

Agenda Item No 5

Special Sub-Group

10 August 2015

**Report of the
Chief Executive**

Corporate Plan 2015/16

1 Summary

- 1.1 The purpose of this report is to consider proposed changes to the Council's Corporate Plan following the elections in May 2015.

Recommendation to the Executive Board

That, subject to any further amendments made at the meeting, the revised Corporate Plan 2015/16 attached at Appendix A to the report of the Chief Executive, be agreed.

2 Background

- 2.1 Members will be aware that the Council recently authorised this Sub-Group to review the Corporate Plan Priorities and Key Actions for 2015/16 and make recommendations to the Executive Board meeting in September. The Sub-Group is invited to consider the proposed revised Corporate Plan attached at Appendix A to this report.

3 Report Implications

- 3.1 Any that arise will be set out in the report to the Executive Board.

The Contact Officer for this report is Jerry Hutchinson (719200).

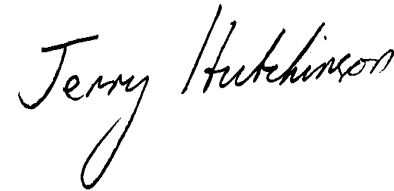
Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

CORPORATE PLAN

David Humphreys
Leader

A handwritten signature in black ink that reads "Jerry Hutchinson". The signature is written in a cursive style with a large, looping initial "J".

Jerry Hutchinson
Chief Executive

OUR VISION

OUR 6 PRIORITIES

- **RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT** Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.
- **CREATING SAFER COMMUNITIES** Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.
- **PROTECTING OUR COUNTRYSIDE & HERITAGE** Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.
- **IMPROVING LEISURE & WELLBEING OPPORTUNITIES** Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.
- **PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES** Working with local residents and partners to make our communities sustainable and viable, both in terms of facilities and lifestyle.
- **SUPPORTING EMPLOYMENT & BUSINESS** Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.

PRIORITIES AND KEY ACTIONS

PRIORITY 1	
RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT	Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To achieve the savings required by the Budget Strategy including the commitment to keep Council Tax as low as possible and to update the Strategy to reflect future developments by September 2015.	Executive Board/Special Sub/DCE, AD (F&HR)	To be met within existing budgets.
To update the Medium Term Financial Strategy in September 2015 and February 2016, to take account of external funding changes relating to Business Rates.	Executive Board/DCE/AD (F&HR)	To be met within existing budgets.
To report on the Council's debt and reserves and options for narrowing the Council's capital funding gap by February 2016.	Executive Board/DCE, AD (F&HR), AD (S)	To be met within existing budgets.
To continue to implement more efficient ways of working, including exploring opportunities for shared working that may arise, with a view to achieving savings and/or increasing capacity.	Executive Board/Management Team	To be met within existing budgets.

DRAFT as at 4 August 2015

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. ▪ Health and Safety 	Special Sub/Management Team, AD (F&HR)	To be met within existing budgets.
To ensure that the Council is making best use of its staff and other resources when taking forward its priorities and to report on this issue when new initiatives are considered.		

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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to seek opportunities to rationalise the Council's property portfolio, including:-</p> <p>(a) Working with partners in the public and voluntary sectors to share facilities.</p> <p>(b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.</p> <p>(c) Continuing the review of leisure facilities.</p>	<p>Resources Board/AD (S), AD (L&CD)</p>	<p>The financial implications of any project will be included in the report.</p>
<p>To review and develop a revised Asset Management Plan for the Council's stock. (To be done between November 2015 & March 2016.)</p>	<p>Resources Board/AD (H)</p>	<p>To be met within existing budgets.</p>
<p>To act to ensure that the Council's revenue from housing rent income is collected by reviewing and acting on the action plan to mitigate the impact of welfare reforms. (From March 2015 onwards)</p>	<p>Resources Board/AD (H)/ACE (CS)</p>	<p>Staffing capacity to collect the rent income when Universal Credit is introduced will be considered as one of the action plan objectives, as will reviewing the impact of other changes introduced.</p>

