

HENLEY TOWN COUNCIL STRATEGY FOR THE PERIOD JANUARY 2010 TO MAY 2011

INTRODUCTION

There are a number of strategy papers that have been put together in the last few months. This paper endeavours to bring them all together in one paper so that Councillors have a view of where the Council is going

1. FINANCE

This is developed under 5 headings

1.1 INVESTMENTS

- Allow investments to return to range £4.3m - £4.5m.
(Assumption is FTSE100 is circa 6000 by end 2nd quarter 2011).
- Maximum drawdown in period £100k

1.2 CAPITAL

- Keep within budgeted capital for 2009-2010 - £70k
- Maximum budgeted capital in year 2010-2011 is £100k
- All capital required in excess of these 2 years' figures achieved by cheap loans (APR = 3-4%)

1.3. REVENUE

- Have a 2009-2010 year end of +£40k.
- Have a 2010-2011 budget of -£40k to £50k
- Achieve zero budget over the 2 year period complete 2011
- Have a precept increase of 1.8%. in 2010-2011
- No high profile cut back areas in budgets

1.4. SPECIFIC CAPITAL

- Refurbish the Pavilion - £200k

1.5. SPECIFIC REVENUE

- Remodel the following
 - OSS/VIC – possible £20k cost implication
 - Outside Staff – possible £50k cost implication

2. VALUE FOR MONEY STRATEGY

This is developed under 5 main headings

2.1 COMMERCIAL

We shall look to

- maximise income from assets within the limitations of providing a high quality civic service
- develop at least one new income source for implementation by 2010/2011

- structure our HTC organisation for maximising service delivery and commercial initiatives development.

From a baseline of 2009/2010, we should see this as having a potential of

- £30k per annum extra income by 2010/2011 and
- £50k total extra income by 2011/2012

2.2 COST REDUCTION

We shall look to

- further cost reduction within our organisation within the restraints of maximising service delivery
- enforce budgetary control on all Chairs of Committees

From a baseline of 2009/2010, we should see this as having a potential of

- £20k per annum by 2010/2011 and
- a further £10k in 2011/2012

2.3 RISK REDUCTION

We shall look to

- reduce the financial risk to HTC
- to reduce the risk to staff and residents from the provision of civic services

We should set targets for our Risk Management Strategy Plan as

- update the Risk Management Strategy Plan every 6 months
- ensure that no analysed risk is lower than a 3c by end 2010/2011
- ensure that no analysed risk is lower than a 3a by end 2011/2012

2.4 MONITOR & AUDIT

We shall look to

- produce monthly accounts
- review and monitor accounts
- set up an annual audit function of financial procedures and governance

We shall set targets

- produce accounts within 3 weeks of month end
- review and monitor accounts within 4 weeks of production
- review and action all agreed audits within 3 months of production
- produce a Financial Procedures Manual by end 2010/2011
- measure value for money across our services

2.5 E- GOVERNMENT

We shall look to

- set up a review of all HTC processes
- produce minutes electronically
- distribute minutes electronically

- implement cost efficient e-government initiatives

We shall set targets to

- have minutes produced and distributed electronically by end of 2010/2011

3. SPECIFIC PROJECT DELIVERY STRATEGY

We shall deliver the following projects during 2010/11

3.1 TOWNLANDS HOSPITAL RE-DEVELOPMENT.

Although HTC does not expect to play a financial part in this project it must remain one of the Council's major objectives in liaison with the PCT, OCC, SODC and the wider Henley Community to ensure this project and any associated planning issues are address to HTC / residents satisfaction.

3.2 HENLEY INFORMATION CENTRE (PREVIOUSLY OSS / VIC)

To ensure a cost effective and appropriate information service to both residents and visitors. This will cover service level agreements with SODC and OCC on the level and method of handling residents' enquiries. Physical arrangements will be in place and adjusted as needed during the summer of 2010 to provide, again in unison with SODC, an information service to visitors to encourage trade and exposure for the town.

3.3 MILL MEADOWS TOILETS / PAVILION REFURBISHMENT

To refurbish these facilities for both residents and visitors use as above.

3.4 ASSIST WITH IMPROVED PUBLIC ORDER AND ANTI-SOCIAL BEHAVIOUR / LITTER /GRAFFITI REDUCTION ISSUES

To ensure HTC remains at the front of discussions with the Police and other agencies to ensure Henley residents see improvements and control of these problems. This will be done via regular meetings, appropriate funding where possible, working groups and representation on Outside Bodies.

3.5 COUNCIL TAX

Increases for 2010/11 will be kept at below 2%, via VFM and other budgetary measures as above.

3.6 TOWN CENTRE ENVIRONMENT / ECONOMIC VIABILITY

Along with The Henley Partnership, SODC and OCC to help maintain a thriving business community and to support actions to improve the economic life and strength of Henley. To encourage and support appropriate events and festival to encourage resident and visitor involvement. To support actions to maintain and improve the town centre environment.

3.7 TRANSITION TOWN SUSTAINABILITY

To work with other authorities and action groups to reduce energy consumption and raise residents' awareness. To help produce a "Sustainability Plan" for Henley.

3.8 YOUNG RESIDENTS ASPIRATIONS

Work with schools, college, youth groups and clubs etc to encourage a "voice" for young people. Assist in the provision of facilities, recreation and well being of this group and encourage integration with all parts of our community.

Approved and adopted by Full Council Minute 92 (v) 8 December 2009