

**To: Leader and Members of the Executive Board
(Councillors Hayfield, Davis, Fox, Lewis, May,
Moore, Morson, B Moss, Phillips, Simpson, Smith,
Swann, Sweet and Zgraja).**

For the information of other Members of the Council

**For general enquiries please contact
David Harris, Democratic Services Manager,
on 01827 719222 or via e-mail -
davidharris@northwarks.gov.uk.**

**For enquiries about specific reports please
contact the officer named in the reports.**

**The agenda and reports are available in
large print if requested.**

EXECUTIVE BOARD AGENDA

30 SEPTEMBER 2009

The Executive Board will meet in the Council Chamber at The Council House, South Street, Atherstone, Warwickshire on Wednesday 30 September 2009 at 6.30pm.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Declarations of Personal or Prejudicial Interests**

(Any personal interests arising from the membership of Warwickshire County Council of Councillors Hayfield, Fox, May, B Moss and Sweet and membership of the various Town/Parish Councils of Councillors Davis (Atherstone), Fox (Shustoke), Lewis (Kingsbury), B Moss (Kingsbury), Phillips (Kingsbury) and Zgraja (Over Whitacre) are deemed to be declared at this meeting).

- 4 **Minutes of the Meeting of the Board held on 29 June 2009** – copy herewith to be agreed as a correct record and signed by the Chairman.
- 5 **Requests for discussion of En Bloc items.**

PART A – ITEMS FOR DISCUSSION AND DECISION

(WHITE PAPERS)

- 6 **External Auditors' Report** – Report of the Director of Resources

Summary

The purpose of this report is to inform Members of changes to the 2008/09 Statement of Accounts following the audit and the External Auditors' report to those charged with governance.

The Contact Officer for this report is Sue Garner (719374).

- 7 **Corporate Plan 2010/11 – Key Corporate Issues** – Report of the Chief Executive

Summary

The purpose of this report is to draw Members' attention to the key corporate issues facing the Council over the next 18 months. It seeks Members' agreement to addressing these issues during the formulation of the 2010/11 Budget and Corporate Plan.

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

- 8 **Financial Strategy 2010–13** – Report of the Director of Resources

Summary

This report summarises the Authority's Financial Strategy, projects forward the Authority's General Fund budgets to 2012/13, and suggests a detailed budget approach for the 2010/11 General Fund Budget.

The Contact Officer for this report is Chris Brewer (719259).

- 9 **Corporate Policy Framework** - Report of the Chief Executive

Summary

The purpose of this report is to recommend an overall review of the Council's Corporate Policy Framework including, if appropriate, refreshing its Vision, Mission and Values and considering the development of a Customer Charter.

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

- 10 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2009 to June 2009** – Report of the Chief Executive and the Director of Resources.

Summary

This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to Executive Board for the first quarter of 2009/10 from April to June.

The Contact Officer for this report is Robert Beggs (719238).

- 11 **Draft Sustainable Community Strategy 2009 – 2026** – Report of the Chief Executive

Summary

This report informs members of the preparation of a draft North Warwickshire Sustainable Community Strategy 2006 – 2026.

The Contact Officer for this report is Julie Taylor (719437).

- 12 **Place Survey** – Report of the Assistant Chief Executive and Solicitor to the Council

Summary

The report seeks to inform Members of the results of the Place Survey, to highlight the key results from it and to agree a course of action to deal with these results.

The Contact Officer for this report is Steve Maxey (719438).

- 13 **LEADER Project Role of the Borough Council** – Report of the Director of Community and Environment

Summary

The Board is invited to consider a report on the Council's role in LEADER project.

The Contact Officer for this report is Ann McLaughlan (719202)

- 14 **Member Representation on Outside Organisations** – Report of the Chief Executive

Summary

The Council has been invited to make nominations to three outside organisations namely the Local Members' Committee of Warwickshire Community and Voluntary Action (WCAVA); the Executive Group of LEADER Project and the Hams Hall BID project.

The Contact Officer for this report is David Harris (719222).

- 15 **Mayor's Awards for Voluntary Service** - Report of the Assistant Chief Executive and Solicitor to the Council

Summary

The report seeks Board approval for a proposal from the Leaders' Liaison Group to hold an awards ceremony every four years for those in our communities who provide exceptional voluntary service

The Contact Officer for this report is Steve Maxey (719438).

PART B – ITEMS FOR EN BLOC DECISIONS (YELLOW PAPERS)

- 16 **Value For Money and Efficiency Update** - Report of the Director of Resources.

Summary

This report details the Council's Value for Money (VFM) efficiency achievements to date in 2009/10.

The Contact Officer for this report is Sara Haslam (719489).

- 17 **Authorisation of Environmental Health Officers** - Report of the Assistant Chief Executive and Solicitor to the Council

Summary

The report seeks Board approval for a revised list of authorisations for Environmental Health Officers.

The Contact Officer for this report is Steve Maxey (719438).

- 18 **Draft CSW Economic Strategy** - Report of the Assistant Chief Executive and Solicitor to the Council (to follow)

Summary

Members views are requested on the Draft Sub-regional Economic Strategy.

The Contact Officer for this report is Dorothy Barratt (719250).

PART C - EXEMPT INFORMATION (GOLD PAPERS)

- 19 **Exclusion of the Public and Press**

Recommendation:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

- 20 **Minutes of the meetings of the Special Sub-Group held on 29 June, 27 July and 21 September 2009** – copies herewith to be received and noted.
- 21 **Review of Environmental Health Division** – Report of the Assistant Chief Executive and Solicitor to the Council

The Contact Officer for this report is Steve Maxey (719438).

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE
EXECUTIVE BOARD**

29 June 2009

Present: Councillor Hayfield in the Chair

Councillors Davis, Fox, Lewis, B Moss, Phillips, Smith, Swann, Sweet.

Apologies for absence were received from Councillors May, Moore, Simpson and Zgraja.

1 Declarations of Personal or Prejudicial Interest.

Any personal interests arising from the membership of Warwickshire County Council of Councillors Fox, Hayfield, B Moss and Sweet and membership of the various Town/Parish Councils of Councillors Davis (Atherstone), Fox (Shustoke), Lewis (Kingsbury), B Moss (Kingsbury) and Phillips (Kingsbury) were deemed to be declared at this meeting.

2 Minutes of the meeting of the Board held on 5 May 2009.

The minutes of the meeting of the Board held on 5 May 2009, copies having been circulated, were approved as a correct record and signed by the Chairman.

3 Capital Programme – 2008/09 Final Position

The Assistant Director (Finance and Human Resources) updated Members on the final position of the 2008/09 Capital Programme and highlighted those schemes which had not progressed as quickly as expected and which were recommended to be carried forward into the 2009/10 Capital Programme.

Recommended:

- a That the level of expenditure incurred (both actual and committed) to the end of March 2009 against the 2008/09 Revised Capital Programme be noted;**
- b That the committed expenditure be agreed as slippage to be carried forward into the 2009/10 Capital Programme; and**
- c That the capital budgets which remain uncommitted be included in the resources available for future capital spending.**

4 Annual Governance Statement 2008/09

The Director of Resources reported on the Annual Governance Statement setting out the arrangements the Council had put in place for the governance of its affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk. Members were asked to approve the Statement and Improvement Plan.

Recommended:

- a That the Annual Governance Statement for 2008/09, attached as Appendix A to the report of the Director of Resources be approved; and
- b That the Improvement Plan, attached as Appendix B to the report be approved and progress against the plan be reported to Board.

5 Financial Statement 2008/09

The Director of Resources submitted the Annual Financial Statements for 2008/09 for approval.

Resolved:

That the Financial Statements 2008/09 be approved subject to audit.

6 Process for Achieving Savings/Containing Growth 2010/11

The Director of Resources reported that the Council had agreed savings targets of £380,000 for the General Fund for 2010/11. The Board was informed of the approach that would be used to find the savings.

Recommended:

- a That progress on finding savings be reported to Resources Board on a quarterly basis;
- b That the assessment of each of the options be reported to the relevant Service Boards; and
- c That Officers be informed that growth bids should be minimised.

7 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2008 to March 2009

The Chief Executive reported on the progress with the achievement of the Corporate Plan and Performance Indicator targets applicable to Executive Board for April 2008 to March 2009.

Resolved:

That the report be noted.

8 Green Space Strategy Fund

The Assistant Director (Leisure and Community Development) reported on proposals for the allocation, through the Area Forums, of funding for projects that help to deliver the key priorities of the adopted North Warwickshire Green Space Strategy.

Recommended:

That the proposals for the allocation of funding to projects that help to deliver the key priorities of the North Warwickshire Green Space Strategy, as set out in the report of the Assistant Director (Leisure and Community Development), be approved.

9 Draft Local Development Scheme

The Assistant Chief Executive and Solicitor to the Council reported on proposals for the revised Local Development Scheme and Members were asked to agree a suggested course of action.

Recommended:

- a That the revised Local Development Scheme be approved and made effective from 21 August 2009 subject to a letter of non-intervention by the Secretary of State; and**
- b That the Assistant Chief Executive and Solicitor to the Council be given delegated authority to make any minor alterations to the Scheme.**

10 Capital Accounts 2008/09

The Board was informed that the Capital Accounts for 2008/09 had been prepared. Members were invited to approve the methods of funding used.

Recommended:

That the methods of funding to meet capital expenditure incurred in 2008/09 be approved.

11 Earmarked Reserves 2008/09

The Director of Resources reported on the level of reserves at 31 March 2009. Members were asked to approve the proposed use of reserves in 2008/09.

Recommended:

That the reserves held at 31 March 2009, and the planned use of reserves in 2009/10 be approved.

12 Value for Money Efficiency Update

The Director of Resources reported on the details of the Council's Value For Money (VFM) efficiency achievements in 2008/09. It also detailed the progress made against the 2008-09 VFM Action Plan and proposed a new VFM Action Plan for 2009-10.

Recommended:

- a That the VFM Efficiency gains for 2008/09 to be reported to the CLG, as shown in Appendix A to the report of the Director of Resources be agreed;**
- b That the progress made against the 2008-09 VFM Action Plan be noted; and**

- c **That the VFM Action Plan for 2009-10, as shown in Appendix B, be approved.**

13 **Revised Security Threat Policy & Procedure**

The Board was invited to approve a revised Security Threat Policy and Procedure.

Recommended:

That the revised Security Threat Policy and Procedure be adopted.

14 **Bevin Boys Miners Permanent Memorial Campaign**

Under Section 100B(4)(b) of the Local Government Act 1972 ,the Chairman had agreed to the consideration of this matter by reason of the urgent need to consider the request.

The Chief Executive reported on a letter received seeking support for the Bevin Boys Miners Permanent Memorial Campaign. The campaign had been organised to ensure that ensure that the 48,000 Bevin Boys who were conscripted to work in the mines during World War II were not forgotten. It was proposed that a memorial be sited within the grounds of the National Memorial Arboretum in Staffordshire.

Recommended:

That a contribution of £2,000 be made towards the Bevin Boys Miners Permanent Memorial Campaign.

C Hayfield
Chairman

Agenda Item No 6

Executive Board

30 September 2009

Report of the Director of Resources

External Auditors' Report

1 Summary

- 1.1 The purpose of this report is to inform Members of changes to the 2008/09 Statement of Accounts following the audit and the External Auditors' report to those charged with governance.

Recommendation to the Board

That the contents of the External Auditors' report be noted.

3 Report on the Financial Statements

- 3.1 The Council's appointed auditors, PricewaterhouseCoopers LLP, have now completed their audit of the 2008/09 financial statements. A small number of adjustments have been made to the statements that were presented to the June meeting of this Board, following the audit.

- 3.2 The main changes that have been made to the statements are:

- A reclassification of some assets has reduced non-operational assets and increased operational assets. This has led to some changes within the notes to the accounts
- Some interest receivable at the year-end had been included within debtors. This has been reclassified and is now shown within investments
- A reduction in the Pension Fund liability. The actuary used estimates for the last three months, in producing the pension figures for the accounts. These have been updated to reflect more recent information, resulting in a reduction in the pension fund liability on the balance sheet. There is no impact on the General Fund or Housing Revenue Account
- A couple of minor changes were made to amounts included within the accounts for tax and external audit fees. As a result the General Fund balance has reduced in total by £5,000.

In addition, there were some presentational changes made to the explanatory notes within the financial statements.

- 3.3 Given the small number of adjustments required, the revised statements have not been represented in full. However as some figures within the Balance Sheet have changed, this has been attached as Appendix A.

...

3.4 The External Auditors' report to those charged with governance has been the subject of discussions with the Director of Resources and Assistant Director (Finance and Human Resources). A copy of the report is attached as Appendix B.

4 **Report Implications**

4.1 **Finance and Value for Money Implications**

4.1.1 The financial aspects of the Council's affairs are a key part of this report.

The Contact Officer for this report is Sue Garner (719374).

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

The Balance Sheet as at 31 March 2009

This shows the overall financial position of the Council at 31 March 2009. It shows the assets and liabilities of the Council as a whole, including the Collection Fund.

2007/08 £000's		Note	2008/09 £000's	2008/09 £000's
	Fixed Assets			
1,089	Intangible Assets	18		959
	Tangible Assets – Operational			
104,989	Council Dwellings	12	80,695	
58,410	Other Land & Buildings	12	58,391	
6	Infrastructure Assets	12	5	
969	Vehicles, Plant, Furniture & Equipment	12	819	
124	Community Assets	12	124	140,034
	Tangible Assets – Non Operational			
7,926	Investment Properties	12	7,127	
2,606	Surplus assets, held for disposal	12	1,407	8,534
176,119	TOTAL FIXED ASSETS			149,527
5	Long Term Investments		5	
28	Long Term Debtors – mortgagors		19	
1	Long Term Debtors – others		-	24
176,153	TOTAL LONG TERM ASSETS			149,551
64	Stocks and Work in Progress		52	
2,329	Sundry Debtors	32	2,563	
431	Prepayments		521	
1,026	Cash in Hand	27	605	
9,519	Investments	29	7,267	
13,369	TOTAL CURRENT ASSETS		11,008	
5,014	Sundry Creditors	33	3,789	
-	Temporary Borrowing	28	2,000	
1,155	Receipts in Advance	34	1,356	
6,169	TOTAL CURRENT LIABILITIES		7,145	
7,200	NET CURRENT ASSETS			3,863
183,353	TOTAL ASSETS LESS TOTAL CURRENT LIABILITIES			153,414
-	Long Term Borrowing			
16,857	Pension Fund Liabilities	23/25	16,268	
1,547	Government Grants Deferred	23	1,428	
127	Contributions Deferred	23	128	
18,531	LONG TERM LIABILITIES			17,824
164,822	TOTAL ASSETS LESS LIABILITIES			135,590
	Financed by:			
160,334	Capital Adjustment Account	23		137,432
(173)	Financial Instruments Adjustment Account	23/36		(145)
8,462	Revaluation Reserve	23		4,125
4,182	Usable Capital Receipts Reserve	23		3,292
28	Deferred Capital Receipts	35		19
(16,857)	Pension Reserve	23/25		(16,268)
2,038	General Fund Balance	23		2,104
802	Housing Revenue Account Balance	23		517
55	Housing Act Advances	23		55
410	Major Repairs Reserve	23		17
5,501	Earmarked Reserves	23		4,385
40	Collection Fund			57
164,822	TOTAL NET WORTH			135,590

Signed _____
C J Brewer CPFA, Director of Resources

Date _____

North Warwickshire Borough Council 2008/09 Report to those charged with governance



The Members
North Warwickshire Borough Council
Council Offices
South Street
Atherstone
Warwickshire
CV9 1DE

September 2009

Ladies and Gentlemen

2008/09 Report to those charged with governance

We are pleased to present our report on the results of our audit work for 2008/09. We hope that the information contained in this report provides a useful source of reference for members.

Yours faithfully

PricewaterhouseCoopers LLP

Encs

PricewaterhouseCoopers LLP

Government and Public Sector
Cornwall Court
19 Cornwall Street
Birmingham
B3 2DT
Telephone +44 (0) 121 265 5000
Facsimile +44 (0) 121 265 5050
pwc.com/uk

Contents

Section	Page
Executive summary	4
Financial statements.....	5
Value for Money in the Use of Resources.....	6
Audit plans and fee update.....	8

Code of Audit Practice and Statement of Responsibilities of Auditors and of Audited Bodies

In April 2008 the Audit Commission issued a revised version of the ‘Statement of responsibilities of auditors and of audited bodies’ which applies to the 2008/09 audit. It is available from the Chief Executive of each audited body. The purpose of the statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end and what is to be expected of the audited body in certain areas. Our reports and management letters are prepared in the context of this Statement. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and no responsibility is taken by auditors to any Member or officer in their individual capacity or to any third party.

Executive summary

The purpose of this report

This report summarises the results of our audit work from our 2008/09 audit of accounts.

It includes the issues arising from our audit of the financial statements and those issues which we are formally required to report to you under the Audit Commission's Code of Audit Practice and International Standard of Auditing (UK & Ireland) (ISA(UK&I)) 260 - "Communication of audit matters with those charged with governance".

It also includes the results of the work we have undertaken on 'Value for Money in the Use of Resources' under the Code of Audit Practice, to support our formal conclusion in this area.

Our work during the year was performed in line with the agreed audit and inspection plan. We have been in continual contact with members of your finance team during the year monitoring progress against this plan.

We have set out below the most important issues and recommendations that we have discussed with you in the course of our work.

Financial Statements

We anticipate issuing an unqualified opinion on the financial statements of the Council, subject to receipt of an agreed letter of representation and not receiving any electors' questions or objections relating to the 2008/09 financial statements before we issue our audit opinion.

We are pleased to report that any misstatements identified during the audit have been adjusted within the accounts.

Financial Standing

The financial position of the Council was sound as at 31 March 2009, and the Council has sufficient reserves in place. However, the impact of the current recession and the possibility of future cuts in public sector expenditure are likely to place significant pressures on the Council in the short to medium term.

Use of Resources

Under the Code of Audit Practice we are required to provide a conclusion on the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources. This conclusion is reached by assessing the Council's arrangements against a set of 'Key Lines of Enquiry' (KLoEs) criteria issued by the Audit Commission. We anticipate issuing an unqualified use of resources conclusion.

Financial statements

Accounts

We have completed the audit of the Authority's accounts in line with the Code of Audit Practice and Auditing Standards.

We will be issuing an unqualified audit opinion on the financial statements.

Accounting Issues

We are required to report to you all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature. We are pleased to report that there are no unadjusted misstatements following the audit; all amendments have been agreed with management and the accounts adjusted accordingly.

As part of our audit work we identified a number of small adjustments to be made to the draft accounts. In addition, we identified a number of disclosure issues requiring amendment.

Following adjustment for all of the identified items there is a net negative impact on the Income and Expenditure account of approximately £5k. There is an equivalent decrease in net assets on the balance sheet.

Systems of internal control

We are required to report to you any material weaknesses in the accounting and internal control systems identified during the audit.

We have found the general operation of manual controls to have been improved this year over previous years.

We did however, during our controls work, identify a control risk around the processing and authorisation of manual journals within the financial system. Due to the concerns raised, we embarked on understanding the potential risk this poses and recommended that the Council reviewed its journal authorisation procedures along with any mitigating controls it has in place to ensure that inaccurate journals are identified. Internal audit have since completed work in this area providing assurance that this lack of control has not led to any actual breaches. Internal audit will continue to carry out checks in this area until a system of control is built into the finance system. We understand that this is currently being considered within the finance team.

Accounting practices

We are also required to report to you our view on qualitative aspects of the Council's accounting practices.

The draft financial statements were prepared to a good standard and on a timely basis. We would like to thank the finance team for their support and cooperation throughout the audit process.

Value for Money in the Use of Resources

Work performed

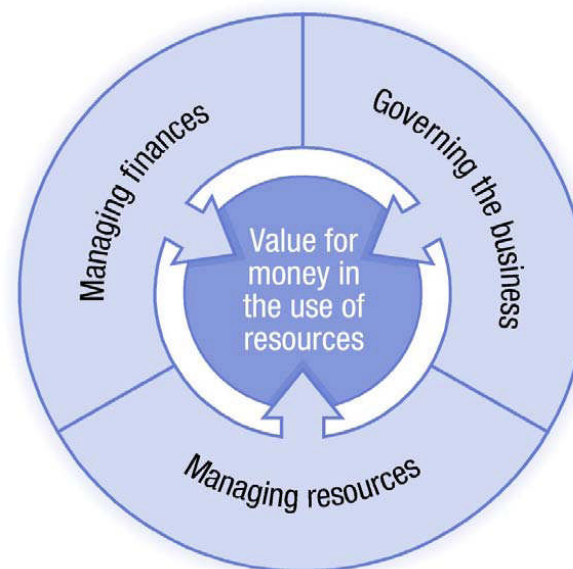
We have performed work to conclude on the Authority's arrangements for achieving economy, efficiency and effectiveness in its use of resources. Our work to support our conclusion comprised the following elements:

- Use of Resources assessment, supported by our conclusions on the key lines of enquiry (KLoEs) as specified by the Audit Commission
- Review of the Statement on Internal Control

Use of resources

From April 2009, the Audit Commission has been implementing comprehensive area assessment (CAA), jointly with the other public service inspectorates. The audit year 2008/09 is a year of transition to CAA. Our use of resources judgements in 2008/09 will therefore input into the first results of CAA which the Audit Commission will report on in autumn 2009 as well as acting as the basis for our value for money conclusion. The Audit Commission have issued new Key Lines of Enquiry (KLoEs), a significantly harder test, for auditors to assess Local Authorities' arrangements against.

We have assessed the Authority's arrangements against a series of Key Lines of Enquiry (KLoEs) grouped into three themes which form the Use of Resources framework. The assessment has changed to focus on the Authority's achievements, outputs and outcomes rather than the Authority's processes. Auditors are therefore considering the Authority's strategies rather than the detailed processes that the Authority has put in place.



Value for Money Conclusion

Under the Code of Audit Practice we are required to provide a conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources. This conclusion is reached by assessing the Authority's arrangements against a set of criteria issued by the Audit Commission. From 2008/09 the Key Lines of Enquiry for the scored use of resources assessment also form the criteria for the Use of Resources conclusion. A score of Level 2 or higher under the KLoEs will usually result in an assessment of 'adequate' arrangements for the purposes of the Code criteria. In reaching our conclusions, we also consider whether the KLoE scores should be adjusted for other factors such as whether the arrangements have been in place for the whole financial year.

We intend to issue an unqualified value for money conclusion.

Annual Governance Statement

Local authorities are required to produce an Annual Governance Statement, referred to as a Statement of Internal Control in prior years, which is consistent with guidance issued by CIPFA / SOLACE.

We reviewed the Annual Governance Statement included within the 2008/09 financial statements to consider whether it complied with the CIPFA / SOLACE guidance and whether it is misleading or inconsistent with other information known to us from our audit work.

We found no areas of concern to report in this respect.

Audit plans and fee update

Audit Plan 2008/09

Our planned 2008/09 audit work was included within the 2008/09 Audit and Inspection Plan (“the Plan”).

