

| Ref No | Service | Responsible Head of Service / Corporate Manager | Description of Proposal | Link to Council Priorities | Investment in 2016/17 £'000 | Is this investment required ongoing? | Statutory Function (Y/N) | Anticipated Impact of Proposal (on Public/ Customers/ Staff/ Members/ Reputation etc) |
|--------|-----------------|---|---|--|-----------------------------|--------------------------------------|--------------------------|---|
| R1 | Various | Corporate Human Resources Manager | The Chancellor announced in his Summer Budget a proposed new National Living Wage, for workers over the age of 25 to start at £7.20 from April 2016 and rise to £9.00 an hour by 2020. How this increase year on year is not yet known, the Local Government Employers estimate it will be nearer £9.30 by 2020. A 1% pay increase in 2016 would be sufficient for the lowest grade of staff directly employed by the Council to reach the new Living Wage rate of £7.20 in 2016/17 but as it increases so will the wage bill each year. A rising rate of pay among the lowest paid will also impact on the differentials with other grades. | <i>Deliver cost effective and necessary services to our residents that are responsive to developing need and financial constraints</i> | TBC | Y | Y | The new Living wage will affect the annual pay bill and is being considered as part of National Pay Bargaining. The LG Employers have indicated they wont operate the age bars for local government pay. This will however have a significant impact on our service providers. The Service contracts for Leisure, Waste, Grounds Maintenance, Cleaning and any Careline Service Contracts will also have to pay their staff at least £7.20 in 2016 and the cost will go on rising up to 2020 and the possibility of contract inflation needs to be considered by Contract Managers. |
| R2 | Human Resources | Corporate Human Resources Manager | Cabinet agreed to adopt an Apprenticeship scheme on 25th September 2012. A budget of £212,000 was made available from the General Fund/Special Reserves for a 12 month Apprenticeship scheme (approximately £90,000 in 2012/13 and £122,000 carried forward to 2013/14) and to include a similar level of funding in 2013/14 to enable the scheme to continue, subject to review. The 2013-2018 Medium Term Financial Strategy included a further sum of £200,000 per annum for a continuation of the Apprentices scheme until March 2015. In 2014, a bid was made via the service and financial planning process for £30,000 for 2015/16 to top up what remained from the original budget allocation. It was also suggested that £130,000 per annum would be needed for the scheme to continue employing eight Apprentice/ Interns per annum. This scheme has been funded from the New Homes Bonus and at present there is uncertainty about the future of that funding. There are other changes that will impact on Apprenticeship Funds from 2016 employer NI contributions for apprentices under the age of 25 will be abolished. | <i>Deliver cost effective and necessary services to our residents that are responsive to developing need and financial constraints</i> | 130 | Y | N | The workforce planning work for the preparation of the 2015 – 2020 People Strategy has highlighted the importance of keeping an Apprentice Scheme. It has improved the demography of the Council, it has produced 'grow our own' succession planning opportunities and it's been highly valued by the services participating as well as the people we help into employment and onto careers by employing them on the scheme. There are some other changes that we need to be aware of |
| R3 | Human Resources | Corporate Human Resources Manager | A Government consultation on the implementation of an Apprentice training levy has just closed. At present there is no detail on the levy rate and scope but more detail is expected over the autumn. The proposal is that larger employers will pay a training levy through PAYE to HMRC. The details are expected to as part of the spending review this autumn but this could increase the costs of training apprentices. | <i>Deliver cost effective and necessary services to our residents that are responsive to developing need and financial constraints</i> | TBC | N | Y | |

| Ref No | Service | Responsible Head of Service / Corporate Manager | Description of Proposal | Link to Council Priorities | Investment in 2016/17 £'000 | Is this investment required ongoing? | Statutory Function (Y/N) | Anticipated Impact of Proposal (on Public/ Customers/ Staff/ Members/ Reputation etc) |
|--------|--------------------|---|---|--|--------------------------------|--------------------------------------|--------------------------|--|
