

**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,  
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[davidharris@northwarks.gov.uk](mailto: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 and electronic accessible  
formats if requested.**

## **EXECUTIVE BOARD AGENDA**

**8 FEBRUARY 2010**

The Executive Board will meet in the Council Chamber  
at The Council House, South Street, Atherstone,  
Warwickshire on Monday 8 February 2010 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 Fox, Hayfield, 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 2 November 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 **Annual Audit Letter 2008/09** - Report of the Director of Resources.

### **Summary**

The purpose of this report is to inform Members of the Annual Audit Letter for 2008/09.

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

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

### **Summary**

The Corporate Plan is updated on an annual basis. The purpose of this report is to recommend that the Council adopts the Corporate Plan and to agree the 2010-11 Forward Work Plan for the Assistant Chief Executive & Solicitor to the Council.

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

- 8 **Capital Strategy** – Report of the Assistant Director (Finance and Human Resources).

### **Summary**

This report updates the Capital Strategy approved by the Council in February 2009.

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

- 9 **The Proposed 3 Year Capital Programme** – Report of the Management Team.

### **Summary**

This report puts forward proposals for the Three Year Capital Programme and outlines the availability of capital resources.

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

- 10 **General Fund Fees and Charges 2010/11** – Report of the Assistant Chief Executive and Solicitor to the Council

### **Summary**

The report covers the fees and charges for 2009/10 and the proposed fees and charges for 2010/11.

The Contact Officer for this report is Nigel Lane (719371).

- 11 **General Fund Revenue Estimates 2010/11** – Report of the Director of Resources.

**Summary**

This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

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

- 12 **General Fund Revenue Estimates 2010/11 and Setting the Council Tax 2010/11** - Report of the Director of Resources.

**Summary**

This report sets out the proposed General Fund Revenue Estimate for 2010/11, and the options available when setting the 2010/11 Council Tax for the Borough in the context of the Authority's Revenue Support Grant settlement, and the effect on General Fund balances.

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

- 13 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – December 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 the Executive Board for the third quarter of 2009/10 from April to December 2009.

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

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

- 14 **Revised Child Protection Policy** – Report of the Assistant Director (Leisure and Community Development)

**Summary**

At its meeting held in September 2003, the Board adopted the Borough Council's first Child Protection Policy. Further to the outcomes drawn from a

number of high profile national inquiries, this report presents a revised and updated Child Protection Policy for the Board's consideration.

The Contact Officer for this report is Jaki Douglas (719492).

- 15 **North Warwickshire Sustainable Community Strategy 2009 - 2026 -**  
Report of the Chief Executive

### **Summary**

This report informs members of the preparation of the North Warwickshire Sustainable Community Strategy 2009 – 2026 and seeks endorsement for this strategy.

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

## **PART C - EXEMPT INFORMATION (GOLD PAPERS)**

- 16 **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.**

- 17 **Atherstone Leisure Complex Crèche** – Report of the Assistant Director (Leisure and Community Development)

The Contact Officer for this report is Peter Wheaton (719257).

- 18 **Minutes of the meeting of the Special Sub-Group held on 25 January 2010** – copy herewith.

JERRY HUTCHINSON  
Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE EXECUTIVE BOARD

2 November 2009

Present: Councillor Hayfield in the Chair

Councillors Davis, Fox, Lewis, May, Moore, Phillips, Simpson, Smith, Swann, Sweet and Zgraja.

Apologies for absence were received from Councillors Morson and B Moss.

#### 33 **Declarations of Personal or Prejudicial Interest.**

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

#### 34 **Warwickshire Fire and Rescue Service Consultation**

The Board was invited to comment on the consultation exercise in respect of the Fire and Rescue Service in Warwickshire.

**Recommended:**

**That consideration of the consultation exercise be deferred to the meeting of the Full Council to be held 18 November 2009.**

#### 35 **Warwickshire Sustainable Community Strategy 2009 - 2026**

The Chief Executive reported on the preparation of the Warwickshire Sustainable Community Strategy 2009 to 2026 and sought endorsement of the Strategy.

**Recommended:**

**That the Warwickshire Sustainable Community Strategy 2009 – 2026 be endorsed.**

#### 36 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2009 to September 2009**

The Chief Executive and the Director of Resources reported on the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to Executive Board for the period from April to September.

Members expressed concern in respect of the preparation of Supplementary Planning Documents (Ref 39) and Officers were asked to expedite this issue where possible.

**Resolved:**

**That the report be noted.**

**37 Meetings Timetable 2010/11**

The Board was invited to approve a timetable of meetings for 2010/11.

**Recommended:**

**That the draft calendar of meetings for 2010/11 as submitted at Appendix A to the Chief Executive's report be approved.**

**38 Budgetary Control Report 2009/2010 Period Ended 30 September 2009**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2009 to 30 September 2009. The 2009/2010 budget and the actual position for the period, compared with the estimate at that date, were given, together with an estimate of the out-turn position for services reporting to the Board.

**Resolved:**

**That the report be noted.**

**39 Tamworth Core Strategy DPD 2006-2026 – Proposed Spatial Strategy**

The Assistant Chief Executive and Solicitor to the Council reported that Tamworth Borough Council had prepared and was currently consulting upon their Proposed Spatial Strategy for their Core Strategy Development Plan Document.

**Recommended:**

**a That the Council maintains its objection to the recommendation in the Regional Spatial Strategy referring to Tamworth's employment needs being catered for in North Warwickshire and that the LDF Advisory Panel be asked to look at this issue; and**

**b That subject to a above, the Proposed Spatial Strategy in the Tamworth Core Strategy DPD be supported.**

**40 Value for Money**

The Board was informed of the Council's costs and quality of service across a number of services, using the Audit Commission Value for Money profile tool.

**Resolved:**

**a That the Council's comparison of costs and performance as set out in the report be noted; and**

**b That the services identified in paragraph 6.6.5 of the report be agreed as those services for review in 2010/11.**

41 **Capital Funding**

The Director of Resources highlighted the short term cash flow issues with funding the approved capital programme due to lower than anticipated receipts from land sales or deferral of land sales. Members were asked to agree a suggested course of action.

**Recommended:**

**That the need to borrow in the short term to fund the approved capital programme be noted.**

42 **Control of Legionella Policy**

The Board was invited to consider a draft policy aimed at ensuring there was a corporate approach to the management of water systems and Legionella.

**Recommended:**

**That the Control of Legionella Policy be adopted.**

43 **Flexible Working Policy and Leave Guidance**

Members were informed of the background to the flexible working policy and leave guidance and asked to adopt the draft policy.

**Recommended:**

**That the Flexible Working Policy and Leave Guidance be adopted.**

44 **Exclusion of the Public and Press**

**Resolved:**

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

45 **Minutes of the Special Sub-Group**

The minutes of the meeting of the Special Sub-Group held on 5 October 2009 were received and noted.

C Hayfield  
Chairman

**Agenda Item No 6**

**Executive Board**

**8 February 2010**

**Report of the  
Director of Resources**

**Annual Audit Letter 2008/09**

**1 Summary**

1.1 The purpose of this report is to inform Members of the Annual Audit Letter for 2008/09.

**2 Recommendation to the Council**

**That the contents of the Annual Audit Letter for 2008/09 be noted.**

**3 Annual Audit Letter 2008/09.**

3.1 The Annual Audit Letter for the year 2008/09 is attached at Appendix A.

3.2 Areas which the Auditors feel the Council needs to continue to focus on relate to the Council's medium term financial challenges, and these are set out on page 5. Use of resources is discussed separately with a number of areas for development highlighted on pages 9 - 13.

**4 Report Implications**

**4.1 Financial Implications**

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

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

**Background Papers**

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>



# North Warwickshire Borough Council 2008/09 Annual Audit Letter



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

28 January 2010

Ladies and Gentlemen

We are pleased to present our Annual Audit Letter summarising the results of our 2008/09 audit. We look forward to presenting it to members of the Executive Board on 8 February 2010.

Yours faithfully

PricewaterhouseCoopers LLP  
Encs

***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'. 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.*

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# Executive summary

## The purpose of this letter

The purpose of this letter is to provide a high level summary of the results of the 2008/09 audit work we have undertaken at North Warwickshire Borough Council that is accessible for members and other interested stakeholders.

We have already reported the detailed findings from our audit work to those charged with governance in the following reports:

- Audit opinion for 2008/09 financial statements, incorporating the conclusion on Use of Resources
- Report to those charged with Governance (ISA (UK&I) 260)

The matters reported here are those that we consider are most significant for the Authority.

## Scope of work

Our audit work is conducted in accordance with the Audit Commission's Code of Audit Practice, International Standards on Auditing (UK and Ireland) and other guidance issued by the Audit Commission.

The Authority is responsible for preparing and publishing its financial statements, including the Annual Governance Statement. It is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

As auditors we are responsible for:

- forming an opinion on the financial statements;
- reviewing the Authority's Annual Governance Statement;
- forming a conclusion on the arrangements that the Authority has in place to secure economy, efficiency and effectiveness in its use of resources; and
- undertaking any other work specified by the Audit Commission.

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.

## Audit Findings

We audited the Authority's accounts in line with approved Auditing Standards and issued an unqualified audit report on 30 September 2009.

We have not identified any material weaknesses in the Council's accounting and internal control systems during the audit.

The Council already faces a number of financial challenges and there is every likelihood that following the general election in 2010 further significant

cuts in public sector expenditure will have to be made.

The new use of resources framework forms part of the Comprehensive Area Assessment (CAA). We evaluated the arrangements against criteria set by the Audit Commission and reached a score of 2 (performs adequately) for each of the three areas under assessment (namely managing finances, governing the business and managing resources). It is important to note that although the one to four scoring definition is the same as that used in previous years, the underlying assessment methodology is fundamentally different. A score under the old use of resources system cannot therefore be compared to a score under the new system. There is no like for like comparison.

We issued an unqualified conclusion on the Authority's arrangements for its Use of Resources on 30 September 2009.

### **Summary of Recommendations**

We have made a number of recommendations to the Council, the most significant of which are summarised below:

In the context of its medium term financial challenges the Council should continue to focus on the following areas:

- Continued sound financial management and keeping to budgets, in spite of increasing service pressures;
- Achieving the significant savings targets identified in the Medium Term Financial Strategy;
- Improving and modernising services, making them more efficient and affordable;
- Progressing with capital regeneration initiatives and the wider strategic ambitions of the Borough; and
- Sound management of the Council's capital programme.

During the course of our Use of Resources assessment we have identified a number of areas for development, the most significant of which are summarised in this report. Should the Council determine that achieving a higher Use of Resources score is a priority, it will be important to continue to improve overall performance, with an emphasis on the areas that we have highlighted.

# Audit findings

## Accounts

We audited the Authority's accounts in line with approved Auditing Standards and issued an unqualified audit report on 30 September 2009. We would like to draw attention to the following key points from our audit of the accounts:

The draft financial statements were prepared to a good standard. The Council met the deadline to submit its draft accounts for audit by 30 June 2009. We provided the Council's finance team with a list of required working papers prior to the financial statements audit and we are pleased to report that the working papers provided for us with were of a good standard.

As might be expected, our audit process identified some issues, both of content and presentation, where we believed amendments to the accounts would enhance their accuracy and usefulness to the reader. We felt that some of these were significant enough to justify an amendment to the accounts, and the Council agreed to process the amendments accordingly.

These adjustments vary in both value and nature, with many simply being misclassifications, or amendments to disclosure notes. The adjusted misstatements had a net negative impact on the Council's General Fund balance of £5k.

Publication of the audited accounts was completed by 30 September 2009 as required. We issued an unqualified audit report on this date.

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. At the time of our review there were 19 people on the *TASK* finance system with the ability to authorise a journal. This has since been changed to 6 individuals, which the finance team considers an appropriate level.

Due to the concerns raised, we embarked on understanding the potential risk this poses and recommended that the Council review its journal authorisation procedures along with any mitigating controls 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 in to the finance system. We understand that this is currently being considered within the finance team.

We would like to thank the finance team for their support and cooperation throughout the audit process.

## Financial standing

The recent economic downturn has seen unprecedented uncertainties in the economy and has therefore required consideration be given to the on-going viability of the Council's finances.

At 31 March 2009, the financial position of the Council was sound, and the Council had sufficient reserves in place. However, the impact of the

recession and the strong possibility of future cuts in public sector expenditure are likely to place significant pressures on the Council in the short to medium term. We have outlined some of the key points here.

The Council have prepared a financial strategy document for the period 2009/10 – 2012/13. This was shared with the Executive Board in September 2009. There are some very strong messages about the future of the Council's financial position included within the report. The Council have outlined a requirement for savings of £380k in each of the three years. At the point of the Board report, £228k of the required savings had been identified for 2010/11. This is a positive indication of the work already underway in this area. In the main, cost savings are being sought through the restructuring of the Council's workforce, including senior positions and also by putting a freeze on recruitment. However, as the Council recognise, the ability to continue to generate such savings will become more difficult over time.

The Council is currently in the process of completing a review of fees and charges. This will help to ensure that the Council can maximise income at the same time as supporting its priorities.

As part of the Council's drive to address the economic situation, a targeted sensitivity analysis has been completed. In the worst-case scenario the Council would be left requiring a savings plan of close to £1 million by the year 2012/13. The Council recognises that this worst-case scenario is not necessarily going to happen, however this does give an indication of the future environment the Council could be operating in.

The Council produces both a 3 and 10 year capital programme. Whilst the 10 year plan includes a great deal of uncertainty, the message is clear; there is a significant gap between estimated resources and expenditure. This gap currently stands at £14.7 million. To emphasise this potential problem, the October 2009 Resources Board papers report a £1.6 million reduction in capital resources from the sale of Council assets, meaning a deferral, and in some instances deletion, of capital works to later periods, when there might be more certainty in the economy.

The Council are also in the process of preparing a bid for Social Housing

Grant, which ties in with one of the corporate priorities to provide more affordable homes in the Borough. In order to do so, the Council have appointed architects to develop plans for four sites across the Borough and is also working in partnership with a local housing association to understand the various requirements. The initial estimated build costs of the four sites identified is £2.5 million. The Council will apply for funding to cover £1.3 million of this, leaving a balance of £1.2 million to be funded through prudential borrowing.

The Council already faces a number of financial challenges and there is every likelihood that following the general election in 2010, further significant cuts in public sector expenditure will have to be made. In these circumstances, and given the budget risks the Council has itself already identified over the coming years, it remains imperative that the Council continues to focus on the following areas:

- Sound financial management and keeping to budgets, in spite of service pressures;
- Achieving the significant savings targets identified in the savings programme;
- Improving and modernising services, making them more efficient and affordable; and
- Sound management of the Council's capital programme and asset rationalisation programme.

### **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 are pleased to report that we have not identified any such material weaknesses during the course of our audit procedures.

### **Annual Governance Statement**

Local Authorities are required to produce an Annual Governance Statement (AGS). The AGS was included in the financial statements.

We reviewed the AGS to consider whether it complied with guidance issued by relevant professional bodies 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 context.

### **Whole of Government Accounts**

We undertook our work on the Whole of Government Accounts consolidation pack as prescribed by the Audit Commission. The work was completed and the audited pack was submitted in time to meet the deadline of 1 October 2009. Our work on the Whole of Government Accounts consolidation pack concluded that it was consistent with the statement of accounts for the year ended 31 March 2009.

### **Electors' questions or objections**

No questions or objections from electors were received by the appointed auditor in 2008/09.

### **Certification of grants, claims and returns**

During 2008/09 we have performed certification procedures on 6 grants, claims and returns. Three have required amendments to be made and in two cases we have issued qualification reports, indicating that our certification has been given despite the issues we have identified.

The Audit Commission has indicated that the results of the certification work on grants, claims and returns is likely to increase in prominence going forward. This will be of particular relevance when we are forming our assessment of authorities' arrangements in respect of Use of Resources.



# Use of Resources

A new Use of Resources framework was introduced in 2009, This forms part of the Comprehensive Area Assessment (CAA) and comprises the following three areas:

- Managing finances
- Governing the business.
- Managing Resources.

We evaluated the arrangements against criteria set by the Audit Commission in underlying Key Lines of Enquiry (KLoE) and reached a score for each based on the following:

- 1 Inadequate performance;
- 2 Performs adequately
- 3 Performs well; or
- 4 Performs excellently.

The scores for these KLoEs then determines the overall score for each area, using rules issued by the Commission. The Commission in turn then determines an overall score for the Authority. It is important to note that although the above one to four scoring definition is the same as that used in

previous years, the underlying assessment methodology is fundamentally different.

The Audit and Inspection Letter for 2007/08, issued to the Council in January 2009 summarises this well when it states that “*The 2009 use of resources assessment framework will be more demanding than previous use of resources assessments. It is broader in scope and embraces wider resource issues such as people and workforce planning, and the use of natural resources. It also places more emphasis on considering outcomes for local people. It is particularly important to recognise that the key lines of enquiry are more strategic and focus much more explicitly than previously on value for money achievements rather than on processes. There is also more emphasis on the quality of data underpinning planning, decision making and assessing the effectiveness of services.*”

The new approach is a much harder test and in reality it was significantly easier to score, for example, a 3, under the previous methodology than is the case now. On the following pages we have provided some analysis of the Use of Resources scores achieved. We have also identified a number of areas that the Council might wish to focus on going forward.

It should be noted that in most cases, where a score of 2 has been given for a KLoE, the Council has comfortably achieved that score. There are strong indications that if the Council continues to build upon its current practices, there is scope for higher scores to be achieved in many KLoE areas in the years ahead.

## Managing Finances

We have scored the KLoEs for managing finances reporting as follows:

Key Line of Enquiry		Score
1.1	The Authority plans its finances effectively to deliver its strategic priorities and to secure sound financial health	2
1.2	The Authority has a sound understanding of its costs and performance and achieves efficiencies in its activities	3
1.3	The Authority's financial reporting is timely, reliable and meets the needs of internal users, stakeholders and local people	2

### Summary findings:

There are strong links between key corporate priorities and the Medium Term Financial Strategy ("MTFS"). The Council was not exposed by the Icelandic bank failures and our work on its treasury management arrangements has not identified any significant areas of concern.

Strategic priorities are generally being delivered, an example being Decent Homes compliance. A key aspect of Council policy is the 'Borough Care' scheme, whereby a 'lifeline' is operated for elderly and vulnerable residents.

Local communities and groups have played an important role in identifying local need, either directly or through Area Forums.

The Council has a track record of achieving the savings targets included within its MTFS. During 2008/09, savings of £475,000 were found against the target of £300,000 for 2009/10.

The Council uses the Local Strategic Partnership to engage with partner agencies, local communities and stakeholders. Priority issues that arise are integrated into Divisional and Corporate Plans.

Spending has been moved from low to high priority services on occasion and some evidence has been seen of consultation over spend and devolved budgets.

There is a good understanding of costs and cost drivers across services. The

Housing service has changed the delivery of a number of aspects of its maintenance service following benchmarking of its costs and processes, including an expanded Housing Direct Works operation for ongoing maintenance.

Extensive evidence of benchmarking and the use of unit costs has been seen, especially in Housing, where the Housing Quality Network is fully utilised.

A formal shared service arrangement for Revenues and Benefits has been agreed with Coventry City Council, leading to more than £50k of anticipated savings over 2 years.

Budget monitoring procedures are well developed. Forecast information is routinely provided in Budgetary Control Reports for both revenue and capital spending. These reports also include unit cost information, so that the impact of variation in activity levels is apparent.

External reporting is generally clear and timely and is done via number of media.

### Areas for development:

The Council's costs have traditionally been high compared to other similar councils. Some of the Council's policies impact significantly on costs, notably the decisions to provide free car parking throughout the Borough, and to provide the Borough Care service free to the majority of users. If the impact of these was excluded, the average spend per head would only slightly above the district council mid-point. Given the significant challenges likely to face public sector finance in the near future, serious consideration will be required in respect of maintaining the high cost/good performance position which has previously been supported by the electorate.

Some good examples of consultation with stakeholders have been seen, although this has not appeared to form part of an overall strategy.

There is a need to do more on environmental and social reporting, for example around the Council's own environmental impact and addressing diversity issues in reporting. The Council should consider whether there would be value in reporting who receives services and where money has been spent across demographic groups.

There is little evidence that external reporting routinely includes environmental and social information with an analysis of the Council's environmental footprint.

### Governing the business

We have scored the KLoEs for governing the business as:

Key Line of Enquiry		Score
2.1	The Authority commissions and procures quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money.	2
2.2	The Authority produces relevant and reliable data and information to support decision making and manage performance	2
2.3	The Authority promotes and demonstrates the principles and values of good governance	2
2.4	The Authority manages its risks and maintains a sound system of internal control	2

#### Summary findings:

The Council's governance arrangements are generally sound. Some good practice has been seen in respect of procurement and risk management practices are generally well embedded.

Intended outcomes are set out in a number of key documents, such as the Corporate Plan, the Access Strategy and the HRA Business Plan. These bring together intended outcomes, together with resource implications. In some instances, these implications will shape the commissioning and procurement of services.

Partnership working has been used on a number of occasions to attract additional funding and to deliver services that would otherwise have been expensive and difficult to do. The Council used a number of consultation exercises to ensure that services were tailored to local needs. The Housing Division meets formally with the police monthly in order to address anti-social behaviour issues. The Police Community Support Officers work in

partnership with the local Neighbourhood Wardens and have been effective together in addressing issues in many areas of the Borough.

The Council's Borough-Wide Tenants' Forum was integral in the decisions to appoint the main contractor to deliver housing improvement programmes. Representatives attended workshops to give feedback on issues and priorities. Areas of need have been identified, using a number of sources, and the Council have used a commissioning approach in projects where specific community impacts or outcomes are sought, for example around jobs and regeneration.

The Council uses environmental and sustainability criteria as part of its selection criteria for goods and services.

For significant partnerships, the Council ensures that the data flows and data requirements of each party are understood and that appropriate governance arrangements are in place. For the key Revenues & Benefits partnership with Coventry City Council, there is in-built provision for the joint checking of data. Data produced by external consultants is assessed for accuracy and completeness where possible, before it is used for decision making. Benchmarking is used to test service data, which informs VFM reviews on services. VFM implications are summarised at the end of Board reports. Boards also receive performance management information, which uses a traffic light and arrow system, to highlight areas where performance varies against targets set. The data used for major schemes is also checked to ensure accuracy and reasonableness..

Our work on Housing Benefits/Council Tax benefits identified a number of data quality issues, although not to an extent sufficient to impact upon the score for this area of the Use of Resourcing assessment.

With effect from 2008/09, Councils have moved away from the Best Value Performance Indicator regime and instead contribute data known as 'National Indicators' or "NIs" to the Government's National Indicator Set. We spot-checked the data quality of two of the Council's National Indicators, with the following results:

**NI 156 Number of Households Living in Temporary Accommodation**  
No data quality issues were identified in respect of this NI.

**NI 192 Percentage of household waste sent for reuse, recycling and composting**

A number of minor data quality issues were noted in respect of this NI principally around the use of manual rather than system-driven data. None of the issues noted were deemed to be significant and there was no impact upon the Council’s Use of Resources assessment as a level 2.

Performance monitoring, including that related to partnerships, is a regular aspect of reports to management and members. Significant partnerships generally have a Steering Group, which oversees the governance of the partnership, and a Memorandum of Understanding

A sound system of internal control is in place, with checks built into systems. Where possible these are automated. Where checks cannot be built directly into IT systems, other measures are taken.

The Council’s approach to fraud is clearly set out and a Whistle-blowing Policy is publicised. No issues were raised under the Policy during the year. Member training is carried out on an ad hoc basis.

Our work to understand arrangements in operation to reimburse the expenses of members and senior officers has not identified any areas of concern.

Risk management processes and practices at the Council are generally sound and the system of internal control operates effectively. Spending is within budget, progress towards meeting priorities is generally good, risks are identified and action is taken where the risk is unacceptable. Risks are continually updated and reviewed annually, so that new risks are identified and managed.

A range of implications are assessed when providing information for decision making, so that all the major risk areas are covered. Additionally, a full risk matrix is completed for all policy decisions, which enables consideration of all risks, both positive and negative, before a decision is taken.

Areas for development:

There are promising signs around the targeted use of commissioning to produce change for those in the Borough who are most in need. It would be

helpful if the outcomes of this approach can be more clearly demonstrated in future years.

The Council should consider the introduction of a structured and ongoing programme of risk management training for members, within a wider member development programme.

The Council should ensure that it can demonstrate consistent and effective communication of its ethical standards to residents and stakeholders.

It will be helpful going forward if the Council is able to demonstrate the outcomes that have resulted from its governance and risk management arrangements.

**Managing resources**

We have scored the KLoEs for managing resources as:

Key Line of Enquiry		Score
3.1	The Authority makes effective use of natural resources.	n/a
3.2	The Authority manages its assets effectively to help deliver its strategic priorities and service needs.	n/a
3.3	The Authority plans, organises and develops its workforce effectively to support the achievement of its strategic priorities	2

Note: KLoEs 3.1 and 3.2 are not specified KLoEs for 2008/09 for District Councils.

Summary findings:

The Council is starting to demonstrate signs of a strategic approach to workforce planning. The Council has explored some joint working, resulting in a Revenues and Benefits shared services arrangement with Coventry City Council, shared Planning provision with Nuneaton and Bedworth Borough Council and shared Contact Centre staffing with the Warwickshire Direct Partnership.

In-house and external secondments are used where appropriate, to develop staff or to maintain their emotional well being. The Authority makes use of market supplements where necessary, in order to retain suitably skilled staff.

The Council has consulted well with staff including the use of annual staff surveys, this consultation having led to changes in planned approach on more than one occasion.

Staff turnover is slightly below the annual target and reflects the Council's ambition to have limited, rather than wholesale, turnover.

NWBC has a good working relationship with the unions, with a consultation agreement in place and regular monthly meetings. Staffing structures are reviewed on a regular basis, and involve consultation with the unions, as well as affected staff.

#### Areas for development:

While good examples have been seen joint and coordinated working with neighbouring authorities and other agencies, the Council have not yet fully demonstrated the existence of a corporate strategic approach to workforce planning.

It will be important for the Council to demonstrate good performance under the new Equality Framework for Local Government.

#### **Conclusion on Use of Resources**

We were also required to issue a conclusion on the adequacy of the Authority's arrangements for ensuring economy, efficiency and effectiveness in its use of resources.

We issued an unqualified conclusion on the Authority's arrangements for its Use of Resources on 30 September 2009.

#### **Treasury Management**

During the year, the collapse of the Icelandic banking system, together with

the disclosure that a number of public sector bodies in the UK held significant investments there, raised concerns nationally as to the adequacy of treasury management practices within the public sector. In response to such concerns, and as part of our use of resources assessment we completed a Treasury Management 'workbook' issued to us by the Audit Commission. This work, which was in the form of a questionnaire completed with the assistance of Council staff, identified no matters for concern. The Council does not hold funds in Icelandic banks but has in the light of this issue, reviewed its policies and strategies in this area.

#### **Expenses**

In light of the recent furore nationally on politicians' expenses, we have raised the matter of expenses with the Council's Section 151 Officer and with the Assistant Director of Resources and HR. These discussions gave no indications that the Council's arrangements in this area were not operating effectively.

# Matters affecting future accounting periods

## **Transition to International Financial Reporting Standards (IFRS)**

CIPFA has issued the Exposure Draft and Invitation to Comment on the Code of Practice on Local Authority Accounting in the United Kingdom 2010. This will apply to accounting periods starting on or after 1 April 2010.

The new Code is the first to be prepared under IFRS. Because of the need to have comparative information for the first set of full IFRS accounts the effective date of the transition is 1 April 2009. The authority will need to have values for assets and transactions as they should be recognised under IFRS from this date.

The Authority will need to ensure that it has a good grasp of the changes to accounting requirements under the new Code, and that it has robust plans in place to enable collection and processing of the information needed to comply with the new Code.

In our experience the key features of a successful IFRS conversion project have proven to be:

- Completed impact analysis and comprehensive conversion plans;
- The commitment of key stakeholders in the organisation;
- Operational steering and technical groups;
- Cabinet/audit committee oversight;
- Regular progress reporting against the plan;

- The necessary project management resources; and
- Appropriate and timely training for all members and officers with IFRS involvement.

*In the event that, pursuant to a request which you have received under the Freedom of Information Act 2000 (as the same may be amended or re-enacted from time to time) or any subordinate legislation made thereunder (collectively, the "Legislation"), you are required to disclose any information contained in this report, we ask that you notify us promptly and consult with us prior to disclosing such information. You agree to pay due regard to any representations which we may make in connection with such disclosure and to apply any relevant exemptions which may exist under the Legislation to such information. If, following consultation with us, you disclose any such information, please ensure that any disclaimer which we have included or may subsequently wish to include in the information is reproduced in full in any copies disclosed.*

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## **Agenda Item No 7**

### **Executive Board**

**8 February 2010**

### **Report of the Chief Executive**

### **Corporate Plan 2010-11**

#### **1 Summary**

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to recommend that the Council adopts the Corporate Plan and to agree the 2010–11 Forward Work Plan for the Assistant Chief Executive & Solicitor to the Council.

#### **Recommendation to the Council**

- a That the Corporate Plan, as set out in Appendix A to the report, be agreed, subject to:-**
  - (i) Any amendments recommended by other Boards or Portfolio Groups; and**
  - (ii) Any further amendments which may be needed as a result of the adoption of the 2010-11 budget;**
- b That the Chief Executive be given delegated authority to make minor administrative amendments when finalising the Plan; and**
- c That the Service Plan for the Assistant Chief Executive & Solicitor to the Council, as set out in Appendix B to the report, be agreed.**

#### **2 Consultation**

##### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 Discussions relating to issues contained within the Appendices have take place at Portfolio Groups.

#### **3 Report**

- 3.1 The Corporate Plan and Divisional Service Plans for 2009-10 were agreed in the January/February cycle of meetings last year and adopted by Full Council in February 2009 at the same time as the 2009-10 Budget.
- 3.2 In 2006 the Council produced a new style of Corporate Plan more closely aligned to the North Warwickshire Sustainable Community Strategy and incorporating a long term Vision.



3.3 Members will be aware that the Sustainable Community Strategy has recently been reviewed and now has three key themes. Public Agencies in the County have also agreed a Warwickshire Sustainable Communities Strategy. Consequently, a number of revisions have been made to the format for the Corporate Plan.

3.4 The Plan shows:-

- Progress over the previous 12 months.
- Objectives and targets for 2010-11.
- Clear links as to how the achievement of the Council's priorities will assist in the delivery of the objectives contained in the North Warwickshire Sustainable Community Strategy, the County Sustainable Community Strategy and Warwickshire's Local Area Agreement Targets.
- Key milestones for the future.

3.5 Appendix A sets out the proposed Corporate Plan for 2010/11, reflecting discussions which have taken place with Portfolio Groups in appropriate cases. Members are requested to recommend to the Council that Appendix A is agreed, subject to the provisos set out in the recommendation.