We have performed appropriate reporting procedures for each of the risks identified in the Plan. In this report we comment only on those areas where we believe we need to communicate with those charged with governance.

Audit fees update for 2008/09

We reported our fee proposals as part of the Audit and Inspection Plan for 2008/09. Our final fees are expected to be in line with our proposals.

In addition, we perform work relating to the certification of grants on behalf of the Audit Commission. The fees for this work are not included in the above. Work on grant claims is billed based upon time taken to certify each claim at rates prescribed by the Audit Commission.

In the event that, pursuant to a request which North Warwickshire Borough Council has received under the Freedom of Information Act 2000, it is required to disclose any information contained in this report, it will notify PwC promptly and consult with PwC prior to disclosing such report North Warwickshire Borough Council agrees to pay due regard to any representations which PwC may make in connection with such disclosure and North Warwickshire Borough Council shall apply any relevant exemptions which may exist under the Act to such report. If, following consultation with PwC, North Warwickshire Borough Council discloses this report or any part thereof, it shall ensure that any disclaimer which PwC has included or may subsequently wish to include in the information is reproduced in full in any copies disclosed.

©2009 PricewaterhouseCoopers LLP. All rights reserved. PricewaterhouseCoopers refers to the United Kingdom firm of PricewaterhouseCoopers LLP (a limited liability partnership) and other member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity

Agenda Item No 7

Executive Board

30 September 2009

Report of the Chief Executive

Corporate Plan 2010/11 Key Corporate Issues

1 Summary

- 1.1 The purpose of this report is to draw Members' attention to the key Corporate issues facing the Council in the next 18 months. It seeks Members' agreement to addressing these issues during the formulation of the 2010/11 Budget and Corporate Plan.

Recommendation to the Council

That the issues raised in this report, together with any additional issues arising out of the consultations referred to in section 5.4 of the report, are the main areas which should be considered for inclusion in the 2010/11 Corporate Plan.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 All Portfolio Holders and Shadow Portfolio Holders have been sent a copy of this report.

3 Introduction

- 3.1 Members have been requested, in a separate report on this agenda, to agree the 2010/11 Budget Strategy. This report sets out the key issues facing the Council. Members are requested to give consideration as to whether these are the main areas which should be considered for inclusion in the 2010/11 Corporate Plan.

4. Government Agenda and other External issues

4.1 Democratic Renewal

- 4.1.1 A number of changes were made in 2009/10, including reviewing the roles of Portfolio Holders and groups and setting up a new single scrutiny committee which has just agreed its work programme.

- 4.1.2 A lot of focus has taken place over the last few months on the role of Area Fora. North Warwickshire has had these in place for over 7 years, having developed them jointly with the County Council and more recently linking them to neighbourhood policing arrangements. The County Council is now rolling out locality arrangements in other areas and the development of this agenda and

implications that it may have for North Warwickshire's longstanding Area Fora arrangements will be the subject of debate and review in the short term.

4.2 Inspection Regimes

4.2.1 Whilst the Comprehensive Performance Assessment (CPA) regime has been replaced by Comprehensive Area Assessments (CAA), the reality is that the revised use of resources arrangements for Councils are at least as onerous, as CPA has been added on top of the workload.

4.2.2 Initial results on use of resources are expected shortly and will be finalised before Christmas.

4.2.3 Work is carrying on with other agencies in the County around CAA and a Peer Assessment is proposed to take place in Spring next year as part of the CAA Assessment of the County as a whole, later in the year.

4.2.4 A number of key themes are starting to emerge which are of particular relevance to North Warwickshire, namely Carbon Emissions, Health Issues and Road Deaths and Injuries. It is likely that statistical data will also highlight educational attainment.

4.2.5 The new Tenant Services Authority will be overseeing all social landlords from March 2010, with the introduction of short notice inspections.

4.3 Sustainable Community Strategy and Local Area Agreements

4.3.1 The North Warwickshire Sustainable Community Strategy is currently being reviewed and is the subject of a separate report on this agenda. A key challenge is to make sure that the Strategy is compatible with the Local Development Framework, which is currently the subject of consultation, as well as remaining directly linked into the Council's Corporate Plan.

4.3.2 The Sustainable Community Strategy delivered through the North Warwickshire Strategic Partnership is a key driver in the Borough Council's approach to delivering on the Local Area Agreement which has been negotiated with the Government Office at County level.

4.3.4 The County Council is also in the process of preparing a County-wide Sustainable Community Strategy which it is intended should be signed up to, both by the Public Service Board and individual local authorities, in the autumn. This is a statutory requirement and will be a key reference document in terms of Comprehensive Area Assessment.

4.3.4 Whilst it is important that there is a link in policy terms upwards from the Corporate Plan and the Local Sustainable Community Strategy to the Countywide Local Area Agreement and Sustainable Community Strategy, it is vital that the delivery of important priorities is not strangled by a growing bureaucracy and it is crucial that the new strategies do remain focused on key outcomes, particularly those which help to narrow the gaps between the more affluent and deprived areas and also concentrate in particular on those areas of work which can only or best be achieved through partnership working.

4.4 Structural and Regional Issues

4.4.1 There are currently no national proposals to review two tier structures in Warwickshire but there is an agreed commitment to work together through improved two tier working.

4.4.2 A shared services strategy is currently looking at areas such as Information Services, Procurement, Customer Services and Human Resources.

4.4.3 Progress is also being made at a sub-regional level in working with the six Warwickshire authorities, together with Coventry and Solihull, to work together to deliver sub-regional priorities in relation to housing, planning and related infrastructure.

4.4.4 It is hoped by working in this way that the sub-region will be attractive to regional and national agencies such as AWM and the Housing and Communities Agency in terms of attracting funding to deliver key infrastructure, particularly round the housing agenda.

4.5 Crime and Disorder

4.5.1 The old three year strategies have been replaced by strategic assessments and annual reviews of a partnership plan.

4.5.2 Crime and Disorder remains a key national and local public concern and is a main strand of the Local Area Agreement and the current Local Sustainable Community Plan. Overall, the trend for recorded crime in North Warwickshire has been downward over the last few years but, despite the reduction in crime levels, fear of crime remains a key issue and it is important that the Council continues its priorities for dealing with fear of crime and disorder, particularly through partnership working led primarily through the Chief Executive's Office and the Leisure & Community Development Division.

4.6 Rural issues

4.6.1 There have been a number of Parish Plans developed in the Borough and, as these develop and more are produced, the Council will need to review the potential impact on Corporate Policies and Budgets. Last year's Planning Review included structural changes to the Leisure & Community Development Division to include an officer whose duties include liaising on Parish Plans.

4.6.2 The Council has also worked with partners and recently been successful in attracting upto £1.03 million worth of European LEADER funding to address Rural Issues.

4.7 Access Strategy

4.7.1 The Council achieved its target of making 100% of Services capable of being delivered electronically by April 2006, but there remains a task of improving take-up and use of those services. This work has been enhanced in the last 6 months by the investment in technology that is enabling the Council to better target customers likely to use this method and obtain better feedback to improve use of the Council's website and e-channels.

4.7.2 The Council has been proactive in participating in the Government's strategy of "Transformational Government", involving shared services, customer focus and more professional information service provision. Information systems are also key to continuing to develop our approach to home and flexible working and to maximising the benefits that can be achieved through this.

4.7.3 Further reference to access issues is made in section 4.15 of the report.

4.8 Housing

4.8.1 The role of the Council has traditionally concentrated on its management role as provider of Council Housing stock.

4.8.2 This remains a huge part of the Council's work, but we also have a major role in strategic terms.

4.8.3 This includes our role as planning authority. The Planning Policy framework consists of national guidance and regional policies (including the Regional Spatial Strategy for Housing, together with our Local Development framework.) National figures are rolled out through the Regional Spatial Strategy and then have to be delivered through local plans. The results of the examination in public into the Regional Spatial Strategy are expected shortly. In the meantime, the development of the Local Development framework is ongoing and is a key piece of work for Members and Officers.

4.8.4 In terms of delivering the required housing allocation, the Borough Council plays a big role in terms of its own housing stock and the aim is still to deliver the Bronze Standard for Decent Homes by 2010.

4.8.5 A number of affordable housing sites have been developed with others planned, and the Council is also taking forward work to make a bid for funding to build houses on its own sites.

4.8.6 The Council has also made significant strides in improving its housing services following the 2008 inspection, which judged the service to be 1 star, with promising prospects for improvement. Since that inspection result, work has continued to work through the action plan to improve the service further.

4.8.7 In addition to its own housing stock, the Council also has a role in terms of ensuring that non-Council housing stock is both available and up to standard, which it can do in a number of ways, eg, through provision of grants to improve existing private sector stock, particularly in terms of disabled facilities grants, and through continuing to work with planning and social landlords to deliver social housing across the Borough, both in terms of straight grants and planning permission for private land and working with social landlords to deliver new housing on Council owned land.

4.8.8 Some restructuring proposals are about to come forward to Members which should increase capacity to carry out this work, together with other important strategic housing work within the Housing Division. This will link to the work mentioned earlier taking place sub-regionally with partners to ensure that we are in a position regionally to influence reviews of regional regeneration strategy and funding, particularly in relation to rural areas, affordable housing and transport.

4.9 Planning and Development

- 4.9.1 Work is continuing on the Local Development Framework which replaces the Local Plan and is a much more intensive regime.
- 4.9.2 The whole Planning regime is changing however, with Planning Delivery Grant (PDG) being replaced with Housing and Planning Delivery Grant which is likely to yield lower awards for North Warwickshire because it is largely based on housing growth. There has also been a reduction in the number of applications which will need planning permission, though recent numbers are now comparable to levels at the same time last year.
- 4.9.3 These changes have been taken account of in the recent planning review which has seen the planning policy function become more closely aligned with other aspects of Council policy work, whilst retaining its close links with Development Control.
- 4.10 Waste and Recycling
- 4.10.1 This remains a key issue for the Council. Whilst we are currently likely to reach our 30% recycling target for 2010, we are likely to be behind other Districts in Warwickshire who are now significantly ahead of that figure.
- 4.10.2 We are also likely to be involved in discussions and debates around incineration as landfill stops being viable and will be looking both inside and outside the County. There has been a recent decision relating to a waste transfer station and the implications of this will now need to be taken forward in terms of the Council's own waste and recycling policy
- 4.10.3 We also need to meet the 2010 target of at least two recyclable materials being collected at the kerbside and getting more community engagement on recycling is important.
- 4.10.4 Two smaller refuse vehicles funded by the Council have enabled us to make progress towards the target and are assisting in terms of recycling from flats and isolated areas and in recent action to extend into recycling cardboard and plastic from banks in the main towns.
- 4.11 Equalities
- 4.11.1 Whilst the Council no longer has equalities as a specific priority, equality work remains a key to all aspects of service delivery particularly in the priority relating to access to the public.
- 4.11.2 Our current priority is to work towards becoming an 'achieving' authority within the Equality Framework for Local Government. A peer assessment was carried out earlier this year and actions from that are currently being developed.
- 4.11.3 Work continues to make more of our premises compliant with the Disability Discrimination Act, with completion of the recent extension at Arley Sports Centre being the latest project to be successfully undertaken. There is still some way to go however and this remains an important issue for the Council.
- 4.12 Demographic Changes

4.12.1 The demographics of the Borough continues to change, particularly in terms of the average age of the Borough's population continuing to rise. Services which are particularly affected by population change include Concessionary Travel, Borough Care, Disabled Facilities Grants and Housing allocation and the changes also need to be taken into account in terms of strategy setting, particularly around planning and housing. Other demographic changes also need to be kept under review, including any implications arising from migration, particularly from Eastern Europe, and also from any longer lasting employment changes as a result of the impacts of the recession on the Borough.

4.13 Elections

4.13.1 The main elections in the near future are the General Election which must take place by 3 June 2010 and the Borough Council elections, due to take place in May 2011. Both of these will clearly have a significant impact on the organisation.

4.14 Health & Wellbeing

4.14.1 This is an important issue for the Council and has been recognised in our priorities. The NHS recently produced a Health Profile of North Warwickshire which has been circulated to Members.

4.14.2 Health priorities for North Warwickshire are to reduce road injuries and deaths, to reduce obesity by increasing physical activity and encouraging healthy eating and to further reduce smoking and smoking related deaths. Health & Well-being is particularly relevant to services such as Housing and Borough Care, as well as being a key role for the Leisure & Community Development Division. There are close links between the Partnership & Community Development Section and the PCT Health Improvement Team, who use office facilities in Leisure & Community Development.

4.14.3 North Warwickshire's Health, Well-being & Leisure Strategy is aimed at improving health and well-being across the Borough, with the authority and its partners particularly reducing health inequalities, focusing scarce resources in targeted communities and dealing with priorities highlighted in the Sustainable Community Strategy. The Borough Council has a key role as a provider of housing, open spaces, leisure facilities, community development and targeted outreach health and well-being services. Its support of voluntary and third sector organisations is also of importance in this context.

4.14.4 Whilst the Health, Well-being & Leisure Strategy is also important in terms of setting the framework for deciding how we will deliver services and facilities in the future, this will be particularly challenging in the light of the reducing resources available to the Council which is touched on later in the report.

4.15 Revenues & Benefits

4.15.1 The Council's performance remains very strong and in the upper quartile nationally, in spite of the ongoing recession that has made collecting monies from customers and businesses more challenging and seen the Council Tax and Housing Benefit caseload increase by over 15% in the last 12 months.

- 4.15.2 Work continues to be co-ordinated around the cross-cutting anti-poverty and social inclusion agendas to ensure that benefits and income are maximised for all customers. This has been achieved by undertaking joint initiatives, possible due to the excellent networks developed in the area with a wide range of Government and Third Sector partners.
- 4.15.3 Of particular note was the very successful joint bid undertaken with the Housing Division, resulting in the Council receiving nearly £300,000 to help tackle child poverty as one of ten National pilots over a two year period. This project has seen the introduction of the Branching Out Bus (BOB bus) that is taking financial inclusion services into the most deprived and more isolated sectors of the community, offering a range of Council, CAB and Credit Union services.
- 4.15.4 Over the last 12 months, work has continued to embed shared service working, particularly with Coventry City Council around fraud, policy development and training. This is delivering the anticipated savings and operational benefits and has already been recognised as a model of best practice. A feasibility study into a shared service to provide customer services with the Warwickshire Direct partners is also currently being considered and will report shortly.
- 4.15.5 In addition, the service continues to be actively involved in implementing a number of National Government Pilots around the better sharing of customer data that is improving the speed and quality of services that can be provided. This area of work will continue to be the focus of the service going forward in order to provide the most cost effective and tailored services.
- 4.15.6 In terms of the Customer Access Strategy, this information is also to be used to better inform decision-making and assist officer making recommendations to Members on what areas of access need improving and how to improve them. This is likely to involve implementing joint services with other Government and Third Sector partners, eg, via libraries and utilising partner facilities as well as working closely with local voluntary and community groups. The development of community projects has been made possible as a result of the Council's successful bid to access over £1 million worth of European funding to improve access to services in rural areas. By accessing funding streams such as the LEADER Bid for European monies. It is hoped that this will support projects that will build on the success that has been experienced in Atherstone through the development of the One Stop Shop.

4.16 Community Support

- 4.16.1 Community Support through Borough Care and Sheltered Housing Schemes can play an effective role in helping people live independently in their own homes. Technology such as the 24 hour community alarm service, coupled with support from other agencies, promotes intermediate care. The Falls Assistance Service is a further means through which the Borough Council supports people living in the Community, seeks to reduce hospital admissions and promotes independent living. The Council has also been involved in a joint Telecare Pilot with the County Council.
- 4.16.2 Along with other partners, the Borough Council has supported the County Council in taking forward "Putting People First" which is about individuals requiring care making their own decisions about how they wish to spend their funding allocations. The Council will continue to work closely with other agencies to play

its role in ensuring, for example, that Sustainable Housing is available to people in the Borough during all phases of their life.

4.17 Emergency Planning

4.17.1 Work is continuing to improve our procedures for business continuity and emergency planning. A particular priority over the last few months has been Swine Flu where Council officers have been involved not only to strategic level but providing volunteer support for emergency distribution centres. A further onset of Swine Flu in the autumn will provide a significant challenge to the whole community.

4.18 Climate Change

4.18.1 This is major national and global issue where there is still a lot of work to do. Whilst the Council has made some progress in relation issues such as green electricity and compares favourably with other authorities in the vicinity in terms of carbon emissions from its own buildings, there is more work to be done. It is envisaged that the outcome of the Senior Management restructuring, particularly in relation to Environmental Health, will provide additional resources to make further progress on this challenging agenda as there is very little free resource currently to take this forward.

4.19 Improving the Public Realm

4.19.1 This is a key part of the Council's environment priority where significant progress has been made, particularly in relation to street cleaning, community clean ups, improvement of allotments, litter awareness, prevention of dog fouling and littering. Progress on these and other initiatives will continue and will also include the development of the first local nature reserves in the Borough.

4.20 Green Space Strategy

4.20.1 The Strategy has been adopted and the challenge is now to implement the Strategy in accordance with the agreed Action and Funding Plan.

4.20.2 The Green Space Strategy sets out a 10 year framework to enable the Borough Council and its partners to work towards meeting recommended standards of provision set out in the Council's Open Spaces Sport and Recreation Study. Whilst in some areas specific deficiencies in the quality of green space provision are identified, the overall evidence is that there is a sufficient supply of open spaces in North Warwickshire, but investment is needed to improve its quality and accessibility. Delivery of the Strategy's recommendations is, however, of fundamental importance to the achievement of many of the Council's corporate priorities.

4.20.3 I reported last year that for the Green Space Strategy to be effective it must be supported by a sustainable, viable and appropriately resourced action and funding plan. The position has become even more challenging due to the drop in the value of sites which could potentially have been sold to provide important capital resources to take this initiative forward. Nevertheless, progress will continue to be made in the progression of prioritised activity within the context provided by limited resource availability.

4.20.4 A review of the Grounds Maintenance service has been commissioned and it is also hoped that this will have a positive impact on the quality of green spaces through making more effective use of resources.

4.21 Legislation and National Policy Issues

4.21.1 Perhaps the key issues to mention are as follows:-

- Concessionary Fares – There are potential changes to funding arrangements which may have an adverse impact on the Council.
- Planning – significant legislative changes continue to take place.
- Housing – changes are proposed to funding, particularly through the status of the Housing Revenue Account. In addition, resources are being freed up nationally which may assist the Council to build houses.
- International Finance Reporting Standard – this is likely to require significant changes in our current arrangement and will be a major challenge for financial staff over the next 12 months.

4.22 Regional, Sub-Regional & Local Working

4.22.1 As I said last year, perhaps the most significant continued change for the way the organisation works will be in relation to joint working with other local authorities and agencies. This is for a number of reasons. Some relate to national policies and others more locally driven agreements, but the key aim must be to continue to provide quality public services with reducing resources.

4.22.2 In order to meet this challenging agenda, it is important that staff and Members are prepared to deliver services in different ways than have been the case in the past.

4.22.3 The need to work together can be seen at a number of levels.

4.22.4 National policies are looking for “Total Place” solutions with public sector bodies expected to work together and share resources to come up with total solutions to cross sector problems. Also set at a national level there is an inspection regime called Comprehensive Area Assessment (CAA). In addition to specific audit work on individual agencies, CAA will look at how the agencies across Warwickshire meet the needs of the County.

4.22.5 Local decision making is also driven by regional policies such as the Regional Spatial Strategy looking at housing and economic development and infrastructure issues – this is a key driver for our Local Development Framework which must comply with it.

4.22.6 The Council is also looking to work more closely across the sub-region, not only with other Warwickshire Councils, but also with Coventry and Solihull. We are also partners in the statutory County-wide Sustainable Community Strategy and in the Warwickshire Public Service Board which drives the delivery of the Local Area Agreement. At local level, we are developing a Sustainable Community Strategy with our partners with key priorities from that being incorporated into the Borough Council’s own Corporate Plan.

- 4.22.7 At District and Sub-District level, there is of course the County Area Committee, the Joint Area Fora (now with Area Pledges) and Parish Plans. If we are to make real progress with such a complex agenda it is crucial that the Council focuses on key priorities and what is important.
- 4.22.8 In terms of what those priorities are, whilst this is clearly a matter for political decision, issues starting to emerge from Sustainable Community Strategy consultations, initial views from the Comprehensive Area Assessment Inspectors, the Place Survey of North Warwickshire and the Health Profile referred to before include health issues, particularly obesity, carbon emissions in the Borough, continuing concern from the public about crime and the fear of crime, public concern that there should be better public transport and more activities for teenagers.
- 4.22.9 The Place Survey also highlighted a number of areas that should be of concern, are not high on the public's agenda but, nevertheless, provide significant challenges within the Borough. These include low educational attainment and skills levels, whilst wage levels and the local cost of housing also do not appear to be high on the areas of public concern from the North Warwickshire Place Survey.
- 4.22.10 This would suggest that as well as addressing issues of public concern the Council also has a leadership role to play in making the public more aware of and dealing with these priority areas where the evidence is indisputable.

5 **Internal Issues**

5.1 Introduction

5.1.1 This section is largely about the culture of the Council and the expectations of our stakeholders. Some of the issues above already take account of these matters, for example, the shape of our democratic structure was largely set by the belief that both local people and Members need to involve as many democratically elected representatives as possible. Similarly, the contents of the Sustainable Community Strategy reflect distinctive issues in North Warwickshire as expressed by local people, taking account of the particular problems affecting their lives.

5.1.2 Culture and stakeholder expectations affect the way that many decisions are made in the authority, for example our approach to partnership, the extent to which we want to be a listening Council, value our workforce, put customer care at the forefront of all service delivery, etc.

5.2 Corporate Framework

5.2.1 The Council currently has various corporate policy documents, including vision and mission statements, agreed values and priorities, etc, but whilst we have a number of separate parts there is no overall corporate framework. It is time that this was addressed and there is a separate report on this agenda suggesting a way forward.

5.3 Stakeholder Expectations

5.3.1 We are in an era of growing stakeholder expectations. Section 4.22 above gave some indication of the input received from our customers through formal consultation) but there are many ways of obtaining customer and community

views directly, as well as through Members and staff and through the ballot box. Whilst we are still seeking to improve in this area there is still more that we can do, particularly for those whose voices are often not heard.

5.3.2 Taking account of all these issues, the priorities in the Sustainable Community Plan and the Corporate Plan reflect the views of local people (see below). Council inspections reviews and improvement plans also take account of the views and requirements of customers who have been and continue to be closely involved in inspection regimes. There is also greater consultation involved in the new planning and other legislative systems.

5.4 Taking Account of Public Consultation

5.4.1 In the past, Corporate Plans and budgets were largely (other than where dictated externally) slanted towards priorities identified through the political process and also the priorities coming out of consultation, eg, street cleaning, litter clearance, parks and open spaces, grass cutting, grounds maintenance, crime, facilities for young people, etc.

5.4.2 The Government's Vision of Strong Local Government involves the provision of more information to local people focusing on their needs and greater community consultation and involvement. This can be broken down to:-

- Informing citizens.
- Consulting citizens and communities.
- Involving citizens directly in designing, delivering or assessing a service.
- Devolving responsibility for the delivery of a service.

