

## APPENDIX 1

### Extract of Executive Board and Executive Board Sub Committee Minutes Relevant to the Corporate Services Policy and Performance Board

#### EXECUTIVE BOARD MEETING HELD ON 11<sup>th</sup> February 2010

##### EUROPEAN AFFAIRS PORTFOLIO

#### EXB88 REVISED RISK MANAGEMENT POLICY DOCUMENT AND DRAFT CORPORATE RISK REGISTER 2009/10 - KEY DECISION

The Board considered a report of the Strategic Director, Corporate and Policy on the Revised Risk Management Policy Document and Draft Corporate Risk Register 2010-11.

The Board were reminded that the purpose of the Risk Management Policy Document and Corporate Risk Register was to ensure that the Council could maximise its opportunities whilst minimising and controlling associated risks in delivering the Council's vision and services for Halton. The Policy document outlined the framework in which the Council operated Risk Management, linked to performance management.

The Corporate Risk Register had undergone a recent review and the structure amended to incorporate risks under the headings listed in the report. Risk Management training had been provided to ensure officers and Members understood their respective roles in the risk management process. A similar risk management programme for schools had been developed and this would commence in early 2010. It was noted that regular updates would be reported to Management Team and the Business Efficiency Board.

RESOLVED: That the revised Risk Management Policy Document and Corporate Risk Register be approved.

Strategic Director  
– Corporate and  
Policy

##### CORPORATE SERVICES PORTFOLIO

#### EXB89 DRAFT BUDGET 2010-11

The Board considered a report of the Operational Director, Financial Services, which outlined a recommendation to Council in respect of the Budget, Capital

## Programme and Council Tax for 2010/11.

It was noted that, at the time of writing the report, the Cheshire Police and Fire Authorities had not set their budgets and Council Tax precepts. However final figures would be reported to Council when the information was available.

The Board was advised that the Medium Term Financial Strategy, approved on 19<sup>th</sup> November 2009, had identified a funding gap of around £6m to £8m in each of the next three years. The Strategy had the following objectives:

- to prioritise investments in the five priority areas;
- to avoid excessive Council Tax rises;
- to deliver a balanced and sustainable budget; and
- to achieve significant cashable efficiency savings to enable this to happen

In October 2009, a survey was undertaken on the Council's budget with the Halton 2000 Citizen's Panel and the Area Forums; the results had been presented to the Board on 19<sup>th</sup> November 2009 and were attached to the report at Appendix B.

The Board noted that it was anticipated that balances at 31<sup>st</sup> March 2010 would be around £7m, broadly as planned when the budget had been set the previous year.

The Board had considered the level of growth and savings at its Away Day on 7<sup>th</sup> January 2010, including the impact on the Council's priorities and service users. Appendix C contained a list of the proposed savings. The Policy and Performance Boards had been consulted on these proposals, and comments made in relation to the following items were noted:

- Closure of HDL's in Runcorn Town Centre and Ditton on Saturday mornings and the implications for Members' surgeries;
- Bridges and Highways maintenance, and particularly the work associated with pot holes following the recent adverse weather;
- Charging for replacement waste bins; and
- Increases in charges for some Adult Social Care

including home care and day care services.

The Departmental analysis of the budget was shown in Appendix D to the report and the major reasons for change from the current budget were outlined for Members' information in Appendix E. It was noted that the proposed budget total was £129,346.

The Board were advised that given the uncertainties caused by the current economic climate, it had been very difficult to forecast resources over the next two years. The Medium Term Financial Forecast had been updated. The latest forecast shown in Appendix E incorporated a "pessimistic" view of Government grants. However, there were a number of other potential changes to grant which had not been incorporated into the forecast including:

- the impending Learning and Skills transfer, which may add over £12m to the Area Based Grant;
- the potential introduction of free home care; and
- changes to Formula Grant from new data and methodology.

The resultant funding gap was forecast to be around £10m in each year. The Efficiency Programme would reduce this figure but further cost reductions would be necessary to balance the budget.