...

3.6 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.

3.7 The Service Plan for the Assistant Chief Executive & Solicitor to the Council comprises Appendix B to this report, as most of the programme relates to work carried out for this Board.

...

3.8 Where there are any budget implications for another Board arising out of work programmes, those implications have been drawn to the attention of the relevant Board in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards are dealt with in the Budget Report also on this agenda.

3.9 Once the Corporate Plan and Divisional Service Plans have been agreed, the reporting procedures for monitoring performance will be as for last year, ie:-

- Monthly reports are considered by Management Team;
- A traffic light warning indicator is used:-
  - Red – target not likely to be achieved.
  - Amber – target currently behind schedule and requires remedial action in order to be achieved.
  - Green – target currently on schedule to be achieved;
- Progress reports to each Board meeting, and
- Overview and Scrutiny Boards to monitor the performance of indicators and targets where the traffic light is amber or red.

## 4 Report Implications

### 4.1 Finance and Value for Implications

4.1.1 Where possible, targets and indicators for 20010-11 will be achieved from within existing Board resources. Details of any additional funding are included in the right hand column of the table in Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

### 4.2 Human Resources Implications

4.2.1 Any Human Resources implications resulting from the proposals in the Schedule will be the subject of further reports to the Board.

### 4.3 Risk Management Implications

4.3.1 The main risk is ensuring that the Council prioritises its resources to enable it to deliver its priorities. The performance monitoring arrangements set out above provide the mechanism to ensure that remedial action can be taken to review progress and ensure that priority outcomes are delivered.

### 4.4 Links to Council's Priorities

... 4.4.1 These are set out in the Appendices.

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

#### Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

## CORPORATE PLAN 2010/11

The Council has set its own 2020 Vision of being recognised for providing high quality services to its communities, through listening, learning and leading with openness and by making best use of resources through achieving a balanced budget and developing our workforce. Whilst it will seek to do this across all of its services, its short term focus will be to deliver on seven priorities with a view to playing its part in improving the quality of life of local people. 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 best use of resources through achieving a balanced budget and developing our workforce

The following pages set out the progress the Council has made, is making and intends to make to deliver on the seven priorities. The full content of the work carried out by the Council to deliver services to local people is set out in the detailed Service Plans produced by each Division.

In setting its vision and priorities, the Council has taken account of the North Warwickshire Sustainable Community Strategy, and set out a long term Vision to 2026 for the 'Community of Communities' that is North Warwickshire. The North Warwickshire Community Partnership (which includes representation from the Borough Council, the County Council, the police, health, education, business and the voluntary and community sectors) has agreed three priorities for working together to tackle the biggest challenges and greatest needs locally by 2026. These are

**Raising Aspirations, Educational Attainment and Skills** – 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.

**Developing Healthier Communities** – 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.

**Improving Access to Services** – North Warwickshire communities will be better connected and better served.

North Warwickshire Borough Council plays a full and active part in the Community Partnership and has set its priorities taking account of the views and needs of local people in order to help to deliver the vision for North Warwickshire through the Sustainable Community Strategy. The priorities may change over time and the Council's Corporate Plan will be reviewed in the light of those changes.

The Council is also a key partner of the Warwickshire Public Service Board which is the overarching strategic partnership for Warwickshire (which includes representation from District and Borough Councils, the County Council, Warwickshire Police, NHS Warwickshire, Local Strategic Partnerships, the voluntary and community sectors and others). The Public Service Board has produced a Sustainable Community Strategy for Warwickshire 2009 – 2026 and this includes a number of key outcomes for people, places and prosperity. This Corporate Plan sets out how the Council's priorities and actions will contribute to the key outcomes contained in the County and District Sustainable Community Strategies.

## COMMUNITY LIFE

The Council will work to achieve our priority of enhancing community involvement and access to services by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>1 Actions around delivering improvements and engagement with our customers in line with the Council's Customer Access Strategy have been delivered where funding has permitted.</p> <p>During the year, members reviewed existing arrangements and the following changes were delivered.</p> <p>a) Implementing Branching Out Bus Outreach project as one of 10 National Pilots with £268,000 worth of Government funding that will see outreach services in partnership with the Citizens Advice Bureau and Credit Union being delivered in some of the borough's most deprived wards. This has also included introducing a dedicated financial inclusion related BOB website. This project</p>	<p>1 Review and adopt an updated Customer Access Strategy and Action Plan, which will focus on development of outreach services to complement those delivered from the One Stop Shop in Atherstone, promotion of self service channels and corporate wide promotional activities where they are supported by a business case.</p> <p>a) Implement one stop shop services in up to two libraries in the borough by March 2011 under the Warwickshire Direct and BOB brand.</p>	<p>i) Ongoing roll out of the Customer Access Strategy.</p> <p>ii) Develop and enhance the offer from any outlets adopted.</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p> <p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&amp;B)</p> <p>Resources Board/Community Life Portfolio/ AD (R &amp; B)</p>	<p>A growth bid of £25,000 per annum to fund outreach initiatives was agreed in the 2009/10 budget.</p> <p>Subject to funding being identified and a business case made with Warwickshire County Council.</p>

COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>also used customer insight data to target the service in the right places with assistance from the Warwickshire Observatory.</p> <p>b) Extended the opening hours of the contact centre in partnership with Warwickshire County Council from April 2009 to enable telephone calls to be answered until 8pm Monday to Friday and on a Saturday, 9am to 4pm.</p> <p>c) Implemented Gov Metric Customer Satisfaction software to capture information from users of the web, face to face and contact centre services.</p> <p>d) Discussions with the library service have been undertaken and proposals will go to Members in April 2010 on how best, if at all, to utilise them.</p>	<p>b) Improvements will be delivered to the Council's website by the implementation of interactive self serve forms and acting on feedback received via the Gov Metric product.</p> <p>c) Identify future access to services or transport projects and work with other public sector and community partners to develop business cases in order to submit applications for LEADER and other funding opportunities to support their potential implementation. This is likely to include a bid with community groups and parish councils for PCs or Laptops in village halls, Housing common rooms via hubs or at regular surgeries.</p>	<p>iii) Ongoing development to improve functionality of the website and encourage channel shift to encourage wider use of this facility.</p> <p>Implement any schemes identified.</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p> <p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p> <p>7.3 Our Places are connected through transport, technology and services</p> <p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&amp;B)</p> <p>Resources Board/Community Life Portfolio/AD (R &amp; B)</p> <p>Resources Board/Community Life Portfolio/AD (R &amp; B)</p>	<p>Existing staff resources working in partnership with the Warwickshire Direct Partnership.</p> <p>Subject to identifying partners to support funding applications for LEADER funding.</p> <p>Subject to funding being identified.</p>

**COMMUNITY LIFE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>e) During 2008/09, a review of the implementation of the contact centre was undertaken with other Warwickshire Direct Partner Councils to identify whether further services can be incorporated, integration achieved or any changes to existing arrangements made including moving all taking calls into a larger contact centre. It is anticipated that a recommendation will be made to Board by April 2010 regarding a proposed way forward.</p>	<p>d) Delivery of a project with a health and well-being provider to take health and wellbeing services out into the community if a bid to the Department of Works and Pensions made in January 2010 is successful.</p> <p>e) Progress to be determined by the outcome of the shared service business case to be reviewed in April 2010.</p>	<p>Continuation of the project subject to funding.</p> <p>ii To be determined by the review in 2011/12.</p>	<p>Developing Healthier Communities</p> <p>Improving Access to Services</p>	<p>6.2 We all live healthy, active and independent lives</p> <p>7.3 Our Places are connected through transport, technology and services</p>	<p>Resources board/Community Life Portfolio/AD (R &amp; B)</p>	<p>Existing staff resources. Any resource Implications will be the subject of a separate report.</p>

**COMMUNITY LIFE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>2 Achieving approval from Advantage West Midlands and acting as Accountable Body for the North Warwickshire LEADER project, in partnership with Warwickshire Community And Voluntary Action and the Local Action Group;</p>	<p>Implementing the annual LEADER business plan. The objectives of the LEADER project are</p> <ul style="list-style-type: none"> <li>- to improve ease of access to community services for individuals, communities and businesses in rural North Warwickshire and specifically targeting those groups with most barriers to face through isolation and deprivation</li> <li>- to develop a more inclusive and sustainable community transportation and communications network within, between and beyond settlements in the area</li> </ul>	<p>Implementing the annual LEADER plans to 2013 and securing sustainability of positive outcomes</p>	<p>Improving Access to Services</p>	<p>7.3 Our Places are connected through transport, technology and services</p>	<p>Community &amp; Environment Board/Community Life Portfolio/ pro tem DCE</p>	<p>This provides the opportunity to attract up to £1.03 million of European grant funding into North Warwickshire.</p>

**COMMUNITY LIFE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
3 Integrating the post of Parish Liaison Officer into the Leisure and Community Development Division	Working with local communities to assist in the implementation of Parish Plan priorities	To continue working with and within local communities to assist in the implementation of Parish Plans	Improving access to services	6.1 We belong to safe and strong communities where people get on together. 6.2 We all live healthy, active and independent lives. 6.3 We all have the opportunity to enjoy and achieve. 7.1 Our environment is clean, green and sustainable. 7.3 Our places are connected through transport, technology and services.	Executive Board/ Community Life Portfolio/ AD (L&CD)	External funding will be required to undertake actions identified within Parish Plans – the CDO (RR) will support communities to apply for grant aid
4 Worked with partners in the North Warwickshire Community Partnership to develop a narrowing the gap action plan 2009/10 to help improve literacy skills.	Raising aspirations, skill levels and attainment through recognised vocational qualifications, volunteering and targeted activities (e.g. Cook and Taste, Activities4U, leadership and environmental awards, etc.)	To continue to raise aspirations, skill levels and attainment through recognised vocational qualifications, volunteering and targeted activities	Raising aspirations educational attainment and skills	6.4 We all have the opportunity to enjoy and achieve. 8.2 Our workforce is diverse, trained and highly skilled.	Community & Environment Board/Community Life Portfolio/ AD (L &CD)	External funding will be required to undertake appropriate actions



COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>5 Taking action to protect existing village shops and post offices by:-</p> <p>a) 100% rate relief was extended to all post offices situated in rural areas for the periods 09/10</p> <p>b) Providing a rural retail grant scheme of £10,000 for village shops and post offices</p> <p>c) Funding Warwickshire Rural Community Council with partners to employ a Village Shop Liaison Officer</p>	<p>5 Taking action to protect existing village shops and post offices in order to ensure our villages are as vital and sustainable as possible by:-</p> <p>a) Continue supporting rural post offices by awarding 100% rate relief</p> <p>b) Investigating and pursuing projects and opportunities which help to maintain rural services</p> <p>Identifying opportunities to find resources to support village shops and social enterprises</p>	<p>5 Continuing to look for opportunities and taking action to protect existing village shops and post offices</p> <p>a) Continue supporting rural post offices by awarding 100% rate relief where appropriate</p> <p>b) Continuing to investigate and pursue projects and opportunities which help to maintain rural services</p> <p>c) Continuing looking to extend to the rural retail grant scheme</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p> <p>Improving Access to Services</p>	<p>7.3 Our places are connected through transport, technology and services</p> <p>8.1 Our economy is innovative , competitive and entrepreneurial</p> <p>7.3 Our places are connected through transport, technology and services</p> <p>8.1 Our economy is innovative , competitive and entrepreneurial</p>	<p>Community &amp; Environment Board/ Community Life Portfolio/ AD (R&amp;B)/ DCE</p>	<p>Any additional resources required will be the subject of separate report. Budget currently exists to support this approach</p>

**COMMUNITY LIFE** continued

<b>It did this in 2009/10 by:-</b>	<b>It intends to take further action in 2010/11 by:-</b>	<b>Its targets for future years are:-</b>	<b>Local Strategy Priority and Target</b>	<b>County Strategy Key Outcome and Target</b>	<b>Board/ Portfolio Holder/ Lead Officer</b>	<b>Additional Training/Financial Implications</b>
<p>6 Working toward achieving level 3 of the Equality Standard for Local Government by March 2010.</p> <p>The standard has now been replaced by the Equality Framework for Local Government.</p>	<p>Reaching the Achieving Level of the new Equality Framework to ensure more equal outcomes and service provision for all of our communities</p>	<p>To maintain the achieving level standard to ensure equality of outcome and service provision for all of our communities and to work towards the excellent level.</p>	<p>Improving Access to Services</p>	<p>6.1 We belong to safe and strong communities where people get on together</p>	<p>Executive Board/ Community Life Portfolio/ ACESC</p>	<p>Cost of assessment to be met from existing budgets, training programme for Officers and Members.</p>
<p>7 the Council has developed with partners individual joined up strategies to help people in debt identify entitlement to benefits and help with increased fuel bills. This approach resulted in the following:</p>	<p>7 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</p>	<p>7 To take agreed actions to address Narrowing the Gap objectives</p>	<p>Developing Healthier Communities</p>	<p>6.2 We all live healthy, active and independent lives</p>	<p>Executive Board/ Community Life Portfolio/ AD (R&amp;B)</p>	<p>Any financial implications will be identified if resources are needed and will be reported to members to determine if they can be identified</p>

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>Financial Inclusion</p> <p>a) Extensive work has been undertaken with the Credit Union and local CAB to promote financial awareness and advice. This has taken the form of a presence in the Council's One Stop Shop, promotion on letters and leaflets including a credit crunch edition of North Talk and 2 12 page booklets specifically aimed at families and older people as well as running events promoting the importance of financial inclusion work. This activity has been significantly enhanced by the B.O.B project that has funded this ongoing activity during 2009/10 and funding is also committed for 2010/11 onwards</p>	<p>a) Continue to promote the Credit Union and CAB activity by providing an outlet facility and signposting customers via the One Stop Shop and Contact Centre. This is reliant on funding requests being approved to continue this action which are the subject of a growth bid for 2010/11 for ongoing employment of the CAB worker employed in 2009/10 to continue, ratification of approval of the LPS2 bid and approval of a bid made to the County Council area forum</p> <p>b) Seek funding to continue the BOB project either from LEADER or other funding streams post March 2011</p>	<p>a) Continue to deliver actions in line with criteria agreed at time any funding is committed</p> <p>b) Continue to deliver actions in line with criteria agreed at time any funding is committed</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p>	<p>7.3 Our places are connected through transport, technology and services</p> <p>7.3 Our places are connected through transport, technology and services</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&amp;B)</p>	<p>Subject to approval of growth bid.</p>

COMMUNITY LIFE continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>The Council also committed additional funding for a further CAB debt advisor to address a need highlighted by the impact of the credit crunch</p> <p>b) We have continued to work with other Warwickshire Councils and Warwickshire Welfare Rights to continue to promote take up of Council Tax, Housing and other welfare benefits work in a collaborative way. Take up work has also been undertaken in partnership with the Pension Service This activity was funded in 2009/10 as a result of a successful bid for interim LSP2 funding</p>	<p>c) Continue to work with other Warwickshire Councils and welfare agencies to continue to promote take up of Council Tax, Housing and other welfare benefits work in a collaborative way subject to ratification of the LPS2 bid</p> <p>d) Adopt a Financial Inclusion Partnership for the Council which will feed into the "to be established" countywide financial inclusion partnership which will co-ordinate future financial inclusion activity with existing and new partners</p>	<p>c) Continue to deliver actions in line with criteria agreed at time any funding is committed</p> <p>d) Deliver actions against action plan agreed</p>	<p>Developing Healthier Communities</p> <p>Developing Healthier Communities</p>	<p>6.2 We all live healthy, active and independent lives</p> <p>6.2 We all live healthy, active and independent lives</p>	<p>Resources Board/ Community Life Portfolio/ AD (R&amp;B)</p>	<p>Existing staff resources, Any implications will be the subject of a separate report</p>

**COMMUNITY LIFE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>c) During the year, the Council along with the County Council, CAB, Credit Unions and Warwickshire Welfare Rights has developed and received approval that a bid for £790,000 to continue this important work will continue to be funded from LPS2 funding based on a successful countywide bid made.</p>						

## HOUSING

The Council will work to achieve our priority of improving housing in the Borough by delivering more affordable housing and achieving the Decent Homes Standard for our own stock by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>i) Work continued to bring Council properties up to decent homes standard with extensive kitchen and bathroom programme and work at Piccadilly.</p> <p>The Council worked in partnership with Waterloo Housing Association to regenerate its estate at Hill Top Arley.</p>	<p>We will meet the Decent Homes Standard in the Council's own stock by December 2010</p> <p>We will complete Phase 1 by refurbishing and transferring the properties to Waterloo Housing Association by December 2010. Start on Phase 2 with a view to completing the work by May 2011</p>	<p>Based on our stock condition information we will produce a programme of work which will maintain the Council's stock to a good standard and set out a local standard in accordance with Tenant Services Authority guidelines.</p> <p>Not applicable.</p>	<p>Developing Healthier Communities</p> <p>Developing Healthier Communities</p>	<p>7.2 Our housing is appropriate and affordable</p> <p>7.2 Our housing is appropriate and affordable</p>	<p>Resources Board/ Housing Portfolio/ DR/AD (H)</p>	
<p>ii) Carried out further research to provide shared equity schemes for Council Tenants and the Housing Portfolio Holder Group and Resources Board on options in May 2009</p>	<p>To report further to the Housing Portfolio Holder Group and Resources Board by June 2010 on current schemes and make recommendations for such a scheme in North Warwickshire.</p>	<p>Will depend on recommendations to Resources Board</p>	<p>Developing Healthier Communities</p>	<p>6.2 We all live healthy, active and independent lives</p>	<p>Resources Board/ Housing Portfolio/ DR/AD (H)</p>	

**HOUSING** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
iii) a) Progressed schemes at Dordon and Ansley Common.	New developments in Dordon and Ansley will be completed by April 2010	No further action against this objective.	Developing healthier communities	7.1 Our environment is clean, green and sustainable.	Resources Board/ Housing Portfolio/LDF Advisory Panel DR/AD (H)/DCE	
b) Reported on sites within Council ownership which could be considered for affordable housing development.	These will include developments at Warton, and Atherstone by Housing Associations.	To act on the Coventry, Solihull and Warwickshire Investment Strategy to develop new homes across the region	Developing healthier communities	7.2 Our housing is appropriate and affordable.		
c) Considered the viability of the Council building properties to supplement its own stock of affordable homes.	Develop new Council properties at Arley, Fillongley, Kingsbury and Water Orton.	To bid for further funds if they are made available by the Homes and Communities Agency,	Developing healthier communities	7.1 Our environment is clean, green and sustainable.		
d) Worked with partner authorities to have a productive relationship with the new Homes and Communities Agency	To work proactively with Housing Association Preferred Partners and the Homes and Communities Agency to deliver affordable housing schemes.	To act on the Coventry, Solihull and Warwickshire Investment Strategy to develop new homes across the region.	Developing healthier communities	7.2 Our housing is appropriate and affordable.		

**HOUSING** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
iv) Progressed work on the development of the Core Strategy to ensure the continued provision of affordable housing, assisted by the Housing Market Assessment.	Publishing the Core Strategy by October 2010 and submitting it formally to the Secretary of State	Adoption and implementation of the Core Strategy	All	7.1 Our environment is clean, green and sustainable.  7.2 Our housing is appropriate and affordable.	Executive Board/ Planning Board/ Housing Portfolio/LDF Advisory Panel ACESC DCE	
vi Built on the improvements both in capacity and service delivery already made and to work closely with Tenants and Members to address the standards set by the new Tenant Services Authority.	Respond to Tenant Services Authority standards by updating current service standards, publicising them and reporting on performance to all Tenants by October 2010.	To use service reviews of housing management and maintenance services to produce a comprehensive review of standards and performance indicators. Publicise agreed standards and performance indicators and report on them to Tenants at least once a year by July 2011.	Improving access to services	7.2 Our housing is appropriate and affordable.	Resources Board/ Housing Portfolio/ DR	
vi) Developed further initiatives to deliver decent private sector homes and affordable warmth, and addressing long-term vacant dwellings in a strategic way.	Acting on initiatives presented to Resources Board to bring empty homes back into use and assist private sector occupiers to improve the condition of their homes by helping them access appropriate support and financial assistance.	To review which initiatives have worked during 2010/11, assess funding requirements and finance available and set clear targets to assist private occupiers improve the condition of their homes.	Improving access to services	7.2 Our housing is appropriate and affordable.	Resources Board/ Housing Portfolio/ DCE	



**HOUSING** continued

<b>It did this in 2009/10 by:-</b>	<b>It intends to take further action in 2010/11 by:-</b>	<b>Its targets for future years are:-</b>	<b>Local Strategy Priority and Target</b>	<b>County Strategy Key Outcome and Target</b>	<b>Board/ Portfolio Holder/ Lead Officer</b>	<b>Additional Training/Financial Implications</b>
vii) Undertook a review of the services provided by Borough Care to ensure the service is resilient and value for money is achieved. Report to Members for full consideration and appropriate action.	Act on action plan results from Borough Care Review.	Act on action plan resulting from Borough Care Review.	Improving access to services	6.2 We all live healthy, active and independent lives.	Resources Board/ Health and Well Being Portfolio/AD(H)	

## COUNTRYSIDE & HERITAGE

The Council will work to achieve our priority of DEFENDING AND IMPROVING OUR COUNTRYSIDE AND RURAL HERITAGE by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>i) Developed Council policies to defend the openness and character of the Countryside through a planning process applied equally and fairly to all, including:-</p> <p>a) Worked towards publishing a draft Core Strategy as part of the Local Development Framework (LDF).</p> <p>b) Ensuring that strategic housing proposals are contained in Core Strategy.</p>	<p>Publishing the Core Strategy by October 2010 and submitting it formally to the Secretary of State which will include policies to defend the openness and character of the countryside, policies containing strategic housing proposals and other land use implications. Policies will also be included to reflect the Strategic Flood Risk Assessment.</p> <p>To move towards the management of development rather than its control where appropriate.</p>	<p>Adoption and implementation of the Core Strategy</p> <p>To evaluate the progress towards development management.</p>	<p>Developing healthier communities</p> <p>Delivering healthier communities</p> <p>Developing healthier communities</p> <p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.2 Our housing is appropriate and affordable</p>	<p>Executive Board/Planning &amp; Development Board/LDF Advisory Panel</p> <p>Countryside &amp; Heritage Portfolio/LDF Advisory Panel</p> <p>DCE</p> <p>ACESC</p> <p>Executive Board / Countryside &amp; Heritage Portfolio / LDF Advisory Panel</p> <p>DCE</p> <p>ACESC</p> <p>Executive Board / Countryside &amp; Heritage Portfolio / LDF Advisory Panel</p> <p>DCE</p> <p>ACESC</p>	<p>Member training required on development management</p>

**COUNTRYSIDE & HERITAGE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>c) 1) Incorporating land use implications into Core Strategy and</p> <p>2) Investigating with partners to implement the recommendations of the Strategic Flood Risk Assessment report</p> <p>3) Worked towards preparing a Landscape Character Appraisal.</p>	<p>Using the information from the Landscape Character work to inform the development of the Core Strategy and when considering planning applications</p>	<p>To continue to use the information in considering planning applications</p>	<p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Executive Board/Planning &amp; Development Board Countryside &amp; Heritage Portfolio/LDF Advisory Panel</p>	<p>Further risk assessment and project work may be required.</p>
<p>ii) Responded to Phase Three of the Regional Spatial Strategy by seeking to protect the Borough's rural character by September 2009.</p>	<p>Publishing the Core Strategy by October 2010 and submitting it formally to the Secretary of State which will include policies reflecting the RSS revision</p>	<p>Adoption and implementation of the Core Strategy</p>	<p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Executive Board/ Countryside &amp; Heritage Portfolio/LDF Advisory Panel ACESC</p>	
<p>iii) a) Only promoted 'appropriate development' within the Green Belt, unless there were 'very special' circumstances.</p>	<p>Consideration of planning applications to ensure only appropriate development is allowed in the Green Belt</p>	<p>Adoption and implementation of the Core Strategy</p>	<p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Executive Board/Countryside &amp; Heritage Portfolio / DCE/Head of Development Control</p> <p>Planning &amp; Development Board/ Countryside &amp; Heritage Portfolio/ DCE</p>	

**COUNTRYSIDE & HERITAGE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>b) Safeguarded open countryside through the focus of development within main settlements.</p>	<p>Publishing the Core Strategy by October 2010 and submitting it formally to the Secretary of State which will include policies to focus development within the agreed settlement higherarchy</p>	<p>Adoption and implementation of the Core Strategy</p>	<p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Planning &amp; Development Board/ Countryside &amp; Heritage Portfolio/ DCE</p>	
<p>iv) a) Considered and developed draft policies on Section 106 Agreements and the Community Infrastructure Levy for inclusion in the Local Development Framework process. This was delayed by the CIL legislation and guidance not being finalised</p>	<p>Working with partners at the sub regional level to gather information and then develop a financial plan for financial contributions linked to development. At the same time gather information locally and develop a robust financial plan for inclusion in the LDF process. To keep a SPD on S106 under review.</p>	<p>To keep up to date and implement the financial plan.</p>	<p>All</p>	<p>All</p>	<p>Executive Board/ Countryside &amp; Heritage Portfolio/ ACESC</p>	<p>Possible monitoring and staffing implications as well as the need for member training</p>
<p>b) Considered and developed draft policies on financial contributions towards Open Space provision</p>	<p>Include a Supplementary Planning Document on contributions for Open Space provision within the LDF process</p>	<p>To implement the SPD requirements.</p>	<p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Planning &amp; Development Board/ Countryside &amp; Heritage Portfolio/ ACESC</p>	
<p>v) Reviewed the Council's Planning Enforcement Policy</p>	<p>Implement the revised policy and provide an annual report on the outcomes of the Enforcement Policy.</p>	<p>To keep policy under review in light of annual report</p>		<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Planning and Development Board/ Countryside &amp; Heritage Portfolio/ DCE</p>	

**COUNTRYSIDE & HERITAGE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>vi Through the Framework for Rural Action continuing to be sympathetic to the needs of the farming and rural communities, primarily to use the opportunity provided by LEADER to improve access and enhance communication for and with rural communities.</p> <p>a) Continuing engagement with farmers via the Rural hub.</p> <p>b) Continuing to progress actions identified through the work of the LEADER project.</p> <p>c) Worked on developing policies within the emerging Core Strategy of the LDF to protect and maintain the best and most versatile agricultural land</p>	<p>To continue to be sympathetic to the needs of the farming and rural communities to improve access to services and enhance communication for and with rural communities</p> <p>Continuing to engage with farmers as part of our consultation on the Core Strategy</p> <p>Implementing LEADER projects that contribute to village renewal and development and conservation and upgrading the rural heritage</p> <p>Publishing the Core Strategy by October 2010 and submitting it formally to the Secretary of State which will include these policies</p>	<p>To participate in LEADER in 2013 and work to sustain the benefits achieved for rural communities.</p> <p>Continuing engagement with farmers via the Rural hub</p> <p>Continuing to Implement LEADER projects that contribute to village renewal and development and conservation and upgrading the rural heritage to 2013</p> <p>Adoption and implementation of the Core Strategy</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p> <p>Developing healthier communities</p>	<p>7.3 Our places are connected through transport, technology and services.</p> <p>7.1 Our environment is clean, green and sustainable.</p>	<p>Community &amp; Environment Board Community Life Portfolio DCE and AD(R and B)</p> <p>Executive Board/ Countryside &amp; Heritage Portfolio/ ACESC</p> <p>Community &amp; Environment Board/ Community Life Portfolio/ DCE, AD L&amp; CD &amp; AD(R &amp; B)</p> <p>Executive Board/ Countryside &amp; Heritage Portfolio/ ACESC</p>	

**COUNTRYSIDE & HERITAGE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>d) Limited ability to continue to promote as Economic Development team disbanded, opportunities identified through participation in Economy and Env LAA theme group and supporting projects led by C &amp; W Chamber and support for Market Towns Retail support project funded via AWM</p>	<p>Continuing to participate in Economic Development and work with partners including WCC, C &amp; W Chamber, AWM</p>	<p>Continuing to participate in Economic Development and work with partners including WCC, C &amp; W Chamber, AWM</p>	<p>Raising Aspirations, education, attainment and skills.</p>	<p>8.1 Our economy is innovative, competitive and entrepreneurial. 8.2 Our workforce is diverse, trained and highly skilled. 8.3 Our economic well being is continuously improving.</p>	<p>Community &amp; Environment Board/ Community Life Portfolio/ DCE</p>	
<p>vii) Used the planning system to protect our best old buildings and ensured that new build design is in keeping with the character of the area, including:-  a) Completed the partnership schemes in the Conservation Areas for Atherstone</p>	<p>Publishing the Core Strategy by October 2010 and submitting it formally to the Secretary of State which will include policies to protect the best of our existing buildings and ensure new build is in keeping with the character of the area  Consideration of planning applications so as to protect the best of our existing buildings and ensure new build is in keeping with the character of the area</p>	<p>Adoption and implementation of the Core Strategy</p>	<p>Developing healthier communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Planning and Development Board/Countryside and Heritage Portfolio/ACESC  Planning and Development/Countryside &amp; Heritage DCE/Head of Development Control</p>	

**COUNTRYSIDE & HERITAGE** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
b) Worked towards preparing design guidance and briefs for inclusion in the Core Strategy	Design briefs for strategic sites in the Core Strategy and SPD on issues such as local distinctiveness and design to be prepared following the publication of the Core Strategy.	To implement and use in the consideration of planning applications	Delivering healthier communities	7.1 Our environment is clean, green and sustainable.	Executive Board/Planning & Development Board Countryside & Heritage Portfolio/ ACESC	Assumes continued use of Development Control staff working for the Forward Planning Team.
c) Used the Design Champion in accordance with the agreed role	To ensure design advice is given at pre-application stages and to introduce post development visits. Continue to use the design champion	To review the role of the Design Champion	Delivering healthier communities	7.1 Our environment is clean, green and sustainable.	Executive Board/ Planning & Development Board Design Champion/ DCE	
d) Maintained a three year cycle for the Civic Award Scheme by holding an event in 2012.	To prepare for the event in 2012	To undertake the event in 2012	Delivering healthier communities	7.1 Our environment is clean, green and sustainable.	Planning & Development Board/ Countryside & Heritage Portfolio/ DCE	Staff resource will be required