5.4.3 This focus on local outcomes will reflect local priorities for improving services, quality of life and protecting the people at most risk of disadvantage. To help achieve this, we are measuring customer satisfaction using the Gov Metric System which asks customers to rate the service they have received, as soon as their transaction is completed, using 'Smiley Faces'. We are also using Experian data to help understand who lives in our area, the services they need or choose and how they prefer to contact us.

5.4.4 The Council, as part of its consultation strategy, carries out major consultations at corporate as well as service level. The Place Survey (a biennial survey) captures the views of citizens and service users and offers a wider view of the different factors which affect the quality of life of individuals and communities in North Warwickshire (including the work of the Community Partnership). The findings from this survey have been reported and discussed at Scrutiny Board and are the subject of a report on this Agenda. Clearly, it is important that these are taken account of in making final decisions on priorities, the Budget and Corporate Plan. In the intermediate year, the Council will undertake a User Satisfaction Survey which will be based on the Place Survey, but will include more questions relating to the services the Council delivers.

5.5. Council Priorities

5.5.1 Much or what has been set out above are reflected in the Council's priorities which are currently:-

Housing

Countryside and Heritage
Safer Communities
Health, Well-being and Leisure
Environment
Community Life
Resources

5.5.2 Most of the actions being taken by the Council and set out in the Corporate Plan are aimed at addressing these priorities and I have covered where we are on most of these issues above.

5.6 Corporate Plan Themes & Structure

5.6.1 As explained above, the Council's priorities and Corporate Plan currently align with the existing Sustainable Community Plan and this in turn is reflected in the work that the Council is doing to contribute towards meeting the Local Area Agreement priorities. The Council is fully represented on the various bodies responsible for delivering the Local Area Agreement. This is very resource intensive and work is taking place at a County level to review the whole structure for delivering the Local Area Agreement.

5.6.2 Service Plans are also used across the organisation and each service takes its Action Plan to the relevant Boards. Portfolio Holders and Lead Officers play a key role in ensuring that the Council's priorities are taken forward and Portfolio Holders also have the support of Portfolio Groups to look at important issues.

5.7 Resources

5.7.1 The proposed financial strategy and budget approach forms a separate report on this agenda, but a key issue is that the Council needs to find ongoing savings from the General Fund based on current projections of £380,000 in 2010/11 and a further £380,000 in 2011/12. Work has already started to identify these savings and, to date, £228,000 has already been found.

5.7.2 Consequently, there is limited potential for future growth, despite growing demands for example in relation to areas such as recycling.

5.7.3 A longer term approach has been developed, but there are significant challenges ahead and a strategy for seeking to meet these challenges has been agreed. Government grant increases are significantly below the current rate of inflation and settlements are likely to become even tighter as a result of the national economic situation.

5.7.4 It is likely that there will be additional funding for national priorities as has been the case in the past, but it is not yet clear what these will be or for how long they will be sustained. The position on Housing Planning Delivery Grant is not yet clear and the Council will continue to have to look for additional sources of funding to achieve its priorities, for example the LEADER funding bid and using the £100,000 Narrowing the Gap funding that has come through Local Area Agreement working to deal with particular deprivation issues.

5.7.5 The Director of Resources's report deals in more detail with the General Fund budget situation and what action is being taken to try and address it.

- 5.7.6 The position on the Housing Revenue Account is more favourable. However, any new initiatives are subject to a project appraisal to ensure that value for money is achieved.
- 5.7.7 The position in relation to capital is also one for concern, particularly with the impact of the reducing value of housing land the sale of which is a key part of the Council's capital strategy to deal with Decent Homes, aging operational buildings and green space. This is likely to remain a significant challenge for the foreseeable future.
- 5.8 Staffing
- 5.8.1 Staffing is the Council's biggest asset and resource. We have a Human Resources Strategy which aims to look after our work force and ensure that North Warwickshire is an attractive place to work in a competitive market *place*.
- 5.8.2 In terms of capacity, the demands on staff continue to grow. Despite a small improvement in short term sickness, overall sickness absence increased in 2008/09 due to a number of cases of long term sickness. Current evidence does not support a link between long-term sickness and the increased demands on staff at this time, although some absences are as a result of the physical nature of some jobs. Positive action in terms of absence management continues to be taken through the use of occupational health, phased returns to work and flexible working arrangements to minimise absence, wherever possible.
- 5.8.3 We have also reviewed and modernised many of our policies and structures, with further work highlighted for the coming year.
- 5.8.4 I am currently working with staff on their concerns to look at how we can make things better and key areas that they are working on are improving communication, ensuring management consistency and acknowledging achievements.
- 5.8.5 Pilots have been carried out around flexible and home working and we have a number of innovative practices in place, but one of the key challenges is to ensure that we make the opportunities as widely available as possible subject to this either improving or at the very least not impacting on service levels or having other benefits in terms of retention, recruitment and efficiency. As a result, there may be a need to review other policies, once the Flexible Working Policy is approved.
- 5.8.6 Our most recent District Audit letter was more positive about our capacity than has been the case in previous years as restructures have and are about to take place which are intended to improve the Council's fitness for purpose and capacity to deliver.
- 5.8.7 Similarly, the Shared Services Agenda is also aimed at helping to improve capacity as the financial position of the Council continues to be constrained. The

work required under this agenda will, however, need to be balanced against other priorities.

5.9 Land/Accommodation

5.9.1 As I have referred to above, the Council has a number of aging assets including offices, Coleshill Leisure Centre, The Arcade and Atherstone Memorial Hall. This creates interesting challenges when the main priority for capital spend is on Decent Homes and the credit crunch is limiting our ability to generate capital receipts from land sales. There is also the need to address sustainability and climate change as decisions are made.

5.9.2 The options for the accommodation review are imminent at the time of writing this report and the solution to that issue will help the Council to decide how to take forward its overall Corporate Capital Strategy as will the Health, Well-being and Leisure Strategy in relation to fixed leisure provision.

5.9.10 I have already set out above the work that continues to ensure that we are maximising efficiency gains from information systems and services and we are similarly working through the Shared Services agenda and with other partners to ensure that we are maximising the opportunities for the authority from joint procurement initiatives.

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.2 Any new financial implications will be reported as part of the budget process.

6.2 **Environment and Sustainability Implications**

6.2.1 The issue of the Council needing to review its approach to sustainability issues is mentioned in the body of the report.

6.3 **Risk Management Implications**

6.3.1 These will be identified as proposals for 2010/11 are developed.

6.3.2 The key issue in this report however is to note the importance of matching the Council's obligations and ambitions with the resources available to it.

6.4 **Link to Council's Priorities**

6.4.1 These are referred to in the report.

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
None			

Agenda Item No 8

Executive Board

30 September 2009

Report of the Director of Resources

Financial Strategy 2010/13

1 Summary

- 1.1 This report summarises the Authority's Financial Strategy, projects forward the Authority's General Fund budgets to 2012/13, and suggests a detailed budget approach for the 2010/11 General Fund Budget.

Recommendation to the Council

- a That the Financial Strategy shown as Appendix A is approved;**
- b That the General Fund budget projections for 2010/11 to 2012/13 be noted;**
- c That the budget approach, set out in paragraph 12.1 to 12.2 of this report, be adopted; and**
- d That growth bids be assessed according to the criteria set out in 9.2 of this report.**

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 None

3 Introduction

- 3.1 The Council has adopted a clear financial strategy over a number of years, and this is attached as Appendix A to this report.

- 3.2 A forecast of the General Fund Revenue Estimates has been completed for 2010/11 and the following two years. The figures are intended to indicate the position in broad terms only. More accurate ones will be produced during the forthcoming estimate process.

- 3.3 The budget strategy agreed in February 2009 included growth of £75,000 and a savings target of £380,000 for 2010/11. Given the increasing difficulty of finding savings, early consideration was given to possible areas for budget reductions in 2010/11 and 2011/12, at the same time. Work on these areas is currently underway in line with the agreed action plan, and savings of £228,000 have been approved to date, against the target for 2010/11.

4 Finance Settlement

- 4.1 The assumptions used in the financial forecasts, for estimating the likely finance settlement the Authority will receive, are set out in the Financial Strategy. The implications for individual Councils will be reassessed in November when further details of the Local Government Finance Settlement are published.

5 2010/11 Budget Strategy

- 5.1 Financial forecasts for 2010/11 and 2011/12 were prepared as part of the 2009/10 budget strategy, which agreed savings of £380,000 for both years. This strategy was expected to lead to the following use of balances:

	2009/10 £000	2010/11 £000	2011/12 £000
Use of Balances	376	182	303
Level of Balances at 31 March	1,610	1,428	1,125

6 Updated Forecast

- 6.1 In order to update the strategy, a number of areas have been revisited. The 2009/10 budget has been adjusted for the following significant changes:

	£000
Savings as a result of frozen posts	(157)
A reduction in investment income	100
Greater recovery of benefit overpayments	(54)
Reduction in the contingency sum	(53)
Reduction in the provision for the pay award	(57)

The anticipated amount to be drawn from balances is expected to reduce to £155,000, leaving an anticipated opening General Fund balance of £1,954,000 at 1 April 2010.

- 6.2 This has been used as the revised starting point for the updated forecast. The 2010/11 and 2011/12 years have also been reviewed and a further year, 2012/13, has been forecast.

7 Budget Projections 2010/11 to 2012/13

- ... 7.1 The forecast has been summarised and attached to this report as Appendix B. This includes a general provision for growth in all three years. The forecast anticipates balances of £1,000,000 at March 2013.

- 7.2 In completing the forecast, a number of assumptions have been made:

Cost / Income Type	2010/11	2011/12	2012/13
Pay awards	1.5%	2.0%	2.0%
Premise costs	1.5%	2.0%	2.0%
Supplies and services	1.5%	2.0%	2.0%
General inflation, where a contractual obligation	1.5%	2.0%	2.0%
External funding from central government	1.4%	-1.0%	-1.0%

Council Tax	1.5%	2%	2%
Income	1.5%	2.0%	2.0%

In addition, a reduction of 20% has been assumed in gas and electricity contracts negotiated via ESPO, as they come up for renewal.

7.3 The expected use of balances in the current forecast are shown below, together with those estimated in previous forecasts.

	2010/11 £000	2011/12 £000	2012/13 £000
Current Forecast	251	360	343
2009/10 Strategy to Board	182	303	
Difference	69	+57	

8 Areas of Difference

8.1 The main areas of difference between previous projections and the current figures in 2010/11 are:

- **Pay award** – a reduction in the provision made, reflecting the lower rate of inflation
- **Utility Costs / Fuel** – the renegotiation of utility contracts and some reduction in fuel costs
- **Investment Income** – investments are expected to decrease in 2010/11
- **Council Tax** – the inflationary increase has been revised to reflect current rates
- **Government Funding** – A reduction in cash terms has been assumed

9 Growth Items

9.1 Bids for growth are normally made during the estimate process. For the purpose of this exercise, only a general provision has been assumed.

9.2 Given the Council's financial position and the variety of demands being placed upon it, no growth bids should be considered, unless they are unavoidable. Before any growth is approved, it will need to be assessed against the following criteria:

- Whether there is a statutory need to incur the expenditure
- The level of risk to which the Council would be exposed, should the expenditure not be incurred
- The extent to which the proposed growth generates income or external funding

In addition, Assistant Directors have been asked to identify the outcomes that the Council could expect from any growth approved.

10 An Updated Strategy

10.1 The projection in Appendix B leaves the Council with balances at the required level by the end of 2012/13, on the basis that a further £290,000 savings are found in that year. In order for the Council to continue with current service provision, there is a need to continue to use future savings targets and review allocations for growth.

Keeping to the strategy is dependent on savings being achieved to target in each of the years covered.

- 10.2 The current forecast also indicates that further savings will be required in 2013/14 and beyond, as expenditure continues to be partly funded through the use of balances each year. The difficulties in finding savings has become more difficult over time, and this will only increase in the future.

11 Potential Risk Areas

- 11.1 In preparing this forecast, a number of assumptions have been made and these have been set out in paragraph 7 of this report. Clearly, should these assumptions not materialise, there will be an impact on the figures. The main risk areas for this forecast and the potential impact of an improved or worse position for all three years of the forecast are shown in Appendix C. These are summarised below:

Year	Worse Case £000	Most Likely Case £000	Best Case £000
2010/11	443	251	65
2011/12	1,103	361	51
2012/13	1,294	343	(104)

- 11.2 If the worst-case scenario occurred in 2010/11, there would be a significant call on balances. However as the balances at 1 April 2010 are expected to be £1,954,000, using £443,000 would still leave balances above £1 million. However this would require the Council to take radical action to reduce costs, either during 2010/11 or as soon as possible in 2011/12.
- 11.3 It is unlikely that all of the main risk areas will materialise at the same time, in any of the years highlighted above. The main area of concern included in the risks around the financial position of the Council is that of concessionary fares, as the impact of any transfer to the County Council is unknown.

12 Budget Approach 2010/11

- 12.1 As mentioned earlier, a number of areas have already been identified where budget reductions are expected, and these are in the process of being reviewed. To date savings of £228,000 have been found towards the target of £380,000.
- 12.2 A firm stance should be taken in order to limit the level of growth approved in 2010/11, as any further expenditure will increase the need to draw from balances. Only growth that cannot be statutorily avoided, makes a significant contribution to moving forward the Council's priorities, or would expose the Council to an unacceptable level of risk should the expenditure not be incurred, should be approved. A prioritisation exercise on growth based around these three main criteria should be used.

13 Report Implications

13.1 Finance and Value for Money Implications

- 13.1.1 As detailed in the body of the report.

13.2 Environment and Sustainability Implications

13.2.1 Continuing the budget strategy will allow the Council to manage its expected shortfall in resources, without disruption of essential services.

The Contact Officer for this report is Sue Garner (719374).

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

MEDIUM TERM FINANCIAL STRATEGY 2010/11 – 2012/13**1 Introduction**

- 1.1 The purpose of the Financial Strategy is to set out the broad financial framework that the Council will operate within, during the next three financial years. A three-year period has been used, as this permits reasonably robust financial forecasts to be produced. A longer period would require more speculative forecasts.
- 1.2 By using a medium term approach, the Council can ensure that financial and service decisions can be taken in a structured and proportionate way. Short-term policies are not adopted without identifying what the medium term implications of those decisions are.
- 1.3 The strategy covers all revenue and capital activity, although some individual sections may be specific to a particular type of spending only. Areas covered are:
- **General Fund Activities** – these are the majority of the day to day activities carried out by the Council, such as refuse collection and the payment of benefits
 - **Housing Revenue Account Activities** – these relate to the management and maintenance of the Council's housing portfolio
 - **Capital Spending** – this is spending that provides benefits over a period of 12 months, such as the purchase of vehicles or equipment

2 Linking Resources With Corporate Priorities

- 2.1 The Council has identified a number of priorities and these are given in its Corporate Plan, along with targets for a three year period.
- 2.2 In summary, these are:
- Enhancing community involvement and access to services
 - Protecting and improving our environment
 - Defending and improving our countryside and rural heritage
 - Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
 - Working with our partners to tackle crime, the fear of crime and anti-social behaviour
 - Improving housing in the Borough by delivering more affordable housing and achieving the Decent Homes Standard for our own stock
 - Making the best use of resources through achieving a balanced budget and developing our workforce
- 2.3 In arriving at the priorities, external influences are taken into account, including the aims of the Local Strategic Partnership (LSP) and the Local Area Agreement (LAA). Other factors such as legislative changes and reward incentives are also considered.

- 2.4 The Corporate Plan and associated Financial Strategy are reviewed and updated on an annual basis, before the start of the new financial year. A further review of the Financial Strategy for the General Fund is also carried out part way through the year, to ensure that changing circumstances are taken into account in carrying out the full review. This additional review is not considered necessary for the Housing Revenue Account at this time, as the financial position is less constrained. However the additional review is used, when necessary.
- 2.5 As in previous years, the approach is to use the current financial year as a base position, inflate this to the price base of the budget year, and add known unavoidable spending pressures. This is then measured against the projection of available funding to determine affordability. The package of measures required to balance the two form the financial strategy for the budget year.

3 Economic Forecast

- 3.1 Both general inflation and specific areas of increase affect the spending of the Council. There are two main indices for measuring household inflation: the Consumer Price Index (CPI) and the Retail Price Index (RPI). Both indices measure the average changes month to month in prices of a basket of consumer goods and services purchased in the UK. However, there are several differences between the two indices:

- CPI excludes council tax, mortgage interest payments and house prices, which are included in RPI
- The relative weightings given to items in the basket of goods are different
- Different mathematical formulas are used for combining the prices collected for each item in the basket. This works in such a way that the average price for each item in the CPI is always lower than or equal to the average price for the same item in the RPI

A third index that is often quoted is RPI-X, which is RPI but excludes mortgage interest payments.

- 3.2 The Council reviews all three indices when it is assessing the level of inflation to be included in its financial strategy. However the Council may choose to use a lower general rate in some areas, where it wishes to encourage efficiencies.
- 3.3 Specific areas of increase are considered separately and individual rates of increase used to reflect prevailing market conditions, where they are significantly different to the general rate of inflation. These are assessed on an annual basis and depending on economic conditions, may include:
- Employee costs – pay awards and pension costs
 - fuel and energy costs
 - insurance costs
 - investment rates.

APPENDIX A

3.4 The assumptions used in the latest forecasts are given below:

Cost / Income Type	2010/11	2011/12	2012/13
Pay awards	1.5%	2%	2%
Premise costs	1.5%	2%	2%
Supplies and services	1.5%	2%	2%
General inflation, where a contractual obligation	1.5%	2%	2%
External funding from central government	1.4%	-1%	-1%
Council Tax	1.5%	2%	2%
Income	1.5%	2%	2%

In addition, a reduction of 20% has been assumed in gas and electricity contracts negotiated via ESPO, as they come up for renewal.

4 Demographic Factors

4.1 Demographic factors can affect the Council's planning in a number of ways:

- Changes in population can affect the Council's entitlement to government grant
- Changes in the number and value of households can affect the tax base used in calculating Council Tax
- The characteristics of the population, and households, influences the type of services provided
- The level of demand for services can be affected by changes in any of the above.

4.2 The population of the Borough currently stands at 61,200 and has been subject to little change over recent years. The Financial Strategy has assumed this will continue over the medium term.

4.3 Similarly the Council Tax Base has remained fairly consistent over a number of years, with only small increases. This position is not expected to change much in the medium term, given the potential new build in the area. The Strategy has therefore assumed a constant tax base.

5 General Fund Activities

5.1 Comprehensive Spending Review and Grant Settlement

5.1.1 Central government provides funding to local authorities for its General Fund activities through the Revenue Support Grant system. A Comprehensive Spending Review is carried out, which identifies the funding to be allocated to the public sector, and the proportion allocated to local government is then split between individual local authorities using a Formula Grant distribution system.

5.1.2 The last Comprehensive Spending Review was carried out in 2007, and the totals produced were used to allocate grant for 2008/09, with indicative

APPENDIX A

allocations given for 2009/10 and 2010/11. The formula grant is based on four blocks:

- **Relative needs** – based on a basic amount per client plus top-ups to reflect local circumstances which affect service costs, eg. deprivation and area costs. The cash value of the block is distributed to authorities in proportion to their relative need
- **Relative Resource Amount** – this is a negative figure and takes account of individual authorities' ability to raise income from Council Tax, by looking at their tax base
- **Central Allocation** – an amount allocated on a per capita basis
- **Floor Damping** – to ensure that all authorities receive a minimum grant increase. The government set a minimum increase in grant compared with the previous year, on a like for like basis – known as a 'floor'. Grant increases to authorities above the floor are scaled back to pay for this.

5.1.3 North Warwickshire's allocation is above the floor, and so the authority has had some grant withheld to pay for those awarded the minimum increase. The indicative allocation for 2010/11 gives an increase of 1.4% for the Council. This compares favourably with the average increase for Districts, but is less than the average increase received by authorities nationally. As no information is available for 2011/12 and 2012/13, a decrease in grant of 1% has been used. This is to reflect the expected reduction in public sector spending, as a result of the current national economic situation.

5.4 The grant settlement also identified a number of areas where specific grants are given to authorities. These are:

- Concessionary Fares
- Homelessness
- Housing / Council Tax Benefit Administration
- Housing & Planning Delivery Grant

5.2 Council Tax Base

5.2.1 The Council has had a fairly consistent tax base for a number of years. Given the minimal variation, the current tax base is used in the financial projections for each year of the medium term financial strategy. This tax base assumes a collection rate of 98.5%. Although the Council usually exceeds this collection rate, a small margin for non-collection allows some room for other variations during the year. Any additional funds are then distributed in the following year.

5.3 Council Tax

5.3.1 The Council attempts to balance the need for retaining an affordable council tax, with the retention of services. This is increasingly difficult with current financial constraints, including the pressures of government funding levels, limited income raising opportunities, economic pressures and rising expectations. Council policy is to keep council tax rises at, or below, inflation.

5.3.2 The government uses a capping system to restrict increases in council tax. During the last round, the Minister indicated that 'excessive' increases in council tax would be capped, although no specific limit was given. This position is expected to remain in future years. Given current inflation levels,

and the policy of keeping council tax rises at or below inflation, Council policy will ensure that the cap is not exceeded.

5.4 Fees and Charges

- 5.4.1 The Council has tended to increase fees and charges for inflation, on an annual basis. Any other changes have tended to be on an ad hoc basis.
- 5.4.2 The current financial strategy highlighted this and a fundamental review of fees and charges was agreed. This is taking place in the current year, and will enable the Council to ensure that its charging strategy supports its priorities and assists in providing the outcomes it requires. Where this does not conflict with its priorities, it will also enable maximisation of income.

5.5 Growth Areas

- 5.5.1 Given the Council's existing financial constraints, a strong approach is taken with growth areas. In general terms, growth will be allowed if one of the following conditions is met:
- **Statutory Need.** Where the Council needs to spend resources in order to comply with statutory requirements
 - **Invest to Save.** Where services can demonstrate that an initial outlay will generate additional income or reduced costs in the future, an advance from an earmarked reserve held for this purpose will be made. The service is required to repay this advance from the additional income or expenditure saving, over an agreed period of time. This enables investment, whilst maintaining the reserve for future bids.
 - **External Funding.** Services are encouraged to look for external funding to support service development and enhancement. In doing so, consideration of ongoing costs against potential one off funding is fundamental.
 - **Efficiencies.** The Council looks for efficiencies in service provision, which allows the reallocation of resources to other priorities. For example, a rationalisation of rounds on the domestic refuse collection service, enabled additional recycling to be undertaken.

- 5.5.2 The Council also uses the financial savings identified in its strategy to fund general growth areas, where these are not needed to maintain balances. Growth bids are assessed according to their contribution to Council priorities, the ability to obtain external funding and their contribution to the management of risk.

5.6 Approach to Savings

- 5.6.1 The Authority includes the requirement to find savings in its financial strategy. However whilst unidentified savings are built into financial projections over the medium term, only identified savings are included in the detailed budget put forward for approval for the coming financial year. This is part of the management of financial risks, and gives greater assurance around the approved budget, and the medium term position.