| R4 | Corporate Board | Corporate Board | To investigate the methods by which the council can generate revenue income through an arms length company or similar structure and proceed to establish that structure so that it may benefit from traded services. For example to consider how it might generate revenue income from its capital and land holdings. The working assumption is that this will be achieved via housing provision at market rents through an arms-length company. If approved, this proposal then continues into a capital bid for 17/18 | <i>to promote sustainable growth within our district to ensure economic and social opportunities exist for our communities</i> | 100 | N | N | This proposal will explore the feasibility of establishing and implementing a mechanism (company structure or otherwise) to enable the Council to trade. One example may be to deliver housing at market rents. The ultimate intent is to utilise council capital funds and land holdings to generate revenue income to help fund council service delivery. As such it will assist in mitigating the adverse impacts of Government funding reductions. If this revenue investment is approved and an appropriate solution is developed, then the next phase is funded by a capital bid |
| R5 | Strategic Planning | Head of Development and Building Control | Local Plan 2011 - 2031 | <i>Promoting Sustainable Growth</i> | 0 | Y 17/18 18/19 | Y | Projected costs for the Local Plan were included within the revenue investment proposals for 2015/16. The projections being based upon a pre-submission consultation within 2016/17 and the Examination in Public in 2017/18. Following the Preferred Options consultation in 2015 additional work was identified requiring completion before publication of the submission documentation. In addition the 2015 Central Bedfordshire examination identified that the current IT system did not meet the necessary legal tests, a new system has been procured using the existing Local Plan reserve. Given the current reserve and allocated investment in future years, additional investment for the additional work, resources to undertake the work and to cover the unexpected IT costs, is anticipated to be required in 2017/18 of £120,000 and of £110,000 in 2018/19. |
| R6 | Strategic Planning | Head of Development and Building Control | Local Plan 2031 onwards | <i>Promoting Sustainable Growth</i> | 50 | Y | Y | Current direction for the Local Plan after 2031 involves the creation of a new settlement. This investment proposal is for the formulation of the Council's aims and ambitions with regard a new settlement in order to be able to bid for any funding from Central Government through their Garden Cities agenda. |
| R7 | Building Control | Head of Development and Building Control | Building Control Collaborative Working | <i>Living Within our Means</i> | 40 | N | Y | Since 2013 the Council together with 6 other Hertfordshire Local Authorities have been working towards a new local authority owned company for the delivery of the building control statutory function, together with a commercial trading company. By Christmas 2015 all 7 authorities will have taken reports to their Executive Groups seeking delegated authority to proceed with the formation of the company. This investment request is for ongoing specialist advise and formation of the companies to enable them to commence trading. The current financial model shows this investment being paid back by the company within 5 years. |

| Ref No | Service | Responsible Head of Service / Corporate Manager | Description of Proposal | Link to Council Priorities | Investment in 2016/17 £'000 | Is this investment required ongoing? | Statutory Function (Y/N) | Anticipated Impact of Proposal (on Public/ Customers/ Staff/ Members/ Reputation etc) |
|--------|----------------|---|--|--|-----------------------------|--------------------------------------|--------------------------|---|
| R8 | IT | Head of Revenues, Benefits and IT | The Council is waiting the outcome of a Government Framework Agreement with Microsoft for renewal of its Enterprise Agreement for a further three years. This could cost up to an additional £20,000 per annum | <i>Deliver cost effective and necessary services to our residents that are responsive to developing need and financial constraints</i> | 20 | Y | N | The Enterprise Agreement ensures the Council's access to Microsoft Licences, upgrades etc. for the life of the agreement, thereby ensuring that the Council's Microsoft Products are always up-to-date |
| R9 | IT | Head of Revenues, Benefits and IT | 50 additional Sophos Anti-Virus Licences to support additional Tablets and other mobile devices | <i>Deliver cost effective and necessary services to our residents that are responsive to developing need and financial constraints</i> | 6 | N | N | As we deploy more and more Mobile Tablet devices/ Smart Phones we will need to ensure we have enough software licences to support the business requests. This software is an essential requirement to meet the Security levels within the PSN and will enable staff away from the office to access the Council's network from mobile devices. The licences not only provide anti-virus software but also allow the Council to remotely "wipe" data from any device, which may be lost or stolen and allows for the locking down of ports and accessibility to "undesirable" web sites |