## ENVIRONMENT

The Council will work to achieve our priority of **PROTECTING AND IMPROVING OUR ENVIRONMENT** by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
i) Continuing to maintain the cleanliness of the Borough's streets and open spaces, including ensuring that the number of streets failing to meet the cleanliness standard does not exceed the Council's target of 10%.	Ensuring that the levels of cleanliness on roads, streets, pavements and open spaces within the Borough are maintained to as a high a standard as possible and to sustain the efforts and improvements which have been made in recent years in order that our Borough is as pleasant a place to live, work and visit as possible.	Maintaining cleanliness standards and public satisfaction levels across the Borough through efficient, high quality cleansing services	Developing Healthier Communities	7.1 Our environment is clean, green and sustainable.	Community & Environment Board/ Environment Portfolio/ AD (S)	
ii) Continuing to take action to improve the quality of the local environment by:-						
a) Working more closely with Warwickshire County Council on cleaning and maintenance issues across the Borough and on land drainage and flooding issues targeting those areas identified as most at risk in priority order.	Identified flooding and drainage projects will be continued and specific issues tackled in conjunction with partners (incl. WCC & Environment Agency) through advice, investigation and (where necessary) enforcement in order to reduce the level of flooding risk faced by residents of the Borough	Closer working with partners and local communities to tackle specific issues. A more strategic approach to flood risk management across the County and the sub-region where possible	Developing Healthier Communities	7.1 Our environment is clean, green and sustainable.	Community & Environment Board/ Environment Portfolio/ AD (S)	



**ENVIRONMENT** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>b) Maintaining the benefits of joint working achieved through the Public Realm Partnership and reviewing their effectiveness annually.</p>	<p>Continuing to work closely with partners and relevant agencies on all public realm issues within the Borough in order that our Borough is as pleasant a place to live, work and visit as possible.</p>	<p>Achieving greater efficiencies through increased partnership working and better sharing and targeting of key resources</p>	<p>Developing Healthier Communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Community &amp; Environment Board/ Environment Portfolio/ AD (S)</p>	
<p>c) Maintaining the clean-up programme, and community litter pick and grot spot schemes, as well as expanding new initiatives such as the litter picking equipment loan scheme</p>	<p>Encouraging communities, in conjunction with other partner organisations, to identify and report public realm concerns and thereafter ensure that sustainable local “clean up” initiatives are undertaken in order that our Borough is as pleasant a place to live, work and visit as possible. This will also improve the public’s view of the responsiveness of the Council and their view on their ability to influence decisions made by the Council</p>	<p>To continue to work with communities and other partner organisations to identify public realm concerns and develop sustainable clean up programmes across the Borough</p>	<p>Developing Healthier Communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Community &amp; Environment Board/ Area Fora/ Environment Portfolio/ AD (S)/ AD (L&amp;CD)</p>	

**ENVIRONMENT** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>iii) Continuing to develop effective and proactive measures for the reduction of litter, fly tipping and dog fouling, including both raising awareness (including the expansion of the litter pledge scheme) and taking enforcement action. Supporting Parish and Town Councils that wished to introduce additional Dog Control Orders.</p>	<p>Working with WCC and other relevant agencies to support and deliver actions that promote waste minimisation, recycling, litter awareness and reduce dog fouling, including through education in schools and support for the national eco-schools programme in order that our Borough is as pleasant a place to live, work and visit as possible.</p>	<p>To continue working with relevant partners to promote waste minimisation, recycling and litter awareness and to reduce dog fouling throughout the Borough</p>	<p>Developing Healthier Communities</p>	<p>7.1 Our environment is clean, green and sustainable_</p>	<p>Community &amp; Environment Board/ Environment Portfolio/ AD (S)/ DCE /AD (L&amp;CD)</p>	
<p>iv) Introducing a warden scheme in the Borough's main towns concentrating on local public realm and environmental issues</p>	<p>Reviewing the success of the Warden Scheme and examining ways in which the service could be expanded or improved in conjunction with relevant Town and Parish Councils and local Members in order that our Borough is as pleasant a place to live, work and visit as possible. This will also improve the public's view of the responsiveness of the Council and their view on their ability to influence decisions made by the Council</p>	<p>To continue to review the impact of the scheme and to work closely with local communities to ensure that Public Realm services are targeted and effective</p>	<p>Developing Healthier Communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Community &amp; Environment Board/ Environment Portfolio/ AD (S) /DCE</p>	

**ENVIRONMENT** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
v) a) Introducing further improvements to the grass cutting service where possible and assessing their impact on the overall level of service provision  b) Implementing agreed outcomes of the review of the Grounds Maintenance Service Specification.	Reviewing grass cutting arrangements through the outcomes of the Grounds Maintenance service review as well as continuing to work with town and parish Councils to target specific areas and identified issues in order that our Borough is as pleasant a place to live, work and visit as possible  Continuing to implement the outcomes of the Grounds Maintenance Service Review and the action plan arising from the related Parks and Open Spaces Value for Money Review in order that our Borough is as pleasant a place to live, work and visit as possible and to improve public satisfaction with our parks and open spaces	To continue to improve the standard of grass cutting in the Borough where possible and to keep public satisfaction levels with the service high.  To continue to enhance the community relevance and operational efficiency of the Council's grounds maintenance and parks and open spaces services	Developing Healthier Communities  Improving access to services	7.1 Our environment is clean, green and sustainable.  7.1 Our environment is clean, green and sustainable.	Community & Environment Board/ Environment Portfolio/ AD (S)  Community & Environment Board/ Environment Portfolio/ AD (S)/AD (L&CD)	

**ENVIRONMENT** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>c) Ensuring that the requirements of the Household Waste Recycling Act are met by collecting at least two materials for recycling from every suitable household in the Borough.</p>	<p>Exploring opportunities to work more closely with neighbouring authorities, Contractors and WCC to improve recycling services across the Borough in order to reduce the environmental impacts of waste disposal</p>	<p>To increase the Borough's recycling rate and to ensure that the Council's refuse collection and recycling services are as comprehensive and efficient as they practicably can be.</p>	<p>Developing Healthier Communities</p>	<p>7.1 Our environment is clean, green and sustainable.</p>	<p>Community &amp; Environment Board/ Environment Portfolio/ AD (S)/ AD (L&amp;CD)</p>	<p><b>AD (S)</b></p>

**ENVIRONMENT** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
vi) Recording and monitoring the Council's carbon footprint and assessing how the Council can take action to reduce its impact on Climate Change through specific action.	<p>Policies on renewable energy and reducing carbon to be included in the Core Strategy which will be publicised by October 2010 and then submitted formally to the Secretary of State.</p> <p>A Climate Change Strategy will be agreed by Members, including an updated action plan, with a view to reducing the carbon emissions of the Council by 10% in 2010/11.</p>	<p>Adoption and implementation of the Core Strategy. Possible development of SPD</p> <p>To continue to work with partners in the Warwickshire Climate Change Partnership and to implement the Council's action plan. The action plan will be updated each year with fresh target for reductions in carbon emissions</p>	Developing healthier communities	7.1 Our environment is clean, green and sustainable.	Community & Environment Board/ Environment Portfolio/ ACESC	Assumes continued use of Development Control staff working for the Forward Planning Team.

## HEALTH AND WELL-BEING

The Council will work to achieve our priority of **TACKLING HEALTH INEQUALITIES THROUGH IMPROVING WELL-BEING AND PROVIDING LEISURE OPPORTUNITIES TO ALL OUR CITIZENS** by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>i) a) Continuing to implement the Green Space Strategy in accordance with the approved Action and Funding Plans.</p>	<p>Implementing phase 3 of the North Warwickshire Green Space Strategy in accordance with the revised Action and Funding Plan in order to improve the public's satisfaction with the Borough's parks and open spaces</p>	<p>To continue to implement the Green Space Strategy within the context provided by available capital and revenue resources</p>	<p>Improving access to services</p>	<p>6.2 We all live healthy, active and independent lives.</p> <p>6.3 We all have the opportunity to enjoy and achieve.</p> <p>7.1 Our environment is clean, green and sustainable.</p> <p>7.3 Our places are connected through transport, technology and services.</p>	<p>Community &amp; Environment Board/ Health &amp; Well-being Portfolio/ AD (L&amp;CD)</p>	<p>The significant resource implications are detailed in the supporting Action and Funding Plan</p>

**HEALTH AND WELL-BEING** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>b) Subsequent to the adoption of the corporate “Health, Well-being and Leisure Strategy” and its associated Action Plans, and further to discussion with the Health, Well-being and Leisure Portfolio Group, further progressed consideration of the approach to the future provision, management and operation of the Council’s leisure facilities</p>	<p>Within the context provided by the Health, Well-being and Leisure Strategy and on-going discussions relating to “Building Schools for the Future”, determine and commence implementation of the approach to the future provision, management and operation of the Council’s leisure facilities, having particular regard to the short and long-term future of Coleshill Leisure Centre, with a view to providing the best feasible facilities for exercise to help improve the health and well-being of the public in the Borough</p>	<p>To conclude implementation of the agreed approach to the future provision, management and operation of the Council’s leisure facilities</p>	<p>Developing healthier communities</p>	<p>6.2 We all live healthy, active and independent lives.  6.3 We all have the opportunity to enjoy and achieve.  7.3 Our places are connected through transport, technology and services.</p>	<p>Community &amp; Environment Board/ Health &amp; Well-being Portfolio/ DCE/ AD (L&amp;CD)</p>	

HEALTH AND WELL-BEING continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>ii) Continuing to co-ordinate and implement relevant sections of the North Warwickshire Play Strategy, in accordance with the approved action and funding plans.</p>	<p>In conjunction with the Children, Young People and Their Families theme group, reinvigorating the NW Play Partnership and thereafter continuing to co-ordinate implementation of the NW Play Strategy, in accordance with the revised Action Plan with the aim of improving the public's view of parks and open spaces, provide good facilities in which people may get active so as to improve their health and well-being and to provide constructive activities for residents, particular children and young people</p>	<p>To continue to co-ordinate implementation of the NW Play Strategy and, in conjunction with partners, to prepare for its focused revision and further development</p>	<p>Improving access to services</p>	<p>6.2 We all live healthy, active and independent lives. 6.3 We all have the opportunity to enjoy and achieve. 7.1 Our environment is clean, green and sustainable. 7.3 Our places are connected through transport, technology and services.</p>	<p>Community &amp; Environment Board/ Health &amp; Well-being Portfolio/ AD (L&amp;CD)</p>	<p>External funding support in the sum of £200,000 received through the Big Lottery Fund's Children's Play Programme</p>
<p>iii) Evaluating the impact of the three-year Play Area Development Programme, in part as a precursor to giving consideration to the means by which to improve those plays areas not included within the initial Programme.</p>	<p>Continuing to evaluate, and thereafter report on, the impact of the three-year Play Area Development Programme and by completing implementation of the local Playbuilder programme in order that our play areas produce the outcomes detailed above</p>	<p>To determine and implement the means by which to improve those play areas not included within the initial three-year Play Area Development Programme</p>	<p>Improving access to services</p>	<p>6.2 We all live healthy, active and independent lives. 6.3 We all have the opportunity to enjoy and achieve. 7.1 Our environment is clean, green and sustainable. 7.3 Our places are connected through transport, technology and services</p>	<p>Community &amp; Environment Board/ Health &amp; Well-being Portfolio/ AD (L&amp;CD)</p>	



HEALTH AND WELL-BEING continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
iv) a) Completing the development of the allotment site in Warton including agreement on the terms of the corresponding lease by May 2009 and advancing the development of a further site in Mancetter.	In accordance with the approved Allotments Policy Statement, advancing the development of a further allotment site in North Warwickshire, most likely in either Mancetter or Hurley	To continue to develop allotment provision in the Borough in accordance with the approved Policy Statement	Developing healthier communities	6.2 We all live healthy, active and independent lives.  6.3 We all have the opportunity to enjoy and achieve.  7.1 Our environment is clean, green and sustainable.  7.3 Our places are connected through transport, technology and services	Community & Environment Board/ Health & Well-being Portfolio/ AD (L&CD)	

**HEALTH AND WELL-BEING** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>v) Co-ordinating the sustainable development of Wellness Matters, in conjunction with NHS Warwickshire including its potential expansion into targeted outreach communities.</p>	<p>Continuing to co-ordinate the sustainable development of Wellness Matters, including its further expansion into targeted communities and through the promotion of healthy lifestyles and healthy eating in order to improve the health and well-being of the residents of the Borough</p>	<p>To continue to co-ordinate the development of Wellness Matters in accordance with the approved multi-agency action plan</p>	<p>Developing healthier communities</p>	<p>6.2 We all live healthy, active and independent lives.</p> <p>6.3 We all have the opportunity to enjoy and achieve.</p> <p>7.3 Our places are connected through transport, technology and services.</p>	<p>Community &amp; Environment Board/ Health &amp; Well-being Portfolio/ AD (L&amp;CD)</p>	

**HEALTH AND WELL-BEING** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
vi) Ensuring compliance with the Council's statutory responsibilities as a partner on the Warwickshire Safeguarding Children Board. and drafting a revised Child Protection Policy	Continuing to ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the WSCB and through implementation of the provisions of the recently revised and adopted Child Protection Policy in order to reduce the risk of harm to children	To continue to protect and safeguard children and young people through implementation of the Child Protection Policy and in compliance with the Authority's responsibilities as a partner on the WSCB	Developing healthier communities	6.1 We belong to safe and strong communities where people get on together  6.2 We all live healthy, active and independent lives.  6.3 We all have the opportunity to enjoy and achieve.	Community & Environment Board/ Health & Well-being Portfolio/ AD (L&CD)	Need to provide training for key individuals throughout the Council

**HEALTH AND WELL-BEING** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
vii) a) implemented improvements in service delivery for Disabled Facilities Grants in conjunction with the County wide programme, specifically improving the speed and quality of service delivery and value for money by procurement and recycling of e.g. stair lifts, adapted housing registers, cross-agency staff training and an electronic service pathway.	Establish a new service model to take forward the recommendations from the service review of the Home Improvement Agencies and related work streams in partnership with the County Council and other districts.	Continue to make improvements to this service.	Developing Healthier Communities.	6.2 We all live healthy, active and independent lives.	Resources Board/ Housing Portfolio/ DCE	

## SAFER COMMUNITIES

### The Council will work to achieve our priority of WORKING WITH PARTNERS TO TACKLE CRIME, THE FEAR OF CRIME AND ANTI-SOCIAL BEHAVIOUR

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>Carry 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.</p> <p>The specific progress against the targets for 2009/10 include at the quarter 3 stage:</p> <ul style="list-style-type: none"> <li>• Violent crime reduced by 11% from 538 to 477</li> <li>• Most Serious Violent crime reduced by 16% from 31 to 26</li> <li>• Criminal damage reduced by 11% from 755 to 674</li> <li>• Anti Social Behaviour Incidents reduced by 7% from 3359 to 3116</li> <li>• Serious Acquisitive crime reduced by 10% from 1030 to 926 crimes</li> <li>• Domestic burglary reduced by 11% from 251 to 223</li> <li>• Vehicle crime reduced by 10% from 753 to 675</li> <li>• Business crime reduced by 19% from 1207 to 978</li> </ul>	<p>Contributing towards the achievement of the partnership plan 2008 – 2011 actions and targets for the 2010/11 strategic priorities of :</p> <ul style="list-style-type: none"> <li>• Reducing violent crime including domestic abuse, youth related and alcohol related</li> <li>• Reducing anti-social behaviour-alcohol related and damage to vehicles</li> <li>• Reducing serious acquisitive crime-especially domestic burglary and theft from vehicles</li> <li>• Improving public perceptions and public confidence</li> </ul>	<p>The specific targets for the three year period 2008 - 2011 include to reduce:</p> <ul style="list-style-type: none"> <li>• Violent crime by 15% from 724 to 615</li> <li>• Most Serious Violent crime by 15% from 25 to 21</li> <li>• Criminal damage by 15% from 871 to 740</li> <li>• Anti Social Behaviour Incidents by 15% from 3470 to 2950</li> <li>• Serious Acquisitive crime by 15% from 1035 to 880 crimes</li> <li>• To sustain the reductions of domestic burglary at 257 crimes</li> <li>• Theft of Vehicles by 5% from 259 to 246 and sustain the reductions in thefts from vehicles to 491 crimes</li> <li>• Business crime by 15% from 1268 to 1078</li> </ul>	<p>Developing Healthier Communities</p>	<p>6.1 We belong to Safe and Stronger Communities where people get on together.</p>	<p>Executive Board/ Safer Communities Portfolio/ Chief Executive/ AD (L&amp;CD)</p>	<p>The Council may have to make additional contributions directly to sustain some existing interventions if the county wide Area Based Grant allocations are reduced significantly for 2010/11.</p>

**SAFER COMMUNITIES** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
Continued to engage in partnership activity to reduce crime and the fear of crime.	Working with partner agencies to ensure the delivery of relevant actions arising through Safer neighbourhood PACT processes	To continue to work with partner agencies to ensure the delivery of relevant actions arising through Safer neighbourhood PACT processes	Improving access to services	6.1 We belong to safe and strong communities where people get on together.  6.3 We all have the opportunity to enjoy and achieve.	Executive Board/ Safer Communities Portfolio/ Chief Executive/ AD (L&CD)	External funding is often required to undertake appropriate actions
Continued to develop and deliver a wide range of initiatives such as Activities 4U, Call 4 Sport and holiday play schemes to contribute both to a reduction in instances of anti-social behaviour and to provide constructive leisure opportunities for young people. Continuing to co-ordinate a wide range of targeted community safety projects, including work with young people, both to provide diversionary activities and to meet the wider needs and aspirations of young people, inter-generational work and wider community development activity.	Supporting the improving public confidence Warwickshire strategy and action plan at a district and ward level.  Continuing to develop and deliver targeted positive interventions, community safety projects and constructive leisure opportunities (e.g. Call4Sport, Activities4U, etc.) to provide diversionary activities, reduce instances of anti-social behaviour and meet the wider needs and aspirations of young people, inter-generational work and wider community development activity	Sustaining improvements in public perception as measured by the place survey  To continue to develop and deliver targeted positive interventions, community safety projects and constructive leisure opportunities (e.g. Call4Sport, Activities4U, etc.) to provide diversionary activities, reduce instances of anti-social behaviour and meet the wider needs and aspirations of young people, inter-generational work and wider community development activity	Developing Healthier Communities  Improving access to services	6.1 We belong to safe and stronger Communities where people get on together.  6.2 We belong to safe and strong communities where people get on together.  6.3 We all have the opportunity to enjoy and achieve.	Executive Board/ Safer Communities Portfolio/ Chief Executive/ AD (L&CD)  Community & Environment Board/ Safer Communities Portfolio/ AD (L&CD)	Potential contribution towards county wide campaigns  External funding is often required to undertake appropriate actions

**SAFER COMMUNITIES** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
Continued to seek support from the Supporting People Board and other funding streams to continue to provide support for domestic abuse victims.	Subject to the outcome of the Warwickshire strategic review of domestic abuse services support the provision of locally based support services for domestic abuse to help improve the take up of support services.	Sustaining appropriate provision of locally based support services and reduce the level of repeat victimisation.	Developing Healthier Communities	6.1 We belong to Safe and Stronger Communities where people get on together.	Executive Board/ Safer Communities Portfolio/ CE/ AD (H)	Contribution to supplement partnership Area Based Grant will be required from within existing budget provision
Continued with the existing programme of securing homes	Providing a home security survey and security measures to victims of domestic burglary and vulnerable people to reduce the level of burglaries and repeat victimisation..	Sustaining provision of the home security service and reduced levels of domestic burglary.	Developing Healthier Communities	6.1 We belong to Safe and Stronger Communities where people get on together.	Executive Board/ Safer Communities Portfolio/ CE	Subject to capital provision £15,000? Note existing funding all spent.

## RESOURCES

The Council will ensure that appropriate financial, human and other resources are available to achieve this plan, particularly, but not exclusively through our Resources portfolio and our priority of **MAKING THE BEST USE OF RESOURCES THROUGH ACHIEVING A BALANCED BUDGET and DEVELOPING OUR WORKFORCE** by

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
i) Achieved a 3% cashable savings target.	Achieving a further 3% cashable savings	To look for further efficiencies in line with those expected nationally			Executive Board/ Resources Portfolio/ Director of Resources/ AD (F&HR)	
iii) a) Achieved the savings required by the budget strategy.	Achieving the savings required by the budget strategy	Updating the budget strategy in the light of decisions on service developments, external funding and Council Tax			Executive Board/ Resources Portfolio/ Director of Resources/ AD (F&HR)	
b) Identified and investigated the options for narrowing the Council's capital funding gap.	Generating sufficient capital funding to deal with the council's capital priorities over the medium term	Generating sufficient capital funding to deal with the council's capital priorities over the medium term			Executive Board/ Resources Portfolio/ Director of Resources/ AD (F&HR)/ AD(S)	
iii) Reviewed the case for joint/shared working in Procurement, Information Services and the Contact Centre. Some work was also carried out on Human Resources and the Legal service,	To complete the review of Human Resources and Legal.	To continue to look for efficiency and service enhancement opportunities through joint/shared working			Executive Board/ Resources Portfolio/ Management Team/ AD (F&HR)	



**RESOURCES** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>iv) Reviewed and timetabled actions from the Human Resources Strategy, including:-</p> <p>a) i) Implemented a flexible working policy with IT solutions put in place to enable more staff to access systems from home and</p> <p>ii) Carried out a review of office space requirements.</p> <p>b) Provided briefing sessions on the Flexible Working Policy and the Legionella Policy for managers and unions.</p>	<p>Reviewing and taking timetabled actions from the Human Resources Strategy</p> <p>Reviewing the benefits and issues of the new flexible working arrangements by December 2011</p> <p>Reducing office space to reflect the revised flexible working arrangements</p> <p>Timetabling reviews for all Human Resource policies, completing those identified for 2010/11 and providing briefing sessions as required</p>	<p>Continuing to keep the Human Resources Strategy under review and taking timetabled actions.</p> <p>This will depend on the review of office space requirements and the overall review of office accommodation shown below.</p> <p>Completing policy reviews in line with the timetable, and providing briefing sessions as required</p>	<p>Improving Access to Services</p> <p>Improving Access to Services</p> <p>Improving Access to Services</p>	<p>8.2 Our workforce is diverse, trained and skilled.</p> <p>8.2 Our workforce is diverse, trained and skilled.</p> <p>8.2 Our workforce is diverse, trained and skilled.</p>	<p>Resources Board/ Resources Portfolio/ Management Team/ AD (F&amp;HR)</p> <p>Resources Board/ Resources Portfolio/ Management Team/ AD (F&amp;HR)</p>	

**RESOURCES** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
v) Contributed to the efficiencies and savings targets through the delivery of the Procurement Strategy Action Plan and particularly by working collaboratively.	Continuing to contribute to the efficiencies and savings targets through the delivery of the Procurement Strategy Action Plan.	Continued delivery of the Action Plan	Improving Access to Services	7.3 Our places are connected through transport, technology and services.	Resources Board/ Resources Portfolio/ AD (I&PS)	
vi) Progressed the Value for Money Strategy, including the completion of Value for Money reviews on Refuse and Recycling, Housing Maintenance, Administration, and Telephones and Stationery.	Progressing the Value for Money Strategy, including completing existing and commissioning three further Value for Money reviews to be completed by March 2011	To continue a rolling programme of Value for Money reviews.	Improving Access to Services	7.3 Our places are connected through transport, technology and services.	Executive Board/ Resources Portfolio/ DR/ADs	
vii) Continued to ensure the Council made good use of its resources, through the preparation and implementation of an action plan to improve governance arrangements and other areas.	Research and develop options for extending the councils consultation with stakeholders on financial reporting and council priorities	Continuing to ensure the Council makes good use of its resources, through reviews of governance arrangements and other areas.			Resources Board/ Resources Portfolio/ DR	

**RESOURCES** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
viii) Undertook a full and detailed appraisal on options to improve the safety and accessibility of civic offices and community buildings within Atherstone and elsewhere in the Borough.	Finalising the next stage of the Council's Accommodation Project work and updating the Council's Property Strategy and Asset Management Plan based on the outcomes of that project	Implementing identified solutions for improvements to civic and community property assets and considering how the Council and its partners' assets across the Borough can be used more efficiently to provide greater access to services	Improving Access to Services	7.3 Our places are connected through transport, technology and services	Resources Board/ Resources Portfolio/ DCE/DR/AD (S)	
ix) a) Reviewed the new Service Level Agreement with the County Council to deliver Emergency Planning support in the Borough.	<ul style="list-style-type: none"> <li>• Subject to the agreement of the, SLA deliver actions within it</li> <li>• Exploring feasibility of supporting implementation of "resident flood warden" schemes for areas at risk of flooding in order to reduce the impact of flooding events by enabling communities to react in a more timely manner</li> <li>• Making information available to the public in line with the Warn and Inform duty of the Civil Contingencies Act and increase the linked National Indicator 37 score to above 18.7% (the top quartile benchmark for 2008). This will help increase the resilience of our communities in the event of an emergency</li> </ul>	<ul style="list-style-type: none"> <li>• To keep the Service Level Agreement under review</li> <li>• To ensure the Council is meeting all "mandatory" elements of the Cabinet Office's Expectations and Indicators of Good Practice assessment and work towards also achieving a number of the "issues to consider"</li> <li>• To achieve and maintain top quartile performance for National Indicator 37 (awareness of civil protection arrangements in the area)</li> </ul>	Developing Healthier Communities	6.1 We belong to safe and strong communities where people get on together	Executive Board CE	

**RESOURCES** continued

It did this in 2009/10 by:-	It intends to take further action in 2010/11 by:-	Its targets for future years are:-	Local Strategy Priority and Target	County Strategy Key Outcome and Target	Board/ Portfolio Holder/ Lead Officer	Additional Training/Financial Implications
<p>b) Reviewed the Business Continuity Plan and developed Divisional Plans.</p>	<ul style="list-style-type: none"> <li>• Maintaining the Corporate Business Continuity Plan and Divisional Plans to help ensure the Council can continue to deliver critical functions during disruptive events</li> <li>• Agreeing and implementing a contingency office location to ensure the delivery of critical services can continue in the event of the loss of Council House and Old Bank House</li> </ul>	<ul style="list-style-type: none"> <li>• To regularly review and improve Business Continuity and Emergency Plans.</li> </ul>	<p>Developing Healthier Communities</p>	<p>6.1 We belong to safe and strong communities where people get on together</p>		

**RESOURCES** continued

<b>It did this in 2009/10 by:-</b>	<b>It intends to take further action in 2010/11 by:-</b>	<b>Its targets for future years are:-</b>	<b>Local Strategy Priority and Target</b>	<b>County Strategy Key Outcome and Target</b>	<b>Board/ Portfolio Holder/ Lead Officer</b>	<b>Additional Training/Financial Implications</b>
<p>c) Carried out a programme of Emergency Plan Exercise and training, including Member training.</p>	<ul style="list-style-type: none"> <li>• Engaging in Warwickshire-wide multi-agency major emergency planning exercise to test and identify lessons to improve how well public agencies across the county work together to support communities in responding to major emergencies</li> <li>• Supporting the testing of the Kingsbury Oil Complex Off-site Major Emergency Plan</li> <li>• Continued internal programme of training and exercising in Major Emergency Plan and Corporate Business Continuity Plan to enhance staff knowledge and enhance the Council's response</li> </ul>	<ul style="list-style-type: none"> <li>• To continue with the programme of exercises and training</li> </ul>	<p>Developing Healthier Communities</p>	<p>6.1 We belong to safe and strong communities where people get on together</p>		

Policy Support Forward Work Plan 2010/11

APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Equality</b>							
1. To assist in making progress with the achieving level of the Equality Framework for Local Government.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Self Assessment and evidence to show achieving level reached. External validation by a peer review required to confirm achieving level.	Training for staff on awareness and impact/ needs assessment External peer review.
2. To implement a single Equality Scheme in line with the requirements of the proposed Equality Bill.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Specific schemes for race, disability, gender and other equality categories integrated within one single equality scheme. Council meeting its statutory responsibilities. Positive assessment against the Use of Resources for the equality related KLOE's.	Training for staff on new changes
3. To support the Council's approach to knowing our customers and understanding their needs including the collection and analysis of customer profiles and developing further the use of MOSAIC.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Examples of successful targeted service delivering based upon increased knowledge of our customers needs.	Training for staff

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
4. To arrange Equality and Diversity training including awareness and Impact needs assessment training for new employees and updates for existing staff.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Training arranged for new starters and updates for existing staff divisions	Training for staff on awareness and impact/ needs assessment
5. To monitor and ensure that equality impact needs assessments are undertaken and that the identified actions are implemented with service plans.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	All new policies and practices or changes have been assessed. Equality objectives are included with service plans.	Training for staff on awareness and impact/ needs assessment.
6. To support the implementation of a Borough wide Disability Network with the Council of Disabled People and other partners.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	Sep 10	March 11	High	Disability Forum established. Effective arrangements for engagement with disabled people which influence our service delivery	Awareness training for staff on disability equality duty

Policy Support Forward Work Plan 2010/11

APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
7. To assist in the development of the North Warwickshire Community Partnership's approach to promoting equality and community cohesion.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	Medium	Theme groups actively promoting equality and community cohesion and the partnership being more inclusive. Effective community engagement with community groups and action being taken on community concerns.	Training for partners on awareness and impact/needs assessment.
8. To assist in the achievement of the Stronger Communities related outcomes of the of the Safer and Stronger Communities delivery plan 2010/11 of the Warwickshire Local Area Agreement.	Healthier Communities Access to services  Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Delivery plan achieving progress with the outcomes	SSCF Area Based Grant partnership funds. Subject to the Warwickshire Local Area Agreement "Stronger" proposals
<b>Emergency Planning and Business Continuity</b>							
9. To maintain and publish the Emergency/Contingency Plan once per year.	Healthier Communities Making the best use of Resources	Chief Executive	April 09	Oct 09	High	Plan updated every 6 months	County Council/NWBC provision Cabinet Office funds.
10. To ensure that the Emergency/Contingency Plan procedures are tested annually	Healthier Communities Making the best use of Resources	Chief Executive	To be agreed with WCC		High	Learning from test	County Council/NWBC provision Cabinet Office funds.



