

Public Document Pack



EXECUTIVE

Date: Wednesday, 22 January 2020

Time: 2.00pm

Location: Shimkent Room, Daneshill House, Danestrete

Contact: Ian Gourlay (01438) 242703

ian.gourlay@stevenage.gov.uk

Members: Councillors: S Taylor OBE, CC (Chair), Mrs J Lloyd (Vice-Chair), L Briscoe, R Broom, J Gardner, R Henry, J Hollywell and J Thomas.

AGENDA

PART 1

1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

2. MINUTES - 16 DECEMBER 2019

To approve as a correct record the Minutes of the meeting of the Executive held on 16 December 2019 for signature by the Chair.

Pages 3 – 16

3. MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES

To note the following Minutes of meetings of the Overview and Scrutiny Committee and Select Committees –

Overview & Scrutiny Committee – 18 December 2019

Pages 17 – 24

4. FINAL HOUSING REVENUE ACCOUNT (HRA) AND RENT SETTING REPORT 2020/21

To consider a report for recommendation to Council concerning the 2020/21 Housing Revenue Account and Budget.

Pages 25 – 108

5. DRAFT GENERAL FUND AND COUNCIL TAX SETTING 2020/21

To consider the Draft General Fund and Council Tax Setting for 2020/21.

Pages 109 – 222

6. DRAFT CAPITAL STRATEGY 2019/20 - 2024/25

To consider a report that includes proposals for revisions to the 2019/20 General Fund and Housing Revenue Account Capital Programme and the draft Capital Programme for 2020/21 onwards for consideration by the Overview & Scrutiny Committee.

Pages 223 – 270

7. URGENT PART I BUSINESS

To consider any Part I business accepted by the Chair as urgent.

8. EXCLUSION OF PRESS AND PUBLIC

To consider the following motions –

1. That under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as described in paragraphs 1 – 7 of Part 1 of Schedule 12A of the Act as amended by Local Government (Access to Information) (Variation) Order 2006.
2. That Members consider the reasons for the following reports being in Part II and determine whether or not maintaining the exemption from disclosure of the information contained therein outweighs the public interest in disclosure.

9. APPOINTMENT OF A DEVELOPMENT PARTNER AT KENILWORTH CLOSE

To seek approval for the appointment of a development partner at the development site of Kenilworth Close, also known as the Kenilworth Close Scheme; and to seek permission for the necessary capital budget adjustments following the return of the tender documents from suppliers.

Pages 271 - 300

10. URGENT PART II BUSINESS

To consider any Part II business accepted by the Chair as urgent.

NOTE: Links to Part 1 Background Documents are shown on the last page of the individual report, where this is not the case they may be viewed by using the following link to agendas for Executive meetings and then opening the agenda for Wednesday, 22 January 2020 – <http://www.stevenage.gov.uk/have-your-say/council-meetings/161153/>

STEVENAGE BOROUGH COUNCIL

EXECUTIVE MINUTES

Date: Monday, 16 December 2019

Time: 2.00pm

Place: Shimkent Room, Daneshill House, Danestrete

Present: Councillors: Mrs Joan Lloyd (Vice-Chair in the Chair), Rob Broom, John Gardner, Richard Henry, Jackie Hollywell and Jeannette Thomas.

Start / End Start Time: 2.30pm
Time: End Time: 4.25pm

1 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillors Sharon Taylor OBE, CC (Chair) and Lloyd Briscoe.

Councillor Jeannette Thomas declared an interest in Item 5 – Community Centres Review, as she was Chair of the Oval Community Association and Douglas Drive Senior Citizens Association.

2 **MINUTES - 20 NOVEMBER 2019**

It was **RESOLVED** that the Minutes of the meeting of the Executive held on 20 November 2019 be approved as a correct record for signature by the Chair.

3 **MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE AND SELECT COMMITTEES**

In respect of the Minutes of the meeting of the Community Select Committee held on 4 November 2019, the Portfolio Holder for Children, Young People & Leisure confirmed that the Youth Council was forging links with schools to allow young and emerging bands to perform and, through the auspices of the Council's Cultural Strategy, it was planned to showcase some of these bands at Stevenage Day in 2020.

In relation to the Minutes of the meeting of the Environment & Economy Select Committee held on 20 November 2019, Members commented that any new Post Office in the Old Town should be in a building spacious enough to allow for privacy of transactions.

It was **RESOLVED** that the Minutes of the following meetings of the Overview & Scrutiny Committee and Select Committees be noted:

Community Select Committee – 4 November 2019
Overview & Scrutiny Committee – 11 November 2019

4 CO-OPERATIVE NEIGHBOURHOODS

The Portfolio Holder for Neighbourhoods and Co-operative Working introduced a report regarding proposals for the next stage in the development of Co-operative Neighbourhoods, including the division of the Borough into 6 localities, with the objective of coordinating services at a neighbourhood level, providing clear points of accountability and supporting the growth in capability of residents and communities.

The Executive noted that an implementation plan showed how teams of staff from across Council services would work collaboratively with Members, partners and residents. The teams would engage with residents on what mattered to them, respond in a proactive way and plan improvements. Co-operative Neighbourhoods reasserted and strengthened the Council's commitment to Co-operative Council Principles. An implementation timetable showed how it would unfold over the next nine months, whilst appendices included a map of neighbourhoods, a template who's who information sheet and a communications plan.

Members were advised that the 6 localities were based on the pre-2017 County Council Electoral Divisions, although it was accepted that a different focus may be required for the Town Centre. The prototype/pilot Neighbourhood area would comprise the St. Nicholas and Martins Wood Wards.

Members commented as follows:

- The boundaries between the 6 proposed neighbourhood areas should provide for sufficient flexibility to acknowledge how local residents identified their community;
- If possible, the full roll-out of the of the scheme to the other neighbourhood areas following the pilot area should take place in advance of the August 2020 proposed deadline; and
- Residents should be provided with one initial point of contact, who would be responsible for forwarding on requests to the relevant officer(s).

In relation to the pilot neighbourhood of St. Nicholas and Martins Wood, the Executive agreed that this should encompass the streets to the north that bordered St. Nicholas Park which were currently in Woodfield Ward.

It was **RESOLVED:**

1. That the establishment of 6 Cooperative Neighbourhood areas, based on the pre-2017 Hertfordshire County Council divisions (see Appendix A for map) be approved. The 6 teams will form the basis of the Council's strategic approach to: delivering localised, responsive, coordinated and collaborative services; working with partners; and engaging with the different communities of Stevenage.
2. That the direction of travel set out in the report be approved, and that the development of Co-operative Neighbourhoods serves to reassert and

strengthen Stevenage's commitment to Co-operative Council Principles; with staff, Members, residents and partners working together to help people help themselves and to plan for the future of neighbourhoods.

3. That the phased implementation be approved, including the selection of St Nicholas and Martins Wood as the prototype neighbourhood (but also encompassing the streets to the north that bordered St. Nicholas Park which are currently in Woodfield Ward), with basic team and collaboration arrangements put in place in the remaining 5 neighbourhoods.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

5 COMMUNITY CENTRES REVIEW

The Portfolio Holder for Communities, Community Safety and Equalities presented a report in respect of the work completed as part of the Community Centres Review, and proposed a future operating model to help to make community centres more sustainable and to identify clear lines of responsibility along with opportunities to reduce costs.

The Executive was informed that nearly 400 residents had been consulted on the proposals by way of Focus Groups and Surveys and the results had informed the findings of the review, especially the model adoption and developmental themes as part of future partnership arrangements. It was proposed that community centre leases would be standardised where possible, but bespoke if necessary, and the report sought delegated authority for the leases to be renewed under the same timeframe.

The report recommended the adoption of a Hub & Spoke for community centre delivery, as the hubs would be for a wider range of services and partner organisations, with spokes providing a more traditional community offering. It was also proposed to refocus the relationship between SBC and Community Associations, with the Communities & Neighbourhoods Team taking a more active approach to adding value beyond being a funding source by addressing key developmental themes in a targeted manner.

In terms of financial implications, Members noted that the current model and buildings had a significant cost value attached over the next 10 years. Existing facilities were built at a similar time and, as a result, the costs for these buildings were also rising together as they aged. Exploring options to replace some of this provision as part of regeneration or redevelopment could help to reduce pressure on the capital budget, whilst providing modern community provision.

Members' views on the report included:

- Support for the hub and spoke model of community centre delivery; the proposals for the social clubs/bars; and the proposals for standardised (but with flexibility for some bespoke items) community centre leases, which would assist community associations in bids for funding;

- It was hoped to replace or supplement community centre buildings, including the addition of one of significant size in the south of the town;
- Further work should be undertaken on the percentage of population that used community centres in each area, in order to inform initiatives to encourage the introduction of a wider breadth of activities aimed at developing an enhanced use of the facilities.

The Executive supported an additional recommendation (that could form the basis of one of the standardised clauses in the leases) that organisations using SBC buildings, community assets or managing facilities or delivering services to the people of Stevenage should reflect the Council's values and policies of inclusion and be politically neutral.

It was **RESOLVED**:

1. That the findings of the stage two review of community centres, specifically the highlighted development themes and their individual targets, be noted.
2. That the adoption of a Hub & Spoke Model in relation to both current and the development of future community centres, ensuring there are Community Hubs in the North, Central and South of Stevenage, be approved.
3. That it be agreed that the findings of the Community Centre Review should inform future consideration on the provision of Community Facilities throughout Stevenage as part of redevelopment opportunities.
4. That delegated authority be given to Strategic Director (TP), having consulted the Portfolio Holders for Communities, Community Safety & Equalities and Neighbourhoods & Co-operative Working, to negotiate new Leases and related contractual agreements with Community Associations.
5. That the Co-operative Compact Partnership continues as a mechanism through which the model and social value framework can be further developed, building upon the collaborative working relationship between the Council and community associations.
6. That organisations using SBC buildings, community assets or managing facilities or delivering services to the people of Stevenage should reflect the Council's values and policies of inclusion and be politically neutral.

Reason for Decision: As contained in report; and 6. To ensure use of the buildings reflects SBC values and policies of inclusion.

Other Options considered: As contained in report.

6 COMMUNITY INFRASTRUCTURE LEVY (CIL)

The Portfolio Holder for Environment and Regeneration presented a report reminding the Executive that the Community Infrastructure Levy (CIL) was a planning charge introduced by the Planning Act 2008, as a tool for local authorities to help deliver infrastructure to support the development of their area. It allowed

local authorities to raise funds from developers undertaking new building projects. The money was then ‘pooled’ and could be used to fund a wide range of infrastructure, such as transport schemes, schools, community facilities, parks and leisure facilities, which were needed as a result of development taking place. CIL was fairer, faster and more certain and transparent than the system of planning obligations (Section 106), which often caused delay as a result of lengthy negotiations and which was subject to viability.

The Portfolio Holder for Environment and Regeneration advised that, following public consultations in September 2018 and April 2019, the Draft Charging Schedule was submitted to an Independent Examiner on 2 August 2019 (as approved by Executive in June 2019). A public hearing session was held on 5 September 2019. Following the receipt of the Examiner’s Report, the Executive was requested to recommend to Council that it approved the CIL Charging Schedule, with effect from 1 April 2020. It was anticipated the CIL rates would be reviewed after 12-18 months to ensure the rates set were still appropriate.

The Executive supported an additional recommendation requesting officers to commence the review of the level of fees contained in the CIL Charging Schedule after the first year of its operation.

It was **RESOLVED:**

1. That the outcomes of the independent examination be noted.
2. That the content of the Examiner’s Report be noted (attached as Appendix A to the report).
3. That Executive recommends to Council that:
 - (i) it accepts the Examiner’s modifications and recommendation to approve the Charging Schedule, and supporting Instalments Policy and Payments in Kind Policy, attached at Appendices B-D to the report;
 - (ii) it approves the Charging Schedule, and supporting Instalments Policy and Payments in Kind Policy, to be brought into effect on 01/04/20;
 - (iii) it approves the setup of an allocated financial reserve to draw down on for the CIL Officer post with an annual review.
4. That, subject to Council approving the Charging Schedule and supporting documents, delegated authority be given to:
 - (i) the Assistant Director, Planning and Regulation, having consulted the Portfolio Holder for Environment & Regeneration, to authorise the expenditure of CIL funds under £75,000;
 - (ii) Planning and Development Committee to authorise the expenditure of CIL funds of £75,000 or more.

5. That officers be requested to commence the review of the level of fees contained in the CIL Charging Schedule after the first year of its operation.

Reason for Decision: As contained in report; and 5. To ensure robust monitoring of the CIL Charging Schedule.

Other Options considered: As contained in report.

7 **HERTFORDSHIRE GROWTH BOARD MEMORANDUM OF UNDERSTANDING**

The Chief Executive introduced a report which advised that, since September 2018, Hertfordshire Leaders and the Local Enterprise Partnership Chair had been collaborating through the Hertfordshire Growth Board. The Growth Board had identified a range of growth-related challenges, including significant demand for new homes, including provision of more and high quality affordable homes; additional investment for infrastructure for current and new residents; providing jobs and economic opportunities for all residents; supporting and maintaining a high quality environment and the threat posed by climate change.

The Strategic Director (TP) stated that the Leaders of the District Councils, County Council, and the Local Enterprise Partnership had agreed to develop a Memorandum of Understanding (MoU), to set out the Core Objectives and Aims of working through the Hertfordshire Growth Board and the Principles of Partnership. The objectives of the collaboration focussed on taking a broader place-based approach to strategic planning for development, infrastructure, transport, climate change, and economy.

The Strategic Director (TP) explained that the MoU identified benefits to be achieved through partnership working, using the two-tier system at its best, responding to wider challenges, providing leadership of place, and increasing impact. It also included principles of how the organisations would work together, how they would undertake place-making in Hertfordshire, and their approaches towards governance. The scope of the MoU made it clear that any Council exercising any particular function should continue to do so – including local plans, housing, and development management.

In response to a Member's question, the Borough Solicitor advised that should conflicts arise between various partners/signatories to the Memorandum of Understanding, there was a clause allowing for 30 days' notice to be given for withdrawal from the partnership, although any obligations given towards specific projects may need to continue until those projects were completed.

It was **RESOLVED:**

1. That the progress and work of the Hertfordshire Growth Board be noted.
2. That it be agreed that Stevenage Borough Council enter into the Hertfordshire Growth Board Memorandum of Understanding, attached as Appendix 1 to the report.

Reason for Decision: As contained in report.
Other Options considered: As contained in report.

8 DEVELOPING A TOWN FUND DEAL

The Portfolio Holder for Environment and Regeneration introduced a report advising that, on 1 November 2019, the Government had issued a Towns Fund prospectus inviting 100 towns to develop proposals to benefit from up to £25M funding, with £173,000 allocated to Stevenage Borough Council to proceed with this work.

The Portfolio Holder for Environment and Regeneration explained that the prospectus identified a number of short-term actions that would need to be taken in order to put forward a Town Investment Plan and proposals. This includes completion, by 19 December 2019, of a readiness assessment to identify in which phase a Town Deal could be negotiated with the Government. The prospectus also included a requirement for a Town Board to be established by the end of January 2020 and a Town Investment Prospectus to be developed and submitted in the first part of 2020. Within the Towns Fund prospectus, the role of SBC was as lead body, to convene a Town Deal Board with an advisory function.

Members noted that officers would engage with Hertfordshire Local Enterprise Partnership and the Government to request that the new Town Deal Board could oversee Growth Deal 3 funded projects as part of the delivery of SBC's existing regeneration programme. The report sought approval to the draft Terms of Reference for the new Town Deal Board, the process to recruit an independent Chair and to create the Town Deal Board. Given the short timeframes that could be available, the report also sought delegation to officers to work with Portfolio Holders and local partners to progress the establishment of the relevant governance. A full programme of consultation would take place to inform possible projects and business cases.

In connection with report, the Strategic Director (TP) circulated a document summarising the progress of the Regeneration programme throughout 2019.

The Strategic Director (TP) advised that the Chair of the Town Deal Board would not be entitled to any remuneration, other than expenses.

In order to reinforce the Council's decision for culture to be at the heart of the Town Centre Regeneration development, Members supported an additional recommendation that the Executive noted the importance of culture within the Town Deal Fund and the work to develop a Cultural Strategy for Stevenage, and requested officers to consider bringing forward culture-led projects within the emerging Town Deal Investment Plan to enable Stevenage to develop its cultural offer.

It was **RESOLVED**:

1. That the release of the Towns Fund prospectus and the steps that would be needed to put in place a Town Deal Board by end of January 2020 and Town Investment Plan by mid-2020 be noted.

2. That authority be delegated to the Strategic Director (TP), having consulted with the Leader and Portfolio Holder for Environment and Regeneration, to complete a readiness assessment for submission to government by 19 December 2019.
3. That the draft Terms of Reference for a new Town Deal Board, set out at Appendix B to the report, delegating finalisation of the draft Terms of Reference to the Strategic Director (TP), having consulted with the Leader and Portfolio Holder for Environment and Regeneration, be approved.
4. That the commencement of an open advertising, recruitment and selection process for an Independent Chair of the Town Deal Board, having consulted other key local stakeholders be approved, finalisation of the recruitment and selection process to be delegated to the Strategic Director (TP), having consulted with the Leader and Portfolio Holder for Environment and Regeneration.
5. That the importance of local consultation to inform the development of the vision for the Town Deal be noted, and Officers be requested to develop a comprehensive consultation and engagement plan, using existing consultation data and using a co-operative approach to engage with residents, partners, businesses and other stakeholders to help inform the options to be considered through a Town Investment Prospectus.
6. That the importance of culture within the Town Deal Fund and the work to develop a Cultural Strategy for Stevenage be noted, and that officers be requested to consider bringing forward culture-led projects within the emerging Town Deal Investment Plan to enable Stevenage to develop its cultural offer.

Reason for Decision: As contained in report; and 6. To ensure that cultural projects are included in the emerging Town Deal Investment Plan.

Other Options considered: As contained in report.

9 CORPORATE PERFORMANCE QUARTER TWO

The Chief Executive presented a report on Corporate Performance in Quarter Two of 2019/20 (July – September 2019) and advised that, of the 55 Performance Indicators monitored, 51 were at green status; 1 was at amber status (Agency staff usage); 2 were at red status (Number of households in temporary accommodation and the staff sickness absence rate); and one was not available (Health and Safety compliance).

The Chief Executive explained the reasons for the amber, red and not available items, and the improvement proposals for each item.

The Chief Executive summarised a number of performance highlights throughout 2019/20 so far.

In respect of the Sickness Absence Performance Indicator, the Executive noted that the percentage figure was skewed due to instances of long-term sickness. The Senior Human Resources Manager undertook to provide Members with statistics relating to short-term sickness absence only.

It was **RESOLVED**:

1. That the delivery of priorities which form the Future Town, Future Council Programme and performance of the Council across the key themes for quarter Two 2019/20, together with the latest achievements, be noted.
2. That actions to ensure the improvement in the non-statutory compliance of non-domestic/non-commercial Council buildings in accordance with the compliance contract be noted and endorsed (Paragraphs 3.64 to 3.67 of the report).
3. That the improved performance in the Customer Service Centre be noted and continuing plans to sustain and improve performance be endorsed (Paragraphs 3.84 to 3.90 of the report).
4. That the impact of the rise in long term sickness in relation to the overall average sickness absence levels be noted and that ongoing implementation of improved practices to support sickness absence management be endorsed (Paragraphs 3.99 to 3.104 of the report).
5. That the review of the performance measure relating to number of households in temporary/emergency accommodation be noted and monitored (Paragraphs 3.68 to 3.70 of the report).

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

10 COUNCIL TAX BASE 2020/21

The Portfolio Holder for Resources presented a report on the Council Tax Base for 2020/21, which was estimated to be 27,780.7 Band D equivalents, after an allowance of 98.25% on the collection rate (27,329.9 in 2019/20). The 2020/21 total number of properties in the tax base before discounts were given was estimated to be 37,471 homes.

The Portfolio Holder for Resources commented that the tax base had increased by 450.8 Band D equivalent properties compared to the 2019/20 tax base, which generated (with council tax support changes) an additional £107,295 additional council tax for Stevenage before any council tax rise was considered.

It was **RESOLVED**:

1. That in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012, the amount calculated by Stevenage Borough Council for the year 2020/21 shall be 28,275.6 equivalent "Band D" properties

reduced to 27780.7 equivalent “Band D” properties after making allowances for a 98.25% collection rate.

2. That the 2020/21 Council Tax Base be approved, subject to any changes made to the Council Tax Support Scheme (CTS) for 2020/21. The Executive approved the CTS scheme at its meeting on 20 November 2019 for recommendation to Council.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

11 HOUSING REVENUE ACCOUNT (HRA) MEDIUM TERM FINANCIAL STRATEGY (2019/20 - 2023/24) AND HRA BUSINESS PLAN REVIEW 2019

The Portfolio Holder for Resources introduced a report which outlined the revised HRA Business Plan, taking into consideration the change to the Rent Policy, which would be applicable from April 2020, as well as the 1% increase in interest payments on Public Works Loan Board (PWLB) loans.

The Portfolio Holder for Resources stated that it was proposed that rents be increased in line with Government guidelines of CPI + 1% for the next 5 years. The revisions to the HRA Business Plan and Medium Term Financial Strategy (MTFS) had been made to ensure the continuation of support to the Council’s ambitions to build new housing and maintain existing stock, keeping customers safe in their homes, in line with the recommendations emerging from the Hackett Report.

The Portfolio Holder for Resources commented that the Plan supported the delivery of an additional 271 homes, and the additional requirements following the review of building safety, anticipated changes to the decent homes standard, a planned maintenance programme to follow on from the Major Refurbishment contract and 5 year electrical testing programme.

Consideration was also given to remodelling/redeveloping SBC high rise blocks, tackling poorly performing assets, and an aspiration to improve the Council’s SAP rating on its homes. Investment would also be made to ensure that the housing management and repairs services were fit for purpose.

The Portfolio Holder for Resources explained that additional borrowing would allow provision to be made in the Business Plan in response to the various challenges over the next 30 years, as set out in the report. With the increased investment through planned works it was also proposed to introduce a 2% repairs efficiency target to reduce spend on responsive repairs incrementally over the life of the Business Plan

The Executive noted that the maximum debt in the Plan was now £288Million (£220Million last year) and the debt at Year 30 was £182Million (£59Million last year). In terms of the additional borrowing in the Business Plan, the following applied:

- Debt repayments were spread evenly over the life of the plan to avoid peaks in repayments;
- The cost of servicing debt has been kept proportionate to income;
- Loan periods had been optimised to minimise interest payments and allow capacity for future borrowing to support the service;
- A £5Million reserve had been set up to cover potential interest rate volatility;
- Higher HRA balances were required in the early years of the Plan to enable debt servicing to be affordable in the middle to later part; and
- Minimum HRA balances had been increased by £1Million to recognise the possible increased risks posed by higher borrowing levels. This was particularly important in relation to the recent increase in PWLB interest rates.

It was **RESOLVED:**

1. That, for modelling purposes, fees and charges increases are in line with inflation.
2. That, for modelling purposes, the updated inflation assumptions used in the Medium Term Financial Strategy (Paragraph 4.5.1 refers) be approved.
3. That the Capital Programme assumptions contained within the report be approved for the existing programme and new build properties and incorporated into the 2020/21 budget.
4. That officers review responsive repairs spend, taking into account the anticipated impact of the planned maintenance programme and the delivery of the 2% repairs efficiency target (Paragraphs 4.3.5 and 4.4.7 of the report refer).
5. That borrowing to fund capital projects in 2020/21 of £23.8Million be approved and that future years are considered annually in line with anticipated expenditure.
6. That the minimum level of balances for the HRA Business Plan, set as a minimum £3Million plus inflation (Paragraph 4.4.7 of the report refers), be noted.
7. That the creation of a reserve of £5Million, to mitigate against future interest rate volatility and a reserve to accommodate future debt repayment, be noted.
8. That if material changes to forecasts are required following further Government announcements, the Assistant Director (Finance and Estates) be requested to revise the Medium Term Financial Strategy and re-present it to the Executive for approval.
9. That the revised HRA MTFS principles be approved.
10. That the Trade Unions and staff be consulted on the key messages contained within the Medium Term Financial Strategies and more specifically when drawing up any proposals where there is a risk of redundancy.

Reason for Decision: As contained in report.
Other Options considered: As contained in report.

12 DRAFT HOUSING REVENUE ACCOUNT (HRA) AND RENT SETTING 2020/21

The Portfolio Holder for Resources presented a report which advised that the average weekly rent increases for Council homes based on a CPI+1% increase (September index) or 2.7% was £3.16 for a LSSO, £2.56 for social housing, and £4.17 for affordable housing. The net rental income increase for 2020/21 was estimated to be £1,026,200, which included the impacts of estimated right to buys, estimated new properties and properties taken out of management (awaiting redevelopment). This was the first increase in general rents since 2015/16.

The Portfolio Holder for Resources stated that the comparison between Housing Revenue Account (HRA) property rents per week and private sector rents showed that a three bedroom private sector rental property costs 137% (2019/20, 140%) more per week than a SBC Council home and 34% more than the affordable let properties (2019/20, 40%).

The Portfolio Holder for Resources advised that the growth in the HRA for next year also included growth of £950,000, as contained in the HRA Business Plan, and in addition to the growth included in the Financial Security report approved by the Executive at its meeting held on 20 November 2019. The 2020/21 HRA projected year-end balance was estimated to be £196,000 higher than that included in the HRA Business Plan report. This was because inflationary pressures were lower than budgeted for.

The Portfolio Holder for Resources explained that the recommended changes requested for the 2019/20 HRA, which were in line with the HRA Business Plan, included:

- The set aside of £5Million to fund fluctuations in interest rates, in order to allow the HRA to absorb variances in interest rates in this and future years;
- The removal of revenue contributions to capital, with the exception of £1.8Million which was to be set aside for internal borrowing taken in 2018/19 and to be replaced with external debt;
- The implementation costs of Financial Security options included in the November 2019 report; and
- The carry forward of transformation budgets to 2020/21.

Members noted that the Housing Management Advisory Board would be consulted on the HRA budget at its meeting to be held on 16 January 2020.

It was **RESOLVED:**

1. That HRA dwellings be increased, week commencing 1 April 2020, by 2.7%, an average increase of £2.56 for social rents £4.17 for affordable rents and £3.16 for Low Start Shared Ownership (LSSO) homes per week. This has been calculated using the rent formula, CPI +1% in line with the Government's rent

policy, as set out in Paragraph 4.1.1. of the report.

2. That the rent policy be updated to reflect the rent increase guidance of CPI+1%, (revised from a minus 1% rent reduction excluding LSSO properties).
3. That the draft 2020/21 HRA budget be approved, as set out in Appendix A to the report. This may be subject to change as a result of consultation and the finalisation of recharges from the General Fund.
4. That the final HRA rent setting budget for 2020/21 be presented to the Executive on the 22 January 2020 and then Council on 29 January 2020.
5. That key partners and other stakeholders be consulted and views fed back into the 2020/21 budget setting process.

Reason for Decision: As contained in report.

Other Options considered: As contained in report.

13 URGENT PART I BUSINESS

None.

At this juncture, the Chair expressed her thanks to all Council staff that had worked so diligently on the Parliamentary Election held on 12 December 2019.

14 EXCLUSION OF PRESS AND PUBLIC

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as described in Paragraphs 1 to 7 of Schedule 12A of the Act, as amended by SI 2006 No. 88.
2. That, having considered the reasons for the following items being in Part II, it be determined that maintaining the exemption from disclosure of the information contained therein outweighed the public interest in disclosure.

15 PART II MINUTES - EXECUTIVE - 20 NOVEMBER 2019

It was **RESOLVED** that that the Part II Minutes of the meeting of the Executive held on 20 November 2019 be approved as a correct record for signature by the Chair.

16 URGENT PART II BUSINESS

None.

CHAIR

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STEVENAGE BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE MINUTES

Date: Wednesday, 18 December 2019

Time: 6.00pm

Place: Shimkent Room, Daneshill House, Danestrete

Present: Councillors: Lin Martin-Haugh (Chair), Philip Bibby CC (Vice-Chair), Sandra Barr, Jim Brown, Laurie Chester, Michael Downing, Michelle Gardner, Andy McGuinness, John Mead, Adam Mitchell CC, Robin Parker CC and Claire Parris.

Start / End Time: Start Time: 6.00pm
End Time: 8.05pm

1 **APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were received from Councillors Sarah-Jane McDonough and Sarah Mead.

There were no declarations of interest.

2 **MINUTES - 11 NOVEMBER 2019 AND 25 NOVEMBER 2019**

It was **RESOLVED** that the Minutes of the meetings of the Overview & Scrutiny Committee held on 11 November 2019 and 25 November 2019 be approved as correct records for signature by the Chair.

In relation to Minute 2 of the meeting of the Committee held on 25 November 2019, it was confirmed that the Assistant Director (Planning and Regulatory) had circulated a briefing note to Members on the status of cycleways in Stevenage.

3 **PART I DECISIONS OF THE EXECUTIVE**

A Member commented that the Notice of Decisions of the Executive meeting held on 16 December 2019 had been tabled, thereby allowing limited time for Members to prepare for the Overview & Scrutiny Committee meeting. Upon asking if the items for consideration could be deferred to January 2020, officers responded that this would not be possible as many of them were time critical. Another Member commented that he was happy for the meeting to proceed because the agenda related to the papers of the Executive that had been in circulation for some time. However, it was suggested that the timing of Overview & Scrutiny Committee meetings in relation to Executive meetings could form part of the Committee's ongoing review of the SBC scrutiny function.

The Committee considered the decisions of the following matters arising from the Executive meeting held on 16 December 2019:

Minutes of the Executive – 20 November 2019

Noted.

Minutes of the Overview & Scrutiny and Select Committees

Noted.

Co-operative Neighbourhoods

The Committee was advised that the Executive had approved the recommendations set out in the report, and had agreed that the pilot neighbourhood of St. Nicholas and Martins Wood should encompass the streets to the north that bordered St. Nicholas Park which were currently in Woodfield Ward.

In reply to a series of Members' questions, officers commented:

- The pre-2017 County Division boundaries were chosen as the 6 neighbourhood areas as they were more synchronised with the existing SBC ward boundaries;
- The St. Nicholas / Martins Wood prototype neighbourhood area was selected as some initial community engagement work and neighbourhood investment had already taken place or was being planned in the area. The order of wards to benefit from the CNM programme had been determined as a consequence of the results of the Residents' Survey;
- The bringing together of teams across the organisation would enable issues to be tackled in a more streamlined and co-ordinated manner, with clear accountability within services for each area and engagement with local residents to build community capacity; and
- Community Wealth Building (CWB) aimed to focus on building social value, in endeavouring to "lock in" investment for local communities within those communities. CWB would be the subject of the Main Debate item at the 29 January 2020 Council meeting.

A Member suggested that the roles of Members within the Co-operative Neighbourhood Management (CNM) programme could perhaps form the topic for a future All-Member Seminar following on from the related session help with the CNM team in 2019.

Community Centres Review

The Committee was informed that the Executive had approved an additional recommendation that organisations using SBC buildings, community assets or managing facilities or delivering services to the people of Stevenage should reflect the Council's values and policies of inclusion and be politically neutral.

In response to Members' questions, the Assistant Director (Communities and Neighbourhoods) advised:

- There would be potential additional capital costs for any additional community

centre floorspace, but these would be unknown until any required works were scoped and business cases considered. However, there was provision in the Council's Capital Strategy for a new Community Centre associated with the Kenilworth redevelopment;

- There was no list of which community centres would be hubs and which would be spokes. The principle of the hub and spoke model had been approved by the Executive, and further detailed work would be carried out in the 2020/21 Financial Year;
- The emphasis would be on providing a sustainable future model of community centre provision, both for existing and any proposed new centres. Community centres would not be considered in isolation, but rather as part of the Asset Management Strategy;
- Consideration would be given to the location of the hub community centres, in terms of accessibility from all parts of each hub and spoke area;
- In order to provide a level of sustainability, a balance would need to be struck between commercial and community based activities offered by each community centre;
- There was no expectation that Community Associations would be asked to divert from their defined geographical focus, although the hub and spoke model could provide an opportunity for them to operate as touchdown points for SBC staff and partner organisations in providing an outreach service to residents; and
- It was clarified that the additional Executive recommendation regarding the political neutrality of groups using the centres would not affect their use by local Members in conducting their regular Ward surgeries.

In respect of Community Centre leases, a Member raised a particular issue regarding the ongoing determination of a lease for the Old Stevenage Community Association. The Assistant Director (Finance and Estates) undertook to investigate the matter and advise the Member of the latest position.

Community Infrastructure Levy (CIL)

It was explained that the Executive had approved an additional recommendation requesting officers to commence the review of the level of fees contained in the CIL Charging Schedule after the first year of its operation.

The Conservative Group Members on the Committee stated that they could not support the reduced CIL rate of £40 per square metre for Market housing in Zone 1 (Stevenage Central, West and North Stevenage developments), as they felt that insufficient CIL funding would be generated for associated infrastructure improvements. Furthermore, they considered that a lower level of CIL levy adversely affected the value of development land.

In respect of questions raised by Members, officers stated:

- There would be some instances where developments would attract both CIL and Section 106 payments, the latter when infrastructure improvements were required directly as a result of that development (eg. new schools) to make the proposal acceptable in planning terms;
- Local Authorities in the south-west of the county had adopted higher CIL rates

than those proposed for SBC, but land values were higher as these Authorities were located closer to the Greater London area. The Independent Examiner for the SBC CIL had used the same viability methodology for calculation of the recommended rates as that used by the other Local Authorities;

- The allocation of the CIL funding to specific projects would be determined by officers, in consultation with appropriate Members. The Council's Infrastructure Delivery Plan would be updated to identify and prioritise areas that needed funding;
- Officers agreed to provide a Member with contact details of a County Council officer who could assist in explaining the methodology on how HCC prioritises spend on Section 106/CIL monies;
- 80% of CIL monies were required to be ring-fenced for larger infrastructure projects; 15% could be spent on community-based schemes, and officers would be looking at options for local Members and communities to be involved in putting forward such schemes; and
- It was confirmed that the CIL rates would become effective from 1 April 2020. As such, any planning applications that were determined before that date would not attract a CIL levy, but would still be subject to the Section 106 regime. However, a significant advantage of the CIL system would be that, unlike Section 106, the first payment would be within 60 days of the commencement of the development, thereby allowing pooled CIL funds to be devoted to infrastructure improvements at an earlier stage.

Hertfordshire Growth Board Memorandum of Understanding

The Committee acknowledged the importance of the Hertfordshire Local Authorities working together to secure the necessary funding for progressing place-based improvements across the county.

In response to Members' questions, the Chief Executive stated:

- It was anticipated that the Herts Growth Board would approach the Government for funding in Quarter one or two of the next financial year, but this would be subject to a number of factors which could speed up or delay the bid preparation process;
- There were a number of overarching strands in the Growth Board programme, with a lead Leader and lead Chief Executive being allocated to each of them. The Chief Executive confirmed that he was the lead CE for the Climate Change strand (with the East Herts DC Leader), and would be seeking to co-ordinate the work of the Growth Board in this regard across the county. This would include the development of a Hertfordshire Climate Change / Sustainability Policy Statement that would inform all strands of the Growth Board's programme. It was also noted that Councillor Sharon Taylor was a member of the negotiating team that was meeting with the Ministry for Housing, Communities and Local Government;
- The Growth Board would be pulling together a countywide schedule of current and emerging projects. It was not believed that there was any inter-dependency between Growth Board funding and projects identified through the Town Fund Deal;
- The Growth Board would strive to not miss any opportunities by failing to consider cross-boundary issues.

Developing a Town Fund Deal

The Committee was advised that the Executive had noted the importance of culture within the Town Deal Fund and the work to develop a Cultural Strategy for Stevenage, and had requested officers to consider bringing forward culture-led projects within the emerging Town Deal Investment Plan to enable Stevenage to develop its cultural offer.

A Member raised the issue of the Town Fund Deal being administered by an unelected Board, rather than solely by the Council, bearing in mind it that Borough/District Local Authorities were expected to take the lead on the Deal.

The Chief Executive replied that the Council working with key partners locally, other agencies and the Government would seek to ensure that future Board arrangements best enabled the ongoing development of the regeneration programme. The Town Fund Deal prospectus was relatively broad when describing where in the Borough the funding secured could be spent. He confirmed that there were a number of broad project options and that these would have to be worked up for consideration by the Board in due course.

Corporate Performance Quarter Two

The Committee was advised that, in respect of the Sickness Absence Performance Indicator, the Executive had noted that the percentage figure was skewed due to instances of long-term sickness. The Senior Human Resources Manager had undertaken to provide Executive Members with statistics relating to short-term sickness absence only.

In response to a Member's question, the Strategic Director (RP) advised that the "balanced scorecard" for performance information had been discontinued a number of years ago, as it was felt important that such information focussed on updates on the Council's key ambitions as well as specific Business Unit Performance Indicators.

In relation to a query regarding the reason why there was no current available performance information relating to Asset 5b: Percentage of assets known to be health and safety compliant, the Committee was informed that the Council was 100% compliant with statutory health and safety matters as currently measured, but that discussions were ongoing with the relevant contractor to ensure that adequate systems were in place to record performance in respect non-statutory health and safety matters (planned preventative maintenance, such as gutter clearance).

Council Tax Base 2020/21

Noted.

Housing Revenue Account (HRA) Medium Term Financial Strategy (2019/20 – 2023/24) and HRA Business Plan

The Committee was advised that the HRA Business Plan had been updated to

reflect the recent 1% increase in Public Works Loan Board interest rates. The Business Plan now supported the delivery 2,433 new Council homes, which was 271 more homes than that projected in the previous year's projections.

The Assistant Director (Finance and Estates) confirmed that the projections for new homes in the first few years of the HRA Business Plan were based on site specific data supplied by the Housing Development Team.

Draft Housing Revenue Account (HRA) and Rent Setting 2020/21

The Overview and Scrutiny committee considered the draft HRA rent and service charge proposals and budget. The Assistant Director (Finance & Estates) introduced the report and the Committee was advised that the draft HRA budget included the growth set out in the HRA Business Plan and that the average rent increase for Council homes was 2.7%, based on a CPI + 1% rise.

The Assistant Director (Finance and Estates) also clarified that future HRA new build schemes includes a 50/50 split between social and affordable units, as set out in the Business Plan approved principles. At the time of presenting the report the HRA stock comprised 7,891 social homes and 35 affordable homes.

4 URGENT PART I DECISIONS AUTHORISED BY THE CHAIR OF THE OVERVIEW & SCRUTINY COMMITTEE

None.

5 URGENT PART I BUSINESS

None.

6 EXCLUSION OF PRESS AND PUBLIC

It was **RESOLVED**:

1. That, under Section 100(A) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as described in paragraphs 1 – 7 of Part 1 of Schedule 12A of the Act as amended by Local Government (Access to Information) (Variation) Order 2006.
2. That Members consider the reasons for the following reports being in Part II and determine whether or not maintaining the exemption from disclosure of the information contained therein outweighs the public interest in disclosure.

7 PART II MINUTES - 25 NOVEMBER 2019

It was **RESOLVED** that the Part II Minutes of the meeting of the Overview & Scrutiny Committee held on 25 November 2019 be approved as a correct record for signature by the Chair.

8 **PART II DECISIONS OF THE EXECUTIVE**

The Overview and Scrutiny Committee considered and noted the Part II Minutes of the meeting of the Executive held on 20 November 2019.

9 **URGENT PART II DECISIONS AUTHORISED BY THE CHAIR OF THE OVERVIEW & SCRUTINY COMMITTEE**

None.

10 **URGENT PART II BUSINESS**

None.

CHAIR

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Meeting EXECUTIVE
Portfolio Area Resources/Housing
Date 22 JANUARY 2020



FINAL HRA RENT SETTING AND BUDGET REPORT

KEY DECISION

Authors Clare Fletcher | 2933
Lead Officers Clare Fletcher | 2933
Contact Officer Clare Fletcher | 2933

1. PURPOSE

- 1.1 To update Members on the draft proposals on the Housing Revenue Account (HRA) budgets and rent setting for 2020/21, to be considered by Council on 29 January 2020.
- 1.2 To update Members on any changes to the Rent Policy.
- 1.3 To propose the HRA rents for 2020/21.
- 1.4 To propose the HRA service charges for 2020/21.
- 1.5 To update Members on the 2019/20 and 2020/21 HRA budget, incorporating the Financial Security options and fees and charges included in the November Financial Security report, together with any revised income and expenditure assumptions identified since that report.

2. RECOMMENDATIONS

- 2.1 That HRA dwellings be increased, week commencing 1 April 2020 by 2.7% an average increase of £2.56 for social rents £4.17 for affordable rents and £3.16 for Low Start Shared Ownership homes per week. This has been calculated using the rent formula, CPI +1% in line with the governments rent policy as set out in paragraph 4.1.1.

- 2.2 That the rent policy update to reflect the rent increase guidance of CPI+1%, (revised from a minus 1% rent reduction excluding LSSO properties) agreed at the December Executive, is confirmed.
- 2.3 That Council be recommended to approve the 2020/21 HRA budget, as set out in Appendix A.
- 2.4 That Executive approve the revised 2019/20 HRA budget as set out in Appendix A.
- 2.5 That Council be recommended to approve the HRA Fees and Charges as outlined in Appendix C.
- 2.6 That Council be recommended to approve the 2020/21 service charges.
- 2.7 That Council be recommended to approve the minimum level of reserves for 2020/21 as shown in Appendix E to this report.
- 2.8 That the contingency sum of £250,000 within which the Executive can approve supplementary estimates, be approved for 2020/21 (unchanged from 2019/20).
- 2.9 That Council notes the comments from the overview and Scrutiny Committee as set out in the report.

3. BACKGROUND

- 3.1 The HRA Business Plan (BP), presented to the December Executive, sets out the 30 year income and expenditure projections for the HRA. The BP has been revised to include more external debt, taking advantage of the lifting of the HRA borrowing cap and also the adverse financial impact of the increase in Public Works Loan Board (PWLB) lending rates of 1%. This report sets out the budget for 2020/21 and revisions to the 2019/20 working budget.
- 3.2 The 2020/21 budget includes a rent increase for all council homes for the first time in four years. For the period 2016/17-2019/20 all but the Council's Low Start Shared Ownership (LSSO) homes had been subject to a 1% rent reduction in the Welfare Reform and Work Act 2016. The financial impact on the HRA is an estimated £225Million loss of rental income over a 30 year period.
- 3.3 The Government has announced from 2020, social housing providers can increase rents by CPI+1% for a five year period. However the difficulty for projecting HRA finances is that taking borrowing and investment decisions require a 30 year view. Particularly due to the payback period for building new social housing, with the rent being the major source of income for the HRA and the ability to fund the life cycle of components of a council home.
- 3.4 The impact of other potential legislation such as the Social Housing Green Paper is not yet fully understood, however assumptions have been made in the HRA BP and consequently in the HRA draft budget report regarding the possible financial impacts.
- 3.5 The outcome of the Government's consultation on 'Use of Right to Buy (RTB) Receipts' which allowed for increased flexibilities on the use of

1.4.1 receipts and holding existing receipts for five years is still not yet known and therefore no assumptions have been made in this report concerning this.

- 3.6 It is also not clear about Government future policy regarding RTB discounts which have more than doubled since 2011/12 from £34,000 to £82,800 in 2019/20. Any increase in the discount rate could influence the level of RTB sales, which again impacts on HRA available resources to fund improvements, new homes, or management costs.
- 3.7 The total number of HRA homes in management at 2 December 2019 is summarised in the table below. The average rents for 2020/21 are based on this housing stock, any right to buys or new schemes subsequent to this date may change the average rent per property type.

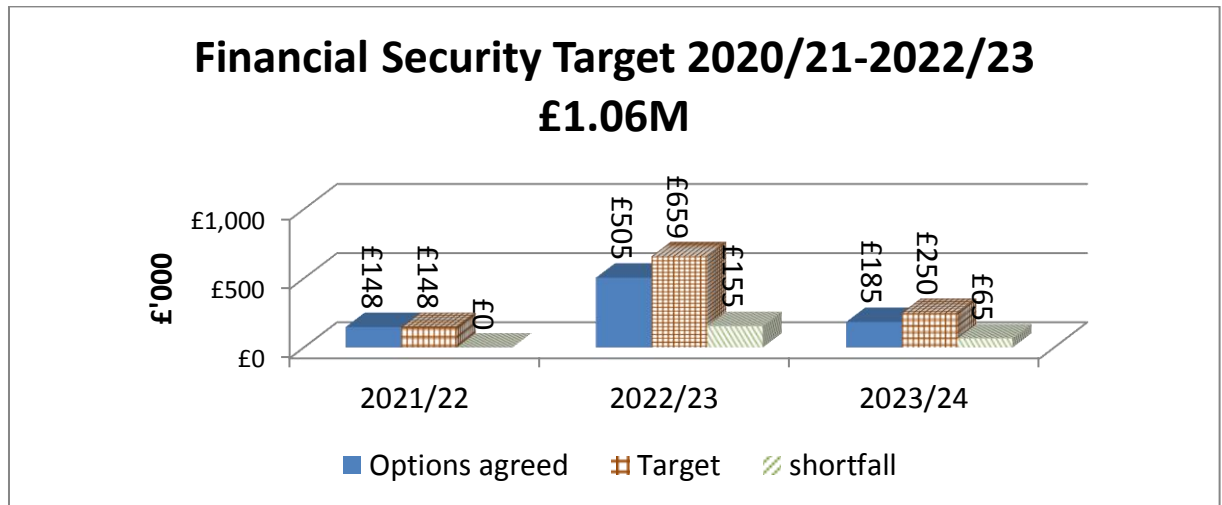
Stock Numbers	Social	Affordable	Sheltered	LSSO	Homeless	Total
Number of Properties at 2/12/2019	6,823*	35	844	85	137	7,924

**amended for two RTB's since draft HRA report*

- 3.8 The HRA Business Plan also presented to this Executive includes the Financial Security Options and Fees and Charges approved at the November Executive. A summary of the assumptions for the 2020/21 budget (included in the BP), are shown in the table below.

Financial Assumptions included in the HRA BP and November FS report	2019/20	2020/21
Rent & Service Charge Increases	1% rent reduction for general stock and 1%+CPI (3.4%) for LSSOs and relets to formula rent	CPI+1% or 2.7%
New Build	50% Affordable 50% Social	
Right-to-Buys	35	35
Bad debt rates	0.60%	0.52%
2020/21 Financial Security options	£354,630	205,909
2020/21 Growth bids	£190,000	£53,110
2020/21 Business Plan revenue growth	£0	£950,000
New Build - Number of Units (HRA BP)	66	9
Repayment of Debt	0	0
New loans	8,556,508	23,802,670
Capital Deficit in the Business Plan	0	0

3.9 The savings targets included in the current MTFs and Business Plan are shown below. The future target includes a 2% efficiency on repair costs as a result of capital and planned maintenance planned works.



3.10 The Budget and Policy Framework Procedure Rules in the Constitution prescribe the Budget setting process, which includes a minimum consultation period of three weeks. Under Article 4 of the Constitution, the Budget also includes: the allocation of financial resources to different services and projects; proposed contingency funds; setting the rents; decisions relating to the control of the Council’s borrowing requirement; the control of its capital expenditure; and the setting of virement limits. The timescale required to implement this process is outlined below.



4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 Rents

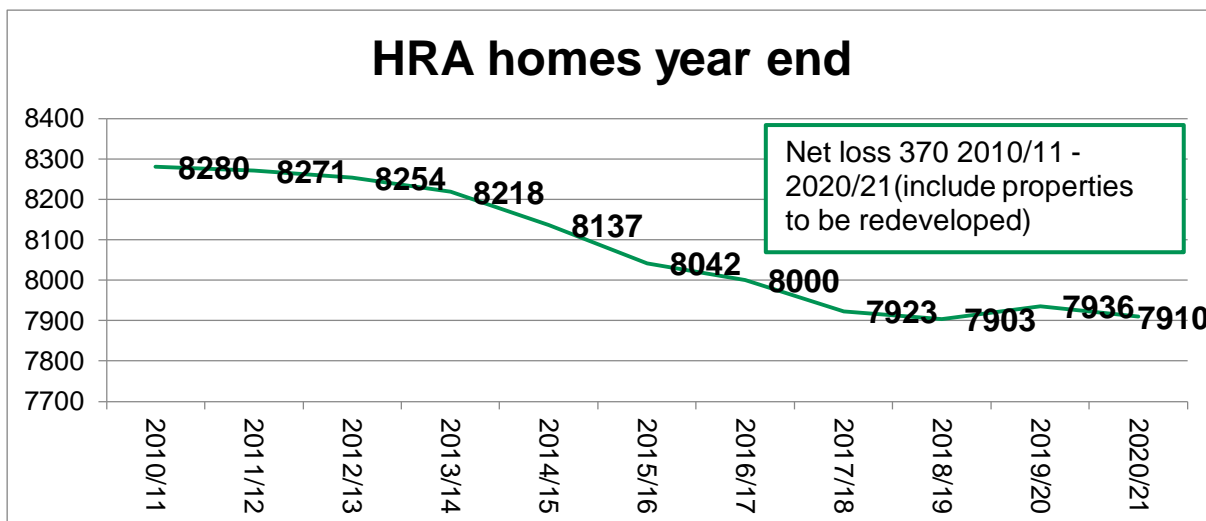
4.1.1 As stated in paragraph 3.2, 2020/21 will be the first year since 2016/17 that all HRA properties have a rental increase. The new rent standard announced by the government and social housing regulator is a CPI+1% increase for 2020/21. The CPI inflation increase is based on the September index which was 1.7%, this means the increase for 2020/21 for the council's housing stock is 2.7%.

4.1.2 The proposed average rents for 2020/21 are set out in the table below, there are currently 35 affordable rented properties (ranging from 4 bedroom-2 bedroom houses and flats).

Average Rents 2020/21	LSSO	Incr./ (decr.) %	social	Increase/ (decrease) %	Affordable	Incr./ (decr.) %
Average Rent 2019/20	£116.91		£94.98		£154.37	
Add rent impact 2020/21	£3.16	2.70%	£2.56	2.70%	£4.17	2.70%
Total 52 week Rent 2020/21	£120.07		£97.54		£158.54	

4.1.3 The net rental income increase for 2020/21 is estimated to be £1,026,200, which includes the impacts of estimated right to buys estimated new properties and properties taken out of management (awaiting redevelopment). This is unchanged from the draft budget to the December Executive.

4.1.4 The total number of properties in management is estimated to have reduced by 370 homes between 2010/11 and 2020/21. The forecast numbers for 2020/21 reflect the latest development timetable for the Kenilworth scheme and the expected lower level of open market purchases next year, while this scheme is being built.



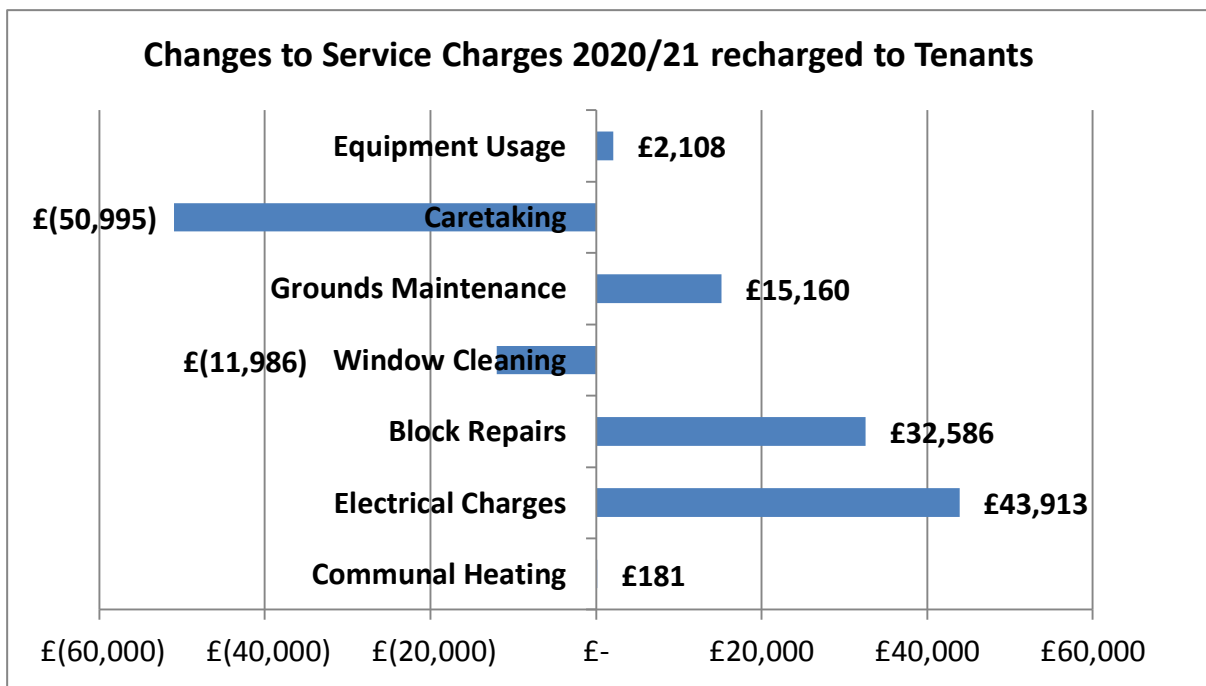
4.1.5 It was agreed at the December Executive to change the rent policy to reflect the latest rent standard issued by the Government. The revised policy includes the provision that *‘Stevenage Borough Council will increase HRA dwelling rents by CPI + 1% each year from April 2020, for a period of at least five years taking into account any future statutory guidance at that time’*.

4.2 Service Charges

4.2.1 Service charges are calculated for each block individually for 2,939 properties, (2019/20 2,902) or 37% of current SBC tenanted properties. A review of service charges has not concluded in time for the 2020/21 rent setting and still requires tenant and Member consultation. Service charges currently provided, (eligible for housing benefit) are shown below.

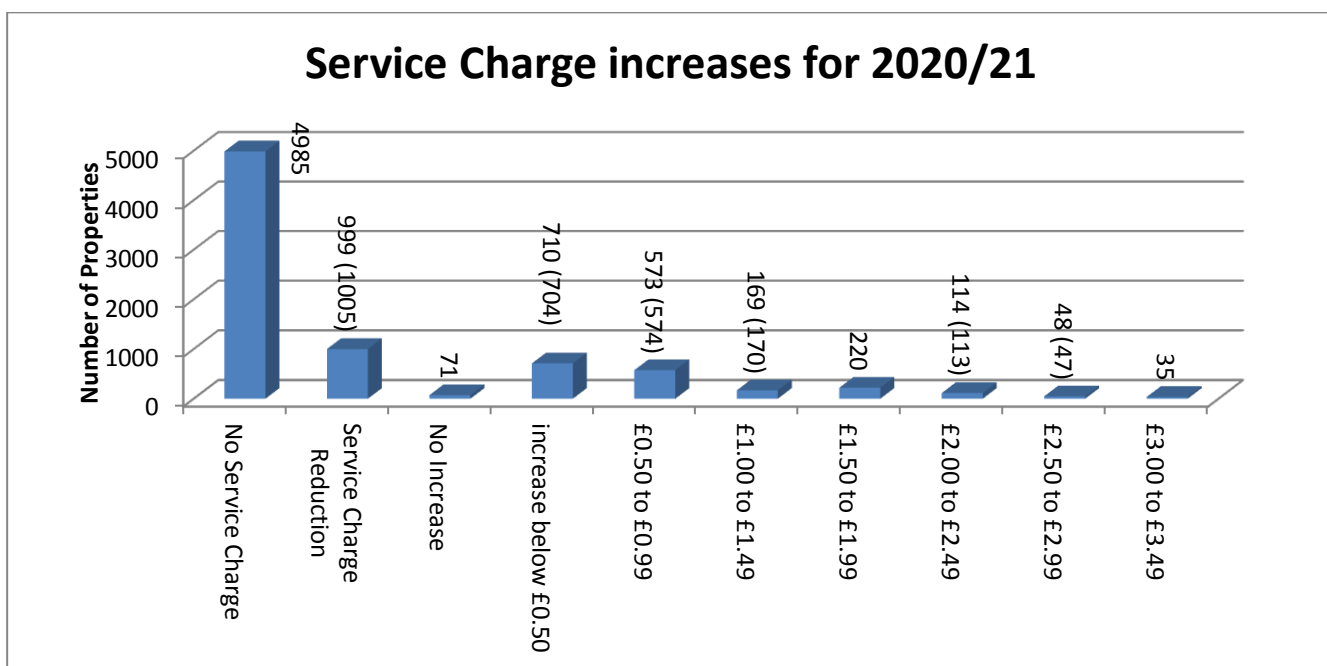
Service Charges:
Caretaking
Grounds maintenance
Window cleaning
Block repairs (including pest control)
Electrical charges
Communal heating

4.2.2 Service charges are not subject to the rental increase of 2.7%, but are based on cost recovery. For 2020/21, service charge costs will increase with inflationary pressures and changes in usage. Some figures have changed from the draft report, due to continuing data verification in the rent setting process and the draft figures are shown in brackets on the graphs. The chart below identifies the changes between 2019/20 and 2020/21 for service charges, the 2020/21 estimates are based on the projected budgeted costs for 2020/21 with the exception of block repairs which is ‘smoothed’ over a five year period to eliminate individual in year spikes in repairs spend.



**figures slightly amended since draft report for one property removed from service charges*

4.2.3 The spread of service charge increases for all tenants in 2020/21 is shown in the chart below. The impact of the changes in service charges, means 1,005 or 34% of homes (who get a service charge) will receive a service charge reduction, even though service charges have fluctuated between individual services as shown above. In the draft report there was one property with a service charge increase above £3.50, this property is now a general needs property and no longer pays sheltered service charges as a linked bungalow. A further two RTB's which were had no service charges have been removed from the report since the draft HRA budget.



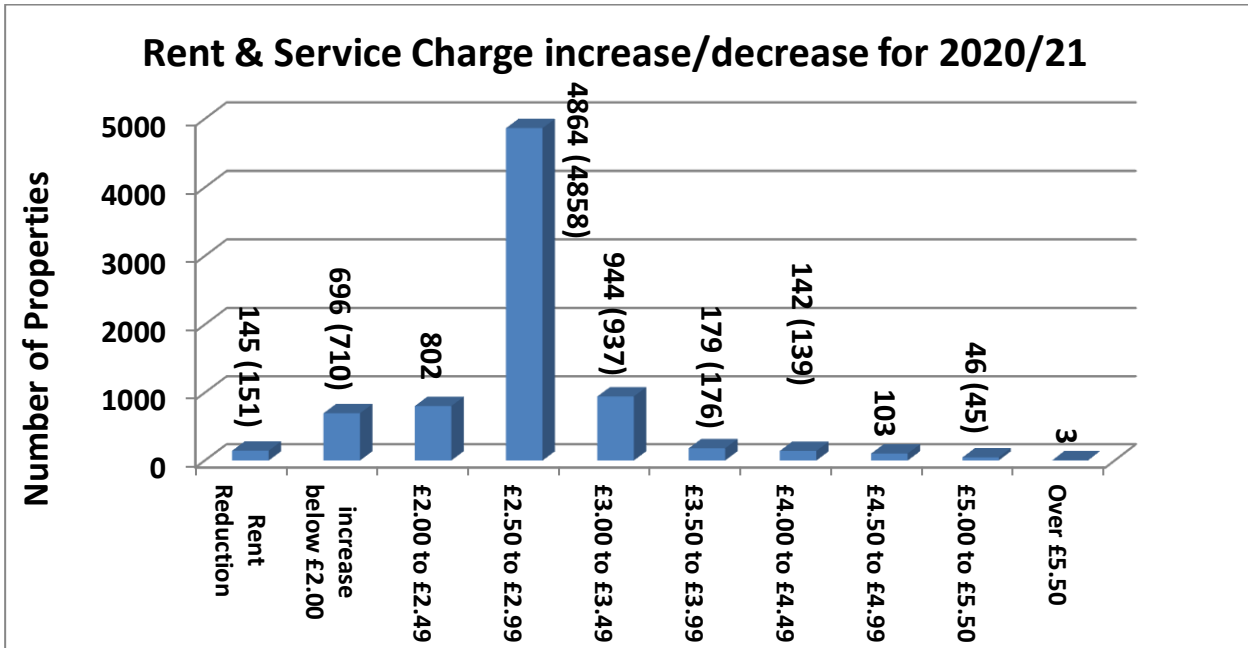
**Figures included in the draft report shown in brackets.*

4.3 Rents and Service Charges

4.3.1 The impact of the 2020/21 rent increase and service charges is

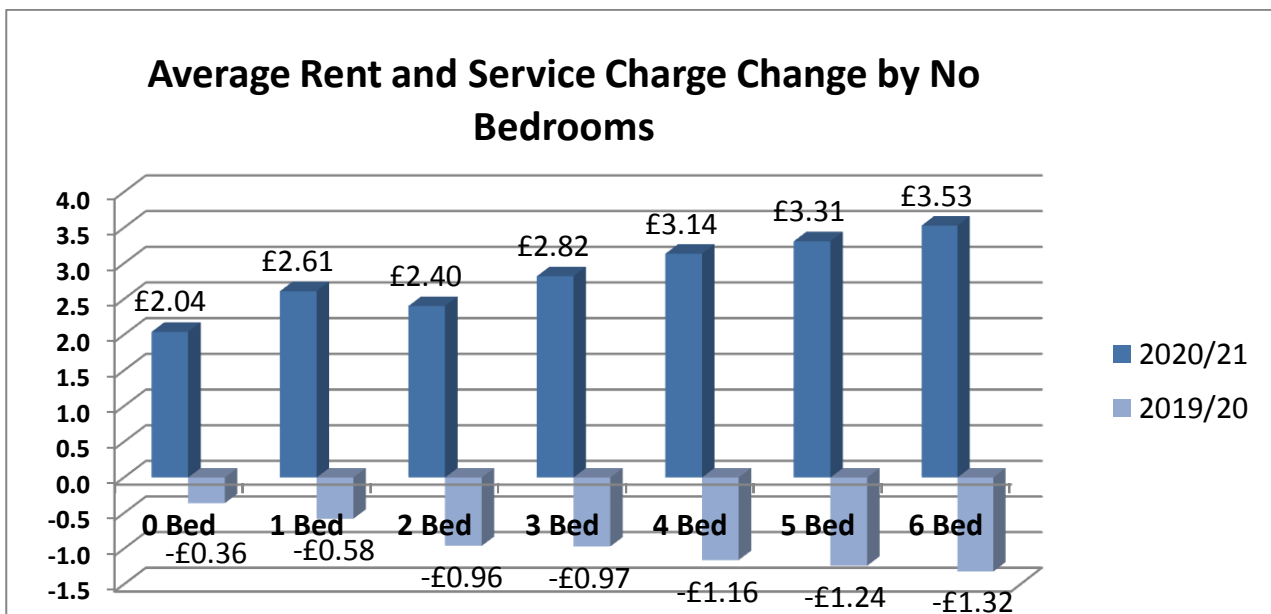
- 145 homes or 2% receive a rent and service charge reduction;
- 7,451 homes or 94% of households will receive a weekly rent and service charge increase of less than £3.50 (based on 52 weeks).
- There are 49 properties with an increase of more than £5.00.