Further information was provided in respect of the Local Government Finance Settlement, Halton's Council Tax, Parish Precepts, the Capital Programme, the Prudential Code and school budgets. In relation to the Council Tax, it was expected that Halton's total Council Tax would continue to be amongst the lowest in the North West; given that most properties were in Bands A-C, most households would pay less than the "headline" figure.

RESOLVED: That the Council be recommended to adopt the resolution set out in Appendix A of the report, which includes setting the budget at £129.346m and the Band D Council Tax for Halton (before Parish, Police and Fire Precepts) of £1,137.91.

Operational  
Director –  
Financial Services

## STRATEGY 2010-11

The Board considered a report of the Operational Director, Financial Services proposing the Treasury Management and Investment Strategy for 2010/11.

The Treasury Strategy Statement was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2010/11).

The Local Government Act 2003 required the Council to “have regard to” the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans were affordable, prudent and sustainable. The Act therefore required the Council to set out its Treasury Strategy for borrowing as well as an Annual Investment Strategy, which set out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments. However, ODPM’s guidance now allowed for Authorities to combine the statement and the strategy into one report, and the Council had adopted this approach.

Members noted that the production of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within the report.

The Board were advised that a number of dramatic events over the past year, including the banking crisis, the credit crunch, the failure of the Icelandic banks, the recession and unprecedented low interest rates, had impacted on the treasury management process.

A training event had been arranged for all Members to attend on 17 February 2010 at The Stadium starting at 5.00pm.

RESOLVED: That Council be recommended to adopt the policies, strategies, statement, indicators and revised code outlined in the report.

Operational  
Director –  
Financial Services

### **QUALITY AND PERFORMANCE PORTFOLIO**

#### EXB91 DEPARTMENTAL SERVICE OBJECTIVES AND INDICATORS

The Board received a report of the Strategic Director,

Corporate and Policy on the Departmental Service  
Objectives Indicators for 2010/11.

It was noted that in the light of the Council's continued drive to increase efficiencies and the resulting departmental and management structures which were put in place, previous arrangements to the business planning process had been slightly revised for the coming financial year.

The report contained departmental service objectives/milestones and performance indicators for each of the four directorates. This would form appendices to individual Directorate Plans presented to Council in March 2010.

The Council had adopted a strategic planning framework to ensure that its community and business based priorities were used to form the foundation of operational activity. To remain effective, the framework had to be sufficiently flexible to respond to, and accommodate changes within organisations' operating environment as they emerged.

It was noted that, as final year-end performance information became available, future targets for both national and local performance indicators may require some revision. Following the approval of the budget by full Council in March 2010, Budgetary Statements would be inserted into Directorate Plans. Any revisions that were necessary as a result of this approval would be incorporated before plans were finalised. In addition, service plans were subject to ongoing discussion to ensure that they were of the highest quality and met organisational requirements. This may result in some minor refinement, for example of "Smart" target/key milestone data.

It was also noted that this year, some realignment may be needed as Directorate Plans were finalised, in order to ensure consistency with the Council's revised management structures.

RESOLVED: That

- (1) the draft Service Objectives and Performance Indicators be received; and
- (2) the Chief Executive, in consultation with the Leader,

Chief Executive

be authorised to make any final amendments and adjustments that may be required.

## **EXECUTIVE BOARD MEETING HELD ON 4th March 2010**

### **LEADER'S PORTFOLIO**

#### **EXB94 LOCAL AREA AGREEMENT REFRESH - KEY DECISION**

The Board received a report of the Strategic Director Corporate and Policy which set out the annual review and refresh of the Local Area Agreement (LAA).

Members were advised of the annual requirement to “refresh” the Borough’s 2008-11 LAA, and the report outlined the deadlines for submission and sign-off of the document. The majority of targets were finalised in March 2009. Reward grant would be based on the proportion of targets achieved and for that reason, the majority of targets were non-negotiable since they were signed off in 2009. However, it was noted that the impact of the recession in March 2009 on performance was difficult to predict, and a small number of targets related to the economy were left open for further review this year.