Policy Support Forward Work Plan 2010/11

APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
11. To review the corporate Business Continuity Management Plan.	Healthier Communities Making the best use of Resources	Chief Executive	April 10	March 11	High	Updated Corporate Business Continuity Plan	Corporate training on business continuity best practice.
12. To monitor and assist departments reviewing their service continuity plans annually.	Healthier Communities Making the best use of Resources	Chief Executive	April 10	March 11	High	Updated Development/ Service Level Business Continuity Plans	Corporate training on business continuity best practice.
13. To support the delivery of the Memorandum of Understanding / Service level Agreement with the County Council Emergency Planning Unit.	Healthier Communities Making the best use of Resources	Chief Executive	April 10	March 11	High	Meeting the requirements of the Civil Contingencies Act.	County Council/NWBC provision Cabinet Office funds
14. To support the Warwickshire Local Resilience Forum in delivering the 2010/11 Business Plan.	Healthier Communities Making the best use of Resources	Chief Executive	April 10	March 11	High	Meeting the requirements of the Civil Contingencies Act. The identification of risks and threats and control measures to either mitigate the effect of the risks or to ensure an effective emergency response.	County Council/NWBC provision Cabinet Office funds

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Performance Management</b>							
15. To publish the Year End performance results of our national and local performance indicators for 2009/10.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	March 10	July 10	High	Performance indicator returns prepared and published in line with statutory guidelines.	
16. To assist in the achievement of the efficiency savings targets for 2008/09. Delete?	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 08	March 09	Med	Efficiency savings achieved	
17. To prepare and submit the National Indicators returns for 2009/10 by the specified deadlines.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	Oct 10	July10 subject to other specified deadlines	High	Returns submitted to the National Data Hub subject to the requirements determined by the DCLG.	
18. To ensure that systems and procedures are in place to produce the information required for the 2010/11 National Indicators and local performance indicators. Subject to the requirements determined by the DCLG.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	Jan 10	March 10	High	Systems and procedures in place by April 10	

Policy Support Forward Work Plan 2010/11

APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
19. To collate the monthly exemption performance reports to Management Team.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Monthly reports prepared	
20. To prepare the quarterly performance reports to Boards.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Quarterly reports prepared	
21. To prepare performance reports to Scrutiny Board as required.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Reports prepared and well informed scrutiny exercises carried out.	
22. To assist in the Council's Scrutiny exercises as required within the agreed work programme.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Reports prepared and well informed scrutiny exercises carried out	
23. To fully implement in conjunction with Warwickshire County Council the Performance Plus performance management system to support the Councils performance management process by March 2011.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	Med	Performance Plus system being used by all the Council's departments. Improved performance management framework.	Maintenance costs of IT system

Policy Support Forward Work Plan 2010/11

APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
24. To assist in the quarterly collation of the performance information required for the Warwickshire Local Area Agreement. Delete?	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 09	March 10	High	Quarterly reports prepared	Potential to use County Council performance management system
25. To assist in the Council's implementation of the improvement plan arising out of the Warwickshire Comprehensive Area Assessment 2009.	Making the best use of Resources	Chief Executive	April 10	March 11	High	Improvements implemented.	Will be subject to the agreed arrangements for Warwickshire.
26. To assist in the work programme of the Warwickshire CAA Co-ordinating Group.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Improvements implemented	Will be subject to the agreed arrangements for Warwickshire.
27. To assist in the Council's implementation of the improvement plan arising out of the Organisational Assessment 2009.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Improvements implemented	To be confirmed
28. To assist in the Council's return for the Organisational Assessment 2010.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Improvements implemented	To be confirmed

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Crime &amp; Disorder</b>							
29. To monitor and assist in developing the Council's response to the Section 17 requirements in the mainstream delivery of services.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour.	Chief Executive	April 10	March 11	Med	Increased contribution by the Council to reduce crime and disorder	Training for officers and members
30. To monitor and co-ordinate the implementation of the actions of the North Warwickshire Community Safety Partnership Plan 2010 – 2013.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour	Chief Executive	April 10	March 11	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	SSCF Area Based Grant and BCU partnership funds. Subject to the Warwickshire Local Area Agreement “Safer” proposals.
31. To support the Safer Neighbourhoods initiative and to assist in ensuring that the Council' contributes effectively to this.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour	Chief Executive	April 10	March 11	High	Addressing local community priorities Perceptions of crime and disorder improved	Revised partnership working arrangements

Policy Support Forward Work Plan 2010/11

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Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
32. To support the sustainable provision of locally based support services for victims of domestic violence.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour	Chief Executive	April 10	March 11	High	Sustained provision of locally based support services for 10/11 Increase in victims making contact with support services.	Need for contribution from the Corporate Policy budget. SSCF Area Based Grant partnership funds. Subject to the Warwickshire Local Area Agreement “Safer” proposals and outcomes of the Warwickshire strategic review of domestic abuse services 2009/10.
33. To support the achievement of the Safer and Stronger Communities outcomes of the Local Area Agreement 2010/11.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour	Chief Executive	April 10	March11	High	Delivery plan progress	SSCF Area Based Grant and BCU hip funds. Subject to the Warwickshire Local Area Agreement “Safer” proposals
34. To support the Warwickshire approach to preventing extremism and promoting community cohesion.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour	Chief Executive	April 10	March11	High	Progress with the Warwickshire Prevent action plan Community tensions identified and addressed	
35. To support the work of Council’s Crime and Disorder Overview and Scrutiny Board.	Healthier Communities Working with our partners to tackle crime, the fear of crime and anti social behaviour	Assistant Chief Executive and Solicitor to the Council	April 10	March11	High	reports prepared and well informed scrutiny exercises carried out	

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Compliments and Complaints</b>							
36. To report once a year to Scrutiny Board on the complaints and compliments received including monitoring trends for service improvements.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	report prepared and service improvements implemented	
37. To manage the Council's Compliments and Complaints Procedure to ensure that it is effectively implemented.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Appropriate complaint investigations carried out in line with the procedure.	Complaint handling training for staff
<b>Consultation</b>							
38. To prepare the requirements for the bi annual Place Survey for 2010/11.	All Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	Oct 10	High	Survey carried out.	Consultation budget
39. To implement the Community Engagement Strategy.	All Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High		Consultation budget

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
40. To maintain and refresh the Council's People's Panel to ensure that it is representative of the population of the borough and ensure that it is used effectively.	Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	People's Panel representative of the local population Consultations carried out with the People's Panel.	Consultation budget
41. To support and advise departments in carrying out service based consultation.	All Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High		Consultation budget
42. To assist in taking account of and analysing the results of the 2010 Place Survey within the Council's Corporate Plan and Service Plans.	All Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Place survey outcomes integrated within Council's plans	Consultation budget
<b>Communications</b>							
43. To continue to raise the profile of the Borough Council through positive relations with local media and through proactive programme of good news features in the media.	Community Life Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Number of positive media stories	Training in media skills and plain language



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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
44. To produce three? editions of North Talk to include news from the North Warwickshire Community Partnership.	Community Life Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Three editions produced	Contributions from NWCP theme groups. Additional editions will depend upon funding.
45. To support communications activity of the North Warwickshire Community Partnership.	Community Life Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	Med	Number of positive media stories	Training in media skills and plain language
46. To support communications activity of the Warwickshire Local Area Agreement through the Warwickshire Communications Officer Group.	Community Life Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	Med	Number of positive media stories	Training in partnership communications
47. To work with the Communications Group on external communications including the Access Strategy.	Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Implementation of the Councils Communications strategy and the Access Strategy	Training in communication skills and plain language

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
48. To contribute to the work of the Communicating with the Public subgroup of the Warwickshire Local Resilience Forum.	Safer Communities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Implementation of the Communicating with the public parts of the Warwickshire Local Resilience Forum Business Plan 2009-10.	Training in partnership communications Training in Emergency Planning Communications
49. To produce Insider the Council's staff newsletter, twelve times per year in electronic and paper formats.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Twelve editions produced	
50. To produce the weekly Mid Week email for all staff.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Weekly emails circulated.	
51. To be involved in the "Improving the Way We Work Group" and in particular the sub group on internal communication.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	To be agreed.	
<b>Community Planning/Sustainability</b>							

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
52. To support the achievement of the outcomes for year 3 of the Warwickshire Local Area Agreement.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all seven priorities	Chief Executive	April 10	March 11	High	Delivery plan progress and achievement of outcomes	Subject to pooling of resources
53. To develop and carry out the preparations for Partnership Day 10.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	October 10	High	Partnership Day 10 event held.	Community Strategy budget
54. To support the function and co-ordination of the North Warwickshire Community Partnership and its associated structures.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all seven priorities	Chief Executive	April 10	March 11	High	Local strategic partnership responsibilities being met. Improvements in the agreed priorities being achieved.	Community Strategy budget Narrowing the gaps funding
55. To maintain and develop the North Warwickshire Community Partnership website.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	Med	Feedback from users	

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
56. To support the implementation of the new Sustainable Community Strategy 2009 – 2026..	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	New Sustainable Community Strategy 2009 – 2026 in place Progress with improvement of priorities being demonstrated	Narrowing the Gaps funding
57. To monitor the implementation and payment of the North Warwickshire Narrowing the Gaps plan 2009/10.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Projects delivering and payments made in line with the spending plan Progress with improving the agreed outcomes being demonstrated.	Area Based Grant Narrowing the Gaps funding
58. To assist in the development and implementation of area pledges for each area forum.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services  and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Achievement of locally agreed priorities	Narrowing the Gaps funding

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
59. Support the reporting of Partnership success stories in North Talk.	Developing Healthier Communities  Raising aspirations, education attainment and skills Access to services  and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Feedback from users	North Talk budget
60. Oversee the project management of the North Arden Heritage Trail.	Developing Healthier Communities  Raising aspirations, education attainment and skills Access to services  and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	May 10	High	Project completed by agreed end date of 31 May 2010.	HLF grant awarded
61. Support the North Arden Heritage Trail Board and Monitoring Group.	Developing Healthier Communities  Raising aspirations, education attainment and skills Access to services  and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	May 10	High	Action plan progress	HLF grant awarded

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APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
62. Support the implementation of the year 3 parish project programme action plan for the North Arden Heritage Trail.	Developing Healthier Communities  Raising aspirations, education attainment and skills Access to services  and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 09	May 10	High	Action plan progress	HLF grant awarded
63. To run an education programme with other authorities in Coventry and Warwickshire.	Developing Healthier Communities  Raising aspirations, education attainment and skills Access to services  and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	June 10	High	Event set up Feedback from participants	
64. Support the implementation of a Climate Change strategy and action plan.	Developing Healthier Communities and all seven priorities	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Strategy and action plan approved	

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Information Requests</b>							
65. To monitor the responses to requests for information to ensure requests are dealt with by 20 working days and to ensure the Council meets its requirements under the Freedom of Information Act and the Environmental Information Regulations.	Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Percentage of information requests dealt with within 20 working days	There could be further training requirements to refresh awareness of the regulations.
66. To report once per year to members on the requests for information received and the response times achieved. Delete ? or to mteam ?	Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Report prepared	

Policy Support Forward Work Plan 2010/11

APPENDIX B (1)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
67. To monitor the responses to requests for information under the Data Protection Act to ensure requests are dealt within 20 working days and to ensure the Council meets its requirements under the DP Act.	Enhancing Community Involvement and Access to Services	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Percentage of requests dealt within 20 working days	There could be training requirements to refresh awareness of the DPA
68. To assist in ensuring that the Council's data security arrangements are appropriately in place in line with the Data Protection Policy.	Making the best use of Resources	Assistant Chief Executive and Solicitor to the Council	April 10	March 11	High	Risks of Data Security breaches are minimised	There could be training requirements to refresh awareness of the DPA and Data Security requirements.



## FORWARD WORK PLAN 2010/11 – DEMOCRATIC SERVICES

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
Service all Boards/Committees including Scrutiny and Area Forums.	Democratic/ Community Engagement	D Harris	May 2010	April 2011	High	All agendas published within the statutory timetable and draft minutes available within 2 working days of the meeting.	Staff time
Administration of the Parliamentary Elections to be held by 3 June 2010	Democratic/ Community Engagement	D Harris	May 2010	July 2010	High	All activities concluded in accordance with timetable of events	Staff time
Commence preparatory work for Borough and Parish Elections to be held in May 2011	Democratic	D Harris	Dec 2010	May 2011	High	All activities concluded in accordance with timetable of events	Staff time

APPENDIX B (ii)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
Carry out annual register of electors canvass (including introduction of individual registration)	Democratic/Community Engagement	D Harris	July 2010	December 2010	High	Publication of Register	Staff time – possible increased costs due to individual registration
Administer monthly rolling registration in connection with register of electors	Democratic/Community Engagement	D Harris	April 2010 Dec2010	Aug 2010 Mar 2011	High	Monthly publication of rolling registration applications	Staff time
Arrange annual meeting between Borough and Town/Parish Councils.	Democratic/Community Engagement	D Harris	October 2010	December 2010	Medium	Meeting held	Staff time
Assist with production of the Corporate Plan	Corporate	D Harris	Nov 2010	Feb 2011	High	Publication of Plan	Staff time

APPENDIX B (ii)

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
To reassess all Display Screen Equipment Self-assessments, risk assessments and fire safety audits.	Health and Safety	D Harris	January 2011	February 2011	Medium	Assessments completed	Dependent on the outcome of assessments.
Continue to review processes and procedures within the Section in order to ensure compliance with all appropriate corporate policies and protocols including Health and Safety, Equalities and data quality requirements	Health and Safety High Quality Service Provision	D Harris	May 2010	April 2011	High	Processes and procedures that continue to comply with all internal policy requirements	Staff Time

## **Agenda Item No 8**

### **Executive Board**

**8 February 2010**

#### **Report of the Assistant Director (Finance and Human Resources)**

#### **The Capital Strategy**

#### **1 Summary**

1.1 This report updates the Capital Strategy approved by the Council in February 2009.

#### **Recommendation to the Board**

**That the Capital Strategy, attached at Appendix A, be approved.**

#### **2 Introduction**

2.1 The Council has an approved Capital Strategy, which is updated on a regular basis. This gives the opportunity to ensure that changes in the Council's overall priorities and circumstances are reflected.

#### **3 Capital Strategy**

3.1 The Capital Strategy describes the Authority's priorities and its approach to capital investment. It also describes how the use of capital resources will contribute to the achievement of the Council's objectives and desired outcomes.

3.2 The consultation used in choosing key objectives and priorities is also covered, as well as links to partners and the local community, to service plans, and to the Authority's Asset Management Plan. The strategy approved in February 2009 has been updated and is attached as Appendix A.

...

#### **4 Report Implications**

##### **4.1 Financial Implications**

4.1.1 An assessment of future expenditure requirements and available resources has been undertaken in the capital programme report later on this agenda.

##### **4.2 Legal and Human Rights Implications**

4.2.1 The Council has a duty to maintain its assets.

##### **4.3 Environment and Sustainability Implications**

4.3.1 The use of an effective Capital Strategy will make the most of the resources available to the Council. This will help to achieve the Council's aims, benefiting all who live and work within the Borough.

**4.4 Equality Implications**

4.4.1 The capital strategy needs to be equality assessed for impact and needs.

**4.5 Risk Management Implications**

4.5.1 The Council has limited resources in both capital and revenue terms and needs to ensure these are used effectively. The use of a Capital Strategy will ensure that resources are directed towards the Council's priorities.

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

**THE CAPITAL STRATEGY 2010/11**

**1 Introduction**

- 1.1 The Council provides many services for the people who live or work in or visit the Borough, and aims to improve the quality of life in North Warwickshire. The Council is a member of the North Warwickshire Community Partnership, which works together to meet community needs. A long term vision was established in 2001 where seven priority themes were developed. Following on from successes in these themed areas and continual consultation, a new Sustainable Community Strategy 2009-2026 has been developed which with focus now on 3 key areas. These are:

**Raising aspirations, educational attainment and skills**

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.

**Developing Healthier Communities**

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.

**Improving Access to Services**

North Warwickshire communities will be better connected and better served.

The Community Strategy priorities feed through to the Councils goals and objectives and whilst the impact of the new strategy is being developed, the Council currently has highlighted '7 priorities' on which it wishes to focus. These are:

- ◆ Protecting and improving our environment
- ◆ Tackling health inequalities through improving well-being and providing leisure opportunities to all our citizens
- ◆ Improving housing in the Borough by delivering more affordable housing and achieving the decent homes standard for our own stock
- ◆ Defending and improving our countryside and rural heritage
- ◆ Enhancing community involvement and access to services.
- ◆ Working with our partners to tackle crime, the fear of crime and anti-social behaviour
- ◆ Making the best use of resources through achieving a balanced budget and developing our workforce

- 1.2 The Council uses a Corporate Plan to set out its corporate and service objectives and to provide a framework for individual service plans over the next three years. The Corporate Plan for 2010/11 will form the basis of the Authority's approved three-year Capital Programme.

**2 Key Objectives and Priorities**

- 2.1 Within the above strategic framework, key priorities for capital investment and targets for completion over the next five years are, subject to availability of resources, as indicated below:

- ◆ to comply with the Decent Homes Standard for Council housing. We are

continuing to invest in the Council's stock in order to improve the properties and ensure they are maintained to modern standards – including energy efficiency. The Housing Division have worked with Lovells Partnership to ensure that the Decent Homes Standard is met by December 2010, and will continue to do so, to maintain the Standard. The Council's current housing stock amounts to around 2,735.

- ◆ to complete the regeneration schemes for the Council's older ex-coal board estates at Hill Top and Piccadilly. Funding is in place to tackle the condition of all of the properties on these estates and work will be complete by December 2010.
- ◆ To increase affordable housing within the Borough. The Council has a target for the provision of affordable housing, which comes from its assessment of local housing need. In addition to its enabling role, the Council will increase affordable housing directly in 2010/11 by building 25 new council houses.
- ◆ to address the problems of public and private sector dwellings, which are either unfit or in serious disrepair, and to achieve energy saving targets set by the Government. The last private sector house condition survey undertaken indicated a total of 760 unfit dwellings in serious disrepair in the Borough. Within this objective, to maintain the maximum of six months set as a target, for the length of time applicants remain on the waiting list for Disabled Facility Grants.
- ◆ to secure the long-term availability and viability of key facilities provided by the Council and, at the same time, ensure they meet the changing needs and demands of users.
- ◆ to deliver services in ways that will best fit the needs of its citizens, at an affordable cost. The key priorities are to look at ways of providing 'joined up' services and better access to services.
- ◆ to improve the public realm by focusing on street cleanliness, and through the provision and / or replacement of litter bins and street name plates
- ◆ to assess the options for implementing the action plan stemming from the Green Space Strategy, including the maximisation of external funding and partnership working
- ◆ to maintain other land assets so that they are fit for purpose. The Council is also considering its land assets and the need for pro-active intervention to steward local town centres in accordance with Government Guidance.
- ◆ to seek external resources for economic and community regeneration and development in partnership with other agencies. The Council aims to involve and work with local community and business groups.
- ◆ to improve the environment and promote sustainable development, both through direct action on recycling projects and indirectly through designing environmental benefits into other capital projects.
- ◆ to meet the Authority's statutory duties, secure the safety of the public, its tenants and the Council's own employees, and meet operational requirements for information technology, vehicles and equipment. This includes meeting requirements of the Disabled Discrimination Act.

### 3 Approach to Prioritising Investment

3.1 The main factors in determining the size of the capital programme are the

requirements for capital spending, the availability of resources for capital projects and the impact of the programme on the Council's revenue budget. However, some resources are specific to a particular scheme or service, and this must also be taken into account.

3.2 The demand for capital spending is consistently higher than the funding available. In order to decide which schemes should be included in its capital programme, the Council prioritises the capital schemes put forward. An officer group, Extended Management Team (EMT), assesses and prioritises the competing claims taking this into account. The group is a corporate group, bringing together representatives of all service divisions. EMT agrees the assessment criteria to be used before bids are requested for the coming year. Examples include:

- the contribution to corporate and community plan priorities,
- if spending enables a statutory obligation to be met;
- if spending is to maintain an asset;
- if external funding is available;
- the revenue impact of individual schemes; and
- the risk of not taking the scheme forward
- considering the impacts of the scheme on the wider environment and its contribution to positively impacting on the climate change
- the impact, if any, on the National Indicators, in particular, those relating to environmental and sustainability factors.

Attached at Appendix 1 is the checklist used to ensure that these issues have been considered when putting forward bids for capital expenditure.

• • • The contribution of individual schemes towards the achievement of the Authority's goals and targets is considered, together with their relative priority. The group also considers the expected resources over the foreseeable future. This allows a proposed capital programme to be considered by the Authority's Senior Management Team alongside the Corporate Plan.

3.4 The Service Boards consider their support for individual schemes. Subject to any comments from the Service Boards, the Senior Management Team then recommends a capital programme to the Executive Board for approval, with the intention of maintaining a small but balanced programme over a ten-year period. The Executive Board actually approves a three year programme, with the first year taken as being firm and schemes put in hand. The later two years are provisional and only preparatory work is allowed to go ahead.

3.5 The consistent shortfall in funding and the previous priority of achieving the Decent Homes for the Council housing stock has meant that the majority of non-urgent general fund projects have been excluded from the programme. Some of these schemes will become more urgent as time passes, and the Council is taking steps to address the funding gap. More information on how this gap will be closed is given in the sections on working with partners and the disposal of capital assets.

#### **4 Revenue Implications of Capital Investment**

4.1 The revenue impact of capital expenditure is itself a key factor in capital investment and is considered as part of any bid for capital resources. When approving the capital programme, the Executive Board is made aware of the revenue implications of each scheme and these are built into the budget, which is considered at the same time. This is particularly important, for instance, with the installation of more advanced heating systems in council houses that require annual servicing.

4.2 However, the Authority will spend money to save money, and will seek the capital resources for investments that will increase efficiency or reduce revenue expenditure. For example, investment in technology has been used to reduce administrative costs



and in 2008/09 new lifelines were purchased from the New Initiatives Reserve which will pay back over 3 years and then create savings of over £25,000 per annum.

## **5 Managing and Monitoring the Capital Programme**

- 5.1 The Executive Board approves the capital strategy of the Authority and subsequently a three-year expenditure programme. The Resources Board undertakes the monitoring and management of the capital programme throughout the year.
- 5.2 With all schemes, the aims and targets of each scheme must be clearly identified before it is included within the programme. Once a programme is underway, the responsible officer monitors expenditure on capital schemes on a monthly basis. EMT considers progress on all ongoing schemes at each meeting and takes reports from individual officers on any scheme that is departing from an expected profile, either in time or money terms. This allows the group to take appropriate action, if necessary.
- 5.3 Progress against the programme is reported to Resources Board, together with the explanations for any variances. The Resources Board also review the outcomes of the spending undertaken.
- 5.4 Resources Board manage the majority of the Authority's own property portfolio including Council housing, the potential disposal of surplus land and the efficient use of property. As the majority of capital expenditure is related to land and buildings, additional monitoring has been developed and is included in the work of the Asset Management Plan Group (AMPG), which also reports to Resources Board. The Community and Environment Board also have a property management role, where it relates to leisure facilities.

## **6 Performance Measurement**

- 6.1 As well as managing the capital programme, EMT is responsible for monitoring and assessing the effectiveness of expenditure, in comparison with the original aims and targets. All required outcomes are linked to corporate and service objectives and are collected on the capital bid forms. Schemes will not be included in the capital programme without them. Once capital schemes are completed, the lead officer is responsible for reviewing the actual outcomes against targets, and providing feedback to EMT.
- 6.2 Although outcomes are identified, a review has shown that the process for assessing the effectiveness of spending has been inconsistent. To remedy this, once schemes above the agreed level of expenditure are approved and included in the capital programme, measurable outcomes will be collated centrally. EMT will review these annually, to ensure that there is a more rigorous approach in assessing both individual schemes and the programme as a whole. The annual review is timetabled for August, so that the results can inform decisions on future capital expenditure, and feed into both service and corporate plans.
- 6.3 Both quantitative and qualitative outcomes are used, and the achievement of targets is monitored in a number of ways. Examples include both direct and indirect measures:
  - performance indicators - decent homes and SAP ratings
  - statistics showing service performance - planning applications completed, benefit claims processed, number of customer visits at leisure sessions, in particular following capital investment
  - professional surveys – electrical installation
  - user/stakeholder surveys – leisure centre users, people contacting the Council, staff surveys regarding IT equipment and systems

- established user groups – Council house tenants
  - focus groups – leaseholders
  - benchmarking – customer contact, waiting lists for private sector grants
  - public consultation – questionnaires on the internet
- 6.4 Management Team monitors all corporate plan targets and performance indicators on a quarterly basis, with Directors monitoring directly with Assistant Directors in the intervening months, to allow more responsive management. Progress against Corporate Plan targets and performance indicators is also reported to Boards, with the further detail monitored by Divisions through service plans.
- 6.5 Due to the weighting of the housing element of capital spending, a lot of emphasis has been placed on performance measurement in this area. The Housing Division monitors progress in a variety of ways, and the satisfaction of tenants with the housing service is tested through surveys, which are generally very positive.
- 6.6 Despite lower levels of resources available for other projects, increasing emphasis is being placed on performance measures in these areas. Performance information has been used to inform capital bids in a number of areas such as private sector grants.
- 6.7 The AMPG collect data for monitoring relevant performance indicators and outcomes against asset targets. This data is used to carry out benchmarking with other relevant organisations. Through this, spending on utilities was identified as high, with action taken to find better tariffs through purchasing gas and electricity via framework contracts, contributing towards the sustainability of assets. The results of surveys undertaken as part of the Authority's asset management has also been used to identify the need to undertake a wider review of current accommodation and needs.
- 6.8 In some areas of spend the achievement of outcomes led to the receipt of additional grant and was also influential in the Council setting up a partnership with the other Warwickshire Districts for the procurement and operation of contact centre software. The Council has also been successful in gaining external grants for a range of economic development projects, which are dependent on the measurement and achievement of outcomes, such as the Arden Landscape Project. Improving services such as Planning and Development have continued to receive Government funding.
- 6.9 Different methods are used for communicating the results of performance measurement with stakeholders. These include: the Authority's own publication 'North Talk', which goes to all residents of the Borough two/three times per year, the Council's website, posting the results of user surveys at leisure facilities, the Housing Revenue Account Business Plan and local tenant meetings. The Borough Wide Tenants Forum is increasingly being used to give feedback and gauge priorities for expenditure on the housing stock.

## 7 **Cross-cutting Activity**

- 7.1 The Authority is taking a positive approach to cross cutting issues, as can be seen from the innovative solutions to some of the problems within the Borough. Increasingly the Council is working with other authorities and agencies to provide more holistic services. The extension of the Council's reception area to provide access for local residents to health services and voluntary services is an example, as is the use of a community bus.
- 7.2 Limited financial ability to contribute directly in many areas has led to the use of other routes. In partnership with other Government agencies, the Authority has given Private Sector renewal and energy efficiency grants to assist homeowners to make their properties more sustainable. However, the authority is also using a member of staff to assist members of the public to access funding from other bodies. Other examples are given in the next section, on work with partners.

## 8 **Work with Key Partners**

8.1 The Council is working increasingly with partner organisations to achieve its aims and objectives, either where it is more efficient, or where it will maximise resources by enabling additional funding to be brought in through outside agencies. Examples of current partnership working with some key partners are:

### **Housing Associations / Housing Corporation**

- The third and final phase of the regeneration work at Ansley Common has been completed in partnership with Waterloo Housing Association. The scheme has levered additional funding in from the Housing Corporation, which has substantially reduced the resources required from the Council. It has produced five additional properties and has ensured that critical environmental works have been part of the scheme to ensure a high quality regeneration outcome.
- A further scheme submitted to the Housing Corporation by Waterloo, which will address the ex NCB properties at Hill Top, Arley, is currently underway. The establishment of this scheme removes the need for the Council to allocate resources within its capital programme, and will also enable additional environmental works to take place.
- The Council generally does not have the resources to build new affordable housing, and has worked in the past towards the achievement of this priority with Housing Associations. By selling land to the Associations at a discounted value, the Council has enabled them to build new affordable housing. The Council will continue to use its land bank where appropriate to meet this priority and has included several pieces in its 2010/13 Capital Programme.
- In 2009 the Council has worked closely with Waterloo Housing to tap into their expertise for advice and guidance on building new council houses to lower the risk of the project, ensure suitable levels of quality are achieved and to speed up the delivery process.

### **Warwickshire County Council**

Part of the Council's capital strategy is to work with the County Council where this benefits the residents of North Warwickshire:

- A dual use arrangement is used for the provision of a leisure facility in Polesworth.
- The County Council make use of the one-stop reception area in the Council House of the Borough Council, and is renting some office accommodation which is no longer needed by the Council.
- The County Council is one of a number of partners which are involved in the Accommodation review being undertaken in Atherstone. This is with a view to the County having a share of any future accommodation provision. For the Borough Council the Review will also inform future action on a number of other facilities, some of which also have the potential for joint service provision, such as the provision of arts and sports facilities with local schools.
- The Council worked with the County to achieve a recycling PSA over a number of years. Most recently, the County have provided a vehicle which the Borough Council have used to assist with the collection of recycled materials from local businesses.

- The Council is a partner in the Coleshill / Hams Hall Station project which attracted Government funds. The County Council has led implementation with Borough Council land and s106 assets essential to completion.

### **Other District Councils**

- Ongoing partnership working with regard to customer information and access to services, involving all the Warwickshire authorities, was a result of a successful funding bid a number of years ago.
- Where possible, the council will look to develop links with other local authorities to assist in maximising the use of its assets and capital resources. This includes benchmarking with the other local authorities in the area, such as South Derbyshire, Blaby and Hinckley and Bosworth District Councils.

### **Parish / Town Councils**

- The Council is actively working with Parish Councils to increase the provision of litter bins in the Borough at identified problem areas. This joint approach is helping to increase the resources available for this priority.
- The Council has an ongoing partnership with Atherstone Town Council for the monitoring of the CCTV scheme in the town, and has recently replaced existing equipment to improve the work of the partnership
- The Council works with individual Parishes on joint projects. Work with Arley Parish Council obtained funding from the Landfill Tax Credit Scheme, which with a contribution from the Parish Council, allowed tennis courts in Arley to be refurbished and improved into a multi use games area.
- The works to replace the play areas throughout the Borough have been carried out in conjunction with the relevant parish councils and have resulted in various contributions from them to enhance the facility provided within their localities.

### **Warwickshire Police Authority**

- The Police Authority is also one of the partners involved in the Accommodation review being undertaken in Atherstone. This is again with a view to the Police rationalising their asset holding in the area, and having a share of any future accommodation provision.

### **The Primary Care Trust**

- One of the Council's priorities is around health and well-being. The current one stop reception in the Council House has been made available to the Primary Care Trust, to allow the provision of health advice in a local setting and discussions are being held with them to run the governments new 50 plus Health Checks in the One Stop Shop area. In addition to this day to day working, the Council is also looking to involve the Primary Care Trust in any wider reviews of assets, to maximise their use. However the different funding regimes may limit these opportunities.

### **External Funding Agencies**

The Council looks to work with other agencies where it can obtain additional funding to meet its priorities. Some examples are:

- Funding obtained under the Waste Minimisation Recycling Fund for the provision of recycling boxes.
- Use of funding available through the West Midlands Market Towns Programme. An ongoing initiative involves this Council, Parish Councils and local groups to implement the programme, although NWBC is the

accountable Authority. The scheme has recently been completed and has had an impact at Atherstone, Polesworth and Coleshill.

- We have competed for and secured significant amounts of funding such as the Benefits Challenge and Capital Challenge.
- We also have a mechanism to bid for lottery funds where possible. Funding has been used from the Heritage Lottery to create a new 25 mile path route in the borough and Big Lottery funding of £200,000 has been awarded to provide improvements to outdoor wildlife areas.
- Grant funding from Advantage West Midlands and English Heritage has allowed the Council to act an enabler to improve 12 shop fronts in the high street in Atherstone

### **Local businesses / Voluntary Sector / Community Groups**

The Authority has also recognised opportunities for obtaining indirect funding for the area by working with other organisations which can access funding not open to the Council, or which are willing to invest their own resources. A cross-divisional group is used to build knowledge within the organisation and to help identify alternative sources of funding, which could be accessed directly or by other partners. Examples of these partners are shown below.