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<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.</p>	<p>Executive Board/CE</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding.</p>	<p>Executive Board/AD (S)/ACE&StC</p>	<p>Investigations to be carried out within existing budgets.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2015-16 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan 2015 – 2016 actions and targets for the 2015/16 strategic priorities of Violent Crime relating to Anti-Social Behaviour, Property Crime, Drugs and Alcohol Harm Reduction and Reducing Re-offending.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&CD)</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>
<p>To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&CD)</p>	<p>External funding is often required to undertake appropriate actions.</p>
<p>To report to the remaining meetings of the Safer Communities Sub-Committee on progress to tackle Rural Crime (including any initiatives aimed specifically at vulnerable people) together with partners during 2015/16.</p>	<p>Safer Communities Sub-Committee/CE</p>	<p>External funding has been sought to take initiatives forward specifically in relation to rural crime.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement the work directed by the Borough Care Task and Finish Group and deliver any actions agreed by the Resources Board as part of the review. (From June 2015 onwards.)	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
Carrying out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, including those relating to the Child Protection Policy and the Section 11 Audit Action Plan and to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community, when appropriate	Community & Environment Board/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant Members and colleagues throughout the Authority.
To carry out a review of the use and effectiveness of CCTV in the Borough, taking account of its role in creating a safer environment. The review to include the use and impact of the Nomad 3G Mobile CCTV cameras.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.
Review the Council's overall and the Housing Division's specific policies and procedures for dealing with anti-social behaviour to ensure they are robust and accord with the requirements of the Anti-Social Behaviour Crime and Policing Act, 2014.	Resources Board/AD (H) Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.

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<p>PRIORITY 3</p> <p>PROTECTING OUR COUNTRYSIDE & HERITAGE</p>	<p>Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to:-</p> <p>(a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy;</p> <p>(b) Use the Design Champions to ensure the best achievable designs are implemented and developed; and</p> <p>(c) To seek to secure the best of the Borough's built and rural heritage.</p> <p>To report on Growth pressures on the Borough and how to protect the Green Belt as far as possible by February 2016.</p> <p>To report on these approaches and their impact on sustaining the rurality of the Borough by March 2016.</p>	<p>Planning & Development Board/Design Champions/ACE&StC</p>	<p>To be met within existing budgets.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to</p> <p>(a) press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups; and</p> <p>(b) oppose the principle of Opencast Mining.</p>	<p>Executive Board/ACE&StC</p>	<p>Should any additional funding be required, this will be subject to further report.</p>
<p>To maintain a very high standard of street cleanliness (95%) throughout the Borough and target those areas of highest community value to deliver as efficient and cost-effective a service as possible and to continue to raise awareness of the problems of litter, fly-tipping and dog fouling, using suitable enforcement measures where appropriate.</p>	<p>Community & Environment Board/AD (S)/AD (H)</p>	<p>To be met within existing budgets.</p>
<p>To work in partnership with the Highways Authority, Highways England and other partners to improve both the appearance and safety of the Borough's main roads.</p>	<p>Community & Environment Board/AD (S) Safer Communities Sub-Committee/CE</p>	<p>Any financial implications will be reported as part of the decision-making process.</p>
<p>To submit final Development Plan documents relating to Development Management Community Infrastructure Levy and Gypsy and Travellers by November 2015.</p>	<p>Executive Board/Planning & Development Board/LDF Sub-Committee/ACE&StC</p>	<p>To be met within existing budgets.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Community & Environment Board/ACE&StC	To be met within existing budgets.

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<p>PRIORITY 4</p> <p>IMPROVING LEISURE & WELLBEING OPPORTUNITIES</p>	<p>Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To report on a phased basis on the various aspects of Leisure provision across the Borough, commencing with a report on Leisure facilities by February 2016.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>Any financial implications will be included in the report.</p>
<p>To implement phase 8 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan and corresponding Management Plans for Parks and Recreation Grounds, where appropriate.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>The significant resource implications are detailed in the supporting Action and Funding Plan and associated Management Plans.</p>
<p>In accordance with the approved Management Plan, and in conjunction with the local community, implement improvements at Bretts Hall Recreation Ground in Ansley Common.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>£30,000 has been made available in the capital programme to implement improvements. Further funding will need to be secured through external grant aid if the management plan is to be implemented in full.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to co-ordinate the sustainable implementation of the approved Health Improvement Action Plan, including its focus on priorities that are compatible with those of the Community Partnership and the Northern Warwickshire Health and Wellbeing Partnership, the promotion of healthy lifestyles and raising levels of physical activity, in particular for children and young people.	Community & Environment Board/AD (L&CD)	External funding is sought, and often required, to undertake appropriate actions.