Renegotiations principally focused on indicators set out in Annexe A attached to the report submitted. In relation to the two indicators directly calculated from benefit claimant rates (child poverty and out of work benefits) the target was set to improve in relation to the North West regional average. This was considered less vulnerable to unpredictable national and global shifts than a target based on a particular number.

As well as the annual refresh of targets, Government Office Northwest conducts an annual review of progress toward meeting these targets. The Board were advised that this year, for the first time, this review had been informed by the 2009 Comprehensive Area Assessment. Feedback from the review was expected in late March.

#### **REASON (S) FOR DECISION**

Under the Local Government Act (2007) there was a statutory duty on all local authorities to produce a Local

Area Agreement to the format and timetable set down by Government.

#### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

No other options were pursued. The Agreement process was a prescriptive one and Halton had followed Government guidance.

#### IMPLEMENTATION DATE

The Local Area Agreement would come into force when the Agreement in its final form was agreed and signed by the Minister for Local Government. This was expected to take place on 31 March 2010.

RESOLVED: That

(1) the amended Local Area Agreement targets for 2010/11 be approved; and

(2) the Chief Executive be given delegated authority in consultation with the Leader and the relevant Portfolio-holder to make any final amendments to the Local Area Agreement arising from the further negotiation and approval by the Government.

Chief Executive

#### **CORPORATE SERVICES PORTFOLIO**

##### EXB95 LOCAL AREA AGREEMENT DELIVERY PLAN

The Board received a report of the Strategic Director, Corporate and Policy on the Local Area Agreement delivery Plan.

Since 2002, the Halton Strategic Partnership Board had ensured that there was a Specialist Strategic Partnership (SSP) for each of its five priorities. The Partnerships were commissioned to produce the original Strategies and Action Plans and to update Action Plans setting out their activities post- Working Neighbourhood Funds. A programme to deliver thematic elements of the Sustainable Community Strategy and the Local Area Agreement for Halton, and in particular, address the key measurable outcomes were set out in the report.

**The Board noted that proposals within the Action Plans were expected to:**

- address the priorities;
- be based on evidence of need and best practice;
- focus on prevention;
- have an exit strategy;
- help the most disadvantaged;
- be cost-effective and good quality; and
- bring an appropriate level of match funding.

Appended to the report were details of the spending proposals within the five thematic partnerships.

RESOLVED: That

- (1) the allocation of the Working Neighbourhood Fund and Safer and Stronger Communities Fund for 2010/2011 referred to in the report be approved;
- (2) the allocation of the Council's Priority Funds referred to in the report, including that contained in the Action Plans, be approved; and,
- (3) delegated authority be given to the Chief Executive in consultation with the Leader and Deputy Leader of the Council to approve amendments to the Actions Plans as necessary.

Chief Executive

#### EXB96 APPLICATION FOR TWINNING GRANT

The Board received a report of the Strategic Director, Corporate and Policy which detailed an application from Wade Deacon High School for a twinning grant of £2,000.

The Board were reminded that in 1996, the Council



set up a Grant Fund to assist in enabling all members of the community to access and gain benefit from the Council's International Links. The report detailed a number of exchange visits that had taken place since then which had resulted in a number of reciprocal visits.

The application from Wade Deacon High School requested funding to visit No.12 Middle School, Tongling. Members were advised that the exchange visit would help to strengthen the links already in place and were given details of the planned activities together with a breakdown of the costs.

RESOLVED: That a grant of £2,000 be awarded from the Twinning Grant Fund to Wade Deacon High School.

## **EXECUTIVE BOARD MEETING HELD ON 8<sup>th</sup> April 2010**

### **LEADER'S PORTFOLIO**

#### **EXB102 LOCALITY WORKING**

The Board received a report of the Strategic Director, Resources and the Strategic Director, Adult and Community which set out joint recommendations from Corporate Services Policy and Performance Board and the Business Efficiency Board for the development of locality working in Halton following the end of the Neighbourhood Management pilots.

It was reported that the Council's Executive Board in December 2009 agreed to support the creation of a working group to consider how locality working should operate and be funded in Halton when Neighbourhood Management funding ceased to be available from Central Government and that the working group receive evidence from a wide range of partners across Halton and report their findings to the Local Strategic Partnership and Executive Board.