- Apply to other outside bodies such as Sport England and the Arts Council of England for leisure facilities funding, on behalf of community organisations.
- The Council will continue to work with local young people to provide appropriate leisure opportunities, such as the Skate Park in Arley. All funding opportunities will be considered, including sponsorship from local businesses.
- Assistance continues to be given to community groups who wish to apply for funding for specific activities. A recent example is an application for enhancing play area provision in a specific location.
- The Council has worked over the last 4 years, with an external supplier on refurbishing some of its play areas. This has allowed greater works to be undertaken than would have been the case under a more traditional arrangement
- The Council has obtained funding from private developers for transport initiatives through planning gains under section 106 agreements. Schemes for traffic calming measures and rail links from commercial developments will assist in a number of community plan priorities: improving transport and employment, training and recruitment opportunities in the Borough, and addressing community safety concerns.

## **9 Details of Consultation**

- 9.1 The development of the Sustainable Community Strategy involves a range of consultation to gain as wide a response as possible. Involving the community has included local public meetings, staff visits to village shops and local markets to hear from people, consulting the North Warwickshire Citizens' Panel about services, a Young People's Forum, and an Annual Partnership Day attended by representatives of many local organisations.
- 9.2 The Council regularly undertakes a wide-ranging consultation exercise with a People's Panel of 1,000 local residents. Their concerns about specified issues and their views regarding improvements to enhance the quality of life in their area have been taken into account in proposing and evaluating new capital schemes. The

capital strategy reflects the aims of local people for service delivery and provision. Conflict between aims is dealt with by consulting on specific issues.

- 9.3 As housing forms a significant part of the capital programme, the Council consults widely with its tenants using regular newsletters, tenants' groups and its Borough Wide Tenants Forum. Other means are used as appropriate, for example road shows were used to make tenants aware of potential options for the housing stock. Tenant representatives are also involved in looking at the Housing service, including the work programme being undertaken from capital resources. This consultation has been built in very specifically with Lovell Partnerships ongoing capital works. With increasing numbers of leaseholders, both general and individual meetings have been undertaken to discuss planned major work programmes. Leaseholders' views have influenced the final outcome, for example, on window replacements.
- 9.4 Given the scale of work required on the estates with the ex NCB houses, the Council consulted directly with the tenants involved, before deciding on which course of action should be taken. As a result, two of the schemes were progressed with Housing Associations, whilst the properties at Piccadilly have been dealt with directly by the Council. These solutions are in line with the views of the tenants, in each area.
- 9.5 A Local Strategic Partnership (North Warwickshire Community Partnership) has been established with representatives of the public, private, community and voluntary sectors. The Authority also draws upon the recommendations of individual service reviews when considering its capital priorities. Part of any review is to consult specifically with users of the service, either directly or by the use of focus groups, before drawing up Improvement Plans. These feed into Service and Corporate Plans, and then into the capital programme. In drawing up its Green Space Strategy, the Council consulted members of the public and local interest groups, with the results informing our proposed investment in parks, playing fields and open spaces. Similarly, the views of young people in particular were taken on play equipment, before decisions were made on the refurbishment of play areas.
- 9.6 The Council consults both business rate and Council Tax payers on an annual basis, about both revenue and capital spending.
- 9.7 The Local Development Framework, the umbrella planning policy document, relies heavily on consultation. This includes groups such as Warwickshire Wildlife Trust, Natural England, local farmers, Severn Trent and other local stakeholders. The emphasis of who is consulted with changes at the various stages of the framework to ensure that the feedback is relevant and not over onerous on any one group.

## 10 **Links to Other Relevant Strategies and Plans**

- 10.1 The Council's capital investment strategy is set within the framework of the Corporate Plan, together with other strategy documents. In developing its Corporate Plan and performance management systems, the Authority has taken care to reflect national guidance and regional strategies for housing, planning, leisure and economic development, as well as the Sustainable Community Strategy. Other strategies most relevant to capital investment are:
- ◆ Housing Strategy and the HRA Business Plan – this links very directly with the capital strategy, going into greater detail on how the priorities on Decent Homes and affordable housing will be met
  - ◆ Local Development Framework – research on Local Housing needs and Structure Plan targets suggest a relatively high local need for new socially rented housing.
  - ◆ Play Strategy – looks at the organisational and physical requirements to provide a co-ordinated approach to play provision in the Borough. This may identify a need to provide new outside play areas,
  - ◆ LEADER Strategy – looking at increasing the access to council services,

particularly in rural areas, which may impact on the IT infrastructure at local communal points

- ◆ Partnership Plan – this highlights the work undertaken with partners to tackle crime, and fear of crime. Due to limited resources, capital schemes generally need to lever in additional funding.
- ◆ Procurement Strategy - a strategy has been produced to guide the procurement of goods and services. There is greater opportunity in the capital programme, given the higher volumes of spending.
- ◆ Asset Management Plan (AMP) – this looks in detail at the management of the council's assets
- ◆ Service Plans – changes in methods of service provision can influence the bids put forward for capital schemes

10.2 The Council commissioned a Green Space Strategy, which was reported to the Executive Board in December 2008 along with an action plan and suggested funding strategy which identified a significant short fall in resources. Some work was carried out in 2009/10 to assess the options for narrowing this gap and to prioritise the areas of work identified, but more will be needed in the coming year.

## 11 Disposal of Capital Assets

11.1 The Authority has a number of small sites acquired in the past to provide Council Housing. The need to retain these is being reviewed, with a view to identifying which can be used in the achievement of its capital priorities. The Council will look to use its land bank for either new affordable housing for local needs, or to generate additional receipts for spending on its own stock or other capital priorities. In 2008/09, outline planning permission was granted on several plots of land with the aim of assisting the sale and maximising the capital receipt.

11.2 During 2009, there was a major downturn in the economy, which has had a significant impact on both the ability of the Council to dispose of assets and on the value of the assets themselves. As a result the Council has taken the general view that it is better to wait for the market to recover before actively trying to dispose of assets.

11.3 However if an opportunity arises related to an individual site, this will be evaluated at the time with each site considered on its merits. Where the Council decides to use the land for affordable housing, it will work with others to maximise the outcome, in terms of housing units produced and bringing in further resources. This approach will include supporting RSL bidding, partnership with RSLs and developers in new development and where appropriate the processing of sites through the Council's ownership. Where land is sold at full market rate rather than for affordable homes, the Council has decided to set aside a certain amount towards green space improvements thus compensating for the loss of the existing open space but encouraging the enhancement of open spaces elsewhere.

11.4 Although the Council will also look at the potential for rationalising other assets through the Green Space Strategy and the Accommodation review, any decision to dispose of land will be taken with full consideration of the economic position. Decisions on the generation of any additional receipts will be made, taking into account the priorities of schemes that are currently excluded from the capital programme.

11.5 The Council also has a small portfolio of industrial and commercial property, which it acquired to underpin small firm activity and diversify the local economy. This was essential in the past when the Boroughs economic fortune was determined by the plight of the mining, extraction and utilities industries. This portfolio served a key purpose at the time and can continue to do so but possibly under different ownership. Previous assessments of the viability of the Council's industrial estates showed it was not in the Council's interest to dispose of these assets. However a further review will be required taking the latest position into account.



- 11.6 Overall and comparatively the Authority does not have a large portfolio of assets that can be used to fund future investment. However, any proceeds will help the Council to meet its capital priorities.

## 12 **Funding the Capital Programme**

- 12.1 In overall terms the Council can achieve a balanced capital programme over a 10 year period. However due to the loss / delay in achieving the previously assumed capital receipts, there are funding pressures within the programme. This is due to a number of funding restrictions, which mean that some resources can only be used for Housing Revenue Account schemes. The result is that the Council will only be able to afford a minimal General Fund capital programme, including Disabled Facility Grants works to private sector homes and statutory electrical improvements to Council buildings.

- 12.2 As the risks attached to removing all other General Fund schemes are too high, other sources of funding have been reviewed. An alternative option is to retain existing capital receipts to fund future General Fund schemes. This will require some Housing Revenue Account schemes to be financed by borrowing in the short term. However this can be achieved without any impact on the Housing Revenue Account position. Over the longer term it is expected that Right To Buy sales of around £1million will be achieved in the next 10 years which can provide further funding for the General Fund, in the longer term.

## 13 **Conclusion**

- 13.1 In producing the current capital programme, the Authority has had to defer a number of schemes, to keep a balanced programme. It is keen therefore to maximise all potential resources, including additional external funding. Increased public consultation and the use of area committees has raised expectations, and if participation is to be maintained and further increased, the Council must meet the needs identified.

## Capital Bid Form Checklist 2010-11

<b>Responsible Board</b>		
<b>Monitoring Officer and Budget Holder</b>		
<b>Name of the Scheme</b>		
<b>Basic Details of the Scheme</b>		
<b>Objective of the Scheme</b>		
<b>Implications if the capital scheme does not go ahead</b>		
<b>Cost of Capital scheme</b>	<b>Year 1</b>	
	<b>Year 2</b>	
	<b>Year 3</b>	
	<b>Year 4</b>	
	<b>Year 5</b>	
	<b>Year 6</b>	
	<b>Year 7</b>	
	<b>Year 8</b>	
	<b>Year 9</b>	
	<b>Year 10</b>	
<b>Delivery options, other than capital expenditure, if relevant</b>		
<b>Measurable Target of Success once scheme completed</b>		
<b>Which Council Priorities will be met from the scheme?</b>		
<b>Is the scheme to meet statutory requirements?</b>		
<b>What is the level of risk of a problem occurring if the scheme is not carried out? (1-5)</b>		
<b>If the scheme did not go ahead, what is the possible level of impact to the Council? (1-5)</b>		
<b>Revenue Implications</b>	<b>Year 1</b>	
	<b>Year 2</b>	
	<b>Year 3</b>	
	<b>Year 4</b>	
	<b>Year 5</b>	
	<b>Year 6</b>	
	<b>Year 7</b>	
	<b>Year 8</b>	
	<b>Year 9</b>	
	<b>Year 10</b>	
<b>Any external funding?</b>		
<b>Does the scheme impact on any of the National Indicators, in particular, the environment or affect climate change?</b>		

## **Agenda Item No 9**

### **Executive Board**

**8 February 2010**

## **Report of the Management Team**

## **The Proposed 3 Year Capital Programme**

### **1 Summary**

- 1.1 This report puts forward proposals for the Three Year Capital Programme and outlines the availability of capital resources and the options to meet any shortfalls.

#### **Recommendation to the Board**

- a That the Board adopts the Revised Capital Programme for 2009/10 as set out in Appendix A;**
- b That the Board notes the additional schemes shown in Appendix C for provisional inclusion in the 3 Year Capital Programme;**
- c That the Board indicates whether it approves the additional schemes shown in Appendix D put forward by the Community and Environment Board for provisional inclusion in the 3 Year Capital Programme;**
- d That the Board adopts the 3 Year Capital Programme for the period 2010/11 to 2012/13 as set out in Appendix E ; and**
- e That the Board approves the prudential indicators set out in Appendix I, subject to any changes that may be required as a result of decisions taken during this evening's meeting.**

### **2 Consultation**

#### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

### **3 Background**

- 3.1 The Council is permitted to borrow to fund capital expenditure. The Government will provide support to this Authority for borrowing £400,000 in 2010/11, the same amount approved in 2009/10. The Council also has the ability to undertake unsupported borrowing and has chosen to use this option for the replacement of refuse vehicles and to build new Council houses.

- 3.2 The Government also provides some funding through the Major Repairs Allowance (MRA), as part of Resource Accounting. This gives an additional amount for

expenditure on Council housing, which will come through the Housing Subsidy system into the Revenue Account. It is to be used, however, on capital purposes, and has the advantage that it can be carried forward if not spent within the year. The MRA for this Authority in 2010/11 amounts to £1,742,830.

- 3.3 Other sources of finance are required to enable the Council to fund the Capital Programme and we will continue to be dependent on the use of capital receipts from the sale of Council houses and land, together with external sources, notably Disabled Facility Grants for private sector housing.
- 3.4 The Regional Housing Executive has also approved grant funding of £114,000 towards private sector housing in 2010/11.

#### 4 **2009/10 Revised Capital Programme - Expenditure**

- ... 4.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2009/10, including the schemes brought forward from 2008/09 and any further revisions that have been approved by board. The revised position is £162,320 greater than the approved programme.
- 4.2 In terms of the housing capital programme, the overall budget remains relatively stable but with fluctuations between budget heads. This is essentially due to the more complex nature of this work and the degree of uncertainty in some cases when the original programme was developed as to the average costs of key components. However, throughout the year, officers have liaised closely with Lovells, the improvement partner, to ensure that the overall budget is not exceeded and that the necessary work to reach the Decent Homes Standard (DHS) target is carried out. Customer feedback shows that the work has been of a high standard and it is expected that we will achieve the target before the required deadline.
- 4.3 An additional spending item is included in respect of an ex-Council property at Church Walk, Mancetter. As a report taken to the Resources Board on 2 February details, a flat above the shops has recently become available for sale on the open market and the purchase of it now is considered value for money to enable a development in the area to take place in a few years time.
- 4.4 In terms of General Fund (GF) scheme variations, some budgets have been carried forward into 2010/11 when they are more likely to be spent, some have been genuine under spends and others are being funded from additional grants or under spends.
- 4.5 The Disability Discrimination Act (DDA) budget is one of the budgets now included in the 2010/11 programme. Whilst significant property assets are under review, the DDA budget has not been spent. However, the Council may still have an obligation to carry out improvement works and as such the budget has been carried forward into next years allocation. Other schemes have been committed but full costs not yet incurred. This is the case of the Tenants Removal Expenses budget at Hill Top and the private sector housing budgets, primarily the Decent Homes Assistance and Disabled Facility Grants (DFG's). The budgets have been retained in 2010/11 as this is when the obligation to pay for works is more likely to take place.
- 4.6 Work on the Glulam beams at the pool were completed sooner than expected and at a much lower cost which has resulted in an under spend here of £40,000. On the other hand, the replacement of 5 refuse vehicles was not included in the original budget but has been funded from borrowing; this decision was taken as a more effective option than leasing and requires no additional budget provision. There was

also no original budget for the UV Filter at the pool but this is being funded from a one off government grant and the additional leisure equipment is being funded from earmarked reserves accrued for that purpose.

- 4.7 The final actual expenditure out-turn for 2009/10 could still differ to the revised position shown. This is because it is difficult to predict when some work will be completed and some schemes, like the Disabled Facility Grants, are reliant on the timing of client claims for works over which the Council has no control. In line with normal practice, the Executive Board may be asked to approve the carry over of some of these budgets into 2010/11, once the final spend for 2009/10 is established.

## **5 2009/10 Revised Capital Programme - Resources**

- 5.1 In terms of variations from the original capital resources expected in 2009/10, the first change is that prudential borrowing has been approved to fund the purchase of the refuse vehicles, rather than leasing. The other key variance is that, when the original programme was formulated, it was expected that land sales in excess of £2m would be realised over the next 3 years. However, primarily due to the current economic climate, some of this income is now either not expected to be received at all, will be deferred for several years or will be reduced in value. This leaves the authority with a short term funding issue.

- 5.2 A report was brought to this board in November highlighting this and members were made aware that the only feasible and affordable option was to set aside a capital receipts reserve to protect the GF capital programme over the next 10 years. The result of this is that there will then be a shortfall in the Housing Revenue Account (HRA) in 2009/10 for which borrowing will be required.

- 5.3 It is expected that a loan in the region of £3m will be required, the cost of which can be met from the existing £392,000 that the HRA contributes to the capital programme, thereby having no direct effect on the HRA budgets. It is also likely that the Council will not actually need to go out to borrow externally to finance this transaction either as it holds enough earmarked reserves to allow sufficient internal borrowing.

## **6 Formulating the Capital Programme**

- 6.1 The Council needs to control its capital programme carefully, firstly to ensure that available resources are targeted towards meeting corporate targets effectively, and secondly, to take into account the effect that capital expenditure has on revenue budgets. The Capital Strategy, which outlines our capital spending criteria, is included as a separate agenda item at this Board's meeting.

- 6.2 The capital programme, by its nature, is long term and therefore the initial programme drawn up is for a ten year period to 2019/20. However, as both expenditure and funding is difficult to predict so far out, a more detailed three-year programme has also been developed.

## **7 10-Year Capital Resource Forecast - 2010/11 to 2019/20**

- 7.1 The resources for 2010/11 to 2019/20 have been estimated using the following assumptions:

- Supported borrowing is expected to continue at the same level for the next ten years
- The amount of MRA per property will rise by 1.8% a year
- Council house sales will be five a year
- Energy grant of £22,500 per annum will continue for the next four years
- DFG grants will continue to attract government subsidy of 60% of the identified spend (up to a limit)
- Revenue contributions from the general fund will remain at £130,000 and the contribution from the HRA will remain at £392,000 per annum (less loan repayment costs)
- A number of pieces of land will be sold, contributing to the capital receipts available
- The final funding from the Regional Housing Executive has been included at £114,000 for 2010/11

7.2 The expected resources for the period 2010/11 to 2019/20 are shown in the table overleaf:

	<b>HRA £000</b>	<b>GENERAL FUND £000</b>	<b>TOTAL £000</b>
Resources brought forward		2,458	2,458
Supported Borrowing	4,000		4,000
Unsupported Borrowing (Council Houses)	869		869
Housing Building grant	1,353		1,353
Regional Housing Pot		114	114
Major Repairs Allowance (MRA)	18,601		18,601
Council House Capital Receipts		1,111	1,111
Energy Grants	90		90
Land Sales	1,763		1,763
Revenue Funding	1,220	1,300	2,520
Earmarked Reserves		8	8
Disabled Facility Grants		1,512	1,512
<b>TOTAL</b>	<b>27,896</b>	<b>6,503</b>	<b>34,399</b>

7.3 This gives a total of £34.4m available resources over the ten-year period to 2019/20. However, it must be emphasised that figures for 2011/12 onwards are indicative only, and firmer figures will only be available a few months ahead of the relevant year.

7.4 Members should note that there are some potential land sales that have been reported to service Boards in the past that have not been included in the ten year resources due to a degree of uncertainty regarding the sale and the intended use of the receipt. These include the car park at Coleshill, the old allotments on Watling Street in Atherstone and the Football Stadium.

## 8 Ten Year Capital Expenditure Forecast – 2010/11 to 2019/20

8.1 An initial forecast of all potential capital projects has been collated covering the next 10 years, including both HRA and GF schemes. This followed a thorough analysis of the general fund building maintenance requirements, as required by the Asset Management Plan, and a detailed breakdown of the key components still to be updated to achieve the Decent Homes Standard within the Council's housing stock

...

and to retain the standard in the future. The initial estimated expenditure is summarised below and the details are shown in Appendix B:

<b>Initial Forecast 2010/11 to 2019/20</b>	<b>£000</b>
HRA	25,916
General Fund	23,141
<b>TOTAL</b>	<b>49,057</b>

- 8.2 As shown in the previous section, the estimated resources for the ten-year period are £34.4m, compared with the expenditure bids of £49.1million. This leaves a significant shortfall of £14.7m. This expenditure reflects the total bids put forward for consideration that have been identified to ensure the continuity of current services, as well as the development of some new services.
- 8.3 To address the situation of the shortfall in resources, Management Team suggests that the best starting point for this year's programme is to retain the approved 10 year programme from 2010-11, assess the financial position of this and then to consider including any other additional schemes. The approved programme, whilst meeting the Councils immediate needs, was also affordable whilst those schemes with a lower score were held on a separate list.
- 8.4 To ensure that the schemes are still valid, each is scored against the Council's 7 Priorities and a risk assessment carried out to take into account the impact on the Council of not undertaking the schemes.
- 8.5 The only changes to the previously approved programme are within housing schemes. Now that the partnership with Lovells to carry out the DHS work is coming to an end, it has been possible to delete a £2m contingency and a more detailed review of works required on Council Houses over the next 5 years has resulted in the budget provision being reduced by £397,000. However, additional costs are now included to cover the building of new Council houses; both the grant and borrowing having been included in the resources discussed in the previous section.
- 8.6 By taking this approach to setting the capital programme, it has been possible to produce a revised ten-year programme that allows for £2.9m unallocated resources. This is shown in summary in the table below.

	<b>HRA</b>	<b>General Fund</b>	<b>TOTAL</b>
Spend	25,916	5,571	31,487
Resources	(27,896)	(6,503)	(34,399)
<b>(surplus) or shortfall</b>	<b>(1,980)</b>	<b>(932)</b>	<b>(2,912)</b>

- 8.7 Management Team suggest that it is prudent to have this level of unallocated resources. Firstly, there is a significant level of land sales which are still expected in 2012/13 which have a degree of risk associated with them, there is currently some debate regarding the continuation of central governments supported borrowing allocation and there are schemes which have been identified as essential by officers which are not currently included. Some of these projects may impact on service delivery in the long term and capital spend may be unavoidable. The next section goes into this in more detail.

## 9 Unallocated Schemes

9.1 As mentioned in paragraph 8.1 and detailed in Appendix B, the level of schemes put forward for inclusion in the capital programme far out weighs the combined HRA and GF resources available.

However, officers are working to find solutions to some of these issues.

- The Atherstone Accommodation Project, which is looking at the options of providing new public sector offices in Atherstone, needs to take into account the maintenance requirements of the Memorial Hall. Currently the works identified total £2.5m and whilst there is no specific funding available, the best option will be to await the outcome of this review before any further work to secure funding is carried out.
- Investment in the region of £3m may be needed to replace Coleshill Leisure Centre. Work has already started to identify potential resources to offset some of this work in the form of the sale of a car park at Coleshill, and potentially other external funds or partnership working may be an option. It is hoped that the sale of the car park will fund the Council's contribution to any capital improvements.
- £2.2m of works has been identified at the various industrial units that the Council owns. As part of the Asset Management Plan process, a financial and operational review is currently taking place. Again, until this analysis is carried out, commitment to expenditure would not be advisable, but should the review show that the Council should retain the assets, investment will need to be made.
- Refurbishment and structural work to the value of around £850k is required if the depot at Sheepy Road is to be used in the long term. Due to this, discussions have started with Nuneaton and Bedworth BC and Hinckley and Bosworth BC to see if some joint working could take place to reduce the Councils liability.

9.2 There are also other areas where investment may be required.

- In 2004/05, many major IT systems were replaced in line with the IEG strategy. It is likely that in six years or so, these will need replacing or upgrading. The Assistant Director (Information and Procurement Services) has identified £625,000 of expenditure that may be needed from 2010/11 to 2017/18.
- If the Council wishes to invest in meeting the findings of the Green Space Strategy, initial indications are that £1.9m capital expenditure may be required with potentially a further £1.8m at Sports Pavilions if they were to be fully refurbished.
- A recent review of the Council's car parks and unadopted roads has shown significant deterioration, and remedial action is likely to be in the region of £570,000
- The Governments' latest assessment of the level of private sector DFG need is £48,000 more per annum than we currently have in the approved budget. As the population becomes more aged and if the cost of individual improvement works increases as it is at the moment, this situation is not likely to improve.



- Arley Leisure Centre is reaching the end of its originally anticipated life and a decision will need to be made as to the long term viability of the facility and the level of expenditure that will offer value for money
- There are also some unknown quantities. Contamination may exist on Council owned land that will need rectifying, and asbestos, although managed on a day-to-day basis, may need major investment, but currently this cannot be determined with any accuracy.

9.3 In order to assess the impact on the medium term service delivery, those schemes currently not included but which fall within the next 3 years have been considered in greater depth. These schemes are shown in Appendix C and D.

The schemes in Appendix C total £510,500 and are recommended by Management team for inclusion based on a scoring and risk assessment.

9.4 The schemes in Appendix D total £160,000 and whilst not scoring so highly against the usual capital ranking criteria, have been recommended for inclusion by the Community and Environment Board.

9.5 Management Team recommend that whichever schemes are added to the 3 year programme, that they are included as “provisional” and that before any expenditure is incurred, a full option appraisal is carried out and further reports are brought to the appropriate Service Board and to Executive Board.

## 10 **Three-Year Capital Spend and Resources to 2012/13**

10.1 As well as the long term programme, it is prudent to ensure that the Council can afford the capital schemes required in the medium term. As such, a 3 year programme is attached at Appendix E for approval by the Executive Board.

10.2 This includes the schemes previously approved for inclusion along with those additional schemes shown in Appendix C. The overall resources expected in each year is also summarised at the bottom of the appendix and shows a surplus of £3.5m at the end of 2012/13, although this will reduce in later years. If Members also approve the bids included in Appendix D, then this balance will reduce by £160,000.

10.3 As in the 10 year programme, it is felt prudent to have a capital programme with surplus balances. There are land sales of £1.6m included in the resources, £300k RTB Council House sales and £1.2m supported borrowing allowance from the government, all of which have degree of risk associated with them.

## ... 11 **Prudential Indicators for Capital Investment**

11.1 The introduction of the Local Government Act 2003 resulted in a change in the capital finance system for Local Authorities, and established a prudential framework for capital investment. Under this system, Councils are free to determine the affordability of their capital investment proposals and of any borrowing required to finance those proposals. However, the Government still retains powers to limit and control capital investment by Councils.

11.2 A prudential code was developed which requires the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives.

11.3 In addition to the information already provided within this report, the Council is required to set and review regularly a range of indicators that have been developed as part of the Code, which will be used to support capital investment decision-making. As risk and uncertainty form a key part of capital investment planning, the Code requires three year integrated capital and revenue spending plans to determine the indicators. These need to be set as part of the overall budget-setting process.

11.4 The Code requires six sets of indicators be set. Two sets of these indicators have already been detailed within the Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2010/11, which was reported to Resources Board on 2 February 2010. These are:

- External Debt Indicators (the Authorised Limit for Borrowing and the Operational Boundary); and
- Treasury Management Indicators.

... The report to Resources Board is attached as Appendix F. Each of the remaining sets of indicators is covered in the paragraphs below.

11.5 **Capital Expenditure Indicators** – the Council is required to make a reasonable estimate of the capital expenditure it plans to incur in each of the next three years, and report actual expenditure incurred at year-end. Using the proposals contained within this report, these are set out below, together with the actual position for 2008/09 and the revised position for 2009/10.

	<b>Actual 2008/09 £000</b>	<b>Revised 2009/10 £000</b>	<b>Original 2010/11 £000</b>	<b>Forecast 2011/12 £000</b>	<b>Forecast 2012/13 £000</b>
General Fund	940	1,810	1,676	704	457
Housing Revenue Account	6,385	6,115	3,813	2,171	2,254
<b>Total</b>	<b>7,325</b>	<b>7,925</b>	<b>5,489</b>	<b>2,875</b>	<b>2,711</b>

11.6 **Capital Financing Requirement Indicators** – these indicators measure the Council's underlying need to borrow to fund capital expenditure, which is the normal level of borrowing expected. The actual capital financing requirement as at 31 March 2009, the revised estimate for 2009/10 and estimates for the next three years are set out below. The method of calculation is set out as Appendix G.

...

	<b>Actual 2008/09 £000</b>	<b>Revised 2009/10 £000</b>	<b>Original 2010/11 £000</b>	<b>Forecast 2011/12 £000</b>	<b>Forecast 2012/13 £000</b>
General Fund	11,017	11,501	11,349	11,200	11,076
Housing Revenue Account	(4,451)	(1,051)	218	618	1,018
<b>Total</b>	<b>6,566</b>	<b>10,450</b>	<b>11,567</b>	<b>11,818</b>	<b>12,094</b>

11.7 **Capital Financing Cost Indicators** – an indicator of affordability is the estimated ratio of financing costs to net revenue stream in percentage terms. If the ratio is increasing rapidly over time, then a larger proportion of revenue resources are being taken up by financing costs, which could be used to fund direct service delivery. This indicator is calculated for both the General Fund and the Housing Revenue Account,

...

and these are shown below. The calculation of both is shown in more detail in Appendix H.

	<b>Actual 2008/09 %</b>	<b>Revised 2009/10 %</b>	<b>Original 2010/11 %</b>	<b>Forecast 2011/12 %</b>	<b>Forecast 2012/13 %</b>
General Fund	(6.37)	0.25	1.99	1.52	1.17
Housing Revenue Account	(0.81)	(0.28)	2.03	1.92	1.92

The move from a negative to a positive value is partly due the use of reserves to fund capital expenditure which reduces the investment income the Council is able to earn and also to the prudential borrowing being taken out.

- 11.8 **Incremental Impact Indicators** – A further indication of affordability is the estimate of the incremental impact on Council Tax and Housing Rents, over and above the capital financing decisions that have previously been taken by the Council. These are shown in the tables below:

<b>General Fund</b>	<b>Original 2009/10 £</b>	<b>Forecast 2010/11 £</b>	<b>Forecast 2011/12 £</b>
Council Tax at Band D	1.82	3.89	4.86
Council Tax at Band D - aggregate		5.71	10.57

<b>Housing Revenue Account</b>	<b>Original 2009/10 £</b>	<b>Forecast 2010/11 £</b>	<b>Forecast 2011/12 £</b>
Average Weekly Rent	-	-	-
Average Weekly Rent - aggregate		-	-

- ... 11.9 A summary of all six sets of indicators is given as Appendix I, as these will need to be approved by the Council. However, these may need to be amended, depending on the decisions on the capital programme taken by this Board.

## 12 Conclusion

- 12.1 Some sources of funding are specific to particular types of expenditure. The proposed programme takes this into account, so Members need to be mindful of this, should they wish to vary the proposed programme.
- 12.2 Only those schemes that either meets a statutory duty or scores highly against the Council priorities and risk assessment are included in the Capital Programme.
- 12.3 The current economic climate has meant that the expected flow of capital resources has changed which has resulted in a funding shortfall in 2009/10; the only option being to prudentially borrow. However, the repayments of the loan can be met within existing budgets.
- 12.4 The proposed 3 Year Programme has a level of unallocated balances which is felt prudent as there are certain risks to some income streams and potentially unforeseen costs that may be unavoidable.

## 13 Report Implications

### 13.1 Finance and Value for Money Implications

13.1.1 The financial implications of this 3 Year Capital programme, in terms of the cost of funding and any maintenance costs that will be incurred, are given below.

	2009/10 £	2010/11 £	2011/12 £
<b>HRA</b>			
Additional gas boiler servicing			6,800
Net cost of new house building loan		16,700	15,400
<b>TOTAL HRA</b>	-	<b>16,700</b>	<b>22,200</b>
<b>GENERAL FUND</b>			
Financing cost (loss of investment income)	38,500	82,580	103,040
<b>TOTAL GENERAL FUND</b>	<b>38,500</b>	<b>82,580</b>	<b>103,040</b>

13.1.2 The HRA costs are included in the budgets reported to the Resources Board on February 2nd..

13.1.3 The GF costs have also been reflected in the budgets included elsewhere on this agenda. Where the capital scheme is the purchase or replacement of equipment or IT systems budget for the maintenance already exists.