- 5.6.2 As the council looks for specific savings in advance of setting the budget for the following year, work on finding savings for 2010/11 will be carried out in 2009 during the production of that budget. Only those found will be included. Where possible the savings will be brought in earlier, during 2009/10, as this will give a beneficial impact on balances. If the savings target of £380,000 is not found, this will be reflected in the financial strategy for future years.

5.7 General Fund Balances

- 5.7.1 One of the Council's aims is to have a balanced budget. However this does not require a balanced budget in each financial year, the aim is to ensure that services are adequately funded over the medium term.
- 5.7.2 The current policy for general balances is to retain minimum working balances of £1 million on the General Fund. The risk assessments, which support these requirements, are updated on an annual basis as part of the budget process. This allows detailed consideration of changing economic conditions and other potential high risks.
- 5.7.3 The Council has also established a system of risk management, which is operated by all services. This ensures that if there are significant changes in the level of risk to the Council from new legislation, or policy changes, they are considered and reported to Board. Any significant increase in financial risks will therefore be addressed during the year, if this is necessary.

5.8 Budget Process

- 5.8.1 The budget process operates throughout the year, with the budget strategy updated twice per year. The budget cycle is given below in broad terms:
- February / March – a financial strategy is approved for a three year period, with Year 1 being a detailed budget for the following financial year. The financial strategy includes an assessment of the general balances to be maintained, and savings targets for future years. Detailed savings for the following financial year (Year 1) are built into the approved budget. Areas of review for possible budget savings in Year 2 are identified.
 - April / December – work is carried out on finding savings for the following year (Year 2)
 - July / September – the financial projections for years 2 and 3 in the financial strategy are updated, and a projection for an additional year (Year 4) is added
 - September – Executive Board approve an updated budget strategy for the three years following the current financial year (Years 2 – 4). This sets the framework for the preparation of the following years detailed budget.
 - September /December – detailed work on the budgets is carried out
 - January / February - Service Boards consider detailed budgets
 - February / March - a financial strategy is agreed for a three year period (Years 2 – 4), with a detailed budget approved for the following financial year.¹ The financial strategy includes an assessment of the general balances to be maintained, and savings targets for future

¹ note. Years 2 – 4 are then reclassified as years 1 – 3, and the process starts again.

years. Detailed savings for the following financial year are built into the approved budget.

- 5.8.2 In the event of potentially significant changes to the Council's financial position, the Director of Resources will assess whether additional updates of the financial strategy are needed.

5.9 Budget Consultation

- 5.9.1 The Council consults on how it spends its resources on an annual basis. A number of methods are used – some every year, whilst others are carried out periodically:

- financial questions are included in the survey carried out by BMG on the performance of the Council
- Business Rate payers meetings are held, to discuss budget proposals
- paper questionnaires to a sample of the citizens panel
- focus groups involving participants from members of the citizens panel
- electronic questionnaires on the website.

- 5.9.2 Consultation on the 2009/10 budget was undertaken using the BMG survey and the Business Rate payers meeting.

- 5.9.3 The timing of consultation is important. The Council will carry out more of its consultation before Christmas, to enable Members to give more consideration to the results obtained.

6 Housing Revenue Account

6.1 National Housing Pool

- 6.1.1 The government allocates an amount of funding to support local authority housing nationally. It allocates this sum through the operation of a national housing pool and subsidy system, which involves all authorities that manage their own housing stock.²

- 6.1.2 The Housing Subsidy system requires a notional calculation to be carried out for each Council, which shows either a surplus or deficit. The elements taken into account include allowances for management, maintenance, major repairs and capital financing costs, together with an assessment of the rental income that the stock will generate. If the calculation shows a surplus, the Authority is required to pay that surplus into the National Pool. If a deficit is calculated, the Authority will receive funding of that amount from the National Pool.

- 6.1.3 The calculation for this Authority has produced a notional Housing Revenue Account surplus for a number of years now, so the Council has to pay this amount into the National Pool. Projections indicate that this is likely to increase in future years, although the amount will depend on the assumptions made by the government, in calculating the notional surplus or deficit.

² A few authorities are currently part of a pilot scheme, which allows them to opt out of the National Pool system. ALMO's are already subject to separate arrangements.

- 6.1.4 In 2002/03, the government introduced a rent re-structuring programme, with the aim of bringing rents for local authority housing closer to the rent levels for other social housing. The programme requires local authorities to increase rents to a target level by 2024/25, and a formula is used to calculate the increases required each year. The notional subsidy account assumes this increase in rents, penalising those authorities who increase rents by a lesser amount. This Authority sets rents using the rent re-structuring formulae, in order to maximise the resources available for its housing stock.

6.2 General Balances on the Housing Revenue Account

- 6.2.1 The Council aims to have a balanced budget on the Housing Revenue Account. Again this does not require a balanced budget in each financial year, the aim is to ensure that services are adequately funded over the medium term.
- 6.2.2 The current policy for general balances is to retain minimum working balances of £500,000 on the Housing Revenue Account. The risk assessment, which supports this requirement, is updated annually as part of the budget process. This allows detailed consideration of changing economic conditions and other potential high risks.
- 6.2.3 Risk management practices are used, when assessing new legislation, or policy changes, so any significant increase in financial risks will therefore be addressed during the year, if this is necessary.

6.3 Housing Business Plan

- 6.3.1 Further detail around the management and maintenance of the Council's housing stock is given in the Housing Business Plan.

7 Capital Programme

7.1 Capital Funding

- 7.1.1 The Council projects its expected resources over both a three and ten-year period. These include receipts from the sale of council assets, revenue funding used to support capital expenditure and anticipated contributions from third parties.
- 7.1.2 Funding from the government is also considered and can be received in three ways:
- An element of support for the costs of borrowing are included in the grant settlement and in the housing subsidy calculation
 - The housing subsidy calculation includes a Major Repairs Allowance, which is to support the achievement of the Decent Homes Standard
 - Specific grant of 60% is received towards the cost of Disabled Facility Grants, up to a maximum allocation.
- 7.1.3 The current approved capital programme is heavily reliant on land sales to fund expenditure over the next 3 years. In September 2008, a report was taken to the Executive Board detailing a contingency plan in the event of land sales deteriorating, due to changes in the economic market. This identified a

APPENDIX A

number of housing capital schemes that could either be deferred to a later date or deleted from the programme, without impacting on the achievement of the Decent Homes programme.

- 7.1.4 A recent assessment has shown that land sales are likely to be reduced, or delayed beyond the three year programme, by around £1.5m. As a result, some of the identified housing schemes will be deleted or deferred to alleviate the shortfall.
- 7.1.5 This will still leave an issue which needs to be addressed in the longer term, and other funding options will be considered in future updates of the capital strategy. Further detail on the strategy used to allocate capital funding is given in the approved Capital Strategy.

7.2 Interaction between Revenue and Capital Spending

- 7.1.1 Many capital schemes will impact on the revenue budget. This may be due to ongoing maintenance costs which are incurred following the acquisition of an asset, or may be related to the cost of repaying loans taken out to finance capital expenditure, or the loss of investment income if internal loans are used.
- 7.1.2 In assessing bids put forward for inclusion in the capital programme, the impact of capital spending on the revenue budget is examined.

8 Efficiency Agenda

- 8.1 All Councils are required to demonstrate to the government the progress they are making on achieving efficiencies in service provision. In 2009/10 each Council is required to achieve annual cash savings of 3% of net expenditure. These can be a combination of revenue and capital savings, and can come from different accounts ie. from either the Housing Revenue Account or the General Fund.
- 8.2 The Council doesn't set targets for individual services, as it recognises that efficiency savings can take longer to generate in some services. The central target allows services some flexibility in the timing of efficiencies. Efficiencies are sought in a variety of ways:
 - an internal officer group, which focuses on efficiency and Value for Money, meets on a quarterly basis. The group identifies areas for efficiencies and monitors progress against targets.
 - Value for Money reviews on individual services are carried out on a rolling basis, with higher spending services reviewed early in the programme.
 - a procurement group meets to monitor the target set for procurement savings, and ensures that action is taken corporately.
 - a number of actions are agreed each year as part of the budget process, which require specific attention eg. a fundamental review of fees and charges was approved as part of the 2010/11 process.
- 8.3 The Council will continue to look for efficiencies in these ways, but will also take the opportunity to use new approaches, as they arise. The adoption of a Value for Money Strategy has also given more rigor in this area.

9 Treasury Management

- 9.1 This is the management of the Local Authority's cash flows, its banking, money market and capital market transactions. The Council has adopted a Treasury Management and Annual Investment Strategy, which sets out a framework for its activity in these areas. The Strategy aims to maximise performance, within the controls set up to manage the risk to the Council.
- 9.2 As highlighted in the Treasury Management Strategy, the Council has a borrowing requirement of £6.1 million. The Council chose to repay all of its external loans in 2003/04, in order to take advantage of some transitional arrangements on capital receipts, which increased the resources available for capital spending. To do this, the external borrowing was replaced by an internal loan from earmarked reserves held for future revenue and capital spending. As these resources are used, there will be a need to borrow. The timing of this borrowing will be kept under review.
- 9.3 The Council has internal funds in excess of those needed to cover the internal loans. These are invested on the money market and generate investment income for both the General Fund and the Housing Revenue Account. The cash fund portfolio is managed internally, with advice from Sector, the Council's treasury management consultants.

10 Earmarked Reserves

- 10.1 The Council holds a number of reserves that have been earmarked for specific revenue and capital purposes. Earmarked reserves are used to hold:
- Funding received in advance for specific initiatives, where the timing of expenditure goes across financial years eg. Planning Delivery Grant, Community Development schemes
 - Funding set aside for specific services, where the timing of demand can vary eg. Housing Repairs, Parish Plans
 - Funding set aside for the future replacement of assets eg. Play Areas
 - Funding set aside for capital spending, either from revenue provision, contributions received from third parties or receipts from the sale of assets
 - Some funds are held which would enable the Council to manage specific risks. For example, the VAT reserve would cover the VAT which could not be recovered if the Council exceeded its exempt limit in a particular year. This would allow corrective action to be taken in a planned way.
 - In some instances, it is not possible for services to spend the budget allocation in the year. For example, where staffing vacancies result in work being delayed. Where this relates to a particular piece of work which is still required, the funding is set aside for future use
- 10.2 For the majority of earmarked reserves, there is little or no risk to the financial standing of the Council. Reserves set up to manage timing differences or hold funding received in advance match expenditure to the income available. Reserves held to allow risks to the base budget to be managed are estimated using the best available information.

11 Risk Management

- 11.1 The Council has a Risk Management strategy in place which it uses to manage all of its risks, including financial risks.
- 11.2 The financial risks of individual services are considered during the budget preparation process, and are considered by Service Boards, along with the related budgets. A full risk assessment is undertaken annually on the level of balances for the General Fund as a whole, and the Council consider this in setting the overall budget and council tax. A risk assessment for the Housing Revenue Account is also prepared and considered at the same time as the budgets. This ensures that all current issues are included.
- 11.3 To assist with highlighting the impact of the potential risks, the major risks will be assessed on differing risk levels, and these are included in reports to Board.

APPENDIX B

EXPENDITURE FORECAST

	2009/10 Revised £000	2010/11 £000	2011/12 £000	2012/13 £000
Base Budget	10,630	10,858	11,298	11,617
Investment Income	(200)	(125)	(170)	(175)
Financing Adjustment	(673)	(674)	(671)	(701)
Revenue Contribution to Capital Spending	130	130	130	130
Growth 10/11		75	75	75
Growth 11/12			125	75
Growth 12/13				75
Savings 10/11		(152)	(152)	(152)
Savings 11/12			(380)	(380)
Savings 12/13				(290)
Net Expenditure	9,897	10,112	10,255	10,274
Council Tax	(4,329)	(4,394)	(4,482)	(4,572)
Government Grant	(5,363)	(5,437)	(5,383)	(5,329)
Collection Fund	(40)	(30)	(30)	(30)
Use of Balances	155	251	360	343
Balance C fwd	1,954	1,703	1,343	1,000

APPENDIX C

Potential Use of Balances

Best Case

	2009/10 Revised £000	2010/11 Estimate £000	2011/12 Estimate £000	2012/13 Estimate £000
Estimated Use of Balance	155	251	361	343
RSG remains at 10/11 level in cash terms			(54)	(108)
Reduction in pay award to 1% in 10/11		(40)	(40)	(40)
Reduction in pay award to 1% in 11/12			(81)	(81)
Reduction in pay award to 1% in 12/13				(81)
Improvement of 1% in investment rates		(56)	(45)	(47)
Additional vacancy savings		(40)	(40)	(40)
Additional service income		(50)	(50)	(50)
Potential Use of / (Cont to) Balances	155	65	51	(104)
Balances at Year End	1,954	1,889	1,838	1,942

Worst Case

	2009/10 Revised £000	2010/11 Estimate £000	2011/12 Estimate £000	2012/13 Estimate £000
Estimated Use of Balance	155	251	361	343
Reduction of RSG by further 1%			54	108
Increase of 0.5% in pay award in 10/11		40	40	40
Increase of 1% in pay award in 11/12			81	81
Increase of 1% in pay award in 12/13				81
Reduction of 0.75% in investment rates		42	34	35
Transfer of Concessionary Fares to WCC			350	350
Lower vacancy savings		40	40	40
Further reduction in income		50	50	50
Business rates on empty industrial units		20	20	20
Extra pension costs following 2010 revaluation			73	146
Potential Use of / (Cont to) Balances	155	443	1,103	1,294
Balances at Year End	1,954	1,511	408	(886)

Agenda Item No 9

Executive Board

30 September 2009

Report of the Chief Executive

Corporate Policy Framework

1 Summary

- 1.1 The purpose of this report is to recommend an overall review of the Council's Corporate Policy Framework including, if appropriate, refreshing its Vision, Mission and Values and considering the development of a Customer Charter.

Recommendation to the Council

That the overall Corporate Policy Framework set out at Appendix E to the report be agreed and that the Chief Executive carries out reviews of the various elements of the Framework, as set out in section 4 of the report, and submits further reports on these to the Special Sub-Group, prior to reporting to Executive Board at the end of the process.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 None at this stage.

3 The Current Position

- 3.1 The Council currently has a number of parts to its Corporate Policy arrangements which have been developed at different times and for different reasons.

- 3.2 The Council has, for many years, had a Corporate Plan which links both to the North Warwickshire Sustainable Community Strategy (which is currently being reviewed) and, through that, both to the County-wide Sustainable Community Strategy (currently being finalised) and Warwickshire's Local Area Agreement, which is an Agreement between Central Government and the various public agencies in Warwickshire, to deliver a number of outcomes and which is overseen by the Warwickshire Public Service Board. (See Appendix A.)

...

- 3.3. Whilst the Council's **Corporate Plan** takes account of these Borough and County wide Partnership documents, it also sets a framework for delivering Borough Council business and particularly the key priorities for the Administration.

- 3.4. The Council has developed a **Vision Statement** which appears at the front of the Corporate Plan and was agreed some years ago, which is as follows:-

"Being recognised for providing high quality services to our communities through listening learning and leading with openness."

3.5 The Council also has a **Mission Statement** which is now rarely used and was agreed in the late 1990s as follows:

- Listening to and speaking for the Community
- Protecting conserving and improving the local environment
- Promoting and investing in the areas economy
- Providing high quality services
- Caring for our workforce

• • • The Council also has a set of **Values and Behaviours** which were agreed in 2003 and which are set out in Appendix B; seven **Corporate Priorities** which are agreed annually, as set out at Appendix C, and drive the Corporate Plan and a recently agreed **Staff Charter** (set out at Appendix D). There are also **Customer Charters** for parts of the organisation (eg the Contact Centre and the One Stop Shop), but not one that covers the whole Council.

3.6 The result is that, whilst most of the relevant components are there and most are fit for purpose, they are not set easily in an overall framework and because they were done at different times, do not always link well together, for example, most of the elements in the Mission Statement can now be found in the Corporate Priorities which begs the question as to whether or not the Mission Statement now serves any useful purpose.

3.7 It would make sense to develop a single and coherent Policy Framework, and then review the key elements to ascertain whether they are still necessary and, if so, fit for purpose.

3.8 This would help:-

- 1 To make sure that the Council has a consistent and coherent approach.
- 2 To aid understanding for the public, Members, staff and partners.
- 3 To provide clarity for external inspectors such as the Audit Commission.
- 4 To ensure our internal policies and strategies fit within the wider, local sub-regional, regional and national frameworks.

• • • 3.9 It is important that the Policy Framework, when agreed, is up to date, links together and is easy to understand. Consequently, I would suggest the Policy Framework set out in Appendix E as a working draft.

3.10 The elements to the Policy Framework are as follows:-

- 1 Vision
This sets out where the Council is aiming to be (where we are going).
- 2 Mission
This should set out the way we do our business.

3 Priorities

These set out the key objectives for the Council set by the Administration.

4 Corporate Plan

This sets out the short and medium targets to take the priorities forward.

5 Values

These are the values that the Council considers to be important in carrying out its business and interacting with its staff, customers, Members and stakeholders.

6 Staff Charter

This sets out what is expected from staff and what staff can expect in return, in accordance with the Council's Values.

7 Customer Charter

This does the same thing for our customers.

4 **The Way Forward**

4.1 In order to achieve a coherent and up to date framework a number of things need to happen.

1 Vision

The Council's Vision needs to be reviewed and refreshed. It would help if this could be done taking account of the emerging North Warwickshire Sustainable Communities Strategy because, ideally, the Council's Vision should not conflict with the one in the Sustainable Communities Strategy.

2 Mission

The Council's Mission should be reviewed to see if it is still relevant and it either needs to be refreshed or got rid of.

3 Priorities

These have been set by the Administration and are up to date. It may be that the Vision and Priorities together would be sufficient without a separate Mission, but this is a matter for further report.

4 Values

These are 6 years old, have never really been taken forward in the organisation and should be reviewed. Recent work with staff around the Staff Charter could be used to help with this review although, clearly, additional work needs to be done with Members and customers to get as much ownership as possible.

5 Staff Charter

This is a fairly up to date document and doesn't need any further work at the present time, other than to ensure that when the other components of the Framework are finalised that it fits with those.

6 Customer Charter

We don't currently have one, although we have a good starter with the work that has been done in particular services. These may form the starting point for a Corporate Charter, although the opportunity should be taken to look at best practice in this area.

- 4.2 If Members are agreeable to a review of the overall framework, it is suggested that I do some further work to recommend a way forward for reviewing the various elements of the framework and report these back to Special Sub/Scrutiny, before bringing a final report back to Executive Board.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 None at this stage.

5.2 Safer Communities Implications

- 5.2.1 None at this stage.

5.3 Legal and Human Rights Implications

- 5.3.1 None at this stage.

5.4 Environment and Sustainability Implications

- 5.4.1 None at this stage.

5.5 Human Resources Implications

- 5.5.1 The Staff Charter links to the Council's priority of developing our workforce and to the Human Resources Strategy.

5.6 Risk Management Implications

- 5.6.1 None at this stage.

5.7 Equalities Implications

- 5.7.1 None at this stage.

5.8 Links to Council's Priorities

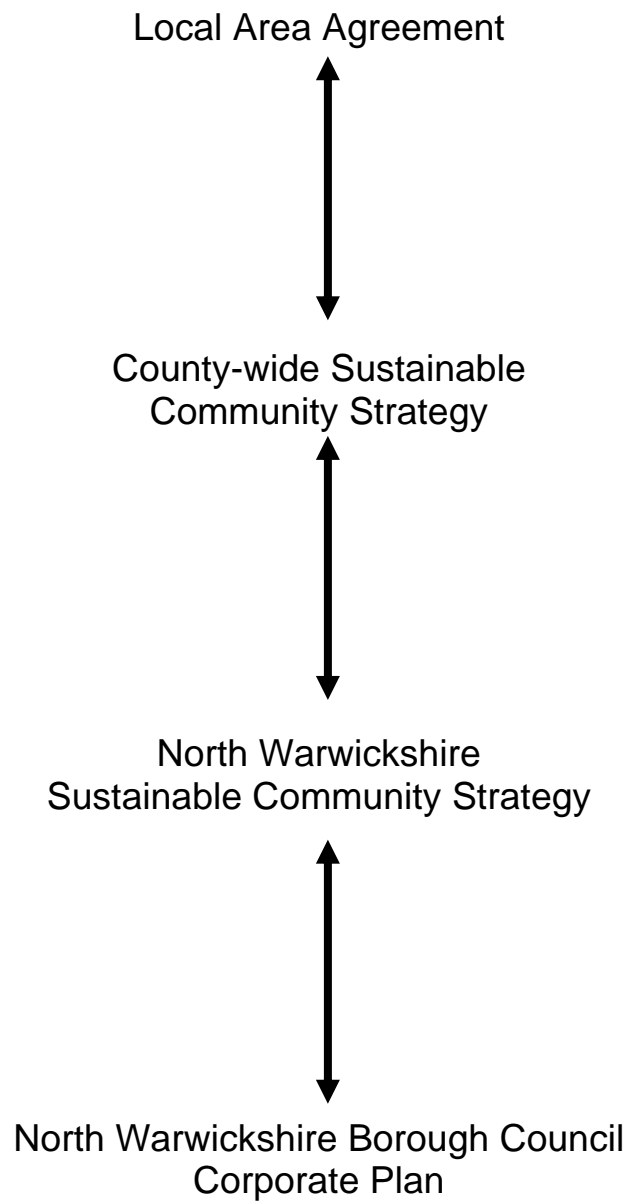
- 5.8.1 The Council's priorities form part of the overall framework.

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
None			



Values and Behaviours

Values	Behaviours
Performance Orientation	<ul style="list-style-type: none"> ➤ Accountability; ➤ Clarity of Role.
Leadership	<ul style="list-style-type: none"> ➤ Commitment to corporate goals; ➤ Teamwork/team spirit; ➤ Valuing the contribution of all; ➤ Open Minded; ➤ No blame culture; ➤ Open Door Policy; ➤ Lead by example.
Proactive and innovative	<ul style="list-style-type: none"> ➤ Creativity; ➤ Prepared to take a risk.
Caring for and Developing Staff	<ul style="list-style-type: none"> ➤ Friendliness and Approachability; ➤ Trust; ➤ Empathy; ➤ Prepared to ask for help.
Learning and Improvement	<ul style="list-style-type: none"> ➤ Continuous Improvement; ➤ Empowering; ➤ Knowledge Management; ➤ Keeping up date.
Respond to the operating environment	<ul style="list-style-type: none"> ➤ Flexibility.
Communication	<ul style="list-style-type: none"> ➤ Openness; ➤ Honesty; ➤ Listening.
Customer & Stakeholder Focus	<ul style="list-style-type: none"> ➤ Public Sector Ethos; ➤ Friendliness and approachability; ➤ Responsive.
Professionalism	<ul style="list-style-type: none"> ➤ Pride in work; ➤ Integrity; ➤ Deliver on commitments; ➤ Respect Colleagues.
Equality & Diversity	<ul style="list-style-type: none"> ➤ Fairness; ➤ Respect; ➤ Non Judgemental; ➤ Consistency.