The Board was advised that the group made recommendations to roll out locality working to the whole Borough based on the current Area Forum footprint. Members were informed that these recommendations were endorsed by a joint meeting of the Business Efficiency

Board and Corporate Services Policy and Performance  
Board on 18<sup>th</sup> March 2010.

The full report and recommendations were appended to the report for information in addition to the response from partners and it was reported that there was a very strong view from the three representatives of registered social landlords that there should be a resident presence on the locality partnership boards so that residents had some direct input to strategic decision making.

Members were advised that a letter had been distributed to clarify that the reduction in monies from Area Forum allocations would be on a percentage basis 7.5% less carried across each Area Forum.

RESOLVED: That

- (1) the report on Locality Working in Halton be noted; and
- (2) the following recommendations are adopted.
  - i) Councillors each Area Forum consider the suggestions in the report on Locality Working (appended) for refreshing the way in which public meetings were conducted in order to increase attendance and engagement;
  - ii) Area Forums were renamed to emphasise the new approach (working title Locality Area Forums);
  - iii) each Locality Area Forum established a Locality Partnership Board to meet at least 3 times a year comprising local councillors and partner agencies;
  - iv) each Locality Area Forum conducted an annual review in consultation with partner agencies to identify priority actions for the area;
  - v) a Locality Working Co-ordinating Group be established for the whole Borough with at least one Councillor from each area forum and representatives of key partners to review the operation of these arrangements twice yearly;
  - vi) a sum of £45,000 is top-sliced from the combined budget of the Area Forums annually to

Strategic Director  
- Corporate and  
Policy

Strategic Director  
- Health and  
Community

supplement the funding for Community Development support to the forums; and

vii) a marketing strategy is developed for Locality Area Forums.

## **CORPORATE SERVICES PORTFOLIO**

### **EXB115 CALENDAR OF MEETINGS 2010/11**

The Board received the report of the Strategic Director, Resources which set out the proposed the proposed Calendar of Meetings for the 2010/11 Municipal Year appended to the report for information.

RESOLVED: That the Council be recommended to approve the Calendar of Meetings for the 2010/2011 Municipal Year as appended to the report.

### **EXB116 HALTON BOROUGH COUNCIL'S PEOPLE STRATEGY**

Members considered a report of the Strategic Director, Resources which presented a draft of the Council's People Strategy for consideration and comment. It was reported that the Council had initiated two processes that had a significant impact on the way it organised itself as in:

- 1) the Efficiency Review which was changing the way the Council worked; and
- 2) the work with the Leadership Centre to improve the way that the Council's Management Team and Executive Board and in particular make space for the development of strategic policy, complemented by the advice from Sensei UK to Management Team on managing change.

It was noted that Halton Borough Council was developing a People Strategy as this was a major factor in any organisation's ability to implement change and would be dependent upon the availability and potential of its workforce. The strategy had been prepared by a cross-directorate working group and included representatives from Trades Unions.

It was further noted that the People Strategy was

founded upon the principle that developing the people best develops organisations for example if the people were well trained and well motivated they would feel they were being treated well and then organisational performance would follow. The report also set out what a People Strategy was, the purpose of a People Strategy and the implications of the Strategy.

The Board was advised that this was an essential piece of work and was relevant at this point in time in the authority and welcomed the report.

RESOLVED: That the People Strategy for Halton Borough Council be approved.

#### EXB116 CORPORATE INFORMATION GOVERNANCE HANDBOOK AND ALLIED POLICIES PROCEDURE- KEY DECISION

The Board received a report of the Strategic Director, Corporate and Policy which set out a new policy framework for Information Governance within the Council. Members were advised that the Council had a Corporate Information Governance Group which had met over the last year to produce a user friendly information guidance document. A range of Workshops had been held to develop policies and guidance for areas services which were outlined in the report.

It was reported that following this work a range of new or revised policy documents had been produced together with the Corporate Information Governance User Handbook (CIGUH) and were appended to the report for consideration.