4.3.2 The spread of the 2020/21 rent and service charge changes are summarised in the chart below.



* Figures included in the draft report shown in brackets.

4.3.3 The average rent and service charge increase/(decrease) by bedroom size has also been calculated and summarised in the chart below.



4.3.4 The comparison between HRA property rents per week and private sector rents per week for one to four bedroom properties is shown in the chart below. A three bedroom private sector rental property costs an additional 137%, (2019/20, 140%) more per week than a SBC council home and 34% more than the affordable let properties, (2019/20 40%).

	SBC Social Rent	SBC Affordable Rent	Median Private Rent	Local Housing Allowance (LHA) 2019/20	Median % v SBC Social	Median % v SBC Affordable
1 Bed Property	£83.30	£130.43	£167.52	£133.70	101%	28%
2 Bed Property	£96.96	£165.50	£215.21	£164.83	122%	30%
3 Bed Property	£108.21	£191.49	£255.93	£203.74	137%	34%
4 Bed Property	£119.30	£229.60	£308.28	£260.94	158%	34%

Private rent Data from ONS as at March 2019 updated by ONS rental inflation for East of England to October 2019. Please note the SBC rents are 2020/21 prices and the private rents 2019/20 prices.

4.3.5 **The Local Housing Allowance (LHA)** shown in the table above is the maximum amount of housing benefit payable by property size for private rented properties.

4.4 Borrowing

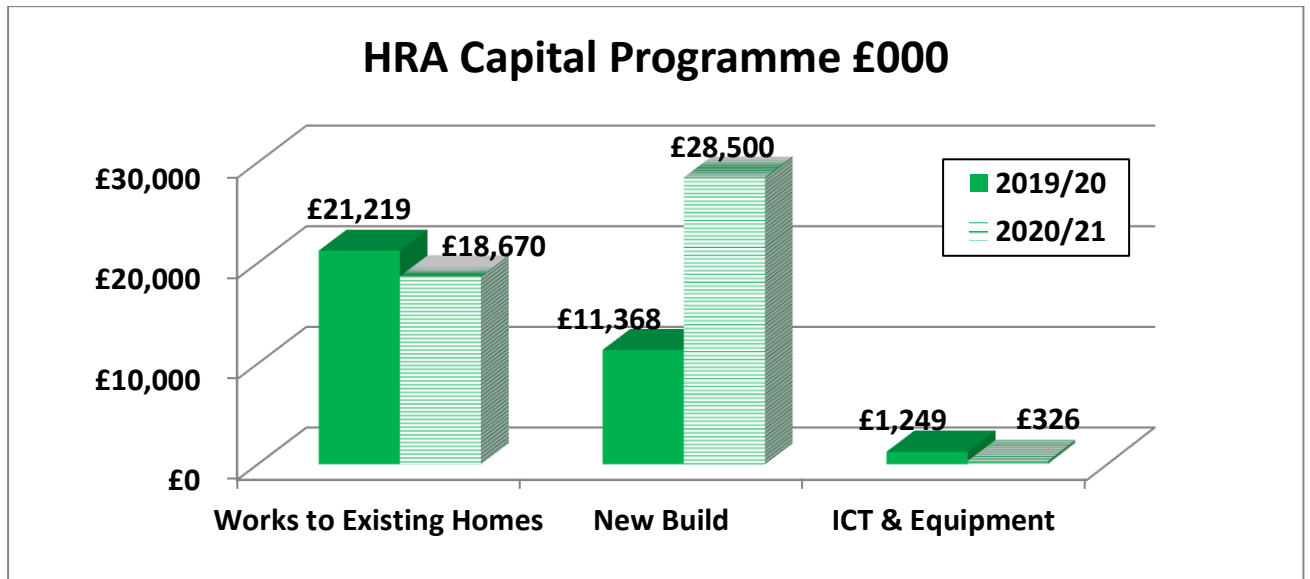
4.4.1 The HRA Business Plan's (HRA BP) existing loans have an average interest rate of 3.38% based on £202.674Million of borrowing. The current business plan makes allowance for new loans totalling £8,556,508 in 2019/20 and £23,802,670 in 2020/21. The decision when to take the new borrowing will be reviewed, weighing up the cost of carry and the prevailing PWLB rates. The interest payable in 2019/20 and 2020/21 is estimated to be £6,866,810 and £7,837,130 respectively.

4.4.2 The HRA Business Plan update to the December Executive identified that the lifting of the HRA borrowing cap means that the HRA is not constrained by the £217.685Million cap, set as part of the self-financing settlement. The 2019 HRA Business Plan looks at a revised approach to borrowing, versus using revenue contributions to capital. This is based on the HRA's need to borrow and affordability as identified in the BP action plan.

4.5 Contributions to Capital Expenditure

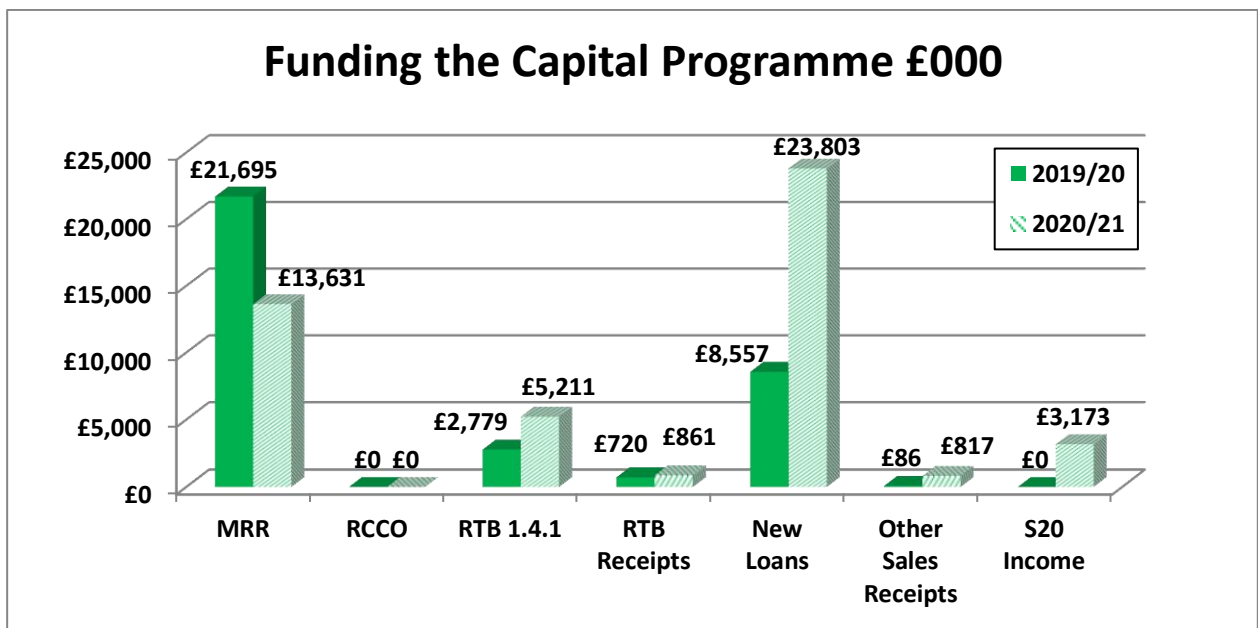
4.5.1 Historically a large part of the capital programme has been funded from HRA revenue resources, however as identified above the revised Business Plan switches from revenue funding to the use of borrowing. For 2019/20 and 2020/21 there is no assumed revenue contribution to capital.

4.5.2 The 2020/21 budgeted depreciation allowance to be transferred to the Major Repairs Reserve (MRR) to fund the capital programme is £12,486,420, an increase of £329,970 on the 2019/20 amount. A summary of the 2019/20-2020/21 capital programme is shown in the chart below



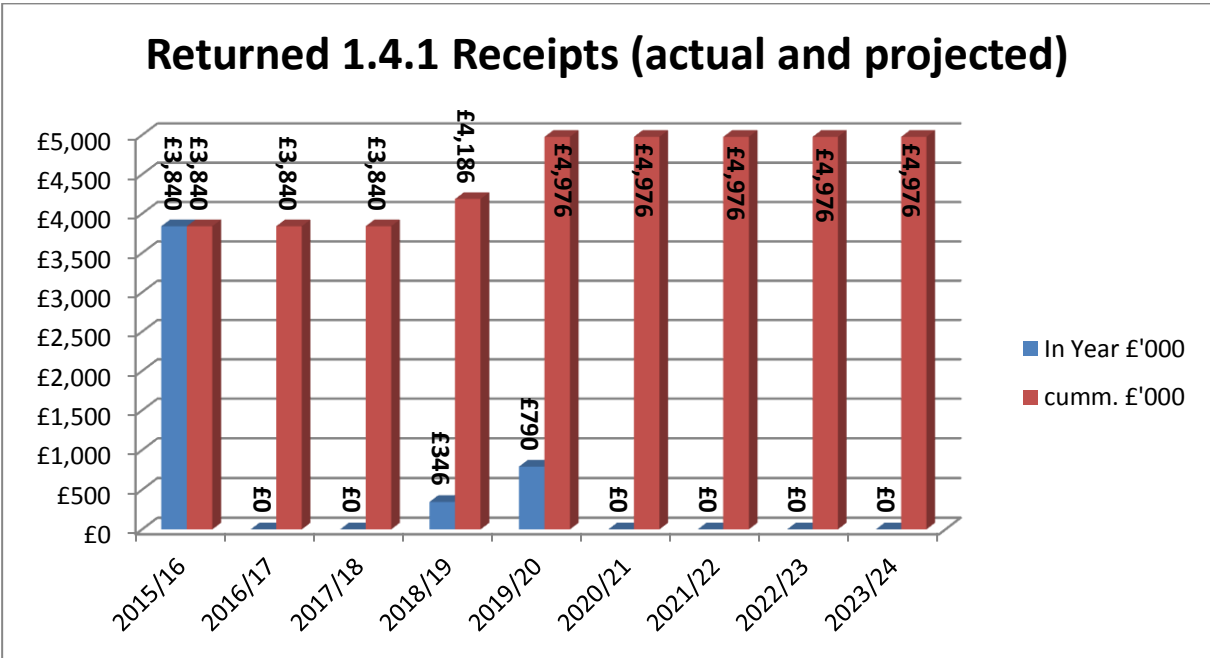
4.5.3 The increase in the size of the 2020/21 capital programme compared to the 2019/20 programme, is mainly due to the increase in new build spend in 2020/21.

4.5.4 The capital programme funding for 2019/20 and the final HRA capital programme 2020/21 is summarised in the chart below.

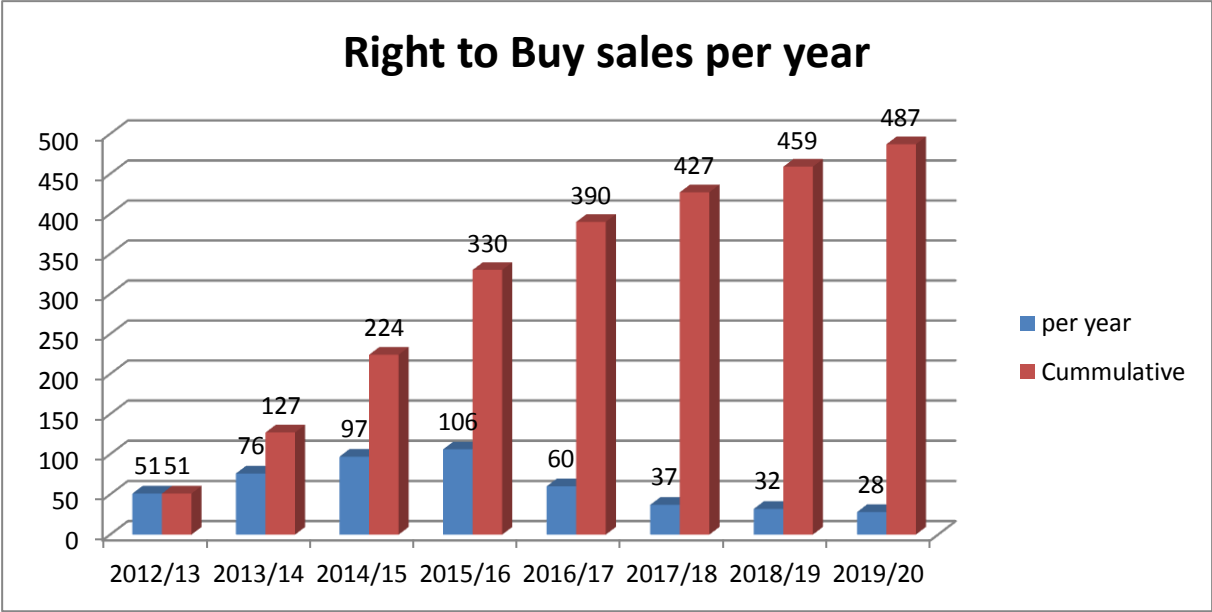


4.6 Use of One for One Receipts

- 4.6.1 The new build programme was introduced in 2012/13 alongside HRA self-financing and the 2019 Business Plan projects to spend £645Million with an estimated 2,433 new council homes, (including 123 replacement properties) over a 30 year period.
- 4.6.2 Despite this ambitious new build programme, some 1.4.1 receipts will need to be returned to the government in 2019/20 as they cannot be spent within the three year timeframe. Increasing house prices and the spike of 106 RTB's in 2015/16, means that a total of £790K is projected to be returnable in quarters three and four of 2019/20 (October onwards). To date £4.1Million of receipts have been returned to the Government out of a total £28.7Million received to date or the £20.6Million that had to be spent by the end of 2019/20.
- 4.6.3 Based on the current capital programme and estimated 1.4.1 receipts, £790K have to be returned in 2019/20. Projections are very much dependent on the level of sales and profiling of capital expenditure.
- 4.6.4 The chart below identifies that there will be some receipts which may need to be returned in 2019/20.



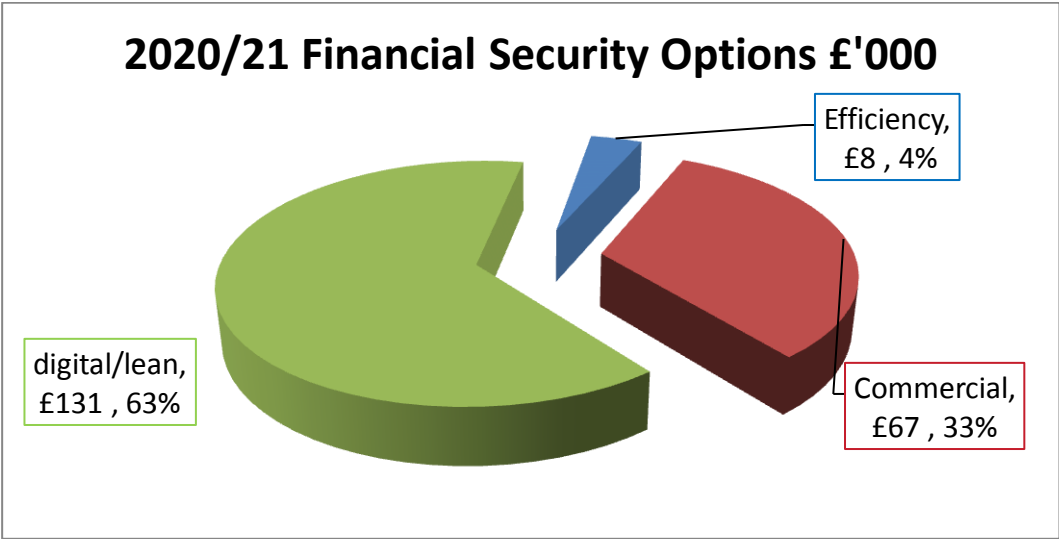
- 4.6.5 Future projections on returned receipts are based on future estimated sale receipts, officers will keep this under review to minimise the cost to the HRA, however the level of 1.4.1 receipts projected to be returned has reduced as the level of RTB sales has gradually reduced as shown in the table below.



*2019/20 based on sales at 2 December 2019

4.7 Financial Security Options

4.7.1 At the November Executive, Members approved Housing Revenue Options of £202,900 (including fees and charges), detailed in Appendix B and C. A summary of the proposed options is shown below.



4.7.2 The lifting of the HRA debt cap has given the HRA the opportunity to increase borrowing to fund capital works, rather than use revenue balances. As part of the business planning process. The unidentified savings for future years are set out in paragraph 3.9.

4.8 Final Budget Proposals

4.8.1 The final 2020/21 HRA budget is estimated to be a net surplus of £3,416,630, which is £214,670 lower than the draft 2020/21 HRA budget and £246,485 lower than the HRA Business Plan assumptions (adverse variance). The movement in the budgets are summarised in the table below.

Summary of 2020/21 budget movements	Draft	Final
Original Budget 2019/20	£9,076,320	£9,076,320
Approved quarterly monitoring changes	£5,770	£5,770
Prior Year net changes	(£37,500)	(£37,500)
Financial security options prior years	(£65,510)	(£65,510)
Removal of one off budgets in 2019/20	(£19,280)	(£19,280)
Removal of Revenue contributions to capital (replaced by borrowing)	(£13,946,930)	(£13,946,930)
Base budget changes before inflation and income changes	(£4,987,130)	(£4,987,130)
Increases in Income/Reductions in Expenditure:		
Rent increases	(£1,026,200)	(£1,026,200)
Service charge increases	(£41,650)	(£41,650)
Other income changes including leaseholders	(£2,060)	(£2,060)
Financial security options 2020/21	(£205,460)	(£205,460)
investment income	(£124,410)	£0
Total Increases in Income/Reductions in Expenditure	(£1,399,780)	(£1,275,370)
Decreases in Income/Increases in Expenditure:		
Decreased investment income (lower rates)	£0	£60,820
Inflation	£326,010	£326,010
Increase in borrowing interest charges	£876,740	£876,740
Prioritised growth bids (Financial Security) 2020/21	£53,110	£53,110
ICT Strategy growth approved October Executive	£183,780	£183,780
HRA Business Plan growth bids	£950,000	£950,000
Financial Security Implementation Fund (one year only)	£36,000	£36,000
Increases in depreciation charge (funds capital)	£329,970	£329,970
Net other changes (including recharge movements)	£0	£29,440
Total decreases in Income/Increases in Expenditure:	£2,755,610	£2,845,870

Summary of 2020/21 budget movements		Draft	Final
Total Changes:		£1,355,830	£1,570,500
Final HRA 2020-21 budget		(£3,631,300)	(£3,416,630)
Movement Draft to Final			£214,670
Business Plan December Executive		(£3,663,115)	(£3,663,115)
Variance to Business Plan			£246,485

4.8.2 The 2020/21 final budget has been adjusted for the rent and service charges outlined in the report. The budget also includes the impact of higher borrowing costs of £876,740 which reflects the additional borrowing taken of £32.3Million as set out in section 4.4 of this report.

4.8.3 The growth in the HRA for next year also includes growth of £950,000 which is subject to the approval of the HRA Business Plan in addition to the growth included in the Financial Security report to the November 2019 Executive.

4.8.4 The 2019/20 budget summarised below includes changes not reported as part of the quarterly monitoring report, but which are included in the HRA Business Plan. These are:

- The set aside of £5Million to fund fluctuations in interest rates as per the HRA Business Plan. This is to allow the HRA to absorb variances in interest rates in this and future years.
- The removal of revenue contributions to capital with the exception of £1.8Million which is to be set aside for internal borrowing taken in 2018/19 and to be replaced with external debt. (included net in the RCCO figure below)
- The implementation costs of Financial Security options included in the November report.
- The carry forward of transformation budgets to 2020/21

Summary of 2019/20 budget movements		
Working Budget 2019/20		£9,628,370
Allocated reserve contribution for interest rate fluctuations		£5,000,000
Removal of Revenue contributions to capital (replaced by borrowing)		(£12,136,370)
Implementation costs Financial Security options		£277,560
Carry Forward Transformation budget (now one off in 2020/21)		(£305,470)
Additional Investment Income		(15,200)
Total Changes		(£7,179,480)
Revised Working Budget		£2,448,890

4.8.5 Overall, **the 2020/21 HRA projected year-end balance is estimated to be £102,716 lower than the BP.** While this is not significant, future Financial

Security targets will be adjusted if there is an on-going adverse impact on the HRA BP.

- 4.8.6 All HRA balances in excess of the minimum balances held for assessed risks in year, are required to fund the HRA 30 year capital programme.

HRA Balances:	2019/20 £	2020/21 £
HRA Balance 1 April	(21,302,059)	(18,853,169)
Use of balances in Year	2,448,890	(3,416,630)
HRA Balance 31 March	(18,853,169)	(22,269,799)
Minimum Balances	(2,946,000)	(2,985,136)

- 4.8.7 The Assistant Director (Finance and Estates) has completed a risk assessment of the level of balances required in 2020/21 for the HRA. The total required for the assessment of in year risks is £2,985,136 and is summarised in Appendix E to this report. Remaining balances are required to fund the capital programme and to service debt in future years.
- 4.8.8 The amount of HRA expenditure that the Executive can approve over and above the amounts set out in this report without referring back to Council for approval is recommended to be unchanged from the previous limit set at £250,000.

4.9 Consultation

- 4.9.1 The Council remains committed to working in partnership with council tenants and leaseholders to shape, strengthen and improve council housing services and sets out a range of options to enable housing customers to be involved.
- 4.9.2 The Housing Management Advisory Board (HMAB) acts as an advisory body to the Executive for council housing-related matters, including participation in the HRA budget-setting process and the development of the HRA Business Plan. HMAB currently includes one leaseholder and five tenant representatives in addition to Member and officer representation. The Board receives quarterly reports on progress in delivering HRA Business Plan commitments. Feedback from resident and STAR surveys (see below) is also considered by HMAB to give a broader context. On 26 November 2019, HMAB received a presentation on the HRA Business Plan and MTFs update.
- 4.9.3 The final HRA budget and rent setting proposals contained in this report are scheduled to be presented to HMAB at their meeting on 16 January 2020 and their comments will be fed back to the Executive prior to the final budget report being recommended to the Council.
- 4.9.4 Targeted consultation will be carried out with staff, customers and stakeholders directly affected by the financial security options agreed by the Executive in November 2019. All tenants will be notified of changes to their rent and service charges in February/March 2020.
- 4.9.5 The Council periodically seeks the views of housing customers through a postal survey of a sample of housing customers. This 'STAR' survey is used across the housing sector and enables the council to assess levels of

customer satisfaction and to identify customer priorities. The most recent STAR survey was undertaken in early 2018 and for the first time included leaseholders and sheltered housing tenants in addition to general needs tenants.

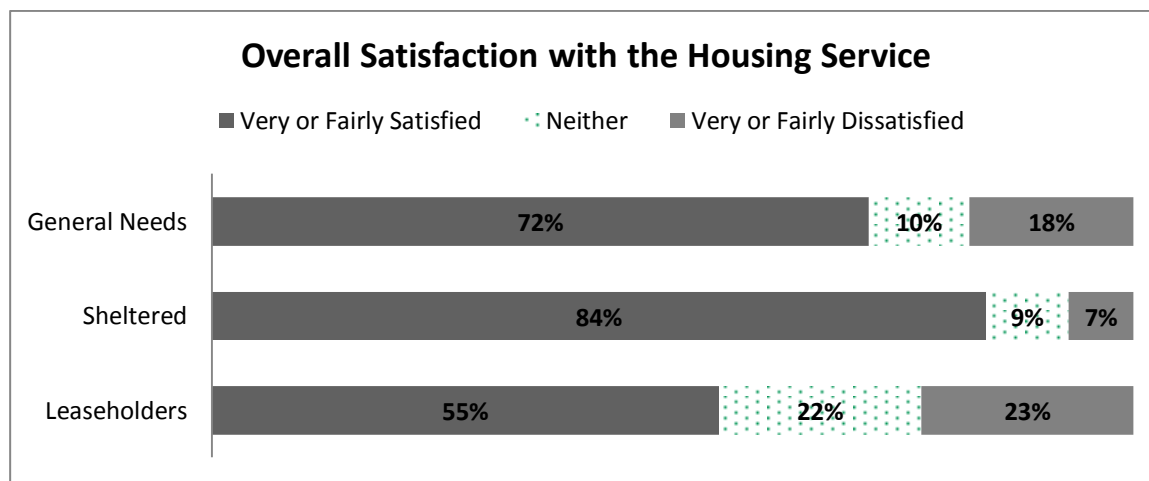
4.9.6 Respondents were asked to say what was most important to them from a list of options. The top five priorities for each group of customers are shown in the table below:

STAR Survey respondents' top five priorities

Priority*	General Needs Tenants	Sheltered Tenants	Leaseholders
1	Repairs & maintenance (87%)	Repairs & maintenance (60%)	Repairs & maintenance (74%)
2	Overall quality of your home (61%)	Emergency call system (50%)	Value for money for service charges (64%)
3	Value for money for rent and charges (35%)	Supported housing manager (34%)	Overall quality of your block of flats (58%)
4	Neighbourhood as a place to live (26%)	Overall quality of your home (33%)	Dealing with ASB (39%)
5	Keeping residents informed (25%)	Keeping residents informed (33%)	Keeping residents informed (23%)

* 1= most important

4.9.7 Overall satisfaction with the housing service is summarised in the following chart and the survey also drilled down into satisfaction with specific areas of the service.



4.9.8 Satisfaction levels with value for money for rent, service charges and support charges were as follows:

- 68% of general needs tenants and 83% of sheltered tenants were satisfied that their rent provides value for money
- 55% of general needs tenants, 72% of sheltered tenants and 33% of leaseholders were satisfied that their service charges provide value for money
- 76% of sheltered tenants were satisfied that their support charges provide value for money

4.9.9 Officers have drawn up action plans in response to the survey outcomes, much of which is closely aligned to the investment and improvement plans associated with the HRA Business Plan and MTFS.

4.10 Leaders Financial Security Group

4.10.1 The LSFG chaired by the portfolio holder for Resources on behalf of the Leader and with cross party representation met in October and the group;

- Reviewed the HRA assumptions regarding the 2020/21 onwards saving target
- Review of the HRA 2020/21 Financial Security package
- Reviewed the HRA 2020/21 Fees and charges

4.10.2 The LSFG considered the options above and scored the Financial Security options, growth and fees and charges for inclusion in the draft HRA budget.

4.11 Overview and Scrutiny

4.11.1 The Overview and Scrutiny committee considered the draft HRA rent and service charge proposals and budget at their meeting of the 18 December 2019. The Assistant Director (Finance & Estates) introduced the report and the Committee were advised that the draft HRA budget included the growth set out in the HRA Business Plan and that the average rent increase for Council homes was 2.7%, based on a CPI + 1% rise.

4.11.2 The Assistant Director (Finance and Estates) also clarified that future HRA new build schemes includes a 50/50 split between social and affordable units, as set out in the Business Plan approved principles. At the time of presenting the report the HRA stock comprised 7,891 social homes and 35 affordable homes.

4.12 Chief Finance Officer's Commentary

4.12.1 The Chief Finance Officer is the Council's principal financial advisor and has statutory responsibilities in relation to the administration of the Council's financial affairs (Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988). This commentary is given in light of these statutory responsibilities.

4.12.2 The Council has evolved its budget strategy to meet the ongoing challenging economic conditions because of funding cuts, welfare reforms or inflationary increases. The Financial Strategy to deal with this is the 'Financial Security' strand of 'Future Town Future Council'.

4.12.3 Officers regularly update the MTFS to ensure that a clear financial position for the Council can be demonstrated over the next five years. This medium term view of the budget gives a mechanism by which future 'budget gaps' can be identified allowing for a measured rather than reactive approach to reducing net expenditure. The Financial Security year round approach to

identifying budget options means that work is on-going throughout the year to bridge the gap.

- 4.12.4 In addition officers regularly update the 30 year HRA Business Plan which is approved by Members annually and is the period over which the self-financing borrowing was initially taken. The last approved version of the business plan (December 2019) was funded over the 30 year plan . This update contains additional borrowing rather than revenue contributions to capital. Mitigation has been put in place with the setting aside of £5Million to fund fluctuations in borrowing and the minimum level of balances has been increased by a £1Million to reflect the increased exposure of the HRA to borrowing costs.
- 4.12.5 The Council has taken significant steps over recent years to re-balance the HRA as a result of significant changes in government policy relating to RTB discounts and rent decreases. One of the principle aims of the MTFS is 'Provide funding to build 2000+ new homes over 30 years, new social and affordable rented homes that contribute to meeting local housing demand and the needs of an ageing population. This is still projected to be achieved however Financial Security targets have been added each year to the HRA business plan and there have been revisions to capital works to the existing stock.
- 4.12.6 The HRA is also moving into large scale housing developments, (a top council and resident priority) and this priority will come with the risk of potentially needing to invest more resources.
- 4.12.7 The HRA MTFS has been updated along with the HRA business plan and will be kept under regular review in 2020/21.

5.1 Financial Implications

- 5.1.1 Financial implications are included in the body of the report

5.2 Legal Implications

- 5.2.1 Legal implications are included in the body of the report

5.3 Staffing Implications

- 5.3.1 The unions were consulted on the options approved at the November Executive on 27 November 2019. Human Resources staff are co-ordinating centrally the implementation of any staff related savings. However there are no compulsory redundancies within the options for the HRA.

5.4 Risk Implications

- 5.4.1 There is considerable risk in setting HRA spend as there have been central government policy changes concerning rent and welfare reforms, making medium to long term planning difficult. Between 2014/15-2020/21 there will have been four different rent policies, with an estimated loss of £225Million from the four year 1% rent reduction between 2016/17-2019/20. The HRA has

one main income source and changes in Government policy can have a significant impact on the affordability of revenue and capital plans, particularly if there is a move to convert revenue resources into borrowing

- 5.4.2 There is the impact of Universal Credit (UC) and other welfare reforms on tenants, currently 54% or £20Million of benefit is paid to the HRA from the benefits system rather than to tenants and experience has shown that for other local authorities, arrears have increased significantly with the roll out of UC.
- 5.4.3 There is a potential adverse financial impact on the HRA as a result of high inflationary pressures. If inflation rises above that assumed in the business plan, generally or spikes as a result of BREXIT reductions in spend may need to be made or some of the growth recommended in the 2019 Business Plan update removed.
- 5.4.4 Since 2012/13 the RTB discount has increased from £34,000 to £82,800 in 2019/20. Reducing the cost of purchase for a property has a double negative effect on the HRA, not only does it lose the rental supporting the capital programme, it also cannot afford to replace the property with the resulting receipt.
- 5.4.5 The increased level of borrowing in the HRA, with the removal of the borrowing cap, there is an increased risk of borrowing interest rates being higher than projected and leading to a reduction in the amount of expenditure for both revenue and capital. There is also a risk that PWLB rate differential between gilts and borrowing rates will be increased as happened in 2019/20. To mitigate this, an interest rate reserve of £5Million is recommended in the Business Plan report to help offset this impact in 2019/20.
- 5.4.6 The HRA has an annual Financial Security target to achieve, which for 2021/22 onwards is £100,000 per year.

5.5 Equalities and Diversity Implications

- 5.5.1 In carrying out or changing its functions (including those relating to the provision of services and the employment of staff) the Council must comply with the Equality Act 2010 and in particular section 149 which is the Public Sector Equality Duty. The Act replaced three previous equality legislations – the Race Relations Act (section 71), the Sex Discrimination Act (section 76A) and the Disability Discrimination Act (section 49A). The Council has a statutory obligation to comply with the requirements of the Act, demonstrating that as part of the decision-making process, due regard has been given to the needs described in the legislation. These duties are non-delegable and must be considered by Council when setting the budget in January 2020.
- 5.5.2 To inform the decisions about the Budget 2020/21 officers have undertaken Brief Equality Impact Assessments (EqIAs) for service-related budget savings proposals. Where there is a potentially negative impact, officers have identified further action needed to inform a final decision and to mitigate the impact where this is possible. These EqIA are included at Appendix F to this report together with an EQIA for the rent and service charges increase for the January Executive.

5.6 Climate Change implications

5.6.1 Climate change implications will be considered when individual projects are brought forward, this report considers the overall funding for the HRA.

BACKGROUND DOCUMENTS

BD1 Housing Revenue Account Business Plan and Medium Term Financial Strategy (2019/20-2023/24) - December Executive

BD2 Draft HRA Rent Setting and budget report – December Executive

APPENDICES

Appendix A - Final HRA Summary

Appendix B – Financial Security Options

Appendix C – Fees and Charges

Appendix D – Growth and Budget Pressures

Appendix E – Risk Assessment of Balances

Appendix F – EQIA for HRA Services

	ACTUAL 2018/19 £	ORIGINAL BUDGET 2019/20 £	WORKING BUDGET 2019/20 £	ORIGINAL BUDGET 2020/21 £
SUMMARY OF EXPENDITURE				
SUPERVISION AND MANAGEMENT	11,096,847	9,382,920	9,644,030	9,177,280
SPECIAL SERVICES	4,521,398	4,574,300	4,492,740	4,747,230
RENT, RATES, TAXES AND OTHER CHARGES	571,623	485,450	488,410	465,700
REPAIRS AND MAINTENANCE ⁽¹⁾	5,197,572	6,226,170	6,328,960	7,501,970
CORPORATE AND DEMOCRATIC COSTS	377,454	352,060	352,060	554,360
CONTRIBUTION TO THE BAD DEBT PROVISION	155,534	217,620	259,360	217,620
TOTAL EXPENDITURE	21,920,428	21,238,520	21,565,560	22,664,160
SUMMARY OF INCOME				
RENTAL INCOME:				
DWELLING RENTS	(39,314,770)	(39,254,050)	(39,021,150)	(40,281,360)
NON DWELLING RENTS	(88,707)	(110,490)	(86,930)	(90,430)
	(39,403,477)	(39,364,540)	(39,108,080)	(40,371,790)
CHARGES FOR SERVICES & FACILITIES - TENANTS	(1,987,671)	(2,104,430)	(2,090,790)	(2,237,800)
LEASEHOLDER SERVICE CHARGES	(1,043,762)	(940,810)	(854,840)	(967,280)
CONTRIBUTIONS TOWARDS EXPENDITURE	(326,805)	(324,180)	(361,800)	(344,580)
REIMBURSEMENT OF COSTS	(342,130)	(358,010)	(338,510)	(345,540)
RECHARGE INCOME (GF & CAPITAL)	(1,699,715)	(1,741,540)	(1,771,540)	(1,789,600)
TOTAL INCOME	(44,803,560)	(44,833,510)	(44,525,560)	(46,056,590)
DEPRECIATION	12,779,598	12,156,450	12,156,450	12,486,420
INTEREST PAYABLE	6,920,398	6,960,390	6,866,810	7,837,130
INTEREST RECEIVABLE	(404,665)	(392,460)	(424,930)	(347,750)
NET (SURPLUS)/DEFICIT FOR YEAR	(3,587,800)	(4,870,610)	(4,361,670)	(3,416,630)
APPROPRIATIONS:				
REVENUE CONTRIBUTION TO CAPITAL OUTLAY	6,770,206	13,946,930	0	0
SELF FINANCING CONTRIBUTION TO DEBT REPAYMENT	1,241,000	0	1,810,560	0
PENSION REVERSAL	(1,610,801)	0	0	0
TRANSFER TO INTEREST RATE FLUCTUATION RESERVE	0	0	5,000,000	0
HOUSING REVENUE ACCOUNT BALANCE				
NET EXPENDITURE/(INCOME) FOR YEAR	2,812,605	9,076,320	2,448,890	(3,416,630)
BALANCE B/FWD 1 APRIL	(24,114,664)	(21,302,059)	(21,302,059)	(18,853,169)
HRA BALANCE C/FWD 31 MARCH	(21,302,059)	(12,225,739)	(18,853,169)	(22,269,799)

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FINANCIAL SECURITY OPTIONS 2020/21

Appendix B

Ref No	Ranking	Name of Service	Description of Savings Proposal	Implementation costs (any redundancy/capital)	If staff affected indicate no. of staff	Financial Security Option in 2020/21	Financial Security Option in 2021/22	Financial Security Option in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) .	Barriers/Interdependencies (note 2)	Readiness for implementation (RAG status) indication of difficulty	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing (put the date you estimate it will be implemented, consider any consultation required)	% General Fund (note 1) Finance can help how much is charged to the GF/HRA	Budget 2019/20	Actual 2018/19
CATEGORY A - IMMEDIATE EFFICIENCY OPTIONS																		
FS9	3.00	Corporate Services	Undertake Star Survey every 3 years rather than the current 2 year arrangement		0	0	16,250	0	Y	Would be in line with Resident Survey which is now being conducted every 3 years.	Future Housing Regulatory Requirements could create a barrier to this option.	Green	N	N	April 2020	0%		
FS4 2	3.00	Corporate Services	Remodel the Executive Support Team and Members Services.	£4,729	1	8,596	8,596	8,596	Y	Rationalise posts in the Executive Support Team and Member Services based on opportunities following vacancies and retirements.	Will require consultation	Amber	N	N	April 2020	67%		
SB6 previously approved Nov 201	3.00	ICT Shared Service	Replace Centrex Telephone Lines Ageing, expensive technology used to Play Centres etc., could be replaced by IP phones running from our Mitel system. Current spend ~£24k		0	15,000	20,000	20,000	y	New phones would use our Mitel telephone system, so reliability in linked to IT infrastructure. 36 of the 90 lines have already been decommissioned there is a 3 month notice period and the lines need to be completed by December 2019.	Other ICT projects	Amber	y (~£10k)	y	April 2020	66%	£123,090	£161,731
TOTAL				£4,729	1	£23,596	£44,846	£28,596									123,090	161,731

CATEGORY B - NEW INCOME GENERATION/COMMERCIALISATION OPTIONS/FEEES																		
FS2 3	3.00	Housing and Investment	Management Fee from HCC for properties for adults with learning disabilities	£0		40,000	40,000	40,000	Y	A management fee income from County for Blackwell Close	This will be dependent on negotiations with HCC, the SLA is currently (september 2019) being drafted.	Amber	N	N	April 2020	0%		
FS2 4	3.00	Housing and Investment	Increased income from HA adverts on Choice based Lettings (CBL)	£0		2,000	3,000	4,000	Y	Adverts are currently charged at £30 (2019/20) proposal to increase to £50 2020/21, £60 in 21/22 and £70 for 22/23	Housing Association may not pay the higher price may be some attrition.	Green	N	N	1 April 2020	67%	£7,500	
FS2 5	3.00	Corporate Services	Sell IOSH accredited training to other LAs	£0	0	1,500			N-dependent on pilot	Would use existing Corporate Health and Safety Team to deliver training. Proposal would be trialled during 2020/21	Will require further market research to understand potential demand.	Green	N	N	1 April 2020	67%		
FS4 8	3.00	Procurement	sell services to Hertsmere Council	£0	3	25,000	25,000	25,000	Y	This will reduce the level of procurement available to SBC as the service also provides services to EHDC	Early discussions have been had with Hertsmere in August 2019 will be dependent on price	Amber	N	N	January 2020	60%		
FS6	1.83	Corporate Services	Introduce a compulsory charge for all staff with a car parking season ticket	£0	All	25,718	34,290	34,290	Y	Would require consultation with staff and the Unions. The scheme still needs to be finalised and will be in consultation with staff. Mechanism for payment would need to be determined e.g. taken at source. Any income exceeding the amount in year will be used to fund the workforce travel plan initiatives	Consultation would be required	Amber	N	N	July 2020	73%	£387,000	
SE6		Various	Fees and charges HRA	£0	0	9,160	9,160	9,160	Y	Based on inflation of 2% increase HRA fees and charges See Appendix C		Green			April 2020	0%	£543,710	
TOTAL				£0	3	£103,378	£111,450	£112,450									£938,210	£0

FINANCIAL SECURITY OPTIONS 2020/21

Appendix B

Ref No	Ranking	Name of Service	Description of Savings Proposal	Implementation costs (any redundancy/capital)	If staff affected indicate no. of staff	Financial Security Option in 2020/21	Financial Security Option in 2021/22	Financial Security Option in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) .	Barriers/Interdependencies (note 2)	Readiness for implementation (RAG status) indication of difficulty	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing (put the date you estimate it will be implemented, consider any consultation required)	% General Fund (note 1) Finance can help how much is charged to the GF/HRA	Budget 2019/20	Actual 2018/19	
CATEGORY C - SERVICE REDESIGN/PROCESS CHANGES/DIGITAL																			
FS3	3.00	Stevenage Direct Services	Reconfiguration of Housing Repairs Function	£90,000	0	100,569	263,065	263,065	Y	A root and branch review of the service, bringing caretaking and maintenance role and shaping the service to Co-operative Neighbourhood working	Subject to consultation	Amber	Y	Y	April 2020	0%			
FS4	3.00	Standby-Corporate	Reconfiguration of Out of Hours & Standby Arrangements		0	48,000	48,000	48,000	Y	Calls will be routed via the CCTV as now (ICT calls currently not through CCTV) and then a script will be issued for services so call outs are minimised, excludes independent living and CCTV call outs.	Managers implementing the option	Amber	N	N	April 2020	50%			
SD12	3.00	Facilities Team	Reduce team - process review, internal post review , impacts of the compliance contract and staff self serve on reporting issues.	£20,000	2	20,000	20,000	20,000	Y	One member of staff has retired and the saving has effectively been achieved	Achieved in principle as a retired FTE has not been replaced, however there has not been a significant reduction in outgoing post.	Green	N	N	Immediate	75%	£628,920	£0	
FS38	3.00	Finance	Review Reconciliation function and structure, (there are 5 currently in post)	£0	11	16,000	16,000	16,000	Y	The saving is based on a review of the function and adding two apprentice posts for succession planning, the savings have been generated from re-designing some work processes. Further efficiencies can be generated from digital and ICT improvements.	This is subject to consultation	AMBER	Y	Y	1 April 2020	75%	£403,380		
SD8	2.33	Member Services and ICT / Digital	Paperless committees - progressive plan to achieve committees which are digital by default - Detailed analysis of costs undertaken and clarity between EHDC costs and SBC	£0	0	2,000	15,000	15,000	Y	Require effective member engagement and joint working to deliver - cultural change, training, device management etc. Requires workstyle assessment in terms of devices (mobile or desktop in committee rooms) and review of the current BYOD policy for members / allowances	There will need to assessment of Digital skills / ICT infrastructure resilience and what if any equipment is provided	Amber	Y	Y- hardware devices in ICT Strategy	01 June 2020	75%	£30,000	£27,915	
FS15	3.00	Housing and Investment	Business Unit Review: Tier 5 and 6 savings from staff restructures	£181,965	136	21,083	170,358	216,291	Y	The transformation of the housing delivery service, incorporating the design principles agreed by Members and making efficiencies through the use of technology. There are more posts than people so the redundancy costs are worse case scenario.	The level of savings is subject to the outcome of the consultation (starting September 2019)	Green	Y-assumed in savings £	N	Immediate-tier 5 tier 6 April 2020	18%	5,678,330		
FS16	3.00	Housing and Investment	Cease Locata contract (choice based lettings system)- to be integrated into Northgate housing system			25,000	25,000	25,000	Y	Northgate system now has additional functionality which can provide an integrated process which will allow customers to self serve from December 2019.	Q4 in 19/20 will generate a saving of £7.5k	Green	N	N	1 January 2020	67%			
FS44	3.00	Stevenage Direct Services	Reduce establishment x 2 No. FTE within Streets & Grounds Maintenance Service, can be removed through agency staff	£0	0	40,000	40,000	40,000	Y	Predicated on service review delivery and efficiencies and productivity gains through route optimisation and improved working practices etc. Service standard will be maintained.	Subject to consultation and round optimisation	Amber	N	N	April 2020	90%			
TOTAL				£291,965	149	£272,652	£597,422	£643,356									£6,740,630	£27,915	
FINANCIAL SECURITY OPTIONS				£296,694	£153	£399,626	£753,718	£784,402										£7,801,930	£189,646

costed options	2020/21	2021/22	2022/23	Total	Implementation Costs
Housing Revenue Account	£202,903	£335,099	£30,013	£568,015	£244,997
Unidentified (saving rejected November Executive)	£3,006	£334	£0	£3,340	£0
Total	£205,909	£335,433	£30,013	£571,355	£244,997

CONFIDENTIAL - HOUSING REVENUE ACCOUNT FEES AND CHARGE PROPOSED 2020/21

FEES AND CHARGES -RECOMMENDED FEE INCREASES FOR 2020/21 (1/4/2020)													
Service	Description of Chargeable Service	2019/20 Price £	NET FEE (2020/21)	VAT (exemption can be applied for on certain fees)	2020/21 GROSS CHARGE PAYABLE BY CUSTOMER	Agreed Increase £	increase %	Total Budget 2019/20 £	Income changes included in budget options	Budget Increase £	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale
Housing Revenue Account													
Supported Housing:													
Guest Bedrooms	All schemes other than those listed below (per night, per person)	£11.40	£10.00	£2.00	£12.00	£0.60	5.26%					Y	
	Norman Court/Hobbs Ct/Gladstone Ct/Shafesbury Ct/Truro/ Pitt Court/Grosvenor Ct per night. (any bedsit type guest room, per night, per person)	£20.70	£17.92	£3.58	£21.50	£0.80	3.86%					Y	
Short Stay Units	Assessment (per day)	£10.35	£11.00	£0.00	£11.00	£0.65	6.28%					Y	
	Other, including an element of support (per day)	£20.70	£21.50	£0.00	£21.50	£0.80	3.86%					Y	
								9,900		400	10,300	Y	
Laundry Charges	Sheltered schemes first wash	FREE	£2.50	£0.50	£3.00	"new" charge						Y	LFSG supported the introduction of the charge that tenants should pay for the service
	Second wash and thereafter	£2.55	£2.50	£0.50	£3.00	£0.45	17.65%					Y	
	Guest bedrooms and short stay (per wash)	£2.55	£2.50	£0.50	£3.00	£0.45	17.65%					Y	
								6,000		1,000	7,000	Y	
Room Hire	Hairdressing at Silkin/Fred Millard, (Hourly charge) *	£2.60	£3.00	£0.60	£3.60	£0.40	15.38%					Y	
	Private chiropodist and other services, (per hour) *	£2.60	£3.00	£0.60	£3.60	£0.40	15.38%					Y	
								1,300		100	1,400	Y	
Support Services and careline for HRA tenants	Sheltered housing support * (includes all services shown under careline alarms)	£18.30	£19.00	£0.00	£19.00	£0.70	3.83%			6,370		Y	Budget increase of £60,000 in 2020/21 has been included in 2019/20 savings projections
	SIM Careline Unit (additional weekly charge)	£2.30	£2.08	£0.42	£2.50	£0.20	8.70%					Y	
	independent living and flexi care support charge for previous hHRS protected clients and new residents entitled to HB	£4.00	£6.00	£0.00	£6.00	£2.00	50.00%					Y	
	response service for new customers (50 weeks)	£6.70	£6.90	£1.38	£8.28	£0.20	2.99%			450		Y	
	Response service to other provider equipment (50 weeks)*	£3.80	£3.90	£0.78	£4.68	£0.10	2.63%					Y	
	Monitoring only service (50 weeks) *	£2.90	£3.00	£0.60	£3.60	£0.10	3.45%			90		Y	
								359,210	0	6,910	366,120		

Page 49

CONFIDENTIAL - HOUSING REVENUE ACCOUNT FEES AND CHARGE PROPOSED 2020/21

FEES AND CHARGES - RECOMMENDED FEE INCREASES FOR 2020/21 (1/4/2020)													
Service	Description of Chargeable Service	2019/20 Price £	NET FEE (2020/21)	VAT (exemption can be applied for on certain fees)	2020/21 GROSS CHARGE PAYABLE BY CUSTOMER	Agreed Increase £	Increase %	Total Budget 2019/20 £	Income changes included in budget options	Budget Increase £	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale
Careline Alarm-private (Shortfall funded from General Fund)	Response service (50 weeks) *	£6.70	£6.90	£1.38	£8.28	£0.20	2.99%					Y	
	Response service out of area (50 weeks)*	£6.75	£6.90	£1.38	£8.28	£0.15	2.22%					Y	
	Response service to other provider equipment (50 weeks)*	£3.80	£3.90	£0.78	£4.68	£0.10	2.63%					Y	
	Monitoring only service (50 weeks) *	£2.90	£3.00	£0.60	£3.60	£0.10	3.45%					Y	
								121,000		3,000	124,000		This Saving (£3,000) is for the GENERAL FUND - shown on there as a "one liner" - and only shown here for REFERENCE
Replacement Pendants	Careline keys*	£9.75	£10.50	£2.10	£12.60	£0.75	7.69%					Y	
	Fobs - Sheltered Schemes	£12.35	£13.00	£2.60	£15.60	£0.65	5.26%					Y	
	All Pendants	£49.30	£42.50	£8.50	£51.00	£1.70	3.45%					Y	
Key safe	Supply	£20.00	£17.21	£3.44	£20.65	£0.65	3.47%					Y	
	Fit	£57.50	£49.58	£9.92	£59.50	£2.00	3.48%					Y	
Lock Change		£83.00	£71.46	£14.29	£85.75	£2.75	3.31%					Y	
								3,400		100	3,500	Y	
General Needs Tenants and Leaseholders:													
Key Fobs	Old Style "Black fobs"	£20.60	£17.75	£3.55	£21.30	£0.70	3.40%					Y	
Communal door entry keys	New "Shark" Fobs*	n/a	£10.63	£2.12	£12.75	n/a	n/a						
	Replacement keys for entry doors to flat blocks.	£19.25	£16.67	£3.33	£20.00	£0.75	3.90%	1,200			1,200	Y	
Laundry charges - Roundmead	Wash tokens	£5.35	£4.63	£0.92	£5.55	£0.20	3.74%					Y	
	Dry Tokens	£2.90	£2.50	£0.50	£3.00	£0.10	3.45%					Y	
Management Fees for Westwood Court & Kilner Close	Administration Fees	£0.75	£0.67	£0.13	£0.80	£0.05	6.67%					Y	
Laundry charges - Brent And Harrow	Wash tokens	£5.35	£4.63	£0.92	£5.55	£0.20	3.74%					Y	
	Dry Tokens	£2.90	£2.50	£0.50	£3.00	£0.10	3.45%					Y	
						Average	3.59%	7,900		250	8,150	Y	

CONFIDENTIAL - HOUSING REVENUE ACCOUNT FEES AND CHARGE PROPOSED 2020/21

FEES AND CHARGES -RECOMMENDED FEE INCREASES FOR 2020/21 (1/4/2020)													
Service	Description of Chargeable Service	2019/20 Price £	NET FEE (2020/21)	VAT (exemption can be applied for on certain fees)	2020/21 GROSS CHARGE PAYABLE BY CUSTOMER	Agreed Increase £	increase %	Total Budget 2019/20 £	Income changes included in budget options	Budget Increase £	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale
Stores		£4.35	£5.00	£0.00	£5.00	£0.65	14.94%	21,000			21,000	Y	
Lock change	Callout	£126.60	£109.17	£21.83	£131.00	£4.40	3.48%					Y	
	Admin charge	£42.60	£36.67	£7.33	£44.00	£1.40	3.29%					Y	
	Charge	£104.50	Price on Application									Y	
								14,000		400	14,400	Y	
Retrospective Charges	Charges for tenants making changes to their SBC property without seeking permission	£100.00	£150.00	£0.00	£150.00	£50.00	50.00%	0			0		
Leasehold charges for services - VAT not applicable. All fees are additional income for SBC													
Solicitors enquiries/standard pre-sale enquiries*	10 working day response	£160.00	£165.00	£0.00	£165.00	£5.00	0.00%					Y	
Solicitors enquiries/standard pre-sale enquiries*	3 working day response	£240.00	£247.50	£0.00	£247.50	£7.50	0.00%					Y	
Re-mortgage enquiries*	Enquiries raised at a time of remortgaging	£55.00	£57.00	£0.00	£57.00	£2.00	0.00%					Y	
Copy of lease*	fee for providing a copy of the lease	£30.00	£31.00	£0.00	£31.00	£1.00	0.00%					Y	
Requests for landlord's consent*	where leaseholder wants to carry out alterations - permission must be sought from SBC.	£100.00	£103.00	£0.00	£103.00	£3.00	0.00%					Y	
	charge for inspection post completion of works	£50.00	£51.50	£0.00	£51.50	£1.50	0.00%					Y	
Retrospective landlord's consent*	where leaseholder is seeking permission for works carried out retrospectively.	£200.00	£206.00	£0.00	£206.00	£6.00	0.00%					Y	
	additional inspection fee	£50.00	£51.50	£0.00	£51.50	£1.50	0.00%					Y	
Copies of quarterly service charge invoice*	additional inspection fee	£5.00	£5.25	£0.00	£5.25	£0.25	0.00%					Y	
Copies of service charge estimate or actual statement*	additional inspection fee	£5.00	£5.25	£0.00	£5.25	£0.25	0.00%					Y	
Deed of Postponement		£85.00	£85.00	£0.00	£85.00	£0.00	100.00%						
Notice of Charge		£25.00	£25.00	£0.00	£25.00	£0.00	200.00%						
Notice of Transfer		£25.00	£25.00	£0.00	£25.00	£0.00	300.00%						
								0			0		
GRAND TOTAL								£543,710	£0	£12,160	£555,870		

Additional Income (fees & charges) £12,160
 Less: £3000 (G Fund Saving) £9,160

1. charges are rounded to the nearest 5p

2. Careline and Community Support are subject to VAT for private residents unless they complete an exemption declaration.

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GROWTH PROPOSALS & KNOWN BUDGET PRESSURES

Pressures £556,530

Growth £159,870

APPENDIX D

STEVENAGE BOROUGH COUNCIL

Ref No	Ranking	AD	Name of Service	Description of Growth Proposal	Growth in 2020/21	Growth in 2021/22	Growth in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Growth Proposal on Public/ Customers/ Staff/ Members/Partnerships etc (include any impact on key corporate programmes/performance indicator measures) .	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing	% General Fund (note 1)	£ HRA Year 1	£ HRA Year 2	£ HRA Year 3	Approved
G11	3.00	Caron Starkey	Digital	Digital Content Officer	32,270	32,270	32,270	Y	Grade 4 Digital Content Officer - Growth Required to create and maintain website content	N	N	01 April 2020	67%	£10,780	£10,778	£0	2 years
G13	3.00	Caron Starkey	Digital	Web accessibility testing and auditing	20,000	15,000	10,000	Y	New legislation concerning accessibility of digital content and services with fines for non-compliance (the new GDPR). Compliance to be achieved by end of 2021. this applies internal/external. There is software at the moment to check for compliance but is small scale (only licenced for 2000 pages) and will need expanding. The legislation also 'recommends' an annual audit which we can do ourselves or commission. This is a new market for compliance products to support implementation, it will mature as the legislation requirements become the new norm and our own competence to create compliant content/services will improve.	N	N	01 April 2020	67%	£6,680	£5,010	£0	2 years
G14	2.67	Caron Starkey	Digital	Digital Projects Manager	£24,600	49,200	49,200	Y	Digital Projects Manager – Manage the development more digital solutions, new technology to deliver on-line services and innovate in the area. Committing to a permanent role now will secure resilience for the CTOC programme which the council needs to deliver a significant step change in digital service provision to realise the digital financial targets, improved customer offer and staff productivity.	N	N	01 April 2020	67%	£8,220	£16,433	£8,220	2 years
G15	3.00	Caron Starkey	Digital	Digital Platform self book-in and scan additional "Kiosk" module licences	10,000	10,000	10,000	Y	The Firmstep CRM product already procured comes with a customer self book-in module for front of house appointments (such as GP clinics use) and the ability for customers to self-scan in requested documents at a station in the reception area. This reduces staff invention and improves the customer experience, the growth bid is the on-going licence costs. This will contribute to delivering saving SD7	N	N	01 April 2020	67%	£3,340	£3,340	£3,340	yes
G22	2.33	Zayd Al-Jawad	Climate Change agenda	Post required to project manage the climate change agenda item for the Council	54,380	54,380	54,380	Y	This post is required to co-ordinate manage the climate change projects to ensure delivery. (Based on grade 8 post). Costs include employers on-costs. Potential to use corporate graduates for funding.	N	N	01 April 2020	67%	£17,945	£17,945	£0	2 years
G26	2.00	Zayd Al-Jawad	Climate Change agenda	E car club pilot to be funded on-going	18,620	18,620	18,620	Y	The contributes to the climate change agenda, with the use of electric cars The contract is for the use of 3 of the 4 cars for staff Monday to Friday from 8am to 5pm at a cost of £17,160 per year. Any staff use of the 4th car or use of our contracted cars out of hours is charged at £4.58 +VAT per hour. Any public use of our contracted cars within our contracted hours is rebated at the same rate. An additional £1462 per year cost for the maintenance contract of the charging point. There are currently 70 members of staff signed up to use the cars. Most months however see on average about 15 active users whilst nearly half of all booked time is used by the neighbourhood wardens. The total contracted hours are 7020 but charging intervals reduce the usable hours to 5856. The total average number of hours booked by staff is 4023 per year representing 69% utilisation.	N	N	01 April 2020	67%	£6,145	£6,145	£6,145	yes
TOTAL GROWTH OPTIONS					159,870	179,470	174,470							53,110	59,651	17,705	

STEVENAGE BOROUGH COUNCIL

Ref No	Ranking	AD	Name of Service	Description of Growth Proposal	Growth in 2020/21	Growth in 2021/22	Growth in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Growth Proposal on Public/ Customers/ Staff/ Members/Partnerships etc (include any impact on key corporate programmes/performance indicator measures) .	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing	% General Fund (note 1)	£ HRA Year 1	£ HRA Year 2	£ HRA Year 3	Approved
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SERVICE PRESSURES - These have been included in the September 2019 MTFS

G5		Richard Protheroe	ICT	Additional ICT Staff	133,930	133,930	133,930	Y	Approved as part of ICT Strategy- Additional ICT staffing resources as identified within the 2019/20 GF Budget Report. To cover cost of ICT PMO (Project Management Officer (Grade 8), Project Management and Business Engagement Officers 2 ftes (Grade 7), Security and Network Technicians 2ftes (Grade 8), Senior Systems Support Analysts (2 ftes) and ICT Service Desk Team Leader (Grade 5)). SBC share of costs shown			April 2020/21	67%	£44,200	£44,200	£44,200	Yes - included in MTFS
G6		Richard Protheroe	ICT	Storage Support	9,600	9,600	9,600	Y	To support Pure Flash Storage that was purchased in Q2 2019/20. Approved as part of ICT Strategy			April 2020/21	67%	£3,170	£3,170	£3,170	Yes - included in MTFS
G8		Richard Protheroe	ICT	Microwave	5,000	5,000	5,000	Y	Approved as part of ICT Strategy			April 2020/21	67%	£1,650	£1,650	£1,650	Yes - included in MTFS
G9		Richard Protheroe	ICT	VMWare Licences	45,000	45,000	45,000	Y	Approved as part of ICT Strategy			April 2020/21	67%	£14,850	£14,850	£14,850	Yes - included in MTFS
G10		Richard Protheroe	ICT	Technology Advisory Partner £43k Cloud Operating System Model £63k Adoption and Change Management £130k Digital Strategy and Innovation £23K Microsoft Unified Support £75k	334,000			N	Approved as part of ICT Strategy			April 2020/21	67%	£110,220	£0	£0	Yes - included in MTFS
G17		Caron Starkey	CSC	WFM system licences	4,000	4,000	4,000	Y	WFM system in situ, monthly contract obligation for ongoing use	N	N	April 2020/21	67%	£1,340	£1,340	£1,340	Yes - included in MTFS
G18		Caron Starkey	CSC	Telephony quality monitoring system licences	4,000	4,000	4,000	Y	ongoing improvements for telephony service in CSC	N	N	April 2020/21	67%	£1,340	£1,340	£1,340	Yes - included in MTFS
G22		Caron Starkey	Digital	Web CMS licences, QA and forms	21,000	21,000	21,000	Y	Additional costs associated with the website	N	N	April 2020/21	67%	£7,010	£7,010	£7,010	Yes - included in MTFS

TOTAL SERVICE PRESSURES

£556,530 £222,530 £222,530

£183,780 £73,560 £73,560

TOTAL GROWTH AND SERVICE PRESSURES

£716,400 £402,000 £397,000

£236,890 £133,211 £91,265

Growth & Pressures Summary	2020/21	2021/22	2022/23
General Fund- growth	106,760	119,819	116,489
HRA growth	53,110	59,651	17,705
Total Total Growth	159,870	179,470	134,194
General Fund- pressures	372,750	148,970	148,970
HRA -pressures	183,780	73,560	73,560
Total Pressures	556,530	222,530	222,530
Grand Total	716,400	402,000	356,724

APPENDIX E: RISK BASED ASSESSMENT OF THE LEVEL OF HOUSING REVENUE ACCOUNT BALANCES 2020/21

Potential Risk Area	Comments including any mitigation factors		
Income from areas within the base budget where the Council raises "Fees and Charges"	Potential risk that the budgeted level of income from activities where the Council is charging for services will not be achieved. This is anticipated largely to be as a result of the downturn in economy, but could also be as a result of increased void rates, lower collection rates, disputed bills, All "fees and charges" income is reviewed as part of the monthly/quarterly budget monitoring process. All budgets are profiled over the year based upon previous experience.		
		Calculated Risk	
Specific Areas	Estimated Income	Risk assessed at	Balances Required
Rechargeable works not raised or recovered	£158,790	10.00%	£15,879
Leaseholder charges not realised (excluding insurance)	£788,960	5.00%	£39,448
Rental income (increase in voids rates)	£40,234,020	0.50%	£201,170
Service Charges (increase in voids rates)	£1,656,510	0.50%	£8,283
Heating charges	£226,730	5.00%	£11,337
Total			£276,116

Potential Risk Area	Comments		
Demand Led Budgets	Potential risk that spending on parts of the budget where the Council has a legal duty to provide the service increases significantly. Individual budgets reviewed as part of the monthly budget monitoring process. All budgets are profiled over the year based upon previous experience and so any variances should show up during the year.		
		Calculated Risk	
Specific Areas	Estimated Exposure	Risk assessed at	Balances Required
Storm damage and fire damage uninsured costs (excess is £25,000 for fire damage)	£25,000	100.00%	£25,000

**APPENDIX E: RISK BASED ASSESSMENT OF THE LEVEL OF HOUSING REVENUE ACCOUNT BALANCES
2020/21**

Response and Emergency repairs increase as a result of inflationary pressures or unforeseen repairs	£7,508,120	5.00%	£375,406
Unforeseen Capital works not budgeted for requiring a contribution to capital (based on a proportion of the capital programme)	£47,496,760	1.50%	£712,451
Inflation pressures on capital works requiring additional revenue resources to fund the shortfall	£47,496,760	0.25%	£118,742
Insufficient budget identified for damp and mould works	£250,000	10.00%	£25,000
Cost of decanting tenants from redevelopment sites is higher than budgeted for	£282,380	5.00%	£14,119
Total			£1,270,718

Potential Risk Area	Comments including any mitigation factors		
Changes since budget was set	Potential risk that things change since the budget estimates were made and the estimates are then under budgeted for		
		Calculated Risk	
Specific Areas	Estimated Exposure	Risk assessed at	Balances Required
Increase in borrowing costs for internal borrowing	£4,148,980	0.25%	£10,372
Transitional Vacancy Rate 4.5% not achieved	£171,260	10.00%	£17,126
Increase in bad debt provision	£217,620	10.00%	£21,762
Utility inflation (Electricity increase in April 2018, Gas increase from Oct 2018)	£586,480	5.00%	£29,324
NEW pay award is higher than budgeted for	£8,733,042	0.25%	£20,630
Total			£99,214

APPENDIX E: RISK BASED ASSESSMENT OF THE LEVEL OF HOUSING REVENUE ACCOUNT BALANCES 2020/21

Potential Risk Area	Comments including any mitigation factors		
Income from areas within the base budget where the Council raises "Fees and Charges"	Potential risk that changes in government policy and legislation mean income from activities where the Council is charging for services will not be achieved.		
		Calculated Risk	
Specific Areas	Estimated Income	Risk assessed at	Balances Required
Increased Right to buys as a result of Government initiatives reducing the amount of collectable rent. Assume an additional 15 RTB's increasing the number to 50 in 2019/20	£38,041	50.00%	£19,020
higher rent arrears as a result of the introduction of the benefit cap.	£217,620	2.50%	£5,441
Total			£24,461

Potential Risk Area	Comments including any mitigation factors		
Other Risks	Potential risk that savings options will not be realised as a result of delay or unforeseen circumstances.		
		Calculated Risk	
Specific Areas	Estimated Exposure	Risk assessed at	Balances Required
Savings Options delayed or not realised	£202,903	15.00%	£30,435
Total			£30,435

**APPENDIX E: RISK BASED ASSESSMENT OF THE LEVEL OF HOUSING REVENUE ACCOUNT BALANCES
2020/21**

Potential Risk Area	Comments including any mitigation factors		
Estimated balances required for any over spend or under -recovery of expenditure	This calculation replaces the calculation based on Net Expenditure		
		Calculated Risk	
Specific Areas	Estimated Exposure	Risk assessed at	Balances Required
Gross Expenditure (excluding fixed interest costs and depreciation and RCCO)	£18,946,034.91	1.50%	£284,191
Total			£284,191

Potential Risk Area	Comments including any mitigation factors		
Greater exposure to interest rate changes	Moving from RCCOs to new borrowing to support capital increases the risk of higher borrowing costs due to increased interest rates.		
		Calculated Risk	
Specific Areas	Estimated Exposure	Risk assessed at	Balances Required
General allowance in the balances to meet any potential increased cost of borrowing	£1,000,000	100.00%	£1,000,000
Total			£1,000,000

Level of Balances Assumed in Housing Revenue Account Based on risk	£2,985,136
Balances held for future debt and capital programme.	£19,284,663
Total Required balances	£22,269,799

Equality at Stevenage Borough Council

Stevenage Borough Council as a service provider, employer and community leader is committed to achieving equal opportunities for everyone. We want to deliver services that are fair, accessible and open to everyone who needs them.