13.1.4 The long term capital programme requires around £3m of borrowing to finance the HRA capital schemes but there are no additional revenue implications of this as the costs are covered from within the existing contribution that the HRA makes to the capital programme. It may also be that the Council does not actually need to go out to borrow externally to finance this transaction either as it holds enough earmarked reserves to allow sufficient internal borrowing.

### 13.2 Environment and Sustainability Implications

13.2.1 Continuing to follow the capital strategy when setting a capital programme will ensure that the Council continues to achieve its priorities within the available capital resources.

### 13.3 Equality Implications

13.3.1 There is provision included in the proposed capital programme for improving the accessibility of our buildings and facilities and for disabled facilities grants. The appropriate steps to ensure compliance with the provisions of the DDA. Failure to do so could result in limiting access to services provided from our buildings and facilities by disabled and other vulnerable people. The proposals for the capital programme will need to be equality assessed for impact and needs.

### 13.4 Safer Communities

13.4.1 Some of the allocations in the capital programme will contribute directly towards safer communities including the burglary reduction initiative and the home safety check scheme. The future provision of the burglary reduction initiative beyond 2008/09 will be subject to the partnership plans of the North Warwickshire Community Safety Partnership and identifying alternative funding streams to support this.

### 13.5 Risk Management Implications

13.5.1 There are a number of risks associated with setting a capital programme, as assumptions are made on both the type and level of available resources, as well as the required level of expenditure. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. There is a degree of uncertainty currently regarding the on going support for borrowing from central government and there remains the risk that land sales budgeted for in the next few years will not realise the levels expected. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of variances and reporting on the need to take any further action.

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

Expenditure Proposals	2009/10 Approved Budget	2009/10 Revised Budget	Variance	Comments
<b>HRA Assets</b>				
Kitchens and bathrooms	1,196,040	1,492,170	296,130	When the original budget was set, it was unclear what the average costs would be, as detailed in a report brought to the Resources Board in February 2009. Whilst the average costs <u>have</u> increased, they have been kept to a minimum with an agreement between the Council and Lovells to use target archetype costing. This budget has also been used to make DFG adaptations to bathrooms of disabled residents as necessary to prevent further costs and disruption at a later date.
Windows and Doors	1,363,440	1,190,530	(172,910)	The number of doors included were reduced slightly on final inspection and the average costs of both doors and windows have been kept below that originally expected
Piccadilly	652,960	613,970	(38,990)	More works were carried out in 2008/09 than expected, hence costs are not so high in 2009/10
Walls/Insulation - Bungalows	84,800	207,710	122,910	Upon final inspection, 5 more properties were found to require rendering and some timber clad buildings were more expensive than originally expected
Heating -new gas supply	79,280	125,120	45,840	More heating systems have been replaced this year than originally anticipated and an unallocated amount of £19,000 has been added in case previously declined boilers need to be replaced during the cold winter period. If this budget is not required by the end of the year, it can be deleted.
Electrics	224,000	83,600	(140,400)	In 2009/10, only the replacement of the electrical consumer units in properties having new kitchens, bathrooms or heating was undertaken. A further re-wiring programme will be undertaken next year.
Door Entry Scheme	96,000	90,000	(6,000)	
Asbestos		45,480	45,480	Where improvements works were identified during the replacement of kitchens and bathrooms, these were carried out on the grounds of health and safety

Expenditure Proposals	2009/10 Approved Budget	2009/10 Revised Budget	Variance	Comments
Flat Roofing	1,032,010	907,000	(125,010)	The original budget was set on an initial survey of works. As this was firmed up, it was apparent that the level of works required was less than originally anticipated
Prelims	500,000	385,970	(114,030)	Negotiations with Lovells will enable the works site to be closed earlier than originally expected
Profit and Overheads	303,650	307,730	4,080	
Community Centres	142,880	118,150	(24,730)	
Disabled Facility Adaptations (C/H)	175,000	247,300	72,300	In 2009/10, there has been a combination of the DFG house extensions and an increase in the demand for work generally with an increase in the average cost of these jobs
Aerials	11,000	16,000	5,000	
External Works	25,000	2,000	(23,000)	Due to staff absence, this budget has not been spent and £13,000 will be transferred to 2010/11
Garages	20,000		(20,000)	
Housing Staffing	165,000	201,330	36,330	A greater level of staff time has been employed to ensure average costs are minimal, thus realise savings unit costs savings
Chimney Stacks		24,000	24,000	This work was programmed for 2010/11 but some chimneys were assessed as being too dangerous to wait until then.
Re-purchase of 3a Church Walk, Mancetter		57,000	57,000	As per the Resources Board in February, this ex-Council flat has been re-purchased in lieu of development to take place at Church Walk, Mancetter.
			-	
<b>HRA TOTAL</b>	<b>6,071,060</b>	<b>6,115,060</b>	<b>44,000</b>	
<b>GENERAL FUND Assets</b>			-	
			-	

Expenditure Proposals	2009/10 Approved Budget	2009/10 Revised Budget	Variance	Comments
DDA	144,220	15,000	(129,220)	Much work has been undertaken on the property assets held by the Council in 2009/10, particularly the Council Offices, the Memorial Hall and Coleshill Leisure Centre. The Green Space Strategy has also yet to finalise the requirement of some other leisure buildings and sports pavilions. Until this work is completed, unless there is an urgent need for improvements to be carried out, works have not been undertaken. However, the Council still has an obligation to provide for such works and as such, the budget of £129,220 has been carried forward into 2010/11.
Renewal of Play Areas	58,390	50,000	(8,390)	Whilst final work at Bretts Hall estate play area is committed, it has not been carried out in 2009/10 and as such the budget has been transferred to 2010/11
The Council House Electrical Installation	30,000	30,000	-	
Other Council Electrical Installations	15,000	15,000	-	
Glulam Beams	100,000	60,000	(40,000)	The actual works at the pool ran more smoothly than expected which meant that the works were completed more speedily and at a reduced cost.
WDP	35,000	34,560	(440)	
Replace CCTV system	85,000	81,100	(3,900)	
Leisure Equipment	22,760	58,650	35,890	The opportunity has been taken to replace Polesworth gym equipment in 2009/10 but there were underspends in previous years that have funded these costs
UV System at Pool (Free Swim Grant Funded)	-	18,000	18,000	This project purchased a filter for the pool to improve the quality of the water. Funding has been received from the government to pay for this scheme
Accommodation Project	58,200	58,200	-	
Branching Out Bus	-	3,010	3,010	Being funded from earmarked reserves
ICT Contact Centre	25,500	25,500	-	
ICT Infrastructure Development	20,000	20,000	-	
ICT hardware & software purchase	40,000	40,000	-	
Academy Server Replacement	20,000	20,000	-	



Expenditure Proposals	2009/10 Approved Budget	2009/10 Revised Budget	Variance	Comments
Operating System Upgrade	30,000	30,000	-	
EDRMS	12,000	1,000	(11,000)	Whilst the document imaging programme continues to be rolled out throughout the Council, external consultants have not been required in 2009/10. However, the budget has been transferred to 2010/11 when expenditure is more likely to take place.
Capital Asset Software	-	3,600	3,600	Being funded from earmarked reserves
Data matching work		3,340	3,340	Being funded from earmarked reserves
Capital Salaries - Management	54,000	53,480	(520)	
Tenants Removal Expenses	47,400	20,000	(27,400)	The timing of this project is subject to the progress on the overall Hill Top development. Not as many residents have been re-located to date as expected but they will do so in 2010/11 now instead. Therefore, £20,000 budget has been transferred to 2010/11.
Decent Homes Assistance-Temp Officer	30,000	17,000	(13,000)	This post has been vacant for some of 2009/10. As such, the temporary programme has been extended into 2010/11 and 2011/12
Decent Homes (Private Sector)	212,400	105,000	(107,400)	Based on the spending patterns to date, whilst this budget may have been committed to clients, payments will not actually be made. Therefore, £107,400 budget has been transferred to 2010/11
Unadopted Road at Brindley Close, Ather	15,000	15,000	-	
Ground Source Heating at Hill Top	100,000	50,000	(50,000)	Whilst the work has started on this project, it is expected that only half will have been completed by the year end. The other £50,000 budget is included in the 2010/11 position.
Home Safety Check Scheme	8,000	7,200	(800)	
Replacement refuse vehicles	-	636,550	636,550	The 5 new refuse vehicles has been funded from prudential borrowing and therefore have been added to the capital programme as the assets are now owned by the Council

Expenditure Proposals	2009/10 Approved Budget	2009/10 Revised Budget	Variance	Comments
Disabled Facilities Grants-Private Sector	509,850	319,850	(190,000)	Based on the spending patterns to date, whilst this budget may have been committed to clients, payments will not actually be made. Therefore, £190,000 budget has been transferred to 2010/11
Home Improvement Agency	11,600	11,600	-	
Community Supp - Lifelines	7,000	7,000	-	
			-	
<b>GENERAL FUND</b>	<b>1,691,320</b>	<b>1,809,640</b>	<b>118,320</b>	
<b>OVERALL Total</b>	<b>7,762,380</b>	<b>7,924,700</b>	<b>162,320</b>	

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL	
	<b>HRA TOTAL</b>	<b>3,813,440</b>	<b>2,171,450</b>	<b>2,254,000</b>	<b>2,311,500</b>	<b>1,866,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>25,916,390</b>	
Other Council Owned Buildings Electrical Installations	To carry out electrical improvements to all council owned property following on from routine electrical testing to ensure compliance with legislation.	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	18
Play Areas (not completed in 2009/10)	To complete the works at Bretts Hall estate following final consultation with local residents	8,390										8,390	12
Disability Discrimination Act (DDA)	To ensure that all of the Councils buildings are suitable for disabled users and to comply with the DDA legislation. An initial survey was carried out to identify priorities and this scheme looks to address those survey findings. A programme of works needs to be re-established by the Asset Management Group once the Accommodation Review has been completed.	204,220	150,000									354,220	24
Tenants removal expenses (not used in 2009/10)	The final transfer of tenants to and from the Hill Top development during 2010/11	20,000										20,000	18
The Council House- Replacement Electrical Installation	To maintain the electrical installation at the Council Offices to a minimum legal standard. Essential to the health and safety of both employees and visiting public	30,000	30,000	-	-	-	-	-	-	-	-	60,000	28
Home Safety Check Scheme (funded from DHS below)	This agency visits older people in their homes to assess their safety and to see if alterations can be made to make them safer.	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	75,000	8
Decent Homes/Fuel Poverty (Private Sector)	There is an increasing number of vulnerable households in non-decent homes. Assistance with minor repairs targeted to the elderly or needy to prevent further more serious and or costly deterioration and associated health effects. Also contribute towards Home Energy Conservation Act targets and avoid failing PSA7 targets. 2010/11 includes £107,400 carried forward from 2009/10.	229,900	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	57,500	747,400	15
Home Improvement Agency	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	11,600										11,600	15
Decent Homes Assistance- Temporary Officer	A temporary officer post to promote and facilitate the DHS programme to the private sector	27,000	24,750									51,750	15
Disabled Facilities Grants- Private Sector	Adaptations to the homes of disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improving the quality of the lives of the disabled person and their families. HOWEVER, THE CLG HAS ASSESSED OUR NEED AS BEING £300K PER YEAR BASED ON OUR DEMOGRAPHICS. The 2010/11 allocation includes £190,000 carried forward from 2009/10.	442,000	252,000	252,000	252,000	252,000	252,000	252,000	252,000	252,000	252,000	2,710,000	28
Ground Source Heating at Hill Top (not used in 2009/10)	The final instalment of works to add ground source heating to houses in the Hill Top development	50,000										50,000	18

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
Borough Care Lifelines	There has been a programme of replacement of lifelines over the last few years but these have an expected lifespan of approximately 10 years. This budget is to provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	120,000	18
Computer hardware & software purchase & replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft licence renewal	40,000	30,000	30,000	40,000	40,000	40,000	30,000	30,000	40,000	40,000	360,000	18
EDRMS (not used in 2009/10)	To fund external advice and consultants to maximise the efficiency and use of the document management system that the Council has purchased	11,000										11,000	10
Warwickshire Direct Partnership	To continue the development of the shared One Stop Shop technology with other Warwickshire councils with one central project manager	10,000	10,350	10,710	11,080	11,470	11,870	12,290	12,720	13,170	13,630	117,290	13
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	22
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conform to industry and market standards relating to customer needs and safety requirements. To protect significant levels of existing income. Whilst a good deal of gym equipment has been replaced over the last few years, there is other sports equipment that needs to be renewed.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	18
Capital Salaries - Management	To allow the management of the capital programme schemes	54,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	324,000	
<b>TOTAL OF SCHEMES CURRENTLY IN THE APPROVED PROGRAMME</b>		<b>5,026,050</b>	<b>2,830,550</b>	<b>2,708,710</b>	<b>2,776,580</b>	<b>2,331,470</b>	<b>3,165,870</b>	<b>3,156,290</b>	<b>3,156,720</b>	<b>3,167,170</b>	<b>3,167,630</b>	<b>31,487,040</b>	

## Draft Capital Programme 2010/2011- 2019/20 \*\*\* SCHEMES CURRENTLY NOT APPROVED IN THE DRAFT CAPITAL PROGRAMME\*\*\*

Name of the Scheme	Basic Details of the Scheme	2010/11 Year 1	2011/12 Year 2	2012/13 Year 3	2013/14 Year 4	2014/15 Year 5	2015/16 Year 6	2016/17 Year 7	2017/18 Year 8	2018/19 Year 9	2019/20 Year 10	10 YEAR TOTAL	
Atherstone Leisure Centre - Replacement Roof	The leisure centre has a single ply flat roof covering virtually all of the facility that has an estimated life span of around 10 years and will need replacing before 2015. THIS IS A KEY ELEMENT OF THE FABRIC OF THE BUILDING	-		-	-	250,000	-	-				250,000	
Atherstone Leisure Centre - Heating	Replacement of the heating and other M&E systems at the Leisure Centre (additional to the boiler system for which there is some funding being set aside)	-		-	-	100,000		-				100,000	
Arley Sports Centre - replace hard standing/car park areas	To resurface the car parking area at the sports hall		100,000			-						100,000	

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
Bear and Rugged Staff - replace roof covering	The roofing may erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy and may result in either unbudgeted repairs or put the rental income of £13,800 a year at risk			120,000								120,000	
Bear and Rugged Staff - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.			10,000								10,000	
Carlyon Road - Refurbishment of 2 vacant units	2 units at Carlyon Road are currently vacated but due to the poor state of repair internally, these units cannot be re-let	50,000										50,000	10
Carlyon Rd - resurface car park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	250,000										250,000	8
The Depot-Refurbishment	This is a basic refurbishment of the office areas.	-		500,000	-							500,000	
The Depot-Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly			250,000	-							250,000	
The Depot - Car Park	The streetscape in the area of the depot will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.			100,000	-							100,000	
Innage Park Phase 1 - replace asbestos cladding	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	-	200,000									200,000	
Innage Park Phase 1-resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	-	80,000									80,000	
Innage Park - Phase 1 - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.		750,000									750,000	
Innage Park Phase 2-resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	-	40,000									40,000	
Innage Park Phase 2 - replace roof cladding	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	-	400,000									400,000	
Innage Park Phase 2 - Improvements & Refurbishment	To carry out a minor refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.		120,000									120,000	

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
The Pavilions - Cladding/roof works	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	-		175,000								175,000	
The Pavilions - Internal Refurbishment	To carry out a minor refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.			35,000								35,000	
Polesworth Workspace Units - Refurbishment	To carry out a minor refurbishment to meet the needs of the tenants as the units are becoming aging and will struggle to be let if some improvements are not made.								100,000			100,000	
Polesworth Workspace Units - Replace Hard Standing areas	The streetscape in the area of the units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.								25,000			25,000	
Polesworth Sports Hall - refurbishment of the Gym	To fully refurbish the gym						50,000					50,000	
Polesworth Sports Hall - Roofing and Cladding	The external appearance of the sports hall will become dated and untidy and eventually the cladding may fall into disrepair and cause structural damage.						50,000					50,000	
Sports Pavilion - Grendon - Hard standing areas replacement and internal refurbishment	Improvement works are required at the sports pavilions but the extent and nature of the works will be dictated by the GSS								240,000			240,000	
Sports Pavilion - Piccadilly - Hard standing areas replacement and internal refurbishment	Improvement works are required at the sports pavilions but the extent and nature of the works will be dictated by the GSS								360,000			360,000	
Sports Pavilion - Ansley - Internal refurbishment	Improvement works are required at the sports pavilions but the extent and nature of the works will be dictated by the GSS								220,000			220,000	
Sports Pavilion - Mancetter - Hard standing areas replacement and internal refurbishment and roof	Improvement works are required at the sports pavilions but the extent and nature of the works will be dictated by the GSS							490,000				490,000	
Sports Pavilion - Polesworth - Hard standing areas replacement and internal refurbishment and roof	Improvement works are required at the sports pavilions but the extent and nature of the works will be dictated by the GSS							490,000				490,000	
<b>Improvements to the Arcade</b>	<b>The roof needs replacing and the electricals need improvements in order for it to be within H&amp;S legislation</b>	<b>193,000</b>										<b>193,000</b>	<b>18</b>
<b>Memorial Hall Car Park Wall</b>	<b>There is a need to demolish and re-build a failing wall</b>	<b>20,000</b>										<b>20,000</b>	<b>15</b>
Electrical upgrade at Old Bank House	The electrical system at OBH will be almost 30 years old in 5 years time and will be in need of updating to comply with current legislation	-				150,000						150,000	
Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	190,000	190,000	190,000								570,000	15
Wheeled Bins in lay bys	Replacement of wheeled bins in lay bys	-	3,600	1,500	1,050							6,150	



Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
Land drainage at Hurley and Wood End Recreation Ground	To install a new drainage system at 2 recreation areas in the borough to prevent water logging. Possibility of being implemented in partnership with Severn Trent.	35,000										35,000	8
Green Space Improvements	Will enable improvements to 23 green spaces across the borough. May be s106 funding opportunities to reduce capital bid	50,000	50,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000		460,000	8
Play Area Development	In 2010/11 there is £150,000 external funding available to replace / enhance 3 play areas. However, this is for younger child provision, not teen provision which is also needed so the £65k is to cover this type of play facility. In 2011/12, there is a need to replace / enhance 7 remaining areas, may be scope to remove 2 play areas, following consultation. The external funding target £180,000, the £260k is sought as a contribution from NWBC.	65,000	260,000									325,000	12
Improvements to Arley Recreation Ground	Carry out general improvements to Arley Recreation ground, such as boundaries, paths etc		80,000									80,000	
Playing Pitch Development	Make improvements to the boroughs playing pitches for use by local junior and senior teams		160,000	160,000	160,000	160,000	160,000					800,000	
Improvements to Abbey Green Park Polesworth	Carry out general improvements to the recreation ground, such as boundaries, paths etc		125,000									125,000	
Improvements to Cole End Park Coleshill	Carry out general improvements to the recreation ground, such as boundaries, paths etc			30,000								30,000	
Improvements to Kitwood Avenue Recreation Ground Dordon	Carry out general improvements to the recreation ground, such as boundaries, paths etc				20,000							20,000	
Replace the MUGA at Arley Sports Centre	To replace the existing MUGA (multi use games area) at Arley Sports Centre		20,000	-								20,000	
Private Sector House Condition Survey	Carry out a survey as to the condition of private sector housing in the borough.	40,000										40,000	13
Home Improvement Agency	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	-	11,600	11,600								23,200	
Disabled Facilities Grants-Private Sector	The approved DFG programme is for £252k. However, THE CLG HAS ASSESSED OUR NEED AS BEING £300K PER YEAR BASED ON OUR DEMOGRAPHICS. This bid represents the difference between assessed need and budget provision	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	480,000	12
<b>Borough Care Control System (including voice recorder)</b>	<b>Replace the current Borough Care system once the current one has reached the end of its life. There is currently a review of Borough Care underway . However, the current database is not now 100% reliable. Also, there is likely to a BT upgrade in the next couple of years and if the current system is not replaced, it will need a £4k upgrade to be compliant</b>	50,000			-			-				50,000	18

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
<b>Borough Care Uninterrupted Power Supply - batteries</b>	<b>The Uninterrupted Power supply system allows the Borough Care service to be continued during periods where there is a power cut. The system itself was replaced as part of the CCTV system upgrade but it will need new batteries every couple of years to continue to be functional.</b>	-	-	2,500	-		2,500	-		2,500		7,500	
CRM renewal	The current new CRM system has a 5 year lifespan. Some provision will be needed to carry out an upgrade/refresh				40,000							40,000	
<b>Exchange Email and Archive upgrade (FOI) - ESSENTIAL</b>	<b>Email archiving solution will need upgrading due to capacity and email software versions will be updated which we will need and also email servers will then need updating.</b>	30,000			-	-	20,000	-				50,000	16
<b>Back Up and Disaster Recovery - ESSENTIAL</b>	<b>The backup solution will need replacing as it won't have the capacity to deal with the amount of data we are backing up</b>	-	30,000		-			-				30,000	
Solaris (Academy) Server Replacement - ESSENTIAL	Server will be 5 years old in 2009 and at its end of life for running Academy and will need to be replaced	-	-			25,000						25,000	
GIS	Upgrade to the GIS capacity of the Council	-		10,000								10,000	
Replacement FMS	In 2014, TASK will be 10 yrs old and will need to be assessed to see it still meets user needs.					70,000	70,000					140,000	
Replacement Revenues and Benefits	The Academy system is likely to need reviewing and potentially a major upgrade					70,000	70,000					140,000	
Replacement Housing/Rents	The current system (IBS) will be 10 years old at this point and an assessment will need to be made to see if it still meets user needs			70,000	70,000							140,000	
<b>Replacement Planning/Land Charges - ESSENTIAL</b>	<b>In 2011 the hardware that SX3 runs on will be at least 6 years old and will need to be reviewed and potentially replaced.</b>	-	15,000		-			-				15,000	
Replacement Planning/Land Charges	The current system (SX3) will be 10 years old at this point and an assessment will need to be made to see if it still meets user needs.							70,000	70,000			140,000	
<b>Replacement Leisure System - ESSENTIAL</b>	<b>The current system (Flex) is being de-supported and so is in need of a major upgrade</b>	50,000			-			-				50,000	16
EDRMS - Development & Corporate roll-out	This budget is required to integrate EDRMS with the Councils Website and Contact Centre to ensure we handle documents efficiently and achieve the benefits expected from rolling EDRMS out corporately	-	15,000									15,000	
Car Parking Meters	To provide car parking meters at all of the councils car parks, initially to assist in parking enforcement but then providing the potential to introduce parking fees if required. The programme will start at Atherstone and Water Orton where there are train stations to regulate the correct use of car parking spaces. This will then be rolled out to Polesworth and Coleshill. This also part of the decriminalisation of off street car parking which needs to be implemented by 2011. We need to work with WCC			80,000								80,000	



Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
Surface Marking and Signage to Public Car Parks	Replace car park signage at all council car parks as these have passed their useful lives and re-mark the parking bays in each of the council car parks. This will be even more important if the car parking meters are introduced.	5,000	15,000									20,000	12
Street Nameplates	Install new street name plates in the Borough to roads where currently they do not exist and to replace old name plates so that they meet the corporate standard. They cost approx £100 each. This is in addition to the revenue funding of £8,100. The revenue budget tends to be spent within the first few months of the year	15,000	12,500	10,000	7,500	5,000	2,500	-	-			52,500	12
Burglary Reduction Initiative	The Council is currently in a 3-year agreement to fund work which aims to reduce the no. of domestic burglaries and offer assurance to vulnerable households	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	12
Litter Bins	Replace the older, smaller litter bins in the Borough. This is in addition to the revenue funding.	33,500	33,500	33,500	33,500	33,500	-	-	-	-		167,500	14
Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on	-	-	20,000								20,000	
<b>Telephone system - ESSENTIAL</b>	<b>Replacement telephone system at the Council Offices</b>	<b>65,000</b>			-			-				65,000	18
<b>Switch upgrade - ESSENTIAL</b>	<b>Replace the current computer network routing system</b>	<b>55,000</b>			-			-				55,000	16
Cigarette Bins	With the recent introduction of the No-Smoking legislation, there are more people smoking in open spaces which has an impact on the level of street cleanliness. This funding is to purchase new cigarette bins which costs approx £200 each.	5,000	5,000	5,000								15,000	12
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement	-			15,000	30,000						45,000	
Noise Monitoring Equipment	Replace existing noise monitoring equipment						15,000					15,000	
Arley Sports Centre - Internal Refurbishment	If consultation and a business plan show a need to retain sports provision in Arley, there would be a need to fully refurbish the gym, sports hall, squash courts and changing areas.					1,000,000						1,000,000	
Arley Sports Centre - Cladding and Roofing	As well as an internal refurbishment, the external appearance of the sports hall will become dated and untidy and eventually the cladding may fall into disrepair and cause structural damage.					600,000						600,000	
Replacement of Coleshill Leisure Centre	Whilst work is underway to secure partnership working to replace Coleshill Leisure Centre with a new, purpose built facility, the estimated total costs are in the region of £3m	-	3,000,000									3,000,000	

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	10 YEAR	Score for schemes due to start in 2010/11
Memorial Hall-Refurbishment & Improvement	The Memorial Hall is already dated and lacking in key functionality which makes it hard to attract hirers. Failure to carry out any structural works at the Memorial Hall mean it will become even more difficult to maximise its income generating potential. There have already been issues with the roof leaking which has resulted in less party booking being taken.	-	2,500,000									2,500,000	
<b>TOTAL</b>		<b>1,264,500</b>	<b>8,279,200</b>	<b>1,937,100</b>	<b>470,050</b>	<b>2,616,500</b>	<b>563,000</b>	<b>1,173,000</b>	<b>1,138,000</b>	<b>65,500</b>	<b>63,000</b>	<b>17,569,850</b>	

TOTAL - APPROVED AND NOT APPROVED

<b>6,290,550</b>	<b>11,109,750</b>	<b>4,645,810</b>	<b>3,246,630</b>	<b>4,947,970</b>	<b>3,728,870</b>	<b>4,329,290</b>	<b>4,294,720</b>	<b>3,232,670</b>	<b>3,230,630</b>	<b>49,056,890</b>
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## Appendix C

### Capital schemes recommended for inclusion in the capital programme by Management Team

	2010/11 £	2011/12 £	2012/13 £	Score
<p><b>Arcade electrical and roofing improvements</b> – There are some vital improvements needed in the short term which will only be undertaken if the Council is to retain ownership on the Arcade. However, a full option appraisal will be carried out once market testing of the building has been carried out.</p>	193,000			<b>18</b>
<p><b>Memorial Hall Car Park Wall</b> – Some minor repairs have been carried out on the wall at the Memorial Hall car park but further tests need to be carried out to see if there is any long term structural damage which needs rectifying</p>	20,000			<b>15</b>
<p><b>Borough Care Control System</b> – The current system is 7 years old and is effectively at the end of its useful life. The manufacturer has not been developing the system during that time, the database is not perfectly reliable, it does not provide for ease of reporting and the equipment is not user friendly. In addition a proposed BT upgrade in the next couple of years will mean that if the current system is not replaced it will require an upgrade (costing around £4,000) to ensure it is compliant. The necessity for a replacement system will be considered as part of the review of Borough Care. The review is unlikely to be completed before April 2010.</p>	50,000			<b>18</b>
<p><b>Borough Care uninterrupted power supply batteries</b> – This is critical to ensure that if there is a power cut, the IT system on which the service entirely relies can continue. This budget will purchase a replacement battery to ensure that the service can be provided without interruption.</p>			2,500	<b>18</b>

<p><b>IT Exchange email and archive upgrade -</b> The Council's Email and email archiving system will be 6 years old in 2010/11 and needs to be upgraded. Email is now a business critical application for the Council and the volume of email sent and stored continues to rise, affecting the level of response, reliability and functionality that can be expected from old hardware and software. We intend to work with Warwick District Council on this project as they are facing the same challenges and sharing training and consultancy will help us achieve value for money</p>	30,000			<b>16</b>
<p><b>IT Back up and Disaster Recovery –</b> There is a need to replace the Council's data backup system, which will be old and unable to cope with the volume of data we expect to hold by this time. This scheme is likely to become unavoidable as the Council must have a reliable, robust and secure backup solution</p>		30,000		<b>15</b>
<p><b>IT Replacement planning and land charges server -</b> By 2011 the hardware used to run these systems will be over six years old and will need to be reviewed and replaced in order to ensure this business critical system operates efficiently.</p>		15,000		<b>16</b>
<p><b>IT Upgrade of leisure booking system -</b> In 2008 we were made aware by the supplier of the Leisure system that they are carrying out a major redevelopment of their application and will be stopping support of the version we use. The bid is to cover the cost of the upgrade and to improve the network connections to the Leisure centres.</p>	50,000			<b>16</b>
<p><b>Replacement telephone system -</b> The system is over 10 years old and is no longer supported by the manufacturer. At present we rely on a 3<sup>rd</sup> party maintenance company and their ability to source appropriate second hand parts, which is becoming increasingly difficult for them. If the system fails there is the potential cost and loss of service that could be encountered. However, this cost has been included in all of the options of the Accommodation Project so may be covered by these improvements</p>	65,000			<b>18</b>

<p><b>Switch upgrade</b> - The Council's network switch infrastructure which will be 7 years old in 2010. The switches are the devices through which desktop computers connect to the Council's application servers and through which the majority of the Council's data flows. A failure of the main switch would result in the network not being available and staff being unable to use their computers. This scheme has been included in all of the options of the Accommodation Project so may be covered by these improvements</p>	55,000			16
	<b>463,000</b>	<b>45,000</b>	<b>2,500</b>	
<b>TOTAL OVER 3 YEARS £510,500</b>				

Appendix D

Capital schemes recommended for inclusion in the capital programme by the  
Community and Environment Board

	2010/11 £	2011/12 £	2012/13 £	Score of schemes due to start in 2010/11
<b>Land Drainage Works</b> - To improve the drainage to the areas around the new play areas at Wood End and Hurley. The areas around the new play grounds are "boggy" and may deter people from using the new play areas that have been installed.	35,000			8
<b>Improvements to Abbey Green Park, Polesworth</b> – This budget will allow the Council to carry out general improvements to the recreation ground, such as boundaries, paths etc at Abbey Green.		125,000		12
	<b>35,000</b>	<b>125,000</b>		
<b>TOTAL OVER 3 YEARS £160,000</b>				