Our 7 Priorities

- Enhancing community Involvement and access to services.

- Protecting and improving our environment.

- Defending and improving our countryside and rural heritage.

- Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens.

- Working with our partners to tackle crime, the fear of crime and anti-social behaviour.

- Improving housing in the Borough by delivering more affordable housing and achieving the Decent Homes Standard for our own stock.

- Making best use of our resources through achieving a balanced budget and developing our workforce.

Staff Charter

I have an expectation that I will

- ❖ Be valued
- ❖ Be supported
- ❖ Be able to contribute to the running of my team.
- ❖ Be trained and developed appropriately.
- ❖ Be treated with dignity and respect.
- ❖ Be consulted on change.
- ❖ Enjoy work life balance.
- ❖ Have a healthy and safe working environment.

I have a responsibility to

- ❖ Be customer focussed.
- ❖ Be a team player.
- ❖ Develop the skills to carry out my job.
- ❖ Perform to the best of my abilities.
- ❖ Promote the Borough Council.
- ❖ Participate in improving services.
- ❖ Raise any concerns early.
- ❖ Support service provision to meet the Council's vision and plans.
- ❖ Treat people with dignity and respect.

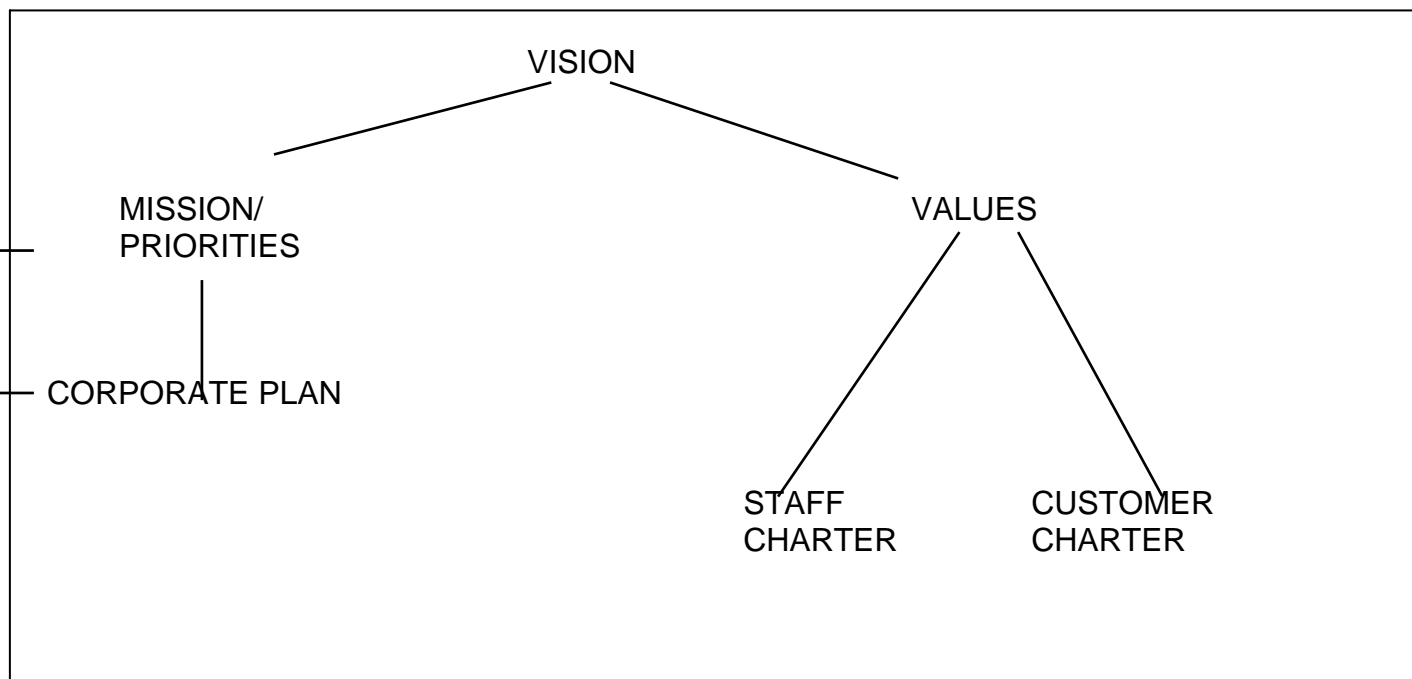
This will be achieved by

- ❖ Accessibility to flexible working arrangements, where possible.
- ❖ Arranging appraisals (including half-yearly reviews).
- ❖ Providing enough time, resources and training to do the job.
- ❖ Retaining the Investors In People (IIP) Award.
- ❖ Learning from mistakes.
- ❖ Listening to and learning from staff suggestions.
- ❖ Effective performance management.

WARWICKSHIRE SCS
WARWICKSHIRE LAA



NORTH
WARWICKSHIRE
SCS



Agenda Item No 10

Executive Board

30 September 2009

Report of the Chief Executive and the Director of Resources

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – June 2009

1 Summary

- 1.1 This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Executive Board for the first quarter April 2009 to June 2009.

Recommendation to the Board

That Members consider the achievements and highlight any areas for further investigation.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio Holder and Shadow Portfolio Holder for Resources, Councillors Bowden and Butcher have been sent a copy of this report and any comments received will be reported to the Board.

3 Introduction

- 3.1 This report is the first report for the 2009/10 year and reflects the Corporate Plan, which has been agreed for 2009/10. A key change to last years reports were the introduction of new national indicators and the removal of some of the best value performance indicators. The new national indicators include some of the existing best value performance indicators. Management Team have agreed which existing performance indicators are to be monitored during this year and the proposed reporting frequency. The indicators relevant to this board are shown in Appendices A and B and members will see the reporting frequency for each indicator identified on the spreadsheet e.g. monthly, quarterly and annually.

...

- 3.2 Management Team receive monthly reports from each division and are monitoring performance on an exception basis i.e. they are reviewing all the red and amber responses. This report informs Members of the progress achieved during the first quarter from April to June 2009 on all of the Corporate Plan and Performance Indicators relevant to this Board. The following definition has been applied using the traffic light warning indicator of red, amber and green.

Red – target not achieved
 Amber – target currently behind schedule and requires remedial action.
 Green – target achieved.

4 Progress April 2009 to June 2009

4.1 Attached at Appendices A and B are reports showing all the Performance Indicators and Corporate Plan targets relevant to this Board. The report is split into divisions as appropriate. The report includes individual comments where appropriate against each of the targets and indicators prepared by the relevant division. The report shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Quarter 1 Number	Quarter 1 Percentage
Red	0	0%
Amber	3	10%
Green	28	90%
Total	31	100%

Performance Indicators

Status	Quarter 1 Number	Quarter 1 Percentage
Red	2	10%
Amber	1	5%
Green	17	85%
Total	20	100%

5 Conclusion

5.1 The progress report shows that 90% of the Corporate Plan targets and 85% of the performance indicator targets are currently on schedule to be achieved. Members are asked to consider the achievement overall and to identify any areas of concern which require further investigation.

6 Report Implications

6.1 Safer Communities Implications

6.1.1 The community safety performance indicators are included in the report.

6.2 Legal and Human Rights Implications

6.2.1 The new national indicators have been specified by the Secretary of State for Communities and Local Government as part of a new performance framework for local government as set out in the local Government White Paper Strong and Prosperous Communities.

6.3 Environment and Sustainability Implications

6.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community.

6.4 Risk Management Implications

- 6.4.1 Effective performance monitoring will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance level.

6.5 Equalities

- 6.5.1 There are a number of equality related targets and indicators including achieving the equality standard, race equality, employment of staff declaring they have a disability and black and minority ethnic people highlighted in the report.

6.6 Links to Council's Priorities

- 6.6.1 There are a number of targets and performance indicators contributing towards the priorities of enhancing community involvement and access to services, protecting and improving our environment, defending and improving our countryside and rural heritage, to tackle crime, improving housing and making best use of our resources.

The Contact Officer for this report is Robert Beggs (719238).

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
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
3	Apr-09	Integrate the post of Parish Liaison Officer into the Leisure and Community Development Division	Executive Board	AD (L&CD)	Assistant Director Leisure & Community Development	Community Life		Achieved, although the postholder is on maternity leave until the New Year	Green	↔
6	Apr-09	Achieving level 3 of the Equality Standard for Local Government in all of our divisions by March 2010	Executive Board	ACESC	Policy Support Manager	Community Life		New Equality Framework for Local Government set up from April. Proposals for making progress with the new framework being considered by Assistant Directors Group.	Green	↔
7	Apr-09	Review with the County Council and other partners how best to address an overall strategy with partners that addresses Narrowing the Gap objectives as outlined in the Local Area Agreement	Executive Board	AD (R&B)	Assistant Director Revenues & Benefits	Community Life		Work is currently being progressed with the County Council and other Third Sector partners to identify the best way to deliver the key outcomes identified in the countywide Scrutiny review undertaken into Financial Well Being which identifies actions necessary to achieve the Narrowing the Gap agenda.	Green	↑
19	Apr-09	Progressing work on the development of the Core Strategy to ensure the continued provision of affordable housing, assisted by the Housing Market Assessment	Executive Board	ACESC/DCE	Forward Planning Manager	Housing		Work is continuing on progressing the Core Strategy	Green	↔
23	Apr-09	Developing Council policies to defend the openness and character of the Countryside through a planning process applied equally and fairly to all	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy	Green	↔
24	Apr-09	Publishing a draft Core Strategy as part of the Local Development Framework (LDF) by Autumn 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy	Green	↔
25	Apr-09	Ensuring that strategic housing proposals are contained in Core Strategy	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy	Green	↔
26	Apr-09	Incorporating land use implications into Core Strategy and Investigating with partners to implement the recommendations of the Strategic Flood Risk Assessment report	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy	Green	↔
27	Apr-09	Completing a Landscape Character Appraisal by Summer 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Tenders / quotes are expected early in September 2009	Green	↔
28	Apr-09	To respond to Phase Three of the Regional Spatial Strategy by seeking to protect the Borough's rural character by September 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Attendance at EIP, now awaiting Panel Report	Green	↔
29	Apr-09	Continuing with this policy	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy	Green	↔

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
30	Apr-09	Publishing draft Supplementary Planning Document dealing with Planning Agreements (Section 106) and with the new Community Infrastructure Levy by December 2009 subject to further guidance on scope of CIL and S106	Executive Board	DCE	Head of Development Control	Countryside & Heritage		Work is continuing on the scheme. All work must be completed by end of November and claimed by the end of December 2009	Green	↑
34	Apr-09	Continuing engagement with farmers via the Rural hub	Executive Board	ACESC	Forward Planning Manager	Countryside & Heritage		Work is on-going with farmers	Green	↔
36	Apr-09	Inclusion within the Core Strategy of the LDF the need to protect and maintain the best and most versatile agricultural land by end of 2009	Executive Board	ACESC	Forward Planning Manager	Countryside & Heritage		Local Plan policy has been saved and Core Strategy work is continuing	Green	↔
37	Apr-09	To adopt the SPD by end of 2009 depending on further advice from Government on the remit of S106 agreements and other forms of contributions	Executive Board	DCE	Forward Planning Manager	Countryside & Heritage		Further Government advice still awaited	Green	↔
40	Apr-09	Prepare design guidance and briefs as separate Supplementary Planning Document by the end of December 2009	Executive Board	DCE	Head of Development Control	Countryside & Heritage		Delayed until Publication of the Preferred Option of the Core Strategy so that we have identified sites to work with	Amber	↔
41	Apr-09	To use the Design Champion in accordance with the agreed role	Executive Board	DCE	Head of Development Control			Framework for Champion is agreed and in use	Green	↑
67	Apr-09	Carrying out the timetabled actions for year three of the Partnership Plan, including to secure targeted reductions in crime and the fear of crime and working in partnership to achieve Safer Communities targets in the Warwickshire Local Area Agreement.	Executive Board	CE/AD (L&CD)	Policy Support Manager	Safer Communities		Proposals to streamline partnership plan prepared to be finalised in August 09. Crime levels continue on a downward trend. At the quarter 1 stage there is red status for serious violent crime and serious acquisitive crime. 32 SVC's over the last 12 months with a challenging target of 22. Vehicle crime and domestic burglary at amber status. although these are still positively within + - 5%.	Green	↑
69	Apr-09	Subject to the outcome of bids to the Supporting People Board and other funding streams to continue to provide support for domestic abuse victims	Executive Board	CE/AD (H)	Policy Support Manager	Safer Communities		A locally based support worker is being provided for 16 hours per week through WDVSS. Funding allocated by North Warwickshire Community Safety Partnership with top up from the Council. Assistant Director Housing is part of a strategic review group at a county level considering the provision of services for victims of domestic abuse.	Green	↑

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
70	Apr-09	continue with the existing programme of securing homes	Executive Board	CE/AD (H)	Policy Support Manager	Safer Communities		Burglary Reduction scheme still being provided using balance of funding. Voucher proposal being implemented to help increase low number of referrals. Basis of targeting victims of burglary and vulnerable nearby properties still in place.	Amber	↔
71	Apr-09	Achieving a 3% cashable savings target	Executive Board	DR/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Identified efficiencies are currently above target	Green	↑
72	Apr-09	Achieving the savings required by the budget strategy	Executive Board	DR/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Work is progressing in line with agreed timescales.	Green	↑
73	Apr-09	Identifying and investigating the options for narrowing the Council's capital funding gap	Executive Board	DR/AD (F&HR)/AD (S)	Assistant Director Finance and Human Resources	Resources		Work is in progress	Green	↑
74	Apr-09	Reviewing the case for joint/shared working in other areas, including Human Resources, Procurement, Information Services and the Contact Centre	Executive Board	MT/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Work with partners is progressing, on all of the identified areas.	Green	↑
77	Apr-09	Considering the results of the options appraisal and agree with partners the most appropriate solution	Executive Board	DCE/AD (S)	Assistant Director Streetscape	Resources		Discussions with partners are ongoing and other options are now being considered alongside the original brief. Reports are going to Special Sub for updates and a final options appraisal and Business Case should be ready by September 2009	Green	↑
79	Apr-09	Progressing the Value for Money Strategy, including completing existing and commissioning three further Value for Money reviews to be completed by March 2009	Executive Board	DR/ADs	Director of Resources	Resources		VFM reviews progressing but some slippage	Amber	↔
82	Apr-09	Delivering the outcomes of the Warwickshire LAA and the North Warwickshire Sustainable Community Plan through Local Delivery Plans	Executive Board	CE	Policy Support Manager	Community Life		Work at a county level taking place to streamline delivery plans with more emphasis on the local strategic partnerships. A new sustainable community strategy for North Warwickshire being prepared which will focus on the priorities for narrowing the gaps including raising education attainment levels, health and access to services.	Green	↑
83	Apr-09	Reviewing and agreeing a new Service Level Agreement with the County Council to deliver Emergency Planning support in the Borough	Special Sub	CE	Policy Support Manager	Resources		Costings for delivery of the service level agreement being presented at a local authority liason group in August. This will help in reaching agreement with the County Council and the all the districts.	Green	↔

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
84	Apr-09	Reviewing the Business Continuity Plan and develop Divisional Plans	Special Sub	CE	Policy Support Manager	Resources		Divisional plans prepared and set up in Development Control and Streetscape. Other areas plans being prepared. Template for the Business Continuity Plan set up which will be populated with the divisional plans.	Green	↑
85	Apr-09	Carrying out a programme of Emergency Plan Exercise and training, including Member training	Special Sub	CE	Policy Support Manager	Resources		Major exercise planned and training package for named officers prepared. Call out exercise also arranged. Recent preparations for swine flu is helping to test arrangements in place.	Green	↑
86	Apr-09	Considering the implications of and take action on new legislation affecting the Council, particularly to Local Government and Public Involvement in Health Act	Executive Board	CE/ACESE	Assistant Chief Executive & Solicitor to the Council	Resources		New legislative developments are reviewed by the ACE & STC and anything of significance reported to Management Team and Members	Green	↔

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	Reported to MT
BVPI 2a	The level (if any) of "the Equality standard for local government", to which the authority conforms. :	Chief Executive	Policy Support	Level 3	2.00			2	Green	↔	New Equality Framework for Local Government set up from April. Proposals for making progress with the new framework being considered by Assistant Directors Group.	Q	Executive Board	Yes
BVPI 2b	The duty to promote race equality. : Does the authority have a Race Equality Scheme (REC) in place?	Chief Executive	Policy Support	78%	68%			68%	Green	↑	Work continues through Corporate Equality Policy	Q	Executive Board	Yes
BVPI 3	The percentage of citizens satisfied with the overall service provided by their authority. :	Chief Executive	Policy Support		48.80%			N/A	N/A	-	Place Survey	A	Executive Board	Yes
BVPI 4	The percentage of those making complaints satisfied with the handling of those complaints :	Chief Executive	Policy Support		-			N/A	N/A	-	Part of annual user satisfaction/ interim place survey to be confirmed.	A	Executive Board	Yes
BVPI 5a	The number of complaints to an Ombudsman classified as : Maladministration.	Chief Executive	Policy Support	0	0			0	Green	↑	No cases for 2009/10 so far.	A	Executive Board	Yes
BVPI 5b	The number of complaints to an Ombudsman classified as : Local Settlement.	Chief Executive	Policy Support	0	0			0	Green	↑	No cases for 2009/10 so far.	A	Executive Board	Yes
BVPI 126	Domestic burglaries per 1,000 households, and percentage detected :	Chief Executive	Policy Support	9.88	9.65			2.00	Green	↔	52 domestic burglaries during the first quarter and 243 over the last 12 months back from 31 June. The level is within the range of achieving the target. No significant hot spots identified although Arley and Fillongley wards had 10 and 8 in this period.	Q	Executive Board	Yes
BVPI 127	Violent crime per year, 1,000 population in the Local Authority area. :	Chief Executive	Policy Support	10.48	8.65			1.78	Green	↑	111 violent crimes during the first quarter and 481 over the last 12 months back from 31 June. The level is well within the range of achieving the target. No significant hot spots identified in this period. Coleshill town centre agreed as a priority for Area Forum South PACT in this cycle.	Q	Executive Board	Yes

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	Reported to MT
BVPI 128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area. :	Chief Executive	Policy Support	11.91	12.12			2.38	Amber	↓	148 vehicle crimes during the first quarter and 747 over the last 12 months back from 31 June. The level is close to the target number. Hot spots continue to be hotels and pubs. Prevention measure being reinforced at our identified hot spot locations.	Q	Executive Board	Yes
BVPI 174	The number of racial incidents recorded by the authority per 100,000 population. :	Chief Executive	Policy Support	0	1.60			0	Green	↔	Reporting centre set up within one stop shop. No incidents reported in this period. No current significant community cohesion issues identified.	Q	Executive Board	Yes
BVPI 175	The percentage of racial incidents that resulted in further action. :	Chief Executive	Policy Support	100%	1.00%			0	Green	↔	No action necessary.	Q	Executive Board	Yes
BVPI 6	The percentage turnout for local elections. :	Chief Executive	Democratic Services	No local elections	Atherstone Central Bye-Election 5 March 2009 turnout 28.75%			N/A	N/A	-		A	Executive Board	Yes
BVPI 7	The percentage of electoral registration form As returned. :	Chief Executive	Democratic Services	95%	94.50%			N/A	N/A	-		A	Executive Board	Yes
NI 154	Net additional homes provided	Chief Executive	Forward Planning	150 units per annum	106				Red	↔	The average completions over the last five years is only 125 so 150 will only be achieved in years of high development activity.	A	Executive Board	Yes
NI 155	Number of affordable homes delivered (gross)	Chief Executive	Forward Planning	60 units per annum	49				Red	↔	The achievement of this has been	A	Executive Board	Yes
NI 159	Supply of ready to develop housing sites	Chief Executive	Forward Planning	To have a 5 year supply	?			Above 100%	Green	↔	This figure is based on the emerging RSS	A	Executive Board	Yes
NI 170	PDL vacant/derelict for more than 5 years	Chief Executive	Forward Planning	-	-			N/A	N/A	-	This has not been recorded and ways to collect the data will be investigated	A	Executive Board	Yes
NI 197	Improved local biodiversity - active management of local sites	Chief Executive	Forward Planning		36%				Green		To be reported by WCC	A	Executive Board	Yes
BVPI 200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme? :	Chief Executive	Forward Planning	Yes	Yes				Green	↔	Amended LDS sent to GOWM August 2009	A	Executive Board	Yes
BVPI 200b	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out? :	Chief Executive	Forward Planning	Yes	No				Green	↑	The amended LDS should mean that meeting the milestones more realistic.	A	Executive Board	Yes
BVPI 219	Percentage of conservation areas in the local authority area with an up-to-date character appraisal. :	Chief Executive	Forward Planning	40%	20%				Green	↓	Due to other work it is unlikely that this figure will increase this year	A	Executive Board	No

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	Reported to MT
BVPI 106	Percentage of new homes built on previously developed land. :	Chief Executive	Forward Planning		98.50%				Green	↓	This figure continues to be relatively high. Once the Core Strategy has been adopted it is likely that more greenfield sites will come forward so reducing this figure.	A	Executive Board	Yes
ACPI H2	The number of licences issued within 15days of last necessary action	Chief Executive	Env Health (C, L &HP)	99%	-			100%	Green	↑		Q	Executive Board	No
NI 35	Building resilience to violent extremism	Chief Executive	Policy Support	N/A	1			1	Green	↔	Work being co-ordinated at a county wide level through the Safer partnership. Sub group established to prepare proposals for further work within Warwickshire. Local partnership work carried out through North Warwickshire Community Safety Partnership and the North Warwickshire Community Partnership.	A	Executive Board	Yes
NI 188	Adapting to climate change	Chief Executive	Policy Support	1	0 base level			0	Green	↑	ACE &STTC has re-established a working group to take forward a climate change action plan.	Q	Executive Board	Yes
NI 1	Local area is a place where people from different backgrounds get on well	Chief Executive	Policy Support	-	80.0			N/A	N/A	-	Place Survey	A	Executive Board	
NI 2	Belong to their immediate neighbourhood	Chief Executive	Policy Support	-	65.2			N/A	N/A	-	Place Survey	A	Executive Board	
NI 3	Civic participation in the local area	Chief Executive	Policy Support	-	11.9			N/A	N/A	-	Place Survey	A	Executive Board	
NI 4	Feel able to influence decisions affecting their local area	Chief Executive	Policy Support	-	27.4			N/A	N/A	-	Place Survey	A	Executive Board	
NI 5	Satisfied or very satisfied with the area as a place to live	Chief Executive	Policy Support	-	84.6			N/A	N/A	-	Place Survey	A	Executive Board	
NI 6	Participation in regular volunteering	Chief Executive	Policy Support	-	20.4			N/A	N/A	-	Place Survey	A	Executive Board	
NI 17	Percentage of respondents with a high level of perceived anti-social behaviour combines responses to seven questions about anti-social behaviour problems	Chief Executive	Policy Support	-	16.7			N/A	N/A	-	Place Survey	A	Executive Board	
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local Council and police	Chief Executive	Policy Support	-	23.6			N/A	N/A	-	Place Survey	A	Executive Board	
NI 22	% of people that agree that in their local area, parents take enough responsibility for the behaviour of their children	Chief Executive	Policy Support	-	26.8			N/A	N/A	-	Place Survey	A	Executive Board	

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	Reported to MT
NI 23	% of people who perceive people not treating one another with respect and consideration to be a problem in their area	Chief Executive	Policy Support	-	25.6			N/A	N/A	-	Place Survey	A	Executive Board	
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local Council and police	Chief Executive	Policy Support	-	23.1			N/A	N/A	-	Place Survey	A	Executive Board	
NI 37	Awareness of civil protection arrangements in the local area	Chief Executive	Policy Support	-	16.7			N/A	N/A	-	Place Survey	A	Executive Board	
NI 41	Perceptions of drunk or rowdy behaviour as a problem	Chief Executive	Policy Support	-	27.6			N/A	N/A	-	Place Survey	A	Executive Board	
NI 42	Perceptions of drug use or drug dealing as a problem	Chief Executive	Policy Support	-	28.7			N/A	N/A	-	Place Survey	A	Executive Board	
NI 119	Self-reported measure of people's overall health and well-being	Chief Executive	Policy Support	-	75.5			N/A	N/A	-	Place Survey	A	Executive Board	
NI 138	Satisfaction of people over 65 with both home and neighbourhood	Chief Executive	Policy Support	-	85.5			N/A	N/A	-	Place Survey	A	Executive Board	
NI 139	The proportion of the population expressing an opinion believing that older people locally receive the support they need to live independently at home as long as possible	Chief Executive	Policy Support	-	33.4			N/A	N/A	-	Place Survey	A	Executive Board	
NI 140	Fair treatment by local public services	Chief Executive	Policy Support	-	77.2			N/A	N/A	-	Place Survey	A	Executive Board	

Agenda Item No 11

Executive Board

30 September 2009

Report of the Chief Executive

Draft Sustainable Community Strategy 2009 - 2026

1 Summary

- 1.1 This report informs members of the preparation of a draft North Warwickshire Sustainable Community Strategy 2006 – 2026. The strategy replaces the North Warwickshire Sustainable Community Plan 2006 – 2009. The strategy has been prepared by the North Warwickshire Community Partnership. Two versions of the Sustainable Community Strategy have been produced, a strategic version for officers and partners and a user friendly public facing document for community use.
- 1.2 The vision for the strategy has been extended to 2026 to bring this in line with other strategies across the county and sub-region. The strategy aims to focus its activity more intensively on particular areas and communities. This reflects the fact that some areas have particular issues and concerns which it is felt could be addressed more effectively through further co-ordinated, multi-agency activity targeted at a local level.
- 1.3 As a result a shorter, more focussed, evidence based document has been prepared and members are requested to identify any potential changes to the documents.

