets that will guide NSH's operation in 2017/18 to deliver the requirements of the Management Agreement.

9.2 Any document referred to in this plan is available by contacting Newark Sherwood Homes' Executive and Company Support Service via NSH.ECSS@nshomes.co.uk or by contacting 01636 655900.

Evidence and information

- Management Agreement
- Newark and Sherwood Homes Strategic Framework
- House Mark Benchmarking Report
- STAR Satisfaction Survey
- Local Service Standards
- Council's Housing Growth Strategy
- Annual Action Plan

Key Performance Indicators

An additional column has been included to differentiate between those KPI's which are targeted for performance improvement and those KPI's measured as Management Information to support service delivery and planning. Where possible, a projection has been put in place of a target for those Management Information indicators.

Performance Indicators	2015/16 Outturn	2016/17 Target	2017/18 Target	Target/ Mgmt Info
Income				
% of rent collected from current tenants as a % of rent owed	99.27%	96.25%	99.3%	Target
Amount of current arrears as a % of annual rent debit	1.57%	6.50%	1.55%	Target
% of rent loss through dwellings being vacant	0.7%	2%	0.6%	Target
Former tenant arrears as a % of annual rent debit	1.3%	0.50%	0.70%	Target
% of current leaseholder arrears	0.02%	0.03%	0.02%	Target
% of rent arrears written off	0.19%	0.65%	0.26%	Target
% of supported housing tenants in support charge arrears	6.64%	6.50%	3%	Target
Right to Buy				
Number of RTB sales	21	25	25	Mgmt Info
Average RTB value	£114,304.17	No Target	No Target	Mgmt Info
Average RTB discount	£55,310.10	No Target	No Target	Mgmt Info
Asset Management				
% of properties meeting the Decent Homes standard	100%	100%	100%	Target
% split between responsive repairs (revenue) and Asset Investment Programme (capital)	81.5/18.5	70 / 30 (capital/ revenue)	80/ 20 (capital/ revenue)	Target
Welfare Reform				
% of general needs tenants under occupying	13.86	15%	13%	Target
% of general needs tenants under occupying and in arrears	7.54%	9%	7.54%	Target
% of tenancies paying by Direct Debit	45.4%	70%	70%	Target
Number of general needs tenants in receipt of housing benefit (Universal Credit)	1611	1675	1650	Mgmt Info

Performance Indicators	2015/16 Outturn	2016/17 Target	2017/18 Target	Target/ Mgmt Info
Number of supported housing tenants in receipt of housing benefit (Universal Credit)	1559	1625	1600	Mgmt Info
Customer				
% of general needs tenants satisfied with the quality of their home	90.4%	85%	91%	Target
% of supported housing tenants satisfied with the quality of their home	95.3%	93%	96%	Target
% of general needs tenants satisfied with the responsive repairs service	84%	76%	85%	Target
% of supported housing tenants satisfied with the responsive repairs service	89%	91%	91%	Target
% of tenants satisfied with supported housing services	85.9%	90%	90%	Target
% of general needs tenants satisfied with landlord / overall service	94.8%	85%	95%	Target
% of supported housing tenants satisfied with landlord / overall service	90.8%	90%	93%	Target
% of general needs tenants satisfied with the neighbourhood	94%	84%	95%	Target
% of supported housing tenants satisfied with the neighbourhood	94.5%	93%	95%	Target
% of properties in low demand	4.73%	4%	3.5%	Target
Complaints received referred to Tenant Panel and / or Housing Ombudsman	2	4	2	Target
Sustainability				
Inward investment achieved	£1.5m	£400,000	£330,000	Target
Efficiency delivery achieved (as specified in the Management Agreement)	3%	3%	3%	Target
Revenue spend for management and maintenance costs against budget	£8,423,500	£8,576,700	£8,731,1010	Mgmt Info
Level of reserves	£3,703,000	3,121,000	£1,140,000	Mgmt Info
Finance available for growth (e.g. use of RTB receipts, reserves (year-end position), debt cap)	NSDC data	No Target	No Target	Mgmt Info
Change in NSH Stock Size	+11	+6	+8	Target
Change in NSDC Stock Size	+19	-12	+114	Target

Action Plan 2016/17 – Progress Report

Key:  - On Target  - Completed

Title	Status	Latest Note
Continuation of progression of implementation of electronic governance to be completed by end of 16/17.		IT equipment required to facilitate the roll out of electronic governance has been procured and guidance for usage is currently being developed. Guidance and equipment will be rolled out along with training and support through November and December.
Liaison with the Council to provide a co-ordinated approach and preparation for the relocation to new offices from Kelham Hall including: Farrar Close Office Works, potential shared service opportunities and procurement sharing opportunities		The company continues to engage positively in preparation for the move from Kelham. The roll out of a clear desk policy, combined with resource booking system is allowing staff to work in a more flexible way. Discussion with the Council on license agreement has recently come back on the agenda and is progressing positively.
Continuation of the company e project to support agile working.		The e project has successfully delivered declutter, roll out of agile kit, agile working guidance, resource booking system and district wide Wi-Fi. The project is now implementing technology to support tenants to self-serve; the revised website, open access and kiosks which will support the transition of customers to more cost effective service delivery mechanisms. This project remains on target for completion during the financial year.
Liaison with the Council to provide a coordinated approach and consider options to support channel shift / access to services, including the progression of a preference for Company service delivery and access to be digital, electronic and self-service.		Regular liaison meetings are held with council colleagues to ensure appropriate issues are considered to successfully implement the Company and Councils preference for electronic self-service options. This has included agreement to cease receipt of cash in line with council timeframes, progressing Direct Debit as preferred method of payment and increasing online service delivery options.