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<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents and partners to make our communities sustainable and viable, both in terms of facilities and lifestyle.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To report on options for reviewing local facilities and issues within individual Wards through a programme of Ward walks/audits (including engaging partner agencies) by March 2016.</p>	<p>Community & Environment Board/CE</p>	<p>Any additional financial implications would be identified in the report.</p>
<p>Promoting and supporting community life.</p>		
<p>To further review the new refuse and recycling service introduced in October 2013, to improve the efficiency and effectiveness of the service and maintain (subject to reviewing the impact of market changes) the Council's recycling rate and report to Board on the operational impact by March 2016.</p>	<p>Community & Environment Board/AD (S)</p>	<p>To be met within existing budgets, but with a view to achieving revenue savings.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
To act on the objectives set out in the Local Housing Investment Plan by continuing to appraise opportunities to develop affordable homes. This will include having pipeline development schemes for new homes in the Council's own stock. (From March 2015 onwards)	Resources Board/AD (H)	Any financial implications will be identified as development schemes progress.
To work in partnership with other organisations to provide a shared service to deliver adaptations in the private sector. This will include revising the Business Plan and reporting proposals to the Housing Sub Committee and Resources Board by September 2015.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
To review the services delivered to sheltered schemes (including the Neighbourhood Warden and Older Person Support services) in accordance with the direction of the Borough Care review and Supporting People budget changes. (From April 2015)	Resources Board/AD (H)	To be met within existing budgets.
To report annually in March on the work of the local Financial Inclusion Partnership including for 2015/16 activity with the CAB and Warwickshire Welfare Rights Activity and the local impact of the Welfare Reform programme.	Community & Environment Board/ACE (CS)	Any financial implications will be reported as part of the decision making process.

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Target	Board/Lead Officer	Additional Training/ Financial Implications
To report annually on progress on the delivery of the Customer Access Strategy, including the development of existing Community Hubs, the BOB bus, increased take-up of online services, the success of driving channel shift and the ongoing provision of welfare support, together with partners.	Community & Environment Board/ACE (CS)/AS (IT&P)	Any financial implications will be reported as part of the decision-making process.
To build a model with Job Centre Plus to implement the requirements of Universal Credit and in particular our input into the Universal Support/Delivery local agenda. This will also be extended to supporting outcomes impacted by new disability rules.	Community & Environment Board/ACE (CS)/AD (H)	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.
To work with public, voluntary and business partners to deliver ongoing food-related projects to support individuals and community organisations and report to Community & Environment Board by March 2016.	Community & Environment Board/ACE (CS)	To be met through existing budgets and external funding.
To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and their opportunities to be involved in decision making via consultation and report on progress by February 2016.	Executive Board/AD (CS), ACE&StC, ACE (CS)	To be met within existing budgets.

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<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Through the North Warwickshire Community Partnership and in conjunction with partner agencies, continue to work with individuals and communities to help raise levels of aspiration, attainment and skills and report on progress by March 2016.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>External funding will be required to undertake appropriate actions.</p>
<p>To report on the findings of the LGA economic development report on ways to develop the economy of the Borough with our partners by December 2015 and to report in October each year thereafter on progress on agreed objectives.</p>	<p>Executive Board/ACE&StC</p>	<p>To be identified as part of consideration of the LGA report.</p>
<p>To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy within statutory timescales.</p>	<p>Executive Board/CE/ACE&StC</p>	<p>To be identified as part of the negotiating process.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) work with the County Council, Job CentrePlus and other partners to provide apprenticeships/training, including reporting by December 2015 on the feasibility and cost of directly employing more apprentices; and</p> <p>(b) to administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training.</p>	<p>Planning and Development Board/ACE&StC, ACE (CS)</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>To encourage new active rural businesses and, in particular, in partnership with the Local Action Group and Hinckley & Bosworth Borough Council, ensure the successful delivery of the first year of engagement with the new LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and report on progress by March 2016.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

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Target	Board/Lead Officer	Additional Training/ Financial Implications
Looking to improve transport links to local employment.	Planning & Development Board/ACE&StC	Section 106 funding.
To build a model with Job Centre Plus to implement the requirements of Universal Credit and in particular our input into the Universal Support/Delivery local agenda. This will also be extended to supporting outcomes impacted by new disability rules.	Community & Environment Board/ACE (CS)/AD (H)	Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.