Recommendation to the Council

That Members consider the working draft of the Sustainable Community Strategy and propose any amendments.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 The Portfolio and shadow portfolio holders have been sent a copy of the draft strategy and any comments received will be reported at the meeting.

3 Background

- 3.1 This report introduces the first working draft of the Sustainable Community Strategy 2009 - 2026 and sets out the community strategy consultation and events that have taken place to help shape the development of this strategy.

- 3.2 Members will note that the Partnership is required to prepare a new Sustainable Community Strategy to replace the existing Sustainable Community Plan, which ended in March 2009. Since the development of the last Community Plan, a number of initiatives have been introduced which influence partnership working in North Warwickshire such a new Local Area Agreement, Narrowing the Gaps and locality working.
- 3.3 To raise awareness and understanding of such initiatives with partners, and to generate discussion as to how the new Strategy should be developed two partnership events were held;
- Partnership Theme Group Event which was held on 13 November 2008 at Corley Village Hall and
 - Partnership Day 8 'Towards a New Sustainable Community Strategy' which was held on Wednesday 25 March 2009 at Purley Chase Golf Club

4 Partnership Theme Group Event

- 4.1 The aim of this event was to raise awareness of factors that would help to shape and influence the work of the North Warwickshire Community Partnership over the next three years and to agree a Vision and process for the development of the new North Warwickshire Sustainable Community Strategy.
- 4.2 A successful event was held with participants agreeing to a long term Strategy, proposing to retain the current Vision but extending it for a further 6 years to 2026, to align with other key strategies such as the West Midlands Regional Spatial Strategy, North Warwickshire Core Strategy and the Warwickshire Sustainable Community Strategy.
- 4.3 Participants also agreed that 'Narrowing the Gaps' is key to the future work of the Partnership and identified the areas where the Borough, or parts of the Borough, is not performing as well as other districts within the County. The Priorities included:
- Improving Educational Attainment and Raising Aspirations
 - Raising Skills Levels
 - Addressing Health Inequalities
 - Access to Services

5 Partnership Day 8 'Towards a New Sustainable Community Strategy'

- 5.1 The aim of this event was to agree the key priorities for inclusion in the new Sustainable Community Strategy and to agree how these might be delivered. In summary, it was agreed that:
- The Partnership should work towards a long term strategy, retaining the current Vision to be extended to 2026 (to bring this in line with other strategies across the county and sub-region).
 - The Partnership should focus on a small number of cross-cutting linked themes, prioritising Narrowing the Gaps issues in particular educational attainment, skills, NEETs (not in education, employment, or training) and access to services) through which to address deprivation and achieve the 2026 Vision.
 - A campaign approach should be adopted

5.2 The Theme Group Chairs/Lead Officers Group met on 13 May to consider the outcomes of the event and subsequent development of the Sustainable Community Strategy and reported to the North Warwickshire Community Partnership Board meeting in June 2009.

5.3 Attached is a link to the papers prepared for the North Warwickshire Community Partnership which shows the detailed information identified from the event and Partnership Day .

http://www.northwarks.gov.uk/nwcp/site/scripts/download_info.php?fileID=51

6 Development of a new Sustainable Community Strategy for North Warwickshire

6.1 At its meeting in January, the Partnership agreed the proposal that two versions of the Sustainable Community Strategy be produced, a strategic version for officers and partners and a user friendly public facing document for community use. A framework for the strategic document and example of a shorter, public facing document has been prepared for the consideration of the Board. These documents are attached at Appendix A and B.

6.2 Following discussion by the Theme Group Chairs/Lead Officers Group, it was requested that some initial priorities and outcomes be proposed for further consideration and development by Theme Groups. An initial action plan was drafted for this and Theme Groups were asked to feedback their comments by email no later than 31 July 2009. The action plan is at an early stage of development and requires further consideration and input from partners.

7 Report Implications

7.1 Finance and Value for Money Implications

7.1.1 There are no direct financial implications arising from the report and the preparation of the strategy. There is Area Based Grant funding of £53,000 specifically allocated for the Narrowing the Gaps proposals for 2009/10 which is to be supplemented from the North Warwickshire County Area Committee by £50,000 and an additional top up allocation of £9,280 is being proposed to be met from within existing budgets to cover the total costs of the projects of £112,280.

7.2 Safer Communities Implications

7.2.1 The North Warwickshire Community Safety Partnership is one of the existing theme groups of the North Warwickshire Community Partnership. Although Safer Communities is not explicitly expressed as one of the overall priorities for the new Strategy its importance is reflected within the Strategy. The priorities proposed for the new Strategy will contribute to reducing crime and disorder by raising aspirations and educational attainment levels which in turn should encourage more positive lifestyles and reduce the risk of young people becoming involved in crime and disorder.

7.3 Legal and Human Rights Implications

7.3.1 The Council has specific statutory responsibilities to work in partnership to prepare a sustainable community strategy and to establish and support the work of the Local Strategic Partnership.

7.4 **Environment and Sustainability Implications**

7.4.1 The sustainable community strategy is aimed at improving the social, economic and environmental well being of the area.

7.5 **Risk Management Implications**

7.5.1 The priorities proposed for the new strategy require sustained long term interventions and there are risks that outcomes may not be addressed sufficiently in the short to medium term. Risks are identified for individual projects for the narrowing the gaps proposals.

7.6 **Equalities Implications**

7.6.1 By improving educational attainment, raising aspirations, addressing health inequalities and improving access to services these will all contribute towards equality objectives.

7.7 **Links to Council's Priorities**

All the Council's priorities will contribute towards the aims of the strategy and in particular enhancing community involvement and access to services, tackling health inequalities will directly contribute towards the priorities.

The Contact Officers for this report are Julie Taylor (719437) and Robert Beggs (719238).

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

North Warwickshire Sustainable Community Strategy 2009-2026

Foreword

In these times of economic restraint, it is more important than ever that communities such as North Warwickshire should work together to tackle the key issues in our area.

There is also a need that we should be both focussed and determined about what we want to achieve – we should, in short, be more ambitious about less.

Educational attainment in North Warwickshire is currently the lowest in the County, the health of our population is also amongst the poorest in the County and we are also amongst the most remote and diverse ‘community of communities’ in Warwickshire. The three priorities we have set ourselves as a Partnership are designed to help address each of these issues.

In the sitcom ‘Yes Prime Minister’, Civil Servant Sir Humphrey Appleby warned his political boss “You should never confuse activity with achievement, Prime Minister”. We will therefore be ensuring that our partnership is geared to deliver on these three priorities. This Sustainable Community Strategy is all about how we are going to achieve a very real difference to North Warwickshire over the coming years. Each priority is a long-term ambition and to each we will be setting milestones to monitor our progress over the next few years.

Colin Hayfield,
Chair of the North Warwickshire Community Partnership

North Warwickshire Sustainable Community Strategy

Contents Page

Section 1: Introduction

Section 2: Our priorities

Section 3: Delivering our Sustainable Community Strategy

Section 4 :Measuring Progress

Section 5: Further information

Section 1: Introduction

North Warwickshire Sustainable Community Strategy & Vision

Our Vision is:

“Rural North Warwickshire; a community of communities. A place where people want to live, work and visit, now and in the future, which meets the diverse needs of existing and future residents, is sensitive to the local environment, and contributes to a high quality of life. A place which is safe and inclusive, well planned, built and run, and offers equality of opportunity and good services for all”.

This Sustainable Community Strategy sets out the key aims for improving the quality of life in the Borough from 2009 to 2026. It identifies our shared priorities for making North Warwickshire an even better place to live and work and will inform the service planning and allocation of resources of the agencies working within the Borough.

Since North Warwickshire Community Partnership prepared its first Community Strategy in 2001, we've made real progress and we want to build on this success through our new Sustainable Community Strategy. We recognise that although we've have some great successes there are still big challenges ahead.

Our underlying aim is to narrow the gaps between the advantaged and the disadvantaged. We will concentrate our attention on making our most deprived communities more prosperous and narrow the gaps with the more affluent parts of Warwickshire. Any form of disadvantage can be a major factor in eroding the quality of life experienced by everyone.

To achieve our ambitions we need to work together, as organisations, across sectors and as communities.

What are Sustainable Communities?

How we live is shaped by where we live. Rural areas, like North Warwickshire, have their own issues which need to be addressed. Still, people want the same basic things: jobs; a healthy economy; a stable and safe place to live; a pleasant and healthy environment; good public services; opportunity and choice for all, and the chance to shape their own future.

Sustainable communities are places in which people want to live, work and visit both now and in the future. In this strategy we will show how we will meet our own needs and enjoy a good quality of life, without compromising the quality of life of future generations.

The Local Development Framework which defines the physical infrastructure required by the Sustainable Community strategy is important in ensuring the Strategy is genuinely sustainable.

How did we prepare the Strategy?

The Strategy takes account of the various influences and pressures facing North Warwickshire both nationally and locally such as the Regional Spatial Strategy, Local Area Agreement, Local Development Framework, theme based strategies, Parish Plans and many more.

The strategy has been developed through listening to the people who matter – the public and our partners. Community consultation and information from numerous sources of data, has helped to provide statistical evidence about what the communities of North Warwickshire want and where improvements need to be made. Thus, the Strategy aims to focus future partnership activity more intensively on particular areas.

In 2009/10 the partnership will focus its activity in our East Locality - the wards of Atherstone, Mancetter, and Hartshill. This reflects the fact that these areas have particular issues and concerns which it is felt could be addressed more effectively through further co-ordinated, multi-agency activity targeted at a local level.

Pressures and challenges facing North Warwickshire

North Warwickshire is predominantly a rural area with farming still playing a major role in its economy. It has rich and varied heritage of canals, churches and castles and has a small number of market towns populating the area. This attractive rural environment offers a good quality of life for local people, however there is a range of challenges involved in achieving the partnerships vision.

The Partnership has identified three priorities where sustained, longer term action, is required.

Priority 1 – Raising aspirations, educational attainment and skills

Locally, there is a higher than average proportion of people with poor literacy and numeracy. There is a very clear gap in educational attainment and skills between North Warwickshire and the County. This is not new and has been a challenge for many years.

In particular the levels of formal qualifications achieved by local people are low with a third of all people living in the area having no formal qualification and this figure is worse in Atherstone and Mancetter. As a result many people are unable to obtain better paid jobs because of their lack of skills and overtime this leads to low expectations and aspiration.

The levels of low expectations may well be reflected in the school results. When measured against the County level for achievement of five or more A* - C GCSE grades including English and Maths the Borough generally does not perform well. Across the County nearly half of pupils achieve this level whilst in the Atherstone/Mancetter area the level is about a third of people. Only the North of the Borough performs above the County level.

Whilst the Borough generally performs at the same level or slightly better than the County for people aged 16-18 not in education, employment or training, in Atherstone/Mancetter there is almost double as many people that fall into this category compared to the County.

Priority 2 – Healthier Communities

Keeping residents fit and healthy is increasingly important. Issues such as obesity are rising in the Borough, in particular obesity in older people. Alongside this we have an ageing population and long term conditions such as heart disease amongst other illnesses will be a particular challenge for healthcare providers in the future.

Atherstone and Mancetter area is the third worst in the County as a whole for people who classify themselves as not being in good health. More than 1 in 5 residents in the Atherstone/Mancetter area indicate that they have a long term illness compared to the County average of 16.8%. This obviously has long term implications for the individuals and their families.

Priority 3 - Improving access to services

Rural North Warwickshire faces a number of problems with access, transport and communications. The rural nature of the area means people have to travel considerable distances to access jobs, services and facilities. This results in problems for people with mobility difficulties to rely on public transport. Lack of awareness of transport, poor transport publicity and lack of integrated transport provision further compounds this issue.

Continued partnership activity

We recognise that there are additional priorities and commitments that the Partnership will continue to work towards thus,

- We need to continue to maintain, protect and improve the quality of our **environment**. North Warwickshire has a rich and diverse natural and built environment, which contributes to a good quality of life.
- We need to continue to provide a range of **affordable housing** options, including social and private rented and low cost ownership schemes, to meet a range of housing needs. Demands for affordable housing needs to be met even though we have seen recent falls in house prices, housing still remains relatively expensive. Young couples, people on low incomes and key workers struggle to buy or rent properties. The lack of affordable housing is also reflected in part by the sizeable waiting lists for social housing. While the demand for social housing has increased throughout recent times, the supply has remained relatively static.
- We will continue contributing towards ensuring that the North Warwickshire **economy** is healthy, diverse and able to adapt to changes in the wider economy while remaining relevant to the needs of local people. In these times of economic restraint, it is more important than ever that communities such as North Warwickshire need to work together to tackle this economic issue to be able to compete successfully in the future. North Warwickshire is a rural area, having characteristics, which distinguish it from surrounding urban areas. Economies of scale mean that essential services and facilities are often moved away
- We will continue to make North Warwickshire a **safer place** to live, work and enjoy where the fear of crime is low. Improving and maintaining safe communities continues to be a priority, as feeling safe has a positive impact and effect on individual groups and communities. Although the Borough experiences low levels of reported crime, residents have a disproportionately high fear of crime.

Section 2: Our priorities

Our priorities have been developed in consultation with local people and stakeholders and are supported by evidence which was collated by the North Warwickshire Community Partnership.

The purpose of the North Warwickshire Community Strategy and role of the partnership is to ensure priorities are acted upon to create the kind of North Warwickshire described in our vision.

By 2026,

- North Warwickshire will exhibit a strong learning culture spanning all age groups. It will be a place where everyone has the greatest possible opportunity to recognise and achieve their potential, having the skills and education levels needed to be successful both personally and in the local economy.
- health inequalities within and between communities in North Warwickshire will have been reduced. People will be living healthier and independent lives, making positive lifestyle choices to improve their well-being and that of their community and surroundings.
- North Warwickshire will be better connected and better serviced.

In support of our strategy, a detailed action plan will be published separately translating each of these priorities into specific actions and targets. This will include information on the additional activities being undertaken by the Partnership.

Section 3: Delivering our Sustainable Community Strategy

North Warwickshire Community Partnership is working in an increasingly complex and challenging environment with greater delivery expectations being placed on it. This has increased the need to ensure that the Partnership is working effectively and is able to respond to new challenges.

The North Warwickshire Community Partnership

The North Warwickshire Community Partnership structure comprises of a 'family of partnerships'. It brings together representatives of the public, private and voluntary sector including the Borough and County Councils, NHS Warwickshire, Warwickshire Police and a range of other organisations from the voluntary, business, community and public sectors.

Ultimately, the Board is responsible for the delivery of the North Warwickshire Sustainable Community Strategy and action plans, by seeking to influence the way partners plan, and deliver services. The partnership also provides the strategic co-ordination within the area linking with plans and bodies established at the regional, county and local level.

Appropriate structures will be put in place to deliver the North Warwickshire Sustainable Community Strategy. This will be complimented by the locality working and Narrowing the Gaps Programme.

Locality Working

Within the Borough there are Four Area Forums (North, South East & West) that provide an opportunity for the Borough Council, County Council, Police and other public agencies to engage with local people. The Area Forums enable local people to help identify the key issues that affect their communities and give them an opportunity to voice their aspirations and concerns and influence the services delivered by the key partners. Linked into the Area Forums are the Safer Neighbourhood /PACTs (Partners and Communities Together) Forums with the intention of ensuring that citizens have a single integrated opportunity to engage on all issues affecting their communities.

Profiles for each Area Forum has been prepared that provide information about the area and assist the identification of issues that need to be addressed.

Narrowing the Gaps Programme

Through a funded programme, the North Warwickshire Community Partnership, will continue to focus its energies on Narrowing the Gaps between those communities least and most affluent in North Warwickshire and within and between Warwickshire itself. In 09/10 the focus will be Area Forum East.

Section 4: Measuring Progress

The North Warwickshire Community Partnership will ensure that this Strategy continues to meet local priorities and is being implemented effectively. At the end of each year, we shall compare our progress with what was planned.

A performance management framework is established and will ensure that progress is reported on a quarterly basis, to every meeting of the North Warwickshire Community Partnership.

To make sure we stay on track, the North Warwickshire Community Partnership will continue to listen to and involve local people, reviewing the plan and reporting progress. This will ensure that we continue to improve and adapt the North Warwickshire Sustainable Community Strategy.

The strategy will be fully reviewed every three years with the priorities and action plans updated as needed.

Section 5: Further information

If you would like information on the North Warwickshire Community Partnership or to receive further hard copies of the Sustainable North Warwickshire Community Plan please contact:

Julie Taylor
North Warwickshire Borough Council
Policy Support
PO Box 5
The Council House
South Street
Atherstone
Warwickshire
CV9 1BD

Tel: 01827 719437
Email: policy@northwarks.gov.uk

Martin Gibbins
North Warwickshire Area Office
Warwickshire County Council
PO Box 5
The Council House
South Street
Atherstone
Warwickshire
CV9 1BD

Tel: 01827 719317
Email: martingibbins@warwickshire.gov.uk

If you would like a summary of this document in a different format such as large print, Braille or tape or in a different language please contact Tel: 01827 ?

A full strategy document is available on the North Warwickshire Community Partnership website www.northwarks.gov.uk/nwcp

North Warwickshire Sustainable Community Strategy Summary

Introduction

This is a summary of the Sustainable Community Strategy for North Warwickshire, prepared by North Warwickshire Community Partnership (the Local Strategic Partnership). The full version is available on the Partnership's website www.northwarks.gov.uk/nwcp

North Warwickshire's Sustainable Community Strategy & Vision

Our Vision is:

"Rural North Warwickshire; a community of communities. A place where people want to live, work and visit, now and in the future, which meets the diverse needs of existing and future residents, is sensitive to the local environment, and contributes to a high quality of life. A place which is safe and inclusive, well planned, built and run, and offers equality of opportunity and good services for all".

Our Sustainable Community Strategy sets out the key aims for improving the quality of life in the borough from 2009 to 2026. The strategy identifies our shared priorities for making North Warwickshire an even better place to live and work and will inform the service planning and allocation of resources of the agencies working within the borough.

Since North Warwickshire Community Partnership prepared its first Community Strategy in 2001, we've made real progress and we want to build on this success through our new Sustainable Community Strategy. We recognise that although we've have some great successes there are still big challenges ahead.

Our underlying aim is to narrow the gaps between the advantaged and the disadvantaged. We will concentrate our attention on making our most deprived communities more prosperous and narrow the gaps with the more affluent parts of Warwickshire. Any form of disadvantage can be a major factor in eroding the quality of life experienced by everyone.

To achieve our ambitions we need to work together, as organisations, across sectors and as communities.

How did we prepare the Strategy?

The strategy takes account of the various influences and pressures facing North Warwickshire both nationally and locally. The strategy has been developed through listening to the people who matter – the public and our partners. Community consultation and information from numerous sources of data, has helped to identify what the communities of North Warwickshire want and where improvements need to be made.

What are we going to do?

The purpose of the North Warwickshire Community Strategy and role of the partnership is to ensure priorities are acted upon to create the kind of North Warwickshire described in our vision. Our priorities are:

Priority 1: Raising aspirations, educational attainment and skills

By 2026, North Warwickshire will exhibit a strong learning culture spanning all age groups. It will be a place where everyone has the greatest possible opportunity to recognise and achieve their potential, having the skills and education levels needed to be successful both personally and in the local economy.

Priority 2: Healthier Communities

By 2026, health inequalities within and between communities in North Warwickshire will have been reduced. People will be living healthier and independent lives, making positive lifestyle choices to improve their well-being and that of their community and surroundings.

Priority 3: Transport, Access and Communications

By 2026, North Warwickshire communities will be better connected and better serviced.

We recognise that there are additional priorities and commitments that the Partnership will continue to work towards, for example ensuring we have safer communities, provision of affordable housing, improving the environment. Some of these priorities will be achieved through the delivery of our priority outcomes.

The Strategy aims to focus future partnership activity more intensively on particular areas and communities. This reflects the fact that some areas have particular issues and concerns which it is felt could be addressed more effectively through further co-ordinated, multi-agency activity targeted at a local level.

In support of our strategy, a detailed action plan will be published separately translating each of these priority outcomes into specific actions and targets. This will include information on the additional activities being undertaken by the Partnership.