Equality Impact Assessments (EqIAs) are an important part of the process in ensuring that our intention is translated into action. They help to ensure that decisions are made in a fair, transparent and accountable way, considering the needs and the rights of different people in the community.

Based on the protected characteristics under the Equality Act 2010, the EqIA considers the impact on the following groups when making decisions, updating policies and starting new projects:

- Age
- Disability
- Gender reassignment
- Marital status
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Although non-statutory, the Council has chosen to adopt the Socio-Economic Duty and so decision-makers should use their discretion in considering the impact on people in terms of their social or economic background.

EqIAs also help the Council to demonstrate compliance with the requirements of the Public Sector Equality Duty (Section 149 of the Equality Act 2010). The Duty states that a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is unlawful under this Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

FINANCIAL SECURITY: 2020/21 Appendix F

Overall Equality Impact Assessment of proposals

Savings Proposals 2020/21

Prior to their consideration at Executive in November 2019, all savings proposals were reviewed to determine any potential impact on Stevenage residents in terms of their protected characteristics under the Equality Act 2010. The majority of these have no public impact and so have not been subject to any further EqIA.

Where a negative, positive or disproportionate impact is likely, Assistant Directors and other appropriate managers have drafted Brief or Full EqIAs. These have been summarised over the following pages and will inform the recommendations made at Executive on 22 January and 12 February 2020. Action to further analyse or mitigate the impact on equality groups is identified where appropriate.

The following activity will take place:

November 2019 – February 2020	EqIAs finalised considering further evidence as necessary
January and February 2020	Consideration of all completed EqIAs at Council meetings



Summary Of Equality Impact Assessments APPENDIX F

Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
FS9 Page 656	Undertake Star Survey every 3 years rather than the current 2 year arrangement	<p><u>No Significant Impact</u></p> <p>The views of tenants and leaseholders, including those with protected characteristics, will continue to be canvassed and compared through the STAR survey, but on a less regular basis than previously planned. In the meantime, other consultation will take place in line with the Community Engagement Framework, which will complement the survey results. Some of this engagement activity has the potential to be more targeted towards specific groups than STAR.</p>	None	Richard Protheroe
FS6	Introduction of car parking charges for council employees	<p><u>Unequal/Negative Impact</u></p> <p>Age Proposals may adversely impact on older workers who may find it more difficult to walk or cycle to work.</p> <p>Disability Proposals may adversely impact on staff with physical disabilities as they may find it more difficult to walk to work or commute by other means.</p> <p>Socio-economic Whilst no data is held on the socio-economic background of our workforce, the proposal could have an impact on those on lower incomes compared to those on higher incomes.</p>	<p>Develop a car parking charges policy.</p> <p>Complete a full EqIA and consider the approach to addressing some of the potential unequal impacts within the design of the policy</p> <p>Consult with staff and trade unions in the development of the policy</p>	Clare Davies/ Kirsten Frew



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
<p>SD8</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 62</p>	<p>Paperless committees - progressive plan to achieve committees which are digital by default</p>	<p><u>Positive Impact</u></p> <p>Disability For persons with visual impairment accessibility functions allow access for text to audio capability.</p> <p><u>Negative Impact</u></p> <p>Age Depends on ICT literacy – although this isn't necessarily linked to age.</p> <p>Disability Physical disability could hinder the ability to carry a laptop.</p> <p>Pregnancy/Maternity Pregnancy could hinder the ability to carry a laptop.</p>	<p>Digital Skills Self-Assessment for Members to help identify level of ICT literacy and to tailor support for Members.</p> <p>Assisted Digital Support to be offered to Members to improve their digital literacy and to be able to use Mod.gov software.</p> <p>Pool laptops to be available that Members who have physical disabilities can use.</p>	<p>Richard Protheroe</p>
<p>FS16</p>	<p>Cease Locata contract (choice based lettings system) - to be integrated into Northgate housing system</p>	<p><u>Positive/Neutral Impact</u></p> <p>Overall The proposal is to cease the contract with Locata and provide the equivalent service using our existing Northgate system, thus keeping all data in one system.</p> <p>Customers will still be able to place bids in the same way they have done previously so in this respect the outcomes for customers are unchanged. All applicants will have equal</p>	<p>None</p>	<p>Jaine Cresser</p>



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 63		<p>access to enable them to place bids on suitable accommodation. Those who are unable to do so will have access to our assisted bids service so they have an equal opportunity to bid.</p> <p>With the development of a future online offer, customers will be able to access their information and make their own updates in real time, resulting in an improved service.</p> <p>Age A support service is offered for those who are unable to place bids themselves, which is more often (but not exclusively) those who are older.</p> <p>Disability Properties are allocated in accordance with the allocation policy which may give preference to those who have a disability based on an independent medical assessment.</p> <p>Pregnancy/Maternity Properties are allocated in accordance with the allocation policy which may give preference to those who are pregnant based on an independent medical assessment.</p> <p>Socio Economic Properties are allocated in accordance with the allocation policy which may give preference to those who are homeless based on their individual circumstances.</p>		



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 64</p> <p>FS22</p>	<p>Selling Careline services to private sector tenants/ residents</p>	<p><u>Positive Impact</u></p> <p>Overall The cost for the service is cheaper than other providers and people receive a response service by a staff member to all calls which is unique in Stevenage. The monitoring only service is cheaper than its main competitor Herts Careline.</p> <p>Age This service is available to people of all ages that feel at risk due to a vulnerability.</p> <p>Disability This service is accessible to all as it links to other telecare equipment to support people to live independently at home with different types of disabilities. On very rare occasions we will not be able to offer it to those who are bed bound and lack capacity but this would be discussed with other professionals and family for them to move on to more appropriate support.</p> <p><u>Negative Impact</u></p> <p>Socio Economic People have to pay for this service and there are no concessions. Generally people who own their own homes have more disposable income but also if they apply for attendance allowance, it would pay for the weekly charge. The attendance allowance is not financially assessed.</p>	<p>Actively promote customers to apply for attendance allowance where applicable.</p>	<p>Jaine Cresser</p>



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
<p>SE6 (approved in 16/17)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p>	<p>Increase contribution to support costs to £6 per week as part of phased support charge agreed in 2016/17</p>	<p><u>Overall</u> The increase in the charge will affect residents living in independent living/flexicare housing that are in receipt of housing benefit, fairer charging, universal credit (UC) or are '2003 protected' (i.e. those in the service prior to the government supporting people grant funding starting in 2003). As at 30 October 2019 this affects 609 people. The remaining residents in independent living/flexicare already pay the full charge.</p> <p><u>Positive Impact</u></p> <p><u>Socio Economic</u> Results from the STAR survey in 2018 have shown that residents identified the emergency alarm service and the supported housing officer as the 2nd and 3rd most important priority associated with living in their property. The application of the support charge will help to ensure that the Council can continue to deliver this service.</p> <p><u>Negative Impact:</u></p> <p><u>Age</u> Residents of independent living and flexicare schemes who will have to pay the increased charge are predominantly older people. Conversely however, the costs are currently subsidised by the wider tenant population, who have a younger age profile and do not benefit from the service.</p>	<p>Review whether any elements of the independent living service should be eligible for housing benefit.</p>	<p>Jaine Cresser</p>



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 66		<p>Disability The residents that are charged a support charge are predominantly older and disabled people as this accommodation is for people over 55 years old or for people with a disability.</p> <p>Socio Economic The support charge is not eligible for housing benefit and could have a negative impact for those on lower incomes in terms of affordability.</p> <p>This group of residents may also be affected by increases in Hertfordshire County Council (HCC) charges affecting the overall amount that older and disabled people can afford to pay.</p> <p>However, the introduction of the charge is considered to be fairer than under current arrangements, whereby support charge costs are subsidised by the wider tenant population who do not benefit from the service.</p> <p>Furthermore, the charge has been introduced on an incremental basis, to mitigate the impact. The total cost of the support/alarm service will be £19 per week so Stevenage Borough Council will still be subsidising the £13 per week.</p> <p>In addition, HCC have confirmed that they will be continuing</p>		



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
		<p>with our flexicare support contract until end March 2022, which will mean that this will help offset some of the costs that we would have had to pass on to this group of residents.</p> <p>Of the 103 residents who had to be chased for payment following 2018's introduction of the £2 weekly contribution, only one resident said they could not afford it and was referred to the debt and advice support worker. As at 30 October there are 86 people who are in arrears over £20 totalling £10,823.68.</p>		
<p>PARA Page 67</p>	<p>Rent and service charge setting for 2020/21</p>	<p><u>Overall</u></p> <p>The aim of the rent and service charge policy is to provide a fair method of calculating rents and service charges for all the Council's tenants. It also aligns with the Council's Concessions for Fees and Charges Policy and the principle of recovering the cost of providing services.</p> <p>Tenants have benefited from four years of rent reduction so the impact of the rent increase is mitigated partially by having to use a lower base than it would have been had there not been a mandatory rent reduction (cumulative) of 1 % per annum for the last four years.</p> <p><u>Unequal/Negative Impact</u></p> <p>Age</p>	<p>Rent increase information will be placed on the website as early as possible to start to prepare tenants.</p> <p>The rent notification letter will offer tenants the opportunity to discuss any queries with staff.</p> <p>Prepare staff to enable them to respond effectively and empathetically with tenants.</p>	<p>Jaine Cresser</p>



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 68		<p>A proportion of tenants may see an increase in service charges in any given year. The majority of tenants who are charged for services live in flats and/or sheltered accommodation. Tenants living in sheltered housing do so because they have additional needs that require support relating to age, disability or both. The minimum age for entry into sheltered housing is 55 years and data from Northgate indicates that the proportion of tenants aged 60+ in sheltered housing, is almost three times the proportion for all tenant housing. In relation to flat blocks, the data indicates that there is a higher proportion of people aged 18-29 years in flat blocks compared with all SBC housing.</p> <p>For people living in independent living/flexicare schemes, in addition to basic rent and service charges, those who pay for the support/emergency response services that are not eligible for Housing benefit may see an increase in overall payment due each week (please refer to separate EqIA).</p> <p>Disability Northgate data on tenants in relation to disability was collected a number of years ago and is not up to date. This information was also disclosed at the tenants' discretion so some tenants may not have provided it. However, to give some context, the data indicates that the proportion of tenants in sheltered housing declaring that they had a disability was almost double the proportion for the whole SBC tenant population. The proportion of tenants living in flat blocks</p>	<p>Consult with residents throughout 2020/21 to establish the impact and put in place systems to mitigate this.</p> <p>A further EqIA will be carried out on the impact of the service and support charge increases. This will consider the impact on individual tenants to ensure that individual customers are not affected disproportionately.</p>	



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 69		<p>declaring a disability was very similar to the proportion living in all properties; therefore a disproportionate impact on these tenants is not anticipated.</p> <p>Socio Economic The rent increase will be applied across all tenancies prescribed by the Work and Welfare Reform Act and in line with the current Rent Standard Direction, regardless of socio-economic circumstances. Those who receive services for which a service charge is made will be charged the actual cost of those services.</p> <p>Those reliant on Housing Benefit (HB) and Universal Credit (UC) housing costs to cover their full rent and eligible service charges will not be affected by the increase in rent and service charges as their benefit award will be recalculated.</p> <p>However, heating charges are exempt from HB and tenants are expected to pay this. Water charges are also exempt from HB and are set by the Water Authority.</p> <p>The policy allows for capping of service charges, subject to any legal constraints. As a means of mitigating the impact of an increase that would cause hardship, the Council may subsidise the costs.</p> <p>The number of bids on the new build properties let at affordable rents are similar to the number received for new</p>		



Appendix F

Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
		<p>build let at social rents. There is a mixture of employed and unemployed applicants. Applicants in receipt of benefits are not excluded or unfairly treated. The rent and service charge policy states that the Council will have regard to the Local Housing Allowance when setting affordable rents. If affordable rents are set at this level, HB/ UC housing cost will cover the rent in full for those tenants who are entitled to the maximum amount of housing benefit. Setting at the Local Housing Allowance will also benefit tenants who are, for example on a low wage or zero hour contracts and where partial housing benefit can be paid.</p>		

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Undertake the Tenant and Leaseholder ('Star') Survey every 3 years rather than the current 2 year arrangement	What are the key aims of it?	The 'STAR' survey is used across the housing sector and enables the Council to assess levels of customer satisfaction, to identify customer priorities and to shape its services accordingly. The last survey was undertaken in 2018. The proposal is to reduce the frequency of the survey so it is carried out every 3 years rather than every 2 years, thereby making a cost saving.		
Who may be affected by it?	Council tenants and leaseholders				
Date of full EqIA on service area (planned or completed)	N/A				
Form completed by:	Katrina Shirley	Start date	7.11.19	End date	
		Review date			N/A

Page 71

What data / information are you using to inform your assessment?	<p><u>STAR Survey 2018 Report.</u> The survey was sent to approximately 2,300 general needs tenants, all sheltered housing tenants and all leaseholders. For tenants, the returned sample was corrected for differential selection and response rates between the general needs and sheltered tenants and was then weighted by gender, age and ward. For leaseholders, results were weighted by leaseholder type (resident/non-resident). The results are therefore broadly representative of the Council's tenants and leaseholders.</p> <p>Anonymised information on the protected characteristics of respondents is collected through the survey in respect of sex, age, ethnic origin, disability, working status and marital status. This enables some analysis of the profile of tenants and leaseholders to be undertaken and enables significant differences in responses to be identified. It should be noted that all results are subject to sampling tolerances, which means that not</p>	Have any information gaps been identified along the way? If so, please specify	N/A
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	<p>all differences are statistically significant.</p> <p><u>SBC Community Engagement Framework</u> The STAR Survey is just one part of a broader approach to community engagement in Stevenage, which involves a range ways in which the Council consults with and involves residents, tenants and leaseholders. The Community Engagement Framework (approved February 2019) includes the following aim:</p> <ul style="list-style-type: none"> • Providing and developing creative ways to engage with our communities, ensuring equality of opportunity in having a voice, which will be achieved by: <ul style="list-style-type: none"> - Promoting and supporting processes that engage and provide representation for communities in decision making - Developing more creative approaches that encourage engagement from all sections of our community, using digital and neighbourhood networks - Providing opportunities for our protected characteristic communities to come together in exploring the needs of minority communities, groups and organisations. 		
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	<p>Insignificant impact: The views of tenants and leaseholders of differing ages will continue to be canvassed and compared through the STAR survey, but on a less regular basis. In the meantime, other consultation will take place in line with the Community Engagement Framework, which will complement the survey</p>	Race	<p>Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.</p>

	results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.		
Disability	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.	Religion or belief	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.
Gender reassignment	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.	Sex	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.
Marriage or civil partnership	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other	Sexual orientation	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other

	consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.		consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.
Pregnancy & maternity	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.	Socio-economic ¹	Insignificant impact: The views of tenants and leaseholders will continue to be canvassed and compared through the STAR survey, but on a less regular basis. Other consultation will complement the survey results. Some of this engagement activity has the potential to be more targeted at specific groups than STAR.
Other			

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment		Promote equal opportunities		Encourage good relations	

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline

¹Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.



Approved by Assistant Director/ Strategic Director: Richard Protheroe
Date: 7/11/19

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Introduction of car parking charges for Council employees	What are the key aims of it?	To consider the potential impact of the introduction of staff parking charges on all staff and particularly those under the protected characteristics		
Who may be affected by it?	All employees				
Date of full EqIA on service area (planned or completed)	April 2020				
Form completed by:	Clare Davies, Senior HR&OD Manager	Start date	December 2019	End date	TBC
		Review date	April 2020		

page 76

What data / information are you using to inform your assessment?	Workforce Information (as at October 2019)	Have any information gaps been identified along the way? If so, please specify	N/A
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	Proposals around charges for car parking may adversely impact on older workers who may find it more difficult to walk or cycle to work	Race	Nothing disproportionate identified currently
Disability	Proposals around charges for car parking may adversely impact on staff with physical disabilities as they may find it more difficult to walk to work or commute by other means.	Religion or belief	Nothing disproportionate identified currently
Gender reassignment	There was insufficient information about gender	Sex	Nothing disproportionate identified currently

	reassignment for analysis		
Marriage or civil partnership	Nothing disproportionate identified currently	Sexual orientation	Nothing disproportionate identified currently
Pregnancy & maternity	Data numbers too small for EQiA data to be meaningful.	Socio-economic ²	Whilst no data is held on the socio-economic background of our workforce, the proposal could be seen to have an impact on those on lower incomes compared to those on higher incomes.
Other	Nothing identified		

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment	Consider approach to address some of the unequal impacts in the design of the car parking charges policy	Promote equal opportunities		Encourage good relations	Consult with staff and trade unions in the development of the policy

Page 77

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
If a negative or unequal (high or low) impact has been identified, you should assess this further in a Full EqlA	Clare Davies	In the consultation and development of the car parking charges policy	June 2020

Approved by Strategic Director: Richard Protheroe
Date: 31.12.19

²Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Paperless Committees	What are the key aims of it?	Reduce use of papers for committees by supplying access to papers via laptops or tablets		
Who may be affected by it?	Members (councillors), Member services staff				
Date of full EqIA on service area (planned or completed)					
Form completed by:	Simon Russell	Start date	29/10/2019	End date	
		Review date			

Page 78

What data / information are you using to inform your assessment?	Professional experience having implemented similar solution at two previous authorities.	Have any information gaps been identified along the way? If so, please specify	
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	Potentially negative depending on ICT literacy – although this isn't necessarily linked to age	Race	No impact
Disability	<p>Potential negative impact for persons with a physical disability, which hinders their ability to carry a laptop.</p> <p>Positive for persons with visual impairment as accessibility functions allows access for text to audio capability.</p>	Religion or belief	No impact

Gender reassignment	No impact	Sex	No impact
Marriage or civil partnership	No impact	Sexual orientation	No impact
Pregnancy & maternity	Negative during period of pregnancy which may hinder the ability to carry a laptop	Socio-economic ³	No impact
Other			

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment		Promote equal opportunities	For persons with visual impairment accessibility functions grants greater access to documents. Grants access to equipment to increase ICT literacy and improve current skills.	Encourage good relations	

Page 79

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Digital Skills Self- Assessment for Members to help identify level of ICT literacy and to tailor support for Members	Simon Russell	Self- Assessment Questionnaire	March 2020
Assisted Digital Support to be offered to Members to improve their digital literacy and to be able to use Mod.gov software.	Simon Russell	Through 1-2-1 or dedicated sessions	May 2020

³Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.



Appendix F

Pool laptops to be available that Members that have physical disabilities can use.	Simon Russell	Part of 2020/21 Hardware Replacement Programme	June 2020
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Approved by Strategic Director: Richard Protheroe
Date: 29 October 2019

Please send this EqIA to equalities@stevenage.gov.uk

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		Cessation of using Locata to deliver CBL			
Lead Assessor	Jaine Cresser			Assessment team	
Start date	1 Nov 19	End date	5 Nov 19		
When will the EqIA be reviewed?	5 Nov 2020				

Page 81

Who may be affected by it?	Customers bidding for properties currently use the Locata system to place their bids. This includes existing tenants, and those on the Housing Register. We also offer this service on behalf of Housing Associations with stock in Stevenage.
What are the key aims of it?	We are proposing to cease the contract with Locata and provide the service using our existing Northgate system, thus keeping all our data in one system. Customers will still be able to place bids in the same way they have done previously so the outcomes for customers are unchanged. With the development of a future online offer, customers will be able to access their information and make their own updates in real time, so an improved offer.

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	All applicants will have equal access to enable them to place bids on suitable accommodation - those that can't will	Promote equal opportunities	All applicants will have equal access to enable them to place bids on suitable accommodation - those that can't will	Encourage good relations	All applicants will have equal access to enable them to place bids on suitable accommodation - those that can't will

	have access to our assisted bids service so they have an equal opportunity to bid.		have access to our assisted bids service so they have an equal opportunity to bid.		have access to our assisted bids service so they have an equal opportunity to bid.
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What sources of data / information are you using to inform your assessment?	The Housing Register
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In assessing the potential impact on people, are there any overall comments that you would like to make?	The customer experience should be no different. In the medium term, customers will also be able to complete their application online providing a seamless approach through one system. All the information will be held on one system which customers will be able to access through an online customer account by the end of the financial year. Long term a holistic online offer will be of benefit to customers.
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Page 82

Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Age	
Negative impact	
n/a – we are able to provide a support service for those who are unable to place bids themselves which will assist in them being able to place bids on suitable accommodation, which is more often (but not exclusively) those who are older.	
Please evidence the data and information you used to support this assessment	Age profile of those on the Housing Register

What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	
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Disability			
e.g. physical impairment, mental ill health, learning difficulties, long-standing illness			
Properties are allocated in accordance with the allocation policy which may give preference to those who have a disability based on an independent medical assessment.			
Please evidence the data and information you used to support this assessment	Independent medical advisor assessments supported by Dr's medical reports.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 83

Gender reassignment N/A			
Positive impact		Negative impact	Unequal impact

Marriage or civil partnership N/A			
Positive impact		Negative impact	Unequal impact

Pregnancy & maternity – N/A			
Positive impact		Negative impact	Unequal impact
Please evidence the data and information you used to support this assessment	Properties are allocated in accordance with the allocation policy which may give preference to those who are pregnant based on an independent medical assessment.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	



Race – N/A

Positive impact		Negative impact		Unequal impact	
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Religion or belief – N/A

Positive impact		Negative impact		Unequal impact	
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Sex – N/A

Positive impact		Negative impact		Unequal impact	
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Sexual orientation – N/A

e.g. straight, lesbian / gay, bisexual

Positive impact		Negative impact		Unequal impact	
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Socio-economic⁴

e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement

Properties are allocated in accordance with the allocation policy which may give preference to those who are homeless based on their individual circumstances

Please evidence the data and information you used to support this assessment

What opportunities are there to promote equality and inclusion?

What do you still need to find out? Include in actions (last page)

Page 84

⁴Although non-statutory, the Council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Other – N/A				
please feel free to consider the potential impact on people in any other contexts				
Positive impact		Negative impact		Unequal impact

What are the findings of any consultation with:

Staff?	None	Residents?	None – no impact
Voluntary & community sector?		Partners?	
Other stakeholders?			

Overall conclusion & future activity

Page 85

Explain the overall findings of the assessment and reasons for outcome (please choose one) :		
1. No inequality, inclusion issues or opportunities to further improve have been identified		
Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	Cease the Locata contract and move the service to be part of the integrated Northgate database
	2c. Stop and remove	

Detail the actions that are needed as a result of this assessment and how they will help to remove discrimination & harassment, promote equal opportunities and / or encourage good relations :				
Action	Will this help to remove, promote and / or encourage?	Responsible officer	Deadline	How will this be embedded as business as usual?

Approved by Assistant Director / Strategic Director: Jaine Cresser Assistant Director (Housing and Investment)
Date: 8/11/19

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		Careline services in the Private Sector	
Lead Assessor	Karen Long		Assessment team
Start date	1 Nov 19	End date	3 Nov 19
When will the EqIA be reviewed?	Dec 2020		

Page 86

Who may be affected by it?	Owner occupiers or people living in the private sector.
What are the key aims of it?	To provide and extend the Careline service to those who are living in the private sector

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	The service will be provided to both council and private residents in Stevenage	Promote equal opportunities	The service will be provided to both council and private residents in Stevenage	Encourage good relations	

What sources of data / information are you using to inform your assessment?	<ul style="list-style-type: none"> • Number of owner occupiers and private rented over the age of 65 in Stevenage – POPPI 2011 • People aged 65 and over who need help with at least one self-care activity - POPPI 2011 • Population aged 65 and over - POPPI
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In assessing the potential impact on people, are there any overall comments that you would like to make?	The cost for the service is cheaper than other providers and people receive a response service by a staff member to all calls which is unique in Stevenage. The monitoring only service is cheaper than its main competitor Herts Careline.
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Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Page 87

Age			
Negative impact			
There is no negative impact. This service is available to people of all ages that feel at risk due to a vulnerability.			
Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Disability e.g. physical impairment, mental ill health, learning difficulties, long-standing illness
Positive impact
This service is accessible to all as it links to other telecare equipment to support people to live independently at home with all

different types of disabilities. On very rare occasions we will not be able to offer it to those who are bed bound and lack capacity but this would be discussed with other professionals and family for them to move on to more appropriate support.			
Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 88

Gender reassignment N/A			
Positive impact		Negative impact	
			Unequal impact

Marriage or civil partnership N/A			
Positive impact		Negative impact	
			Unequal impact

Pregnancy & maternity – N/A			
Positive impact		Negative impact	
			Unequal impact

Race – N/A			
Positive impact		Negative impact	
			Unequal impact

Religion or belief – N/A			
Positive impact		Negative impact	
			Unequal impact



Sex – N/A				
Positive impact		Negative impact		Unequal impact

Sexual orientation – N/A e.g. straight, lesbian / gay, bisexual				
Positive impact		Negative impact		Unequal impact

Socio-economic⁵ e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement				
Page 89	Negative Impact:			
	People have to pay for this service and there are no concessions. Generally people who own their own homes have more disposable income but also if they apply for attendance allowance which is to support them with things like this, it would pay for the weekly charge. The attendance allowance is not financially assessed.			
	Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)		

Other – N/A please feel free to consider the potential impact on people in any other contexts				
Positive impact		Negative impact		Unequal impact

⁵Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

What are the findings of any consultation with:

Staff?	None	Residents?	
Voluntary & community sector?		Partners?	
Other stakeholders?			

Overall conclusion & future activity

Explain the overall findings of the assessment and reasons for outcome (please choose one) :		
1. No inequality, inclusion issues or opportunities to further improve have been identified	No inequality issues have been highlighted due to the private sector being able to access attendance allowance that is not financially assessed and the service is designed to support people with disabilities.	
Page 90 Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	There is nothing from the outcome of the EQIA to prevent us continuing with the service.
	2c. Stop and remove	

Detail the actions that are needed as a result of this assessment and how they will help to remove discrimination & harassment, promote equal opportunities and / or encourage good relations :				
Action	Will this help to remove, promote and / or encourage?	Responsible officer	Deadline	How will this be embedded as business as usual?
To actively promote customers to apply for attendance allowance where applicable.	This will help customers access the service that they need.	Kelly Potts	Ongoing	It will be part of the promotion and assessment process.

Approved by Assistant Director / Strategic Director: Jaine Cresser

Date: 7/11/19

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		Support Charge increase by £2 to £6			
Lead Assessor	Karen Long			Assessment team	
Start date	1 Nov 19	End date	5 Nov 19		
When will the EqIA be reviewed?	5 Nov 2020				

Page 91

Who may be affected by it?	Residents living in independent living/flexicare housing that are in receipt of housing benefit, fairer charging, universal credit (UC) or 2003 protected (i.e. those in the service prior to the government supporting people grant funding starting in 2003). As at 30 October 2019 this affects 609 people. The remaining residents in independent living/flexicare already pay the full charge.
What are the key aims of it?	To contribute to the recovery of costs for providing the support/emergency response service to people living in independent living/flexicare schemes that historically have not had to pay anything towards the cost as we received housing related support funding from Hertfordshire County Council (HCC). The support/alarm service is not eligible for housing benefit, but in order to be able to continue this service to residents we needed to introduce the initial weekly contribution of £2.00 in 2018/19, £4 in 2019/20 and propose to increase this to £6.00 in 2020/21. The total cost of the support/alarm service will be £19 per week so Stevenage Borough Council will still be subsidising the £13 per week. This option has the support of the housing portfolio holder.

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	This will remove discrimination against other residents that pay	Promote equal opportunities	This also aligns to the Council's aim to be financially sufficient and	Encourage good relations	

	the full cost for not being in receipt of housing benefit or fairer charging.		recover costs of services where possible.		
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What sources of data / information are you using to inform your assessment?	<ul style="list-style-type: none"> • Data of those on full/partial housing, fairer charging, universal credit or those that are protected due to supporting people implementation in 2003. • Age profile of independent/flexicare housing tenants
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In assessing the potential impact on people, are there any overall comments that you would like to make?	We currently have 8 people that are refusing to pay any of the support charge. The majority of people do not pay through direct debit and pay through a payment card. This is not always a regular payment and it took a lot of effort by the Support Services team to get people to pay £4 and they are constantly monitoring this. As at 30 October we have 86 people who are in arrears over £20 totalling £10,823.68. This is likely to increase especially when the new charge starts in April 2020.
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Page 92

Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Age
<p>Negative impact</p> <p>The residents that are charged a support charge are predominantly older and disabled people as this accommodation is for people over 55 years old or for people with a disability.</p> <p>Conversely however, the costs are currently subsidised by the wider tenant population, who have a younger age profile and do not benefit from the service.</p>

Please evidence the data and information you used to support this assessment	Age profile of independent/flexicare housing residents		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

<p align="center">Disability e.g. physical impairment, mental ill health, learning difficulties, long-standing illness</p>			
<p>Unequal impact</p> <p>The residents that are charged a support charge are predominantly older and disabled people as this accommodation is for people over 55 years old or for people with a disability.</p>			
Please evidence the data and information you used to support this assessment	Northgate report on disability profile for independent/flexicare residents and also whole population living in SBC properties.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	Northgate data on tenants relating to tenants with disability was collected a number of years ago and is not up to date. This information was also disclosed at the tenant's discretion so some tenants may not have provided it. We have introduced a support services module on Northgate whereby we will be able to collate more data on disability and this will inform future EQIAs.

Page 93

<p align="center">Gender reassignment N/A</p>			
Positive impact		Negative impact	Unequal impact



Marriage or civil partnership N/A				
Positive impact		Negative impact		Unequal impact

Pregnancy & maternity – N/A				
Positive impact		Negative impact		Unequal impact

Race – N/A				
Positive impact		Negative impact		Unequal impact

Page 94

Religion or belief – N/A				
Positive impact		Negative impact		Unequal impact

Sex – N/A				
Positive impact		Negative impact		Unequal impact

Sexual orientation – N/A e.g. straight, lesbian / gay, bisexual				
Positive impact		Negative impact		Unequal impact

Socio-economic⁶

e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement

Positive Impact:

Results from the STAR survey in 2018 have shown that residents identified the emergency alarm service and the supported housing officer as the 2nd and 3rd most important priority associated with living in their property. The application of the support charge will help to ensure that the Council can continue to deliver this service.

In January 2018 we held drop in sessions at each scheme for residents to come and discuss the charge and for us to explain what it is for. We had a lot of positive comments with the majority understanding the need to pay towards the service. Some residents recognised that housing associations had withdrawn the emergency service and scheme manager and didn't want this to happen to them. One person wanted to pay more.

HCC have confirmed that they will be continuing with our flexicare support contract until end March 2022 which will mean that this will help offset some of the costs that we would have had to pass on to this group of residents.

Negative Impact:

The support charge is not eligible for housing benefit and could have a negative impact for those on lower incomes in terms of affordability. However, of 103 residents where we had to chase payment following 2018's introduction of the £2 weekly contribution only one resident said they couldn't afford it and was referred to the debt and advice support worker.

This group of residents may also be affected by increases in Hertfordshire County Council (HCC) affecting the overall amount that older and disabled people can afford to pay:

- HCC charge for some of their community based adult social care services that they used to provide for free. This has impacted on many people over 60 in the independent living/flexicare schemes as they are in receipt of some care due to their age/medical conditions. The low care band in flexicare doubled and this had an impact on residents being able to afford care and HCC had received a number of complaints.

⁶Although non-statutory, the Council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

However, the introduction of the charge is considered to be fairer than under current arrangements, whereby support charge costs are subsidised by the wider tenant population who do not benefit from the service.

Furthermore, the charge has been introduced on an incremental basis, to mitigate the impact, rather than applying the full amount of £19 per week in one 'hit'.

During 2020/21, officers will also review whether any elements of the independent living service should in fact be eligible for housing benefit.

Communication

The support charge notification letter will go out in February 2020 to all residents living in independent living and flexicare properties.

To ensure that this is explained as clearly as possible there will be a FAQ sheet and details on the website.

HMAB will agree and /or make recommendations for the content of the letters in January 2020, with the portfolio holder signing off the final letters.

Page 96

<p>Please evidence the data and information you used to support this assessment</p>	<ul style="list-style-type: none"> • Comments from drop in sessions held in January 2018. • A copy of charges for community based care from HCC • Spreadsheet detailing those who hadn't paid £2 weekly contribution and their comments. 		
<p>What opportunities are there to promote equality and inclusion?</p>	<p>We have clearly explained what the support charge covers and the reasons for charging The notification letters will offer customers the opportunity to discuss their concerns with staff and get support in applying for any relevant benefits.</p>	<p>What do you still need to find out? Include in actions (last page)</p>	

Other – N/A			
please feel free to consider the potential impact on people in any other contexts			
Positive impact		Negative impact	Unequal impact
Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

What are the findings of any consultation with:

Staff?	None	Residents?	<p>Results from the STAR survey in 2018 have shown that residents identified the emergency alarm service and the support housing officer as the 2nd and 3rd most important priority associated with living in their property.</p> <p>In January 2018 we held drop in sessions at each scheme for residents to come and discuss the charge and for us to explain what it is for. We had a lot of positive comments with the majority understanding the need to pay towards the service. Some residents recognised that housing associations had withdrawn the emergency service and scheme manager and didn't want it to happen to them. One person wanted to pay more.</p>
Voluntary & community sector?		Partners?	
Other stakeholders?			

Overall conclusion & future activity

Explain the overall findings of the assessment and reasons for outcome (please choose one) :		
1. No inequality, inclusion issues or opportunities to further improve have been identified		
Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	The future viability of the support and alarm service in independent/flexicare living is reliant upon us being able to recover the cost of service provision where it is possible to do so. Results from the STAR survey support the value of the service from residents by them rating the emergency alarm and supported housing officer as their 2 nd and 3 rd priority (behind the repairs to their property).
	2c. Stop and remove	

Page 98

Detail the actions that are needed as a result of this assessment and how they will help to remove discrimination & harassment, promote equal opportunities and / or encourage good relations :				
Action	Will this help to remove, promote and / or encourage?	Responsible officer	Deadline	How will this be embedded as business as usual?
Review whether any elements of the independent living service should be eligible for housing benefit	This is to ensure fair charging of service.	Karen Long	Jan 2021	

Approved by Assistant Director / Strategic Director: Jaine Cresser Assistant Director (Housing and Investment)

Date: 7/11/19

Please send this EqIA to equalities@stevenage.gov.uk

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		HRA: Revised Rent and Service Charge Policy	
Lead Assessor	Jaine Cresser		Assessment team
Start date	November 2019	End date	July 2020
When will the EqIA be reviewed?	Jan 2021		Elizabeth Ddamulira

Page 99

Who may be affected by it?	All tenants
What are the key aims of it?	<p>This policy provides a framework for setting our rents and service charges within legislative requirements. The rent and service charge income underpins the delivery of the Housing Revenue Account Business Plan's key housing objectives to deliver effective services, to invest in its properties to ensure homes are of a modern standard and to provide new social housing to rent.</p> <p>The proposed revisions aim to ensure that the policy complies with the government's direction on the Rent Standard 2019 for the next five years in respect of social rents and to clarify the Council's position in relation to service charge increases and affordable rents. Key elements include:</p> <ul style="list-style-type: none"> • To increase rents on social rent and affordable rent properties by up to CPI+1% each year from 2020, for a period of at least five years. • Increase the rents for all excluded properties by CPI +1%, e.g. LSSO • Set the rent for a proportion of new build homes at affordable rents. • Set the rent where adaptations or extensions have resulted in the property being increased in size (for example, an additional bedroom), in accordance with the formula rent as detailed in the policy. • Further to the Welfare Reform and Work Act 2016, charge the rent payable by new tenants of existing social rent housing at the higher of the formula rent (i.e. the 'social rent rate'), or the actual rent (i.e. the 'assumed rent rate') as at 8th July 2015, with the appropriate rent increase applied in line with the current Rent Standard Direction (February 2019). • Charge actual costs for service charges but with the provision to apply a cap, subject to any legal constraints, on affordability grounds where appropriate.

What positive measures are in place (if any) to help fulfil our legislative duties to:				
Remove discrimination & harassment		Promote equal opportunities	The aim of the policy is to provide a fair method of calculating rents and service charges for all of our tenants. It also aligns with the council's Concessions for Fees and Charges Policy, and the principle of recovering the cost of providing services.	Encourage good relations

Page 100

What sources of data / information are you using to inform your assessment?	<ul style="list-style-type: none"> • Policy Statement on Rents for Social Housing, February 2019 • Direction on the Rent Standard, 2019 • Welfare Reform and Work Act 2016 • Housing and Planning Act 2016 • Rent and service charge policy agreed by Exec December 2019 and recommended to Council in January 2020 • Rent account information • Housing System data • Supported housing service data
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In assessing the potential impact on people, are there any overall comments that you would like to make?	<p>Permission to increase rents by CPI + 1% for the next 5 years has required a revision of HRA Budget plans priorities. The HRA Business Plan was agreed at the December 2019 Executive Meeting. The average rent increase for 2020/2021 across all tenures is £3.50 per week.</p> <p>When calculating rents and service charges accounts, consideration will be taken of the need to balance any increase in the combined rent and service charge with the potential financial impact on customers. This relates to 1,005 or 34% of homes (who get a service charge) those who live in flats predominantly, as well as 844 sheltered accommodation. The Council must recover the actual cost of providing the service and service charge costs will increase with inflationary pressures and changes in</p>
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	<p>usage.</p> <p>We have 6,825 general rented properties, 35 affordable rent properties, 844 Sheltered Accommodation and 85 LSSO as at November 2019. The setting of a proportion of new build lets at affordable rents will contribute positively to increasing the supply of new homes in Stevenage. All target groups will benefit given the need for affordable housing is common across all socio-economic and minority groups. The current low supply of new affordable housing and the high cost of the private rented sector in Stevenage have impacted adversely on those groups whose incomes are average or below average.</p> <p>This also further supports work with people who need help to live independently at home and those at risk of homelessness, through wider housing options, continued provision of support, and financial assistance for adaptations and more homelessness preventative programmes respectively.</p> <p>Any groups that are potentially disadvantaged are still expected to be able to benefit from a council property set at a social rent.</p> <p>Tenants have benefited from four years of rent reduction so the impact of the rent increase is mitigated partially by having to use a lower base than it would have been had there not been a mandatory rent reduction (cumulative) of 1 % for the last four years.</p>
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Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Age					
Positive impact		Negative impact		Unequal impact	The increase is applied to all properties; it is not possible to exempt any particular groups. A proportion of tenants may see an increase in service charges in any given year. The majority of tenants who are charged for services live in flats and/or sheltered accommodation. Tenants living in

					<p>sheltered housing do so because they have additional needs that require support relating to age, disability or both. The minimum age for entry into sheltered housing is 55 years and data from Northgate indicates that the proportion of tenants aged 60+ in sheltered housing, is almost three times the proportion for all tenant housing.</p> <p>In relation to flat blocks, the data indicates that there is a higher proportion of people aged 18-29 years in flat blocks compared with all SBC housing.</p> <p>For people living in independent living/flexicare schemes, in addition to basic rent and service charges, those who pay for the support/emergency response services that are not eligible for Housing benefit may see an increase in overall payment due each week .</p>
Please evidence the data and information you used to support this assessment				See page two and three.	
What opportunities are there to mitigate the impact?	A further EqIA will be carried out on the impact of the service and support charge increases specific to 2020/21. This will consider the impact on individual tenants to ensure that individual customers are not affected disproportionately. The rent and service charge increases and if appropriate caps will be modelled based on this information			What do you still need to find out? Include in actions (last page)	

Disability					
Positive impact		Negative impact		Unequal impact	<p>The increase is applied to all properties; it is not possible to exempt any particular groups. Northgate data on tenants in relation to disability was collected a number of years ago and is not up to date. This information was also disclosed at the tenants' discretion so some tenants may not have provided it. To give some context, the data indicates that the proportion of tenants in sheltered housing declaring that they had a disability was almost double the proportion for the whole SBC tenant population. The proportion of tenants living in flat blocks declaring a disability was very similar to the proportion living in all properties; therefore a disproportionate impact on these tenants is not anticipated.</p>

Please evidence the data and information you used to support this assessment	See page two and three.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Gender reassignment, Marriage or civil partnership, Pregnancy & maternity, Race, Religion or belief, Sex, Sexual orientation N/A			
Positive impact		Negative impact	Unequal impact
Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 103

Socio-economic⁷					
e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users					
Positive impact		Negative impact	The rent increase will be applied across all tenancies prescribed by the Work and Welfare Reform Act and in line with the current Rent Standard Direction (February 2019) regardless of circumstances. This will be applied for at least the next 5 years. Those reliant on Housing Benefit (HB) and Universal Credit (UC) Housing costs to cover their full rent and eligible service charges won't be affected by the increase in rent and service charges as their benefit award will be recalculated.	Unequal impact	
			The number of bids on the new build properties let at affordable rents are similar to the number		

⁷Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

			<p>received for new build let at social rents. There is a mixture of employed and unemployed applicants. Applicants in receipt of benefits are not excluded or unfairly treated.</p> <p>Those who receive services for which a service charge is made will be charged the actual cost of those services. Heating charges are exempt from HB and tenants are expected to pay this. Water charges are also exempt from HB and are set by the Water Authority. SBC collects the water charges on behalf of the Water Authority.</p>		
<p>Please evidence the data and information you used to support this assessment</p>	<p>See page two and three</p>				
<p>What opportunities are there to mitigate the impact and promote equality and inclusion?</p>	<p>The policy allows for capping of service charges, subject to any legal constraints. As a means of mitigating the impact of an increase that would cause hardship, the council may subsidise the costs.</p> <p>Rent increase information to be out on our website early January 2020 to start preparing tenants.</p> <p>The rent notification letter (to be sent out at the end of February) will offer tenants the opportunity to discuss any queries they have with staff. It will explain why the rent has increased and also explain any increase in service charges. Where a property has a number of service charges they will be fully explained, with a summary of how the weekly charge has increased overall.</p> <p>Where support charges are also included (mainly but not exclusively for sheltered and flexi care schemes) separate notifications will be sent out to these residents to ensure it is clearly set out how each element of the weekly charge is made up.</p> <p>To ensure that this is explained as clearly as possible there will be a FAQ sheet</p>			<p>What do you still need to find out? Include in actions (last page)</p>	

	<p>and details on the website and hard copies available for those who need them.</p> <p>The policy states that the Council will have regard to the Local Housing Allowance when setting affordable rents. If affordable rents are set at this level, HB/ UC housing cost will cover the rent in full for those tenants who are entitled to the maximum amount of housing benefit. Setting at the Local Housing Allowance will also benefit tenants who are, for example on a low wage or zero hour contracts and where partial housing benefit can be paid.</p> <p>For those moving into Affordable Rent (AR) properties a comprehensive affordability assessment is carried out prior to offer to ensure that the tenancy is sustainable.</p> <p>The implementation of the policy in respect of AR will be kept under review by the Housing Development Executive Committee and should adverse impacts be identified this will inform future decision making in this regard.</p> <p>Prepare staff to enable them to respond effectively and empathetically with tenants.</p>		
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Other			
please feel free to consider the potential impact on people in any other contexts			
Positive impact		Negative impact	Unequal impact
Please evidence the data and information you used to support this assessment			
What opportunities are there to mitigate the impact?		What do you still need to find out? Include in actions (last page)	

What are the findings of any consultation with:

Residents?	We will be consulting residents throughout 2020/21 as it will be the first year of increase since the rent reduction regime to establish impact and put in place systems to mitigate this accordingly.	Staff?	
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Voluntary & community sector?		Partners?	
Other stakeholders?	<p>HMAB was consulted in November 2019 and was supportive of the policy to charge at actual costs but with the provision in the policy to cap any increases if this would cause hardship.</p> <p>In terms of affordable rents, HMAB broadly supports this policy. There are still some concerns about the affordability of such schemes and the position if tenants lost employment/were on a low wage. The rent would be covered in full for those tenants entitled to full HB/ UC housing costs due to the rent being set at the LHA level. Also those in low paid employment may be entitled to partial HB/ UC housing costs. Thorough affordability assessments will be carried out.</p>		

Page 106

Overall conclusion & future activity

Explain the overall findings of the assessment and reasons for outcome (please choose one) :		
1. No inequality, inclusion issues or opportunities to further improve have been identified		
Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	<p>The future viability of the HRA Business Plan will be reliant upon us being able to recover the costs of service provision where it's possible to do so.</p> <p>Only a proportion of new builds will be at affordable rent in line with the revised HRA Budget plan. The proposal to offer a mix of new build rents at affordable rent levels and at social rent levels would result in additional income to the HRA over 30 years which makes a significant contribution to the sustainability of the plan and the Council's ability to build new homes and to deliver other housing priorities.</p> <p>There are plans to build 240 social rented and 270 affordable rented houses over the next 5 years. The policy and the aim is for a 50/50 split, but due to the timing of delivery on schemes the weighting is slightly biased towards affordable, but it evens out over the whole 30 year plan.</p>

		This means that there will be a total of approximately 4% of council homes at affordable rent at the end of the 5 year period. The majority of annual lettings (i.e. of new build and re-let properties) would continue to be at a social rent level and it is estimated that after 30 years the vast majority of council property rents (an estimated 88%) will be set at the social rent rate, subject to any changes in legislation or Government guidance.
	2c. Stop and remove	

Detail the actions that are needed as a result of this assessment and how they will help to remove discrimination & harassment, promote equal opportunities and / or encourage good relations :				
Action	Will this help to remove, promote and / or encourage?	Responsible officer	Deadline	How will this be embedded as business as usual?

Approved by Assistant Director (Housing and Investment): Jaine Cresser

Date: 31 December 2019

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Meeting EXECUTIVE
Portfolio Area Resources
Date 22 JANUARY 2020



DRAFT GENERAL FUND AND COUNCIL TAX SETTING 2020/2021

KEY DECISION

Authors Clare Fletcher | 2933
Lead Officers Clare Fletcher | 2933
Contact Officer Clare Fletcher | 2933

1. PURPOSE

- 1.1 To consider the Council's draft 2020/21 General Fund Budget, Council Tax Support Scheme and draft proposals for the 2020/21 Council Tax.
- 1.2 To consider the projected 2019/20 General Fund Budget

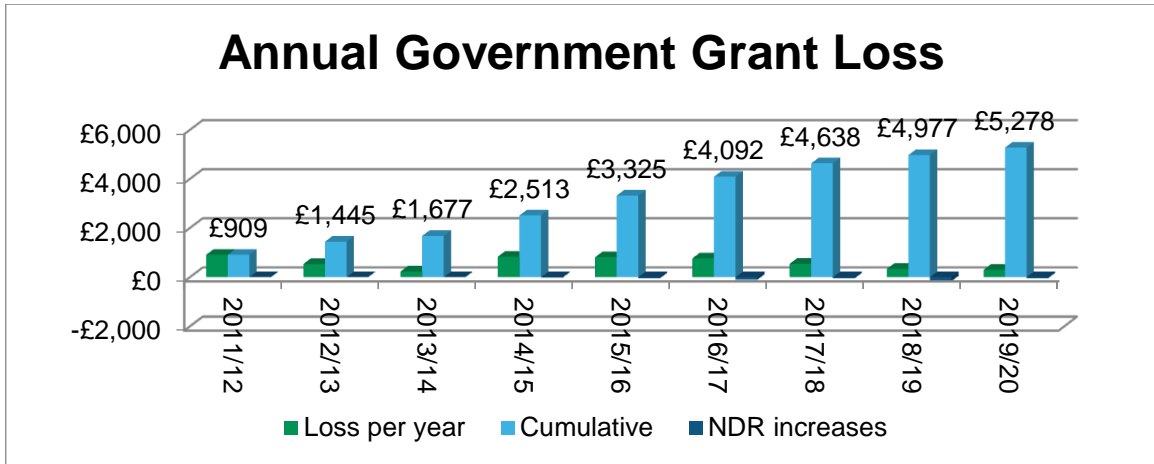
2. RECOMMENDATIONS

- 2.1 That the 2019/20 revised net expenditure on the General Fund of £9,664,250 be approved.
- 2.2 That a draft General Fund Budget for 2020/21 of £9,136,430 be proposed for consultation purposes, with a contribution from balances of £150,401 and a Band D Council Tax of £215.57 (assuming a 2.37% increase).
- 2.3 That the updated position on the General Fund Medium Term Financial Strategy (MTFS), as shown at Appendix A and the Risk Assessments of General Fund Balances, as shown at Appendix B to this report, be approved.
- 2.4 That a minimum level of General Fund reserves of £2,920,935, in line with the 2020/21 risk assessment of balances, as shown at Appendix B to this report, be approved.
- 2.5 That the contingency sum of £400,000 within which the Executive can approve supplementary estimates, be approved for 2020/21, (unchanged from 2019/20).

- 2.6 That the 2020/21 proposed Fees and Charges increase of £117,490 be noted and (Appendix D to this report) included in the draft budget.
- 2.7 That the 2020/21 proposed Financial Security Options of £864,644 (Appendix C to this report and including fees and charges detailed in Appendix D) be included in the draft budget for consideration by the Overview & Scrutiny Committee.
- 2.8 That the approval of the level of business rates (NNDR1) for 2020/21 be delegated to the Assistant Director (Finance and Estates), following consultation with the Resources Portfolio Holder (paragraph 4.6.8 of the report refers).
- 2.9 That 2020/21 business rate gains totalling £1.105Million above the baseline need be allocated as set out in paragraph 4.6.7 of this report.
- 2.10 That the 2020/21 Council Tax Support scheme is approved as set out in section 4.8 to this report.
- 2.11 That New Homes Bonus of £30,000 is transferred to the reserve to fund future potential shortfalls in funding paragraph 4.4.4 refers
- 2.12 That the Executive approve the revised Financial Security targets for the General Fund as set out in paragraphs 4.11.1- 4.11.2
- 2.13 That the decisions taken on recommendations 2.2 – 2.12 above be referred to the Overview and Scrutiny Committee for consideration in accordance with the Budget and Policy Framework rules in the Council's Constitution.

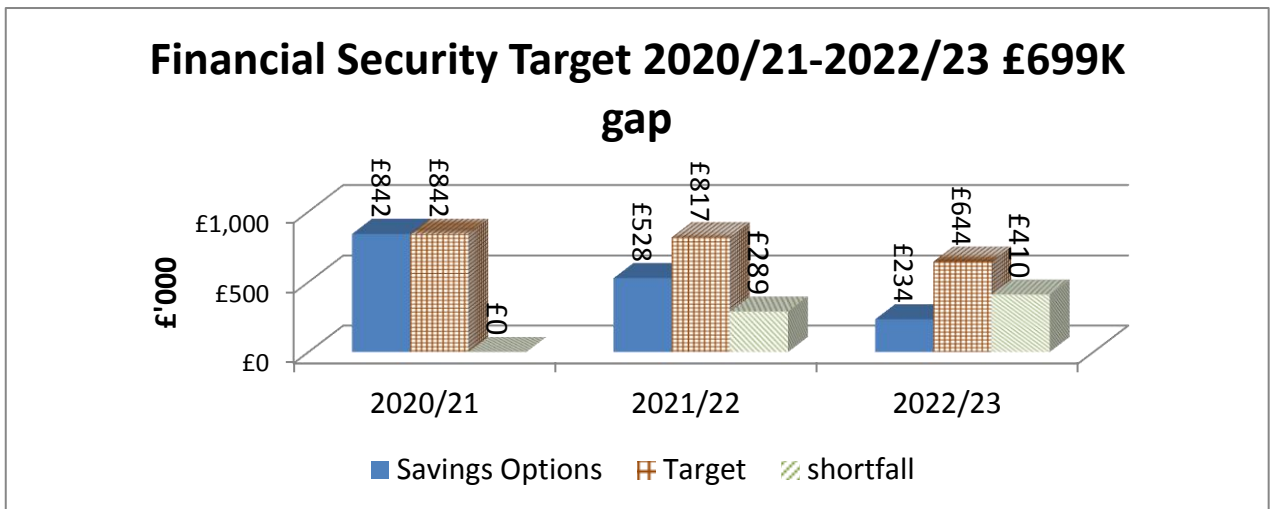
3. BACKGROUND

- 3.1 This report presents the Council's draft General Fund net expenditure for 2020/21 including Financial Security options and growth bids and pressures. The General Fund Budget forms part of the Council's Budget and Policy Framework. Under Article 4 of the Constitution, the Budget includes: the allocation of financial resources to different services and projects; proposed contingency funds; setting the council tax; the council tax support scheme; decisions relating to the control of the Council's borrowing requirement; the control of its capital expenditure; and the setting of virement limits.
- 3.2 The Council's Financial Strategy (MTFS) was reported to Executive September 2019 and updated in the November Executive Financial Security report. Both reports highlighted the need for an on-going Financial Security savings target to fund inflationary and service pressures along with the absorption of central government grant losses of £5.3Million by 2019/20.



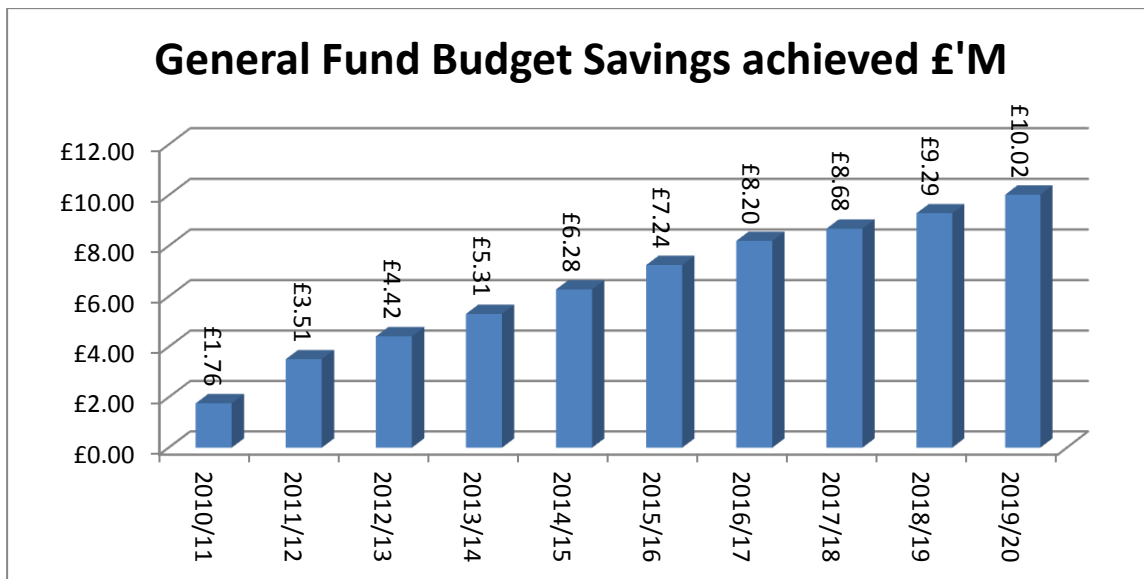
3.3

The Financial Security report to the November Executive, identified that in addition to the Financial Security options presented to the committee, there was still a funding gap of £699K over the period 2020/21-2022/23. This has been exacerbated by growth pressures that have arisen within the three year period. A summary of the funding gap still to be identified is shown below.



3.4

The drive for budget efficiencies has been in place for the last ten years as a result of lower government funding (see paragraph 3.2), while at the same time resourcing existing services, absorbing inflationary pressures and addressing other central government policy changes e.g. apprenticeship levy, national insurance increases, reductions in housing benefit administration grant and service pressures from welfare reforms. The total identified savings implemented since 2010/11 is summarised in the chart below.