Title	Status	Latest Note
Review the existing rules on publications to ensure transparency including, where a document is deemed confidential, there is a clear justification noted. Differentiate whether document is accessible to share holder.		The process to develop the Board meeting documents has been updated to include a review of the agenda to establish the appropriate access status of each report including the differential between confidential and accessibility for the shareholder. The Company is also reviewing the electronic filing structures and the rules of for publications broader than the Board agendas will form part of this project to support progression of effective and integrated solutions.
Formulate and consult on a monthly or 4 weekly tenancy agreement to align with contemporary income payment frequencies and mechanisms.		Options on tenancy agreement changes required to enable 4 weekly or monthly electronic payments are being considered and the programme for implementation once any agreed amendments are approved is being formulated.
Develop and enhance a flexible and responsive customer access standard in partnership with the Council and other service providers to create a clear and aligned service offer appropriate to the vulnerability of the individual.		A process to map and understand services across partner agencies is being undertaken to inform the formulation of a draft Customer Access Standard, this will then be considered by relevant partners to establish an aligned service offer.
Assess the impact of Heat Metering Regulations 2014. Appraise and align capital/ revenue resources as required.		A comprehensive assessment of the heat metering regulations and the impact of these has been undertaken and a programme commenced to progress installation of individual systems.
Agree the implementation of the revised Council Allocations Scheme and work in partnership with the council in the formulation of generic access to housing suitable to the individual's need.		The first part of task completed with agreement of implementation plan for the revised allocation scheme by Homes and Communities 13 th June 2016. The second part of this task will be progressed into next year.

Title	Status	Latest Note
Work in partnership with the Council to support delivery of the council's housing growth strategy, set against maintaining a viable HRA BP.		A period of concentrated work has been undertaken in conjunction with the Strategic Housing Liaison Panel which resulted in an agreed HRA Development Programme deliverable while maintaining a viable HRABP, the delivery of this programme is now been progressed by the Company. This action will be progressed into next year as it ongoing.
Work in partnership with the Council and Nottinghamshire County Council to deliver the extra care new build scheme at Bowbridge Road, Newark, and support the relate implementation arrangements.		The Partnership work to deliver Bowbridge Road Extra Care Scheme is progressing well and work has now commenced onsite with delivery on target with plan.
Undertake detailed analysis of satisfaction results from the STAR survey to identify any potential opportunities to improve outturns commensurate to evidenced investment.		Analysis of the STAR satisfaction survey was reported to SHLP on 26 th September which predominately showed an overall increase in satisfaction levels across the service. Improvements in satisfaction levels evidence a commensurate improvement reflective of service improvement, action and investment.
Assess the impact off the new tenant influence mechanisms and formulate report on the findings.		Following the anniversary of the implementation of the new tenant influence mechanisms an assessment will be completed and the findings presented to the Board and Council.
Support the Council in maintaining the viability of the HRABP.		Work has progressed with the council focussed on the review and update of the HRABP. This is supported by active monitoring of environmental changes in terms of legislation e.g. Housing and Planning Act and proactively contributing to policy making and lobbying MPs with the aim of getting the best outcomes for the District.
Promote awareness with staff of the Newark & Sherwood community (military) covenant.		All Managers have been advised of the Community Military Covenant and the company is progressing a communications plan targeted at the full staff group.

Newark and Sherwood Homes Limited
Kelham Hall
Kelham
NEWARK ON TRENT
Nottinghamshire
NG23 5QX

Annual Action Plan 2017/18

Continuing Actions

- i. Work in partnership with the Council to support delivery of the council's housing growth strategy, set against maintaining a viable HRA BP and specifically in the delivery of the HRA Development Programme.
- ii. Work in partnership with the council in the formulation of generic access to housing suitable to the individual's need; following the implementation of the revised Council Allocations Scheme.
- iii. Support the Council in maintaining the viability of the HRABP including where this is supported by: housing growth through new and innovative delivery mechanisms and housing products and the potential of de-pooling service charges.
- iv. Work in partnership with the Council and Nottinghamshire County Council to deliver the extra care new build scheme at Bowbridge Road, Newark, and support the relate implementation arrangements, such as allocations, rent & service charge setting, housing management provision and formulation of the co-operation agreement with the County Council.
- v. Liaison with the Council to provide a co-ordinated approach and preparation for the relocation to new offices from Kelham Hall including:
 - a. To actively explore and identify further services to review that have potential for shared services with the Council and other bodies to deliver greater synergy, resilience and efficiency and reduce areas of duplication.
 - b. Procurement sharing opportunities, with the Council, other public bodies and Councils and other housing organisations are maximised.
- vi. Liaison with the Council to provide a coordinated approach and consider options to support the channel shift and access to services across the district. Including the progression of a preference for Company service delivery and access to be digital, electronic and self-service.

New Actions

- vii. Respond to the shareholder appetite for innovation in liaison with and through support from the council to realise opportunities
- viii. Expand contemporary and varied mechanisms for one off as well as ongoing tenant involvement projects.
- ix. Deliver the Community Development role across the Hawtonville estate, meeting the required outcomes of the Hawtonville Neighbourhood Study
- x. Work with Council to determine the impact of, and support the implementation of regulations emerging from the Housing and Planning Act.

- xi. Support the Council in taking forward outcomes linked to neighbourhood studies at Ollerton & Boughton and Bridge Ward.
- xii. Support the Council and tenants in the ongoing implementation of Welfare Reform including Universal Credit, the implementation of Local Housing Allowance Cap on rents and changes to eligibility for those aged under 35.
- xiii. Develop a planned approach to integration with Health and Social Care, including delivery of assistive technology through the Better Care Fund.