Contact Us

If you would like information on the North Warwickshire Community Partnership or to receive further hard copies of the Sustainable North Warwickshire Community Plan please contact:

Julie Taylor
North Warwickshire Borough Council
Policy Support
PO Box 5
The Council House
South Street
Atherstone
Warwickshire
CV9 1BD

Tel: 01827 719437
Email: policy@northwarks.gov.uk

Martin Gibbins
North Warwickshire Area Office
Warwickshire County Council
PO Box 5
The Council House
South Street
Atherstone
Warwickshire
CV9 1BD

Tel: 01827 719317
Email: martingibbins@warwickshire.gov.uk

If you would like a summary of this document in a different format such as large print, Braille or tape or in a different language please contact tel: 01827
?

Agenda Item No 12

Executive Board

30 September 2009

Report of the Assistant Chief Executive and Solicitor to the Council

Place Survey

1 Summary

- 1.1 The report seeks to inform Members of the results of the Place Survey, to highlight the key results from it and to agree a course of action to deal with these results.

Recommendation to the Council

That the report is noted and the key actions agreed.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 None

3 Report

- 3.1 Last year a new national survey of residents was introduced. Due to technical difficulties within central Government with the data, the results have only recently been formally released.

- 3.2 In our Borough 2700 surveys were issued and a total of 1331 forms completed (one of the highest return rates in the country). The results are statistically valid and have been weighted so as to be representative of the Borough and therefore the Council can have sufficient confidence that the results are a reasonable reflection of the views of our residents.

- ... 3.3 The full report has been placed on the intranet and can be found at <http://www.northwarks.gov.uk/placesurvey> . Appendix 1 is a summary of the responses with some comparative data. Appendix 2 is some particular detail from the main report that Officers wish to highlight. Appendix 3 is the Health Profile 2009 provided by Warwickshire NHS. In addition a report was taken to Scrutiny Board on 28 July 09 highlighting the main findings of the Place Survey (Record number 2009/BR/001815).

- 3.4 The main points to consider, it is suggested, are

- issues that residents regard as being the most important in making somewhere a good place to live (Figure 1, Appendix 2)
- the things that residents think most need improving (Figure 2, Appendix 2)
- a comparison between issues residents think are important or need improving (Figure 3, Appendix 2)

- the issues on which the Borough scores relatively poorly compared with other results (Appendix 1) and
- issues that from other data sources appear important but have not been picked up by residents.

3.5 From these categories it is suggested that the following points emerge as being of most importance:

- From Figure 1 – the level of crime, health services, clean streets, affordable decent housing, and education provision
- From Figure 2 – activities for teenagers, road and pavement repairs, public transport, the level of crime and the level of traffic congestion
- From Figure 3 – issues towards the top and right of the graph are the most important and it is suggested therefore that a line could be drawn around B, O, C, D, I and K. These issues are activities for teenagers, public transport, affordable decent housing, clean streets, health services and the level of crime
- From Appendix 1, taking those issues where the Borough's performance is in the worst or 3rd quartiles (and where this Council provides that service) – parks/open spaces/leisure facilities, involvement in local decisions/being able to influence those decisions, those over the age of 65 who are satisfied with their home and neighbourhood, anti-social behaviour/crime and local tips/household recycling centres
- From other data – educational attainment at age 16 during 2007/08 was the lowest in the County (38.1% GCSE A*-C grades) and a range of health indicators (obese adults and health eating adults per Health Profile 2009 – North Warwickshire NHS, Appendix 3). It is also clear from the work on the Comprehensive Area Assessment to date that carbon emissions is a significant issue for the Borough. There are links to the Place Survey with these issues, for example education provision is regarded as important even if residents are not of the view that it is a priority for improvement.

3.6 As a result therefore 15 issues emerge: activities for teenagers, affordable housing, clean streets, health services, crime, public transport, the reputation of the Council, what to do in a large scale emergency, involvement in and influencing local decision making, parks/open spaces/leisure facilities, those over the age of 65, local tips/household recycling, educational attainment, health of residents and carbon emissions.

... 3.7 Appendix 4 records the actions that have been and are to be taken in these areas. It is suggested that progress in these areas form the majority of the issues to be covered in this year's householder survey, be addressed in the Corporate and Service Plans for next year and be priorities for external communications during the coming year.

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.1 The considerable progress that the Council has made with regard to financial and value for money issues should be communicated to the public.

4.2 Safer Communities Implications

- 4.2.1 Action around crime, anti-social behaviour and the perception of these issues should make the area safer and residents more confident in the area they live in. There are specific indicators relating to crime and anti social behaviour included in the Place Survey. The results of the survey show that there is a high perception of the level of crime even though North Warwickshire is a low crime area. This raises challenges to the Council and partners about raising more awareness of what is being done to address crime and anti social behaviour across the Borough.

4.3 Legal and Human Rights Implications

- 4.3.1 There is a statutory duty for local authorities to carry out a place survey every two years. The Place survey indicators form part of the National Indicator set and were specified for 2008/09 by the Department of Communities and Local Government.

4.4 Environment and Sustainability Implications

- 4.4.1 By taking into account the results of the Place Survey the Council and partners should develop service improvements which will improve the quality of life for residents of the Borough. The results have highlighted a number of key areas with which the perception of what is important and needs improving and what is important and doesn't need improving, are at odds with the identified evidence base. For example health services and the level of pollution.

4.5 Human Resources Implications

- 4.5.1 None at this time. However, changes to service provision in the future may have HR implications.

4.6 Risk Management Implications

- 4.6.1 There are risks to the Council's reputation if it is not seen to be adequately taking into account the results of the Place Survey in its service delivery planning. The results are being used to report on 18 National Indicators and also to ascertain overall satisfaction with the Council and the services it provides.

4.7 Equalities Implications

- 4.7.1 The Place Survey results will be analysed across all strands of Equality and the results reported back to internal and external partnership groups to assist in service delivery planning.

4.8 Links to Council's Priorities

- 4.8.1 The Place Survey results cover aspects relating to all of the Council's existing priorities.

The Contact Officer for this report is Steve Maxey (719438)

Appendix A: Place Survey Measures Broken Down by Service Area

The table below groups the Place Survey measures with their most appropriate service area. Not all services have indicators which map to them and not all indicators map to a service. Additionally, some indicators are overarching corporate measures while others are delivered by external organisations.

For each indicator the first column gives the 2008/9 result for North Warwickshire Borough Council. The following four columns relate to the national quartile figures for district councils. This allows us to benchmark whether we are in the "best" 25% of district councils, the "worst" 25% or where we sit in between - this is the column headed National Quartile. You will notice that in the break between service sections there is a number in the National Quartile column. This is intended to provide a guide as to the overall performance by that service. Each quartile is allocated a code, with best coded 1, above the median coded 2, below the median coded 3, and worst coded 4. An average score is then calculated - anything below 2 indicates very good performance, between 2-2.5 above average, 2.5-3 below average and anything above 3 being poor performance.

The next three columns give further context to our results, showing the breakpoints required to be placed in the best or worst quartile and the median average figure.

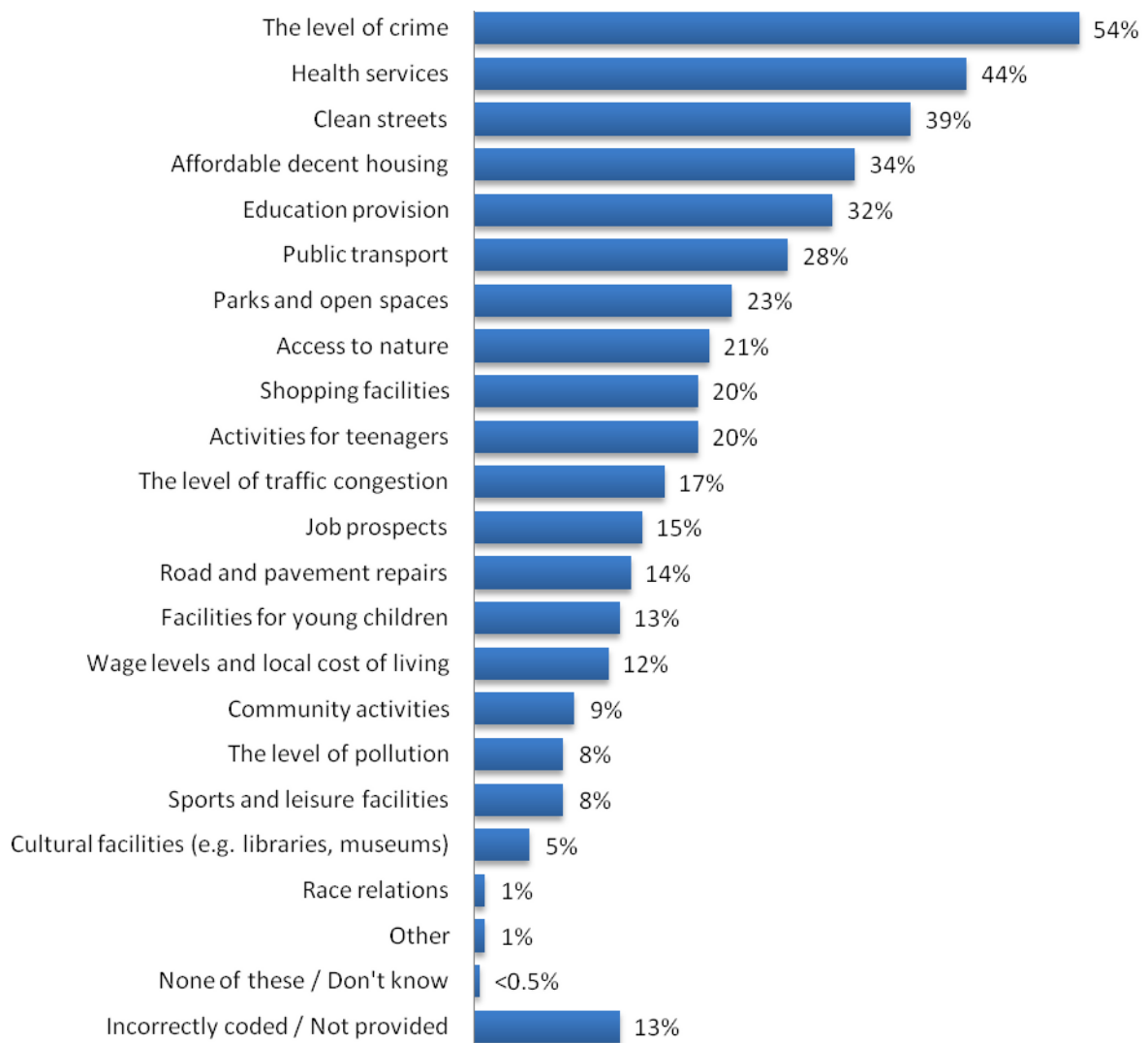
The final two columns give a comparison with the other local authorities in Warwickshire. Firstly, North Warwickshire Borough Council's rank amongst the district and borough councils by performance - 1st always indicates the best, even where lower performance is sought. Again, you will notice a number in the break between service sections - this indicates an average rank in Warwickshire for the indicators related to that service area.

The final column gives the Warwickshire average for each perception measure (Warwickshire County Council have only provided these for National Indicators).

	Indicators broken down by service area	NWBC	National Quartile	Best	Median	Worst	Warwickshire Rank (District)	Warwickshire Average
Streetscape	Satisfaction with keeping public land clear of litter and refuse	64.5	Best	64	60.1	55.8	2	
	Satisfaction with refuse collection	89.6	Best	84.5	78.1	70.7	1	
	Satisfaction with doorstep recycling	76.5	Best	76	70.3	65.5	3	
			1.0				2.0	
L&CD	Satisfaction with sport/leisure facilities	41.1	Worst	51.5	46.2	41.6	5	
	Satisfaction with parks and open spaces	62.1	Worst	74.2	69.5	64.2	5	
			4.0				5.0	
Corporate	strongly or tend to agree local council provides value for money?	37.2	Quarter 2	38.9	34.7	31	1	
	very or fairly satisfied with how council runs things	48.8	Quarter 2	51.1	46.2	41.8	2	
	Generally speaking would you like to be more involved in the decisions that affect your local area	27.0		26.5 / na?	24.6 / na?	23.1 / na?		
	NI 3 - % who have been involved in decisions that affect the local area in the past 12 months	11.9	Worst	15.9	13.8	12	4	14.0%
	NI 4 - % who agree that they can influence decisions in their local area	27.4	Quarter 3	30.6	27.8	25.8	4	28.3%
	NI 5 - % who are satisfied with their local area as a place to live	84.6	Quarter 2	88.1	84.3	79.9	3	82.9%
	NI 6 - % who have given unpaid help at least once per month over the last 12 months	20.4	Worst	28.6	24.8	22.4	5	26.0%
	NI 37 - % who feel informed about what to do in the event of a large-scale emergency	16.7	Quarter 2	18.5	15	13.2	2	15.5%
NI 138 - % people aged 65 and over who are satisfied with both home and neighbourhood	85.5	Quarter 3	89.3	86.8	84.2	4	86.4%	

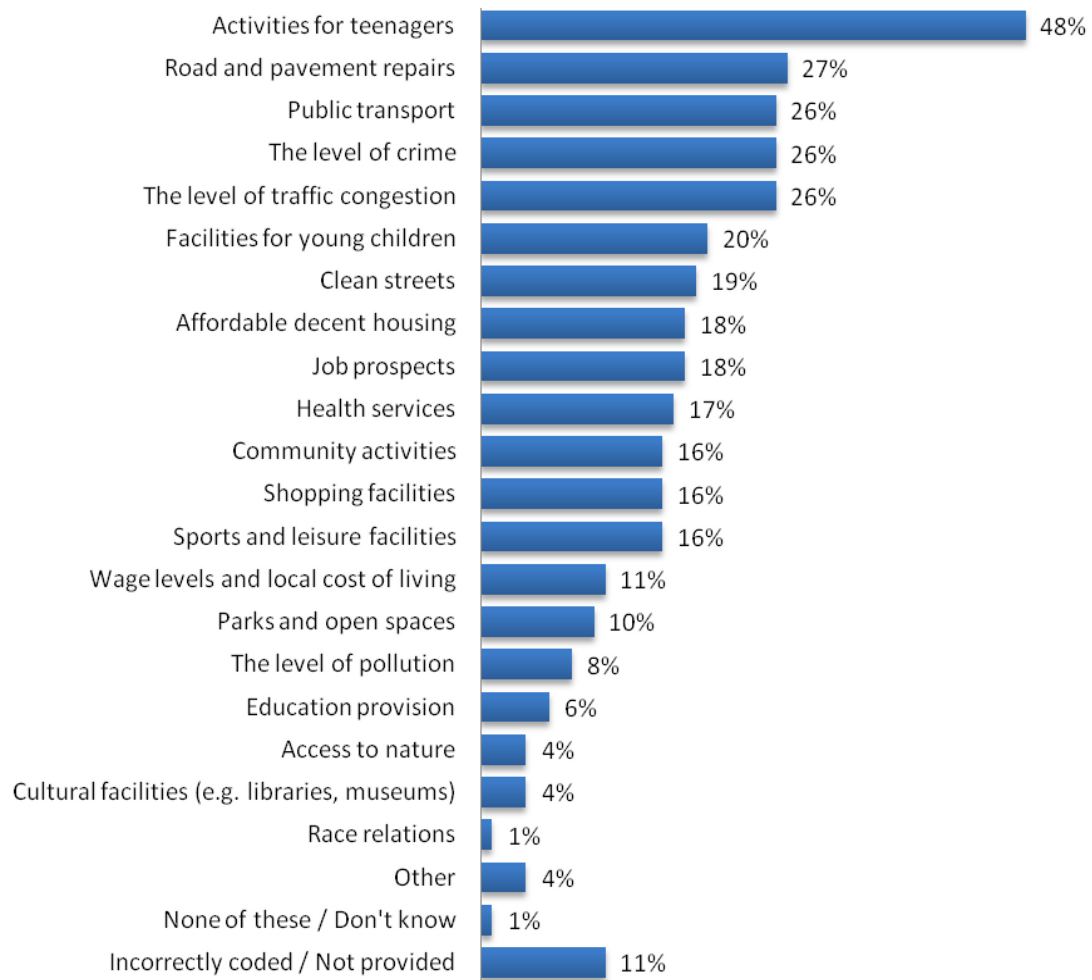
Indicators broken down by service area		NWBC	National Quartile	Best	Median	Worst	Warwickshire Rank (District)	Warwickshire Average
	NI 139 - % who think that older people in their local area get the help and support they need to continue to live at home for as long as they want to	33.4	Quarter 2	34.1	30.6	28.1	1	30.7%
	NI 140 - % who would say that they have been treated with respect and consideration by their local public services in the last year	77.2	Quarter 2	78.7	75.9	72.6	1	75.1%
	2.6			2.7				
Equalities	NI 1 - % who agree that their local area is a place where people from different backgrounds get on well together	80.0	Quarter 2	82.8	80	75.3	3	81.1%
	NI 2 - % who feel they belong to their immediate neighbourhood	65.2	Quarter 2	66	61.7	57.5	2	60.2%
2.0			2.5					
ASB / Crime & Disorder	NI 17 - % who think that anti-social behaviour is a problem in their local area	16.7	Quarter 3	11.6	15.1	18.5	4	16.2%
	NI 21 - % who agree that the police and other local public services are successfully dealing with anti-social behaviour and crime in their local area	23.6	Worst	29.5	26.6	23.7	3	23.0%
	NI 22 - % who agree that in their local area parents take enough responsibility for the behaviour of their children	26.8	Worst	36.2	31.8	27	4	30.5%
	NI 23 - % who think there is a problem with people not treating each other with respect and consideration in their local area	25.6	Quarter 2	21.4	25.6	30.9	3	26.9%
	NI 27 - % who agree that the police and other local public services seek people's views about anti-social behaviour and crime in their local area	23.1	Quarter 3	26.4	24.3	22.3	2	22.3%
	NI 41 - % who think that drunk and rowdy behaviour is a problem in their local area	27.6	Quarter 3	20.9	25.2	30	4	25.3%
	NI 42 - % who think that drug use or drug dealing is a problem in their local area	28.7	Quarter 3	19.9	24.2	29.9	4	25.6%
3.1			3.4					
Other lead authorities	Satisfaction with local tips/hhold waste recycling centres	67.6	Worst	78.5	74.2	69.5	5	
	Satisfaction with local transport information	42.1	Quarter 3	47.6	43	37.8	4	
	Satisfaction with local bus services	45.5	Quarter 3	53.9	48.2	40.5	4	
	Satisfaction with libraries	68.5	Quarter 3	72.9	69.7	66.8	=4	
	Satisfaction with musuems/galleries	20.0	Worst	46.3	38.9	29.6	5	
	Satisfaction with theatres/concert/halls	18.0	Worst	50.1	37.3	30.2	5	
	NI 119 - % who say their health is good or very good	75.5	Quarter 3	79.9	77.6	74.7	4	77.7%
Response Rate ^{2,3} (%)		50	Best	49	44	40	1	

Figure 1: Q1 Most important factors in making somewhere a good place to live (All respondents)



UNWEIGHTED SAMPLE BASE: 1331

Figure 2: Q2 Things that most need improving in the local area (All respondents)

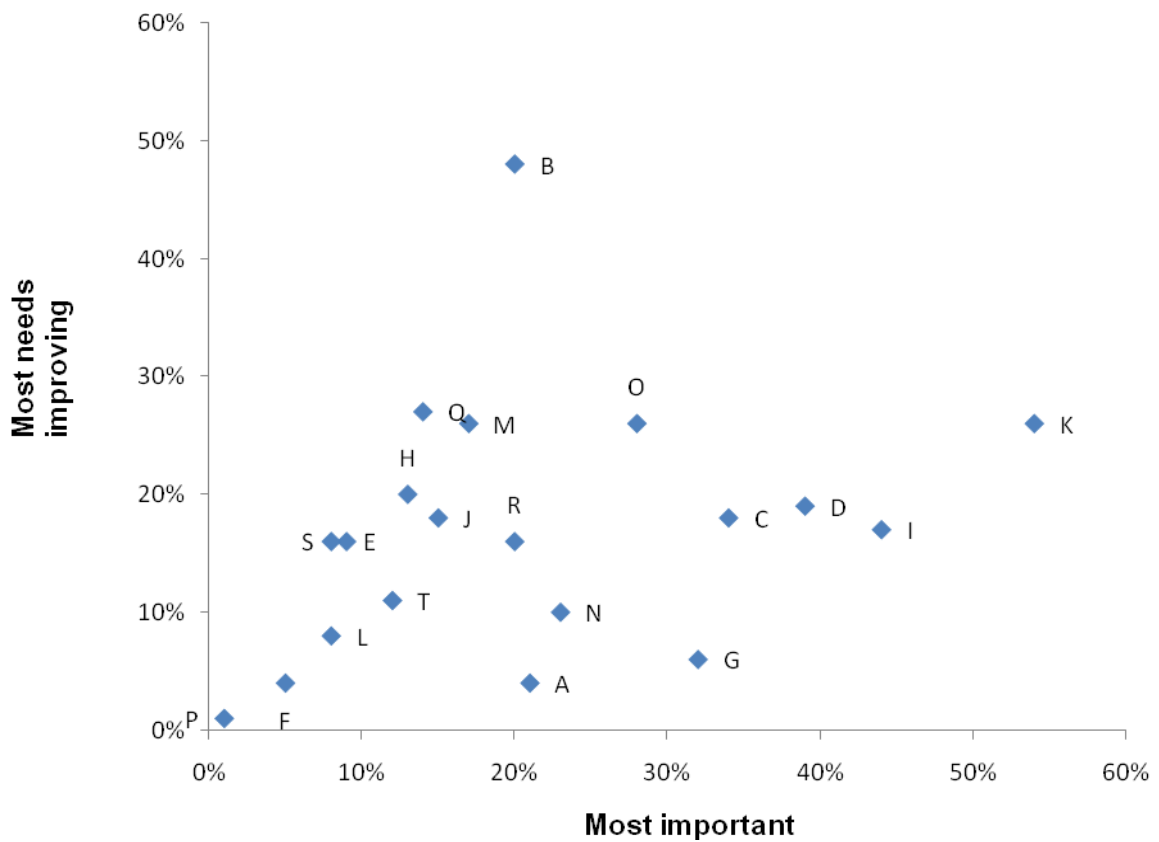


UNWEIGHTED SAMPLE BASE: 1331

Table 1: Q2 Top three priorities for improvement by area (All respondents)

Area	Top three concerns by area
North	Activities for teenagers (50%), road and pavement repairs (30%), health services (27%)
South	Activities for teenagers (43%), public transport (31%), the level of traffic congestion (29%)
East	Activities for teenagers (48%), the level of crime (31%), job prospects (26%)
West	Activities for teenagers (51%), public transport (34%), road and pavement repairs (31%)

Figure 3: Q1 & 2 Resident concerns compared to priorities for improvement (All responses)



Access to nature	A	The level of crime	K
Activities for teenagers	B	The level of pollution	L
Affordable decent housing	C	The level of traffic congestion	M
Clean streets	D	Parks and open spaces	N
Community activities	E	Public transport	O
Cultural facilities (e.g. libraries, museums)	F	Race relations	P
Education provision	G	Road and pavement repairs	Q
Facilities for young children	H	Shopping facilities	R
Health services	I	Sports and leisure facilities	S
Job prospects	J	Wage levels and local cost of living	T

Issues and Actions

1. Activities for teenagers

The need to enhance activity provision for teenagers has been acknowledged by the Authority.