It was further noted that following the formal approval of the CIGUH the Handbook with links to the Council's policy documents embedded in the Handbook, would be available on the intranet and this document would effectively act as the Council Policy for Information Guidance. Various ways on which the CIGUH and allied guidance would be communicated was set out in the report for information.

RESOLVED: That the new Corporate Information Governance Handbook and Allied Procedures be endorsed.

#### **QUALITY AND PERFORMANCE PORTFOLIO**

#### EXB117 CORPORATE CUSTOMER SERVICE STANDARDS

The Board considered a report of the Strategic Director, Resources which set out the Corporate Customer Service Standards for the Authority. It was noted that in February 2008 the Cabinet Office launched its approach to improving standards within Customer Services with the introduction of the Customer Service Excellence Standards to replace the Charter Mark. At this time the Authority was undertaking a scrutiny review of Corporate Customer Complaints and at its meeting on 3<sup>rd</sup> June 2008 the Corporate Services Policy and Performance Board (PPB) recommended that the Complaints review be followed up by a scrutiny review of the Customer Services taking on board the new Customer Service Excellence Standards.

Two strands to the Scrutiny Topic were outlined in the report for consideration.

The Customer Service Strategy was completed, supported and passed on by the Corporate Services PPB for its meeting on 15<sup>th</sup> January 2009 where it was approved. It was further noted that first actions from the Customer Services Strategy Action Plan involved the procurement of a company to work with the Council in the pursuit of the Customer Services Excellence Standard. In April 2009 a company called Customer Services Excellence Assessment Services (CSEAS) was appointed.

Members were advised that the Council took a step by step approach to accreditation that would build information and involvement from one stage to the next. Detailed in the report were the steps taken and progress made to date including the approach for monitoring the standards across the Council, the full programme of promotional activities and details of the developments of promotional materials for a media release.

Members were advised that the Council already had a good level of customer services. However the Corporate Standards would help to build on the current position and it was proposed that these Standards would be approved by the Executive Board to progress with the development of related training, communication and monitoring aspects and the pursuit of accreditation of the Cabinet Office Customer Services Excellence Standard.

RESOLVED: That

- 1) approve and draft the Corporate Customer Service Standards and Guidance Notes for staff; and
- 2) continue to support the process to develop, promote and monitor the Standards, as part of gaining accreditation of the Cabinet Office Customer Service Excellence Standard as outlined in the report.

## **EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 4<sup>th</sup> March 2010**

(NB: Councillor Harris declared a personal interest in the following item of business due to being a Governor of All Saints Primary School).

### **CORPORATE SERVICES PORTFOLIO**

#### **ES47 UPTON ALL SAINTS - NEW BUILD PRIMARY SCHOOL**

The Sub-Committee considered a report of the Strategic Director, Corporate and Policy regarding the tendering process relating to the new build primary school at All Saints CE Primary School, Upton, Widnes.

Tenders were invited from six contractors in a two stage tendering process, designed to ensure that the contractor offering "best value" was appointed to carry out the project. As a result, six tenders were received and from the analysis of the stage one bids, which were assessed on both price and quality, three contractors were chosen to progress to stage two. At stage two a detailed presentation and rigorous interview of each of these contractors was undertaken by an appointed panel to establish quality levels as part of the overall review. The aggregate of both price and quality from this two stage process resulted in a preferred contractor, John Turner and Sons (Preston) Limited being chosen for this project.

The tendered sum was within the overall budget allowance for the construction works for this project as outlined in the Executive Board meeting on 28<sup>th</sup> January 2010. The project was due to start in January 2010 with completion of the new school in November 2010 with final completion of the demolition and external works in February 2011.

RESOLVED: That Members note that the tender Strategic Director

submitted by John Turner and Sons (Preston) Limited had been accepted by the Strategic Director, Corporate and Policy, and a contract had been entered into, with a contract sum of £3,056,375.

Corporate and Policy

#### ES48 SPENDING AS AT 31ST DECEMBER 2009

The Sub-Committee considered a report which summarised the overall revenue and capital spending position as at 31<sup>st</sup> December 2009.