- 3.5 The General Fund budget currently has a draw on reserves, however the MTFs has a key principle: 'achieve an on-going balanced budget by 2022/23 by ensuring inflationary pressures are matched by increases in fees and income or reductions in expenditure'. This is critical as the managed use of balances in the MTFs starts to converge with minimum balance levels.
- 3.6 At the November 2019 meeting, the Executive approved a package of Financial Security budget options, growth and pressures and fee increases to be included in the 2020/21 Budget.
- 3.7 Whilst the MTFs contains projections of future income levels and assumptions of savings required, there is difficulty in projecting financial resources beyond 2020/21 with the government's announcement of a one year funding settlement on the 4 September, (rather than a multi-year settlement). The proposals for the Fair Funding review and any reset of business rates, now deferred to 2021/22 means considerable uncertainty about future funding. Councils like Stevenage have benefited from business rate gains in the last few years to fund regeneration aims and support General Fund balances, a full reset would see those gains disappear through an adjustment to the tariff payable to the government.
- 3.8 For 2020/21 however, Stevenage has qualified as a member of the Hertfordshire business rates pool, which potentially increases business rates by a further £455K (as reported in the November Financial security report) , this is in addition to the existing projected gains of £650K net of the 50% levy. Based on the current financial position, the CFO recommended in the November Financial Report that part of the 2020/21 business rate gains should be used to increase General Fund balances and part to be held in an allocated reserve to pump prime saving initiatives or increase balances if options are not realised in line with estimates (see also paragraph 4.67-4.6.8).
- 3.9 Members were advised in the November MTFs report that the Government had consulted on allowing District Authorities to increase their council tax by £5.00 on a band D or up to 2% which ever was the greater. This would mean a maximum increase of 2.37%. The level of council tax increases was included in the finance settlement published on the 20 December 2019.

3.10 The Budget and Policy Framework Procedure Rules in the Constitution, prescribe the Budget setting process, which includes a consultation period. The timescale required to implement this process is outlined below:

Date	Meeting	Report
January 2020	Executive	Draft 2020/21 General Fund budget, Council Tax and Council Tax Support (incorporating Financial Security Options)
	Overview and Scrutiny	Draft 2020/21 General Fund budget, Council Tax and Council Tax Support (incorporating Financial Security Options)
February 2020	Executive	Final 2020/21 General Fund budget, Council Tax and Council Tax Support
	Overview and Scrutiny	Final 2020/21 General Fund budget, Council Tax and Council Tax Support
	Council	Final 2020/21 General Fund budget, Council Tax and Council Tax Support

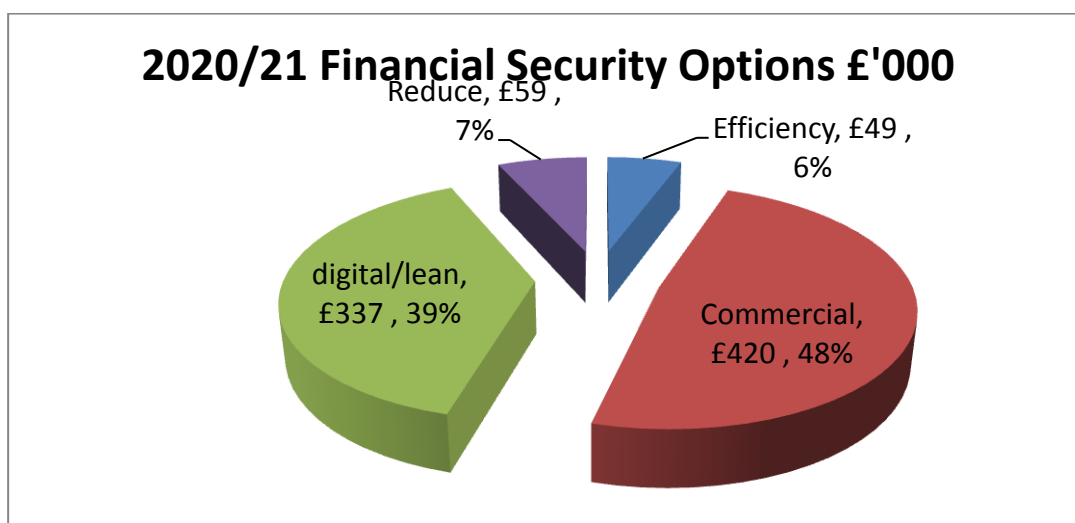
4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1 Financial Security Options

4.1.1 At the November Executive, Members approved General Fund Options of £841,502, this has now increased by £23,142 to £864,644, as a result of:

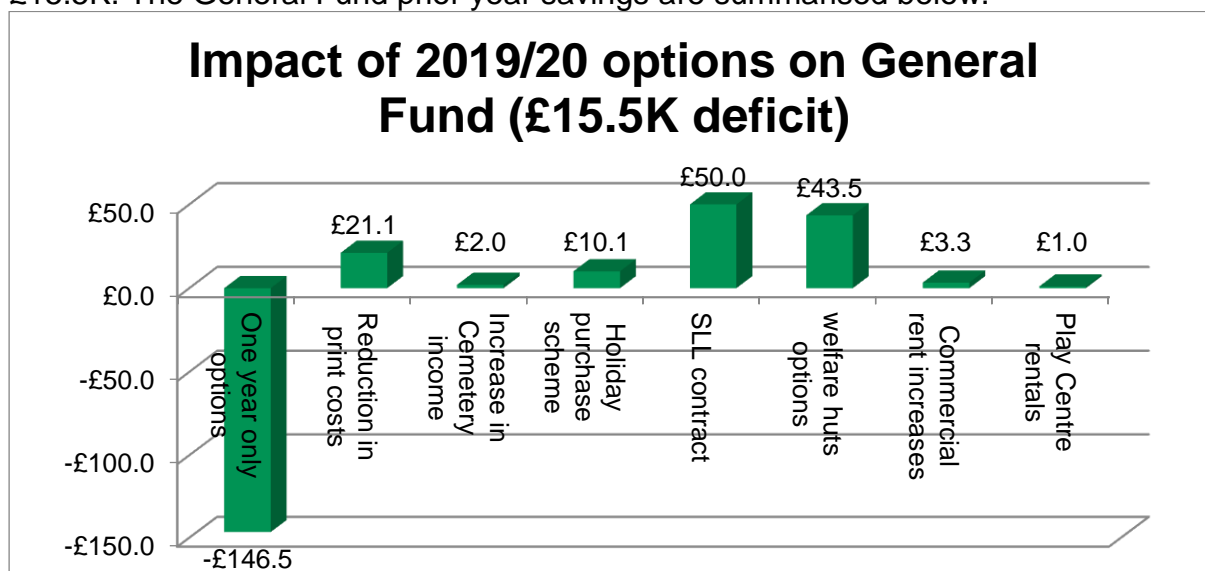
- New option reconfigure Management in Stevenage Direct Services £57,135
- Additional licensing income £2,600 in fees and charges
- Savings option (digitalise Chronicle magazine £9,000) not approved in November and the Executive asked that a replacement savings to be identified (General Fund share £6,000 and HRA share £3,000).
- Overestimated cemetery income (£9,000) in fees and charges projections

4.1.2 A summary of the proposed options is shown below and the options are detailed in Appendix C & D



4.1.3 In addition to the savings summarised above and included in Appendix B, further commercial income of £53,000 is now projected and included in the General Fund budget for 2019/20 and 2020/21.

4.1.4 There are also savings options from 2019/20 that have a positive impact on the General Fund totalling £19K additional income or savings. However this included an option relating to expanding Trade Waste service (SC10) which has been delayed by one year, which means for 2020/21 the £19K surplus becomes a net deficit of £15.5K. The General Fund prior year savings are summarised below.



4.1.5 Officers together with the Leaders Financial Security Group (LFSG) will continue to work towards identifying options to contribute to the Financial Security target.

4.2 Fees and Charges

4.2.1 2020/21 fees, charges and concessions have been reviewed as part of the work of the Corporate Fees and Charges Group, with the results scrutinised and recommendations made for approval by LFSG, as detailed in Appendix D (£117,490) and included in the Financial Security totals in 4.1 above. The majority of fee increases agreed at the November Executive are implemented in January 2020, with the exception of garage rent increases.

4.3 Growth and Service Pressures

4.3.1 There was no growth allowance in the MTFs for 2020/21, however the November Financial Security report identified some unavoidable growth and service pressures as summarised below and detailed in Appendix E.

	2020/21	2021/22	2022/23	Total
Growth	£163,470	£176,532	£173,202	£513,204
Pressures	£372,750	£148,970	£148,970	£670,690
Total	£536,220	£325,502	£322,172	£1,183,894

4.3.2 Taking into account the financial pressures the Council faces, Members approved some options for inclusion in the budget for a limited time period at the November Executive. These were:

- Digital bids £131,823 (General Fund share two years)- these have been approved for two years pending the publication of a digital strategy which should articulate the outcomes and financial benefits of any investment recommended.
- Climate change officer- £72,869 (General Fund share two years) this has been approved for two years, to be reviewed after that period to determine whether the post is still required on-going.
- Allotment expenditure (£22,000) this is the cost of an allotments officer and software costs of the system required as the Council assumes responsibility for allotment function following cessation of volunteer arrangement. The Executive approved one year funding of these costs because of a 12 month notice period to amend allotment charges. However the notice period is no longer applicable and officers are reviewing the option to consider bringing forward the fee increase during 2020/21. This will reduce the cost to the General Fund in 2020/21.

4.3.3 A limited number of bids were also recommended for permanent inclusion in the budget and these are summarised below.

Growth	2020/21	General Fund	HRA
Regeneration team	£27,710	£27,710	£0
Digital platform-self serve	£10,000	£6,660	£0
E-car club extend contract	£18,620	£12,475	£6,145
Old Town Christmas lights event	£7,000	£7,000	£0
Total	£63,330	£53,845	£6,145

4.3.4 There were three growth bids that were not approved at the November Executive, which related to two 2021/22 bids for additional homeless staff if new burdens funding does not continue. While Members recognise the value of the posts, LFSG and the Executive recommended that the bids are not included in future budgets until the outcome of future central government funding is known. For 2020/21 a grant of £71,268 was included with the provisional finance settlement. This will support some of the funding required in future years and an update will be provided in the Final General Fund report.

4.3.5 There was a growth bid considered for an additional community officer, which would increase the level of volunteering and events above that currently carried out. However due to the current financial position the bid was not recommended for approval.

4.3.6 In addition to the growth and pressures identified above, there are two other financial pressures on the General Fund which are:

- Bus Station -part of the Town Centre Regeneration scheme (SG1), if the identified Local Enterprise Board (LEP) GD3 monies allocated to the bus station are not released borrowing may be required, this would significantly

impact on the General Fund at an estimated £52,000 per Million spent. **This has not been included in the budget at the current time.**

- Planned maintenance works on Council assets- The recent stock condition surveys have identified some revenue maintenance works that are required on council assets. In addition the senior leadership team have commissioned an audit of compliance checks across all the Council's assets. The amount of monies that may be required is not known at the present time but an **allowance of £128,000 (one off) has been included in the 2020/21 budget to allow for any works** (see also para 4.9.2-4.9.3).

4.4 New Homes Bonus

4.4.1 The Council receives New Homes Bonus (NHB) for every additional property in its tax base, (at 80% of the equivalent national average value Band D property above a 40% threshold) and has received this gain (from 2019/20) for a four year period. A threshold of 0.4% of the tax base has to be achieved before any NHB is payable. But for the 2020/21 NHB award the government in provisional settlement has said this will apply for one year only, with a review of the award criteria for NHB for 2021/22 onwards.

4.4.2 The November Financial Security report identified there was a funding gap between projected NHB mounts should NHB cease from 2021/22, or based on a projection where the Council did not attract any future funds as shown below.

New Homes Bonus £'000			
	2020/21	2021/22	2022/23
Play & Bins (Capital)CNM	£312	£363	£226
CNM other	£138	£88	£224
Contribution to Capital Reserve	£250	£250	£250
General Fund	£164	£0	£0
Total Expenditure	£864	£700	£700
Potential Funding	£754	£298	£8
Shortfall (shortfall)/surplus	(£110)	(£402)	(£692)

**note the playground refurbishment programme completes in 2022/23*

4.4.3 The report also identified a funding shortfall of £110K in 2020/21 based on the current allocations in the MTFS and recommended, this is summarised in the table below.

New Homes Bonus £'000	2020/21 MTFS	2020/21 Revised	Variance
Play & Bins (Capital)CNM	£312	£312	£0
CNM other	£138	£75	(£63)
Contribution to Capital Reserve	£250	£250	£0

New Homes Bonus £'000	2020/21 MTFS	2020/21 Revised	Variance
General Fund	£164	£117	(£47)
Total Expenditure	£864	£754	(£110)
Potential Funding	£754	£754	£0
Shortfall (shortfall)/surplus	£110	£0	£0

4.4.4 The actual amount of NHB for 2020/21 included in the provisional settlement is £784K, which is £30K higher than the November projection and **the CFO recommends this is transferred to reserves to fund any future year shortfalls in CNM or capital funding.**

4.5 Finance Settlement

4.5.1 The finance settlement was published on the 20 December 2019 and there is an increase of £24,424 for 2020/21 compared to the November MTFS assumptions. This relates mainly to the historic under indexing business rates due to Council's by the government. The exact figure for this will not be known until the estimate for business rates or the NNDR 1 form is completed. This has to be done by the end of January 2020 for the financial year 2020/21.

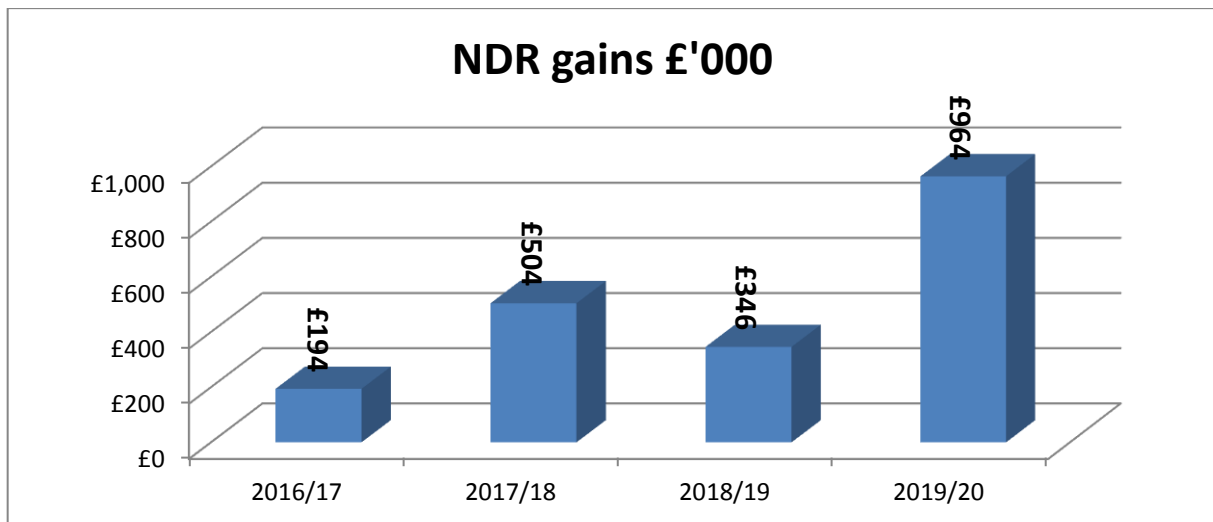
Finance Settlement			
	MTFS	2020/21	Var
Revenue Support Grant	£0	£0	£0
Business Rates:			
Business Rates	£2,572,372	£2,572,439	£67
Under indexing	£78,746	£103,104	£24,358
Total	£2,651,118	£2,675,543	£24,424

4.5.2 Stevenage Borough Council would have had negative Revenue Support Grant (RSG) from 2019/20 of £27,145, however the government signalled in the provisional finance settlement consultation that this would not be a cost to councils in 2019/20 and 2020/21. However the impact of the Fair Funding review on negative RSG is not yet known.

4.5.3 The Government has indicated in the Autumn Budget and the 2020 technical budget consultation that they remain committed to reforming local government finance.

'In 2020 the Government plans to carry out a multi-year Spending Review, which will lay the groundwork for reforms. We will continue to work towards our aim to implement these reforms in 2021-22, including a full reset of business rates retention baselines.'

4.5.4 The Council has consistently benefited from business rate gains (2019/20 relates to the one off Hertfordshire Pilot) that have been used to support the Council's regeneration ambitions and General Fund balances, a reset could/will see these gains removed.



4.6 Business Rates and the Pooling

- 4.6.1 The November Financial Security Report to the Executive identified that the baseline funding, (resources from business rates) which is the amount the government has assessed the Council needs, increases by the September CPI of 1.7%, gains above the baseline assessment can be retained by the Council after a levy is charged.
- 4.6.2 In 2019/20 the government approved a Hertfordshire Pilot which meant 75% of business rates (including gains), retained in Hertfordshire, with Stevenage retaining £994K,(above the baseline need) to support regeneration ambitions and General Fund balances.
- 4.6.3 There are no new NDR pilots for 2020/21, however Local authorities are able to come together on a voluntary basis to pool their business rates. This gives potential for the generation of additional business rate growth through collaborative arrangements, and allows retention of a higher proportion of growth.
- 4.6.4 The 2020/21 pool composition includes Stevenage, (the first time since 2015/16). The Pool governance states that any safety net payments to be a first call on the pool (where pool members fall below their base assessment), with the balance of benefits then shared 70% Districts, 15% County Council and 15% growth fund plus any gains that would have been paid if the pool didn't exist. In the event of an overall loss, i.e. safety net payments exceed levy retained, this would similarly be split.
- 4.6.5 The 2020/21 Stevenage NDR gains are estimated to be £1.105Million. While this seems a significant amount of money, Members should note that NDR gains are not on-going. The government intends to do a partial or full reset of business rates for 2021/22 which will potentially mean all or most of current gains are removed (see also paragraph 4.5.4).

4.6.6 There is also considerable uncertainty about the level of appeals still to be heard , the Council has not been made aware of any appeals heard on the 2017 list and is carrying a significant appeals provision to take account of this.

4.6.7 **Based on the November Executive report, the CFO recommends that 2020/21 NDR gains of £1.105Million should be used for:**

- **One off funding of priority growth £204,688 (2 years funding),**
- **To increase General Fund balances £445,312**
- **To transfer £455,000 to an allocated reserve to give a cushion to the General Fund if Financial Security options are not realised/in line with projections or if pump priming monies are required to make change happen.**

4.6.8 The Council (via the Executive) must approve the level of estimated 2020/21 business rates it will receive by 31 January each year. However due to the provisional settlement being received on 20 December, this means that there is not enough time to complete a report for the January Executive and therefore it is recommended that this is delegated to the Assistant Director (Finance and Estates) following consultation with the Portfolio Holder for Resources.

4.7 Council Tax

4.7.1 Part of the budget setting process includes consideration of council tax levels. The provisional settlement allows for a 2% or £5.00 on a Band D (2.37%), whichever is the greater, before a referendum is required.

4.7.2 Responses to the Government’s council tax referendum principles published in the technical consultation are summarised below:

- Responses to the technical consultation indicate strong support for this proposal. A large majority (80%) of respondents were in favour.
- The responses received from 81 shire districts suggested a high level of demand for the extra flexibility, with 59 (73%) agreeing with the proposal as did the CFO on behalf of the Council.
- Almost a third of respondents (32%) argued that the cash figure should be greater than £5, as did the CFO on behalf of the Council.

After consideration of the responses to the technical consultation, the Government has decided to include a £5 on an Band D or up to 2%, whichever is the higher.

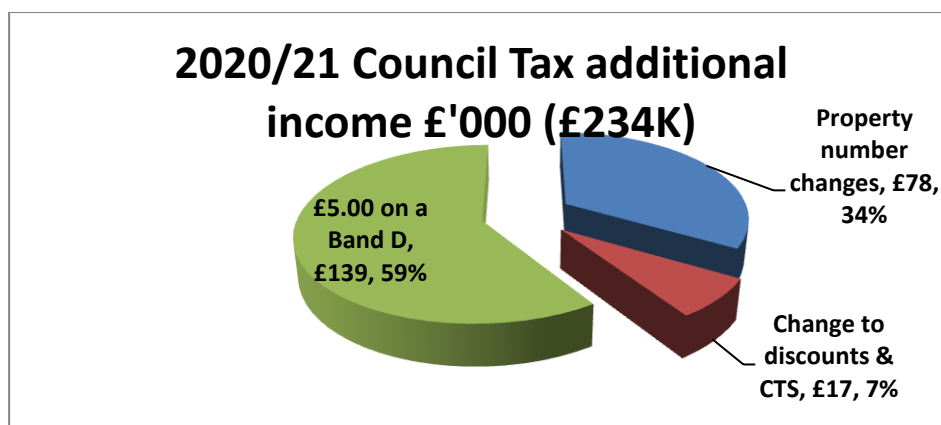
4.7.3 The table below shows the increase per property band based on a 2.37% increase.

Council Tax increase modelled for Stevenage Precept 2020/21				
Council Tax band	2019/20	2.37% increase	Total cost per year	Total cost per week
A	£140.38	£3.33	£143.71	£2.76
B	£163.78	£3.88	£167.66	£3.22

Council Tax increase modelled for Stevenage Precept 2020/21				
Council Tax band	2019/20	2.37% increase	Total cost per year	Total cost per week
C	£187.17	£4.44	£191.61	£3.68
D	£210.57	£5.00	£215.57	£4.15
E	£257.36	£6.10	£263.46	£5.07
F	£304.16	£7.21	£311.37	£5.99
G	£350.95	£8.32	£359.27	£6.91
H	£421.14	£9.98	£431.12	£8.29

4.7.4 Increasing council tax by 2.37% versus 1.99% nets the Council an additional £22,490 in 2020/21 per year, which contributes to meeting Financial Security targets alongside the options contained within this report and protect front line services.

4.7.5 The additional income from council tax as a result of the increase to the taxbase (reported to the December Executive) and a 2.37% increase is estimated to be £233,690 which is calculated as per the pie chart below.



4.7.6 Council tax is a key funding resource and locally raised taxation has become more important to the General Fund as central funding has reduced or risk transferred to local authorities in terms of regulations and policy changes regarding business rates and new homes bonus, all be it constrained in terms of increases.

4.7.7 As in previous years the council tax increase will not be agreed until the February Council meeting. Based on the increasing financial dependency the General Fund budget has on council tax the Assistant Director (Finance and Estates) recommends a 2.37% increase be considered by the Executive and Overview and Scrutiny Committee.

4.8 Council Tax Support

- 4.8.1 A local CTS scheme cannot be revised for at least one financial year. A Billing Authority (SBC) must consider whether to revise or replace its scheme with another on an annual basis.
- 4.8.2 Any revision to a scheme must be made by the Council by the 11 March, immediately preceding the financial year in which it is to take effect and will require consultation with those affected. Additionally consideration should be given to providing transitional protection where the support is to be reduced or removed.
- 4.8.3 The Council must, in the following order, consult with major precepting authorities (i.e. Hertfordshire County Council and Police and Crime Commissioner for Hertfordshire), publish a draft scheme in such manner as it thinks fit, and consult such other persons as it considers are likely to have an interest in the operation of the scheme. The CFO wrote to both precepting authorities regarding the proposal for 2020/21 and at the date of writing the report HCC had no objections to the scheme proposed and no response had been received from the PCC.
- 4.8.4 The Portfolio Holder Advisory Group received a presentation on 23 July 2019 and agreed to recommend to Council that the scheme remains unchanged for 2020/21. Subsequently a report was presented to the November Executive which approved the current scheme continue to apply for working age claimants with upratings, (the scheme for elderly residents is still prescribed by central government).
- 4.8.5 The current **working age** scheme is fully means tested and there is no tolerance for changes in income before impacting on entitlement. Members have previously agreed no additional protection for individual groups, other than that required in law (pensionable aged claimants), and that built into the original Council Tax Benefit scheme. All working age customers have to pay at least 8.5% of their liability. If the average increase for all preceptors was 2.37% for 2020/21 (for modelling purposes), this would mean an increase of £3.54 per year or £0.07 per week for those on maximum benefit.

Table 1: Annual value of 8.5% of liability by band

8.5% per year	2018/19	2019/20	2020/21 (2.37% incr for all preceptors)	Est. 2020/21 Increase per year	Est. 2020/21 Increase per week
Band A	£95.71	£99.65	£102.01	£2.36	£0.05
Band B	£111.66	£116.26	£119.01	£2.76	£0.05
Band C	£127.61	£132.87	£136.01	£3.15	£0.06
Band D	£143.56	£149.47	£153.02	£3.54	£0.07
Band E	£175.46	£182.69	£187.02	£4.33	£0.08
Band F	£207.36	£215.91	£221.02	£5.12	£0.10
Band G	£239.26	£249.12	£255.03	£5.90	£0.11

8.5% per year	2018/19	2019/20	2020/21 (2.37% incr for all preceptors)	Est. 2020/21 Increase per year	Est. 2020/21 Increase per week
Band H	£287.12	£298.95	£306.03	£7.09	£0.14

4.8.6 As part of the Budget and Policy framework the CTS scheme is required to follow the timetable set out in paragraph 3.11. **Members are recommended to agree the existing scheme updated for benefit changes for 2020/21.**

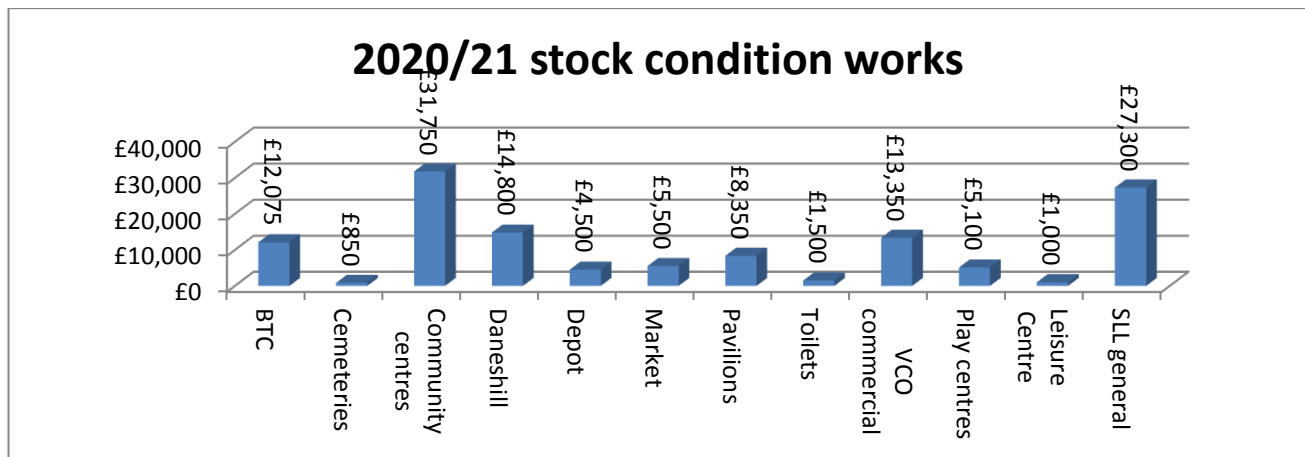
4.9 General Fund Net Expenditure

4.9.1 The 2019/20 projected and the 2020/21 draft General Fund net expenditure is summarised in the MTFS at Appendix A, including the changes from the November MTFS update. The 2020/21 net budget has decreased by £237,746 compared to the November Executive MTFS.

Summary of 2020/21 budget movements	On-going ?	£	On-going £
November MTFS (20/11/19 Executive)		9,953,376	
Lower costs/Increased Income:			
lower inflation than budgeted for	Y	(£48,216)	(£48,216)
Increase in Financial Security options	Y	(£23,142)	(£23,142)
Increase in commercial income	Y	(£53,000)	(£53,000)
slippage on borrowing costs for garage programme	N	(£100,550)	
Re-phasing of use of NDR reserves	N	(£107,344)	
Other-on-going	Y	(£55,455)	(£55,455)
Increased Costs/lower Income:			
Revenue impact of stock condition surveys (repairs)	N	£128,000	
Lower investment income (base rate increase delayed)	Y	£1,960	£1,960
Other one off	N	£20,000	
Total budget movements		(£237,746)	(£177,853)
Change between Net Expenditure and core resources:			
Increased S31's relief (Business rates -reduces business rates "below the line") neutral impact	N	(£579,200)	
Updated General Fund 2020/21 net budget		£9,136,430	

4.9.2 The re-profiling of borrowing costs for the garage improvement programme and the use of 2019/20 NDR gains has improved General Fund balances by £207,894, however this is a timing issue and not on-going.

4.9.3 Included in the 2020/21 draft budget is a one off cost of £128,000 for revenue repairs identified as part of the recent stock condition survey, this has not been included as an-going cost, however, the level of repair budgets will need to be reviewed during 2020/21. A summary of where the repairs are required is summarised in the chart below.



4.9.4 There is an on-going positive impact on balances in 2020/21 totalling £177,853, but there is still a need to find financial security saving for future years to ensure that in line with the MTFs, there is move from the current draw on balances per year to a contribution to balances by 2022/23.

4.9.5 The 2019/20 General Fund working budget has decreased by £211,890, a summary is shown in the table below.

Summary of 2019/20 budget movements	On-going?	£	On-going £
November MTFs (20/11/19 Executive)		9,876,140	
Lower costs/Increased Income:			
Increase in commercial income	Y	(£108,000)	(£108,000)
higher investment income based on higher average balances held	Y	(£20,440)	(£20,440)
slippage on borrowing costs for garage programme (MRP and interest)	N	(£83,450)	
Total budget movements		(£211,890)	(£128,440)
Updated General Fund 2019-20 net budget		£9,664,250	

4.10 Projected General Fund Balances

4.10.1 The projected General Fund balances and council tax requirement are shown below.

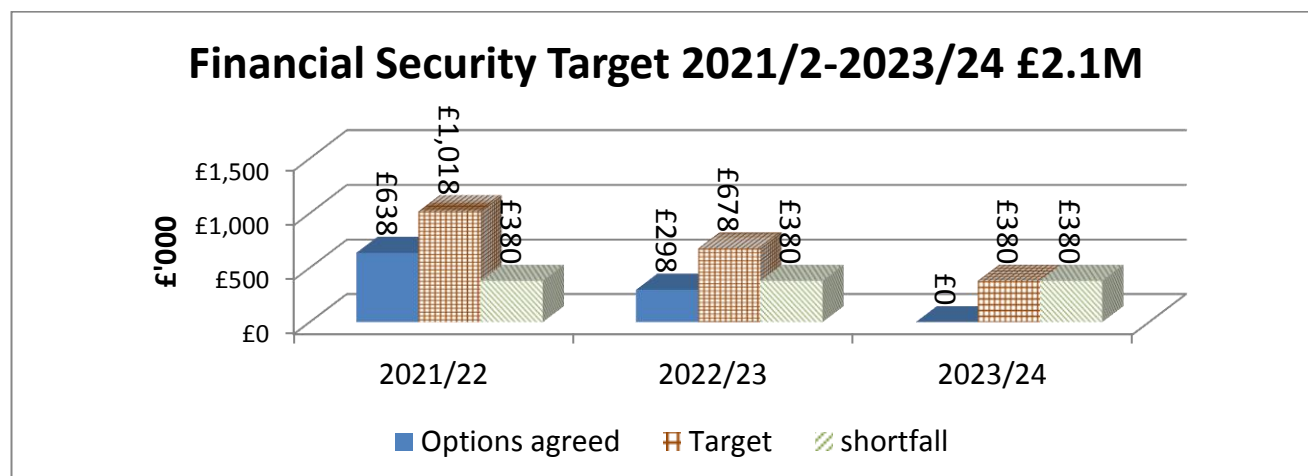
	2019/20 Estimate	2019/20 Projected	2020/21 Estimate
Net Expenditure*	£8,802,520	£9,664,250	£9,136,430
(Use of)/ Contribution to Balances	(£48,446)	(£910,177)	(£150,401)
Budget Requirement	£8,754,074	£8,754,074	£8,986,029
RSG	£0	£0	£0
Business Rates	(£2,562,580)	(£2,562,580)	(£2,930,543)
Total Government Support	(£2,562,580)	(£2,562,580)	(£2,930,543)
(Return) /Contribution to Collection Fund (NDR)	(£380,962)	(£380,962)	£380

	2019/20 Estimate	2019/20 Projected	2020/21 Estimate
Collection Fund Surplus (ctax)	(£55,621)	(£55,621)	(£67,265)
Council Tax Requirement	£5,754,911	£5,754,911	£5,988,601
Council Tax Base	27,330	27,330	27,781
Council Tax Band D	£210.57	£210.57	£215.57
Council Tax Band C	£187.17	£187.17	£191.61

* includes S31 grants for reliefs given for business rates

4.11 Revision of Financial Security Targets Future Years

4.11.1 The Financial Security target for 2021/22-2023/24 is £2.1 Million, however, Members have approved options with a future years impact of £938K, which leaves £1.14 Million to be identified for the period.



4.11.2 The remaining funding gap has been re-profiled to give a more even annual target of £380K per year. Previously there was a target of £410K and £470K for 2022/23 and 2023/24 respectively, at a time when it is critical to be making a contribution to General Fund reserves. Members are asked to approve the revised Financial Security targets.

4.11.3 The Financial Security report to the November Executive identified that relying on efficiency savings options is proving more difficult. This leaves commercial and increasing income which brings the risk of not achieving the income, or digital options to increase productivity and so reduce headcount and net General Fund expenditure. This has led the Senior Leadership Team (SLT) to explore more transformational options, this is preferable to cutting or reducing services.

4.12 General Fund Reserve Projections

4.12.1 General Fund balances are projected to be £3.9 Million by 2023/24 which means a reduction of £867K from balances held at 1 April 2019.

General Fund Balances £'000	2019/20	2020/21	2021/22	2022/23	2023/24
Opening balance 1 April	(£4,794)	(£3,884)	(£3,733)	(£3,678)	(£3,812)
Use of/ (Contribution to) Balances	£910	£150	£56	(£135)	(£114)
Closing balance 31 March	(£3,884)	(£3,733)	(£3,678)	(£3,812)	(£3,927)

4.12.2 The projected balances are higher than those included in the November MTFs, (as summarised in the table below).

2019/20-2022/23 cumulative Impact of changes on reserves £'000			
increasing General Fund Balances		Reducing General Fund Balances	
increased commercial rental	(£ 267)	one off repairs (from stock condition survey)	£128
lower inflation (3 year impact)	(£ 145)	garage projections (including higher interest costs and lower income projected)	£200
Swingate house savings	(£ 110)		
Additional NDR (higher compensation for indexing estimated)	(£ 196)		
saving changes (including MRP review)	(£ 258)		
other	(£ 104)		
Total	(£ 1,079)	Total	£328
		Net Change in Reserves	(£ 752)

4.12.3 However as stated in this and previous reports, there is considerable uncertainty around future levels of retained business rates and NHB. There are also significant business rate gains for 2019/20 (as a result of the Hertfordshire Pilot) and in 2020/21 (Hertfordshire Pool), which still need to be realised.

4.12.4 In additional to risk around future resources, some of the proposals for growth (included in Appendix E) which are time limited may need further funding.

4.12.5 The Council will need to increase future years General Fund reserves to ensure that there are sufficient future resources not only to enable for a sustainable financial position but to also help facilitate the town centre regeneration including the associated risk of funding the bus station if LEP funding is not released.

4.12.6 There is also financial risk associated with more innovative Financial Security options versus stopping services and cutting spend. While these options are preferable to reducing/stopping services they may be a departure from 'normal' council operations and require careful implementation and monitoring.

4.13 Risk Assessment of General Fund balances

4.13.1 The General Fund balances have been risk assessed for 2020/21 and the minimum level of balances required is £2,920,935

4.13.2 The risk assessment of balances includes amounts for general overruns in expenditure and losses of income (1.5% of the gross value) and in addition for specific risks.

4.11.3 New risks that have been added to the risk assessment of balances include:

- Increased cost of bed and breakfast costs based on the level of increased expenditure identified in 2020/21
- Increased revenue repair costs as a result of the stock condition surveys (see also paragraph 4.9.2)
- Increased cost of capital works requiring funding as a result of re-phasing/deferring works in the Capital.

4.14 Contingency Sums

4.14.1 The Executive will recall that a Contingency Sum needs to be determined by the Council as part of the Budget and Policy Framework in order to avoid the need for Council to consider all supplementary estimates during the course of the year. This contingency sum constitutes an upper cumulative limit during the financial year within which the Executive can approve supplementary estimates, rather than part of the Council's Budget Requirement for the year. A sum of £400,000 is proposed for 2020/21, this remains unchanged from the current year.

4.15 Allocated Reserves

4.15.1 The allocated reserves as at 31 March 2021 are estimated to be £2.061 Million, which is a reduction of £1.250 Million (38% of total reserves) from 1 April 2019. The allocated reserves are summarised in the following table.

Movements to/from Allocated Reserves £'000					
Allocated Reserve	Balance as at 1 April 2019	Anticipated transfer to/from reserves	Forecast balance as at 31 March 2020	Anticipated transfer to/from reserves	Forecast balance as at 31 March 2021
New Homes Bonus	(£ 728)	£ 633	(£ 96)	£ 66	(£ 30)
Business Rates Reserve	(£ 172)	(£ 275)	(£ 447)	£ 0	(£ 447)
Business Rates Reserve- equalisation reserve	£ 0	£ 0	£ 0	(£ 455)	(£ 455)
Regeneration Assets	(£ 1,342)	£ 592	(£ 750)	(£ 80)	(£ 830)
Insurance Reserve	(£ 113)	£ 113	£ 0	£ 0	£ 0
Regeneration Fund (SG1)	(£ 724)	£ 155	(£ 569)	£ 295	(£ 274)
Town Centre	(£ 55)	£ 31	(£ 24)	£ 0	(£ 24)
ICT Reserve	(£ 54)	£ 54	(£ 0)	£ 0	(£ 0)
LAMs reserve	(£ 61)	£ 0	(£ 61)	£ 61	£ 0
Planning Delivery Grant	(£ 61)	£ 20	(£ 41)	£ 41	£ 0
Total	(£ 3,311)	£ 1,323	(£ 1,988)	(£ 72)	(£ 2,061)

4.16 Consultation

4.16.1 In previous years the views of residents and stakeholders have been attained through consultation, finding out their preferences for reducing services, increasing

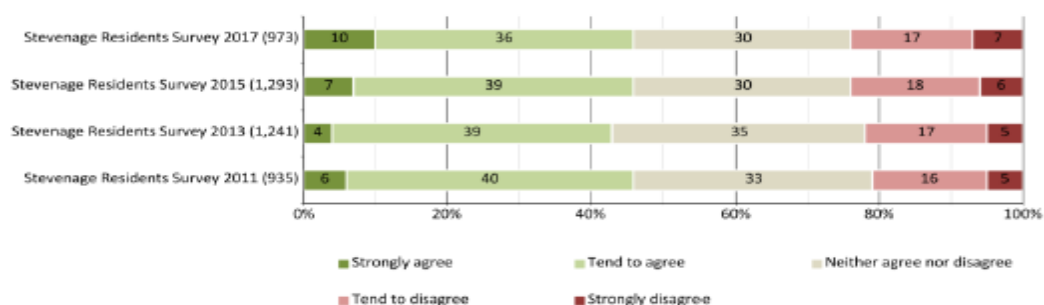
fees and charges and increasing Council Tax. No further consultation was considered as a result of the General Election in December.

4.16.2 The Council completed the last bi-annual resident’s survey in 2017 and asked residents a number of questions relating to how the Council conducts its financial affairs. Residents were asked whether the council tax represented value for money and only 7% strongly disagreed as shown in the chart below.

Value for money

To what extent do you agree or disagree that the Council Tax paid to Stevenage Borough Council provides good value for money?

Figure 50: Responses to whether residents agree or disagree that the Council Tax paid to Stevenage Borough Council provides good value for money



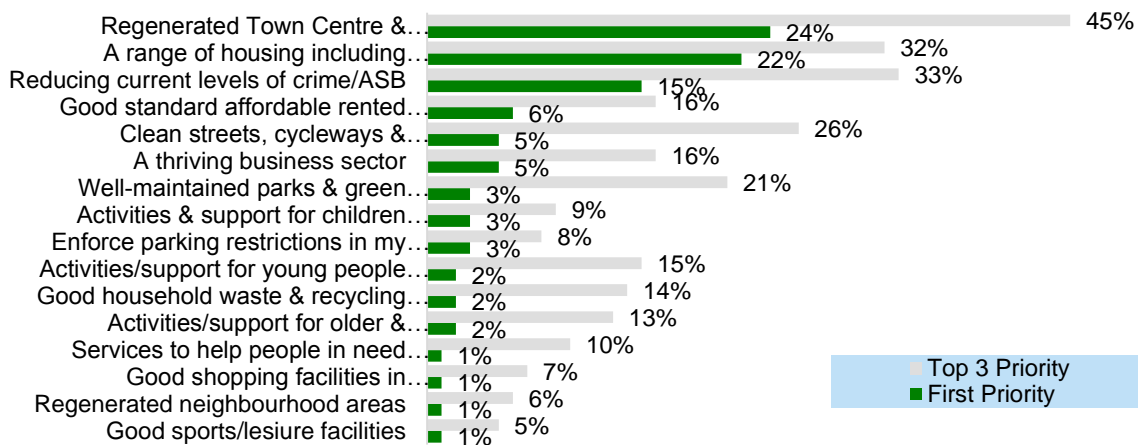
4.16.3 Residents were asked how best to make the savings required by ranking the options provided from 1 to 5, with 1 being the most preferred option and 5 being the least preferred option. The results are shown in the table below.

Table 13: Resident’s preferences for means of making savings. Rank analysis.

Option	Overall Rank
Reduce time and money spent on paperwork by interacting with more residents and customers online	1
Spend less by reducing or cutting the services that you tell us are not a priority	2
Increase income from fees and chargeable services, to keep the council's element of Council Tax as low as possible	3
Increase our element of Council Tax (for example from 48p per day to 50p per day)	4
Make money by selling more of our services to residents and customers	5

4.16.4 The top ranked option by residents was ‘reducing paperwork and interacting with more residents on line’. This chimes with the digital/lean work stream.

4.16.5 The top residents priority was Town Centre Regeneration, followed by affordable housing as shown in the following chart.



4.16.6 The Financial Security package includes staff related options (introducing staff car park charges) which a corporate message has been published to inform staff, however the option will be subject to consultation.

4.16.7 In addition a number of options impact on the Council's partners/contractors such as the CAB and Stevenage Leisure Limited (SLL), consultation has started with these partners in terms of the level of changes proposed.

4.16.8 There are also significant changes proposed for allotment charges beyond 2020/21 as a result of responsibility being passed back to the Council for the management of the allotments, Members approved at the November Executive to passport the additional £22K of costs to the allotment holders from 2021/22. The notice period of 12 months is no longer applicable as stated in the report and officers are reviewing the options to bring this forward during 2020/21. Allotment holders will be written to, to advise them of the change.

4.17 Chief Finance Officer's Commentary

4.17.1 The Chief Finance Officer is the Council's principal financial advisor and has statutory responsibilities in relation to the administration of the Council's financial affairs (Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988). This commentary is given in light of these statutory responsibilities.

4.17.2 The Council has evolved its budget strategy to meet the ongoing challenging economic conditions whether because of funding cuts, welfare reforms or inflationary increases. The financial strategy to deal with this is the 'Financial Security' strand of 'Future Town Future Council'.

4.17.3 Officers regularly update the MTFs to ensure that a clear financial position for the Council can be demonstrated over the next five years. This medium term view of the budget gives a mechanism by which future 'budget gaps' can be identified allowing for a measured rather than reactive approach to reducing net expenditure. The Financial Security year round approach to identifying budget options means that work is on-going throughout the year to bridge the gap.

- 4.17.4 The Council has taken significant steps over recent years to balance its budget and one of the principle aims of the MTFS is 'achieve an on-going balanced budget by 2022/23 by ensuring inflationary pressures are matched by increases in fees and income or reductions in expenditure'. This is projected to meet the target by £151,717 return to balances in 2022/23. However there is a significant draw on balances through the MTFS period and a £1.1Million draw on balances between 2019/20 and 2021/22. This forecast is also reliant on identifying and delivering further savings of £778K currently unidentified for the period 2021/22-2022/23 and implementing identified savings options. As stated in the report efficiency savings cannot be relied on to meet the funding gap and a transformational approach is required. The Senior Leadership Team are investigating options to meet this challenge.
- 4.17.5 Despite the improvement in General Fund balances as summarised in paragraph 4.12.2, this is predicated on an improvement in NDR of £196K , but the future retained business rates and amount of NHB is not currently known and any current projections in the MTFS could be significantly different.
- 4.17.6 The Council while trying to ensure financial stability, is also in one of its most ambitious phases with the Council looking to redevelop and regenerate the town centre and at the same time improve the housing market in Stevenage. Both these priorities come with the risk of potentially needing to invest more resources. To mitigate some of this risk some business rate gains are recommended to be ring fenced to meet any future regeneration needs are earmarked for the Council's top priorities.
- 4.17.7 The updated MTFS (Appendix A) shows that in future years there is still a draw on General Fund balances up to 2022/23. This is the impact of on-going increases in inflationary pressures compounded by projected government funding cuts.

4.18 Leaders Financial Security Group

- 4.18.1 The LFSG chaired by the portfolio holder for Resources on behalf of the Leader and with cross party representation has been meeting frequently since August 2016. The group has;
1. Reviewed the GF assumptions regarding the 2020/21 onwards saving target
 2. Reviewed the GF MTFS assumptions
 3. Reviewed the GF 2020/21 Financial Security package
 4. Reviewed the GF 2020/21 Fees and charges
- 4.18.2 The LFSG considered the options above and scored the Financial Security options, growth and fees and charges for inclusion in the General Fund budget.

5. IMPLICATIONS

5.1 Financial Implications

- 5.1.1 The report deals with Council policy and finances and as such all implications are contained in the main body of the report.

5.2 Legal Implications

5.2.1 The Council is required to set a balanced budget each year. The Local Government Finance Act 1992 requires the Council to estimate revenue expenditure and income for the forthcoming year from all sources, together with contributions from reserves, in order to determine a net budget requirement to be met by government grant and council tax.

5.3 Risk Implications

5.3.1 There are risk implications to setting a prudent General Fund budget if the Fees and charges (Appendix D) and Financial Security options (Appendix C) are not achieved and crucially if future options are not found to meet the targets outlined in the report. The risk to financial security has also been increased as the Council's ambitions have meant significant growth bids and service pressures have been identified above the MTFs assumptions. If this trend were to continue then the General Fund balances would be substantially eroded and potentially beyond the level that would be deemed a prudent level. The Council faces considerable risks with future reductions to central government grant funding and the ever changing landscape of Local Government Finance.

5.3.2 Risk implications are dealt within the body of the report and specifically within sections 4.12, 4.13 and 4.17.

5.4 Equalities and Diversity Implications

5.4.1 In carrying out or changing its functions (including those relating to the provision of services and the employment of staff) the Council must comply with the Equality Act 2010 and in particular section 149 which is the Public Sector Equality Duty. The Council has a statutory obligation to comply with the requirements of The Act, demonstrating that as part of the decision-making process, due regard has been given to the need to:

- Remove discrimination, harassment, victimisation and any other conduct that is unlawful under this Act
- Promote equal opportunities between people who share a protected characteristic and those who do not
- Encourage good relations between people who share a protected characteristic and those who do not.

5.4.2 These duties are non-delegable and must be considered by Council when setting the Budget in February 2020.

5.4.3 To inform the decisions about the Budget 2020/21 officers have begun Equality Impact Assessments (EqIAs) for service-related savings proposals. These are currently in draft form, since they must consider appropriate evidence and the findings of consultation with various stakeholders to inform the decision by Council in February 2020. Where there is a potentially negative impact, officers will collect further information and identify actions to mitigate the impact as far as possible.

These EqlAs are summarised and attached in **Appendix F** with further information on the process to date and planned activity. EqlAs for future years' savings will be presented alongside the draft Budget for the relevant year.

- 5.4.4 An overarching EqlA will also be developed once individual EqlAs are finalised for Council in February 2020. This will consider the collective impact of the Budget on people with protected characteristics.
- 5.4.5 As well as considering the impact on service delivery and equality, an EqlA concerning all strands of potential discrimination will be required by the Head of Paid Service on proposed redundancies and restructures per savings proposal and as a whole. It is proposed that this will be produced alongside the required restructure consultation documents as it is only at this stage that the actual impact on staff will start to be known. As the proposals will be delivered over a range of different timescales, the whole, i.e. combined EqlA, will be reviewed periodically with the Council's Strategic Management Board. All staff impacts are summarised at **Appendix G**.

5.5 Climate Change Implications

- 5.5.1 The Council declared a climate change emergency at the June 2019 Council meeting with a resolution to work towards a target of achieving net zero emissions by 2050.
- 5.5.2 To support the work required to achieve this aim, resources totalling £108,760, or £54,380 per year, (General Fund share £72,869 in total) to fund a climate change officer/works to meet the Council's climate change aims have been recommended for approval.
- 5.5.3 This has been approved for two years, to be reviewed after that period to determine the effectiveness of the role and whether the post is still required on-going.

BACKGROUND DOCUMENTS

BD1 General Fund Medium Term Financial Strategy (2019/20-2023/24)

BD2 Financial Security Options (November Executive)

APPENDICES

- A Updated Medium Term Financial Strategy
- B Risk Assessment of Balances 2020/21
- C Financial Security Options 2020/21
- D Fees and Charges 2020/21
- E Growth Options 2020/21
- F Equalities Impact Assessment General Fund and HRA
- G Equalities Impact Assessment staffing

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MEDIUM TERM FINANCIAL STRATEGY (MTFS) GENERAL FUND BUDGET JANUARY 2020 REVISED



Key= (£0) is under spend or increase in income

General Fund Forecast			On-Going Cost?	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Commentary
Base Budget			Y	9,331,442	8,742,521	8,918,461	9,076,577	9,134,640	
(i) BASE ADJUSTMENTS									
Prior Years Savings Options			Y	0	0	0	0	0	
Prior Years Growth Options			Y	101,637	(42,200)	22,314	(70,604)	(176,672)	
Prior Year Quarterly Monitoring Adjustments			Part	137,430	0	0	0	0	
Prior Years Heads of Service Pressures			Y	0	0	0	0	0	
Prior Years Budget Setting changes			Y	0	0	0	0	0	
TOTAL PRIOR YEAR BASE ADJUSTMENTS				239,067	(42,200)	22,314	(70,604)	(176,672)	
(ii) HEADS OF SERVICE PRESSURES/SAVINGS:									
Building Control partnership			Part	(18,816)	(4,280)	(4,280)	(4,280)	0	Approved at the October Executive 2015/16, the business case has been updated and the current projections show that a surplus is not achieved in year one as previously anticipated
Building Control new partner refund of set up costs			NEW N	0	(22,000)	0	0	0	Dacorum are entering the partnership and a refund will be due of founding partners set up costs
Reduction in recycleate prices			Y	33,900					Reported September Executive
Reduction in Alternative Financial Model			N	0	30,000	30,000	30,000	0	HCC have indicated thee intend to take £1.5Million out of the AFM model over the next 3 years this is an estimate of the impact on SBC.
Microsoft ICT licences pressure approved ICT partnership Board			Y	105,360					
Co-operative Neighbourhood Programme 2020/21			N		387,000				Based on revised NHB allocation 2020/21
New Homes Bonus grant for CNM programme element			N		(387,000)				Based on revised NHB allocation 2020/21
Reduction in costs of Swingate House due to decanting of offices			Y		(36,530)				
Funding Regeneration from NDR gains			N	356,612					Members approved the use of business rate gains to fund regeneration costs in 2019/20
Revenue costs from stock condition survey			N	0	128,000	0	0	0	New stock condition surveys have identified works required for Health and safety
				477,056	95,190	25,720	25,720	0	
(iii) CARRY FORWARDS AND SUPPLEMENTARY ESTIMATES:									
3rd quarter 2018/19			N	80,000			0		
4th quarter 2018/19			N	591,770	0	0	0	0	
				671,770	0	0	0	0	
(iv) GOVERNMENT SPENDING CUTS/TAX/INITIATIVES:									
Reduction in Housing Benefit admin subsidy			Y	11,120	0	0	0	0	Reduction in housing subsidy notified for 2018/19
New burdens money-planning			N	(20,000)	0	0	0	0	Contribution for planning related e.g. brownfield sites register
removal of New Homes Bonus contribution from the General Fund			Y	0	83,000	117,000	0	0	
Additional New Homes Bonus (one off) than estimated			NEW N		(30,000)				This will be transferred to the NHB reserve to fund future shortfalls in CNM/capital
One off Funding of Community Warden				43,170					
Main stream funding of Domestic Abuse and No More			Y	0	50,000	50,000	0	0	
Innovation Fund			N	33,000					
Use of brown field site and self build grant			N	41,264					
Increase in homeless presentations & B&B costs			NEW N	164,100	60,000				reported 2nd quarter monitoring report November Executive
				272,654	163,000	167,000	0	0	

MEDIUM TERM FINANCIAL STRATEGY (MTFS) GENERAL FUND BUDGET JANUARY 2020 REVISED



Key= (£0) is under spend or increase in income


General Fund Forecast			On-Going Cost?	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Commentary
(v) INFLATION ASSUMPTIONS:									
Inflation assumptions:									
Pay inflation salaries		Y		390,290	502,674	490,000	400,000	400,000	Pay inflation 2.25% for 2020/21-2021/22 and 2% thereafter
Increase in Superannuation payment for pension deficit		Y		0	25,106	0	0	0	Increase for 2017/18 will be fixed for three years and not increase annually as per the last tri-annual valuation
Utility inflation		Y		72,454	20,110	78,305	86,636	95,877	Updated based on current projections
Changes to the 2017 Business Rates revaluation list & inflation increase		Y		4,000	58,630	31,190	31,850	31,850	This is the impact of the new 2017 rating list on Council buildings.
General Inflation (contractual)	UPDATED	Y		141,257	164,000	198,013	203,240	209,107	updated inflation applied to contractual arrangements.
Less Inflation charged to other funds	UPDATED	Y		(15,420)	(129,050)	(87,726)	(79,390)	(81,052)	Proportion rechargeable to the HRA
				592,580	641,470	709,782	642,336	655,782	
(vi) BUDGET MONITORING ADJUSTMENTS:									
Budget Setting Adjustments 2019/20		Part		(55,208)					
Quarter 1 adjustments 2019/20		Part		193,570					Reported September 2019 Executive £47K on-going
Quarter 2 adjustments 2019/20		Part		(139,090)	(34,820)				Homeless B&B costs shown in section (iv)
Budget setting 2020/21 draft budget	NEW	Y		0	37,805	0	0	0	changes identified as part of draft budget 2020
				(728)	2,985	0	0	0	
(vii) BORROWING COSTS									
Borrowing costs- Garage Strategy	UPDATED	Y		(97,913)	62,531	119,536	89,376	61,712	The reduction in borrowing costs post 23 June 2016 has reduced the cost of borrowing for the Garages approved at the July Executive.
Changes to investment interest		Y		(106,508)	30,461	41,814	(29,974)	(103,476)	Updated based on revised interest rates and average investment balances.
Minimum Revenue Provision (monies set aside based on the cost of borrowing to pay for the asset divided by the asset life)				(38,767)	(79,336)	(1,871)	0	0	Reduction in MRP for fully depreciated assets
MRP review of asset lives funded from borrowing	NEW	Y		11,812	(15,190)	(36,858)	0	0	
				(231,376)	(1,534)	122,621	59,402	(41,764)	
(viii) SAVINGS OPTIONS & BUDGET PROPOSALS :									
Implementation costs for Financial Security options		N		262,500	0				Implementation costs for 2019/20 FS options
Pump prime fund for commercial and digital options	NEW			10,000	75,000				This is business case funding to explore options for future Financial Security options
Implementation Costs of 2020/21-2021/22 Financial Security options	NEW	N		54,028	62,604	0	0	0	These implementation costs are in Appendix D
Prior Year Savings (2014/15-2015/16)		N		(18,706)	0	0	0	0	
Office accommodation savings		Y years		0	0	49,391	0	0	
Commercial Property Investment		Y		(125,000)					Assumed minimum return included in business case to Council 2017.
New Savings options 2018/19		Y		(103,000)	0				See Appendix A
2019/20 Financial Security options (2019/20-2021/22)		Y		(798,552)	(19,423)	(139,637)	0	0	(includes Fees)
Budget setting savings 2019/20		Y		(84,430)					
New Savings options 2019/20		Y		(40,570)					
2019/20 Savings options not achieved/delayed	NEW	Y-part			75,000	35,000	(64,000)	0	
New Savings options 2020/21-2021/22	NEW	Y			(864,644)	(533,027)	(233,743)		
New Commercial income increases identified at budget setting Jan 2020	NEW	Y		(108,000)	55,000	0	0	0	Additional commercial income identified as part of the review of income in year.
Financial Security Savings Target	UPDATED	Y		0	0	(260,728)	(410,257)	(470,000)	revised Financial Security target
Increase in Savings Target to meet MTFS principles of no draw on balances	NEW	Y			0	(119,600)	29,929	89,672	smoothed over the period 2021/22-2023/24
				(951,730)	(616,463)	(968,601)	(678,071)	(380,328)	

MEDIUM TERM FINANCIAL STRATEGY (MTFS) GENERAL FUND BUDGET JANUARY 2020 REVISED



Key= (£0) is under spend or increase in income

General Fund Forecast			On-Going Cost?	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Commentary
(ix) NEW GROWTH BIDS									
Future Growth bids			Y	0	0	75,000	75,000	75,000	Future growth allowance after 2019/20-2022/23 savings package identified.
ICT related growth pressures- unavoidable			Y-part		358,760				
Digital related growth bids-unavoidable			Y		13,990	0			
New growth bids	NEW		Y-part		163,470	100,684	16,380	0	
				0	536,220	175,684	91,380	75,000	
(x) USE OF ALLOCATED RESERVES									
Transfer from Planning Delivery grant reserve	UPDATED		N	(21,260)	(41,264)	0	0	0	
Transfer to Regeneration Reserve			N	30,980	0	0	0	0	
Transfer of NHB balance to General Fund	NEW		N	(35,370)	(65,558)	0	0	0	Balance remaining from approved schemes
Transfer NDR gains to allocated reserve			N	275,000	117,064	(238,184)	(153,880)	0	Agreed at January 2017 Executive
Transfer from ICT reserve			N	100,000	0	0	0	0	
Transfer Pooling gains to reserve	NEW		N		455,000	0	0	0	Retain reserve to maintain minimum balances and implement Financial Security options
Transfer from LAMs reserve			N	(61,132)	0	0	0	0	By 2019/20 the period by which the council would have been liable for any defaults ceases.
Other movements			N	(16,260)	0	0	0	0	
				271,958	465,241	(238,184)	(153,880)	0	
(xi) IMPACT OF BUSINESS RATES ACCOUNTED FOR IN THE GENERAL FUND									
Section 31 grants given by government for changes made NDR reliefs	UPDATED		N	(1,008,440)	(850,000)	(850,000)	(850,000)	(850,000)	Reliefs given by government which are reimbursed via grant (S31)
Levy Payment & other adjustments	NEW			0	0	0	0	0	A 50% levy is due on gains on NDR.
				(1,008,440)	(850,000)	(850,000)	(850,000)	(850,000)	
TOTAL GENERAL FUND EXPENDITURE				9,664,253	9,136,430	8,084,797	8,142,860	8,416,657	
Year on Year Change in spend (excluding carry forwards)					(527,823)	(1,051,633)	58,063	273,798	
Government Support- RSG									
				(0)	0	27,146	27,146	27,146	Negative RSG of £27,146 removed in 2019/20 based on government consultation on the finance settlement.
NNDR before the levy and excluding s31 grant									
				(2,943,542)	(2,930,543)	(1,902,991)	(1,981,469)	(2,060,996)	Figures beyond 2018/19 do not include any projected gains
Transfer to/From Collection Fund (Business Rates)	UPDATED			0	380	0	0	0	Return of funds from the Collection Fund relating to increases surpluses at year end
Total Government Support				(2,943,542)	(2,930,163)	(1,875,845)	(1,954,323)	(2,033,850)	
Core resources as a % of Net General Fund Budget				18.13%	20.83%	11.48%	12.28%	12.78%	
Use of Balances				910,180	150,401	55,369	(134,572)	(114,499)	
Transfer to/From Collection Fund (Council Tax)									
				(55,621)	(67,265)	0	0	0	Return of projected (surpluses)/deficit to the General Fund
District Precept				(5,754,911)	(5,988,601)	(6,153,582)	(6,323,109)	(6,497,306)	2019/20 increase based on a 2.99% increase, to be decided February Council
% of Net General Fund Budget				-59.55%	-65.55%	-76.11%	-77.65%	-77.20%	
Average Band D Council Tax									
				210.57	215.57	219.86	224.23	228.69	2019/20 increase based on a 2.99% increase
Average Band C Council Tax									
				187.18	191.61	195.43	199.32	203.28	
Council Tax Increase									
				2.99%	2.37%	1.99%	1.99%	1.99%	
Tax Base									
	UPDATED			27,330	27,781	27,989	28,199	28,410	Tax base update to reflect new properties in conjunction with planning projections
GENERAL FUND RESERVES:									

Stevenage Borough Council			APPENDIX A						
MEDIUM TERM FINANCIAL STRATEGY (MTFS) GENERAL FUND BUDGET JANUARY 2020 REVISED									
Key= (£0) is under spend or increase in income									
General Fund Forecast			On-Going Cost?	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Commentary
				2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	
Revised Balances at 31 March each Year:									
General Fund Balance 1 April				(4,794,061)	(3,883,882)	(3,733,480)	(3,677,731)	(3,812,304)	
Use of balances in Year			UPDATED	+910,180	+150,401	+55,749	(134,572)	(114,499)	
General Fund Balance 1 March				(3,883,882)	(3,733,480)	(3,677,731)	(3,812,304)	(3,926,802)	
November Update					(3,234,488)	(3,080,732)	(3,085,933)	(3,088,809)	
Increase in reserves					(498,993)	(596,999)	(726,370)	(837,994)	