The Leisure and Community Development Division's Service Plan includes a commitment to "Provide positive interventions to address anti-social and nuisance behaviour, including through targeted activities (e.g. Call4Sport, Activities4U, etc.)".'

More specific detail relating to the Council's intentions to provide constructive activity for children and young people can be found in the Action Plans of CDO (Community Safety) and CDO (Young People and Inter-generation), which have been endorsed and reviewed by the Community and Environment Board (March and September 2009).

Additionally, the Council has appointed an officer with specific responsibility for youth issues, through which activities will be provided, in partnership with other agencies, for local teenagers.

2. Affordable Housing

This will be a key issue in the Core Strategy of the Local Development Framework. Consultation is currently ongoing to determine the public's view on the location and types of housing to be provided in the future.

In addition the Corporate Plan has a number of actions relating to the provision of affordable housing and these will be monitored via the Council's performance management process – see pages 8, 9 and 10 of the Corporate Plan.

Finally, choice based letting will be introduced in September to ensure better access to housing for those in need.

3. Clean Streets

Considerable investment has been made by the Council in this area and our NI 195 scores (land in an acceptable condition regarding litter, detritus, graffiti and flyposting – 4%, 7%, 0% and 0% where a lower figure is preferable) are very good.

It remains a key corporate plan objective to maintain these levels – see pages 18 and 19 of the Corporate Plan.

4. Health Services

The direct provision of health services is outside the direct control of this Council and therefore no specific actions are suggested. However the Council's Portfolio Holder for Health is a Governor of the George Elliot NHS foundation and therefore through this and our partnership work we can input into this area.

5. Crime

Levels of crime have been falling in the Borough and across the County. The Safer Communities section of the Corporate Plan (pages 25-27) detail the specific and detailed actions for the current year.

There is clearly a gap between the actual levels of crime being experienced in the Borough and the fear of crime. The Crime and Disorder Reduction Partnership (CDRP) will be developing specific plans to deal with this and it is likely that this issue will be the focus for the annual scrutiny of the CDRP that is now mandatory.

6. Public Transport

The direct provision of public transport is outside the direct control of this Council and therefore no specific actions are suggested. However through its partnership work there is scope for influence, particular as access to services is a key issue for the LEADER project and is likely to be the issue for two out of the four Area Pledges for our Area Fora areas.

7. Reputation of the Council

This relates to the perception on whether the Council promotes the interests and acts on the concerns of residents, whether it is well run and whether it delivers value for money.

These are important issues for the reputation of the Council and it is suggested that the Council's external Communications Group be tasked with suggesting ways in which the Council's interface with the public regarding complaints and concerns can be improved, and how the message about the way the Council is run and the efficiencies it has made, can be improved. The Council's revised consultation strategy should also address this.

A further report will be brought back in due course and this issue should figures in next year's Corporate and Service Plans.

8. Large scale emergency

The issue of communicating with the public on emergency scenarios is already a work stream for the County-wide Local Resilience Forum (the formal body that co-ordinates work on major emergencies).

In addition, this will be a specific action in next year's Corporate Plan and the service plan for the Chief Executive's division.

9. Involvement in and influencing decisions

The survey suggests that 60% of our public would like to get involved in decision making, depending on what the issue is. It is suggested therefore that a key aim of this year's householder survey be to establish what these issues are as it is clear that not all our residents wish to be involved in all issues.

The revised consultation strategy will develop ways that this issue could be address and it is suggested that the external Communications Group be tasked with suggesting ways this could be improved.

A further report will be brought back on this issue as well.

10. Parks/Open Spaces/Leisure Facilities

The Borough Council's approved Green Space Strategy acknowledged the need to improve the quality of green and open space throughout North Warwickshire. The Strategy sets out a ten-year framework within which these improvements will be addressed. The Authority has also approved, in principle, a four-year Action and Funding Plan through which to implement the GSS, pending the need to consider each phase of the Plan within the context provided by the Council's overall capital and revenue requirements.

Further, the Grounds Maintenance function is currently subject to a detailed Service Review, the outcomes from which are expected to detail how service standards can be improved and made more relevant to the needs of the local community, whilst also enhancing operational efficiency.

Sports and Recreation services are also the subject of a value for money review, which will highlight the means by which operational standards and service efficiency can be enhanced. Members will be aware that improvements have been made to service and access arrangements at Arley Sports Centre, whilst the means by which future indoor leisure provision in Coleshill can be sustained and improved is currently the subject of a detailed public consultation exercise.

In recognising that the Place Survey results do not evidence whether or not people's perceived dissatisfaction with parks and open spaces and sports and leisure facilities relates to a dissatisfaction with what is provided or a dissatisfaction because of what has NOT been provided, the Council has recognised the need to enhance the quality of its service offering. In so doing, it has strategies and plans in place to effect the necessary changes.

All three of these areas are the subject of major reviews at the moment, with the Green Space Strategy, review of the Grounds Maintenance Service, detailed scrutiny project on play areas and the review of leisure provision. No additional actions need to be taken as public perception of these services will be a key part of these reviews.

11. Satisfaction with people aged 65+ who are satisfied with their home and neighbourhood

This issue has links with a number of others identified in the survey – fear of crime, access to housing etc. It is suggested that a specific survey of those in this age group be undertaken (either as part of the householder survey or separately) to identify exactly what issues are of most concern.

In addition, a Corporate Plan action is for a report to be brought to Members on the options to ensure the Borough Care service is as resilient and efficient as possible.

12. Local tips and household recycling facilities

Members will be aware that an application for a new household waste and recycling centre has been approved at the Lower House Farm site at Grendon. This has the potential to increase satisfaction with these types of facilities.

Members will also be aware that recycling will be looked at as one of the detailed scrutiny events and this study will include all recycling facilities.

13. Educational attainment

The draft North Warwickshire Community Strategy is suggesting that one of the priority issues for the work of the partnership is educational attainment. It is currently proposed that all of the partnership funding for the current year be diverted to this topic.

14. Health of residents

As with 13, the draft North Warwickshire Community Strategy is suggesting that one of the priority issues for the work of the partnership is health issues. This will have an action plan.

15. Carbon emissions

The Council has an officer working group looking at this issue and it has recently produced a revised carbon management plan. This will be reported to the Community and Environment Board in due course but a range of actions is taking place in accordance with the plan.

Wider work with the community takes place via the Warwickshire Climate Change Partnership and via the Local Area Agreement work.

Agenda Item No 13

Executive Board

30 September 2009

**Report of the
Director of Community and Environment**

**LEADER Project
Role of the Borough Council**

1 Summary

- 1.1 The Council has received a letter from Advantage West Midlands (AWM) approving a grant of up to £1.038 million to support activity that will deliver the outputs identified in the LEADER Strategy and Business Plan that were submitted to AWM earlier in the year.
- 1.2 A report on progress has been discussed at the Community and Environment Board on 28 September and has been circulated to all members for information. The Executive Board is asked to agree that the Borough Council acts as accountable body for the LEADER project and in taking on this role also agrees to act as the employer of the project's administrative officer. The appointee will work with our finance officers and those delivering approved projects to ensure that activity and spend is compliant with regulations and delivers the objectives of the Local Development Strategy in accordance with the budget, timetable and targets agreed with AWM. This post will be grant-funded for the duration of the project.
- 1.3 Executive Board is also asked to agree that the Solicitor to the Council signs the agreement to accept the terms and conditions of the grant set by AWM. Elsewhere on this agenda a nominee is sought to represent the Council on the Local Action Group Executive.

Recommendation to the Council

- a That North Warwickshire Borough Council acts as the Accountable Body for the LEADER project;**
- b That in order to secure delivery of the project the Council employs the project administrator, the post to be grant funded for the duration of the project; and**
- c That the Solicitor to the Council signs the Agreement with AWM to accept the terms and conditions of the grant.**

2 Report Implications

2.1 Financial Implications

- 2.1.1 The project will attract grant funding for activity to enhance access to services and communications within and between the rural communities of North Warwickshire. In employing the administrator, at the end of the Project the Council may need to seek redeployment for the post-holder or otherwise meet costs of redundancy.

2.2 Environment and Sustainability Implications

2.2.1 LEADER project activities will contribute to the sustainability of rural communities.

2.3 Risk Management Implications

2.3.1 As Accountable Body the Council carries some risk in taking responsibility for compliance, including financial compliance. A risk assessment has been completed as part of the submission to AWM and this becomes a schedule to the funding agreement. It will be regularly updated and reported to the LAG executive.

2.4 Links to Council's Priorities

2.4.1 The LEADER project is closely aligned with corporate priorities around access to services and countryside and heritage.

The Contact Officer for this report is Ann Mclauchlan (719202).

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

Agenda Item No 14

Executive Board

30 September 2009

Report of the Chief Executive

Member Representation on Outside Organisations

1 Summary

- 1.1 The Council has been invited to make nominations to three outside organisations namely the Local Members' Committee of Warwickshire Community and Voluntary Action (WCAVA); the Executive Group of LEADER Project and the Hams Hall BID project.

Recommendation to the Board

That nominations be made in respect of the organisations set out in the report.

2 **Warwickshire Community and Voluntary Action (WCAVA) – Nomination of Co-opted Member**

- ... 2.1 A letter, attached as the Appendix to this report, has been received from Warwickshire Community and Voluntary Action (WCAVA) seeking a nomination from this Council to sit on its Local Members' Committee. The Committee co-ordinates the Overview and Scrutiny work of WCAVA and also seeks to establish which topics should be the subject to joint Scrutiny activity. In this regard, the Board is invited to nominate a Member representative and a substitute to serve on the Committee.

3 **Executive Group of LEADER Project**

- 3.1 The Council has been invited to make a nomination to sit on the Executive Group of the LEADER project. A report on the LEADER project is included elsewhere on the agenda.

4 **Hams Hall BID Project**

- 4.1 Following the successful Business Improvement District (BID) vote at Hams Hall the Council has been invited to make a nomination to sit on the project group.

The Contact Officer for this report is David Harris (719222).

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
1	WCAVA	Letter	24 August 09

North Warwickshire Office:
Community House
Coleshill Road
Atherstone
Warwickshire
CV9 1BN

Tel: 01827 718080
Fax: 01827 720416

Website: www.wcava.org.uk
Email: nwinfo@wcava.org.uk

Our Ref: DK/gmc
24th August 2009

Jaki Douglas
North Warwickshire Borough Council
South Street
Atherstone
CV9

Dear Jaki

Re: Nomination for WCAVA

Warwickshire CAVA North Warwickshire Locality are seeking to have a Borough Councillor to be nominated to the North Warwickshire Local Members Committee.

This role would be one of scrutinising the activities of WCAVA in the North Warwickshire area and supporting us as a local infrastructure organisation.

This would be a two-way dialogue between the Borough Councillor and WCAVA – North Warwickshire, to identify local objectives and recommendations would then be made to the Board of WCAVA on local needs.

This would be a representative role only and not as a Trustee or Director of the Company.

I do hope you will be able to nominate a Councillor for this role and I look forward to hearing from you in due course.

Our first Local Members Committee meeting is scheduled for 29th September 2009 starting at 6.30pm to be held at Community House, Coleshill Road, Atherstone.

Yours sincerely

Davina Key

Davina Key
Locality Manager

Agenda Item No 15

Executive Board

30 September 2009

Report of the Assistant Chief Executive and Solicitor to the Council

Mayor's Awards for Voluntary Service

1 Summary

- 1.1 The report seeks Board approval for a proposal from the Leaders' Liaison Group to hold an awards ceremony every four years for those in our communities who provide exceptional voluntary service

Recommendation to the Council

That the proposal be agreed.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 No specific consultation

3 Report

- 3.1 A number of awards exist at a national level to reward members of the public for the voluntary service they do. It is not always possible however to ensure that all those from North Warwickshire who are worthy of recognition get these awards.
- 3.2 As a result therefore Leaders' Liaison Group have suggested that a Civic event be held, once during the life-time of a Council, to recognise these people. The proposal is that all Members will be allowed to invite two such individuals (and a guest) to a garden party hosted by the Mayor. Some form of award, such as a lapel badge, would be given and it suggested that the costs (approximately £1000) could be met from the existing Civic hospitality budget, however clearly this would reduce the amount available each year to the Mayor.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 As detailed in the report

The Contact Officer for this report is Steve Maxey (719438)

Agenda Item No 16

Executive Board

30 September 2009

Report of the Director of Resources

Value For Money Efficiency Update

1 Summary

- 1.1 The report details the Council's Value for Money (VFM) efficiency achievements to date in 2009/10.

Recommendation to the Council

That the progress made against the 2009-10 Value for Money and Efficiency target is noted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Councillors Bowden and Butcher have been informally consulted and any response will be verbally updated at the meeting.

3 Introduction

- 3.1 Following on from the Government's initial 3-year Gershon Efficiency Agenda in 2004, a new VFM Efficiency Agenda was introduced covering the years 2008/09 to 2010/11. The new scheme is less prescriptive and less bureaucratic and allows the Council to set its own target, albeit that it expects the Local Government sector in total to achieve savings of 3% per annum and that all of the savings must be cash related.

- 3.2 Taking into account the position on the General Fund revenue budget, the capital budget and the overall need to find savings to balance the budget, the Council set itself a savings target of £460,000 per annum for the 3-year period.

- 3.3 However, as part of the aftermath of the economic crisis and the subsequent increase in central government spending, the Chancellors last budget increased the required savings to 4% in 2010/11. This has meant that the cumulative savings expected to have been achieved by March 2011 are now £1.575 million. This is indicated at Appendix A.

- 3.4 As with the previous scheme, the savings have been generated from all of the divisions and essentially relate to either working in more efficient ways, better procurement or improved asset management.

3.5 Although the reporting of these savings is not as detailed as previously, the overall total savings generated is now a national indicator (NI 179) and as such will be reported to the CLG as part of the National Indicator reporting process.

4 2009/10 Efficiency Savings

4.1 Appendix A shows a detailed breakdown of the efficiencies achieved during 2008/09 and those likely to be gained in 2009/10. However, due to the stretching 3-year target, it is too risky to just assess the likely savings on a year-by-year basis. It is vital that the Council is forward looking and, as such, the savings expected to be achieved over the entire 3-year programme have been identified and detailed.

4.2 Efficiencies totalling £622,000 for 2008/09 were reported to the DCLG (against a target of £460,000), which is a saving of 4.0%. The appendix also shows the estimated cumulative savings figure in both 2009/10 and 2010/11. Overall the Council has currently identified £1.487 million efficiencies against a 3-year cumulative target of £1.575 million. Whilst at the end of 2009/10, the Council will have exceeded its target, there is currently forecast to be a shortfall of around £89,000 at the end of 2010/11. However, as this date is some time off yet, there is still time to put in place various additional projects that officers are looking at which should plug this gap.

4.3 Each division played its role in the overall Council position and the table below breaks down the efficiencies by division:

Division	Amount £
Leisure & Community Development	27,000
Finance & HR	197,000
Housing	606,000
Information Services & Procurement	131,000
Planning	178,000
Environmental Health	42,000
Revenues and Benefits	134,000
Streetscape	172,000
TOTAL	1,487,000

4.4 There are also several distinct themes of the savings that have been generated, detailed in the table overleaf:

Type of Saving	Amount
Better Procurement	616,000
Improved Processes (changes in working practices or staff restructures)	794,000
Asset Management	77,000
TOTAL	1,487,000

4.5 Not only have these schemes met the Government's requirements, but some have also been part of the savings programme required at North Warwickshire to ensure

we retain a balanced budget. As with the last few years, the officer Efficiency Working Party will continue to identify savings and monitor their progress, with regular reports being brought to this Board.

5 Report Implications

5.1 Value For Money and Financial Implications

5.1.1 The efficiencies expected to be generated from 2008/09 to 2010/11 are in the region of £1.487 million, just short of the Government's target. However, careful management by officers to ensure that these efficiencies remain will be required, along with the development of new schemes to cover the shortfall. Some of these efficiencies will also assist the Council in achieving its budgeted savings programme and also focus services on becoming more customer-facing as a way of improving satisfaction.

5.2 Environment and Sustainability Implications

5.2.1 The identification of efficiencies contributes towards sustainability by ensuring that appropriate resources are available to provide services which help improve the quality of life for the communities of North Warwickshire. The application of sustainability principles can help the Council be more efficient and effective.

5.3 Human Resource Implications

5.3.1 The efficiency agenda has significant implications for staff, particularly in the way people work and the need to change current practices. It will be necessary to ensure managers have the necessary skills to deliver the efficiency agenda.

The Contact Officer for this report is Sara Haslam (719489).

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

CSR 07 Efficiencies				FINAL YEAR
Division	Details of Saving	2008-09 Actuals	2009-10 Cumulative	2010-11 Cumulative
Finance	Freezing of back office posts		27,000	27,405
Finance	Reduced Staff Advertising		60,000	60,900
Finance	Shared Payroll Service		1,000	10,383
Finance	Reduced adverts for members surgeries		9,000	9,135
Finance	Frozen audit post		7,120	11,380
Finance	Renewed Insurance Contract	76,260	77,023	78,178
Housing	Interest from the sale of Rectory Cottages, Arley		0	6,770
Housing	Interest from the sale of Lister Road		0	1,200
Housing	Transfer of Community Centre to a flat at St Benedicts, Atherstone	2,460	2,583	2,661
Housing	Transfer of Community Centre to a flat at Chancery Court		2,500	2,661
Housing	Transfer of Community Centre to a flat at Heather Court		2,500	2,661
Housing	Development of homeless housing on land at Meadow St Atherstone			4,290
Housing	Borough Care development with NBBC	19,550	19,847	20,544
Housing	Decommission old wired lifelines at sheltered schemes	4,790	23,950	24,760
Housing	Housing DSO restructure	126,000	56,910	60,403
Housing	New Caretaker/Cleaning in Housing Division	14,000	16,730	17,510
Housing	Repairs/contracts/DSO section staff changes	23,820	38,650	72,240
Housing	Better procurement of DSO materials			12,000
Housing	Savings on capital contract from Lovells and gas supplies	163,000	377,160	377,160
Housing	New window cleaning contract in Housing Division		1,000	1,015
Info Services	Administration staff review		20,725	41,000
Info Services	Frozen help desk post		8,430	12,640
Info Services	Better procurement of stationery	2,000	2,020	2,050
Info Services	Better procurement of telephone lines	2,950	3,280	3,400
Info Services	Joint procurement of internet costs		5,000	5,000
Info Services	Better procurement of Health & Safety equipment			3,000
Info Services	New blackberry contract			1,000
Info Services	New photocopying machine contract	11,865	16,500	16,748
Info Services	General software maintenance reductions			6,000
Info Services	Reduced Steria recharge for CRM		5,400	36,770
Info Services	New mobile phones contract		2,000	2,030
Info Services	PCs purchase via WCC	500	1,000	1,015
Leis and Comm De	Freezing of posts		24,825	25,197
Leis and Comm De	Reduced phone bills	1,600	1,600	1,600
Planning	Senior Management Restructure	0	99,655	99,657
Planning	Freezing of posts		71,200	65,070
Planning	Consultation documents postage	1,000	1,010	1,030
Planning	SX3 reduced maintenance costs	500	505	515
Planning	Scanning in house	2,830	2,858	2,915
Planning	Reduced advertising of planning applications		9,000	9,000
Environmental	Senior Management Restructure		34,553	42,085
Revs and Bens	Increased no. of benefits claimants with same staff	127,000	127,000	127,000
Revs and Bens	Academy maintenance costs		0	7,000
Streetscape	Interest from sale of Coleshill Car Park	250	250	22,250
Streetscape	Use of room for weddings and meetings	3,930	2,858	2,959
Streetscape	Interest from the sale of Arts Centre		760	760
Streetscape	Close Old Bank House			30,000
Streetscape	Reduced costs of cleaning council offices	8,520	10,100	10,252
Streetscape	Refuse boxes and bags			5,000
Streetscape	Cleaning materials (General Fund buildings)			3,000

CSR 07 Efficiencies				FINAL YEAR
Division	Details of Saving	2008-09 Actuals	2009-10 Cumulative	2010-11 Cumulative
Streetscape	Agency Workers	10,140	10,241	10,395
Streetscape	Skip Hire			3,000
Streetscape	Fire and security maintenance contracts combined			5,000
Streetscape	Lease costs of vans	19,080	19,080	19,080
Streetscape	Use of ESPO utility contracts			50,000
Streetscape	Transport, fleet management and fuel			10,000
	TOTAL	622,045	1,202,823	1,486,672
	TARGET	459,640	934,610	1,575,500
	VARIANCE TO TARGET	-162,405	-268,213	88,828

Agenda Item No 17

Executive Board

30 September 2009

**Report of the Assistant Chief Executive
and Solicitor to the Council**

**Authorisation of Environmental Health
Officers**

1 Summary

- 1.1 The report seeks Board approval for a revised list of authorisations for Environmental Health Officers

Recommendation to the Council

That the authorisations be approved.

2 Report

- 2.1 The Environmental Health Division has recently been the subject of a routine audit by the Food Standards Agency. The audit found very high levels of compliance generally however a recommendation was made to review the authorisations to individual officers to act under various pieces of legislation.
- 2.2 As a result therefore this Board is asked to formally authorise the Officers named in the Appendix to exercise the powers provided in the legislation detailed in the Appendix on behalf of this Council.

The Contact Officer for this report is Steve Maxey (719438).

APPENDIX

AUTHORISATION REQUIRED FOR Environmental Health Managers, Senior Environmental Health Officer, Environmental Health Officers, Food Safety Officers

Food Safety Act 1990 and all Regulations made under it.

Food And Environment Protection Act 1985 and all Regulations made under it.

The European Communities Act 1972 and all Regulations made under it.

The Food Hygiene (England) Regulations 2006 (as amended)

The TSE (England) Regulations 2006 (as amended)

The Contaminants In Food (England) Regulations 2007

The Official Feed And Food Controls (England) Regulations 2007 (as amended)

The Products Of Animal Origin (Import And Export) Regulations 1996

The Products Of Animal Origin (Third Country Imports) (England) Regulations 2006 (as amended)

The Food (Chilli, Chilli Products, Curcuma And Palm Oil) (Emergency Control) (England) Regulations 2005

The Food (Jelly Confectionary) (Emergency Control) (England) Regulations 2002 (as amended)

Except that the FSOs and any EHO with less than two years experience in food safety are not authorised under the following provisions of the:

Food Hygiene (England) Regulations 2006 (as amended)

Reg 8 (Hygiene Emergency Prohibition Notices)

Reg 9 (Remedial Action Notices/Detention Notices)

Reg 27 (Food Which Has Not Been Produced, Processed Or Distributed In Accordance With The Hygiene Regulations)

Food Safety Act 1990

Section 9 (Detention and Seizure Of Food)

Section 12 (Emergency Prohibition Notices).

AUTHORISATION REQUIRED FOR TECHNICAL ASSISTANT AND STUDENT ENVIRONMENTAL HEALTH OFFICER

Authorised officer powers for all the above legislation restricted to powers of entry for the purpose of inspection and investigation only.