In overall terms, revenue expenditure was below the budget profile, however, this was only a guide to eventual spending. It was noted that spending on employees was below the budget profile which was primarily due to the delay in settling the 2009 Pay Award. The budget included 2.5% for the pay award, which was actually settled at just over 1% in total and the new rates were paid in October along with the arrears of pay. As a result budgets would be revised to reflect the actual pay award. However, this was partly offset by the additional 0.3% awarded in respect of the 2008 pay award following arbitration, which was 0.25% higher than budget.

Following the Pay and Grading Review, appeals for the Health and Community and Environment Directorate had been completed, for which one-off back pay costs had been met from reserves whilst on-going additional costs would need to be contained within existing budgets. Appeals in respect of the other Directorates were on-going, as were negotiations regarding the standardisation of terms for Premium Pay.

With regard to electricity costs, these were expected to be approximately £160,000 below budget by year end, following the commencement of a new contract in October 2009, which was secured at favourable prices.

It was noted that investment returns were still in line with budget despite low interest rates due to having locked in to higher rate investments which would expire during this financial year. As a result, investment income would fall significantly next year.

With regard to income, it was reported that this was currently below budget profile in a number of areas, some of which may reflect the economic downturn and at this stage appeared likely to be below budget by year end. It was

expected that these shortfalls would continue into next year and therefore they may have to be taken in account within the medium term financial forecast. However, at this stage, it did not appear that shortfalls in income were having an adverse effect upon the overall budget.

It was reported that capital spending to 31<sup>st</sup> December 2009 totalled £19m, which was 78% of the planned spending of £24.5m at this stage. However, this only represented 56% of the total capital programme of £33.8m (which assumes a slippage of 20% between years).

Although historically capital expenditure was significantly higher in the latter part of the financial year, it was important that project manager maintained pressure to keep projects and spending on schedule and in particular to ensure that all external funding was maximised.

RESOLVED: That

(1) the report be noted; and

(2) budget managers continue to closely monitor and control spending and income levels, to ensure that overall spending remained in line by year end.

ES65 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972  
AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION)  
ACT 1985

The Board considered:

- (1) whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following item of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and
- (2) whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public



interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it is likely that, in view of the nature of the business, exempt information will be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

### **CORPORATE SERVICES PORTFOLIO**

#### **ES66 ASSIGNMENT OF HEAD LEASE AT ALBERT SQUARE SHOPPING CENTRE**

The Sub-Committee considered a report of the Strategic Director, Corporate and Policy which sought approval to the assignment of the lease for Albert Square Shopping Centre to New River Retail (Portfolio No. 1) Limited. The report also sought consent to notify the current tenant that the obligations within the lease to carry out investment works at Albert Square Shopping Centre had been fulfilled.

RESOLVED: That

(1) authority be delegated to the Strategic Director, Corporate and Policy, in consultation with the Chair of the Executive Board Sub-Committee to determine the requests; and

(2) a further report be brought back to the Sub Committee to note the decision.

Strategic Director  
Corporate and  
Policy

#### **EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 18<sup>th</sup> March 2010**

### **CORPORATE SERVICES PORTFOLIO**

#### **ES77 MARKET STALL CHARGES**

The Sub-Committee considered a report of the

Strategic Director, Corporate and Policy which requested Members to increase stall rent by 7% with a reduction to 2% for those agreeing to pay by direct debit or standing order. The proposed increase was in line with the predicted level of inflation, and was designed to encourage a safer and more efficient method of collection.

It was noted that in 2009/10, due to the economic climate, the Council agreed to provide financial assistance to traders in the form of a discount which was in effect worth 12.5%. The decision proved to be worthwhile as the discount helped traders financially and stemmed the potential loss of many businesses from the market.

However, for the forthcoming year the Council had some extremely difficult financial issues to manage, and in normal circumstances may have looked to recover a substantial amount of the discounted rent. Nevertheless, it was acknowledged that trading conditions had not improved sufficiently to consider this option.

RESOLVED: That an initial 7% increase for 2010/11 with the proviso that the increase would be reduced to 2% if payments were made by direct debit be agreed.

Strategic Director  
Corporate and  
Policy