APPENDIX B: RISK BASED ASSESSMENT OF THE LEVEL OF GENERAL FUND BALANCES 2020/21

Potential Risk Area	Comments including any mitigation factors		
Income from areas within the base budget where the Council raises "Fees and Charges"	Potential risk that the budgeted level of income from activities where the Council is charging for services will not be achieved. This is anticipated largely to be as a result of the downturn in economy, but could also be as a result of poor weather, new competition. All "fees and charges" income is reviewed as part of the monthly/quarterly budget monitoring process. All budgets are profiled over the year based upon previous experience.		
	Calculated Risk		
Specific Areas	Estimated Income	Likelihood Percentage	Balances Required
Parking Income* (on street/offstreet)	£4,699,860	4.0%	£187,994
Development Control Income	£409,330	10%	£40,933
Recycling Income	£602,990	2.5%	£15,075
Garages	£3,350,050	0.50%	£16,750
Trade Refuse & Skips	£830,320	0.50%	£4,152
Indoor Market	£423,600	5.00%	£21,180
Commercial Property Income	£3,538,770	5.00%	£176,939
Commercial Property Income Property Fund income target not achieved	£875,000	10.00%	£87,500
Total			£550,523

* The council has a parking account which identifies how parking fees are spent on parking and related costs

Potential Risk Area	Comments		
Demand Led Budgets	Potential risk that spending on parts of the budget where the Council has a legal duty to provide the service increases significantly. Individual budgets reviewed as part of the monthly budget monitoring process. All budgets are profiled over the year based upon previous experience and so any variances should show up during the year.		
	Calculated Risk		
Specific Areas	Estimated Exposure	Likelihood Percentage	Balances Required
Housing Benefit maximum risk based on not meeting threshold for Local Authority errors.	£180,000	25%	£45,000
Loss of Business Rates yield	£1,722,439	maximum loss (7.5%)	£129,183
Lower S31 Grants than anticipated which means the NNDR yield would be higher but would not be returned to the General Fund until 2019/20.	£850,000	10%	£85,000
Increase in bad debts as a economic changes impacting on charging for services	£79,790	20%	£15,958

Potential Risk Area	Comments		
Demand Led Budgets continued	Potential risk that spending on parts of the budget where the Council has a legal duty to provide the service increases significantly. Individual budgets reviewed as part of the monthly budget monitoring process. All budgets are profiled over the year based upon previous experience and so any variances should show up during the year.		
	Calculated Risk		
Specific Areas	Estimated Exposure	Likelihood Percentage	Balances Required
NEW: There is an increased cost of Bed and Breakfast as a result of higher homelessness (exposure based on projected costs for 2019/20)	£200,000	50%	£100,000
NEW: Repair costs required as a result of the stock survey are higher than budgeted for	£128,000	10%	£12,800
Costs associated with the capital cost of funding the bus station to enable SG1 if LEP monies not released	£207,400	50%	£103,700
NEW: risk of capital works requiring funding as a result of rephasing/deferring works in the Capital Strategy	£200,000	100%	£200,000
Costs associated with Town Centre Regeneration not budgeted for (funding identified for costs known at the current time).	£400,000	10%	£40,000
Housing Benefit overpayment net income reduces and results in a pressure on the General Fund	£1,006,480	5%	£50,324
Total			£781,965

Potential Risk Area	Comments including any mitigation factors		
Changes since budget was set	Potential risk that things change since the budget estimates were made and the estimates are then under budgeted for.		
	Calculated Risk		
Specific Areas	Estimated Exposure	Likelihood Percentage	Balances Required
Transitional Vacancy Rate 4.5%	£584,960	5.00%	£29,248
Less staff time charged to capital than budgeted	£493,210	10.00%	£49,321
NEW pay award is higher than budgeted for	£19,440,128	0.25%	£45,420
Contractual inflation 1% increase	£9,813,218	1.00%	£39,569
Utility and fuel inflation usage/costs increase	£812,600	5.00%	£40,630
Borrowing costs will be higher than estimated on new borrowing in Capital Strategy	£149,490	0.5% increase in basis points	£10,977
Total			£215,165

Potential Risk Area	Comments including any mitigation factors		
Other Risks	Potential risk that savings options will not be realised as a result of delay or unforeseen circumstances.		
	Calculated Risk		
Specific Areas	Estimated Exposure	Likelihood Percentage	Balances Required
Savings Options	£864,644	10.00%	£86,464
Total			£86,464

Potential Risk Area	Comments including any mitigation factors		
Estimated balances required for any over spend or under -recovery of expenditure and income	This calculation replaces the calculation based on Net Expenditure		
	Calculated Risk		
Specific Areas	Estimated Exposure	Likelihood Percentage	Balances Required
Gross Income (excludes specific income listed above)	£45,296,414	1.50%	£679,446
Gross Expenditure (excludes specific expenditure listed above)	£40,491,455	1.50%	£607,372
Total			£1,286,818

Level of Balances Assumed in General Fund Based on risk

£2,920,935

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FINANCIAL SECURITY OPTIONS 2020/21 - 2022/23

Appendix C

Ref No	Ranking	Name of Service	Description of Savings Proposal	Implementation costs (any redundancy/capital)	If staff affected indicate no. of staff	Financial Security Option in 2020/21	Financial Security Option in 2021/22	Financial Security Option in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) .	Barriers/Interdependencies (note 2)	Readiness for implementation (RAG status) indication of difficulty	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing (put the date you estimate it will be implemented, consider any consultation required)	% General Fund (note 1) Finance can help how much is charged to the GF/HRA	Budget 2019/20
CATEGORY A - IMMEDIATE EFFICIENCY OPTIONS																	
FS1	3.00	Stevenage Direct Services	Release of event cleansing budget	£0	0	15,000	15,000	15,000	Y	Cleaning Materials since rationalisation of Convenience codes no longer required and cleansing pop concert budget not required.	None	Green	N	N	April 2020	100%	15,000
FS7	2.83	Corporate Services	Centralisation of all marketing and advertising budgets and apply a 15% reduction. Figures based on 2019/20 budgets that total £79,150		0	10,000	10,000	10,000	Y	Would require more effective use of digital marketing channels. Under this approach the Communications and Marketing Team would co-ordinate marketing and advertising activity and prioritise future spend on behalf of the Council. The total budget includes Town Centre promotion (£10K), garages (£10K), market (£10K).	Consultation with existing budget holders would be required.	Green	N	N	April 2020	100%	82,150
FS42	3.00	Corporate Services	Remodel the Executive Support Team and Members Services.	£4,729	1	8,596	8,596	8,596	Y	Rationalise posts in the Executive Support Team and Member Services based on opportunities following vacancies and retirements.	Will require consultation	Amber	N	N	April 2020	67%	
SB6 pre visi on app ro ved Nov 18	3.00	ICT Shared Service	Replace Centrex Telephone Lines Ageing, expensive technology used to Play Centres etc., could be replaced by IP phones running from our Mitel system. Current spend ~£24k		0	15,000	20,000	20,000	y	New phones would use our Mitel telephone system, so reliability in linked to IT infrastructure. 36 of the 90 lines have already been decommissioned there is a 3 month notice period and the lines need to be completed by December 2019.	Other ICT projects	Amber	y (~£10k)	y	April 2020	66%	£123,090
FS40	3.00	Revenue and Benefits	Reduction in one FTE in Shared Service (SBC 43%) post vacant	£0		8,170	8,170	8,170	Y	Caseload is reducing but the post levels are still high from real time information from the DWP/HMRC. Trial reduction in one FTE on retirement	This will be piloted on the benefit part of the service from October 2019	Green	N	N	April 2020	100%	
TOTAL				£4,729	1	£56,766	£61,766	£61,766									220,240

FINANCIAL SECURITY OPTIONS 2020/21 - 2022/23

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CATEGORY B - NEW INCOME GENERATION/COMMERCIALISATION OPTIONS/FEEES																	
FS2 1	3.00	Stevenage Direct Services	Cessation of Commercial Clinical Waste Service-	£0	0	(3,750)	(3,750)	(3,750)	Y	Includes £56,000 of income which will not be achieved with cessation of the service. The commercial waste users will sign posted to other providers. Domestic clinical waste will be in with general domestic waste rounds.	Commercial decision to stop net cost to the tax payer.	Green	N	N	April 2020	100%	
FS4 5	3.00	Stevenage Direct Services	Cessation of Keep Britain Tidy Membership	£0	0	4,500	4,500	4,500	Y	Membership providing reduced value and minimal impact following cessation.	None	Green	N	N	April 2020	100%	
FS4 6	3.00	Stevenage Direct Services	Cessation of SDS budget contribution to SLL to cover loss of fishing licence income at Fairlands Valley.	£0	0	4,500	4,500	4,500	Y	This payment has been paid to SLL for about 8 years as SLL no longer got the income from the licences or fishing tickets. This arrangement is historic.	negotiation with SLL	Amber	N	N	April 2020	100%	
FS2 4	3.00	Housing and Investment	Increased income from HA adverts on Choice based Lettings (CBL)	£0		2,000	3,000	4,000	Y	Adverts are currently charged at £30 (2019/20) proposal to increase to £50 2020/21, £60 in 21/22 and £70 for 22/23	Housing Association may not pay the higher price may be some attrition.	Green	N	N	1 April 2020	67%	£7,500
FS2 5	3.00	Corporate Services	Sell IOSH accredited training to other LAs	£0	0	1,500			N-dependence on pilot	Would use existing Corporate Health and Safety Team to deliver training. Proposal would be trialed during 2020/21	Will require further market research to understand potential demand.	Green	N	N	1 April 2020	67%	
FS2 6	3.00	Estates	Increase in commercial income based on current lease renewals	£0		58,300	89,000	89,000	Y	This assumes that 90% achievable of the £54K not yet confirmed and in addition to the 2019/20 savings package. Rent renewals dramatically fall after 2020/21	assumed occupancy rates and lease renewal projections as planned	Green	N	N	1 April 2020	100%	
FS2 7	3.00	Finance	SLA with Queensway LLP	£0		24,000	24,000	24,000	Y	SLA agreed with Queensway to perform finance function	Dependent on Queensway having sufficient funding to afford the cost and need resourcing from the council	Green	N	N	Immediate	100%	
FS2 8	3.00	Finance	SLA with Housing WOC	£0		15,000	15,000	15,000	Y	SLA included in WOC report to Council in May	Dependent on WOC having sufficient funding to afford the cost and need resourcing from the council	Green	N	N	Immediate	100%	
FS2 9	3.00	Finance	SLA with CCTV	£0		11,000	11,000	11,000	Y	Agreed by CCTV Board		Green	N	N	Immediate	100%	
FS4 8	3.00	Procurement	sell services to Hertsmere Council	£0	3	25,000	25,000	25,000	Y	This will reduce the level of procurement available to SBC as the service also provides services to EHDC	Early discussions have been had with Hertsmere in August 2019 will be dependent on price	Amber	N	N	January 2020	60%	
FS4 7	3.00	Stevenage Direct Services	Additional income generation as a result of new 12 months contracts let for recycle processing.	£0	0	75,000	75,000	75,000	Y	The contract has been let (September 2019). For plastic, glass, aluminium and steel. Paper is not included as this is part of a Hertfordshire consortium. Income is predicated on market prices and fluctuations in volatile market.	Equalisation fund required for income fluctuations. Set up of equalisation reserve for income above the £75K up to £100K	Green	N	N	April 2020	100%	

FINANCIAL SECURITY OPTIONS 2020/21 - 2022/23

Appendix C

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FS60	3.00	Stevenage Direct Services	New income generation from new Cemetery service - Saturday burials and interments.	£0	0	8,010	8,010	8,010	Y	Based on eight interments in a financial year and premium charge applied.	Predicated on demand	Green	N	N	January 2020	100%	
FS30	3.00	Parking	Review business concessions in place and estimate a reduction by 10% in year 1 and 20% in year 2 (implementation costs for new validators)	£0		10,000	20,000	20,000	Y	The saving is shown in advance of the work to rationalise and review the concessions for hotels and businesses. May lead to resistance from some users, to reduce concessions to a maximum of 25% for business/bulk users and 50% for those delivering a significant regeneration benefit to Stevenage Town Centre	Potential lost of them as customers	Amber	Y	N	1 April 2020	100%	
FS31	3.00	Planning-Pre-app	Savings to come in lump sums not spread equally per year.	£0		0	0	5,000	Y	Always to provide a more considerate service balancing out peak and troughs	Income levels are based on predicted demand - a equalisation reserve recommended	Green	N	N	January 2020	100%	
FS51	3.00	Engineers	Increase budget for land rental and street hoarding	£0		10,000	10,000	10,000	Y	This is predicted income over and above the current budget	There is a risk income will reduce as this is based on demand led activity	Green	N	N	Immediate	100%	£0
FS32	3.00	On street car parking	Additional fees from Cory's Mill Lane income beyond Fees & Charges. (current tariff up to 2 hours £1.50 (increase 10pence-20pence) 3 hours £2.00 increase 20pence)	£0		21,600	21,600	21,600	Y	Still competitively priced, the Corey's Mill charges have not been increased since implemented. This would be a 10pence increase	There is a risk income will reduce as this is based on demand led activity	Amber	N	N	January 2020	100%	
FS33	3.00	Planning	Review planning income in line with predicted demands, create and equalisation reserve with any balance over the £25K identified into a reserve with a cap level to be determined.	£0		25,000	25,000	25,000	Y	Always to provide a more considerate service balancing out peak and troughs	Income levels are based on predicted demand - a equalisation reserve recommended	Green	N	N	January 2020	100%	
SE9	3.00	Pavilions	Consider active marketing in relation to pavilions	£0	0	3,000	3,000	3,000	Y	Increase in footfall and community usage	Asset Strategy/ Community Centres Review/ Online bookings system	Amber	Y	Y	April 2019	100%	
FS6	1.83	Corporate Services	Introduce a compulsory charge for all staff with a car parking season ticket	£0	All	25,718	34,290	34,290	Y	Would require consultation with staff and the Unions. The scheme still needs to be finalised and will be in consultation with staff. Mechanism for payment would need to be determined e.g. taken at source. Any income exceeding the amount in year will be used to fund the workforce travel plan initiatives	Consultation would be required	Amber	N	N	July 2020	73%	£387,000
SE10			Fees and charges General Fund	£0	0	117,490	117,490	117,490	Y	See Appendix C		Green			January 2019	100%	£16,123,160
TOTAL				£0	3	£437,868	£486,640	£492,640									£16,517,660

FINANCIAL SECURITY OPTIONS 2020/21 - 2022/23

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CATEGORY C - SERVICE REDESIGN/PROCESS CHANGES/DIGITAL																	
FS2	3.00	Stevenage Direct Services	Reconfiguration of Market & Garages Team	£0	1	52,000	52,000	52,000	Y	Review of current structure arrangements with a view to aligning certain garage processes with like activity from other business units e.g. letting and debt recovery processes.	Subject to retirement	Amber	N	N		100%	
SD1 2-	3.00	SDS	Systemise back office processes at Cavendish Road using new technology and removal of paper systems (assumes redeployment for redundant roles)	£0	2	20,000	20,000	20,000	Y	Head count reduction -Efficiency realised from the automation of certain manual Operations work processes. Redeployment opportunity exists within the Stevenage Direct Services Business Unit for affected personnel.	Funding already in budget and implementation has been commenced (September 2019). Subject to consultation	Amber	N	N	April 2020	100%	
NEW		Stevenage Direct Services	Reconfiguration of Refuse, street scene and grounds tier five management	£0	9	57,136	62,330	62,330	Y		Subject to consultation 27 January start date	Amber	N	N	May 2020	100%	£437,650
FS4	3.00	Standby-Corporate	Reconfiguration of Out of Hours & Standby Arrangements		0	48,000	48,000	48,000	Y	Calls will be routed via the CCTV as now (ICT calls currently not through CCTV) and then a script will be issued for services so call outs are minimised, excludes independent living and CCTV call outs.	Managers implementing the option	Amber	N	N	April 2020	50%	
SD1 2	3.00	Facilities Team	Reduce team - process review, internal post review , impacts of the compliance contract and staff self serve on reporting issues.	£20,000	2	20,000	20,000	20,000	Y	One member of staff has retired and the saving has effectively been achieved	Achieved in principle as a retired FTE has not been replaced, however there has not been a significant reduction in outgoing post.	Green	N	N	Immediate	75%	£628,920
FS3 8	3.00	Finance	Review Reconciliation function and structure, (there are 5 currently in post)	£0	11	16,000	16,000	16,000	Y	The saving is based on a review of the function and adding two apprentice posts for succession planning, the savings have been generated from re-designing some work processes. Further efficiencies can be generated from digital and ICT improvements.	This is subject to consultation	AMBER	Y	Y	1 April 2020	75%	£403,380
SD8	2.33	Member Services and ICT / Digital	Paperless committees - progressive plan to achieve committees which are digital by default - Detailed analysis of costs undertaken and clarity between EHDC costs and SBC	£0	0	2,000	15,000	15,000	Y	Require effective member engagement and joint working to deliver - cultural change, training, device management etc. Requires workstyle assessment in terms of devices (mobile or desktop in committee rooms) and review of the current BYOD policy for members / allowances	There will need to assessment of Digital skills / ICT infrastructure resilience and what if any equipment is provided	Amber	Y	Y- hardware devices in ICT Strategy	01 June 2020	75%	£30,000
FS1 5	3.00	Housing and Investment	Business Unit Review: Tier 5 and 6 savings from staff restructures	£181,965	136	21,083	170,358	216,291	Y	The transformation of the housing delivery service, incorporating the design principles agreed by Members and making efficiencies through the use of technology. There are more posts than people so the redundancy costs are worse case scenario.	The level of savings is subject to the outcome of the consultation (starting September 2019)	Green	Y- assumed in savings £	N	Immediate-tier 5 tier 6 April 2020	18%	5,678,330
FS1 6	3.00	Housing and Investment	Cease Locata contract (choice based lettings system)- to be integrated into Northgate housing system			25,000	25,000	25,000	Y	Northgate system now has additional functionality which can provide an integrated process which will allow customers to self serve from December 2019.	Q4 in 19/20 will generate a saving of £7.5k	Green	N	N	1 January 2020	67%	
FS3 9	3.00	Play	Review function and structure- (vacancies allow the reconfiguration)	£0	0	50,000	50,000	50,000	Y	A business Unit review of the play service has been undertaken with proposals to reconfigure staffing to minimise costs when play centres closed (£45K) and set up an on-line marketing offer versus paper print model (cost £5K). No reduction in service and an increase in operational hours	Subject to consultation	AMBER	Y	Y	1 April 2020	100%	£435,850
FS4 4	3.00	Stevenage Direct Services	Reduce establishment x 2 No. FTE within Streets & Grounds Maintenance Service, can be removed through agency staff	£0	0	40,000	40,000	40,000	Y	Predicated on service review delivery and efficiencies and productivity gains through route optimisation and improved working practices etc. Service standard will be maintained.	Subject to consultation and round optimisation	Amber	N	N	April 2020	90%	
FS4 9	3.00	Community & Neighbourhoods support team	Reduction 1FTE support post and use apprentice for grow your own model	£0	0	13,215	26,430	26,430	Y	The apprentice appointed 1 October 2019- March 2021.	Reliant on digitising and improving LCB process and on-line payments. Some upfront costs	Green	Y	Y	October 2020	100%	
TOTAL				£201,965	161	£364,434	£545,118	£591,051									£7,614,130

FINANCIAL SECURITY OPTIONS 2020/21 - 2022/23

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CATEGORY D - STOP / REDUCE OPTIONS																	
FS4 1	3.00	Corporate Services	Reduce the size of the Graduate Programme from 4 to 3 people per annum		0	18,750	37,500	37,500	Y	Total annual budget per is £151,200 which funds four graduates. This option would reduce the number of graduates to three at any one time.		Green	N	N	April 2020	100%	150,000
SB9	2.83	SLA with CAB	Renegotiation of CAB contract			40,000	40,000	40,000	Y	Advice Services Contract (currently with the CAB)- Redesign a new contract specification to meet forthcoming welfare reform changes and re-procure Advice Services Contract at a reduced overall sum, but supplementing in-house advice and support. Total budget is £192k. CAB have recently been awarded funding from central government to support welfare reforms.		Amber	N	N	April 2020	100%	160,090
TOTAL				£0	0	£58,750	£77,500	£77,500									£310,090
FINANCIAL SECURITY OPTIONS				£206,694	165	£917,818	£1,171,024	£1,222,957									£24,662,120

STEVENAGE BOROUGH COUNCIL CONFIDENTIAL SUMMARY (EXCLUDES 100% HRA OPTIONS)

costed options	2020/21	2021/22	2022/23	Total	Implementation Costs
General Fund share of savings	£864,644	£96,853	£5,670	£967,166	£51,697
HRA share of savings	£53,174	£156,353	£46,263	£255,790	£154,997
Total	£917,818	£253,206	£51,933	£1,222,957	£206,694

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PROPOSED FEES & CHARGES FOR 2020/21

FEES AND CHARGES - RECOMMENDED FEE INCREASES														
Service	Fees and Charges for 2020/21	2019/20 Price £	2020/21 Price £	Increase £	% Increase	Total Budget 2019/20 £	Probable Ongoing Pressures/ Savings	Income (Reduction) / Increase	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale	Additional Information	Date of Price Increase	
Car Parks:														
New Town: Short Stay (The Forum, Marshgate, Westgate, St Georges)	<u>7am-7pm (6am-7pm at St Georges only):</u> Mon-Saturday up to 30 Mins (St Georges & Westgate only)	£0.50	£0.50	£0.00	0.00%								Parking on a Sunday "30 minutes for 50p" was recommended by LFSG as part of the November Financial Security report and approved by the Executive.	January 2020
	Mon-Saturday up to 1 hour	£1.70	£1.70	£0.00	0.00%					Y				
	Mon-Saturday up to 2 hours	£2.40	£2.50	£0.10	4.17%			£16,200		Y				
	Mon-Saturday up to 3 hours	£3.10	£3.20	£0.10	3.23%			£7,250		Y				
	Mon-Saturday up to 5 Hours	£3.60	£3.80	£0.20	5.56%			£2,190		Y				
	Sunday	£2.00	£2.00	£0.00	0.00%					Y				
	Sunday up to 30 Mins (St Georges & Westgate only)	£2.00	£0.50	£-1.50	-75.00%					Y				
	Night Parking 7pm to 7am	£2.00	£2.00	£0.00	0.00%					Y				
Total Short Stay						£1,470,000	(£62,640)	£25,640	£1,433,000					
Long stay	Mon-Fri before 8.30am	£7.30	£7.50	£0.20	2.74%					Y			January 2020	
	Mon-Fri 8.30am to 7pm	£4.80	£4.90	£0.10	2.08%					Y				
	Saturday 6am - 6pm	£4.80	£4.90	£0.10	2.08%					Y				
	Sunday	£2.00	£2.00	£0.00	0.00%					Y				
	Night Parking (7pm to 6am or 6pm - 6am)	£2.00	£2.00	£0.00	0.00%					Y				
Total Long Stay						£746,000	£920	£14,080	£761,000					
Railways	Mon-Fri 4am to 4am	£8.00	£8.50	£0.50	6.25%	£752,000		£35,000		Y			January 2020	
Railways	Saturday	£6.80	£7.00	£0.20	2.94%	£67,500		£1,000		Y				
Railways	Sunday	£6.20	£6.50	£0.30	4.84%	£76,500		£3,000		Y				
Total Railways						£896,000	£35,000	£39,000	£970,000					
Season Tickets	New Town (price per month)	£85.00	£87.00	£2.00	2.35%	£388,000	£13,850	£6,150		Y				
	Blue Badge Holders (Season Ticket, price per Annum)	£38.00	£41.00	£3.00	7.89%				£394,150					
	Railways (price per month)	£142.00	£151.00	£9.00	6.34%					Y				
Season Tickets Subtotal						£388,000	£13,850	£6,150	£408,000					
New Town GRAND TOTAL						£3,500,000	(£12,870)	£84,870	£3,572,000					

FEES AND CHARGES -RECOMMENDED FEE INCREASES

Service	Fees and Charges for 2020/21	2019/20 Price £	2020/21 Price £	Increase £	% Increase	Total Budget 2019/20 £	Probable Ongoing Pressures/ Savings	Income (Reduction) / Increase	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale	Additional Information	Date of Price Increase
Old Town:													
Primett Rd North	Monday - Saturday 0600-1600 hours												
	up to one hour	£1.00	£1.10	£0.10	10.00%					Y			
	up to two hours	£1.50	£1.50	£0.00	0.00%					Y			
	up to three hours	£1.80	£1.90	£0.10	5.56%					Y			
Primett Rd South	More than three hours												
	Monday-Friday												
	0600-1600hrs	£2.80	£2.90	£0.10	3.57%					Y			
	1600-0600hrs	£0.50	£0.50	£0.00	0.00%					Y			
Primett Rd South	Saturday 0600-1600:												
	up to one hour	£1.00	£1.10	£0.10	10.00%					Y			
	up to two hours	£1.50	£1.50	£0.00	0.00%					Y			
	up to three hours	£1.80	£1.90	£0.10	5.56%					Y			
Primett Rd South	More than three hours												
	Saturday 4pm-Monday 6am												
	up to one hour	£1.00	£1.10	£0.10	10.00%					Y			
	up to two hours	£1.50	£1.50	£0.00	0.00%					Y			
Church Lane North	up to three hours												
	More than three hours												
	Saturday 4pm-Monday 6am												
	up to one hour	£1.00	£1.10	£0.10	10.00%					Y			
Church Lane North	up to two hours												
	up to three hours												
	More than three hours												
	Saturday 4pm-Monday 6am												
Church Lane North	Free												
	Free												
	Free												
	Free												
Season Tickets	Old Town (price per month)	£45.00	£46.00	£1.00	2.22%					Y			
Old Town GRAND TOTAL						£175,400	(£11,180)	£1,780	£166,000				
Car Parks:	Business Tokens/ Commercial Income	various	various			£279,000	(£25,950)	£6,950	£260,000	Y			
Loss of income due to price increase					7.75%	(£18,000)		(£10,000)	(£28,000)	Y	Assume 7.75% attrition rate; above inflation increases, pressures on income levels previous years' analysis suggests the higher attrition rate is prudent.		January 2020
TOTAL "All Off Street Car Parks"						£3,936,400	(£50,000)	£83,600	£3,970,000				

FEES AND CHARGES -RECOMMENDED FEE INCREASES

Service	Fees and Charges for 2020/21	2019/20 Price £	2020/21 Price £	Increase £	% Increase	Total Budget 2019/20 £	Probable Ongoing Pressures/ Savings	Income (Reduction) / Increase	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale	Additional Information	Date of Price Increase
On Street Parking													
Town Centre	up to 30 mins	£0.60	£0.60	£0.00	0.00%	£180,000		£8,000	£188,000	Y			January 2020
	Up to 1 Hour	£1.70	£1.80	£0.10	5.88%					Y			
	Up to 2 Hours	£2.50	£2.70	£0.20	8.00%					Y			
	Up to 3 Hours	£3.20	£3.50	£0.30	9.37%					Y			
	Up to 4 Hours	£4.00	£4.50	£0.50	12.50%					Y			
	Up to 5 Hours	£5.00	£6.00	£1.00	20.00%					Y			
	Over 5 hours	£9.00	£10.00	£1.00	11.11%					Y			
Corey's Mill Lane	up to 1 hr £1.00 up to 2 hrs £1.50 up to 3 hrs (max stay) £2.00	no change	10p, 20p and 20p increases respectively on three bands	£0.00	0.00%	£248,000		£0	£248,000	Y	This proposal has already been included as a "savings option", hence no "budget impact"		
On Street Parking Total						£428,000	£0	£8,000	£436,000	Y			
Garages: <small>Prices shown are "NET" of VAT. Housing Tenants generally do not pay VAT but other customers do pay VAT, meaning the actual weekly increase for a Category A garage would be 60p. Around 2/3rd of all customers do pay VAT.</small>	Standard Garage (Category A)	£11.30	£11.80	£0.50	4.42%	£3,283,000	(£35,000)	£108,000	£3,356,000	Y	Road Facing Garages Fee Increase: Rents have been increased to a market comparable rate based on benchmarking and demand information for premium garages.	Based on RPI plus Garage Business Plan guidance.	01/04/2020 (In line with Housing rent increases)
	Standard Garage (Category B)	£11.10	£11.60	£0.50	4.50%					Y			
	Standard Garage (Category C)	£10.75	£11.20	£0.45	4.19%					Y			
	Road Facing Garages	£12.20	£13.40	£1.20	9.84%					Y			
Garages Total						£3,283,000	(£35,000)	£108,000	£3,356,000	Y			
Markets:	In line with MTFS RPI estimate of 3.2%	various	various		3.20%	£435,000	(£30,000)	£11,000	£416,000	Y			January 2020
Markets Total						£435,000	(£30,000)	£11,000	£416,000	Y			
Bulky Waste:	6 Items	£68.75	£72.00	£3.25	5.16%	£84,500	(£5,100)	£2,600	£82,000	Y	Higher increase to cost to offset increase in disposal fees.		January 2020
	Cancellation Fee	£11.00	£11.00	£0.00	0.0%					Y			
Bulky Waste Total						£84,500	(£5,100)	£2,600	£82,000	Y			
Cemeteries:		various	various		3.2%	£200,000	£6,000	£6,000	£212,000	Y	Some new fees to be introduced for 2020/21; e.g. charging for Sanctums (which is currently proving popular). The majority of other fees to be increased in line with RPI, although some to be increased by more where SBC are still lower than comparable neighbours.		January 2020
Cemeteries Total						£200,000	£6,000	£6,000	£212,000	Y			
Parks and Open Spaces:		various	various		3.20%	£122,000	(£6,000)	£4,000	£120,000	Y			January 2020
Parks and Open Spaces Total						£122,000	(£6,000)	£4,000	£120,000	Y			
Allotments:	Price per M ²	£0.35	£0.36	£0.01	2.86%	£23,120		£600	£23,720	Y	Dependent on result of GROWTH proposal Included in the Draft General Fund report.		January 2020
	100M ²	£35.00	£36.00	£1.00	2.86%					Y			
	250M ²	£87.50	£90.00	£2.50	2.86%					Y			
Allotments Total						£23,120		£600	£23,720	Y			
Fishing	Adult Day Ticket	£8.00	£8.00	£0.00	0.00%	£5,000			£5,000	Y			January 2020
	Junior Day Ticket	£6.00	£6.00	£0.00	0.00%					Y			
	Night Fishing	£18.00	£18.00	£0.00	0.00%					Y			
	Average of above	£10.67	£10.67	£0.00	0.00%					Y			
Fishing Total						£5,000	£0	£0	£5,000	Y			

FEES AND CHARGES -RECOMMENDED FEE INCREASES

Service	Fees and Charges for 2020/21	2019/20 Price £	2020/21 Price £	Increase £	% Increase	Total Budget 2019/20 £	Probable Ongoing Pressures/ Savings	Income (Reduction) / Increase	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale	Additional Information	Date of Price Increase
Planning:	Major development					£43,500		£1,500	£45,000	Y	RPI increase to be applied (subject to review)		
	100+ residential units, 6000+sqm of commercial /change of use or where the site is 3ha+ PER 100 units /6000sqm/3ha or part of.	£3,600	£3,700	£100.00	2.78%					Y			
	25-99 residential units, 2001-5999sqm of commercial /change of use or where the site is 1ha-3ha.	£3,600	£3,700	£100.00	2.78%					Y			
	Development requiring an EIA if not within the above categories	£3,500	£3,600	£100.00	2.86%					Y			
	Other Major Developments									Y			
	Provision of 10-24 dwellings or where the site is between 0.5ha and 1ha.	£2,100	£2,175	£75.00	3.57%					Y			
	Change of use or provision of 1001sqm - 2000sqm of commercial floor space or on a site with an area exceeding 1ha.	£2,100	£2,175	£75.00	3.57%					Y			
	Minor Development									Y			
	Single dwelling/replacement dwelling	£210	£220	£10.00	4.76%					Y			
	2-5 dwellings	£420	£435	£15.00	3.57%					Y			
	6-9 dwellings	£1,075	£1,110	£35.00	3.26%					Y			
	Change of use of buildings/new commercial buildings with a floor space between 0-500sqm or on a site with an area up to 0.5ha.	£210	£220	£10.00	4.76%					Y			
	Change of use of buildings/new commercial buildings with a floor space between 501sqm and 1000sqm or on a site with an area between 0.5ha and 1 ha	£700	£725	£25.00	3.57%					Y			
	Householder									Y			
Domestic extensions, conservatories etc. and alterations to residential properties. (VAT to be added)	£62.50	£65.00	£2.50	4.00%	Y								
Specialist Advice					Y								
Works to listed buildings Developments affecting a conservation area	£150.00	£155.00	£5.00	3.33%	Y								
Advertisements					Y								
Per Site (VAT to be added to fee shown)	£62.50	£65.00	£2.50	4.00%	Y								
Planning Total					£43,500		£1,500	£45,000	Y			January 2020	

FEES AND CHARGES -RECOMMENDED FEE INCREASES

Service	Fees and Charges for 2020/21	2019/20 Price £	2020/21 Price £	Increase £	% Increase	Total Budget 2019/20 £	Probable Ongoing Pressures/ Savings	Income (Reduction) / Increase	Total Budget 2020/21 £	Fee Principles Applied (Y/N)	Options considered/Rationale	Additional Information	Date of Price Increase
Trade Refuse:	Increase in fees to cover additional increase in disposal costs (example of pricing shown, 1100 litre bin)	£20.55	£21.40	£0.85	4.14%	£669,000	£22,340	£22,000	£713,340	Y			January 2020
Skips:	Increase in fees to cover additional increase in disposal costs (example of pricing shown 6yard skip)	£274.00	£284.00	£10.00	3.65%	£159,000	(£27,200)	£2,000	£133,800	Y	Part of on-going review once a Commercial & Logistics Manager is appointed.		January 2020
Transfer Station:	Increase in fees to cover additional increase in disposal costs example of pricing shown, medium panel van)	£188.50	£195.00	£6.50	3.45%	£76,000		£2,000	£78,000	Y			January 2020
Increase disposal cost for Trade, Clinical, Skips and Trans Stn:					-4.75%	(£375,000)		(£17,000)	(£392,000)	Y			January 2020
Hackney Carriages:					3.00%	£24,000		£750	£24,750	Y	Any changes to Hackney Carriage Fees need to be consulted upon with the Trade. The earliest this can take place is now Jan 2021. The whole service is based on cost recovery, therefore if costs have increased by more than income, then fees may increase (after consultation) from Jan 2021.	Not applicable, cost recovery only.	January 2020
Env Health & Licensing:	Housing Act 2004				3.10%	£6,050		£1,830	£7,880	Y	It is proposed that the charge for the processing and issuing of Houses in Multiple Occupation (HMO) licences and the service of Housing Act notices be increased to reflect the time spent by officers on these activities. An additional charge is proposed for cases where a licence is only applied for after local authority intervention. Overall increase in price in line with RPI (3.1%)	Not applicable, cost recovery only.	January 2020
	Licence for Houses in Multiple Occupation (HMO)	£708.00	£730.00	£22.00	3.11%								
	Service of Housing Act Notices	£382.00	£394.00	£12.00	3.14%								
Env Health & Licensing:	Food Premises	various	various	£0.00	3.10%	£11,000		£370	£11,370	Y	Cost recovery only; on average, aim to increase fees by RPI (3.1%)		January 2020
	Destruction Certificate	£125.00	£129.00	£4.00	3.20%								
	Health Certificate	£102.00	£105.00	£3.00	2.94%								
Env Health & Licensing:	Licensing including: Acupuncture, street trading etc.	various	various	£0.00	3.10%	£13,000		£400	£13,400	Y	The majority of fees are set by legislation; the remainder can only be charged at a level which recovers the cost of administration (excluding enforcement). Aim to increase fees where possible by RPI (3.1%)	Not applicable, cost recovery only.	January 2020
Local Land Charges	Residential Property (Con 29)	£61.80	£63.60	£1.80	2.91%								
	Residential Property (LLC1)	£16.50	£17.00	£0.50	3.03%								
VAT is PAYABLE on these fees (fees shown is GROSS of VAT) Integra Code = RC110	Commercial Property and Areas of Land (Con 29)	£80.40	£82.80	£2.40	2.99%								
	Commercial Property and Areas of Land (LLC1)	£21.60	£22.20	£0.60	2.78%								
No VAT is payable for this service	Additional Enquiry	£10.30	£10.60	£0.30	2.91%	£61,800		£1,800	£63,600				
Housing General Fund:	Careline Alarm- private (Shortfall funded from General Fund)	various	various	various	Approx. 3.20%	£121,000		£3,000	£124,000	Y	This budget relates to private careline tenants and any increase in income means the General Fund subsidy is reduced.		
Sub Totals							(£124,960)	£242,450			<i>Where there are multiple fees in a service area, an example has been given to demonstrate the price increases</i>		
						NET INCREASE from Fees & Charges		£117,490					

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GROWTH PROPOSALS & KNOWN BUDGET PRESSURES

Pressures **£556,530**

Growth **£216,583**

APPENDIX E

STEVENAGE BOROUGH COUNCIL

Ref No	Ranking	AD	Name of Service	Description of Growth Proposal	Growth in 2020/21	Growth in 2021/22	Growth in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Growth Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) .	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing	% General Fund (note 1)	Approved
G11	3.00	Caron Starkey	Digital	Digital Content Officer	32,270	32,270	32,270	Y	Grade 4 Digital Content Officer - Growth Required to create and maintain website content	N	N	01 April 2020	67%	Two years
G13	3.00	Caron Starkey	Digital	Web accessibility testing and auditing	20,000	15,000	10,000	Y	New legislation concerning accessibility of digital content and services with fines for non-compliance (the new GDPR). Compliance to be achieved by end of 2021. this applies internal/external. There is software at the moment to check for compliance but is small scale (only licenced for 2000 pages) and will need expanding. The legislation also 'recommends' an annual audit which we can do ourselves or commission. This is a new market for compliance products to support implementation, it will mature as the legislation requirements become the new norm and our own competence to create compliant content/services will improve.	N	N	01 April 2020	67%	Two years
G14	2.67	Caron Starkey	Digital	Digital Projects Manager	£24,600	49,200	49,200	Y	Digital Projects Manager – Manage the development more digital solutions, new technology to deliver on-line services and innovate in the area. Committing to a permanent role now will secure resilience for the CTOC programme which the council needs to deliver a significant step change in digital service provision to realise the digital financial targets, improved customer offer and staff productivity.	N	N	01 April 2020	67%	Two years
G15	3.00	Caron Starkey	Digital	Digital Platform self book-in and scan additional "Kiosk" module licences	10,000	10,000	10,000	Y	The Firmstep CRM product already procured comes with a customer self book-in module for front of house appointments (such as GP clinics use) and the ability for customers to self-scan in requested documents at a station in the reception area. This reduces staff invention and improves the customer experience, the growth bid is the on-going licence costs. This will contribute to delivering saving SD7	N	N	01 April 2020	67%	yes
G20	1.00	Craig Miller	Allotments	New post to manage allotments	20,000	20,000	20,000	Y	0.5 FTE for allotment coordinator role. SBC assuming responsibility for allotment function following cessation of volunteer arrangement. Net income £29K per year consider charging the cost on. To charge the cost of the post and software would mean an increase of 66% . A small allotment is 2.5 rods and the proposed increase in price would result in an annual charge per year of £36.16 (or 70p per week) ,an increase in 2021/22 of 28 pence per week on the current costs.	Y	Y	01 April 2020	100%	One year only
G21	1.00	Craig Miller	Allotments	New system to manage allotments	2,000	2,000	2,000	Y	Licence fee for allotment management software. Requires £10k capital for initial procurement of system.	Y	Y	01 April 2020	100%	One year only
G22	2.33	Zayd Al-Jawad	Climate Change agenda	Post required to project manage the climate change agenda item for the Council	54,380	54,380	54,380	Y	This post is required to co-ordinate manage the climate change projects to ensure delivery. (Based on grade 8 post). Costs include employers on-costs. Potential to use corporate graduates for funding.	N	N	01 April 2020	67%	Two years

STEVENAGE BOROUGH COUNCIL

Ref No	Ranking	AD	Name of Service	Description of Growth Proposal	Growth in 2020/21	Growth in 2021/22	Growth in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Growth Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) .	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing	% General Fund (note 1)	Approved
G26	2.00	Zayd Al-Jawad	Climate Change agenda	E car club pilot to be funded on-going	18,620	18,620	18,620	Y	The contributes to the climate change agenda, with the use of electric cars The contract is for the use of 3 of the 4 cars for staff Monday to Friday from 8am to 5pm at a cost of £17,160 per year. Any staff use of the 4th car or use of our contracted cars out of hours is charged at £4.58 +VAT per hour. Any public use of our contracted cars within our contracted hours is rebated at the same rate,. An additional £1462 per year cost for the maintenance contract of the charging point. There are currently 70 members of staff signed up to use the cars. Most months however see on average about 15 active users whilst nearly half of all booked time is used by the neighbourhood wardens. The total contracted hours are 7020 but charging intervals reduce the usable hours to 5856. The total average number of hours booked by staff is 4023 per year representing 69% utilisation.	N	N	01 April 2020	67%	yes
G23	2.83	Pat Lewis	Regeneration Team	Additional posts required to manage the SG1, client function for Queensway and progress capital projects such as MSCP, Hub and GD3 bids	27,713	27,713	27,713	Y	Some posts to date have been part funded by business rate gains however this is not guaranteed and to attract the calibre of staff fixed term and temporary posts are recommended to be made permanent.	N	N	01 April 2020	100%	yes
G24	2.33	Rob Gregory	Christmas Lights	Old Town Christmas lights	7,000	7,000	7,000	Y	The old Town Business Partnership is no longer resourcing the costs of the lights switch on in the Old Town. If the switch on is to be continued in the future a growth bid is required	N	N	01 April 2020	100%	yes

TOTAL GROWTH OPTIONS

216,583 236,183 231,183

Page 152

G25	1.00	Craig Miller	Environmental Development	Additional Environmental Community Officer	35,000	35,000	35,000	Y	Addition of one Environmental Community Officer subject to approval of service review proposals. Post will allow increase of community event provision to one a month, enhancement of school education and awareness programme, enhancement of environmental volunteering initiative.	N	N	01 April 2020	100%	No
G1	2.83	Jaine Cresser	Homeless Team	New Burdens posts -Homeless Reduction Act		76,000	76,000	Y	This is a new burden funding that if grant is not received (£54Million nationwide announced in spending review 2020, amounts for 2020/21 in line with 2019/20). The need is for two x housing options case workers - Grade 6 from April 2021 The demand on service demonstrates the need. If the grant funding is not on-going the cost will fall to the council. Currently funded from flexible support grant)	N	N	01 April 2021	100%	no seek new burdens funding
G2	2.83	Jaine Cresser	Homeless Team	New Burdens posts -Homeless Reduction Act		38,000	38,000	Y	This is a new burden funding that if grant is not received (£54Million nationwide announced in spending review 2020 amounts for 2020/21 in line with 2019/20). The need is for one x housing Supply co-ordinator to be funded. The government has announced £54Million in new burdens funding for 2020/21, but it is unclear whether this is on-going. (currently funded from new burdens grant)	N	N	01 April 2021	100%	no seek new burdens funding

TOTAL GROWTH OPTIONS NOT APPROVED

35,000 149,000 149,000

STEVENAGE BOROUGH COUNCIL

Ref No	Ranking	AD	Name of Service	Description of Growth Proposal	Growth in 2020/21	Growth in 2021/22	Growth in 2022/23	Ongoing (Y/N) or No of further years available	Impact of Growth Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) .	Requires Capital Investment (Y/N)	Requires ICT Investment (Y/N)	Potential Timing	% General Fund (note 1)	Approved
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SERVICE PRESSURES - These have been included in the September 2019 MTFS

G5		Richard Protheroe	ICT	Additional ICT Staff	133,930	133,930	133,930	Y	Approved as part of ICT Strategy- Additional ICT staffing resources as identified within the 2019/20 GF Budget Report. To cover cost of ICT PMO (Project Management Officer (Grade 8), Project Management and Business Engagement Officers 2 ftes (Grade 7), Security and Network Technicians 2ftes (Grade 8), Senior Systems Support Analysts (2 ftes) and ICT Service Desk Team Leader (Grade 5)). SBC share of costs shown			April 2020/21	67%	Yes
G6		Richard Protheroe	ICT	Storage Support	9,600	9,600	9,600	Y	To support Pure Flash Storage that was purchased in Q2 2019/20. Approved as part of ICT Strategy			April 2020/21	67%	Yes
G8		Richard Protheroe	ICT	Microwave	5,000	5,000	5,000	Y	Approved as part of ICT Strategy			April 2020/21	67%	Yes
G9		Richard Protheroe	ICT	VMWare Licences	45,000	45,000	45,000	Y	Approved as part of ICT Strategy			April 2020/21	67%	Yes
G10		Richard Protheroe	ICT	Technology Advisory Partner £43k Cloud Operating System Model £63k Adoption and Change Management £130k Digital Strategy and Innovation £23K Microsoft Unified Support £75k	334,000			N	Approved as part of ICT Strategy			April 2020/21	67%	Yes
G17		Caron Starkey	CSC	WFM system licences	4,000	4,000	4,000	Y	WFM system in situ, monthly contract obligation for ongoing use	N	N	April 2020/21	67%	Yes
G18		Caron Starkey	CSC	Telephony quality monitoring system licences	4,000	4,000	4,000	Y	ongoing improvements for telephony service in CSC	N	N	April 2020/21	67%	Yes
G22		Caron Starkey	Digital	Web CMS licences, QA and forms	21,000	21,000	21,000	Y	Additional costs associated with the website	N	N	April 2020/21	67%	Yes

TOTAL SERVICE PRESSURES

	£556,530	£222,530	£222,530
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TOTAL GROWTH AND SERVICE PRESSURES

	£773,113	£458,713	£453,713
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Growth & Pressures Summary	2020/21	2021/22	2022/23
General Fund- growth	163,470	176,532	173,202
HRA growth	53,113	59,651	57,981
Total Growth	216,583	236,183	231,183
General Fund- pressures	372,750	148,970	148,970
HRA -pressures	183,780	73,560	73,560
Total Pressures	556,530	222,530	222,530
Grand Total	773,113	458,713	453,713
General Fund- not approved	35,000	149,000	149,000

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Equality at Stevenage Borough Council

Stevenage Borough Council as a service provider, employer and community leader is committed to achieving equal opportunities for everyone. We want to deliver services that are fair, accessible and open to everyone who needs them.

Equality Impact Assessments (EqIAs) are an important part of the process in ensuring that our intention is translated into action. They help to ensure that decisions are made in a fair, transparent and accountable way, considering the needs and the rights of different people in the community.

Based on the protected characteristics under the Equality Act 2010, the EqIA considers the impact on the following groups when making decisions, updating policies and starting new projects:

- Age
- Disability
- Gender reassignment
- Marital status
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation.

Although non-statutory, the Council has chosen to adopt the Socio-Economic Duty and so decision-makers should use their discretion in considering the impact on people in terms of their social or economic background.

EqIAs also help the Council to demonstrate compliance with the requirements of the Public Sector Equality Duty (Section 149 of the Equality Act 2010). The Duty states that a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is unlawful under this Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

FINANCIAL SECURITY: 2020/21 Appendix F

Overall Equality Impact Assessment of proposals

Savings Proposals 2020/21

Prior to their consideration at Executive in November 2019, all savings proposals were reviewed to determine any potential impact on Stevenage residents in terms of their protected characteristics under the Equality Act 2010. The majority of these have no public impact and so have not been subject to any further EqIA.

Where a negative, positive or disproportionate impact is likely, Assistant Directors and other appropriate managers have drafted Brief or Full EqIAs. These have been summarised over the following pages and will inform the recommendations made at Executive on 22 January and 12 February 2020. Action to further analyse or mitigate the impact on equality groups is identified where appropriate.

The following activity has taken/will take place:

November 2019 – February 2020	EqIAs finalised considering further evidence as necessary
January and February 2020	Consideration of all completed EqIAs at Council meetings



Summary Of Equality Impact Assessments APPENDIX F

Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
FS16 Page 157	Cease Locata contract (choice based lettings system) - to be integrated into Northgate housing system	<p><u>Positive/Neutral Impact</u></p> <p>Overall The proposal is to cease the contract with Locata and provide the equivalent service using our existing Northgate system, thus keeping all data in one system.</p> <p>Customers will still be able to place bids in the same way they have done previously so in this respect the outcomes for customers are unchanged. All applicants will have equal access to enable them to place bids on suitable accommodation. Those who are unable to do so will have access to our assisted bids service so they have an equal opportunity to bid.</p> <p>With the development of a future online offer, customers will be able to access their information and make their own updates in real time, resulting in an improved service.</p> <p>Age A support service is offered for those who are unable to place bids themselves, which is more often (but not exclusively) those who are older.</p>	None	Jaine Cresser



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 158		<p>Disability Properties are allocated in accordance with the allocation policy which may give preference to those who have a disability based on an independent medical assessment.</p> <p>Pregnancy/Maternity Properties are allocated in accordance with the allocation policy which may give preference to those who are pregnant based on an independent medical assessment.</p> <p>Socio Economic Properties are allocated in accordance with the allocation policy which may give preference to those who are homeless based on their individual circumstances.</p>		
FS21	Cessation of Commercial Clinical Waste Service	<p><u>Positive Impact</u></p> <p>Overall New domestic clinical collection arrangements will be implemented as a result of this decision (both services were historically delivered by a common resource). This will result in more convenient and discrete collection arrangements for customers who receive statutory domestic clinical collections. Domestic clinical waste will be collected along with normal refuse collections.</p> <p>Commercial companies will be signposted to alternative providers for their commercial clinical waste needs.</p>	<p>Notice of service cessation and signpost to alternative commercial collection providers to be sent to the Council's commercial clients.</p> <p>Alternative domestic clinical collection arrangements to be developed and implemented.</p>	Craig Miller/ Lloyd Walker



Appendix F

Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
		<p><u>Unequal Impact</u></p> <p>Socio Economic The continuation of council provided commercial services would require higher charges to be applied to commercial companies that could be passed through to customers.</p>		
<p>FS22</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 159</p>	<p>Selling Careline services to private sector tenants/ residents</p>	<p><u>Positive Impact</u></p> <p>Overall The cost for the service is cheaper than other providers and people receive a response service by a staff member to all calls which is unique in Stevenage. The monitoring only service is cheaper than its main competitor Herts Careline.</p> <p>Age This service is available to people of all ages that feel at risk due to a vulnerability.</p> <p>Disability This service is accessible to all as it links to other telecare equipment to support people to live independently at home with different types of disabilities. On very rare occasions we will not be able to offer it to those who are bed bound and lack capacity but this would be discussed with other professionals and family for them to move on to more appropriate support.</p>	<p>Actively promote customers to apply for attendance allowance where applicable.</p>	<p>Jaine Cresser</p>



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
		<p><u>Negative Impact</u></p> <p>Socio Economic People have to pay for this service and there are no concessions. Generally people who own their own homes have more disposable income but also if they apply for attendance allowance, it would pay for the weekly charge. The attendance allowance is not financially assessed.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 160</p>	<p>New income generation from new cemetery service - Saturday burials and internments</p>	<p><u>Positive Impact</u></p> <p>Overall Provides further choice and accessibility to burial and cemetery services for residents and customers.</p> <p>Religion or belief Market intelligence suggests that Saturday burials can be favoured by certain faith groups.</p> <p>Socio Economic The Council's concessions policy would apply to this chargeable service and would offer discounted rates to those receiving certain income based benefits. The Council has also introduced a new Sanctum offer to its cemetery product range. This product is a more affordable offer compared to burial or interment options.</p>	<p>Saturday burial and interment services to be added to the Cemetery marketing materials.</p>	<p>Craig Miller/ Lloyd Walker</p>



Appendix F

Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
FS30	Parking - review business concessions in place and estimate a reduction by 10% in year 1 and 20% in year 2 (implementation costs for new validators)	<p><u>Positive Impact</u></p> <p>Socio Economic Supports the regeneration of the town centre: the proposal introduces 2 bands for concessions, which gives more clarity and is fairer than the current ad hoc approach. One of the bands specifically supports the regeneration of the town centre.</p>	Keep under review and be aware of potential issues.	Zayd Al-Jawad
FS32 Page 161	On street parking - additional fees from Coreys Mill Lane income beyond Fees & Charges. Current tariff up to 2 hours £1.50 (increase 10pence-20pence) 3 hours £2.00 (increase 20pence)	<p><u>No Significant Impact</u></p> <p>Age Older people accessing the hospital by car can use the bays SBC provide at a lower cost than the hospital. The minor increase in parking is not significant in terms of the costs of owner/running a car.</p> <p>Disability Those with a disability using the hospital will have access to disabled parking provision.</p> <p>Pregnancy/Maternity The maternity unit provides dedicated spaces</p>	Keep under review and be aware of potential issues.	Zayd Al-Jawad
SE9	Consider active marketing in relation to pavilions	<p><u>Positive Impact</u></p> <p>All Protected Characteristics</p>	Review EQIA as proposals develop.	Rob Gregory



Appendix F

Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
		The proposal is in its early stages of consideration, but would look to maximise use of pavilions and given current occupancy rates this is a positive opportunity to increase usage across protected characteristic groups.		
FS6 Page 162	Introduction of car parking charges for council employees	<p><u>Unequal/Negative Impact</u></p> <p>Age Proposals around may adversely impact on older workers who may find it more difficult to walk or cycle to work.</p> <p>Disability Proposals may adversely impact on staff with physical disabilities as they may find it more difficult to walk to work or commute by other means.</p> <p>Socio-economic Whilst no data is held on the socio-economic background of our workforce, the proposal could be seen to have an impact on those on lower incomes compared to those on higher incomes.</p>	<p>Develop a car parking charges policy.</p> <p>Complete a full EqIA and consider the approach to addressing some of the potential unequal impacts within the design of the policy</p> <p>Consult with staff and trade unions in the development of the policy</p>	Clare Davies/ Kirsten Frew
SE10	Road facing garages - apply a 9.84% increase in the rental charge	<p><u>No Significant Impact</u></p> <p>Overall In general terms the impact will be neutral because the proposed increase is to be applied consistently and is not influenced by a customer's protected characteristic.</p>	Review of charge application and EQIA to ensure continued applicability alongside the annual corporate fees and charges	Craig Miller/ Carlo Perricone



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 163		<p>The Council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p> <p>In addition, the Council has availability within its non-road facing garage stock and these units can be offered as a more affordable option for any customer who is unable to meet the increased charge for a road facing unit. It is acknowledged that alternative non-road facing garages could be further away from a customer's property than their existing unit and this could have greater impact on the elderly and/or those with a disability. The Council will seek to identify the closest alternative to the customer's home in such instance and will where possible prioritise these units for customers with such particular need.</p>	setting process.	
SE10	Above inflation increase in fees and charges applied to charge for purchasing a Grant of Exclusive Right to a Grave (Adult) and reduction of Grant period from 100 years to 50 years.	<p><u>No Significant Impact</u></p> <p>Overall The proposed increase is to be applied consistently and is not influenced by a person's protected characteristics.</p> <p>The Council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p> <p>In addition the Council has introduced a new Sanctum service to its cemetery service offering in Q4 2019. Sanctums provide a more affordable solution for the interment of ashes compared to traditional grave burials or interments.</p>	Review of charge application and EQIA to ensure continued applicability alongside the annual corporate fees and charges setting process.	Craig Miller/ Lloyd Walker



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
<p>SD8</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 164</p>	<p>Paperless committees - progressive plan to achieve committees which are digital by default</p>	<p><u>Positive Impact</u></p> <p>Disability For persons with visual impairment accessibility functions allow access for text to audio capability.</p> <p><u>Unequal/Negative Impact</u></p> <p>Age Depends on ICT literacy – although this isn't necessarily linked to age.</p> <p>Disability Physical disability could hinder the ability to carry a laptop.</p> <p>Pregnancy/Maternity Pregnancy could hinder the ability to carry a laptop.</p>	<p>Digital Skills Self-Assessment for Members to help identify level of ICT literacy and to tailor support for Members.</p> <p>Assisted Digital Support to be offered to Members to improve their digital literacy and to be able to use Mod.gov software.</p> <p>Pool laptops to be available that Members who have physical disabilities can use.</p>	<p>Richard Protheroe</p>
<p>SB9</p>	<p>Renegotiation of CAB (CA) contract</p>	<p><u>Positive & Negative Impact</u></p> <p>Overall The reduction in a core grant will impact on any voluntary organisation's existing operating model. Conversations have begun with CA Stevenage to understand what these will be and how best to mitigate against any adverse impact on the communities of Stevenage and in particular any protected characteristic groups.</p>	<p>Obtain further customer data from CA.</p> <p>Work with CA to explore opportunities to modernise the operating model and identify potential alternative funding sources to</p>	<p>Rob Gregory</p>



Saving Ref	Saving/Income proposed	Summary of potential impact	Action	Contact Officer
Page 165		<p>However, re-negotiating CA Stevenage’s core grant may also provide an opportunity to re-focus efforts on new opportunities to reach more people, looking at new engagement methods, opportunities for external funding and commissioning and in encouraging more collaboration with other VCS partners. By adopting a Co-operative Council approach this review can be conducted positively.</p> <p>For the majority of protected characteristic groups, the potential impact is currently unclear: unless the operating model changes to respond to servicing demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen, including those with a protected characteristic.</p> <p><u>Unequal or Negative Impact</u></p> <p>Socio Economic A significant number of clients to CA suffer financial hardship. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.</p>	<p>mitigate any impact.</p> <p>Feed progress on the above into a revised EQIA in February 2020.</p>	

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		Cessation of using Locata to deliver CBL			
Lead Assessor	Jaine Cresser			Assessment team	
Start date	1 Nov 19	End date	5 Nov 19		
When will the EqIA be reviewed?	5 Nov 2020				

Page 166

Who may be affected by it?	Customers bidding for properties currently use the Locata system to place their bids. This includes existing tenants, and those on the Housing Register. We also offer this service on behalf of Housing Associations with stock in Stevenage.
What are the key aims of it?	We are proposing to cease the contract with Locata and provide the service using our existing Northgate system, thus keeping all our data in one system. Customers will still be able to place bids in the same way they have done previously so the outcomes for customers are unchanged. With the development of a future online offer, customers will be able to access their information and make their own updates in real time, so an improved offer.

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	All applicants will have equal access to enable them to place bids on suitable accommodation - those that can't will	Promote equal opportunities	All applicants will have equal access to enable them to place bids on suitable accommodation - those that can't will	Encourage good relations	All applicants will have equal access to enable them to place bids on suitable accommodation - those that can't will

	have access to our assisted bids service so they have an equal opportunity to bid.		have access to our assisted bids service so they have an equal opportunity to bid.		have access to our assisted bids service so they have an equal opportunity to bid.
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What sources of data / information are you using to inform your assessment?	The Housing Register
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In assessing the potential impact on people, are there any overall comments that you would like to make?	The customer experience should be no different. In the medium term, customers will also be able to complete their application online providing a seamless approach through one system. All the information will be held on one system which customers will be able to access through an online customer account by the end of the financial year. Long term a holistic online offer will be of benefit to customers.
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Page 167

Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Age	
Negative impact	
	n/a – we are able to provide a support service for those who are unable to place bids themselves which will assist in them being able to place bids on suitable accommodation, which is more often (but not exclusively) those who are older.
Please evidence the data and information you used to support this assessment	Age profile of those on the Housing Register

What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	
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Disability			
e.g. physical impairment, mental ill health, learning difficulties, long-standing illness			
Properties are allocated in accordance with the allocation policy which may give preference to those who have a disability based on an independent medical assessment.			
Please evidence the data and information you used to support this assessment	Independent medical advisor assessments supported by Dr's medical reports.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 168

Gender reassignment N/A			
Positive impact		Negative impact	
		Unequal impact	

Marriage or civil partnership N/A			
Positive impact		Negative impact	
		Unequal impact	

Pregnancy & maternity – N/A			
Positive impact		Negative impact	
		Unequal impact	
Please evidence the data and information you used to support this assessment	Properties are allocated in accordance with the allocation policy which may give preference to those who are pregnant based on an independent medical assessment.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	



Race – N/A

Positive impact		Negative impact		Unequal impact	
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Religion or belief – N/A

Positive impact		Negative impact		Unequal impact	
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Sex – N/A

Positive impact		Negative impact		Unequal impact	
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Sexual orientation – N/A

e.g. straight, lesbian / gay, bisexual

Positive impact		Negative impact		Unequal impact	
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Socio-economic¹

e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement

Properties are allocated in accordance with the allocation policy which may give preference to those who are homeless based on their individual circumstances					
Please evidence the data and information you used to support this assessment					
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)			

Page 169

¹Although non-statutory, the Council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Other – N/A				
please feel free to consider the potential impact on people in any other contexts				
Positive impact		Negative impact		Unequal impact

What are the findings of any consultation with:

Staff?	None	Residents?	None – no impact
Voluntary & community sector?		Partners?	
Other stakeholders?			

Overall conclusion & future activity

Page 170

Explain the overall findings of the assessment and reasons for outcome (please choose one):		
1. No inequality, inclusion issues or opportunities to further improve have been identified		
Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	Cease the Locata contract and move the service to be part of the integrated Northgate database
	2c. Stop and remove	

Detail the actions that are needed as a result of this assessment and how they will help to remove discrimination & harassment, promote equal opportunities and / or encourage good relations :				
Action	Will this help to remove, promote and / or encourage?	Responsible officer	Deadline	How will this be embedded as business as usual?