| R10 | Legal Services | Anthony Roche | Scanning of NHDC title deeds - total cost for scanning NHDC title deeds is £62,000, being split across two financial years. Strategic Priority Funding has already been agreed in the sum of £32,300 from 2015/16 budget. Balance of £29,700 is sought to complete project | <i>Living within our means</i> | 30 | N | N | The Council retains a large amount of documentation in the title deeds held in the strong room. This has consequences for the office accommodation project, most immediately for the decant and then for the longer term storage requirements of the Council. Having the title deeds available digitally will help to facilitate home working for both the property lawyers and estates team. Additionally time will be saved by reducing the amount of time taken to retrieve the deeds when they are needed to answer queries and will provide greater flexibility when looking at corporate storage options. |
| R11 | H & PPS | Andy Godman | Creation of a research and development function for Herts Careline (£15k pa of match funding agreed with Hertfordshire County Council) pending absorption into trading account (TBC) | <i>Living within our Means</i> | 15 | Y | N | Development of new independent living products/services (such as dementia tracking) that will support Herts Careline's continued expansion. |
| R12 | H & PPS | Peter Carey | Revenue costs (i.e. GSM SIM cards) associated with the deployment of mobile working technology in connection with environmental health and licensing services | <i>Living within our Means</i> | - | Y | Y | This will increase the efficiency of field officers and also reduce use of office space |

| Ref No | Service | Responsible Head of Service / Corporate Manager | Description of Proposal | Link to Council Priorities | Investment in 2016/17 £'000 | Is this investment required ongoing? | Statutory Function (Y/N) | Anticipated Impact of Proposal (on Public/ Customers/ Staff/ Members/ Reputation etc) |
|---------------------------------|---------|---|---|---|--------------------------------|--------------------------------------|--------------------------|--|
| R13 | H & PPS | Peter Carey | Revenue costs (i.e. licensing costs) associated with the replacement of the environmental health case management software package | <i>Living within our Means</i> | 12 | Y | Y | The current system (ACOLAID) cannot support mobile working, internet publishing (e.g. an online licensing register), or support more efficient ways of working. |
| R14 | H&PP | Martin Lawrence | Provision of funding to improve access to the private rented housing sector in situations where the Council has a duty to accommodate a homelessness household | <i>Living within our means</i> | 30 | tbc | N | Housing in the private rented sector is difficult to access with landlords being reluctant to work with the Council due to a high level of perceived risk associated with its placements. Although this specific activity itself is not a statutory function, the provision of funding will improve the chances of the Council ending its homelessness duty in the private rented sector, with the aim of reducing the need to place households in to expensive bed and breakfast accommodation. The proposal is subject to a business case and review of options. |
| R15 | H&PP | Martin Lawrence | The aim of this proposal is to improve the access to temporary accommodation and social housing units for homeless households with poor tenancy records. This would only apply to those households who the Council has a legal duty to accommodate and the provision of funding would allow the Council to negotiate with registered providers on the risk management arrangements for this client group. | <i>Living within our means</i> | 20 | tbc | N | Registered providers (formerly known as housing associations) are reluctant to accommodate households with poor tenancy records and often decline referrals from the Council. Although this specific activity itself is not a statutory function, should negotiations prove successful, it will enable the Council to have improved access to temporary accommodation and social housing units, reducing the requirement to access expensive bed and breakfast accommodation. The proposal is subject to a business case and review of options |
| R16 | Various | Head of Paid Service | Staff related resourcing/capacity issues | <i>Living within our means Working with our communities</i> | 137 | Y | N | |
| TOTAL INVESTMENT OPTIONS | | | | | 590 | | | |