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
		Year 1	Year 2	Year 3	TOTAL
<b>HOUSING REVENUE ACCOUNT</b>					
<b>Roofing at Flats</b>	Replace the roofing at Church Hill flats to meet the DHS and to ensure they are water tight	140,000			<b>140,000</b>
<b>Pain/gain and final profit and overheads on Lovells contract</b>	On completion of the Lovells contract, there will be some final "pain/gain" to be paid along with the final profit and overhead contributions	48,280			<b>48,280</b>
<b>Contingency</b>	This contingency is for any unforeseen works or costs that arise from the completion of the Lovells contract	349,110			<b>349,110</b>
<b>External works</b>	To carry out external improvements to the Councils housing estates, such as fencing or communal bin areas. It includes £13,000 carried forward from 2009/10	38,000			<b>38,000</b>
<b>Staffing</b>	Housing Staffing to enable the letting of contracts of work and the monitoring of progress of these contracts	170,000	170,000	170,000	<b>510,000</b>
<b>Garage refurbishments</b>	Improvements to garage stock as required	40,000			<b>40,000</b>
<b>Coleshill Shops</b>	To carry out structural works to Coleshill Shops where failures have been identified. These buildings are listed and require specialised building works.	20,000			<b>20,000</b>
<b>Kitchens and Bathrooms</b>	The replacement of aging kitchens and bathrooms to those properties that have previously declined the improvements during the DHS programme	119,410	153,000	153,000	<b>425,410</b>
<b>Heating</b>	Boiler replacement where boilers are 15 years old	142,520	70,000	73,500	<b>286,020</b>
<b>Heating</b>	Boiler replacements transferring solid fuel to gas		46,500	46,500	<b>93,000</b>
<b>Roofing</b>	Pitched roofs to houses that are 60-80 years old		183,600	108,000	<b>291,600</b>
<b>Electrics</b>	Electrical testing / upgrade to 17th edition including boards and rewiring	224,000	158,000	158,000	<b>540,000</b>
<b>Chimney stacks</b>	Chimney stacks		25,500	25,500	<b>51,000</b>
<b>Flat entrance Doors</b>	Flat entrance Doors		235,000		<b>235,000</b>
<b>Electric heaters to gas boilers</b>	To replace the electric heaters with gas boilers in various blocks of flats where gas is now available.		427,500	463,500	<b>891,000</b>

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
<b>Loft insulation</b>	Loft insulation top up to 350mm. Target low SAP properties		75,000	75,000	<b>150,000</b>
<b>Wall insulation</b>	External wall insulation to solid wall properties houses Target low SAP properties		231,000	600,000	<b>831,000</b>
<b>Asbestos</b>	Asbestos removal. Target higher risk works derived from Asbestos management plan		50,000	50,000	<b>100,000</b>
<b>Fascias and gutters</b>	UPVC fascias, soffits and gutters. Target properties with no other painting works		-	75,000	<b>75,000</b>
<b>Community Centres</b>	Refurbishment of community centres and to upgrade to DDA compliance	125,000	46,000	46,000	<b>217,000</b>
<b>DFG adaptations</b>	Adaptations to council houses for disabled residents	175,000	175,000	175,000	<b>525,000</b>
<b>Unadopted roads</b>	Un-adopted road / pathways/ car parking areas resurfacing		20,000	20,000	<b>40,000</b>
<b>Structural repairs</b>	Structural repairs		15,000	15,000	<b>30,000</b>
<b>Gardens Piccadilly</b>	Making gardens at Piccadilly fit for purpose		70,000		<b>70,000</b>
<b>Renewal of entrance doors Drayton Court</b>	Renewal of entrance doors Drayton court		20,350		<b>20,350</b>
<b>New Build Council Houses</b>	New build Council houses on garages sites at Kingsbury, Fillongley,,Arley and Water Orton	2,222,120			<b>2,222,120</b>
	<b>HRA TOTAL SPEND</b>	<b>3,813,440</b>	<b>2,171,450</b>	<b>2,254,000</b>	<b>8,238,890</b>

GENERAL FUND - PREVIOUSLY APPROVED					
<b>Other Council Owned Buildings Electrical Installations</b>	To carry out electrical improvements to all council owned property following on from routine electrical testing to ensure compliance with legislation.	15,000	15,000	15,000	<b>45,000</b>
<b>Play Areas (not completed in 2009/10)</b>	To complete the works at Bretts Hall estate following final consultation with local residents	8,390			<b>8,390</b>



Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
<b>Disability Discrimination Act</b>	To ensure that all of the Councils buildings are suitable for disabled users and to comply with the DDA legislation. An initial survey was carried out to identify priorities and this scheme looks to address those survey findings. A programme of works needs to be re-established by the Asset Management Group once the Accommodation Review has been completed.	204,220	150,000		<b>354,220</b>
<b>Tenants removal expenses (not used in 2009/10)</b>	The final transfer of tenants to and from the Hill Top development during 2010/11	20,000			<b>20,000</b>
<b>The Council House-Replace Electrical Installation</b>	To maintain the electrical installation at the Council Offices to a minimum legal standard. Essential to the health and safety of both employees and visiting public	30,000	30,000	-	<b>60,000</b>
<b>Home Safety Check Scheme (funded from DHS below)</b>	This agency visits older people in their homes to assess their safety and to see if alterations can be made to make them safer.	7,500	7,500	7,500	<b>22,500</b>
<b>Decent Homes/Fuel Poverty (Private Sector)</b>	There is an increasing number of vulnerable households in non-decent homes. Assistance with minor repairs targeted to the elderly or needy to prevent further more serious and or costly deterioration and associated health effects. Also contribute towards Home Energy Conservation Act targets and avoid failing PSA7 targets. This budget includes £107,400 carried forward from 2009/10	229,900	57,500	57,500	<b>344,900</b>
<b>Home Improvement Agency</b>	The agency assists clients applications for grants (filling in paperwork, liaising with contractors, seeking external funding etc). It provides a holistic assistance and advice service with greater client take up and satisfaction.	11,600			<b>11,600</b>
<b>Decent Homes Assistance-Temporary Officer</b>	A temporary officer post to promote and facilitate the DHS programme to the private sector	27,000	24,750		<b>51,750</b>

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
<b>Disabled Facilities Grants-Private Sector</b>	Adaptations to the homes of disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improving the quality of the lives of the disabled person and their families. However, the DCLG has classed our annual need as being £300k, based on our demographics. This budget includes £190,000 carried forward from 2009/10	442,000	252,000	252,000	<b>946,000</b>
<b>Ground Source Heating at Hill Top (not used in 2009/10)</b>	The final instalment of works to add ground source heating to houses in the Hill Top development	50,000			<b>50,000</b>
<b>Borough Care Lifelines</b>	There has been a programme of replacement of lifelines over the last few years but these have an expected lifespan of approximately 10 years. This budget is to provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	12,000	12,000	12,000	<b>36,000</b>
<b>Computer hardware &amp; software purchase &amp; replacement</b>	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft licence renewal	40,000	30,000	30,000	<b>100,000</b>
<b>EDRMS (not used in 2009/10)</b>	To fund external advice and consultants to maximise the efficiency and use of the document management system that the Council has purchased	11,000			<b>11,000</b>
<b>Warwickshire Direct Partnership</b>	To continue the development of the shared One Stop Shop technology with other Warwickshire councils with one central project manager	10,000	10,350	10,710	<b>31,060</b>
<b>ICT Infrastructure Development</b>	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible	20,000	20,000	20,000	<b>60,000</b>

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
<b>Leisure Equipment</b>	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conform to industry and market standards relating to customer needs and safety requirements. To protect significant levels of existing income. Whilst a good deal of gym equipment has been replaced over the last few years, there is other sports equipment that is in need to renewal.	20,000	20,000	20,000	<b>60,000</b>
<b>Capital Salaries - Management</b>		54,000	30,000	30,000	<b>114,000</b>
	<b>PREVIOUSLY APPROVED GF TOTAL SPEND</b>	<b>1,212,610</b>	<b>659,100</b>	<b>454,710</b>	<b>2,326,420</b>

<b>GENERAL FUND - ADDITIONAL ITEMS</b>					
<b>Improvements to the Arcade</b>	There are some vital improvements needed in the short term if the Council is to retain ownership on the Arcade. However, a full option appraisal will need to be carried out once market testing of the building has been carried out to ensure that this offers value for money.	193,000			<b>193,000</b>
<b>Improvements to the Memorial Hall car park wall</b>	Some minor repairs have been carried out on the wall at the Memorial Hall car park but further tests need to be carried out to see if there is any long term structural damage which needs rectifying	20,000			<b>20,000</b>

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
<b>Replacement Borough Care System and uninterrupted power supply battery</b>	The current system is 7 years old and is effectively at the end of its useful life. The manufacturer has not been developing the system during that time, the database is not perfectly reliable, it does not provide for ease of reporting and the equipment is not user friendly. In addition a proposed BT upgrade in the next couple of years will mean that if the current system is not replaced it will require an upgrade (costing around £4,000) to ensure it is compliant. The necessity for a replacement system will be considered as part of the review of Borough Care. This review is unlikely to be completed before April 2010. The replacement battery is critical to ensure that if there is a power cut, the IT system on which the service entirely relies can continue.	50,000		2,500	<b>52,500</b>
<b>IT Exchange email and archive upgrade</b>	The Council's email and email archiving system will be 6 years old in 2010/11 and needs to be upgraded. Email is now a business critical application for the Council and the volume of email sent and stored continues to rise, affecting the level of response, reliability and functionality that can be expected from old hardware and software. We intend to work with Warwick District Council on this project as they are facing the same challenges and sharing training and consultancy will help us achieve value for money	30,000			<b>30,000</b>
<b>IT Back up and disaster recovery</b>	There is a need to replace the Council's data backup system, which will be old and unable to cope with the volume of data we expect to hold by this time. This scheme is unavoidable as the Council must have a reliable, robust and secure backup solution		30,000		<b>30,000</b>
<b>IT Replacement of Planning and Land Charges server</b>	By 2011 the hardware used to run these systems will be over six years old and will need to be reviewed and replaced in order to ensure this business critical system operates efficiently.		15,000		<b>15,000</b>

Name of the Scheme	Basic Details of the Scheme	2010/11	2011/12	2012/13	3 YEAR
<b>IT Replacement of Leisure Booking System</b>	In 2008 we were made aware by the supplier of the Leisure system that they are carrying out a major redevelopment of their application and will be stopping support of the version we use. The bid is to cover the cost of the upgrade and to improve the network connections to the Leisure centres.	50,000			<b>50,000</b>
<b>New telephone system</b>	The system is over 10 years old and is no longer supported by the manufacturer. At present we rely on a 3 <sup>rd</sup> party maintenance company and their ability to source appropriate second hand parts, which is becoming increasingly difficult for them. If the system fails there is the potential cost and loss of service that could be encountered. However, this cost has been included in all of the options of the Accommodation Project so may be covered by these improvements	65,000			<b>65,000</b>
<b>New switch gear system</b>	The Council's network switch infrastructure which will be 7 years old in 2010. The switches are the devices through which desktop computers connect to the Council's application servers and through which the majority of the Council's data flows. A failure of the main switch would result in the network not being available and staff being unable to use there computers. This scheme has been included in all of the options of the Accommodation Project so may be covered by these improvements	55,000			<b>55,000</b>
	<b>NEW GF ADDITIONAL ITEMS</b>	<b>463,000</b>	<b>45,000</b>	<b>2,500</b>	<b>510,500</b>

<b>OVERALL TOTAL SPEND</b>	<b>5,489,050</b>	<b>2,875,550</b>	<b>2,711,210</b>	<b>11,075,810</b>
<b>OVERALL TOTAL RESOURCES</b>	<b>(7,929,560)</b>	<b>(2,669,390)</b>	<b>(3,995,190)</b>	<b>(14,594,140)</b>
<b>CUMULATIVE OVERALL VARIANCE</b>	<b>(2,440,510)</b>	<b>(2,234,350)</b>	<b>(3,518,330)</b>	

**Agenda Item No 14**

**Resources Board**

**2 February 2010**

**Report of the  
Director of Resources**

**Treasury Management Strategy  
Statement, Minimum Revenue  
Provision Policy Statement and  
Annual Investment Strategy for  
2010/11**

**1 Summary**

1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2010/11.

Recommendation to the Board

That the Strategy and the policy statements be accepted

**2 Introduction and Background**

2.1 In the light of the Icelandic situation in 2008, CIPFA has amended the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and the template for the revised Treasury Policy Statement. As the Code has been revised, there is a separate report on this agenda, where the Council is asked to adopt the revised Code and the revised Treasury Management Policy Statement.

2.2 The revised Code has emphasised a number of key areas including the following:-

All Councils must formally adopt the revised Code and four clauses.

The strategy report will affirm that the effective management and control of risk are prime objectives of the Council's treasury management activities.

The Council's appetite for risk must be clearly identified within the strategy report and will affirm that priority is given to security of capital and liquidity when investing funds and explain how that will be carried out. Responsibility for risk management and control lies within the organisation and cannot be delegated to any outside organisation.

Credit ratings should only be used as a starting point when considering risk. Use should also be made of market data and information, the quality financial press, information on government support for banks and the credit ratings of that government support.

Councils need a sound diversification policy with high credit quality counterparties and should consider setting country, sector and group limits.

Borrowing in advance of need is only to be permissible when there is a clear business case for doing so and only for the current capital programme or to finance future debt maturities.

The main annual treasury management reports **MUST** be approved by Full Council.

There needs to be, at a minimum, a mid year review of treasury management strategy and performance. This is intended to highlight any areas of concern that have arisen since the original strategy was approved.

Each Council must delegate the role of scrutiny of treasury management strategy and policies to a specific named body.

Treasury management performance and policy setting should be subjected to prior scrutiny.

Members should be provided with access to relevant training.

Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.

Responsibility for these activities must be clearly defined within the organisation.

Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the Council (this will form part of the updated Treasury Management Practices).

- 2.3 This strategy statement has been prepared in accordance with the revised Code. Accordingly, the Council's Treasury Management Strategy will be approved annually by the Resources Board and Council and update reports will be brought to Resources in each cycle of meetings. In addition there will be monitoring reports and regular review by members in both executive and scrutiny functions. The aim of these reporting arrangements is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions

have properly fulfilled their responsibilities with regard to delegation and reporting.

- 2.4 This Council will adopt the following reporting arrangements in accordance with the requirements of the revised Code: -

<b>Area of Responsibility</b>	<b>Council/ Committee/ Officer</b>	<b>Frequency</b>
Treasury Management Policy Statement (revised)	Full Council	Initial adoption in 2010
Treasury Management Strategy / Annual Investment Strategy / MRP policy	Full Council	Annually before the start of the year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – mid year report	Full Council	Mid year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – updates or revisions at other times	Full Council	As needed
Annual Treasury Outturn Report	Full Council	Annually by 30 September after the end of the year
Treasury Management Monitoring Reports	Resources Board	Each cycle
Treasury Management Practices	Review by Internal Audit	Annually
Scrutiny of Treasury Management Strategy	Scrutiny Board	Annually before the start of the year
Scrutiny of Treasury Management Performance	Scrutiny Board	Annually by 30 September after the end of the year

### 3 Revised CIPFA Prudential Code

- 3.1 CIPFA has also issued a revised Prudential Code which primarily covers borrowing and the Prudential Indicators. Three of these indicators have now been moved from being Prudential Indicators to being Treasury Indicators: -
- authorised limit for external debt
  - operational boundary for external debt
  - actual external debt.

However, all indicators are to be presented together as one suite to Executive Board, as part of budget setting. In addition, where there is a significant difference between the net and the gross borrowing position, the risks and benefits associated with this strategy should be clearly stated in the annual strategy.

### 4 Revised Investment Guidance



- 4.1 It should also be noted that the Department of Communities and Local Government is currently undertaking a consultation exercise on draft revised investment guidance which will result in the issue of amended investment guidance for English local authorities to come into effect from 1 April 2010. A separate report will be made to members to inform them when this guidance has been finalised. It is not currently expected that there will be any major changes required over and above the changes already required by the revised Code. Members will be aware that the Council implemented a revised strategy in September 2009 following the draft guidance

## 5 **Treasury Management Strategy for 2010/11**

- 5.1 The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 5.2 The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 5.3 The suggested strategy for 2010/11 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Sector Treasury Services.
- 5.4 The strategy covers:
- treasury limits in force which will limit the treasury risk and activities of the Council
  - Prudential and Treasury Indicators
  - the current treasury position
  - the borrowing requirement
  - prospects for interest rates
  - the borrowing strategy
  - policy on borrowing in advance of need
  - the investment strategy
  - creditworthiness policy
  - policy on use of external service providers
  - the MRP strategy

## 6 **Balanced Budget Requirement**

- 6.1 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from: -

Increases in interest charges caused by increased borrowing to finance additional capital expenditure, and

Any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

## 7 Treasury Limits for 2010/11 to 2012/13

- 7.1 It is a statutory duty under Section 3 of the Act and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. In England and Wales the Authorised Limit represents the legislative limit specified in the Act. The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is ‘acceptable’. Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years, details of the Authorised Limit can be found in Appendix A of this report.

## 8 Current Portfolio Position

- 8.1 The Council’s treasury portfolio position at 31/12/20090 comprised:

	<b>Principal £m</b>	<b>Average Rate %</b>
<b>Fixed rate funding</b>	<b>0</b>	<b>0</b>
<b>Short term funding</b>	<b>2</b>	<b>0.30</b>
<b>Total Investments</b>	<b>6.86</b>	<b>2.67</b>
<b>Net Investments</b>	<b>4.86</b>	

## 9 Treasury Indicators for 2010/11 – 2012/13

- 9.1 Treasury Indicators as set out in Appendix A to this report are relevant for the purposes of setting an integrated treasury management strategy.
- 9.2 The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This original 2001 Code was adopted on 4 February 2002 by the full Council and the revised Code is shown elsewhere on this agenda for adoption.

## 10 Prospects for Interest Rates

- 10.1 The Council has appointed Sector Treasury Services as treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. The following tables give the Sector central view drawn from a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates.

<b>Bank Rate forecast at 31 March</b>	<b>%</b>
<b>2010</b>	<b>0.5</b>
<b>2011</b>	<b>1.5</b>
<b>2012</b>	<b>3.5</b>
<b>2013</b>	<b>4.5</b>

10.2 There is risk that interest rates could be lower than these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

## 11 **Borrowing rates**

11.1 The Sector forecast for the PWLB new borrowing rate is as follows: -

	Mar 2010	June 2010	Sep 2010	Dec 2010	March 2011	March 2012	March 2013
Bank Rate	0.5%	0.5%	0.75%	1.00%	1.5%	3.5%	4.5%
5 yr PWLB rate	3.05%	3.20%	3.30%	3.40%	3.60%	4.60%	4.85%
10 yr PWLB rate	4.00%	4.05%	4.15%	4.30%	4.45%	5.00%	5.15%
25yr PWLB rate	4.55%	4.65%	4.70%	4.80%	4.90%	5.20%	5.35%
50yr PWLB rate	4.6%	4.70%	4.75%	4.90%	5.00%	5.30%	5.45%

11.2 The Council has a borrowing or Capital Financing Requirement of £6.17 million. However, because we have a number of capital and revenue reserves which have not yet been used, we have temporarily used these to finance our capital spending rather than the Council borrowing externally. These reserves amounted to £10.3 million at the beginning of the year.

The next financial year is expected to be one of historically low Bank Rate. This gives an opportunity to review our strategy of temporarily financing the capital programme by internal balances. Against this background, caution will be adopted with the 2011/12 treasury operations. The Director of Resources will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

## 12 **Policy on borrowing in advance of need**

12.1 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

12.2 In determining whether borrowing will be undertaken in advance of need the Council will;

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- consider the merits and demerits of alternative forms of funding
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

### 13 **Investment Policy**

The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") issued in March 2004, any revisions to that guidance, the Audit Commission's report on Icelandic investments and the 2009 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are: -

- a) the security of capital; and
- b) the liquidity of its investments.

- 13.1 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments.
- 13.2 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
- 13.3 Investment instruments identified for use in the financial year are listed in Appendix B under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices – Schedules.

### 14 **Creditworthiness Policy**

- 14.1 This Council uses the creditworthiness service provided by Sector Treasury Services. This service has been progressively enhanced over the last year and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays : -
  - credit watches and credit outlooks from credit rating agencies
  - Credit Default Swap spreads to give early warning of likely changes in credit ratings
  - sovereign ratings to select counterparties from only the most creditworthy countries
- 14.2 It is necessary to restrict the level of investments which may be made with any individual institution and also within any group to which they belong. Details are shown below.

Group Limit – Up to 30% of total investments		
Other Limits- Up to 50% of total investments may be invested for a period < 1 year		
Up to 100% of total investments may be made in UK institutions		
Up to 50% of total investments may be made in non UK institutions		
Up to 100% of total investments may be invested for a period up to 1 year		
Up to 20% of the investment portfolio in any one country outside the UK		
Individual Limits	Amount or % of total investments held	Rating
>1 Year	£2 million	Supranational banks AAA AAA Money Market Funds
>1 Year	£2 million	AAA F1+
> 1 Year	£1 million	AA- F1+
< 1 Year	£2 million	AAA F1+
< 1 Year	£2 million	AA+ F1
< 1 Year	£2 million	AA F1+
<1 Year	£2 million	AA- F1+
< 6 Months	£1 million	A+ F1+
< 3 Months	£750,000	A F1

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through the use of the Sector creditworthiness service.

## 15 Country limits

- 15.1 The Council has determined that it will only use approved counterparties from a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix C. This list will be added to or deducted from by officers should ratings change in accordance with this policy.
- 15.2 Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

*if it were felt that there was a significant risk of a sharp FALL in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*

*if it were felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.*

## 16 Interest Rate Outlook

- 16.1 Bank rate has been unchanged at 0.5% since March 2009. Bank Rate is forecast to commence rising in quarter 3 of 2010 and then to rise steadily

from thereon. The Council will avoid locking into longer term deals while investment rates are at historically low levels unless exceptionally attractive rates are available which make longer term deals worthwhile.

**17 Policy on the use of Treasury Management Consultants**

17.1 The Council uses Sector Treasury Services as its external advisers. The Council recognises that responsibility for treasury management decisions remains with the organisation and that it will make decisions after taking into account advice or information given. It recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and are subject to regular review.

**18 Minimum Revenue Provision**

18.1 The Council’s Minimum Revenue Provision Policy Statement for 2010/11 is shown at Appendix D.

**19 Report Implications**

**19.1 Finance and Value for Money Implications**

19.1.1 There are no financial implications arising directly from this report. An Annual Report on Treasury Management, including investment activity, will be presented to the Resources Board by 30 September each year, as well as the other reporting arrangements shown in this report.

**19.2 Environment and Sustainability Implications**

19.2.1 By having appropriate financial controls through the Treasury Management Strategy, Minimum Revenue Provision policy Statement and Investment Strategy, this contributes towards the sustainable provision of services.

**19.3 Risk Management Implications**

19.3.1 Establishing the credit quality of counter-parties reduces the risk of investments. Further risks have been identified for non-specified investments and are shown in Appendix B. In making any investment decision, whether it is an overnight investment or for a period of longer than one year, the risk attached is always taken into account.

The Contact Officer for this report is Jackie Marshall (719379).

**Background Papers**

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

**Appendix A**

<b>Treasury Indicator</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Authorised Limit for external debt</b>	23,085	23,547	24,018
<b>Operational Boundary</b>	11,673	11,921	12,173
<b>Upper Limit for Fixed Interest Rate Exposure</b>	9,600	9,600	9,600
<b>Upper Limit for Variable Interest Rate Exposure</b>	10,100	10,100	10,100
<b>Upper Limit for total principal sums invested for over 364 days (per maturity date)</b>	50%	50%	50%

<b>Maturity Structure of new fixed rate borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

## Appendix B

### LOCAL GOVERNMENT INVESTMENTS (England)

#### SPECIFIED INVESTMENTS

**All investments listed below must be sterling-denominated, with maturities up to a maximum of 1 year.**

Investment	Repayable/ Redeemable within 12 months?	Security / 'High' Credit Rating criteria	Circumstanc e of use	Maximum period
<b>Money Market Funds</b> <i>These funds do not have any maturity date- structured as Open Ended Investment Companies (OEICs)</i>	Yes	Yes – AAA rated	In-house	the period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements
<b>Debt Management Agency Deposit Facility<sup>1</sup></b>	Yes	N/A	In -house	364 days
<b>Term Deposits- Local Authorities</b>	Yes	N/A	In -house	364 days
<b>Term Deposits- Banks and Building Societies</b>	Yes	See Strategy	In -house	364 days
<b>Banks nationalised by high credit rated countries (sovereign rating)</b>	Yes	Sovereign rating	In -house	364 days
<b>Government guarantee on ALL deposits by high credit rated countries (sovereign rating)</b>	Yes	Sovereign rating	In -house	364 days

#### **Monitoring of credit ratings :**

All credit ratings will be monitored **weekly or more frequently if needed.**

#### **Forward Deposits:**

Forward deposits may be made. However, the forward period plus the deal period should not exceed one year in aggregate.



## LOCAL GOVERNMENT INVESTMENT (England)

### NON-SPECIFIED INVESTMENTS- A maximum of 50% may be held in non-specified investments

Maturities in excess of 1 year <b>Investment</b>	<b>(A) Why use it?</b> <b>(B) Associated risks?</b>	<b>Repayable/ Redeemable within 12 months?</b>	<b>Security / Minimum credit rating **</b>	<b>Circumstance of use</b>	<b>Max % of overall investments</b>	<b>Maximum maturity of investment</b>
<b>Term deposits</b> with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment.  (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period	No	Period and amount will be dependent on credit ratings, as shown on authorised list	in-house		<i>Suggested limit : 5 years</i>
<b>Callable deposits</b> with credit rated deposit takers (banks and building societies) with maturities greater than 1 year	(A) (i) Enhanced income ~ Potentially higher return than using a term deposit with similar maturity.  (B) (i) Illiquid – only borrower has the right to pay back deposit; the lender does not have a similar call. (ii) period over which investment will actually be held is not known at the outset. (iii) Interest rate risk : borrower will not pay back deposit if interest rates rise after deposit is made.	No	Period and amount will be dependent on credit ratings, as shown on authorised list	to be used in-house after consultation/ advice from Sector		<i>Suggested limit : 5 years</i>
<b>Term deposits- local authorities</b>	Going concern	No	N/A	In house		
<b>UK Gilt Government</b>	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the gilt		AAA	To be used in-house after consultation/ advice from Sector		<i>Suggested limit 10 years</i>
<b>Bonds issued by a financial institution guaranteed by the UK Government</b>	A) Enhanced income – potentially higher return than using a term deposit with similar maturity B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond		AAA	To be used in-house after consultation/ advice from Sector		<i>Suggested limit 10 years</i>

<b>Bond Funds Gilt Funds (Collective Investment Schemes structured as Open Ended Investment Companies)</b>	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond</p>		AAA	To be used in-house after consultation/ advice from Sector		<i>Suggested limit 10 years</i>
<b>Sovereign Bonds (i.e. other than the UK Government)</b>	<p>A) Enhanced income – potentially higher return than using a term deposit with similar maturity</p> <p>B) Interest rate risk. However, if held to maturity, both principal and interest will be paid. Price will move throughout the life of the bond</p>		AAA	To be used in-house after consultation/ advice from Sector		<i>Suggested limit 10 years</i>
<b>Bonds issued by Multilateral Development Banks</b>	<p>(A) (i) Excellent credit quality. (ii) relatively liquid. (although not as liquid as gilts) (iii) If held to maturity, known yield (rate of return) per annum, which would be higher than that on comparable gilt ~ aids forward planning, enhanced return compared to gilts. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity)</p> <p>(B) (i) 'Market or interest rate risk' : Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss. (ii) Spread versus gilts could widen</p>	No	AAA or government guaranteed	Buy and hold to maturity : to be used in-house after consultation/ advice from Sector		

## Appendix C

### Approved Countries for Investments

#### AAA

Canada  
Denmark  
Finland  
France  
Germany  
Luxembourg  
Netherlands  
Norway  
Singapore  
Spain  
Sweden  
Switzerland  
U.K.  
U.S.A.