Approved by Assistant Director / Strategic Director: Jaine Cresser Assistant Director (Housing and Investment)
Date: 8/11/19

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Cessation of Commercial Clinical Waste Collection Service	What are the key aims of it?	To cease the council's non-statutory commercial clinical waste collection service.		
Who may be affected by it?	Commercial companies e.g. skin piercers, tattoo parlours etc.		To mitigate potential adverse financial impacts on the council's budget as a result of the service making a loss.		
Date of full EqIA on service area (planned or completed)					
Form completed by:	Lloyd Walker, Operations Manager Stevenage Direct Services	Start date		End date	
		Review date	05/11/2019		

Page 171

What data / information are you using to inform your assessment?	Financial analysis of service performance and future financial forecasts. Market intelligence	Have any information gaps been identified along the way? If so, please specify	None
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Age has no bearing on this arrangement.	Race	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Race has no bearing on this arrangement.

Disability	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Disability has no bearing on this arrangement.	Religion or belief	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Religion or belief has no bearing on this arrangement.
Gender reassignment	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Gender reassignment has no bearing on this arrangement.	Sex	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Sex has no bearing on this arrangement.
Marriage or civil partnership	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Marital status has no bearing on this arrangement.	Sexual orientation	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Sexual orientation has no bearing on this arrangement.
Pregnancy & maternity	No material impact – commercial companies will be signposted to alternative providers for their commercial clinical waste needs. Pregnancy & maternity has no bearing on this arrangement.	Socio-economic ²	The continuation of council provided services would require higher charges to be applied to commercial companies that could be passed through to customers.
Other			

²Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment		Promote equal opportunities		Encourage good relations	New domestic clinical collection arrangements will be implemented as a result of this decision (both services were historically delivered by a common resource). This will result in more convenient and discrete collection arrangements for customers who receive statutory domestic clinical collections. Domestic clinical waste will be collected along with normal refuse collections.

Page 173

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Notice of service cessation and signpost to alternative commercial collection providers to be sent to the council's commercial clients.	Lloyd Walker	Monthly performance reviews with Assistant Director.	Q3 - 2019/20



Alternative domestic clinical collection arrangements to be developed and implemented.	Lloyd Walker	Monthly performance reviews with Assistant Director.	Q1 - 2020/21
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Approved by Assistant Director/ Strategic Director: Craig Miller

Date:

Please send this EqIA to equalities@stevenage.gov.uk

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		Careline services in the Private Sector			
Lead Assessor	Karen Long			Assessment team	
Start date	1 Nov 19	End date	3 Nov 19		
When will the EqIA be reviewed?	Dec 2020				

Who may be affected by it?	Owner occupiers or people living in the private sector.
What are the key aims of it?	To provide and extend the Careline service to those who are living in the private sector

Page 175

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	The service will be provided to both council and private residents in Stevenage	Promote equal opportunities	The service will be provided to both council and private residents in Stevenage	Encourage good relations	

What sources of data / information are you using to inform your assessment?	<ul style="list-style-type: none"> • Number of owner occupiers and private rented over the age of 65 in Stevenage – POPPI 2011 • People aged 65 and over who need help with at least one self-care activity - POPPI 2011 • Population aged 65 and over - POPPI
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<p>In assessing the potential impact on people, are there any overall comments that you would like to make?</p>	<p>The cost for the service is cheaper than other providers and people receive a response service by a staff member to all calls which is unique in Stevenage. The monitoring only service is cheaper than its main competitor Herts Careline.</p>
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Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Page 176

Age			
Negative impact			
<p>There is no negative impact. This service is available to people of all ages that feel at risk due to a vulnerability.</p>			
<p>Please evidence the data and information you used to support this assessment</p>			
<p>What opportunities are there to promote equality and inclusion?</p>		<p>What do you still need to find out? Include in actions (last page)</p>	

Disability	
e.g. physical impairment, mental ill health, learning difficulties, long-standing illness	
Positive impact	
<p>This service is accessible to all as it links to other telecare equipment to support people to live independently at home with all</p>	

different types of disabilities. On very rare occasions we will not be able to offer it to those who are bed bound and lack capacity but this would be discussed with other professionals and family for them to move on to more appropriate support.

Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Gender reassignment N/A			
Positive impact		Negative impact	Unequal impact

Marriage or civil partnership N/A			
Positive impact		Negative impact	Unequal impact

Pregnancy & maternity – N/A			
Positive impact		Negative impact	Unequal impact

Race – N/A			
Positive impact		Negative impact	Unequal impact

Religion or belief – N/A			
Positive impact		Negative impact	Unequal impact

Sex – N/A			
Positive impact		Negative impact	Unequal impact

Sexual orientation – N/A e.g. straight, lesbian / gay, bisexual			
Positive impact		Negative impact	Unequal impact

Socio-economic³ e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement			
Negative Impact:			
People have to pay for this service and there are no concessions. Generally people who own their own homes have more disposable income but also if they apply for attendance allowance which is to support them with things like this, it would pay for the weekly charge. The attendance allowance is not financially assessed.			
Please evidence the data and information you used to support this assessment			
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 178

Other – N/A please feel free to consider the potential impact on people in any other contexts			
Positive impact		Negative impact	Unequal impact

³Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

What are the findings of any consultation with:

Staff?	None	Residents?	
Voluntary & community sector?		Partners?	
Other stakeholders?			

Overall conclusion & future activity

Explain the overall findings of the assessment and reasons for outcome (please choose one):		
1. No inequality, inclusion issues or opportunities to further improve have been identified	No inequality issues have been highlighted due to the private sector being able to access attendance allowance that is not financially assessed and the service is designed to support people with disabilities.	
Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	There is nothing from the outcome of the EQIA to prevent us continuing with the service.
	2c. Stop and remove	

Page 179

Detail the actions that are needed as a result of this assessment and how they will help to remove discrimination & harassment, promote equal opportunities and / or encourage good relations :				
Action	Will this help to remove, promote and / or encourage?	Responsible officer	Deadline	How will this be embedded as business as usual?
To actively promote customers to apply for attendance allowance where applicable.	This will help customers access the service that they need.	Kelly Potts	Ongoing	It will be part of the promotion and assessment process.

Approved by Assistant Director / Strategic Director: Jaine Cresser

Date: 7/11/19

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

Page 180

What is being assessed?	Introduction of a new Saturday Burial and Interment Service. Increased charges will be payable for Saturday services	What are the key aims of it?	To provide further choice and accessibility to burial and cemetery services for residents and customers.		
Who may be affected by it?	Residents and customers choosing SBC cemeteries for the burial or interment of deceased relatives etc.				
Date of full EqIA on service area (planned or completed)					
Form completed by:	Lloyd Walker, Operations Manager Stevenage Direct Services	Start date		End date	
		Review date	05/11/2019		

What data / information are you using to inform your assessment?	Market intelligence in terms of appetite for service. Benchmarking data for burial fees and charges.	Have any information gaps been identified along the way? If so, please specify	None
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	No impact. Saturday services will be accessible to all.	Race	No impact. Saturday services will be accessible to all.
Disability	No impact. Saturday services will be accessible to all.	Religion or belief	Potential positive impact as market intelligence suggests that Saturday burials can be favoured by certain faith groups.
Gender reassignment	No impact. Saturday services will be accessible to all.	Sex	No impact. Saturday services will be accessible to all.
Marriage or civil partnership	No impact. Saturday services will be accessible to all.	Sexual orientation	No impact. Saturday services will be accessible to all.
Pregnancy & maternity	No impact. Saturday services will be accessible to all.	Socio-economic ⁴	The council's concessions policy would apply to this chargeable service and would offer discounted rates to those receiving certain income based benefits. The council has also introduced a new Sanctum offer to its cemetery product range. This product is a more affordable offer compared to burial or interment options.
Other			

Page 181

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment		Promote equal opportunities		Encourage good relations	Saturday cemetery services will provide greater choice and

⁴Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.



					convenience for our residents and customers.
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What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Saturday burial and interment services to be added to the Cemetery marketing materials.	Lloyd Walker	Monthly performance reviews with Assistant Director.	Q3 - 2019/20

Approved by Assistant Director/ Strategic Director: Craig Miller

Date: 06/11/2019

Please send this EqlA to equalities@stevenage.gov.uk

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Growth proposals to : Review business concessions in place and estimate a reduction by 10% in year 1 and 20% in year 2 (implementation costs for new validators)	What are the key aims of it?	Clearer and fairer concession policies for business contracts: The proposal introduces 2 bands for concessions, which gives all more clarity and is fairer than the current ad hoc approach. One of the bands specifically supports the regeneration of the town centre.		
Who may be affected by it?	External : Customers				
Date of full EqIA on service area (planned or completed)					
Form completed by:	Zayd Al-Jawad	Start date	01/10/2019	End date	01/10/2020
		Review date	01/06/2020		

Page 183

What data / information are you using to inform your assessment?	Existing and proposed Job Descriptions. Existing contracts	Have any information gaps been identified along the way? If so, please specify	
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	N/A	Race	N/A
Disability	N/A	Religion or belief	N/A
Gender reassignment	N/A	Sex	N/A
Marriage or civil partnership	N/A	Sexual orientation	N/A

Pregnancy & maternity	N/A	Socio-economic ⁵	Positive impact - Supports the regeneration of the town centre
Other	N/A		

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:				
Remove discrimination & harassment		Promote equal opportunities		Encourage good relations

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Keep under review and be aware of potential issues			

Page 184

Approved by Assistant Director/ Strategic Director: Zayd Al-Jawad
Date: 29.10.2019

Please send this EqIA to equalities@stevenage.gov.uk

⁵Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Growth proposals to: Additional fees from Corey's Mill Lane income beyond Fees & Charges. Current tariff up to 2 hours £1.50 (increase 10pence-20pence) 3 hours £2.00 (increase 20pence)	What are the key aims of it?	Still competitively priced, the Corey's Mill charges have not been increased since implemented. This would be a 10-20pence increase		
Who may be affected by it?	External: Customers				
Date of full EqIA on service area (planned or completed)					
Form completed by:	Zayd Al-Jawad	Start date	01/10/2019	End date	01/10/2020
		Review date	01/06/2020		

Page 185

What data / information are you using to inform your assessment?	Hospital uses	Have any information gaps been identified along the way? If so, please specify	
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	Older people accessing the hospital by car can use the bays SBC provide at a lower cost than the hospital. The minor increase in parking is not significant in terms of the costs of owner/ running a car.	Race	N/A

Disability	Those with a disability using the hospital will have access to disabled parking provision.	Religion or belief	N/A
Gender reassignment	N/A	Sex	N/A
Marriage or civil partnership	N/A	Sexual orientation	N/A
Pregnancy & maternity	The maternity unit provides dedicated spaces	Socio-economic ⁶	N/A
Other	N/A		

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment		Promote equal opportunities		Encourage good relations	

Page 186

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Keep under review and be aware of potential issues	Zayd Al-Jawad	1:1 and REAL conversations	01/10/2020

Approved by Assistant Director/ Strategic Director: Zayd Al-Jawad

Date: 29.10.2019

Please send this EqIA to equalities@stevenage.gov.uk

⁶Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Increasing Pavilion Usage	What are the key aims of it?	Increase occupancy rates of SBC assets and respond to financial security ambitions.		
Who may be affected by it?	Current user groups				
Date of full EqIA on service area (planned or completed)	April 2020				
Form completed by:	Rob Gregory	Start date	Nov 19	End date	
		Review date			

Page 187

What data / information are you using to inform your assessment?	Current usage/bookings	Have any information gaps been identified along the way? If so, please specify	
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	Positive	Race	Positive
Disability	Positive	Religion or belief	Positive
Gender reassignment	Positive	Sex	Positive
Marriage or civil partnership	Positive	Sexual orientation	Positive
Pregnancy & maternity	Positive	Socio-economic ⁷	Positive
Other			

⁷Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.



Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:				
Remove discrimination & harassment		Promote equal opportunities	Opportunities to increase usage from protected characteristic groupings.	Encourage good relations

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Review EQIA as proposals develop			

Page 188

Approved by Assistant Director: Rob Gregory

Date:

Please send this EqIA to equalities@stevenage.gov.uk

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Introduction of car parking charges for Council employees	What are the key aims of it?	To consider the potential impact of the introduction of staff parking charges on all staff and particularly those under the protected characteristics		
Who may be affected by it?	All employees				
Date of full EqlA on service area (planned or completed)	April 2020				
Form completed by:	Clare Davies, Senior HR&OD Manager	Start date	December 2019	End date	TBC
		Review date	April 2020		

What data / information are you using to inform your assessment?	Workforce Information (as at October 2019)	Have any information gaps been identified along the way? If so, please specify	N/A
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Page 189

Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	Proposals around charges for car parking may adversely impact on older workers who may find it more difficult to walk or cycle to work	Race	Nothing disproportionate identified currently
Disability	Proposals around charges for car parking may adversely impact on staff with physical disabilities as they may find it more difficult to walk to work or commute by other means.	Religion or belief	Nothing disproportionate identified currently
Gender reassignment	There was insufficient information about gender	Sex	Nothing disproportionate identified currently

	reassignment for analysis		
Marriage or civil partnership	Nothing disproportionate identified currently	Sexual orientation	Nothing disproportionate identified currently
Pregnancy & maternity	Data numbers too small for EQiA data to be meaningful.	Socio-economic ⁸	Whilst no data is held on the socio-economic background of our workforce, the proposal could be seen to have an impact on those on lower incomes compared to those on higher incomes.
Other	Nothing identified		

Page 190

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment	Consider approach to address some of the unequal impacts in the design of the car parking charges policy	Promote equal opportunities		Encourage good relations	Consult with staff and trade unions in the development of the policy

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
If a negative or unequal (high or low) impact has been identified, you should assess this further in a Full EqIA	Clare Davies	In the consultation and development of the car parking charges policy	June 2020

Approved by Strategic Director: Richard Protheroe

Date: 31.12.19

⁸Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

Page 191

What is being assessed?	Proposal to apply a 9.84% increase in the rental charge applied to road facing garages.	What are the key aims of it?	Benchmarking of fees and charges applied by like authorities is undertaken as part of the annual fees and charges setting process. This process identified a differential in the amount charged by SBC for premium garages when compared to other local authority charges. The aim of this proposal is to align the council's charges with the current market position. Road facing garages are in demand and are readily let when they become available. These garages incorporate a parking space in front of the garage building itself.			
Who may be affected by it?	1,491 existing road facing garage tenants and prospective lessees.					
Date of full EqIA on service area (planned or completed)						
Form completed by:	Craig Miller	Start date	01/04/20	End date	31/03/21	
		Review date	01/09/2020			

What data / information are you using to inform your assessment?	Benchmarking data and current demand data for premium/road facing garages.	Have any information gaps been identified along the way? If so, please specify	None
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	None...The proposed increase is to be applied	Race	None...the proposed increase is to be applied consistently

	<p>consistently and is not influenced by a customer's age.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>		<p>and is not influenced by a customer's race.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>
Disability	<p>None...the proposed increase is to be applied consistently and is not influenced by disability.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>	Religion or belief	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's religion or beliefs.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>
Gender reassignment	<p>None...the proposed increase is to be applied consistently and is not influenced by gender reassignment.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>	Sex	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's gender.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>
Marriage or civil partnership	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's marital or civil status.</p>	Sexual orientation	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's sexual orientation.</p>

	The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.		The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.
Pregnancy & maternity	<p>None...the proposed increase is to be applied consistently and is not influenced by pregnancy or maternity.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>	Socio-economic ⁹	<p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p> <p>The council has availability within its non-road facing garage stock. These units can be offered as a more affordable option for any customer who is unable to meet the increased charge for a road facing unit.</p>
Other	Location of alternative garages where road facing garages may not be affordable – alternative non-road facing garages could be located in locations that are further away from a customer's property than their existing unit. This could have greater impact on the elderly and/or those with a disability.		

⁹Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

	The council will seek to identify the closest alternative to the customer's home in such instance and will where possible prioritise these units for customers with such particular need.	
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Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment	No	Promote equal opportunities	No	Encourage good relations	No

What further work / activity is needed as a result of this assessment?

Page 194

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Review of charge application and EQIA to ensure continued applicability.	Carlo Perricone	Review alongside corporate fees and charges setting process.	September '20

Approved by Assistant Director/ Strategic Director: Craig Miller

Date: 12th December 2019

Please send this EqIA to equalities@stevenage.gov.uk

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

Page 195

What is being assessed?	Proposal to apply a 24.82% increase in the charge applied for the purchase of an exclusive right to a grave for an adult. Additionally, a reduction in the grant period from 100 years to 50 years.	What are the key aims of it?	Benchmarking of fees and charges applied by like authorities is undertaken as part of the annual fees and charges setting process. This process identified a differential in the amount charged by SBC for Grants of Exclusive Rights for adult graves when compared to other local authority charges. The aim of this proposal is to align the council's charges with the current market position. Similarly, the length of grant provided by SBC was much longer than others. The reduction of this period to 50 years was felt to be commensurate with the generational span of family members who would be involved in the upkeep of a plot etc.			
Who may be affected by it?	Prospective customers from 01/04/20.					
Date of full EqIA on service area (planned or completed)						
Form completed by:	Craig Miller	Start date	01/04/20	End date	31/03/21	
		Review date	01/09/2020			

What data / information are you using to inform your assessment?	Benchmarking data	Have any information gaps been identified along the way? If so, please specify	None
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	None...The proposed increase is to be applied consistently and is not influenced by a customer's age.	Race	None...the proposed increase is to be applied consistently and is not influenced by a customer's race.

	The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.		The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.
Disability	<p>None...the proposed increase is to be applied consistently and is not influenced by disability.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>	Religion or belief	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's religion or beliefs.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>
Gender reassignment	<p>None...the proposed increase is to be applied consistently and is not influenced by gender reassignment.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>	Sex	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's gender.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>
Marriage or civil partnership	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's marital or civil status.</p> <p>The council's approved concessions policy will continue to apply for</p>	Sexual orientation	<p>None...the proposed increase is to be applied consistently and is not influenced by a customer's sexual orientation.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt</p>

	customers who are in receipt of qualifying benefits.		of qualifying benefits.
Pregnancy & maternity	<p>None...the proposed increase is to be applied consistently and is not influenced by pregnancy or maternity.</p> <p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p>	Socio-economic ¹⁰	<p>The council's approved concessions policy will continue to apply for customers who are in receipt of qualifying benefits.</p> <p>The council has introduced a new Sanctum service to its cemetery service offering in Q4 2019. Sanctums provide a more affordable solution for the interment of ashes compared to traditional grave burials or interments.</p>

Page 197

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment	No	Promote equal opportunities	No	Encourage good relations	No

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Review of charge application and EQIA to ensure continued applicability.	Lloyd Walker	Review alongside corporate fees and charges setting process.	September '20

Approved by Assistant Director/ Strategic Director: Craig Miller

Date: 12th December 2019

¹⁰Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

Brief Equality Impact Assessment For a minor operational change / review / simple analysis

What is being assessed?	Paperless Committees	What are the key aims of it?	Reduce use of papers for committees by supplying access to papers via laptops or tablets		
Who may be affected by it?	Members (councillors), Member services staff				
Date of full EqIA on service area (planned or completed)					
Form completed by:	Simon Russell	Start date	29/10/2019	End date	
		Review date			

Page 198

What data / information are you using to inform your assessment?	Professional experience having implemented similar solution at two previous authorities.	Have any information gaps been identified along the way? If so, please specify	
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Explain the potential positive, negative or unequal impact on the following characteristics and how likely this is:			
Age	Potentially negative depending on ICT literacy – although this isn't necessarily linked to age	Race	No impact
Disability	<p>Potential negative impact for persons with a physical disability, which hinders their ability to carry a laptop.</p> <p>Positive for persons with visual impairment as accessibility functions allows access for text to audio capability.</p>	Religion or belief	No impact

Gender reassignment	No impact	Sex	No impact
Marriage or civil partnership	No impact	Sexual orientation	No impact
Pregnancy & maternity	Negative during period of pregnancy which may hinder the ability to carry a laptop	Socio-economic ¹¹	No impact
Other			

Where there is a likely positive impact , please explain how it will help to fulfil our legislative duties to:					
Remove discrimination & harassment		Promote equal opportunities	For persons with visual impairment accessibility functions grants greater access to documents. Grants access to equipment to increase ICT literacy and improve current skills.	Encourage good relations	

Page 199

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Digital Skills Self- Assessment for Members to help identify level of ICT literacy and to tailor support for Members	Simon Russell	Self- Assessment Questionnaire	March 2020
Assisted Digital Support to be offered to Members to improve their digital literacy and to be able to use Mod.gov software.	Simon Russell	Through 1-2-1 or dedicated sessions	May 2020

¹¹Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.



Pool laptops to be available that Members that have physical disabilities can use.	Simon Russell	Part of 2020/21 Hardware Replacement Programme	June 2020
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Approved by Strategic Director: Richard Protheroe
Date: 29 October 2019

Please send this EqIA to equalities@stevenage.gov.uk

Full Equality Impact Assessment

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		CA Stevenage- Financial Security Options			
Lead Assessor	Rob Gregory			Assessment team	Paul Cheeseman (Interim Community Development Manager) Aamani Rehman Community Inclusion Officer
Start date	September 2019	End date	March 2020		
When will the EqIA be reviewed?	January 2020				

Who may be affected by it?	Customers/Residents
What are the key aims of it?	To reduce the SBC annual grant contribution to CA Stevenage by up to £40,000 (18.7%) (13.5% cash and in-kind grant contribution) as part of the SBC Financial Security arrangements.

Page 201

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	Maintenance of independent advice services contract to provide support to residents across Stevenage	Promote equal opportunities	Targeting the different needs of different parts of the community with programmes and targeted support.	Encourage good relations	Maintain strong leadership across community and voluntary sector.

What sources of data / information are you using to inform your assessment?	Population data, child poverty statistics, data available from CA Stevenage.
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In assessing the potential impact on people, are there any overall comments that you would like to make?	The reduction in a core grant will impact on any voluntary organisation's existing operating model. Conversations have begun with CA Stevenage to understand what these will be and how best to mitigate against any adverse impact on the communities of Stevenage and in particular any protected characteristic groups.
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Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Page 202

Age			
Positive impact	Negative impact	Neutral impact	
Please evidence the data and information you used to support this assessment	No evidence to support negative impact on particular age groups.		
What opportunities are there to promote equality and inclusion?	Use service data and area data to better target population segments.	What do you still need to find out? Include in actions (last page)	CA Performance Data

Disability			
e.g. physical impairment, mental ill health, learning difficulties, long-standing illness			
Positive impact	Negative impact	Neutral impact	
Please evidence the data and information you used to support this assessment	A significant number of clients to CA suffer disabilities. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen, including those with disabilities.		
What opportunities are there to promote equality and inclusion?	Look at new ways to reach target group.	What do you still need to find out? Include in actions (last page)	CA Performance Data

Gender reassignment				
Positive impact		Negative impact		Neutral impact ✓
Please evidence the data and information you used to support this assessment		Unclear on impact. This data is not currently collected by CA		
What opportunities are there to promote equality and inclusion?	Look at new ways to reach target group.	What do you still need to find out? Include in actions (last page)	CA Performance Data	

Marriage or civil partnership				
Positive impact		Negative impact		Neutral impact ✓
Please evidence the data and information you used to support this assessment		Unclear on impact. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.		
What opportunities are there to promote equality and inclusion?	Look at new ways to reach target group.	What do you still need to find out? Include in actions (last page)	CA Performance Data	

Pregnancy & maternity				
Positive impact		Negative impact		Neutral impact ✓
Please evidence the data and information you used to support this assessment		Unclear on impact. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.		
What opportunities are there to promote equality and inclusion?	Look at new ways to reach target group.	What do you still need to find out? Include in actions (last page)	CA Performance Data	

Race			
Positive impact	✓	Negative impact	
Neutral impact	✓		
Please evidence the data and information you used to support this assessment	Unclear on impact. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.		
What opportunities are there to promote equality and inclusion?	Look at new ways to reach target group.	What do you still need to find out? Include in actions (last page)	

Page 204

Religion or belief			
Positive impact		Negative impact	
Neutral impact	✓		
Please evidence the data and information you used to support this assessment	Unclear on impact. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Sex			
Positive impact	✓	Negative impact	
Neutral impact			
Please evidence the data and information you used to support this assessment	Unclear on impact. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.		
What opportunities are there to promote equality and inclusion?	Look at new ways to reach different target groups in different ways.	What do you still need to find out? Include in actions (last page)	

Sexual orientation e.g. straight, lesbian / gay, bisexual			
Positive impact	✓	Negative impact	Neutral impact
Please evidence the data and information you used to support this assessment		Unclear on impact. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.	
What opportunities are there to promote equality and inclusion?	Look at new ways to reach different target groups in different ways.	What do you still need to find out? Include in actions (last page)	

Socio-economic¹² e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement			
Positive impact		Negative impact	✓
Please evidence the data and information you used to support this assessment		A significant number of clients to CA suffer financial hardship. Unless the operating model changes to respond to servicing this demand whilst reducing costs, there could be a reduction at the speed in which all clients can be seen.	
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 205

Other please feel free to consider the potential impact on people in any other contexts			
Positive impact	✓	Negative impact	Neutral impact
Please evidence the data and information you used to support this assessment		Re-negotiating CA Stevenage's core grant may also provide an opportunity to refocus efforts on new opportunities to reach more people, looking at new engagement methods, opportunities for external funding and commissioning and in encouraging more collaboration with other VCS partners. By adopting a Co-operative Council approach this review can be conducted positively.	

¹²Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	
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What are the findings of any consultation with:

Staff?	Internal conversations held with related departments	Residents?	N/A at this stage
Voluntary & community sector?	Initial conversations held with CA Stevenage	Partners?	N/A
Other stakeholders?			

Overall conclusion & future activity

Page 206

Explain the overall findings of the assessment and reasons for outcome (please choose one) :		
1. No inequality, inclusion issues or opportunities to further improve have been identified		
Negative / unequal impact, barriers to inclusion or improvement opportunities identified	2a. Adjustments made	
	2b. Continue as planned	This review will need to be monitored as the process progresses and as more information becomes available from CA Stevenage
	2c. Stop and remove	

What further work / activity is needed as a result of this assessment?

Action	Responsible officer	How will this be delivered and monitored?	Deadline
Obtain further customer data from CA	Interim Community Development Manager	Liaison meetings with CA. Information will feed into a revised EQIA to be included in the February budget setting reports to Executive and Council	February 2020



Work with CA to explore opportunities to modernise the operating model and identify potential alternative funding sources to mitigate any impact	Interim Community Development Manager	Liaison meetings with CA. Progress will feed into a revised EQIA to be included in the February budget setting reports to Executive and Council.	February 2020 and ongoing
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Approved by Assistant Director/Strategic Director: Rob Gregory
Date: 20/12/19

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Full Equality Impact Assessment APPENDIX G

For a policy, project, service or other decision that is new, changing or under review

What is being assessed?		Impact of Proposed Staff Saving 2020-2021	
Lead Assessor	HR Manager (Employee Resourcing)	Assessment team	NGDP Graduates
Start date	April 2020	End date	March 2023
When will the EqIA be reviewed?	On-going reviews over the next 3 years and specifically as consultation in each business unit or overall saving commences.		

Page 209

Who may be affected by it?	<p>Early indications from the proposals for the Budget 2020-2023 are that there may be in the region of 6 redundancies or replacements within the savings proposals and wider changes of working practice across the Council which may effect the Councils workforce as a whole. The proposals for 2020/2021 onwards require further investigation and the impact of each proposal on the equality profile of and diversity within the workforce will be considered.</p>
What are the key aims of it?	<p>As part of the Financial Security options for 2020-2023, the Council have identified a need to savings across the workforce. The savings will be made through service related savings and staff related expenditure, comprising of organisational restructures, potential redundancies, changes in ways of working and changes to staff benefits provision.</p> <p>There are policies in place to support staff through these periods of change including an organisational change policy and an employee assistance programme. This helps to ensure that there are clear procedures in place for staff and training is being provided to managers and appropriate staff. Each of these policies has had an EqIA.</p> <p>The purpose of this EqIA is to identify the impact on the workforce profile of:</p> <ul style="list-style-type: none"> The savings proposed for 2020-2023. For the purpose of this EQiA the full workforce has been considered as part of the impact profile as some savings will impact across the Council's workforce. Individual EQiAs will be performed on each of the proposals when it comes forward

for consultation.

- It should also be noted that for the staff related benefits proposal (car parking), if this proceeds, we would need to work through the arrangements for this, which would likely include further steps to mitigate any impacted to all protected characteristics.

This is intended to guide decision making in considering the savings proposals over the next three years. The Council values diversity in its workforce. We recognise that the composition, skills, understanding and commitment of our workforce adds to our ability to deliver responsive, personalised services to our equally diverse community.

The Council is committed to supporting all staff that are affected by change, in the first instance through their line managers and the HR&OD service. Staff can take advice from their trade union representative who may accompany them to meetings. In addition, further support is also available to staff in the form of our Employee Assistance Programme (Optum) and Outplacement support for those staff impacted the proposed changes

What positive measures are in place (if any) to help fulfil our legislative duties to:					
Remove discrimination & harassment	An Organisational change policy—to ensure fair and non-discriminatory selection methods. and a redeployment procedure to ensure there is a streamlined procedure for identifying suitable alternative employment wherever possible.	Promote equal opportunities	Redeployment opportunities are considered for all staff at risk of redundancy.	Encourage good relations	Consultation with Trade Unions and staff on the proposals.

What sources of data /	Workforce profile data (correct as of October 2019) broken down by protected characteristics
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information are you using to inform your assessment?	<p>including: age, gender, religion, ethnicity, disability, sexual orientation and marital status.</p> <p>Where possible and appropriate, comparisons of the workforce profile are made with the make-up of the local community (Census 2011).</p> <p>NB: There was insufficient information about gender reassignment for analysis.</p>
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In assessing the potential impact on people, are there any overall comments that you would like to make?	<p>This will be a working document that will need to be reviewed at regular intervals to consider the impact of the proposed changes as more information becomes available.</p>
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Evidence and impact assessment

Explain the potential impact and opportunities it could have for people in terms of the following characteristics, where applicable:

Page 211

Age					
Positive impact	In line with our policies we will aim to redeploy staff wherever possible to retain skills and experience	Negative impact	<p>There is potential to lose older employees with the additional opportunity to request Voluntary redundancy as redundancy pay increases with length of service</p> <p>Proposals around charges for car parking may adversely impact on older workers who may find it more difficult to walk or cycle to work.</p>	Unequal impact	
Please evidence the data and			2019	% of	

information you used to support this assessment

		Stevenage Community
Under 25	62	11.8%
25-29	76	7.3%
30-34	91	21.2%
35-39	76	
40-44	66	
45-49	78	20.3%
50-54	112	
55-59	129	
60-65	63	4.9%
65+	13	14.1%
No data	20	
	786	

The table reflects that Stevenage Borough Council has a higher representation across the age ranges between “50-54” and “55-59” when compared to the local community. Furthermore, Stevenage Borough Council has a lower representation of the age ranges “under 25” and “40-44” when compared to the local community.

Comparisons for 16-25’s can be misleading as many residents in this age range seek education and training alongside or rather than full time employment.

With regards to the age range 65+, comparisons for 65 and over can be misleading as health factors attributed to age may impact on a person’s ability to work. Many people may choose to retire as they get older. To provide a point of comparison, according to the Office for National Statistics (2018) 13.9% of people over 65 were in employment.

In terms of staff potentially affected by the proposals, Stevenage Borough Council workforce age profile will not be significantly impacted as the spread of staff potentially at risk is relatively even across the age range categories.

Proposals around charges for car parking may adversely impact on older workers who may find it more difficult to walk or cycle to work

<p>What opportunities are there to promote equality and inclusion?</p>	<p>We will look to retain employees in line with the Redeployment Policy wherever it is possible to identify suitable alternative employment.</p> <p>The Council has an embedded Flexible Retirement Policy that supports workers aged over 55 to reduce their working hours and access their pensions to support the transition to retirement and maintain employment to an older age.</p> <p>In 2017 the Council launched an Early Careers Network to help support those earlier in their careers at SBC.</p>	<p>What do you still need to find out? Include in actions (last page)</p>	<p>We need to continue to keep the potential impact of the savings proposals under review, as further detail is known.</p> <p>We will discuss with staff alternative options for commuting to work such as car sharing to minimise the impact of car park charges.</p>
--	---	---	--

<p align="center">Disability e.g. physical impairment, mental ill health, learning difficulties, long-standing illness</p>					
<p>Positive impact</p>	<p>We will consider and make reasonable adjustments to support disabled staff with both selection process and appointment into available suitable alternative employment opportunities</p>	<p>Negative impact</p>	<p>Proposals around charges for car parking may adversely impact on staff with physical disabilities as they may find it more difficult to walk to work or commute by other means.</p>	<p>Unequal impact</p>	

<p>Please evidence the data and information you used to support this assessment</p>	<p>Stevenage Borough Council workforce data as of October 2019</p> <table border="1" data-bbox="720 215 1136 521"> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td>Total</td> </tr> <tr> <td>Left Blank</td> <td>26</td> </tr> <tr> <td>No</td> <td>689</td> </tr> <tr> <td>Refused</td> <td>7</td> </tr> <tr> <td>Unknown</td> <td>12</td> </tr> <tr> <td>Yes</td> <td>52</td> </tr> <tr> <td>Grand Total</td> <td>786</td> </tr> </table> <p>As demonstrated in the table, employees who have self-declared themselves as disabled do not appear to be disproportionately impacted by the proposals. However, due to the numbers of employees who have left blank, refused to state or selected the unknown option, it is not possible to know if any of these employees have a disability.</p>						Total	Left Blank	26	No	689	Refused	7	Unknown	12	Yes	52	Grand Total	786
	Total																		
Left Blank	26																		
No	689																		
Refused	7																		
Unknown	12																		
Yes	52																		
Grand Total	786																		
<p>What opportunities are there to promote equality and inclusion?</p>	<p>It may be possible to work with a charity and other organisations to assist with identifying and funding appropriate reasonable adjustments (such as Access to Work) to help any employees impacted by the savings proposals to maintain employment.</p>	<p>What do you still need to find out? Include in actions (last page)</p>	<p>We need to continue to keep the potential impact of the savings proposals under review, as further detail is known.</p> <p>We will need to ask all staff to review and update their personal records, including declaring their disability status.</p> <p>We need to discuss the impact of car parking charges with staff and how this will impact upon their ability to get to work and maintain employment with the Council.</p>																

Gender reassignment

Positive impact	n/a	Negative impact	n/a	Unequal impact	n/a
Please evidence the data and information you used to support this assessment		There is insufficient data to analyse the workforce profile in relation to gender reassignment and possible impact. Out of the 786 employees, 41 answered no and no data is held for other employees.			
What opportunities are there to promote equality and inclusion?				What do you still need to find out? Include in actions (last page)	

Marriage or civil partnership					
Positive impact	No positive impacts anticipated	Negative impact	No negative impacts anticipated	Unequal impact	
Please evidence the data and information you used to support this assessment		Count of Current Marital Status			
		Current Marital Status		Total	
		Separated		12	
		Left Blank		20	
		Civil Partnership		11	
		Divorce		21	
		Living with Partner		38	
		Married		371	
		Prefer not to say		11	
		Single		288	
Unknown		5			
Widow		9			
		Grand Total		786	
		It is not anticipated that the proposals will have any disproportionate impacts on this staff group. However, individual EQiAs of each of the savings will be undertaken to confirm this.			

What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Pregnancy & maternity			
Positive impact	Negative impact	Unequal impact	
Please evidence the data and information you used to support this assessment	Data numbers too small for EQiA data to be meaningful.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

Page 216

Race				
Positive impact	Negative impact	Unequal impact		
Please evidence the data and information you used to support this assessment	Count of Ethnic Origin			
	Ethnic Origin	Total		
		26		
	ASBBAN	*		
	ASBCHI	*		
	ASBIND	14		
	ASBOTH	*		
	ASBPAK	*		
	BACBAF	14		
	BACBCA	9		
	BACBOT	7		
	INP	10		
	MB	*		
	MIXOTH	*		
MIXWBA	*			
MIXWBC	6			

	MIXWHA	6	<p>Stevenage Borough Council has a combined representation of 80.9% of white British employees. This is an increase from the 78.91% from 2014. The remaining 20% are many other BME groups. * Categories represent information for 5 or fewer employees which may be identifiable so have been blanked out. EQiAs will be performed on each of the savings proposals individually to ensure there are no adverse impacts on any individual group.</p>
	OMB	6	
	OTHETH	*	
	OWB	18	
	PNS	5	
	WHG-TR	*	
	WHIRSH	7	
	WHITEB	636	
	WHITEG	*	
	Grand Total	786	
What opportunities are there to promote equality and inclusion?	A Recruitment and Selection Policy is in place, to promote equality.	What do you still need to find out? Include in actions (last page)	We need to consider how the savings proposals may impact upon this profile, once further detail is known.

Religion or belief					
Positive impact	Negative impact		Unequal impact		
Please evidence	Count of		Religion	% of Stevenage	

the data and information you used to support this assessment	Religion				Community (percentage)
	Religion	Total			Christian
	Left blank	26			Buddhist
	Buddhism	*			Hindu
	Christianity	345			Jewish
	Hinduism	*			Muslim
	Information not provided	35			Sikh
	Muslim	9			Other
	No religious belief	292			No religion
	Other	18			Not stated
	Prefer not to say	53			
	Sikhism	*			
	Grand Total	786			
	<p>As demonstrated in the table, the proposals do not appear to have any significant disproportionate impacts. However, it should be noted the combined total percentage of categories 'not stated' & 'prefer not to say' or they left it blank which totals 18.3%. It is not therefore possible to be certain of the impact. Also, the council as a strong representation with the Stevenage Community. EQiAs will be performed on each of the savings proposals individually to ensure there are no adverse impacts on any individual group.</p>				
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	We need to consider how the savings proposals may impact upon this profile, once further detail is known.		

Sex					
Positive impact	In line with our policies we will aim to redeploy staff wherever possible	Negative impact		Unequal impact	

	to retain skills and experience regardless of sex.																
Please evidence the data and information you used to support this assessment	<table border="1"> <thead> <tr> <th></th> <th>2019 Headcount</th> <th>2019 Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>447</td> <td>56.87%</td> </tr> <tr> <td>Male</td> <td>339</td> <td>43.12%</td> </tr> <tr> <td>Total</td> <td>786</td> <td>100.00%</td> </tr> </tbody> </table> <p>It is not anticipated that the proposals will have any disproportionate impacts on this staff group. However, individual EQiAs of each of the savings will be undertaken to confirm this.</p>						2019 Headcount	2019 Percentage	Female	447	56.87%	Male	339	43.12%	Total	786	100.00%
		2019 Headcount	2019 Percentage														
	Female	447	56.87%														
Male	339	43.12%															
Total	786	100.00%															
What opportunities are there to promote equality and inclusion?	All roles at SBC are now advertised as suitable for job share or flexible working opportunities.	What do you still need to find out? Include in actions (last page)															

Sexual orientation e.g. straight, lesbian / gay, bisexual				
Positive impact	Negative impact		Unequal impact	
Please evidence the data and information you used to support this assessment	Count of Sexual Orientation		Percentage 2019	
	Sexual Orientation	Total		

	Left blank	26	3.31%
	Bisexual	*	0.51%
	Gay	*	0.51%
	Heterosexual	685	87.15%
	Homosexual	*	0.13%
	Information Not Provided	35	4.45%
	Lesbian	*	0.51%
	Prefer Not To Disclose	27	3.44%
	Grand Total	786	

As demonstrated in the table above, the areas potentially impacted the most are the “Prefer not the state” option and “Not stated” option. By the very nature of these options, it is not possible to analyse the potential impact.

There has been insufficient data in this area previously to draw comparisons and no data was gathered in the Census 2011 about the local community’s sexual orientation.

*Represents groups of less than 5 employees as these may be identifiable if published.

What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	We need to consider how the savings proposals may impact upon this profile, once further detail is known.
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Socio-economic¹			
e.g. low income, unemployed, homelessness, caring responsibilities, access to internet, public transport users, social value in procurement			
Positive impact		Negative impact	Unequal impact
Please evidence the data and information you used to support this assessment	Whilst no data is held on the socio-economic background of our workforce, some of the proposed savings could be seen to have an impact on those on lower incomes compared to those on higher incomes. These impacts will be assessed fully as each		

¹Although non-statutory, the council has chosen to implement the Socio-Economic Duty and so decision-makers should use their discretion to consider the impact on people with a socio-economic disadvantage.

	proposal comes forward.		
What opportunities are there to promote equality and inclusion?		What do you still need to find out? Include in actions (last page)	

What are the findings of any consultation with:

Staff?	Consultation with staff will be undertaken for each of the savings proposals as they are implemented.	Residents?	
Voluntary & community sector?		Partners?	
Other stakeholders?			

Approved by Assistant Director / Strategic Director:
Date:

Please send this EqlA to equalities@stevenage.gov.uk

Meeting EXECUTIVE
Portfolio Area Resources
Date 22 JANUARY 2020



DRAFT CAPITAL STRATEGY 2019/20-2024/25

KEY DECISION

Authors Clare Fletcher x 2933
Contributors Senior Leadership Team
Lead Officers Clare Fletcher x 2933
Contact Officer Clare Fletcher x 2933

1. PURPOSE

- 1.1 To approve revisions to the 2019/20 General Fund and Housing Revenue Account Capital Programme and approve the draft Capital Programme for 2020/21 for consideration by the Overview & Scrutiny Committee.
- 1.2 To provide Members with an update on the Council's draft five Year Capital Strategy and the resources available to fund the Capital Strategy.
- 1.3 To provide Members with an update on government changes to prudential borrowing requirements.
- 1.4 To provide Members with an update on the Council's investment strategy as required by the updated prudential code.
- 1.5 To set out the Council's approach to funding its key Future Council priorities.
- 1.6 To update Members on the work of the Leader's Financial Security Group (LFSG) in reviewing all General Fund capital bids prior to inclusion in the draft 2020/21 onwards Capital Strategy.

2. RECOMMENDATIONS

- 2.1 That the draft 2020/21 General Fund Capital Programme as detailed in Appendix C to the report be approved for consideration by the Overview and Scrutiny Committee.

- 2.2 That the draft 2020/21 HRA Capital Programme as detailed in Appendix D to the report be approved for consideration by the Overview and Scrutiny Committee.
- 2.3 That the updated forecast of resources as summarised in Appendix C (General Fund) and Appendix D (HRA) to the report be approved.
- 2.4 That the Council's investment strategy for non-treasury assets, section 3.2 of the report be approved for consideration by the Overview and Scrutiny Committee.
- 2.5 That the approach to resourcing the General Fund capital programme as outlined in the report be approved.
- 2.6 That the actions required to ensure the General Fund programme is funded as outlined in paragraphs 4.9.5-4.9.8 of the report be noted.
- 2.7 That the approach and progress on Locality Reviews be noted.
- 2.8 That the growth bids identified for inclusion in the Capital Strategy (Appendix A to the report) be approved.
- 2.9 That the return of Right to Buy one for one receipts as outlined in section 4.14 of the report be noted.
- 2.10 That the 2020/21 de-minimis expenditure limit (section 4.15 of the report) be approved for consideration by the Overview and Scrutiny Committee.
- 2.11 That the 2020/21 contingency allowance (section 4.16 of the report) be approved for consideration by the Overview and Scrutiny Committee.
- 2.12 That the work undertaken by LFSG on behalf of the Executive in reviewing and challenging the General Fund Capital Strategy be noted.

3. BACKGROUND

3.1 Introduction

- 3.1.1 The purpose of the Capital Strategy is to show how the Council determines its priorities for capital investment, how much it can afford to borrow and setting out any associated risks. As a result of changes to the Prudential Code this Strategy now shows how capital financing and treasury management activity contribute to the provision of services and implications for future financial sustainability.
- 3.1.2 The framework the government uses to control how much councils can afford to spend on capital investment is known as the Prudential Framework. The objectives of the Prudential Code, which sets out how this framework is to be applied, are to ensure that local authorities' capital investment plans are:
 - affordable, prudent and sustainable;
 - that treasury management decisions are taken in accordance with good professional practice; and
 - that local strategic planning, asset management planning and proper option appraisal are supported.
- 3.1.3 The Government has issued guidance revising the disclosures required in the Capital Strategy from 1 April 2018 onwards and includes:
 - an Investment Strategy

- disclosure of other investments (other than held for treasury management purposes) contribution to service delivery objectives and/or place making role
- indicators that allow Members and the public to assess a local authority's total risk exposure as a result of investment decision, including how these investments have been funded, rate of return and additional debt servicing costs taken on
- the approach to assessing risk of loss before entering and whilst holding an investment
- the steps taken to ensure that elected Members and Statutory officers have the appropriate skills and governance

3.1.4 Some of these disclosures may be shown in the Treasury Management Strategy instead of the Capital Strategy.

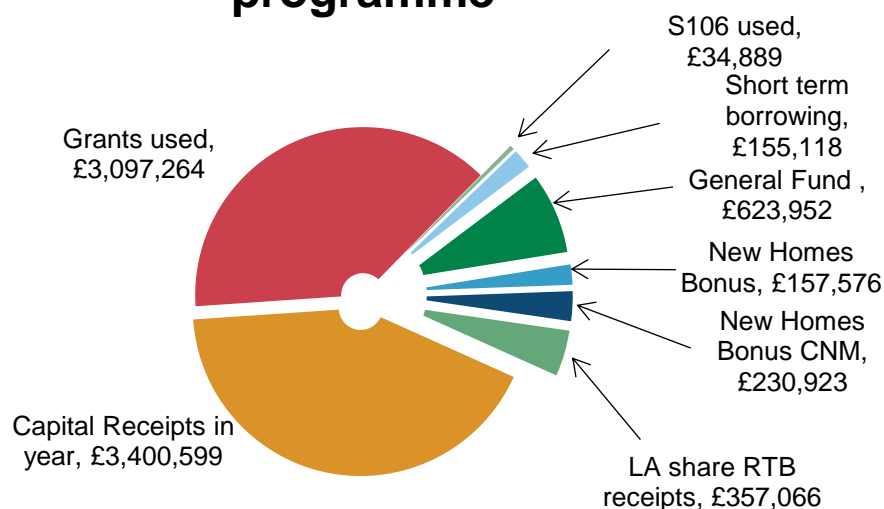
3.2 **General Fund Investment Strategy**

3.2.1 **General Fund** – The capital programme has been rationalised for a number of years as the Council has had reducing capital receipts to fund spend and the period of austerity since 2010/11 has meant limited ability to afford prudential borrowing. This has meant a fix on fail approach to assets with no significant improvements, with the exception of initiatives such as the playground improvement programme (reducing the overall playgrounds maintained) and the garage refurbishment programme which sought to protect and improve the income generated from rents for the General Fund and the Co-operative Neighbourhood programme.

3.2.2 Alternative sources of funding have been used to fund the programme with the General Fund and New Homes Bonus (NHB) funding a significant proportion of the programme.

3.2.3 The level of General Fund revenue contributions to the Council's capital programme in 2018/19 was £1,012K. This included a contribution of £638K from NHB (£250K contribution to capital reserve, £231k for the Co-operative Neighbourhood Programme (CNM), and £157K for other NHB schemes.

2018/19 financing of General Fund capital programme



- 3.2.4 The level of NHB the Council has received over the last three years has significantly reduced and the 2020/21 allocation is for one year only with the government already signalling a review of the criteria for awarding the funding from 2021/22. Removal of the funding will put an increased funding strain on the capital programme. The Chief Finance Officer (CFO) will be monitoring the level of receipts available and will make adjustments to the Strategy. In addition further reductions in central funding through any changes to the fair funding (now due 2021/22) review could also impact on revenue resources available for capital.
- 3.2.5 The Council has currently identified limited disposal opportunities for future receipts, with the competing demand of one of the Council's top 'Future Town Future Council' priorities, Housing Development.
- 3.2.6 The Asset Management Strategy approved at the 11 July 2018 Executive had a key action for the Council to undertake locality reviews of its current land and buildings, identifying new opportunities for better use of existing buildings, identifying potential sites (land and buildings) for release for sale (establishing a much needed new development pipeline for potential capital receipts) and identifying land for the Council's own housing building programme (meeting our Future Town Future Council ambitions). An update on the Locality Reviews is detailed in section 4.7.
- 3.2.7 Bids have been assessed on a set of criteria, in an attempt to ensure scarce resources are targeted, which has been updated to reflect the Future Town Future Council (FTFC) corporate priorities, as set out below;
- Category 1 : FTFC
 - Category 2 : Income generating asset schemes (Financial Security)
 - Category 3 : Mandatory/health and safety requirements
 - Category 4 : Schemes to maintain operational effectiveness

- Category 5 : Match funding schemes

3.2.8 There has been limited prudential borrowing to fund capital schemes due to the on-going cost to the General Fund and would 'normally' only be used to support category 2 schemes (Income generating asset schemes -Financial Security), with capital receipt, external grants and the new revenue reserve for capital being used to fund the other categories. The following principles have been applied to new bids:

- Assets due for regeneration should have only essential or health and safety growth bids.
- Re-profile spend to later years if reviews of the service are due.
- Include only the initial works to schemes until the business case is proven.

3.2.9 However the "fix on fail" approach to assets with no improvements to meet current or future needs is not a sustainable position going forward. This approach was adopted during a prolonged period of austerity, but now cannot be pursued on-going if the Council's assets are going to remain fit for purpose.

3.2.10 The growth bids submitted within this report are not in the main about improvement of assets and future proofing them to meet e.g. the climate change agenda, current and future needs of the community, but an attempt to just keep buildings operational. This is based on the limited financial resources which cannot resource beyond essential works and indeed only a proportion of the works bid for are currently identified for inclusion in the programme.

3.2.11 The introduction of the Co-operative Neighbourhood Management programme, (a 'Future Town Future Council' (FTFC) priority), has been implemented to improve the 'whole place' by improving the assets within a given ward area at the same time. The asset improvements include the playground improvement programme (February 2017 £1.49Million) and the garage improvement programme (July 2016, £9.24Million). However playground improvements have been funded from New Homes Bonus, which itself is due for review.

3.2.12 In determining the playground improvement programme, officers recommended to Members which facilities should be provided within Stevenage, based on mapping of need/location. This means some site were decommissioned to allow significant improvements to a smaller number of play areas, while ensuring decommissioned sites are appropriately landscaped.

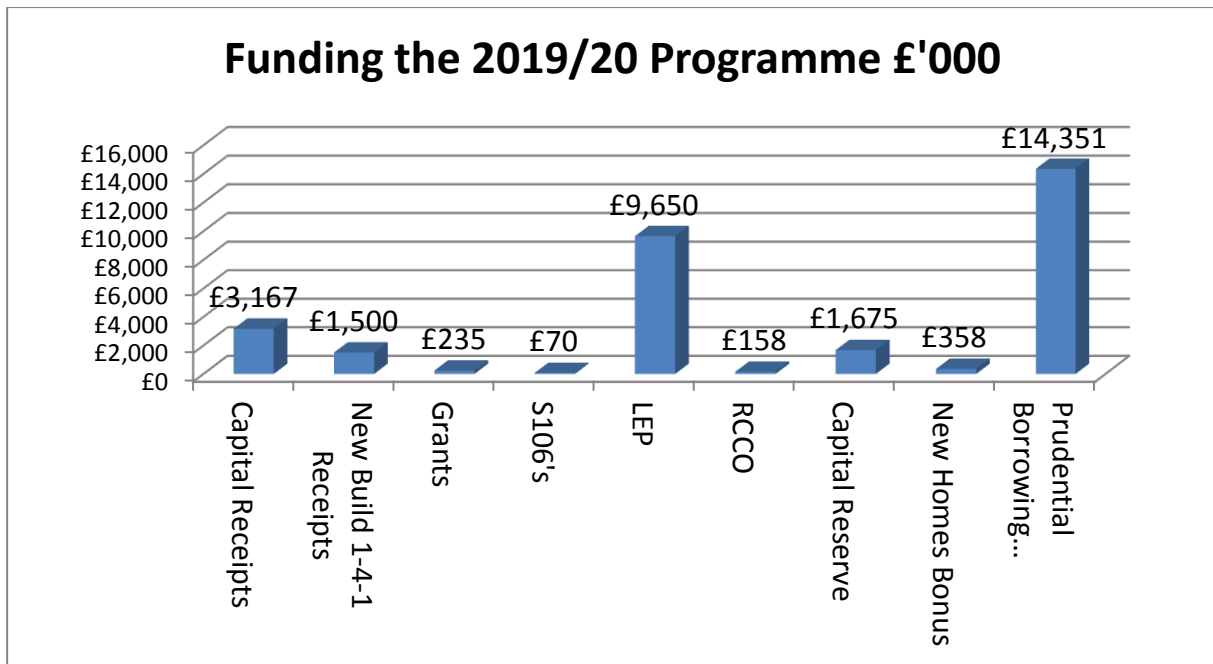
3.2.13 The timing of the ward works is summarised below, however for 2020/21 the value of monies available is reduced due to the amount of available New Homes Bonus (NHB).

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Wards:	Pin Green	St Nicks	Bedwell	Old Town	Symonds Green	Woodfield
	Shephall	Martins Wood	Longmeadow	Roebuck	Manor	Bandley Hill
						Chells

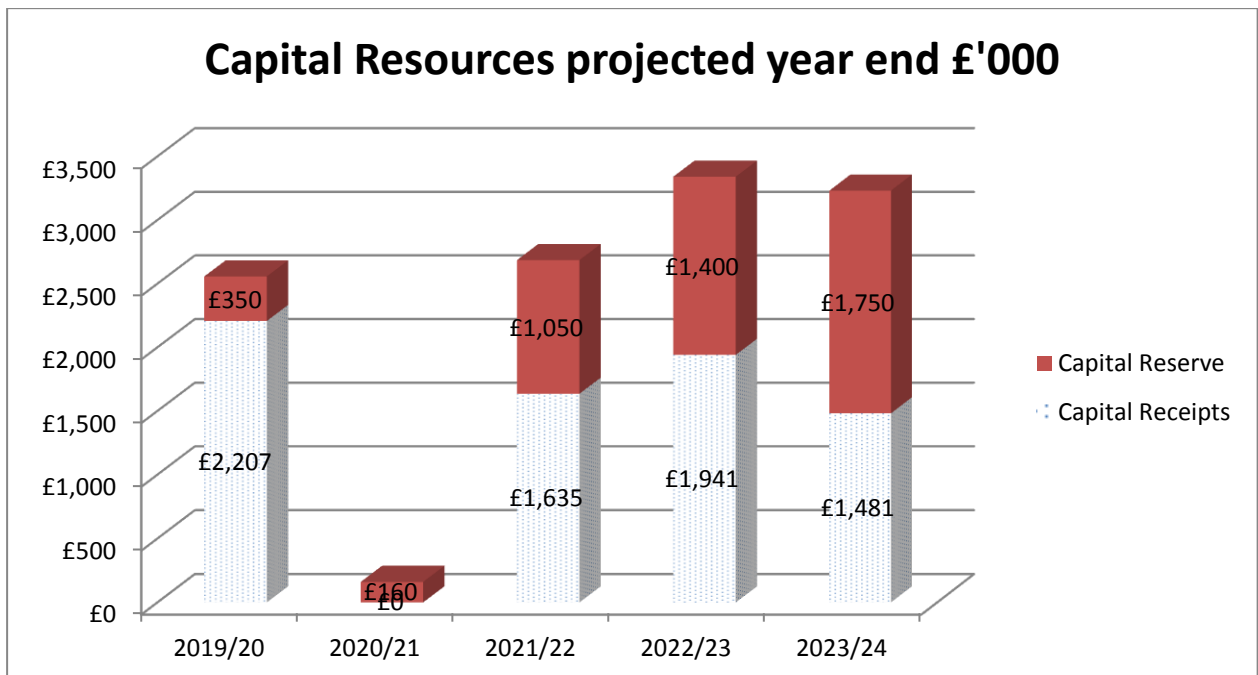
3.2.14 The remaining schemes within the existing Capital Strategy (with the exception of regeneration schemes) are still based on high priority works to keep existing

assets operational (without improvement) and the replacement of vehicles over an extended life cycle of seven years. The works to community assets are based on priority works to keep buildings operational until the Community Centre review and the Locality reviews (approved as part of the Asset Management Strategy) are completed. This is to ensure that scarce resources are not invested in assets which may be redeveloped or consolidated as part of the outcome of the reviews. This means the current programme has not been developing this type of asset to future proof them, or provide new assets.

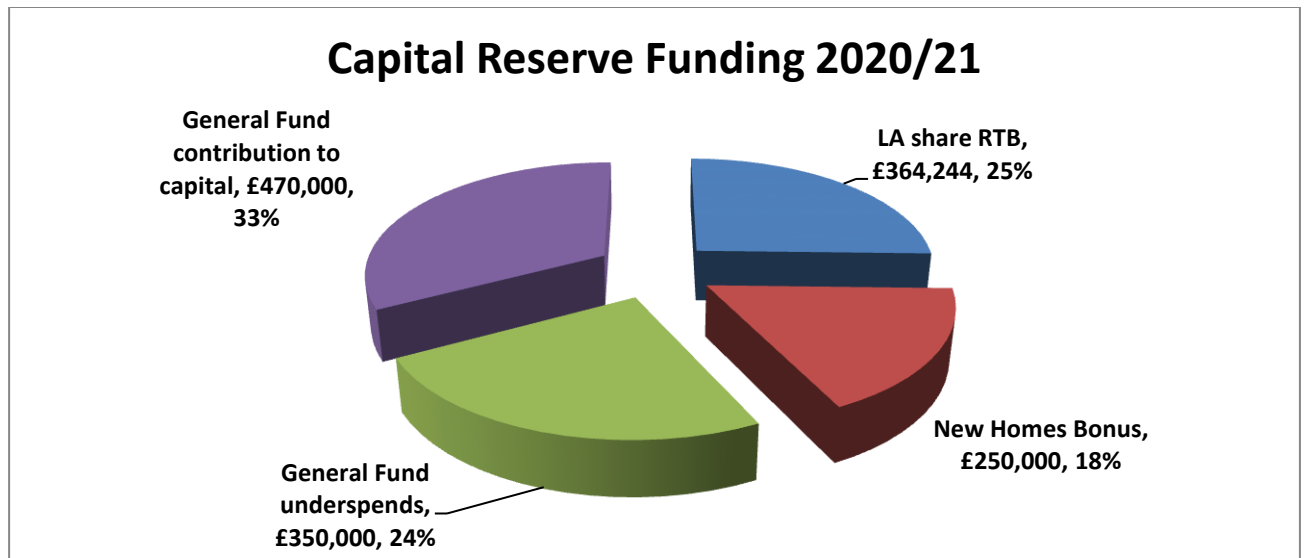
3.2.15 The current approved capital programme (approved February 2019 and as amended by quarterly monitoring and supplementary reports) is fully funded and shown in the following chart.



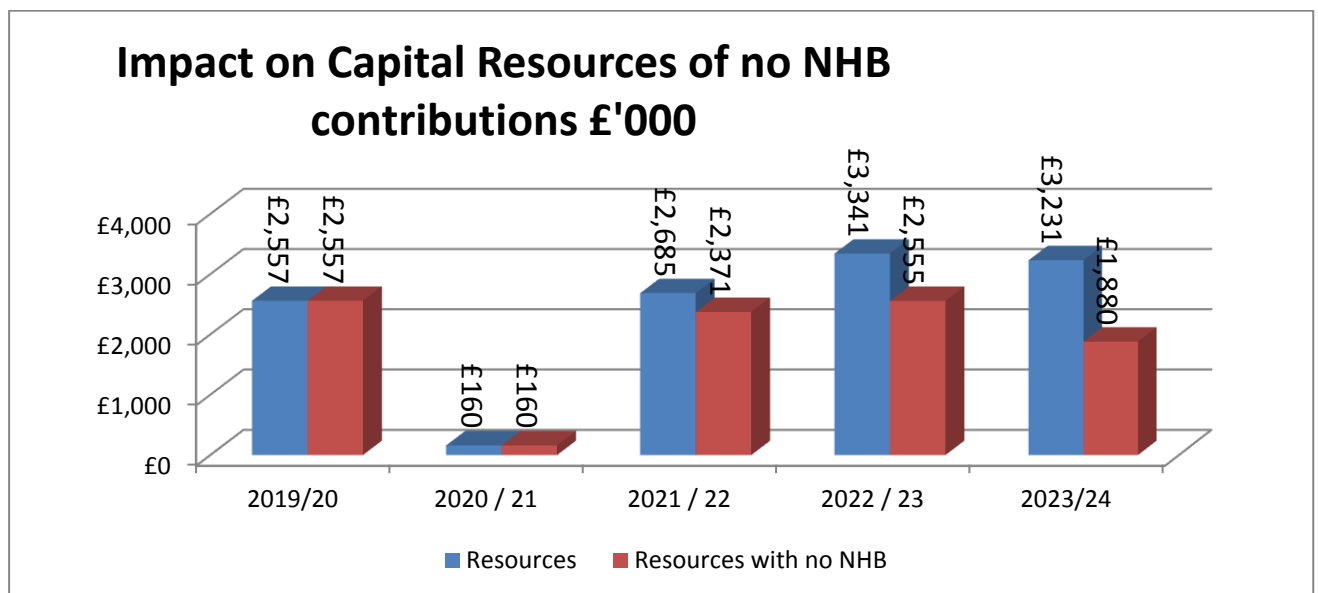
3.2.16 The level of resources currently available is also summarised in the chart below.



3.2.15 The Capital Reserve, which is a significant source of the capital programme funding, will receive a 2020/21 budgeted £470K contribution from the General Fund with potentially up to £350K underspends, (identified at year end), giving a General Fund maximum contribution of £820K . NHB contributes £250K and £364K from the Local Authority Share of Right to Buy receipts as shown in the following chart.



3.2.16 If no new NHB was available beyond 2020/21 the impact on year end capital resources would be as shown below a reduction of £1.35Million by 2023/24.



3.2.17 The Capital strategy approved by Members at the February 2018 Council, raised the issue of the bus station funding which is currently situated in the centre of the SG1 redevelopment area. Its relocation is pivotal to enable the transformation of the town centre. There has been £8Million of GD3 funding earmarked for this but the monies still have not been released as revised governance arrangements submitted to central government have not been approved. For 2020/21 SBC will

need to allocate a funding for the bus station if the GD3 monies are not released. An update will be provided in the February Final Capital Strategy report. However circa £6Million funding would incur the General Fund approximately £306,000 per year in borrowing costs which would require an increase in the Financial Security targets for the General Fund or curtail any capital works for the next year and beyond.

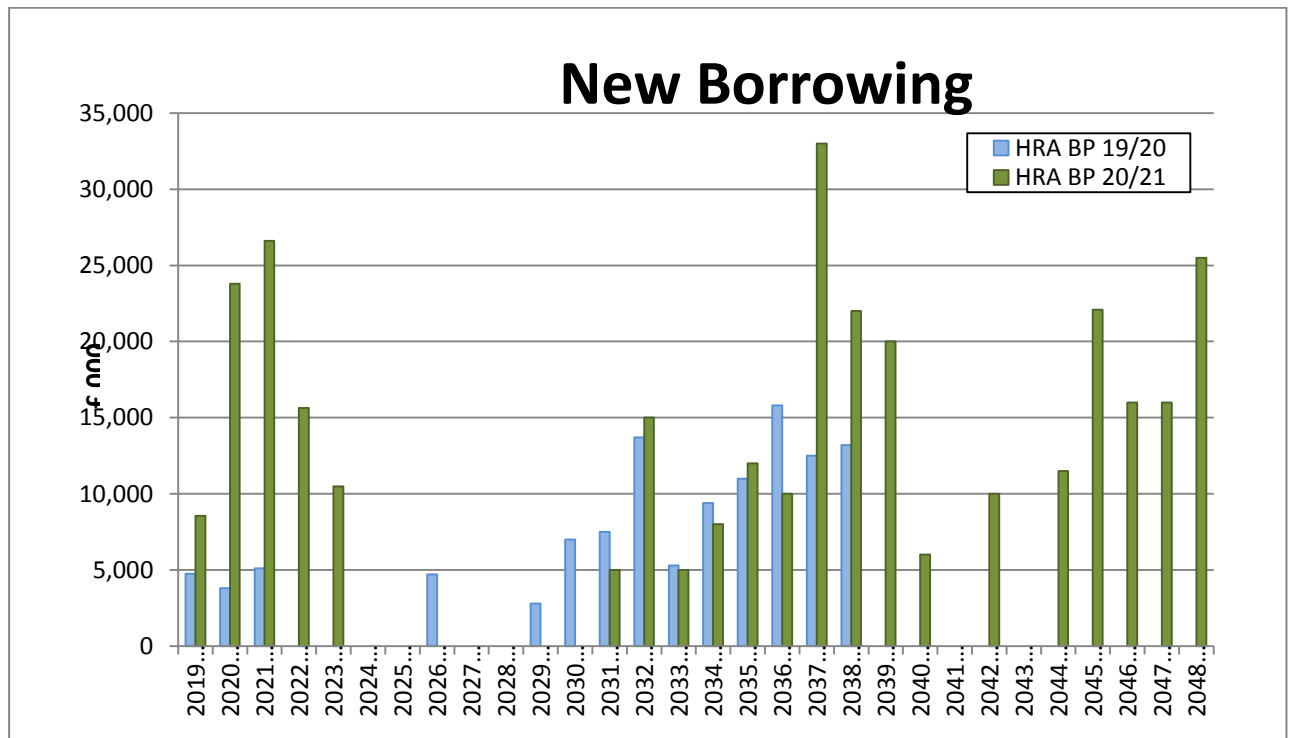
3.2.18 The options from the 2018 February Capital Strategy were a combination of:

- Fund the works from borrowing and an annual increase cost to the General Fund- a £1Million growth is equivalent to circa £51,000 cost PA in interest and minimum revenue provision (MRP- 50 year life) costs.
- Identify Regeneration earmarked receipts that will be received by 2019/20-2020/21.
- Review the capital programme and putting on hold part of the programme until resources are released

3.2.19 To determine spending priorities in line with the Council's priorities, the Leader's Financial Security Group (LFSG) met in November and December to review all General Fund capital bids (2020/21 onwards) and made a number of recommendations and these are contained within this report and summarised in Appendix A.

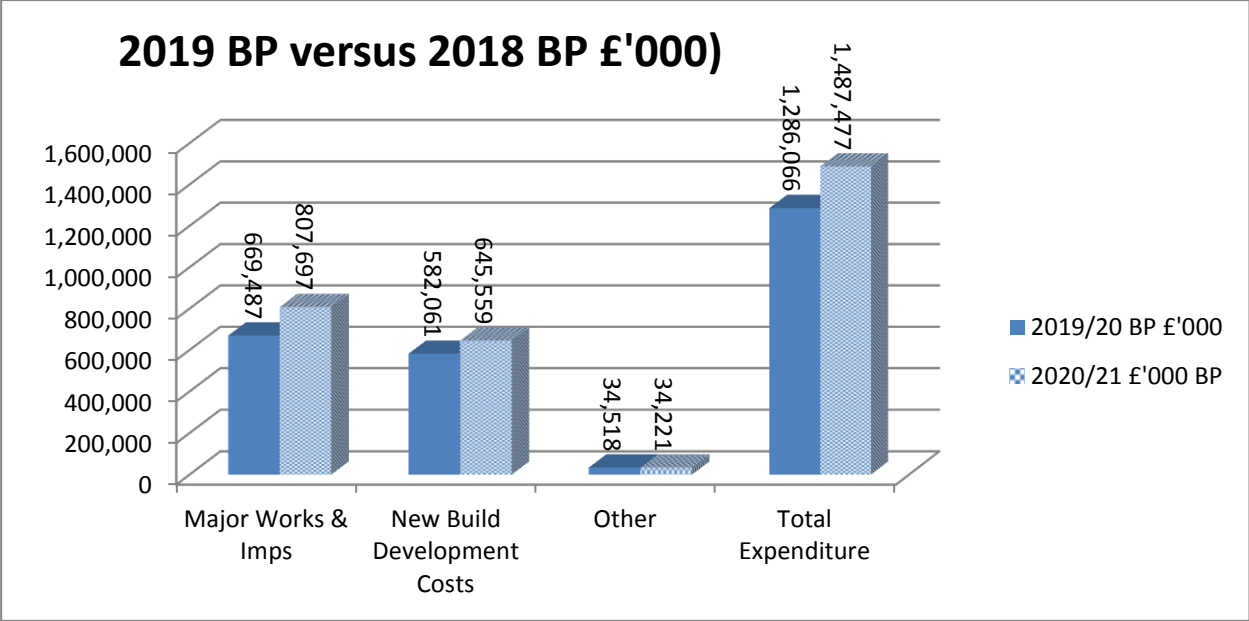
3.3 Housing Revenue Account (HRA) Investment Strategy

3.3.1 The HRA capital programme was revised as part of the HRA Business Plan update to the December Executive. The 30 year HRA capital programme totals £1.485Billion with additional borrowing as summarised in the table below.



3.3.2 The Business Plan (BP) plan includes additional borrowing (shown above) and a more ambitious new build programme and increase in capital works to existing homes. The new borrowing in the 2018 BP totalled £116.6Million, however the 2019 update now has new borrowing of £322.2Million.

3.3.3 The additional capital expenditure that has been approved as part of the HRA BP over the 30 years is summarised in the chart below and there is an additional £201Million of capital expenditure has been projected as well as revenue growth which funds planned maintenance, anticipated changes relating to the Hackett review and decent homes. A summary of the two 30 year plans is shown below.



3.3.4 The new build programme was £582Million in the 2018 BP and the updated plan now includes £645.6Million of spend, with 2,433 new build homes and an additional 175 units in the first 10 years of the programme.

3.3.5 This report does not include any changes that may arise as a result of the Kenilworth procurement report on the January Executive agenda. Any changes required as a result of the report will be reflected in the Final Capital Strategy to be submitted to the February Executive and Council.

3.4 Budget and Policy Framework

3.4.1 The approval for capital budgets is set out in the Budget and Policy Framework Procedure Rules in the Constitution, which prescribes the Budget setting process. This includes a consultation period. The timescale required to implement this process is outlined below:

Date	Meeting	Report
Jan-20	Executive	Draft 2020/21 General Fund and HRA Capital Strategy

Date	Meeting	Report
	Overview and Scrutiny	Draft 2020/21 General Fund and HRA Capital Strategy
Feb-20	Executive	Final 2020/21 General Fund and HRA Capital Strategy
	Overview and Scrutiny	Final 2020/21 General Fund and HRA Capital Strategy
	Council	Final 2020/21 General Fund and HRA Capital Strategy

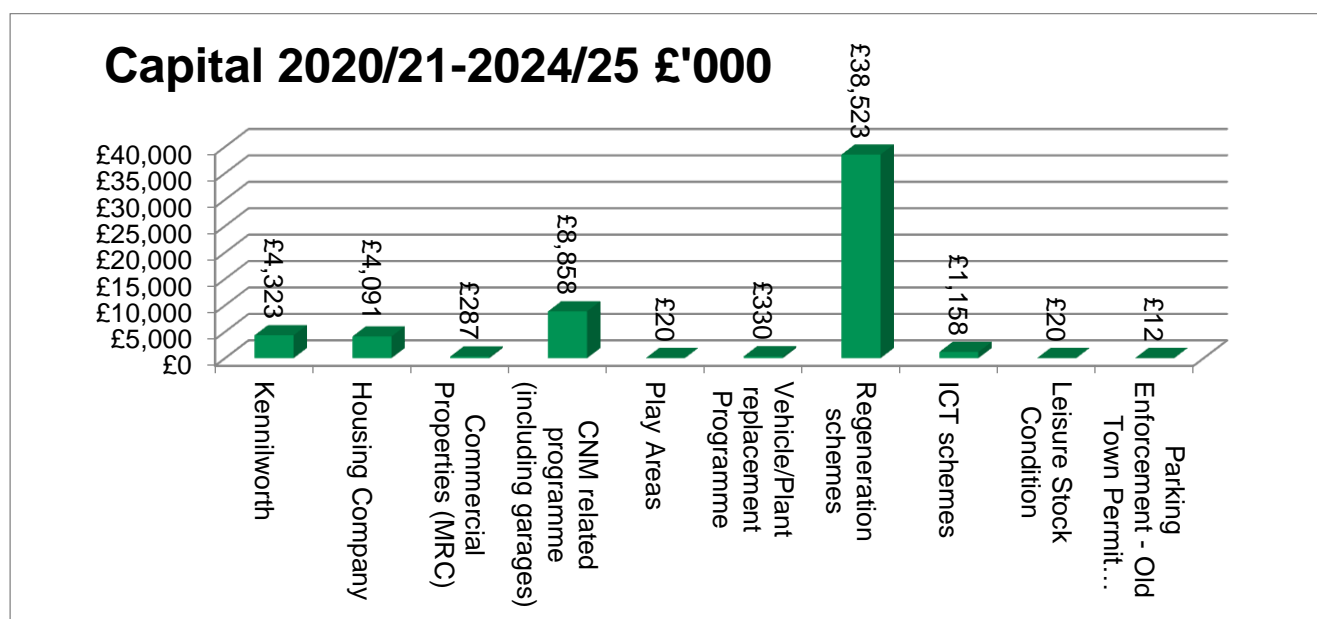
4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

4.1.1 Capital Programme – 2020/21 General Fund Bids not requiring re-approval

4.1.1 As in previous years the capital programme has been zero based so that Members can consider the on-going relevance of schemes in the programme and manage scarce resources. There were a few exceptions to this which were:

- Schemes with previous specific approvals, e.g. garage programme, playground improvements and ICT digital strategy.
- Vehicles which are on a seven year replacement programme (the programme has been reviewed but did not require bids to be submitted).
- Regeneration schemes already approved as part of SG1, (funded from allocated reserves and LEP funding).
- Works which had commenced in 2018/19 and where part of the scheme spend is due in 2019/20.

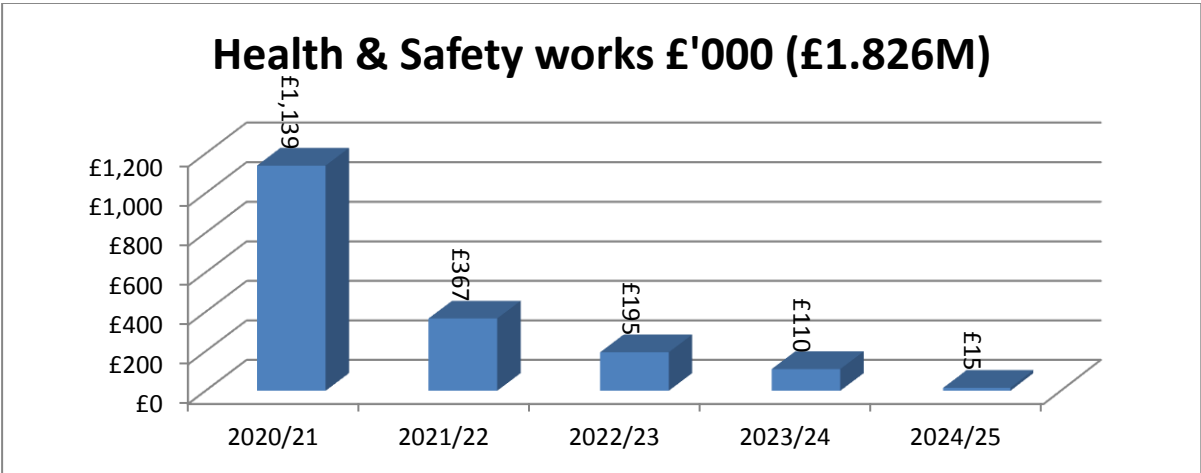
4.1.2 These schemes total £57Million over the period 2020/21-2023/24 and are summarised below. The regeneration schemes include the bus station and public sector hub.



- 4.1.3 Officers were required to submit capital bids with supporting rationale, these are summarised in Appendices A and B to this report. The bids were considered by the Leader’s Financial Security Group (LFSG).
- 4.1.3 The LFSG reviewed and assessed all the capital bids and scored all options between zero (not supported at all) up to two (strongly supported) based on the principles set out in paragraphs 3.2.5-3.2.6. All scores were averaged and scores of 1.5 or more were considered as supported by the group and are recommended to the Executive for inclusion in the Capital Strategy.

4.2 Capital Bids Included in the Capital Programme.

4.2.1 Officers presented to Members a number of bids classified as Health and Safety related and LFSG supported the full inclusion of these bids in the Capital Strategy. These bids total £1.825Million over the period 2020/21- 2024/25. These bids are summarised below and are detailed in Appendix A, this now includes the boiler works at Bedwell community Centre.

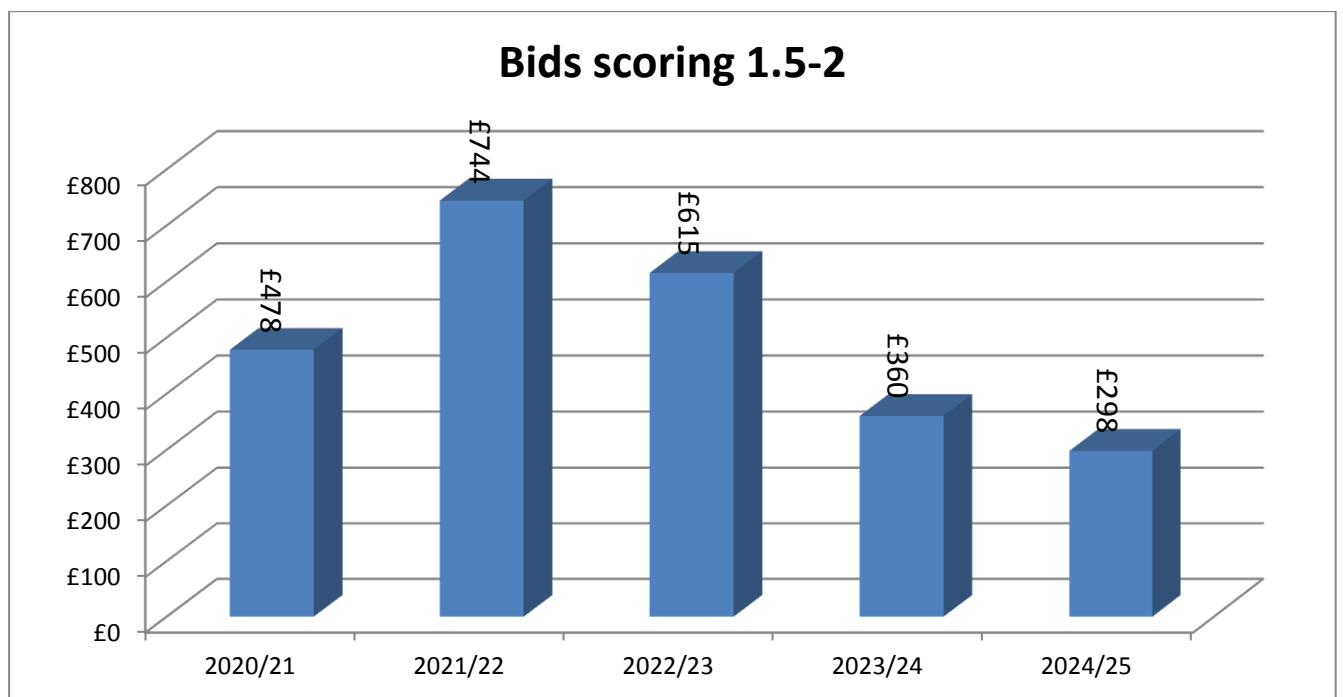


- 4.2.2 LSFSG also scored all bids 0= not recommended to 2=strongly recommended and within the financial constraints of the current capital programme, it is recommended that all bids scoring an average score of 1.5 or above are included in the Capital Strategy.
- 4.2.3 The bids were then further reviewed to challenge the profiling of the bids or whether they could be re-profiled ensure the capital programme was adequately resourced. A summary of the re-profiled bids is shown below.

Ref.	Capital Bid	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
C39	Depots: Planned Preventative Works: boiler replacement	(£ 25)	£0	£25	£0	£0
C39	Depots: Planned Preventative Works: re-roofing	(£ 475)	£475	£0	£0	£0

Ref.	Capital Bid	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
C43	BTC Planned Preventative Works: roof lights in old building and workshops	£0	(£ 41)	£41	£0	£0
C43	BTC Planned Preventative Works: replace lights and controls	£0	(£ 131)	£131	£0	£0
C24	MSCP Planned Preventative Works	(£ 200)	(£ 50)	£0	£5	£245
C55	Aqua Splash Park, SALC, Swim Centre, and Fairlands Valley Sailing Centre Planned Preventative Works	(£ 46)	(£ 290)	£40	£0	£296
C65	phased replacement of Xmas lights in town centre and High Street	(£ 6)	£6	£0	£0	£0
TOTAL		(£ 752)	(£ 31)	£237	£5	£541

4.2.4 The bids scoring bids 1.5 and above total £2.495Million and are summarised below and detailed in Appendix A.

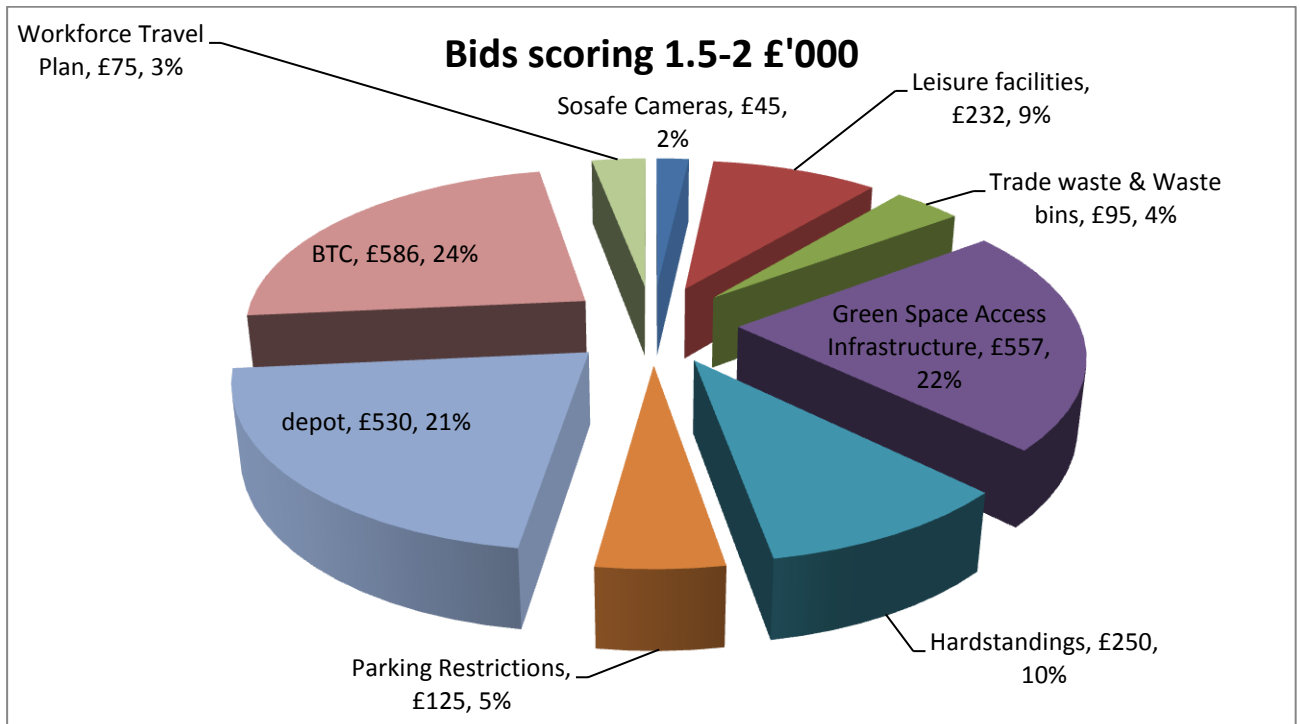


4.2.5 The works are categorised over the period 2020/21-2024/25 of which 67% relates to three areas

- Works to the BTC £586K
- Green Space infrastructure £557K

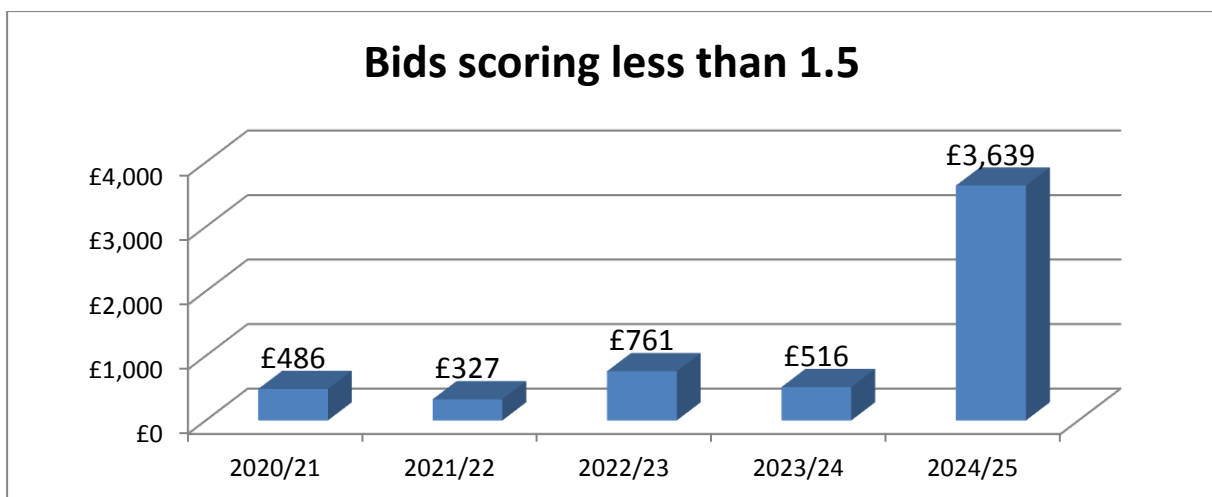
- Cavendish Road depot £530K.

A summary of the bids is shown in the pie chart below and detailed in Appendix A.



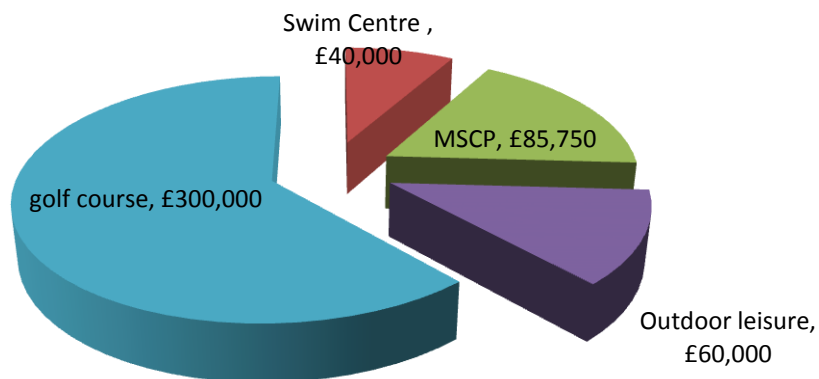
4.3 Bids Scoring Less Than an Average Score of 1.5

4.3.1 There were growth bids totalling £5.7Million which scored less than an average of 1.5, however only £485K related to 2020/21, (after any re-profiling as identified in paragraph 4.4.3) and the majority of the spend is in later years as shown below.



4.3.2 The bids relating to 2020/21 are summarised in the pie chart below, should any of this spend become unavoidable an allowance of £200,000 has been included in the Capital Strategy for 2020/21. As resources become available from the Locality Reviews, subject to any further pressures identified, these future year bids can be reviewed for inclusion in the 2021/22 Capital Strategy update.

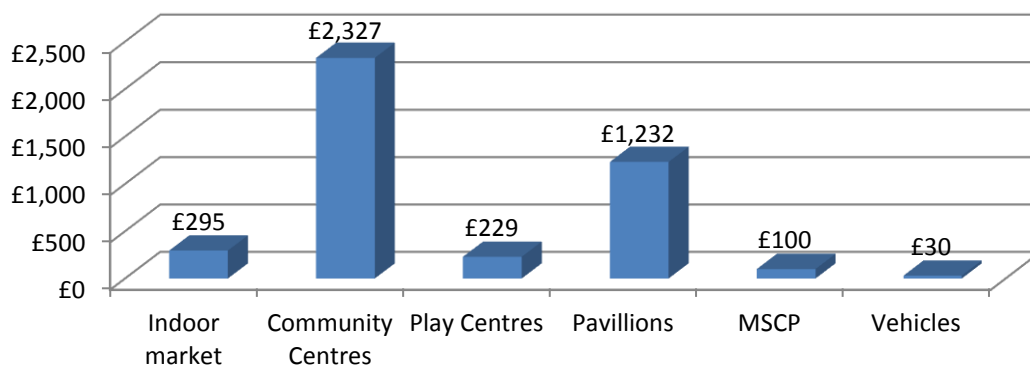
Spend scoring less than 1.5 in 2020/21



4.4 Capital Bids Requiring Further Reviews/Business cases

4.4.1 There were some options that were not supported or required further reviews of assets prior to their inclusion in the programme. LFSG were not able to score the bids without understanding more fully the impact of any future reviews in terms of community centres and Locality Reviews. The works total £4.2Million with £746K in 2020/21 and are summarised below and detailed in Appendix B.

Capital Works Deferred 2020/21-2023/24 £'000



4.4.2 Excluded from this total was £100K of boiler works to Bedwell Community Centre, while this wasn't classified as health and safety, should it fail it would render the building unusable and therefore an amount of £100K is proposed in the Capital Strategy.

4.4.3 Some of the growth bids require a business case to determine the benefits which may then lead to their inclusion in a future update of the Capital Strategy.

4.5 Capital Bids Not Supported Due to Financial Constraints

4.5.1 There was also one bid which LSFSG considered worthy of support but based on the current financial position of the Capital Strategy could not approve its inclusion in the Strategy due to funding constraints. This option is shown below and included in Appendix B.

Ref.	Capital Bid	2020/21	Commentary
C59	Improving environmental credentials of build at Kenilworth Close	900,000	To improve the environmental credentials of the scheme at Kenilworth Close and reduce running costs for the scheme and help tackle the climate change. Provide an opportunity for local authority leadership in accordance with LGA Climate emergency agenda. Other sites and grant funding opportunities will also be explored to deliver this.
TOTAL		£900,000	

4.6 Bids not recommended

4.6.1 There were a total of two bids not recommended totalling £45K and these are shown below.

BIDS NOT RECOMMENDED				
Ref.	Score	Capital Bid	2020/21 £'000	Capital Bid
C63	0.8	Pin Green Play Centre - Refurbish Washroom	25	The area was re-inspected recently and it was reported that the area should be 'earmarked' for refurbishment within 5 years as deterioration was noted in comparison with previous findings. The washroom is currently useable and was not strongly supported as a growth bid
C53	0.8	Stevenage Golf Centre - Greenkeepers accommodation	20	Temporary building has reached the end of its useful life and requires removal and making good of the site. The accommodation is not used by SBC and as such not considered as a priority and was not strongly supported as a growth bid
BIDS NOT RECOMMENDED			£45	

4.6.2 As stated in paragraph 4.3.2, a deferred works reserve is proposed for inclusion in the capital strategy should any costs become unavoidable. The Total value of works deferred, pending reviews, scoring less than 1.5 or not recommended total £1.278Million for 2020/21 and the £200K deferred works reserve represents 15.65% of the total. This means there is an element of risk with the Strategy and therefore it is critical that the Locality Reviews are completed.

4.7 Locality Review Update

- 4.7.1 As outlined in paragraph 3.2.6, the Asset Management Strategy had a key action for the Council to undertake locality reviews of its current land and buildings. Progress has been challenging with the restructure of the Estates section and the change in staffing personnel.
- 4.7.2 Workshops were held with Members in 2018-2019 to identify any opportunities that they may be aware of to support the Locality Review work.
- 4.7.3 The programme has been recently been reinvigorated and has a ward by ward focus, while also looking at adjoining wards for any other opportunities. The first three wards have been initially reviewed with the following aims:
1. Re-provide future Proof sustainable Council assets and consider co-locating assets that are within near proximity-with an aim at to be cost neutral.
 2. Align with other Council initiatives such as the Community Centre reviews and garage refurbishment programme
 3. Target a 20% reduction in maintenance costs by either improving or divesting assets.
 4. Release Capital from surplus/underutilised assets/land
 5. Increase Income for the General Fund from the Council's assets where appropriate
- 4.7.4 The Locality Review Board has started to meet monthly and is sponsored by the Assistant Director (Finance and Estates), the Board includes officers from different business units who use or manage the Council's assets. During the process planning colleagues have been consulted with to determine option viability and the Board have recommended which options merit further work before consultation with the relevant ward Members, Resources Portfolio Holder and the Leader of the Council. These options include:
- Potential opportunities of small land site disposals to support the capital programme and also finance sustainable improvements to existing assets.
 - Re-provision and future proofing of community assets
- 4.7.5 The current timetable for completion of the Locality Reviews is July 2020, the outcome should be a list of high level of opportunities to be consulted on and also a site disposal list.

4.8 Summary Capital Programme 2020/21-2024/25

- 4.8.1 The Capital Strategy for 2020/21-2024/25 totals £62.38Million, including assumptions about the regeneration schemes such as the public sector hub, bus station and public realm works.

Capital Bid	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Already approved and not in new bid list	£16,199	£4,983	£7,329	£13,867	£13,492	£55,870
Health and Safety and urgent works (Priority 3 bids)	£1,139	£367	£195	£110	£15	£1,826
Reviewed previously agreed bids	£145	£224	£116	£705	£0	£1,190
Bids scored 1.5 - 2	£478	£744	£615	£360	£298	£2,495
Deferred Works budget	£200	£200	£200	£200	£200	£1,000
Proposed Capital Strategy schemes	£18,162	£6,517	£8,455	£15,242	£14,005	£62,381

4.9 Capital Resources for the General Fund Capital Strategy

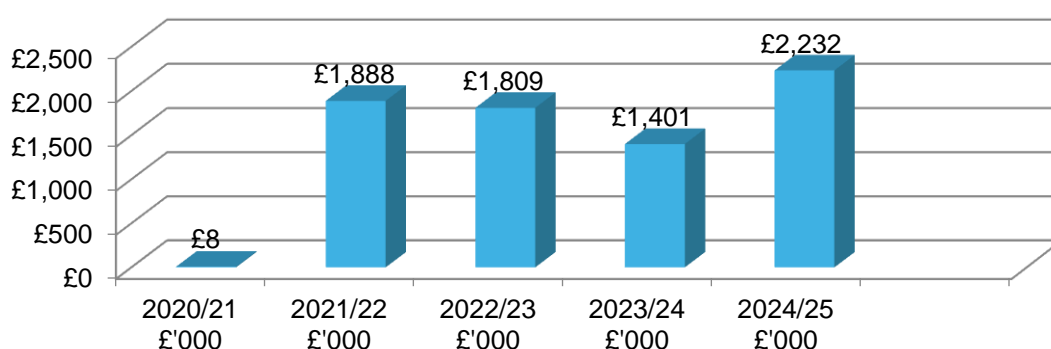
4.9.1 The projected resources available to fund the Capital Strategy total £64.614Million, which is £2.23Million more than the bids included in the updated Capital Strategy as summarised below.

Capital Resources available	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Capital Receipts	£5,340	£2,640	£1,653	£0	£0	£9,633
Capital Receipts - assumed for Hub			£2,474	£13,384	£13,384	£29,242
Capital Reserve	£1,784	£1,438	£1,442	£1,445	£1,449	£7,558
Regeneration Asset Reserve	£200	£0	£0	£0	£0	£200
Grants, LEP, S106 and other contributions	£6,084	£738	£0	£0	£0	£6,822
New Homes Bonus	£465	£363	£226	£0	£0	£1,053
Revenue contribution to capital spend (RCCO)	£59	£4	£4	£4	£4	£75
Prudential Borrowing Approved	£4,119	£1,702	£4,209	£0	£0	£10,031
Total Capital Resources available	£18,050	£6,885	£10,008	£14,833	£14,837	£64,614

**assumed to be funded from SG1 land value receipts.*

4.9.2 However there is a significant amount of deferred works as summarised in paragraph 4.6.2 and there may be risk around receipt realisation, as the use of capital receipts is dependent on delivery of the sites to the market. The current bids and funding leave a balance of only £8K at the end of 2020/21 unallocated, **which is not sufficient** as summarised below.

Unallocated capital resources year end £'000

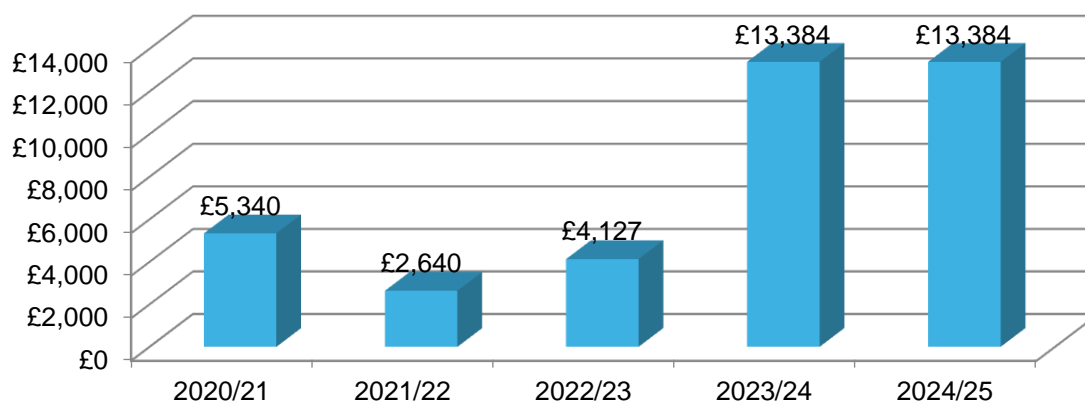


4.9.3 At the time of writing the report in order to meet the budget and policy framework timetable a number of options are being explored to limit the financial exposure to the Council. **The CFO does not consider £8K a sufficient yearend balance.** The level of balances required is a minimum £500K-£750K which will be reviewed in the Final Capital Strategy to the February Executive. There is a possibility otherwise that if deferred spend becomes unavoidable and there are insufficient balances, the option may be to close buildings. So the identification of additional balances AND the delivery of the Locality Reviews is imperative.

4.9.4 In considering the risk these are:

- Potential for scheme overspends
- Potential for not spending all the LEP monies by the deadline and therefore some costs falling on the Council's resources
- Potential for delay in realising capital receipts – there are £5Million of land/asset sales to be achieved in 2020/21. As shown in the chart below.

Capital Receipts (including SG1) £'000



- The deferred works budget of £200K would not be sufficient to fund any works not currently funded in the Strategy

- Potential that the bus station is not funded from GD3 monies
- Potential future risk to the level of Capital Reserve available of NHB funding which would jeopardise the £250K NHB contribution to the fund and CNM contributions
- Potential for no General Fund underspends. The **Capital Reserve** is reliant on General Fund underspends of £350K per year (not included in General Fund projected year end balances).

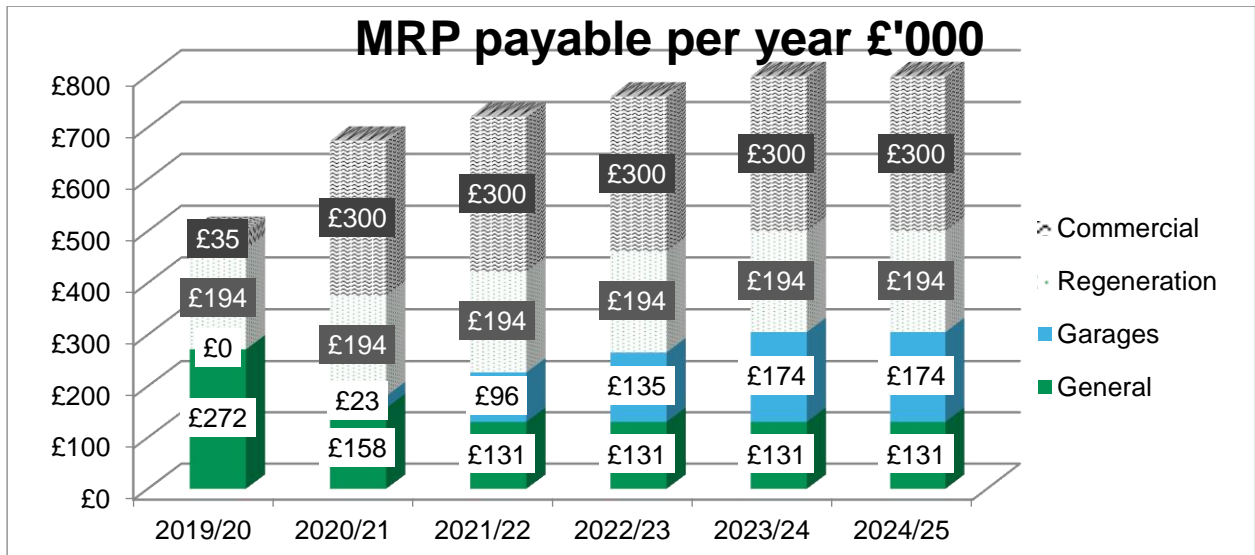
4.9.5 The CFO must with spending departments review the proposed capital programme for next year before the final Capital Strategy is approved in February and will consider the following options;

- Consider deferring more of the programme in the category scoring an average score of 1.5-2, (see also paragraphs 4.2.4-4.25).
- Consider assuming a higher underspend at year end contribution to the Capital Reserve of say a further £200K
- Consider a one off contribution from General Fund balances of say £300K
- Consider a hold on all schemes with the exception of health and safety bids (paragraphs 4.2.1 refers)
- Prioritise the disposal of land sites (identified as part of the Locality Review work) after consultation with Members (section 4.7 refers)
- Consider using the budgeted amount for historic borrowing of £95K which would lever in approximately £1.35Million of new borrowing (interest and MRP on assets with a 25 year life). However this may also be needed to help fund the bust station.
- Review disposals planned and identify increases in sale projections or other adhoc sales. At the time of writing the report a further £48K of sales may be achievable in year from small land sales and a number of pieces of kit are being sent to auction. The February Final Capital Strategy will be updated with any receipt changes.
- Review the progress of funding for the bus station from GD3 monies. Currently Members have approved the ring fencing for regeneration £1.726Million of capital receipts which are not shown in the Capital Strategy as available for funding the programme. This falls short of the amount needed should the bus station funding not be released and also may be required for other regeneration projects. The table below identifies the potential shortfall in funding.

Bus Station Funding £'000	2019/20	2020/21	Total
Funding required for the Bus station	£500	£5,876	£6,376
Funding from Regeneration reserve	£75		
Funding from General Fund borrowing provision		£1,350	£1,350
Funding from Regeneration earmarked Receipts	£425	£1,301	£1,726

Bus Station Funding £'000	2019/20	2020/21	Total
Funding required for the Bus station	£500	£5,876	£6,376
Shortfall- defer capital schemes/increase borrowing costs/dispose of other assets		£3,225	£3,225
Total	£500	£5,876	£6,301

- Review available S106 receipts for allocation in the Capital Strategy (underway).
- 4.9.6 Following on from the immediate actions identified above, in the short term the following actions need to be monitored by the Assets and Capital Group:
- Delivery of 2020/21 and 2020/22 sites for sale- realised by evaluating how the maximum value can be delivered (Asset Management Strategy). Failure to deliver will lead to either further reductions in the programme or increase in borrowing costs and adverse impact on General Fund resources
 - Identify and review bringing forward strategic sites for development/disposal
 - Ensure the Capital Programme remains within the budgeted spend and minimises any additional expenditure requirements
- 4.9.7 The Locality Board needs to deliver:
- The high level reviews by July 2020 to deliver financially sustainable assets by reviewing condition and considering whether continued investment represents value for money.
 - Bring forward windfall sites as soon as possible identified as part of the Locality Reviews (subject to Member consultation and approval to dispose of).
- 4.9.8 The Regeneration Board needs to ensure that LEP funding is maximised to minimise any risk to the Council's finances.
- 4.9.9 The alternative to the approach set out in paragraphs 4.9.5-4.9.9 is to consider borrowing to fund capital expenditure. In the recent past borrowing has been used when the costs of borrowing have been funded from receipts generated, e.g. commercial property purchases OR the business case has determined that the borrowing costs are in the main funded as in the case of the garage programme.
- 4.9.10 The use of borrowing would put an on-going pressure on the General Fund and would require an increase in the level of Financial Security savings required in future years. The current level of Minimum Revenue Provision (MRP) paid in the General Fund is shown in the following table.

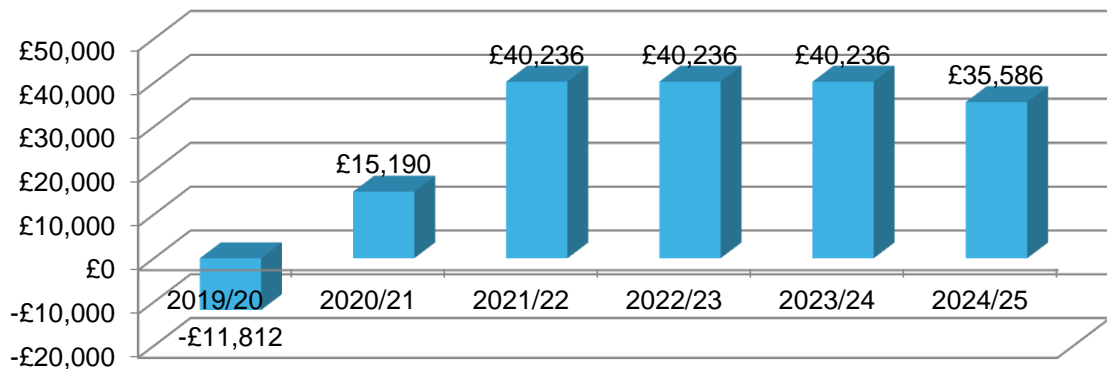


4.9.11 All of the commercial and regeneration property MRP (and interest) is funded from income generated from those assets. MRP is payable regardless of whether the borrowing is taken externally or whether internal investment balances are used.

4.9.12 An action from the 2018 Capital Strategy was for the CFO to review the lives of the assets funded from borrowing to determine whether the MRP payment in year is appropriate. *The maximum life currently used is 25 years over which MRP is calculated, (cost of borrowing divided by the life of the asset). For some buildings it may be more appropriate to use a 40 or 50 year life and so spread the MRP over a longer period and reduce the in year cost to the General Fund. This will be reviewed in 2019/20 and reported back to Members as part of the Treasury Management updates.*

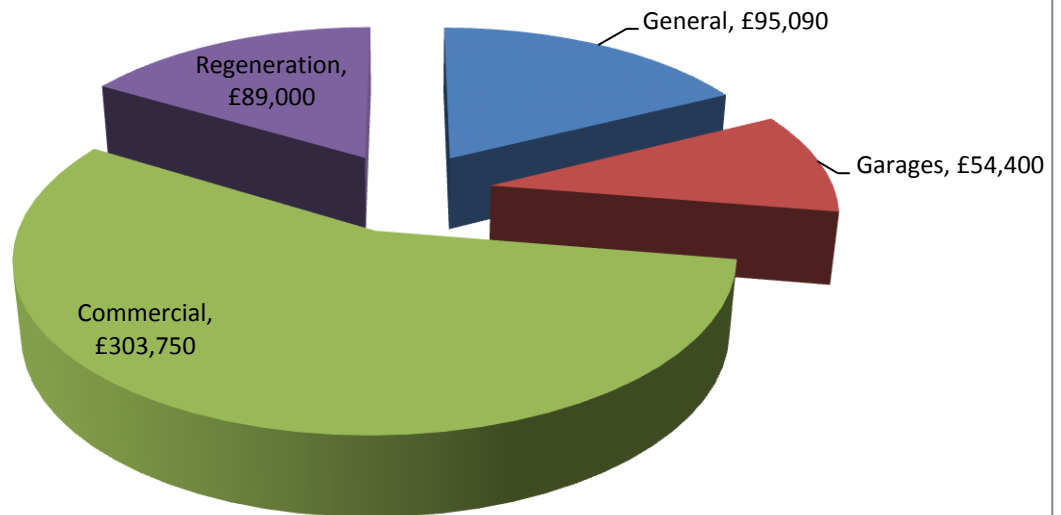
4.9.13 The outcome of the review is included in the General Fund draft budget and MTFs and has had the following impact on the General Fund, (included in the numbers above). There was an adverse impact of £11K in 2019/20, increasing to a £40K saving per year by 2021/22.

Impact of MRP review on General Fund Budget per year

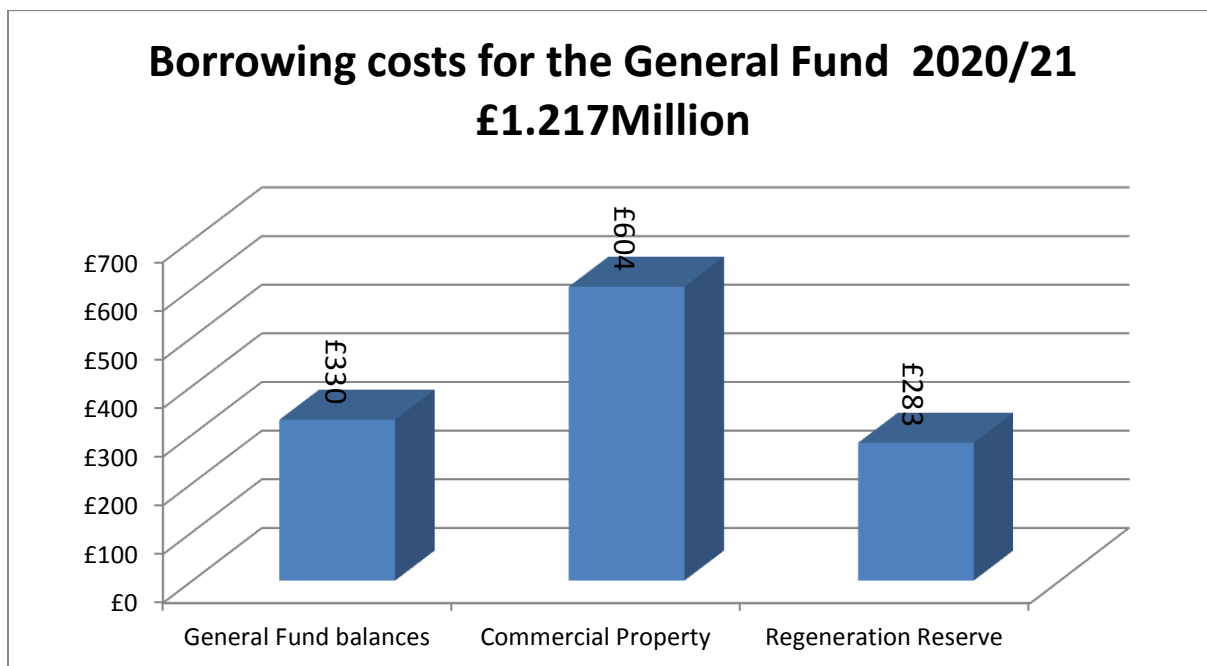


4.9.14 The 2020/21 projected interest costs on borrowing is estimated to be £542,240 (2019/20 £570,690). The 'general' interest budget (shown in the chart below) relates to capital expenditure for the period 2011/12-2013/14 but where external loans have not yet been taken.

Interest Costs 2020/21



4.9.15 The total cost of borrowing in 2020/21 is £1.164Million or an estimated 2% of gross General Fund expenditure. However the majority of this cost is met from within the income generated from assets as shown below.



4.9.16 Interest rates are 3.06% for a 25 year loan as at 7/1/2020, which would mean a cost per £million (based on assets with a 25 year life) of £71,000. An annual use of borrowing would be an incremental increase in General Fund costs, which would need to be met from increasing the Financial Security Target for the General Fund.

4.10 Investment in Commercial Property

- 4.10.1 The changes to the Prudential Code outlined in paragraphs 3.1.3-3.1.4 require the disclosure of other investments (other than held for treasury management purposes) contribution to service delivery objectives and/or place making role and any indicators used to measure this.
- 4.10.2 The Council approved (28 February 2017), a Commercial Property Investment Strategy which, while making a contribution to the General Fund of an estimated £200,000 per year (1.6% of total General Fund rental income). The Strategy focuses on the acquisition of property investments within the Borough boundary. This boundary includes the “functional economic market areas” which are linked to employment areas within the emerging Local Plan. This is to support the Council’s ambition for Stevenage and town centre regeneration by investing in the town to help create a vibrant town centre and by so doing enable the Council to be more financially resilient by delivering on its Financial Security aims.
- 4.10.3 In considering further investment opportunities the site has to meet the Council’s investment criteria as set out in the Property Investment Strategy (Report Executive 21 February 2017). In addition, in setting the General Fund risk assessment of balances an allowance of 10% is made, (compared to 2.5% of other commercial rental income) to accommodate any loss of income from this new source.

- 4.10.4 In 2019/20 there has been no new purchases, a number of properties have been assessed but were not able to give an acceptable return or strong enough covenant.
- 4.10.5 The lack of investment purchases have been exacerbated by a number of issues including:
- The staffing capacity in the Estates section which although has been restructured is not fully staffed yet and have needed to focus on regeneration activity.
 - Increase in PWLB rates available to Local Authorities by 1%. So to date only one property has been purchased (other options are being pursued) and is projected to make a net return of £49,000 for the General Fund in 2019/20. The General Fund assumes a £200,000 net return per year for 2020/21 (2.2% of net budget for 2020/21).
 - The lack of suitable property investments currently available
- 4.10.6 Action taken to mitigate the impact on the General Fund is :
- The CFO has recently sought counsel's opinion on investing in property inside and outside the Stevenage boundary in pursuant of supporting the financial provision of the Council's services.
 - Review of the Strategy to revise the scope of investments
- 4.10.7 In determining whether statutory officers and elected Members involved in the investment decision making have appropriate capacity, skills and information to take informed decisions and the approach to assessing loss, the following steps are taken:
- A commercial property purchase has to be in accordance with the Strategy approved by Members
 - Based on a set of due diligence carried out by a qualified surveyor with external expertise if required.
 - The financial calculation is completed by a qualified accountant and includes a central, optimistic and pessimistic scenario, which is then reviewed by the 151 officer or her deputy and meets the threshold for financial return as set out in the Strategy.
 - Member sign off in the process is based on the suite of documents as outlined above in order to conclude that the investment decision is sound.
 - A detailed business case with financial forecast will also be required for complex transactions.

4.11 Other capital investments.

- 4.11.1 The Council has purchased a number of properties in the town centre to enable it to meet its regeneration aims. These properties were purchased using LEP funding and totalled £1.4Million in 2018/19 and a further £3.9Million in 2019/20. These properties have been purchased for regeneration purposes and therefore do not fall under the Property Investment Strategy. However in making these strategic acquisitions a full risk assessment is undertaken to ensure the cost of carrying these assets in the short to medium term can be met by the Council. The Regeneration Asset allocated reserve has been setup specifically to cover these costs.

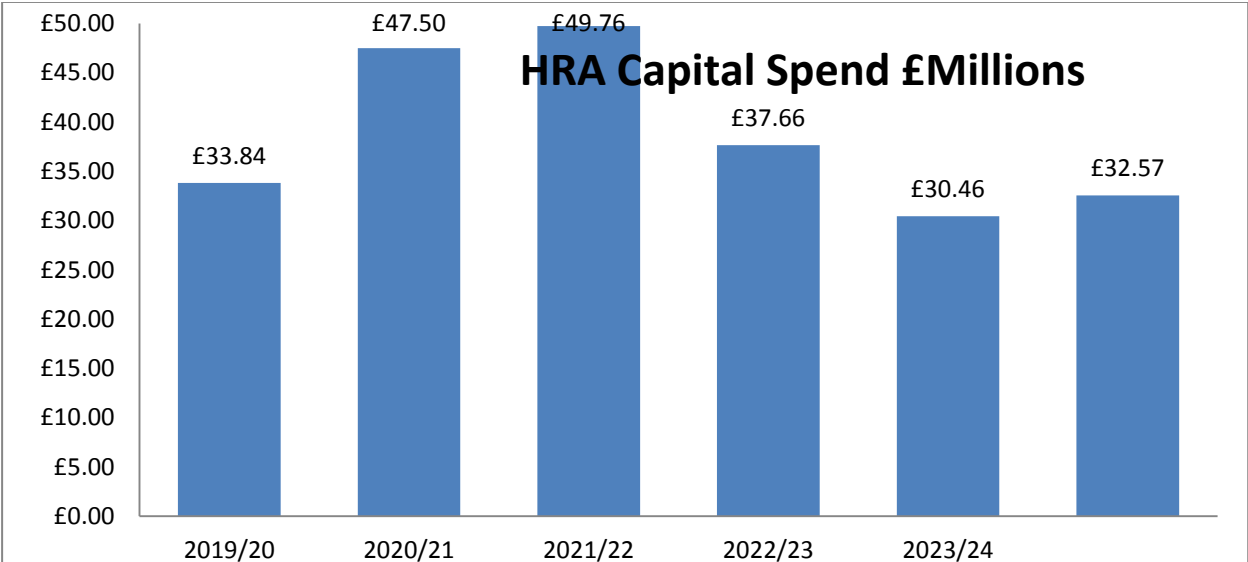
4.11.2 The Council has undertaken a long term lease for a mixed development scheme on Queensway in the town centre. This is a lease arrangement and falls outside the scope of capital investment. As part of the decision making process a risk assessment was undertaken and presented to Members. Key Officers were given training on their roles and responsibilities for the new governance arrangements for the Limited Liability Partnership.

4.11.3 External legal, financial and commercial advice was procured to ensure the validity and viability of the business case presented to Members.

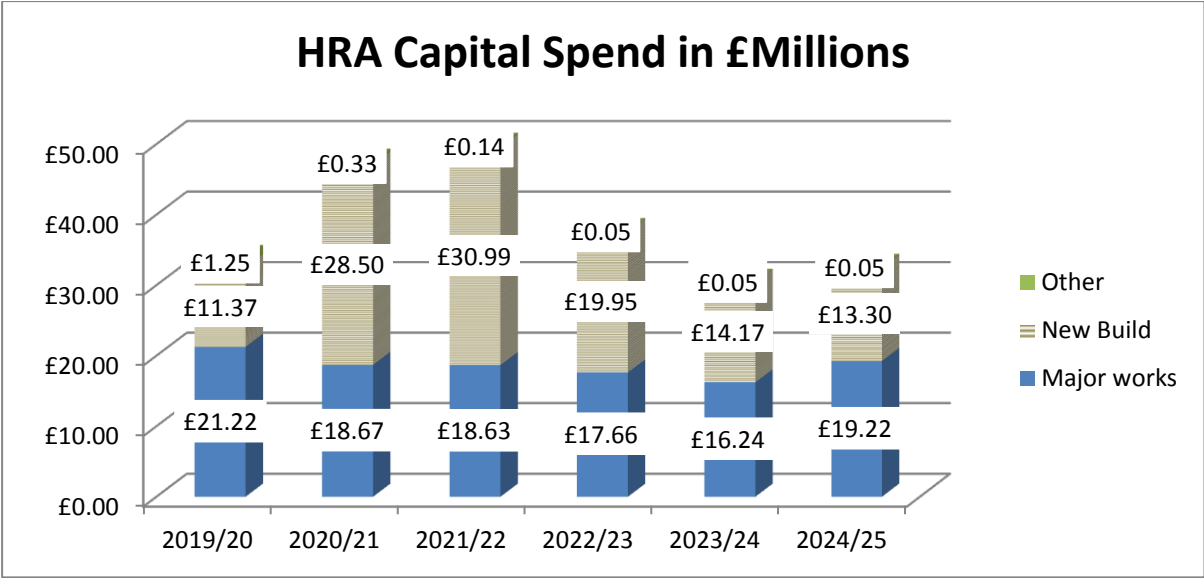
4.12 Capital Programme – Housing Revenue Account (2019/20-2024/25)

4.12.1 The HRA Business Plan presented to the December 2019 Executive has revised the approach to borrowing in light of the lifting of the HRA borrowing cap by the Chancellor. The approach taken is based on the HRA need to borrow and affordability. As such the revenue contribution to capital originally identified to fund the HRA capital programme for 2019/20 and beyond has been replaced with new borrowing.

4.12.2 A summary of the capital programme included in the Appendix D of the Capital Strategy is summarised below and totals £231.79Million.

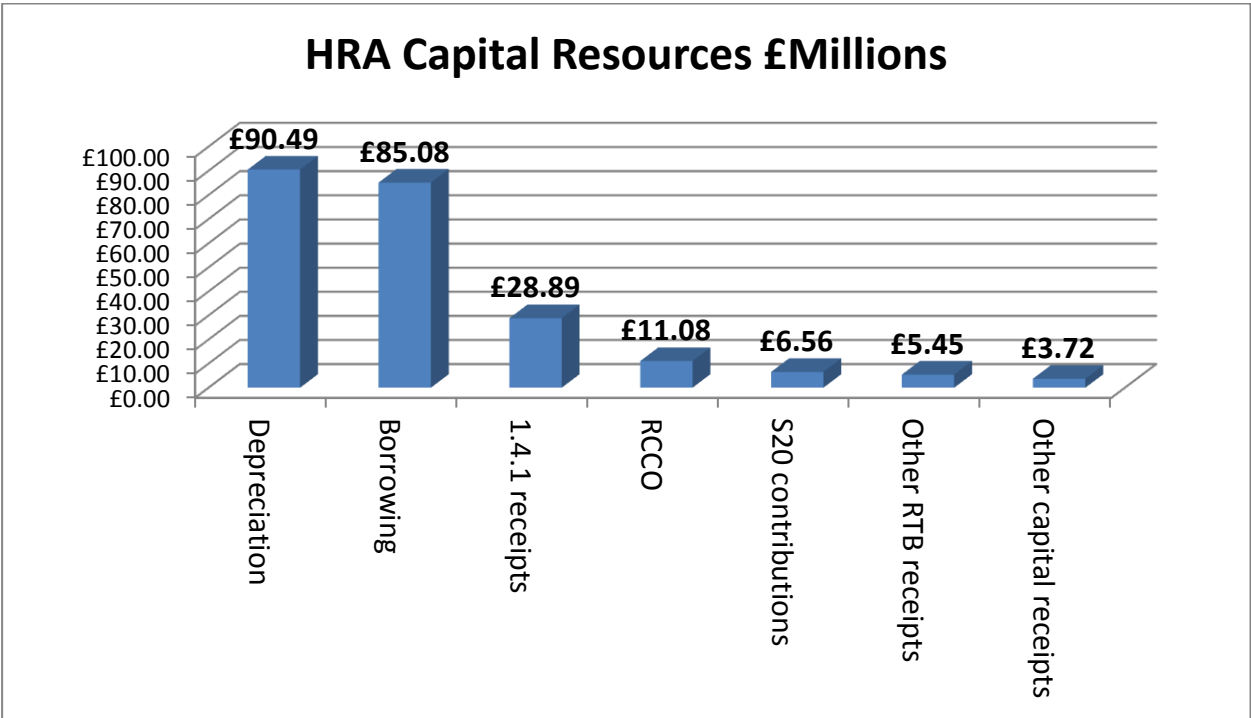


4.12.3 The split between major works, new build and other is shown in the following chart.



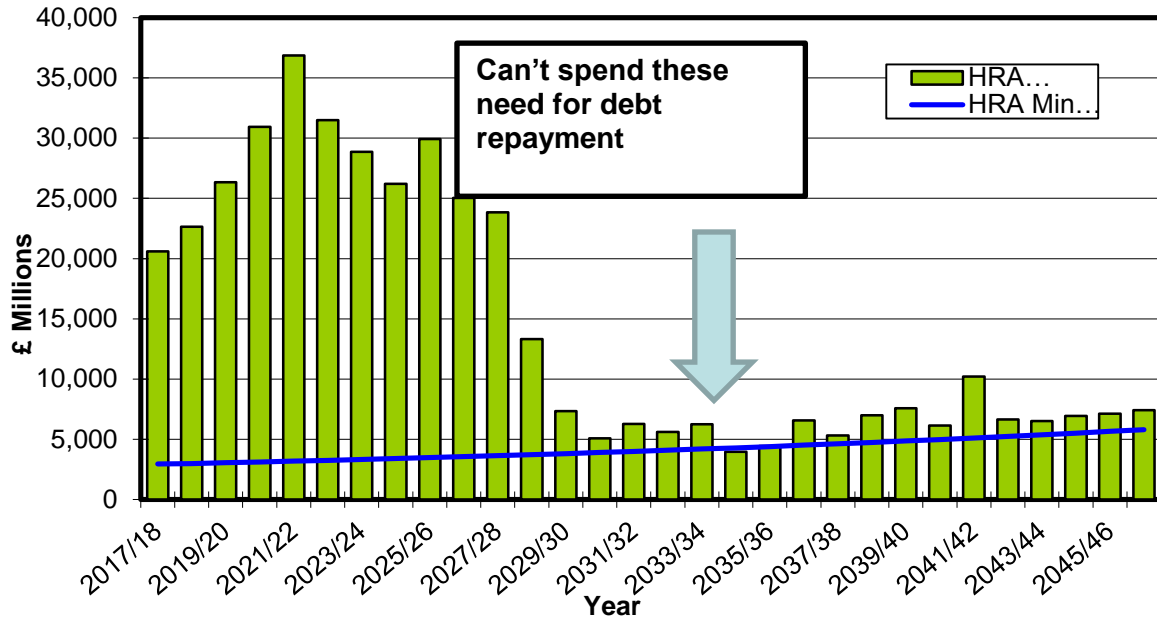
4.13 Capital Programme – HRA Resources (2019/20-2024/25)

4.13.1 The HRA capital programme funding has switched between revenue contributions to borrowing, the main funding sources, of which the largest percentage is funded from the HRA (via depreciation charges), this accounts for 39% (73%, 2019/20) of total funding. Borrowing now is 37% of funding for the period (2019/20, 8.7%) with Capital receipts from the sale of council houses 14.8% (13.5%, 2019/20) of total funding; however as Members will be aware the 1.4.1 receipts have restricted use.



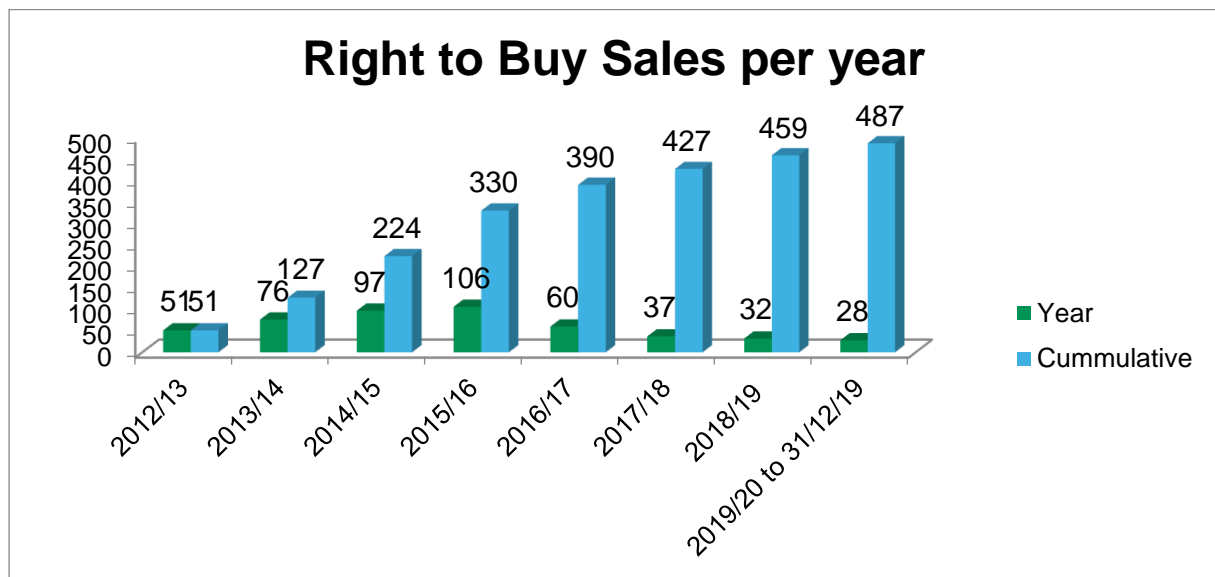
4.13.2 The dependency on HRA revenue budgets to fund the programme has been significantly reduced up to and including 2023/24, however the cost of borrowing for the HRA means that the HRA balances are projected to be at minimum levels during the middle part of the business plan as summarised below.

HRA Balances



4.13.3 The HRA risk assessment of balances reflects the need to hold higher reserves to fund interest rate fluctuations and £5Million has also been set aside in allocated reserve to allow for interest rate changes. This was agreed as part of the HRA BP report to the December Executive.

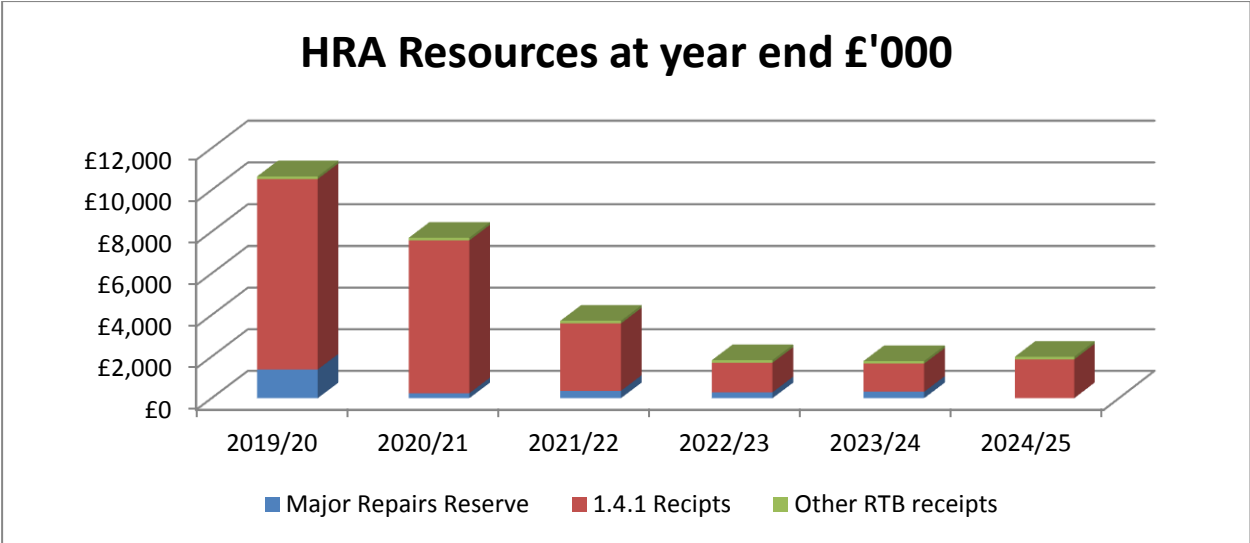
4.13.4 The HRA capital programme funding is based on 35 RTB sales per year (2019/20 onwards), RTB's have fluctuated since self-financing was introduced and in 2019/20 (up to 31/1/2020) there have been 28 RTB sales.



4.13.5 HRA capital resources have been subject to a number of government policy changes impacting on the level of rents raised (reduction of £225Million from the four year 1% rent reduction) and on the level of RTBs, with the increase in discounts since 2012/13, which have more than doubled from £34,000 in 2011/12 to £82,800 in 2019/20.

4.13.6 In 2018 the Government announced the lifting of the HRA debt gap. The 2019/20 and 2020/21 HRA budget assumes new loans totalling £8.6Million and £23.8Million respectively. The interest payable in 2019/20 and 2020/21 is estimated to be £6,866,810 and £7,837,130 respectively.

4.13.7 The majority of resources available at year end are restricted use 1-4-1 receipts as shown in the following table.



4.14 Return of One for One Receipts

4.14.1 Members have been previously advised that receipts may need to be returned in 2019/20 and this is now estimated to be £790K. Projections are very much dependent on the level and profiling of capital expenditure between January and April 2020. On a repayment amount of £790K the estimated interest payment is £100k which can be funded from the debt receipt portion of RTB receipts.

4.15 De Minimis Level for Capital Expenditure 2020/21

4.15.1 Accounting best practice recommends that the Council approves a de minimis level for capital expenditure, or a value below which the expenditure would not be treated as capital. This would mean that the expenditure would not be recorded on the asset register nor be funded from capital resources.

4.15.2 The limit set for 2020/21 remains unchanged at £5,000 in the Draft Capital Strategy, this applies to a scheme value rather than an individual transaction.

4.16 Contingency Allowance for 2020/21

4.16.1 The contingency allowance for 2019/20 is £250,000, the contingency proposed for 2020/21 is set at £250,000, for schemes requiring funding from existing capital resources. A limit of £250,000 is also set for schemes for each Fund that have new resources or match funded resources identified in addition to those contained within this report. This limit applies individually to both the General

Fund and the HRA. This contingency sum constitutes an upper limit on both funds within which the Executive can approve supplementary estimates, rather than part of the Council's Budget Requirement for the year.

- 4.16.2 A new contingency allowance is proposed relating to the use of restricted use or 1.4.1 receipts for registered providers to ensure that the Council achieves nominal rights and doesn't have to return 1.4.1 receipts to the government. This contingency allowance is a further £500,000 for 2020/21.

5 IMPLICATIONS

5.1 Financial Implications

- 5.1.1 This report is financial in nature and consequently financial implications are included in the above.

5.2 Legal Implications

- 5.2.1 None identified at this time

5.3 Risk Implications

- 5.3.1 There are significant risks around achieving the level of disposals or land sales budgeted for, failure to do so could lead to reducing the capital programme in year. The estimated dates of receipts very much rely on a series of steps being successful at estimated dates, for instance tenders and planning meetings. The Council manages this risk by reviewing and updating the Strategy quarterly, including resources. This will enable action to be taken where a receipt looks doubtful.
- 5.3.2 As part of the council's obligations to its regeneration partner, Mace, the bus station needs to be relocated as part of SG1. Funding for the bus relocation has been approved as part of the Growth Deal 3 package, however no response has been received to the new governance arrangements and as yet funds have not been released. If funding is not available to costs of £6.1Million will need to be funded by the Council.
- 5.3.3 The General Fund programme is funded from an assumption that £350,000 of underspends will be available to fund the programme each year. If they do not materialise there would be a shortfall of £1.750Million over a five year period, which would necessitate a reduction in the programme or borrowing.
- 5.3.4 There are a number of deferrals in the capital programme and schemes not approved in Appendix B. An amount of £200,000 is included in the General Fund programme to address any additional unavoidable capital spend, however there is a risk that this may not be sufficient.
- 5.3.5 The level of year end balances for the General Fund are not considered sufficient by the CFO (paragraph 4.9.2 -4.9.3 refers). Further work is required between the draft and final Capital Strategy report to ensure the programme is adequately funded. There is a risk that this could lead to more prudential borrowing and increased costs to the General Fund.

- 5.3.5 There are potential contractual risks around tendering contracts in the current market conditions which indicate increased costs of materials and trades as a result of higher inflationary pressures and the unknown impact of BREXIT.
- 5.3.6 The Council's ambition around regeneration, housing delivery and Neighbourhood regeneration could increase pressure on scarce capital resources.
- 5.3.7 The level of RTB receipts if reduced does contribute to HRA balances in terms of rent and meets the Council's council homes waiting list need, but may reduce resources available in the short term to fund the HRA capital programme. This will require a re-phasing of the programme in the short term or the consideration of additional borrowing.

5.4 Equalities and Diversity Implications

- 5.4.1 This report is of a technical nature reflecting the projected spend for the year for the General Fund and HRA capital programme. None of the budget changes reported will change any existing equalities and diversity policies and it is not expected that these budget changes will impact on any groups covered by statutory equalities duties.
- 5.4.2 Schemes contained within the capital programme will have an EQIA particularly those relating to housing schemes.

5.5 Climate Change Implications

- 5.5.1 The council's buildings across the town do not meet the climate change agenda in terms of use of energy efficiency or divestment of use of fossil fuels and in their current condition they would undermine the Council's attempt to be carbon zero by 2030.
- 5.5.2 However, there is an opportunity with the Locality Review agenda to have design principles built into renewed assets in terms of energy efficiency and sustainable energy sources. This should be a core principle of any future designs arising from the Locality Reviews. There would be a further benefit of reduced energy costs.
- 5.5.3 The climate change agenda is far wider than just the buildings the Council uses, the Council are also examining the vehicle fleet the Council uses and consideration will be given to reducing the carbon impact of the fleet moving forward.

BACKGROUND DOCUMENTS

BD1 2nd Quarter Capital Monitoring report (November 2019 Executive)

BD2 Final HRA Rent Setting and Budget Report (January 2020 Executive) – elsewhere on this agenda

BD3 HRA Business Plan 2019 update (December 2019 Executive)

APPENDICES

- A - General Fund Capital Bids for consideration –
- B - General Fund bids not included in the Capital Strategy
- C - General Fund Capital Strategy
- D - HRA Capital Strategy

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STEVENAGE BOROUGH COUNCIL

CAPITAL GF - FINANCIAL SECURITY 2020/21 - 2024/25

Priority 1 Return on investments
 Priority 2 Income generating
 Priority 3 Mandatory requirements

Priority 4 Schemes to maintain operational efficiency
 Priority 5 Match funding schemes
 Priority 6 Financial efficiency

Ref No	Ranking (Av Score)	AD	Priority (1-6) (see list)	Description of Growth Proposal	Capital in 2020/21	Capital in 2021/22	Capital in 2022/23	Capital in 2023/24	Capital in 2024/25	Reason for Spend	Consequence of delaying spend/alternative course of action
ESSENTIAL BIDS (PRIORITY 3 H&S)											
C1	N/A	Craig Miller	3	Fairlands Valley Park Dam Works	25,000					Statutory requirement in order to comply with Reservoirs Act 1975, S.10 (3) c	Potential for enforcement action, and risk of flooding in the south of the town, should the dam fail.
C10	N/A	Craig Miller	3	Cavendish Depot - Renovation/Yard Drainage	90,000					Current drainage is failing and will lead to non-compliance with the requirements of the sites waste permit to operate.	Inability to use waste site if infrastructure does not comply with the requirements for the waste permit.
C18	N/A	Jaine Cresser	3	Station ramp: Urgent and H&S Works: for example resurfacing steps/ramps and window strengthening works.	40,000					To ensure continued use of the building is maintained. Includes £30,000 previously agreed from the Capital Strategy for resurfacing works.	Risk of closure of the ramp
C25	N/A	Jaine Cresser	3	MSCP: Urgent and H&S Works: for example staircase resurfacing			20,000			H&S Works: for example staircase resurfacing.	Risk of closure of the MSCP
C27	N/A	Jaine Cresser	3	Daneshill: 2019/20 Backlog and H&S Works for example electrical works, emergency lighting, fire and air con works.	48,000					Includes risk assessment works previously agreed and now placed on hold. The remaining items have been identified in the most recent condition survey.	Risk of further deterioration leading to more extensive works (additional cost) or failure of the component a possible health and safety issues.
C29	N/A	Jaine Cresser	3	Daneshill H&S Works: for example emergency lighting, fire alarm and electrical works.	45,000			65,000		To ensure the health and safety of public and users of the building is maintained.	Risk of serious injury. The 23/24 work is subject to bringing the hub forwards
Page 255	N/A	Jaine Cresser	3	Community Centres: 2019/20 Backlog H&S Works: for example anti-slip to staircases, fire doors, and ventilation to heating systems at The Oval and Springfield House.	12,850					To ensure the health and safety of public and users of the building is maintained. New items discovered during condition survey.	Risk of closure
	N/A	Jaine Cresser	3	Community Centres H&S Works: for example DDA upgrades, staircase upgrades, replacement fire escape doors, and fire upgrade works at Bedwell, The Oval, St Nicholas, Springfield House, Timebridge, and Douglas Drive Day Centre.	21,000	33,500	60,000			To ensure the health and safety of public and users of the building is maintained. Includes £30,000 agreed from Capital strategy to replace windows/doors at St Nicholas CC (21/22).	Risk of closure
C40	N/A	Jaine Cresser	3	Depots: H&S Works: for example new lighting, fire suppression works, and railings replacement at Cavendish Road.	290,000					To ensure the health and safety of public and users of the building is maintained.	Risk of closure
C42	N/A	Jaine Cresser	3	BTC H&S Works: for example structural floor works, electrical and fire detection.	100,000	38,000				To ensure the health and safety of public and users of the building is maintained.	Risk of closure
C44	N/A	Jaine Cresser	3	BTC 2019/20 Backlog H&S Works: for example lift repair, disabled alarm, electrical and fire detection works.	30,000					To ensure the health and safety of public and users of the building is maintained.	Risk of closure
C47	N/A	Rob Gregory	3	Bandley Hill Play Centre - Fencing	8,000					This could be a safeguarding and security issue, fencing requirement has been reviewed and reduced the estimated cost from the previous estimates	Temporary Heras fencing has now been in situ for two year and requires regular manual handling which should be avoided.
C54	N/A	Rob Gregory	3	SALC and the Swim Centre Urgent and H&S Works: for example pipework replacement, electrical, fire detection, and disabled alarm works	200,000	280,000	100,000			To ensure the health and safety of public and users of the building is maintained.	Risk of closure
C15	N/A	Zayd Al-Jawad	2	Corey's Mill Lane parking	26,000					To provide additional pay & display parking capacity to meet excess demand from hospital visitors. Invest to save, 15k parking charges earned per year.	More on-street congestion and lower income to parking account
C56	N/A	Rob Gregory	3	SALC, Swim Centre, and Fairlands Valley Sailing Centre 2019/20 Backlog H&S Works: for example anti-slip staircase, pipework, emergency lighting, fire detection, electrical and mechanical works	73,500					To ensure the health and safety of public and users of the building is maintained.	Risk of closure
REV43	N/A	Clare Fletcher	3	Energy Performance Survey and proposed building works (on commercial properties)	15,000	15,000	15,000	15,000	15,000	Under the current approved programme, £15kpa is included for the same. However, the resulting testing and minor electrical works carried out are de minimus and therefore being charged to revenue as maintenance cost. In 2023/24, due to legislation change there will be requirement to carry these out (including for Community Centres), it may be worth revisiting the same	

Ref No	Ranking (Av Score)	AD	Priority (1-6) (see list)	Description of Growth Proposal	Capital in 2020/21	Capital in 2021/22	Capital in 2022/23	Capital in 2023/24	Capital in 2024/25	Reason for Spend	Consequence of delaying spend/alternative course of action	
C62	N/A	Rob Gregory	3	Stevenage Arts & Leisure Estimated 20 electrical distribution boards to be replaced				30,000		This is a proportion of the distribution board within the building that may need to be replaced, further investigation would be required.	Recommend phased replacement based on electrical surveys or known failures which should avoid any loss of service	
C55	N/A	Rob Gregory	3	Boat house as essential H&S works for dry rot	15,000					Risk of closure of building and cause disruption to sailing activities.		
C31	N/A	Jaine Cresser	3	Community Centres: Planned Preventative Works: to replace boiler at Bedwell CC	100,000					Risk of closure of building if the boiler fails		
SUB-TOTAL OF ESSENTIAL BIDS (PRIORITY 3 H&S)					£1,139,350	£366,500	£195,000	£110,000	£15,000			
REVIEWED PREVIOUSLY AGREED BIDS					Capital in 2020/21	Capital in 2021/22	Capital in 2022/23	Capital in 2023/24	Capital in 2024/25			
C64	N/A	Craig Miller	4	Allotment Maintenance System	10,000					Allotment function is returning to the council following cessation of Community Group. System is required to issue licences and rental charges etc. S106 Funding is available for this scheme	Manual system will require additional administrative support resource.	
C7	N/A	Craig Miller	4	Welfare improvements at out based hubs	10,000					Current facilities not meeting welfare requirements and additional welfare needs at hub for out-based workers following the ceasing of the yellow huts.	Time lost and additional fuel etc. if crews have to travel to Cavendish as the only SBC welfare facility.	
C2-C9	N/A	Craig Miller	4	Review of Fleet	125,000	224,000	116,400	705,000	0	Replacement of various vehicles	Include hire costs, lost time and inefficiency.	
SUB-TOTAL OF REVIEWED BIDS					£145,000	£224,000	£116,400	£705,000	£0			
BIDS SCORED 1.5 - 2					Capital in 2020/21	Capital in 2021/22	Capital in 2022/23	Capital in 2023/24	Capital in 2024/25			
Page 256	C46	2.00	Sarah Pateman/ Rob Gregory	4	The SoSafe partnership have 8 mobile cameras, three of those cameras are 11 years old and are not really fit for purpose. Previously there has never been a plan for replacement of the cameras and although initially the outlay is quite high this will drop down in 2021/22	25,000	5,000	5,000	5,000	5,000	To be able to use mobile CCTV for monitoring purposes in hotspot areas of the town, help keep victims of crime and ASB safe and to ask for a deterrent. 5 new cameras then 1 per year rolling programme	mobile cameras that are old and not working to their original capability which means they are not fit for purpose.
		1.83	Craig Miller	4	Waste Receptacles	15,000					Purchase of waste and recycling containers to supply new households and provide stock for replacement/additional container requests. Purchases needed every year, but people will now have to pay for replacements after 1 year.	Inability to provide new households with waste and recycling containers and/or replace containers that have been lost or damaged.
	C12	1.83	Craig Miller	2	Trade Waste Containers	20,000	20,000	20,000	20,000		Container supply to allow the expansion of the council's trade waste business - it is making money, but this could be improved. This is in addition to the revenue budget that the service already has for replacement domestic waste containers.	Inability to expand trade waste services and yield greater income.
	C13	1.83	Craig Miller	4	Green Space Access Infrastructure	0	148,000	153,000	128,000	128,000	There is no formal programme of resurfacing of parks footpaths, car parks and access roads. We currently rely on ad hoc works being undertaken (via revenue budgets) when we become aware of H&S concerns. However, a technical inspection of our parks access infrastructure, in 2017) indicates that our parks access infrastructure is deteriorating, and we can no longer rely on ad hoc patching repairs, funded from revenue.	There has not been a regular programme of surfacing to the parks access infrastructure for many years. Existing surfaces are beginning to fail. The longer it is left the more expensive the job will become - spend to save.
	C39	1.83	Jaine Cresser	4	Depots: Planned Preventative Works: For example door and boiler replacements, reroofing, and air conditioning works at St Nicholas Grounds Enclosure, Shephalbury Storage, and Cavendish Road.	30,000	475,000	25,000			Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. Includes £500,000 previously agreed in the Capital Strategy for Reroofing at Cavendish Road. 20/21 includes £25K for essential repairs and £5K gutter lining	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
	C43	1.83	Jaine Cresser	4	BTC Planned Preventative Works: for example roofing, shutter, replacement lift, external works, ventilation/air con works.	256,000	6,000	172,000	92,000	60,000	Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. Roofing works need to be done as it is currently leaking.	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
	C49	1.83	Rob Gregory	4	Stevenage Arts & Leisure Water leak on to ground floor and into Bowls Hall	30,000					It is suspected that the leak source is from the patio area on the 1st floor, this issue needs to be investigated and resolved to avoid costly internal damage (leak could damage new flooring that is planned to be put down).	The consequences of not resolving this could result in internal structural and fittings damage to SALC also claims by the contractor to SBC or SBC insurance
	C50	1.83	Rob Gregory	4	Fairlands Valley Park Sailing Centre - Boathouse	12,000					The Boathouse has a rising damp problem that is adversely affecting the building and stock. The issue wasn't apparent when was just used to store boats	The rising damp is damaging the integrity of the building, cycle stock and retail goods, it is also an unhealthy environment for staff to work in.

Ref No	Ranking (Av Score)	AD	Priority (1-6) (see list)	Description of Growth Proposal	Capital in 2020/21	Capital in 2021/22	Capital in 2022/23	Capital in 2023/24	Capital in 2024/25	Reason for Spend	Consequence of delaying spend/alternative course of action	
C17	1.67	Zayd Al-Jawad	4	Parking Restrictions	25,000	25,000	25,000	25,000	25,000	To provide for the forward programme of new parking restrictions including cost of signs and lines and staff time	Required to meet the Council's Parking Enforcement objectives but could be accommodated within the revenue Parking Account	
C60	1.60	Rob Gregory	4	Stevenage Swimming Centre Pool circulation pumps					15,000	The circulation pumps would have come to the end of their useful life	Main Pool pumps are 1/3 duty (e.g. 3 of 4) and teaching pool 100% (e.g. 1 of 2) it is unlikely that all pumps would fail at the same time therefore unlikely that the pools would require closure and could continue with existing pumps on the proviso that that there is a phased pump replacement.	
C61	1.60	Rob Gregory	4	Stevenage Swimming Centre Electrical distribution boards				25,000		Recommended date for replacement but could still be compliant	Recommend phased replacement based on electrical surveys or known failures which should avoid any loss of service	
C14	1.50	Zayd Al-Jawad	4	Workplace Travel Plan	15,000	15,000	15,000	15,000	15,000	To implement projects identified in the WTP to support the Council's Climate Change agenda.	Failure to meet targets for transport modal shift	
C16	1.50	Zayd Al-Jawad	4	Hard standings	50,000	50,000	50,000	50,000	50,000	To replace areas of parking hardstand which have reached the end of their design life and are beyond economic repair.	Increased risk of tripping claims	
C48	1.50	Rob Gregory	1	SLL Leisure management contract- end of contract capital provision.			150,000			Planning for end of contract. It is likely that SBC may have some liabilities in relation to the conditions of the buildings, primarily to improve the facilities to make them more attractive to the market. Spend would be required to ensure that income opportunities are maximised for any potential bidding contractor. SBC is intending to build a new wet and dry leisure facility and a new or refurbished theatre, however some spend will still be required for Fairlands Valley Park Sailing Centre and Stevenage Golf Centre plus it appears that the new leisure centre will not be built prior to the end of the contract term. £150k may not be sufficient, more a marker for needing funding that year for re-procurement	Failure to present buildings in a fit for purpose state will have a very negative effect on potential bidders for the LM contract and will therefore either be costed into the bids or claims could be made against the council to either rectify the issues or for loss of income/increased expenditure.	
SUB-TOTAL OF BIDS SCORED 1.5-2					£478,000	£744,000	£615,000	£360,000	£298,000			
SUB-TOTAL OF RECOMMENDED BIDS					£1,762,350	£1,334,500	£926,400	£1,175,000	£313,000			

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STEVENAGE BOROUGH COUNCIL

Ref No	Ranking (Av Score)	AD	Priority	Description of Growth Proposal	Capital in 2020/21	Capital in 2021/22	Capital in 2022/23	Capital in 2023/24	Capital in 2024/25	Reason for Spend	Consequence of delaying spend/alternative course of action
BIDS SCORED BELOW 1.5											
C65	1.40	Zayd Al-Jawad	4	Xmas lights	£0	£12,000	6,000	6,000	£6,000	Deteriorating condition of Xmas Lights and need for phased replacement	Gradually reduced Xmas decoration offer in town centre and High Street. Purchase
C51	1.40	Rob Gregory	4	Stevenage Golf & Conference Centre - Pond	40,000					The 18th Hole feature pond, loses water located at the top of the course it needs to be dredged and a liner placed into it. The pond used to be populated with fish and was a high profile visible feature of the course. Now it is dry most of the year and is an eyesore on the course	This is a key feature to the golf course and also acts as a conduit for drainage from the car park and buildings. Options could include simply filling the pond in and installing appropriate drainage however the pond is a big feature for players and provides an excellent vista for users of the conference and wedding facility. Some loss of income may be experienced.
C45	1.33	Jaine Cresser	4	BTC Future Works All Categories Across all categories and all sites.(future years cost to be reviewed in Capital Strategy updates)					1,378,000	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. However a future funding strategy is required after the next 2 years . These costs will be considered in a future update of the Strategy	Risk of closure of buildings and further deterioration.
C57	1.33	Rob Gregory	4	Swim Centre 2019/20 Backlog Planned Preventative Works for example BMS replacement and flooring works	40,000					Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose.	Risk of further deterioration leading to more extensive works (additional cost).
C24	1.25	Jaine Cresser	4	MSCP Planned Preventative Works: for example lighting replacements, concrete and surface treatment works.	25,000	200,000	250,000	250,000	245,000	Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. These costs will be considered in a future update of the Strategy	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
C26	1.25	Jaine Cresser	6	MSCP Essential General Improvements and Internal Decorations				40,000		Staircase decorations, to maintain a satisfactory environment that is fit for the operational use of the building.	Risk of reducing the hiring potential of the building leading to loss of income
C28	1.20	Jaine Cresser	4	Daneshill: Planned Preventative Works: for example reroofing, leaking windows, heating and air con works.	60,750			220,000		Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. 23/24 work subject to bringing the hub forwards	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
C55	1.17	Rob Gregory	4	Aqua Splash Park, SALC, Swim Centre, and Fairlands Valley Sailing Centre Planned Preventative Works: for example replacement rubber play area, reroofing, lift replacement, mechanical works, and flooring	60,000	115,000	505,000		295,600	Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. SLL are liable for non-structural works, SBC will need to do the structural inc. electrical works.	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
C52	1.17	Rob Gregory	4	Stevenage Golf & Conference Centre - Brook - Flood prevention scheme	260,000					To avoid future flood damage to Golf Course. The brook at the Golf Course is approximately half a mile long (both sides of the bank account for 1 mile in total). During prolonged periods and high levels of rain the brook overflows on to the course which has the effect of making some of the course unplayable greens 12 -16. This has not been a significant problem since 2012 which was the last period of prolonged and heavy rainfall until 2019 (we have some video and images of the flooding) which cuts out large parts of the course. There is also continuing erosion of the soft verge banks which widens the brook, reduces the flow of water and a consequential risk of significant damage to ten crossing bridges. SBC Officers have consulted with the Environment Agency (EA) who agreed that a proposal for two overflow ponds and bank widening and reinforcement would be appropriate. The Brook is used by the EA as an outflow for the adjacent reservoirs. This item was first requested for 17/18 then 18/19 and not recommended by LFSG.	Failure to deal with the flooding issue will result in continued erosion and loss of playing holes plus damage to greens.
C41	1.00	Jaine Cresser	4	Depots Future Works: All Categories Across all categories and all sites. (future years cost to be reviewed in Capital Strategy updates)					99,200	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. These costs will be considered in a future update of the Strategy	Risk of closure of buildings and further deterioration.
C58	1.00	Rob Gregory	6	Future Works All Categories Across all categories and all SALC sites (future years cost to be reviewed in Capital Strategy updates)					1,614,000	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. These costs will be considered in a future update of the Strategy	Risk of closure of buildings and further deterioration.
SUBTOTAL BIDS SCORED BELOW 1.5					£485,750	£327,000	£761,000	£516,000	£3,637,800		

BIDS DEFERRED UNTIL FURTHER STRATEGY OR BUSINESS CASE											
C6		Craig Miller	4	Spare van for Arb team	30,000					Spare van for Arb team that will give resilience to service but also allows for the teams to have flexible working by making a third team up for additional reactionary work so as not to impact on schedules.	Potential schedule delays pending reactionary and safety works required
C20		Jaine Cresser	4	Indoor Market: 2019/20 Backlog Planned Preventative Works for example hot air curtains.	20,000					Hot air curtain works previously agreed and placed on hold.	Risk of further deterioration leading to more extensive works (additional cost) or failure of the component.
C21		Jaine Cresser	4	Indoor Market: Planned Preventative Works: for example heating, lighting, and works to doors and windows.	65,000					Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. Includes £65,000 previously agreed from Capital Strategy for new lighting	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
C22		Jaine Cresser	6	Indoor Markets Future Works All Categories Across all categories and all sites.					210,000	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. These costs will be considered in a future update of the Strategy	Risk of closure of buildings and further deterioration.
C23		Jaine Cresser	4	MSCP: 2019/20 Backlog Planned Preventative Works for example lighting improvements.	100,000					Lighting works to car park levels, previously agreed and placed on hold. Further cost savings if introduce LED lights. Need a business case.	Risk of further deterioration leading to more extensive works (additional cost)
		Jaine Cresser	6	Community Centres: 2019/20 Backlog Essential Planned Preventative Works	20,000					External decorations to St Nicholas CC previously agreed and placed on hold	Risk of further deterioration leading to more extensive works (additional cost)
C31		Jaine Cresser	4	Community Centres: Planned Preventative Works: for example boiler and heating replacements/upgrade works, internal cracking (latent defects claim), refurbishment of toilets/kitchen areas, reroofing, and window security works/replacements across all Community Centres.	393,800	170,100	256,750	384,500		Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. Includes £100,000 agreed from Capital Strategy to replace boiler at Bedwell CC (20/21), £60,000 agreed from Capital Strategy to reroof Timebridge CC (20/21), and £25,000 agreed from Capital Strategy to replace windows and doors at Symonds Green CC (20/21).	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
C32		Jaine Cresser	6	Community Centres: Future Works All Categories Across all categories and all Centres.					1,005,600	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. These costs will be considered in a future update of the Strategy	Risk of closure of buildings and further deterioration.
C33		Jaine Cresser	6	Community Centres Planned Preventative Works: for example external decorations and fascia/soffit replacement works at Bedwell, Chells Manor, The Oval, and St Nicholas.	13,000	48,700		35,000		Works required to ensure that the building elements and components remain fit for purpose. Includes £5,000 on hold from previous bid - Bedwell CC Cladding.	Risk of further deterioration leading to more extensive works (additional cost)
C35		Jaine Cresser	6	Play Centres: Future Works All Categories Across all categories and all Centres.					174,300	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. These costs will be considered in a future update of the Strategy	Risk of closure of buildings and further deterioration.

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C36		Jaine Cresser	6	Play Centres: Planned Preventative Works: for example washroom/kitchen refurbishments, works to secure external doors and trips to floor finishes at Bandle Hill, Pin Green, and St Nicholas Play Centres.	55,000					Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose. Includes £30,000 agreed from Capital Strategy to replace fenestrations at Bandle Hill PC, and £10,000 to replace doors at St Nicholas PC.	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
C37		Jaine Cresser	6	Pavilions: Future Works All Categories Across all categories and all Pavilions					569,000	Future works identified from condition survey for years 2024 - 2029 vital to maintain integrity of buildings. These costs will be considered in a future update of the Strategy	Risk of injury, closure of buildings and further deterioration.
C38		Jaine Cresser	4	Pavilions: Planned Preventative Works: for example heating and lighting works/replacement, reroofing, and refurbishment of showers/kitchen areas across all Pavilions except Meadway.	50,000	155,000	223,000	235,000		Works necessary to ensure that the building remains watertight, secure, operational and is fit for purpose.	Risk of the need to close part or all of the building, leading to operational disruption and additional remedial costs and loss of income.
SUB TOTAL OF BIDS DEFERRED UNTIL FURTHER STRATEGY OR BUSINESS CASE					£746,800	£373,800	£479,750	£654,500	£1,958,900		
BIDS NOT RECOMMENDED											
C63	0.80	Rob Gregory	4	Pin Green Play Centre - Refurbish Washroom	25,000					Identified in 2012/2013 SCS as an internal element being essential for use & occupation with a limited remaining lifespan predicted -The area was re-inspected recently and it was reported that the area should be 'earmarked' for refurbishment within 5 years as deterioration was noted in comparison with previous SCS findings.	The washroom is functional and will continue to be so but will need more regular maintenance.
C53	0.17	Rob Gregory	4	Stevenage Golf Centre - Greenkeepers accommodation	20,000					Temporary building has reached the end of its useful life and requires removal and making good of the site. Leaseholder would have the opportunity to provide its own accommodation.	Risk of building collapsing.
SUB-TOTAL OF BIDS NOT RECOMMENDED					£45,000	£0	£0	£0	£0		
BIDS RECOMMENDED WHEN FUNDS ARE AVAILABLE											
C59	1.83	Ash Ahmed	4	Improving environmental credentials of build at Kenilworth Close	900,000					To improve the environmental credentials of the scheme at Kenilworth Close and reduce the long term operational costs for the scheme and help tackle the climate emergency. This will provide a demonstration project and provide an opportunity for local authority leadership in accordance with LGA Climate emergency agenda. This will make Kenilworth Close an exemplar site for a site that addresses the climate emergency and lowers long term operational costs as a result. Other sites and grant funding opportunities will also be explored to deliver this.	Higher long term costs of maintaining building. Reputational impact of not addressing climate change agenda.
SUB-TOTAL OF BIDS RECOMMENDED WHEN FUNDS ARE AVAILABLE					£900,000	£0	£0	£0	£0		
SUB-TOTAL OF BIDS NOT RECOMMENDED					£2,177,550	£700,800	£1,240,750	£1,170,500	£5,596,700		

APPENDIX C - GENERAL FUND CAPITAL STRATEGY

		2019/20			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Cost Centre	Scheme	Q2 Working Budget	January Draft Revised Budget	Variance Working v Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget
		£	£	£	£	£	£	£	£
General Fund - Schemes									
	Stevenage Direct Services	2,645,010	2,645,010	0	4,608,400	2,720,900	2,471,800	1,232,000	132,000
	Housing Development	2,457,000	2,457,000	0	1,794,950	2,360,340	2,506,990	0	0
	Finance and Estates	13,773,370	13,773,370	0	241,100	15,000	76,020	15,000	15,000
	Corporate Projects, Customer Services & Technology	897,860	897,860	0	572,210	273,370	104,180	104,180	104,180
	Housing and Investment	571,860	571,860	0	972,850	552,500	277,000	157,000	60,000
	Regeneration	9,850,150	9,850,150	0	9,280,590	0	2,474,000	13,384,000	13,384,000
	Communities and Neighbourhoods	285,030	285,030	0	363,500	305,000	255,000	60,000	20,000
	Planning and Regulatory	714,760	714,760	0	128,000	90,000	90,000	90,000	90,000
	Deferred Works Reserve	14,600	14,600	0	200,000	200,000	200,000	200,000	200,000
	Total Schemes	31,209,640	31,209,640	0	18,161,600	6,517,110	8,454,990	15,242,180	14,005,180
General Fund -Resources									
BG902	Capital Receipts	2,955,388	2,955,388	(0)	5,331,159	639,984	2,574,035	13,792,900	13,384,000
	New Build 1-4-1 Receipts - for RP Grants	1,500,000	1,500,000	0	0	0	0	0	0
BG902	Grants and other contributions	235,299	235,299	0	188,274	728,210	0	0	0
BG860	S106's	69,995	69,995	0	20,000	10,000	0	0	0
	LEP	9,650,150	9,574,560	(75,590)	5,875,590	0	0	0	0
	RCCO	157,920	157,920	0	59,000	4,000	4,000	4,000	4,000
	Regeneration Asset Reserve	0	75,590	75,590	200,000	0	0	0	0
BG916	Capital Reserve (Revenue Savings)	1,314,000	1,314,000	0	1,420,000	1,070,000	1,070,000	1,070,000	488,708
BG903	Capital Reserve (Housing Receipts)	361,068	361,068	0	364,243	367,886	371,565	375,280	128,472
	New Homes Bonus	358,170	358,170	0	464,554	362,500	226,000	0	0
	Prudential Borrowing Approved	14,350,650	14,350,650	0	4,118,770	1,702,400	4,209,390	0	0
	Short Term borrowing and funded from private sale	257,000	257,000	0	120,010	1,632,130	0	0	0
	Total Resources (General Fund)	31,209,640	31,209,640	(0)	18,161,600	6,517,110	8,454,990	15,242,180	14,005,180
			0		0	0	0	0	0
General Funds Receipts BG902									
	Unallocated B/fwd	(3,330,472)	(3,330,472)		(2,418,922)	(8,363)	(1,888,369)	(1,809,379)	(1,400,479)
	In Year Receipts	(2,198,956)	(2,198,956)		(3,177,600)	(2,640,000)	(4,127,175)	(13,384,000)	(13,384,000)
	Used in Year	2,955,388	2,955,388		5,331,159	639,984	2,574,035	13,792,900	13,384,000
BG905	Ring Fenced Receipts Used to Repay ST Borrowing	412,118	155,118		257,000	120,010	1,632,130	0	0
	General Fund Receipts Unallocated C/fwd	(2,161,922)	(2,418,922)		(8,363)	(1,888,369)	(1,809,379)	(1,400,479)	(1,400,479)
Capital Reserve Resource									
	Unallocated B/fwd	(594,431)	(594,431)		(350,000)	(0)	(0)	(0)	(0)
	In Year Resource	(1,430,637)	(1,430,637)		(1,434,243)	(1,437,886)	(1,441,565)	(1,445,280)	(1,449,033)
	Used in Year	1,675,068	1,675,068		1,784,243	1,437,886	1,441,565	1,445,280	617,180
	Capital Reserve Unallocated C/fwd	(350,000)	(350,000)		(0)	(0)	(0)	(0)	(831,854)

Cost Centre	Scheme	2019/20			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget	January Draft Revised Budget	Variance Working v Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget
		£	£	£	£	£	£	£	£
	Stevenage Direct Services								
	Parks & Open Spaces								
KC218	Hertford Road Play Area (S106 Funded)	25,000	25,000	0					
KE911	Play Area Improvement Programme	192,340	192,340	0	243,000	283,500	220,000		
KE097	Litter bins	125,000	125,000	0	73,000	83,000	10,000	4,000	4,000
KE329	Play Areas Fixed Play	20,810	20,810	0	10,000	10,000			
KE494	Green Space Access Infrastructure	45,000	45,000	0					
KE494	Green Space Access Infrastructure	50,000	50,000	0					
	Other								
KG002	Garages	1,153,890	1,153,890	0	3,657,400	1,952,400	1,952,400	375,000	
KE487	Cavendish Depot - Road Markings and Barriers	12,750	12,750	0					
KE495	Cavendish Depot - Renovation/Yard Drainage	10,000	10,000	0	90,000				
KE496	Refurbishment of Weston Rd Cemetery Office	6,500	6,500	0					
KS263	Waste and Recycling System	110,000	110,000	0					
KE226	Allotment Maintenance System	0	0	0	10,000				
GROWTH	FVP Dam Works			0	25,000				
	Vehicles, Plant, Equipment								
KE449	Waste Receptacles	15,000	15,000	0	15,000				
KE497	Trade Waste Containers	20,000	20,000	0	20,000	20,000	20,000	20,000	
Various	Vehicle/Plant replacement Programme	858,720	858,720	0	330,000	169,000	116,400	705,000	
GROWTH	Vans for Supervisors			0	50,000				
GROWTH	Replacement mower for LK10 AHC			0	45,000				
GROWTH	Welfare improvements at out based hubs			0	10,000				
GROWTH	Replacement shops van			0	30,000				
GROWTH	Van			0		20,000			
GROWTH	Maxi Truck EL 4WD 48V 4WD articulated truck with a 1,000kg - 1,500kg load capacity			0		35,000			
GROWTH	Green Space Access Infrastructure			0		148,000	153,000	128,000	128,000
	Total Stevenage Direct Services	2,645,010	2,645,010	0	4,608,400	2,720,900	2,471,800	1,232,000	132,000
	Housing Development Scheme (Joint GF/HRA)								
KG030	Grants To Registered Providers	591,600	591,600	0					
KG030	Grants To Registered Providers contingency	908,400	908,400	0					
KG032	Building Conversion into New Homes - Ditchmore Lane	257,000	257,000	0	0				
Various	Housing Development Scheme (Joint GF/HRA)	0	0	0	210,580	2,360,340	0	0	0
	Wholly Owned Housing Development Company (WOC)	700,000	700,000	0	1,584,370		2,506,990		
	Total Housing Development (including grants to Registered Providers)	2,457,000	2,457,000	0	1,794,950	2,360,340	2,506,990	0	0

Cost Centre	Scheme	2019/20			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget	January Draft Revised Budget	Variance Working v Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget
		£	£	£	£	£	£	£	£
	Finance & Estates								
KG025	Garage Site Assembly	100,000	100,000	0					
KR912	Investment Property	13,244,050	13,244,050	0					
KR914	IDOX Property Management Software	17,200	17,200	0					
KR915	Energy Performance Surveys and Proposed Building Works	15,000	15,000	0	15,000	15,000	15,000	15,000	15,000
KR916	Commercial Properties Refurbishment (MRC Programme)	387,120	387,120	0	226,100		61,020		
KR147	Commercial Properties - Asbestos Removal	10,000	10,000	0					
	Total Finance & Estates	13,773,370	13,773,370	0	241,100	15,000	76,020	15,000	15,000
	Corporate Projects, Customer Services & Technology								
	IT General								
KS268	Infrastructure Investment	617,080	617,080	0	546,690	271,690	104,180	104,180	104,180
	Total IT General	617,080	617,080	0	546,690	271,690	104,180	104,180	104,180
	Employer of Choice (EOC)								
KS260	Replacement HR & Payroll System	1,240	1,240	0					
KS269	New Intranet	33,260	33,260	0					
	Total EOC	34,500	34,500	0	0	0	0	0	0
	Connected to Our Customer (CTOC)								
KS271	Corporate Website - Redesign	106,510	106,510	0	8,020	680			
KS274	New CRM Technology	139,770	139,770	0	17,500	1,000			
	Total CTOC	246,280	246,280	0	25,520	1,680	0	0	0
	Total Corporate Projects, Customer Services & Technology	897,860	897,860	0	572,210	273,370	104,180	104,180	104,180
	Housing and Investment								
	Play Centres								
KC914	Pin Green - Recover Flat Roof	21,000	21,000	0					
KC915	Bandley Hill - Replace Hall Floor Covering	12,500	12,500	0					
	Community Centres								
KE902	Community Centres General	32,000	32,000	0					
KE471	St Nicholas - Boiler and Hot Water Installation Upgrade	40,000	40,000	0					
KE515	St Nicholas Annexe - External Decorations	20,000	20,000	0					
KE472	The Oval - Replace Radiators	8,000	8,000	0					
KE499	The Oval - Replace Windows	11,000	11,000	0					
KE488	Springfield House - Boundary Wall	52,150	52,150	0					
Growth	Community Centres: 2019/20 Backlog H&S Works			0	12,850				
Growth	Community Centres Urgent and H&S Works			0	21,000	33,500	60,000		
Growth	Community Centres: Planned Preventative Works: to replace boiler at Bedwell CC				100,000				

Cost Centre	Scheme	2019/20			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget	January Draft Revised Budget	Variance Working v Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget
		£	£	£	£	£	£	£	£
	Housing and Investment cont.								
	Park Pavilions								
KE907	Park Pavilions General	9,000	9,000	0					
KE475	Chells - Decommission Shower & Provide Hot Water To Changing Rooms	21,380	21,380	0					
KE500	Ridlins - M&E Refurbishment of AHU Plant & Controls	25,000	25,000	0					
KE479	Canterbury Way - Demolition	25,000	25,000	0					
KE493	King George V - Electrical Mains Intake & Supply Head	10,860	10,860	0					
	Cemeteries								
KE904	Cemetery Buildings	15,000	15,000	0					
	Depots								
KE480	Cavendish Rd - Office Alterations	44,930	44,930	0					
KE501	CavendishRd - Re-roofing (Ascertain Level of Works Required)	15,000	15,000	0					
Growth	Depots: Urgent and H&S Works			0	290,000				
Growth	Depots: Planned Preventative Works			0	30,000	475,000	25,000		
	Other								
Growth	MSCP: Urgent and H&S Works			0			20,000		
	Council Offices								
KR140	Council Offices	19,380	19,380	0					
KR141	Corporate Buildings - Essential Health & Safety Electrical Works	19,270	19,270	0					
KR142	Corporate and Commercial Buildings - Condition survey	5,000	5,000	0					
KR149	Daneshill House - Test & Risk Assessment Remedial Works	15,000	15,000	0					
Growth	Daneshill: 2019/20 Backlog Urgent and H&S Works			0	48,000				
Growth	Daneshill: Urgent and H&S Works			0	45,000		65,000		
	Operational Buildings								
KE503	Indoor Market - New Hot Air Curtains	20,000	20,000	0					
KR917	BTC - Roof Replacement Preliminary Works	15,000	15,000	0					
Growth	BTC 2019/20 Backlog H&S Works			0	30,000				
Growth	BTC Urgent and H&S Works			0	100,000	38,000			
Growth	BTC Planned Preventative Works			0	256,000	6,000	172,000	92,000	60,000
	Town Centre								
KR136	Preparation Works to Units 1,4,5 of the former QD Building	7,890	7,890	0					
KR138	Town Square Assets - Condition Survey	10,000	10,000	0					
KE504	Station Ramp (on hold 2020/21 spend)	52,500	52,500	0	40,000				
KR145	Town Chambers / Square - External Facade Structural Repairs	45,000	45,000	0					
	Total Housing and Investment	571,860	571,860	0	972,850	552,500	277,000	157,000	60,000

Cost Centre	Scheme	2019/20			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget	January Draft Revised Budget	Variance Working v Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget
		£	£	£	£	£	£	£	£
	Regeneration								
	Total Land Assembly	6,018,730	6,018,730	0	0	0	0	0	0
KE439	Town Square Improvements (GD1)	3,131,420	3,131,420	0	2,505,000				
KE466	Bus Interchange (GD3)	500,000	500,000	0	5,875,590				
KE506	Public Sector Hub	200,000	200,000	0	900,000		2,474,000	13,384,000	13,384,000
	Total Regeneration	9,850,150	9,850,150	0	9,280,590	0	2,474,000	13,384,000	13,384,000
	Community & Neighbourhoods								
KC900	Arts and Leisure Centre - Lift Replacement								
KC900	Arts and Leisure Centre - Pipework	111,000	111,000	0					
KC202	Fairlands Valley Park - Aqua	27,660	27,660	0					
KC228	Stevenage Golf Centre - Boiler Replacement	8,660	8,660	0					
KC224	Leisure Stock Condition	19,810	19,810	0		20,000			
KC225	Bandley Hill Play Centre - Treehouse	29,900	29,900	0					
KC229	Bandley Hill Play Centre - Fencing Replacement	23,000	23,000	0	8,000				
KC230	Pin Green Play Centre Equipment	35,000	35,000	0					
KE224	CCTV - Replacement Cameras	20,000	20,000	0	25,000	5,000	5,000	5,000	5,000
KE507	Cycleways Installations (contribution to £100k Arts Council grant)	10,000	10,000	0					
GROWTH	SALC and the Swim Centre Urgent and H&S Works			0	200,000	280,000	100,000		
GROWTH	Stevenage Arts & Leisure Estimated 20 electrical distribution boards			0				30,000	
GROWTH	SALC, Swim Centre, and Fairlands Valley Sailing Centre 2019/20 Backlog H&S Works			0	73,500				
GROWTH	Stevenage Arts & Leisure Water leak			0	30,000				
GROWTH	Fairlands Valley Park Sailing Centre - Boathouse			0	12,000				
GROWTH	Stevenage Swimming Centre Pool circulation pumps			0					15,000
GROWTH	Stevenage Swimming Centre Electrical distribution boards			0				25,000	
GROWTH	SLL Leisure management - end of contract capital provision			0			150,000		
GROWTH	Boat house as essential H&S works for dry rot			0	15,000				
	Total Community & Neighbourhoods	285,030	285,030	0	363,500	305,000	255,000	60,000	20,000
	Planning & Regulatory								
KE119	Off Street Car Parks (Multi Storey Car Parks)	189,620	189,620	0					
KE508	Multi-storey Car Park - New Entrances/Resurfacing	15,000	15,000	0					
KE900	Off Street Car Parks (Surface Car Parks)	0	0	0					
KE122	MSCP's Lighting Improvements	100,000	100,000	0					
KE516	Town Centre Ramps Improvements	45,000	45,000	0					
KE201	Hard standings	50,000	50,000	0	50,000	50,000	50,000	50,000	50,000
KE100	Residential Parking	123,160	123,160	0					
KE100	Residential Parking	30,000	30,000	0					
KE470	Electric Car Charging Points	15,000	15,000	0					
KE217	Parking Restrictions	45,700	45,700	0					
KE217	Parking Restrictions	24,000	24,000	0	25,000	25,000	25,000	25,000	25,000
KE509	Onstreet Contactless pay	10,000	10,000	0					

Cost Centre	Scheme	2019/20			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget	January Draft Revised Budget	Variance Working v Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget	January Draft Revised Budget
		£	£	£	£	£	£	£	£
	Planning & Regulatory cont.								
KE443	Parking Enforcement - Old Town Permit Parking Area Implementation	12,000	12,000	0	12,000				
KE444	Coreys Mill Lane - Additional Parking Capacity	25,280	25,280	0	26,000				
KG010	House Renovation/Improvement Grants	0	0	0					
KG011	Disabled Facilities Grants	30,000	30,000	0					
GROWTH	Workplace Travel Plan				15,000	15,000	15,000	15,000	15,000
	Total Planning & Regulatory	714,760	714,760	0	128,000	90,000	90,000	90,000	90,000
KR911	Deferred Works Reserve	14,600	14,600	0	200,000	200,000	200,000	200,000	200,000

Cost Centre	Scheme	2019/2020			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget £	January Draft Revised Budget £	Variance Working v Jan Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £
	SUMMARY								
	Capital Programme Excluding New Build	21,218,830	21,218,830		18,670,440	18,633,070	17,655,150	16,238,210	19,215,640
	New Build (Housing Development)	11,367,690	11,367,690		28,500,320	30,991,370	19,950,370	14,174,160	13,300,710
	Special Projects & Equipment	155,000	155,000						
	IT Including Digital Agenda	1,094,620	1,094,620		326,000	135,170	51,320	51,320	51,320
	TOTAL HRA CAPITAL PROGRAMME	33,836,140	33,836,140		47,496,760	49,759,610	37,656,840	30,463,690	32,567,670
	HRA USE OF RESOURCES								
BH930	MRR (Self Financing Depreciation)	8,966,756	21,694,657	12,727,901	13,631,304	12,728,959	13,220,821	13,781,175	14,792,106
	Revenue Contribution to Capital	11,333,653		(11,333,653)					11,719,160
BH901	New Build Receipts	2,840,827	2,779,175	(61,652)	5,211,108	7,672,872	5,558,412	3,969,433	3,702,600
BH903	Debt Provision Receipts	855,393	720,000	(135,393)	861,300	898,200	936,400	975,900	1,058,400
BH905	Section 20 Contribution	797,711		(797,711)	3,173,114	1,857,238	1,381,733	73,361	76,069
	Land Receipts	400,000		(400,000)	400,000		919,473	1,183,821	1,219,335
	S106				417,264				
	Grant	85,800	85,800						
	Borrowing	8,556,000	8,556,508	508	23,802,670	26,602,340	15,640,000	10,480,000	
	TOTAL HRA RESOURCES FOR CAPITAL	33,836,140	33,836,140	(0)	47,496,760	49,759,610	37,656,840	30,463,690	32,567,670
			(0)					(0)	
	Major Repair Reserve Bought Forward (BH930)	(10,919,793)	(10,919,793)		(1,381,586)	(236,706)	(351,007)	(284,367)	(309,342)
	Depreciation (increasing MRR)	(12,156,450)	(12,156,450)		(12,486,424)	(12,843,261)	(13,154,181)	(13,806,151)	(14,482,764)
	MRR Used (decreasing MRR)	8,966,756	21,694,657		13,631,304	12,728,959	13,220,821	13,781,175	14,792,106
	Major Repair Reserve Carried Forward	(14,109,487)	(1,381,586)	0	(236,706)	(351,007)	(284,367)	(309,342)	
	Total RTB Receipts Bought Forward	(10,132,532)	(10,132,532)		(9,267,453)	(7,471,427)	(3,370,078)	(1,545,405)	(1,477,944)
	Total RTB Receipts Received	(4,250,147)	(4,131,079)		(4,276,382)	(4,469,724)	(4,670,139)	(4,877,871)	(5,275,185)
	Total RTB Receipts Used by General Fund (RP)		591,600						
	Receipts used for Registered Providers								
	Repayment of One for One Receipts		905,384						
	Debt Provision Receipts Used for Provision of Interest on Repaid One for One Receipts								
	Total RTB Receipts Used by HRA & General Fund (for RP)	3,696,220	3,499,175		6,072,408	8,571,072	6,494,812	4,945,333	4,761,000
	Total RTB Receipts Carried Forward	(10,686,460)	(9,267,453)		(7,471,427)	(3,370,078)	(1,545,405)	(1,477,944)	(1,992,129)

Cost Centre	Scheme	2019/2020			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget £	January Draft Revised Budget £	Variance Working v Jan Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £
	CAPITAL PROGRAMME EXCL. NEW BUILD								
	Planned Investment including Decent Homes								
KH157	Decent Homes - Redecs	20,000	20,000		20,000	20,000	20,000	20,000	
Various1	Decent Homes - Internal Works	1,618,710	1,618,710		1,705,670	1,802,910	1,779,870	14,403,740	
Various2	Decent Homes External Works	205,000	205,000						
Various3	Decent Homes - Roofing								
Various4	Decent Homes - Flat Blocks	12,280,160	12,280,160		12,602,600	12,852,780	11,780,400		
KH300	MRC Miscellaneous	260,000	260,000						
KH205	Communal Heating	1,200,000	1,200,000		1,313,300	1,316,820			
KH092	Lift Installation - Inspection & Remedial Works	437,800	437,800		303,070	265,390			
KH287	Temporary Lift Provision - Flat Blocks				450,000	450,000			
KH291	Sprinkler Systems - Flat Blocks	1,989,440	1,989,440						
KH294	High Rises - Preliminary Works	190,000	190,000						
	Health & Safety								
KH085	Fire Safety	81,400	81,400		80,190	80,410	79,380		
KH112	Asbestos Management	379,870	379,870		374,250	375,250	370,460		
KH114	Subsidence	102,540	102,540		101,020	101,290	100,000		
KH144	Contingent Major Repairs	378,940	378,940		425,480	435,560	440,000		
	Estate & Communal Area								
KH223	Asset Review - Challenging Assets	110,000	110,000		606,140	607,770	600,000		
KH224	Asset Review - Sheltered (non RED)	1,300,000	1,300,000		505,120				
	Other HRA Schemes								
KH174	Energy Efficiency Pilot Projects	15,200	15,200		15,150	15,190	15,000		
KH094	Disabled Adaptations	649,770	649,770		569,520	585,320	599,950		
	New Business Plan expenditure				(401,070)	(275,620)	1,870,090	1,814,470	
	TOTAL CAPITAL PROGRAMME EXCL. NEW BUILD	21,218,830	21,218,830		18,670,440	18,633,070	17,655,150	16,238,210	
	CAPITAL PROGRAMME NEW BUILD								
KH233	New Build Programme	11,367,690	11,367,690		28,500,318	30,289,482	19,046,686	13,243,367	12,342,000
	Build for sale					701,888	903,680	930,790	958,715
	Ineligible part of Oval								
KH209	New Build - Archer Road								
KH233	TOTAL CAPITAL PROGRAMME NEW BUILD	11,367,690	11,367,690		28,500,320	30,991,370	19,950,370	14,174,160	13,300,710

Cost Centre	Scheme	2019/2020			2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
		Q2 Working Budget £	January Draft Revised Budget £	Variance Working v Jan Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £	January Draft Revised Budget £
	SPECIAL PROJECTS & EQUIPMENT								
	HRA Equipment								
KH015	Capital Equipment (including Supported Housing Equipments)	30,000	30,000						
KH278	Vans for RVS	125,000	125,000						
	Sub Total Special Projects & Equipment	155,000	155,000						
	INFORMATION TECHNOLOGY								
	IT General (IT)								
KH268	Infrastructure Investment	343,290	343,290		304,370	133,820	51,320	51,320	51,320
KH235	ICT Equipment	10,000	10,000						
KH296	Keystone Module (to support fire safety)	32,000	32,000						
KH297	Tablets (x144)	5,330	5,330						
	Total General IT	390,620	390,620		304,370	133,820	51,320	51,320	51,320
	Employer Of Choice (EOC)								
KH259	Replacement HR & Payroll System	610	610						
KH269	New Intranet	16,380	16,380						
	Total EOC	16,990	16,990						
	Connected To Our Customers (CTOC)								
KH270	Online Customer Account (formerly Capita Advantage Digital)								
KH271	Corporate Website - Redesign	54,870	54,870		4,130	350			
KH288	New CRM Technology	369,770	369,770		17,500	1,000			
KH289	Future Online Development of Civica Icon Payments								
	Total CTOC	424,640	424,640		21,630	1,350			
	Housing All Under One Roof programme (HAUOR)								
KH283	Housing Improvements	155,960	155,960						
KH260	On-Line Housing Application Form	41,750	41,750						
KH286	Housing Document Management System	52,660	52,660						
KH293	Online Tenants Self-Service	12,000	12,000						
	Total HAUOR	262,370	262,370						
	TOTAL ICT INCLUDING DIGITAL AGENDA	1,094,620	1,094,620		326,000	135,170	51,320	51,320	51,320

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