#### AA+

Australia  
Belgium

#### AA-

Italy  
Qatar (AA- S&P rating)  
Republic of Ireland \*  
Saudi Arabia

Note: \* No investments will be made to Irish banks whilst the Irish economy and banking system remain under severe pressure

## APPENDIX D

### **Minimum Revenue Provision Policy Statement 2010/11 (England and Wales)**

The Council implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09, and will assess their MRP for 2010/11 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

The major proportion of the MRP for 2010/11 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with option 1 of the guidance. Certain expenditure reflected within the debt liability at 31<sup>st</sup> March 2010 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of the expenditure, using the annuity method. For example, capital expenditure on vehicle replacement will be related to the estimated life of those vehicles.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

## CAPITAL FINANCING REQUIREMENT

	HRA	GF	Total
Fixed Assets	129,826,188.61	19,701,065.87	149,527,254
Deferred Premium	151,877.00		151,877
Revaluation Reserve	-713,655.16	-3,411,559.22	(4,125,214)
Capital Adjustment Account	-133,715,815.12	-3,716,560.49	(137,432,376)
Grants Deferred		-1,427,709.27	(1,427,709)
Contributions Deferred		-128,364.47	(128,364)
			-
<b>CFR as at 31-3-09</b>	<b>(4,451,405)</b>	<b>11,016,872</b>	<b>6,565,468</b>
Capital Expenditure	7,254,030	1,866,340	9,120,370
Usable Receipts Applied	(1,676,156)	(55,319)	(1,731,475)
Grants Applied	(37,670)	(300,000)	(337,670)
MRR	(1,731,837)	-	(1,731,837)
Revenue	(392,000)	(130,000)	(522,000)
Reserves	(16,367)	(744,471)	(760,838)
MRP		(152,440)	(152,440)
<b>Estimated CFR as at 31-3-10</b>	<b>(1,051,405)</b>	<b>11,500,982</b>	<b>10,449,578</b>
Capital Expenditure	3,813,440	1,675,610	5,489,050
Usable Receipts Applied		(1,272,080)	(1,272,080)
Grants Applied	(1,374,900)	(265,200)	(1,640,100)
MRR	(1,047,330)		(1,047,330)
Revenue	(122,000)	(130,000)	(252,000)
Reserves		(8,330)	(8,330)
MRP		(151,820)	(151,820)
<b>Estimated CFR as at 31-3-11</b>	<b>217,805</b>	<b>11,349,162</b>	<b>11,566,968</b>
Capital Expenditure	2,171,450	704,100	2,875,550
Usable Receipts Applied		(422,900)	(422,900)
Grants Applied	(22,000)	(151,200)	(173,200)
MRR	(1,627,450)		(1,627,450)
Revenue	(122,000)	(130,000)	(252,000)
Reserves			-
MRP		(148,930)	(148,930)
<b>Estimated CFR as at 31-3-12</b>	<b>617,805</b>	<b>11,200,232</b>	<b>11,818,038</b>
Capital Expenditure	2,254,000	457,210	2,711,210
Usable Receipts Applied		(176,010)	(176,010)
Grants Applied	(22,000)	(151,200)	(173,200)
MRR	(1,710,000)		(1,710,000)
Revenue	(122,000)	(130,000)	(252,000)
Reserves			-
MRP		(123,760)	(123,760)
<b>Estimated CFR as at 31-3-13</b>	<b>1,017,805</b>	<b>11,076,472</b>	<b>12,094,278</b>

## Capital Financing Costs Indicator

## APPENDIX H

	Actual 2008/09 £000	Revised 2009/10 £000	Original 2010/11 £000	Forecast 2011/12 £000	Forecast 2012/13 £000
<b>General Fund</b>					
External Interest Costs	0	9	17	13	9
Investment Income	-752	-200	-100	-140	-145
MRP	147	215	279	276	251
Total	-605	24	196	149	115
Council Tax	4,221	4,329	4,403	4,491	4,581
RSG/NDR	5,278	5,363	5,437	5,328	5,222
Net Revenue Stream	9,499	9,692	9,840	9,819	9,803
<b>Ratio</b>	<b>-6.37%</b>	<b>0.25%</b>	<b>1.99%</b>	<b>1.52%</b>	<b>1.17%</b>
<b>HRA</b>					
Interest Paid			106	101	95
Premium/Discount					
Interest and Investment Income	-70	-26	-27	-33	-29
MRP	0	0	216	222	227
Total	-70	-26	189	189	198
Net Revenue Stream	8,640	9,166	9,304	9,849	10,333
<b>Ratio</b>	<b>-0.81%</b>	<b>-0.28%</b>	<b>2.03%</b>	<b>1.92%</b>	<b>1.92%</b>

## Appendix I

### Summary of Prudential Indicators

#### Capital Expenditure Indicators

	<b>Actual 2008/09 £000</b>	<b>Revised 2009/10 £000</b>	<b>Original 2010/11 £000</b>	<b>Forecast 2011/12 £000</b>	<b>Forecast 2012/13 £000</b>
General Fund	940	1,810	1,676	704	457
Housing Revenue Account	6,385	6,115	3,813	2,171	2,254
<b>Total</b>	<b>7,325</b>	<b>7,925</b>	<b>5,489</b>	<b>2,875</b>	<b>2,711</b>

#### Capital Financing Requirement Indicators

	<b>Actual 2008/09 £000</b>	<b>Revised 2009/10 £000</b>	<b>Original 2010/11 £000</b>	<b>Forecast 2011/12 £000</b>	<b>Forecast 2012/13 £000</b>
General Fund	11,017	11,501	11,349	11,200	11,076
Housing Revenue Account	(4,451)	(1,051)	218	618	1,018
<b>Total</b>	<b>6,566</b>	<b>10,450</b>	<b>11,567</b>	<b>11,818</b>	<b>12,094</b>

#### Capital Financing Cost Indicators

	<b>Actual 2008/09 %</b>	<b>Revised 2009/10 %</b>	<b>Original 2010/11 %</b>	<b>Forecast 2011/12 %</b>	<b>Forecast 2012/13 %</b>
General Fund	(6.37)	0.25	1.99	1.52	1.17
Housing Revenue Account	(0.81)	(0.28)	2.03	1.92	1.92

#### Incremental Impact Indicators

<b>General Fund</b>	<b>Original 2009/10 £</b>	<b>Forecast 2010/11 £</b>	<b>Forecast 2011/12 £</b>
Council Tax at Band D	1.82	3.89	4.86
Council Tax at Band D - aggregate		5.71	10.57

<b>Housing Revenue Account</b>	<b>Original 2009/10 £</b>	<b>Forecast 2010/11 £</b>	<b>Forecast 2011/12 £</b>
Average Weekly Rent	-	-	-
Average Weekly Rent - aggregate		-	-

<b>Treasury Indicator</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Authorised Limit for external debt</b>	23,085	23,547	24,018
<b>Operational Boundary</b>	11,673	11,921	12,173
<b>Upper Limit for Fixed Interest Rate Exposure</b>	9,600	9,600	9,600
<b>Upper Limit for Variable Interest Rate Exposure</b>	10,100	10,100	10,100
<b>Upper Limit for total principal sums invested for over 364 days (per maturity date)</b>	50%	50%	50%

<b>Maturity Structure of new fixed rate borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%



## Agenda Item No 10

### Executive Board

8 February 2010

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

#### General Fund Fees and Charges 2010/11

#### 1 Summary

- 1.1 The report covers the fees and charges for 2009/10 and the proposed fees and charges for 2010/11.

#### Recommendation to the Board

That the schedule of fees and charges for 2010/11, set out in the report be accepted.

#### 2 Consultation

##### 2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

#### 3 Introduction

- ... 3.1 Attached for the Board's consideration at Appendix A are details of present and proposed fees and charges for the financial year 2010/11. Prices have been increased by 1.5% in line with the budget strategy for 2010/13 as agreed by this Board in September 2009. The amounts shown have already been included in the revenue estimates for 2010/11.

#### 4 Report Implications

##### 4.1 Finance and Value for Money Implications

- 4.1.1 Implementation of the attached schedule of fees and charges will contribute to the achievement of income targets, which are contained within the Director of Resources' report on the General Fund estimates 2010/11, presented elsewhere within the agenda for this meeting.

##### 4.2 Risk Management

- 4.2.1 Changes to fees and charges may impact on the level of demand. However, this has been considered in proposing the revised charges.

The Contact Officer for this report is Nigel Lane (719371).

#### 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 BOROUGH COUNCIL**  
**EXECUTIVE BOARD**  
**PROPOSED FEES AND CHARGES FROM 1 APRIL 2010**

**APPENDIX A**

	<b>2009/10 CHARGE £</b>	<b>2010/11 CHARGE £</b>	<b>VAT RATING</b>
<b>NORTH WARWICKSHIRE LOCAL PLAN ADOPTED 2006</b>			
Full Document	36.40	36.95	Outside Scope
Text Only (No folder)	15.60	15.83	"
Maps Only (No folder)	23.40	23.75	"
Large Maps	5.20	5.28	"
A3 / A4 Maps	3.10	3.15	"
<b>Documents will incur an additional postage charge.</b>			
<b>OTHER DOCUMENTS</b>			
Urban Housing Capacity Study	16.40	16.65	Outside Scope
Housing Needs Study 2003	17.50	17.76	"
Annual Monitoring Report	2.50	2.53	"
Local Development Scheme	2.60	2.64	"
Statement of Community Involvement (adopted version only)	5.50	5.58	"
Father Hudson's Development Brief	2.90	2.94	"
<b>ADOPTED SUPPLEMENTARY PLANNING GUIDANCE</b>			
Checklist for Applicants submitting Planning Applications	2.10	2.13	Outside Scope
Guide for Shop Front Design	2.10	2.13	"
Guide for the Design of Lighting Schemes	1.10	1.12	"
Guide for the Design of Householder Developments	2.10	2.13	"
<b>CONSERVATION AREA DESIGNATION REPORTS</b>			
Whole Set	9.40	9.54	Outside Scope
Atherstone	1.40	1.42	"
Watling Street, Atherstone	0.80	0.81	"
Coleshill	1.00	1.01	"
Kingsbury	0.70	0.71	"
Mancetter	0.60	0.61	"
Newton Regis	0.90	0.92	"
Polesworth	1.00	1.01	"
Water Orton	0.90	0.92	"

## Agenda Item No 11

### Executive Board

8 February 2010

### Report of the Director of Resources

### General Fund Revenue Estimates 2010/11

#### 1 Summary

- 1.1 This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

<b>Recommendation to the Board</b>	
<b>a</b>	<b>To accept the revised budget for 2009/10; and</b>
<b>b</b>	<b>To accept or otherwise vary the Estimates of Expenditure for 2010/11, as submitted, for their inclusion in the overall budget considered in a later agenda item.</b>

#### 2 Consultation

##### 2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

#### 3 Report

##### 3.1 Introduction

- 3.2 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2010/11 and this, together with a revised budget for 2009/10, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2008/09 are shown.

...

- 3.3 At its meeting in September, the Executive Board agreed the budget strategy for 2010/13. For 2010/11, budget savings of £380,000 needed to be identified, of which £228,000 had already been found, with additional savings of £380,000 in 2011/12 and £290,000 in 2012/13. The provision for growth in 2010/11 is £75,000, with a further £125,000 in 2011/12 and £75,000 in 2012/13.

- 3.4 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income. These have now been incorporated into the estimates being considered, as detailed in section 5 of this report.

3.5 Board requirements have been prepared, taking into account the following assumptions:

- No increase in the level of service except where Council approval has already been given
- Pay awards provided on the basis of 1.5% settlement with effect from 1 April 2010 and 1% for both 2011/12 and 2012/13.
- A general provision for inflation of 1.5%, although where contractual obligations require a price increase in line with inflation, these have been provided.

3.6 An increase in income has been allowed to reflect the increases included in the fees and charges report elsewhere on this agenda.

3.7 A subjective analysis of the Board's requirement is shown below:

	<b>Approved Budget 2009/10 £</b>	<b>Revised Budget 2009/10 £</b>	<b>Original Budget 2010/11 £</b>
Employee Costs	207,270	196,940	202,420
Premises	560	560	570
Supplies and Services	176,190	206,230	208,430
Miscellaneous	10,450	10,000	10,610
Earmarked Reserves	(116,170)	(146,210)	(147,520)
<b>Gross Expenditure</b>	<b>278,300</b>	<b>267,520</b>	<b>274,510</b>
Income	(56,860)	(50,800)	(53,130)
<b>Net Controllable Expenditure</b>	<b>221,440</b>	<b>216,720</b>	<b>221,380</b>
Departmental Support	171,000	163,880	154,570
Central Support	94,080	120,570	127,180
<b>Net Expenditure</b>	<b>486,520</b>	<b>501,170</b>	<b>503,130</b>

#### 4 Capital Charges

4.1 None of the services within this Board are subject to capital charges.

#### 5 Comments on the 2009/10 Revised Budget

5.1 The revised budget for 2009/10 is estimated to be £501,170; an increase of £14,650 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have decreased due to reduced allocations to the North Warwickshire Local Development Framework. In addition to this there is a decrease in several allocations to Community Strategy, totalling £5,730.

**(£10,330)**

5.3 The increase in **Supplies and Services** is due to the acquisition of the new GovMetric (customer satisfaction) system.

**£30,040**

- 5.4 The increase in the use of **Earmarked Reserves** relates to use of Revenues and Benefits reserves to cover the cost of the GovMetric system.

**(£30,040)**

- 5.5 The decrease in **income** relates to the reduction of the Planning Delivery Grant contribution to the North Warwickshire Local Development Framework, reflecting the part year vacancy and associated oncosts shown within Central Support.

**£6,060**

- 5.6 **Departmental and Central Support** charges have increased overall by £19,800. Increased allocations have been made by Central Services, Assistant Chief Executives Division, Partnership and Development and Internal Audit. These have been partially offset by the removal of allocations to the now complete Greenspace Strategy and the reduction from the Housing Division to the Housing Strategy.

**£19,370**

## 6 **Comments on the 2010/11 Estimates**

- 6.1 The total estimated net expenditure for 2010/11 is £503,130; an increase of £16,610 on the 2009/10 approved budget and an increase of £1,960 on the revised 2009/10 budget.

- 6.2 **Employee costs** have increased due to the pay awards, an increased superannuation rate and increments.

**£5,480**

- 6.3 **Supplies and Services** have increased slightly but within this are some significant changes. The cost of GovMetric reduces by £13,990 as only ongoing maintenance costs are required. Within the North Warwickshire Local Development Framework there is an increase in budget of £15,300 to reflect the work flow (this is a five year exercise with a large amount to be carried out in 2010/11 and then scaling back for 2011/12 and 2012/13). In addition there is an inflationary increase on other Supplies and services budgets of £890.

**£2,200**

- 6.4 The use of **Earmarked Reserves** has decreased to reflect the reduced GovMetric costs of £13,990, whilst there is an increase in the use of reserves to fund the increased work involved on the North Warwickshire Local Development Framework of £15,300.

**(£1,310)**

- 6.5 The increase in **income** is due to an increased contribution from the Planning Delivery Grant to reflect the increased employee costs within the North Warwickshire Local Development Framework budget.

**(£2,330)**

6.6 **Departmental and central support** recharges have reduced slightly with the most significant reduction in recharges from the Assistant Chief Executives Division of £9,990. These have been partially offset by increases in recharges from Central Services, Partnership and Development and Internal Audit.

**(£2,700)**

## 7 **Growth Items**

7.1 The unavoidable growth included within the Council's Budget Strategy, approved in September 2009 by the Executive Board, was £75,000 for 2010/11, covering key growth areas at that time. There are no growth items relating to this Board.

## 8 **Income**

8.1 Changes in the levels of fees and charges for services under the responsibility of this Board are covered in another report on tonight's agenda. Income on fees and charges is expected to contribute to the achievement of income targets.

## 9 **Risks to Services**

9.1 The key risks to the budgetary position of the Council from services under the control of this Board are:

- Uncertainty surrounding the level of housing and planning grant, which helps to fund the North Warwickshire Local Development Framework.
- The current level of budget within Emergency Planning is sufficient to carry out the anticipated workload; however any major local emergency would require additional expenditure.

## 10 **Future Year Forecasts**

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the two years following 2010/11. The table below provides a subjective summary for those services reporting to this Board:

	<b>Forecast Budget 2011/12 £</b>	<b>Forecast Budget 2012/13 £</b>
Employee Costs	207,270	210,740
Premises	580	590
Supplies and Services	119,910	123,390
Earmarked Reserves	(58,090)	(60,630)
Miscellaneous	10,820	11,040
<b>Gross Expenditure</b>	<b>280,490</b>	<b>285,130</b>
Income	(54,760)	(56,280)
<b>Net Controllable Expenditure</b>	<b>225,730</b>	<b>228,850</b>
Departmental Support	156,520	158,260
Central Support	128,390	130,440
<b>Net Expenditure</b>	<b>510,640</b>	<b>517,550</b>

The forecasts given above have used a number of assumptions, which include pay awards of 1% for 2011/12 and 2012/13, increases in contracts of 2% and general increases in supplies and service of 1.5%. In total net expenditure is expected to increase by 1.49% in 2011/12 and increase by 1.35% in 2012/13.

10.2 These forecasts are built up using current corporate and service plans. Where additional resources have already been approved, these are also included. However these forecasts will be amended to reflect any amendments to the estimates, including decisions taken on any further corporate or service targets.

## 11 Report Implications

### 11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

### 11.2 Environment and Sustainability Implications

11.2.1 Budgetary processes must seek to provide a forecast of revenues and expenditures and a means to enable the financial performance of the Council to be measured.

11.2.2 As a forecasting tool, the budget determines the financial position of the Council over the short to medium term. This allows the Council to manage any expected shortfall in resources whilst maintaining essential services.

The Contact Officer for this report is Nigel Lane (719371).

### 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 BOROUGH COUNCIL**  
**EXECUTIVE BOARD SUMMARY**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

<b>Description</b>	<b>Actual 2008/2009 £</b>	<b>Approved Budget 2009/2010 £</b>	<b>Revised Budget 2009/2010 £</b>	<b>Original Budget 2010/2011 £</b>
Housing Strategic Service Review	502	1,040	1,040	1,040
Corporate Communication	52,809	79,530	79,070	80,540
Community Strategy	25,219	38,580	32,850	33,500
Greenspace Strategy	0	0	0	0
Communication Group	1,539	1,550	1,550	1,570
Emergency Planning	17,243	16,730	16,730	16,980
North Warwickshire Local Development Framework	69,271	73,560	75,480	77,140
Support to Parishes	10,003	10,450	10,000	10,610
<b>Net Controllable Expenditure</b>	<b>176,586</b>	<b>221,440</b>	<b>216,720</b>	<b>221,380</b>
<b>Departmental Support</b>	<b>173,913</b>	<b>171,000</b>	<b>163,880</b>	<b>154,570</b>
<b>Central Support</b>	<b>105,301</b>	<b>94,080</b>	<b>120,570</b>	<b>127,180</b>
<b>Executive Board Total</b>	<b>455,800</b>	<b>486,520</b>	<b>501,170</b>	<b>503,130</b>



**2000 - HOUSING STRATEGIC SERVICE REVIEW**

This budget shows the cost of officer time spent on strategic decision making for Housing.

<b>DESCRIPTION</b>	<b>ACTUALS 2008/2009</b>	<b>APPROVED BUDGET 2009/2010</b>	<b>REVISED BUDGET 2009/2010</b>	<b>ORIGINAL BUDGET 2010/2011</b>
Employee Expenditure	502	1,040	1,040	1,040
<b>GROSS EXPENDITURE</b>	<b>502</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>
GROSS INCOME	-	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>502</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>
Departmental Support	36,107	28,740	25,900	26,720
Central Support	10,571	6,160	6,280	6,380
<b>NET EXPENDITURE</b>	<b>47,180</b>	<b>35,940</b>	<b>33,220</b>	<b>34,140</b>

Contributes to corporate priority :  
Improving housing in the Borough

**2002 - CORPORATE COMMUNICATIONS**

North Talk is the Borough Council's newsletter produced twice a year and is distributed to all households in the Borough and to businesses, voluntary organisations and other partners.

<b>DESCRIPTION</b>	<b>ACTUALS 2008/2009</b>	<b>APPROVED BUDGET 2009/2010</b>	<b>REVISED BUDGET 2009/2010</b>	<b>ORIGINAL BUDGET 2010/2011</b>
Employee Expenditure	41,687	43,600	43,140	44,070
Supplies and Services	19,721	35,930	65,970	52,520
Earmarked Reserves	(8,599)	-	(30,040)	(16,050)
<b>GROSS EXPENDITURE</b>	<b>52,809</b>	<b>79,530</b>	<b>79,070</b>	<b>80,540</b>
GROSS INCOME	-	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>52,809</b>	<b>79,530</b>	<b>79,070</b>	<b>80,540</b>
Departmental Support	15,974	15,490	17,280	16,150
Central Support	3,171	3,220	7,480	7,420
<b>NET EXPENDITURE</b>	<b>71,954</b>	<b>98,240</b>	<b>103,830</b>	<b>104,110</b>

Contributes to corporate priority :  
- Enhancing community involvement and access to services

**2003 - COMMUNITY STRATEGY**

The Council used various methods to engage the public and other bodies in the development of the Community Plan. This budget is used to facilitate consultation and focus group meetings as part of the development process.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	21,133	35,150	29,420	30,030
Premises Related Expenditure	-	560	560	570
Supplies and Services	1,811	5,810	5,810	5,890
Earmarked Reserves	11,829	-	-	-
<b>GROSS EXPENDITURE</b>	<b>34,773</b>	<b>41,520</b>	<b>35,790</b>	<b>36,490</b>
GROSS INCOME	(9,554)	(2,940)	(2,940)	(2,990)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>25,219</b>	<b>38,580</b>	<b>32,850</b>	<b>33,500</b>
Departmental Support	33,113	36,670	34,480	30,600
Central Support	52,402	54,080	59,850	64,290
<b>NET EXPENDITURE</b>	<b>110,734</b>	<b>129,330</b>	<b>127,180</b>	<b>128,390</b>

Contributes to corporate 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

**2005 - GREEN SPACES STRATEGIC REVIEW**

A budget to cover consultancy costs to prepare a Green Space Strategy and PPG 17 Audit.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Supplies and Services	-	-	-	-
Earmarked Reserves	-	-	-	-
<b>GROSS EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GROSS INCOME	-	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Departmental Support	14,140	14,380	-	-
Central Support	739	830	-	-
<b>NET EXPENDITURE</b>	<b>14,879</b>	<b>15,210</b>	<b>-</b>	<b>-</b>

Contributes to corporate priorities :

- 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

**2006 - COMMUNICATION GROUP**

This is a working group of officers established to co-ordinate work on communication issues, promote Best Practice and monitor the effectiveness of the Council's internal and external communications practices, ensuring consistent branding.

<b>DESCRIPTION</b>	<b>ACTUALS 2008/2009</b>	<b>APPROVED BUDGET 2009/2010</b>	<b>REVISED BUDGET 2009/2010</b>	<b>ORIGINAL BUDGET 2010/2011</b>
Employee Expenditure	9	-	-	-
Supplies and Services	1,210	1,550	1,550	1,570
Earmarked Reserves	320	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,539</b>	<b>1,550</b>	<b>1,550</b>	<b>1,570</b>
Central Support	567	570	600	620
<b>NET EXPENDITURE</b>	<b>2,106</b>	<b>2,120</b>	<b>2,150</b>	<b>2,190</b>

Contributes to corporate 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
- Making the best use of resources

**2007 - EMERGENCY PLANNING**

Emergency planning budget to cover the costs of fulfilling legal duties under the Civil Contingencies Act 2004

<b>DESCRIPTION</b>	<b>ACTUALS 2008/2009</b>	<b>APPROVED BUDGET 2009/2010</b>	<b>REVISED BUDGET 2009/2010</b>	<b>ORIGINAL BUDGET 2010/2011</b>
Employee Expenditure	4,813	-	-	-
Supplies and Services	14,716	16,730	16,730	16,980
Earmarked Reserves	(2,286)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>17,243</b>	<b>16,730</b>	<b>16,730</b>	<b>16,980</b>
Departmental Support	32,081	32,580	32,740	31,020
Central Support	10,574	7,610	11,100	17,560
<b>NET EXPENDITURE</b>	<b>59,898</b>	<b>56,920</b>	<b>60,570</b>	<b>65,560</b>

Contributes to corporate priority :

- Making the best use of resources

**2009 - NORTH WARWICKSHIRE LOCAL DEVELOPMENT FRAMEWORK**

Local tier of the Development Plan and other documents required as a Statutory Duty.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Employee Expenditure	114,683	127,480	123,340	127,280
Supplies and Services	12,228	116,170	116,170	131,470
Earmarked Reserves	(12,227)	(116,170)	(116,170)	(131,470)
<b>GROSS EXPENDITURE</b>	<b>114,684</b>	<b>127,480</b>	<b>123,340</b>	<b>127,280</b>
GROSS INCOME	(45,413)	(53,920)	(47,860)	(50,140)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>69,271</b>	<b>73,560</b>	<b>75,480</b>	<b>77,140</b>
Departmental Support	41,929	42,570	52,900	49,500
Central Support	26,586	20,940	34,570	30,170
<b>NET EXPENDITURE</b>	<b>137,786</b>	<b>137,070</b>	<b>162,950</b>	<b>156,810</b>

Contributes to corporate priority :  
 - Protecting and improving our environment  
 - Defending and improving our countryside and rural heritage  
 - Making the best use of resources

**5050 - SUPPORT TO PARISHES**

To assist Parish Councils on Parish Plans. To provide Parish Councils with match funding for projects.

DESCRIPTION	ACTUALS 2008/2009	APPROVED BUDGET 2009/2010	REVISED BUDGET 2009/2010	ORIGINAL BUDGET 2010/2011
Supplies and Services	3	-	-	-
Miscellaneous Expenditure	10,000	10,450	10,000	10,610
<b>GROSS EXPENDITURE</b>	<b>10,003</b>	<b>10,450</b>	<b>10,000</b>	<b>10,610</b>
GROSS INCOME	-	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>10,003</b>	<b>10,450</b>	<b>10,000</b>	<b>10,610</b>
Departmental Support	569	570	580	580
Central Support	691	670	690	740
<b>NET EXPENDITURE</b>	<b>11,263</b>	<b>11,690</b>	<b>11,270</b>	<b>11,930</b>

Contributes to corporate priority :  
 -Enhancing community involvement and access to services

**Risk Analysis**

	<b>Likelihood</b>	<b>Potential impact on Budget</b>
The level of housing and planning grant, which funds work of the North Warwickshire Local Development Framework, declining	Medium	Medium
Major local emergency occurring that requires a significant response from this Council	Low	Medium

**Agenda Item No 12**

**Executive Board**

**8 February 2010**

**Report of the  
Director of Resources**

**General Fund Revenue Estimates  
2010/11 and Setting the Council  
Tax 2010/11**

**1 Summary**

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2010/11, and the options available when setting the 2010/11 Council Tax for the Borough in the context of the Authority's Revenue Support Grant settlement, and the effect on General Fund balances.

**Recommendation to the Council**

- a That the Executive Board be asked to consider the total amount of growth to be included within the 2010/11 budget estimates and amend, if necessary, the financial strategy;**
- b That the Executive Board approves the savings of £561,660 shown in Appendix 3;**
- c That the Executive Board approves the revised estimate for the year 2009/10 and the revenue estimates for 2010/11;**
- d That the Executive Board identifies the preferred Council Tax option for 2010/11;**
- e That the Executive Board notes the Director of Resources's comments on the minimum acceptable level of general reserves;**
- f That the manpower estimates for the year 2010/11 are approved; and**
- g That the Council Tax resolution be forwarded to the Council for consideration.**

## 2 Financial Summary

- 2.1 At its meeting on 2 February 2010, the Resources Board received a schedule of Board expenditure requirements, together with other items, such as investment interest and contingencies for the 2009/10 revised estimates and the 2010/11 original estimates. In addition, a forecast use of balances for the following two years was provided.

	<b>2009/10 Approved Estimate £</b>	<b>2009/10 Revised Estimate £</b>	<b>2010/11 Original Estimate £</b>	<b>2011/12 Forecast £</b>	<b>2012/13 Forecast £</b>
<b>Board Summary</b>	<b>10,946,870</b>	<b>10,845,740</b>	<b>10,700,500</b>	<b>11,210,590</b>	<b>11,221,140</b>
Financing Adjustment	(658,500)	(885,940)	(808,350)	(727,460)	(717,790)
Savings	-	-	-	(280,000)	(290,000)
Investment Interest Income	(300,000)	(200,000)	(100,000)	(140,000)	(145,000)
Revenue Cont. to Capital Exp.	130,000	130,000	130,000	130,000	130,000
<b>Net Expenditure Requirement</b>	<b>10,118,370</b>	<b>9,889,800</b>	<b>9,922,150</b>	<b>10,193,130</b>	<b>10,198,350</b>

- ... 2.2 Appendix 1 sets out the figures as presented to the Boards. The full report to the Resources Board is given in Appendix 2.  
...

## 3 Summary of the Finance Settlement

- 3.1 No adjustments have been made to the 2009/10 formula grant, which is used as a base for the 2010/11 settlement, and is summarised below.

	<b>Actual 2009/10 £'000</b>	<b>Proposed 2010/11 £'000</b>	<b>Increase %</b>
External Support	5,363	5,437	1.4

- 3.2 The Council's formula grant has increased by 1.4% in 2010/11. This is the same as the average shire district increase, but is less than the national increase of 4%. Finance settlements for future years will only be known, once the 2010 Comprehensive Spending Review has been published. Given the current economic position, a 2% cut in external support has been assumed for 2011/12 in the financial strategy, with a further 2% cut assumed for 2012/13.
- 3.3 The Government has guaranteed a minimum increase in external funding for all Authorities in 2010/11. This is 0.5% for District Councils. All authorities above the floor contribute to the cost of protecting those authorities below the floor. In 2010/11 North Warwickshire has £65,163 of grant withheld. Members will be aware that in the period 2003/04 to 2009/10 a total of £1,629,350 of grant has been withheld for this purpose.
- 3.4 The 2010/11 budget strategy agreed by this Board at its meeting in September 2009, assumed a 1.5% increase in Council Tax, with a 2% increase subsequently (these were in line with anticipated increases in the Retail Price Index) and a 1.4% increase in external funding for 2010/11. A 1% cut in external funding was assumed for 2011/12 and 2012/13.

## 4 Budget Savings

4.1 In September, this Board agreed that savings of £380,000 would need to be identified in 2010/11 and that savings of £380,000 would also be required in 2011/12, with £290,000 require in 2012/13.

4.2 A number of areas had been identified for review, as part of the savings exercise for 2010/11. Savings of £561,600 have been identified following these reviews and have been incorporated into the 2010/11 estimates. These are summarised in Appendix 3.

## 5 Growth

5.1 The Budget Strategy included £75,000 for unavoidable growth in 2010/11, covering expected growth areas at that time.

5.2 A growth bid for 2010/11 was approved in setting the 2009/10 budget. This amounted to £5,500, for maintenance and future replacement of a play area at Ridge Lane. Provision of £69,500 remains available.

5.3 New growth bids of £42,960 have been requested in 2010/11 and are attached at Appendix 4. The total request for growth can be accommodated within the available provision. Members then have a choice on whether to leave the remaining unallocated growth in General Fund balances, or reduce the savings required for 2011/12.

5.4 This Board agreed a scoring methodology to assist in the process of determining, which, if any, additional growth items are included in the 2010/11 budget estimate. The list of growth items included in Appendix 4 has been assessed according to these criteria.

## 6 Performance Against the Budget Strategy

6.1 The revised budget strategy envisaged the following use of balances over the next three years.

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Use of Balances	251	360	343
<b>Level of Balances 31 March</b>	<b>1,703</b>	<b>1,343</b>	<b>1,000</b>

6.2 The anticipated General Fund balance at 1 April 2010 is £1,951,000, which is marginally lower than expected in the Budget Strategy. This, together with confirmation of the finance settlement, and the additional savings found in 2010/11 has confirmed the strategy position.

## 7 Availability of Reserves

7.1 The Local Government Act 2003 requires the Director of Resources to make an annual statement on the adequacy of financial reserves. General reserves or balances are held to provide a general contingency for unavoidable or unforeseen expenditure, and also give stability for longer term planning. The level of general reserves held is based on an assessment of the financial risks attached to the budget, and this is covered in section 9 below.

7.2 In addition to its general financial reserves, the Council holds a number of earmarked reserves, for both revenue and capital purposes. It also holds some reserves on behalf of other organisations.



- 7.3 General Council policy is not to use earmarked reserves to fund ongoing service activity, but for specific one-off expenditure, so that the base budget position is not understated. So for example, external grant received in advance for specific projects will be held in an earmarked reserve until the activity takes place and the grant is spent. Some timing differences on particular activities are also dealt with through earmarked reserves, to remove unnecessary fluctuations in the base budget, whilst ensuring sufficient budget provision is available. This approach has been used for the Local Development Framework, where expenditure can vary significantly between years, but where the total funding required can be estimated.
- 7.4 The Council also uses ear marked reserves to set aside funding for capital schemes and projects. A Major Repairs Reserve is used to hold any unspent MRA received through the housing subsidy system. The Council also uses reserves to build up funding for the future replacement of assets and equipment, such as play areas and CCTV equipment.
- 7.5 Where earmarked reserves are used for revenue activities, the expenditure is included within the appropriate service budget, together with the contribution from the reserve to offset this. These movements are highlighted in the budget reports considered by Members.
- 7.6 The expected position on earmarked reserves at the end of 2009/10 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix 5.
- ...

<b>Earmarked Reserves</b>	<b>Expected Balance 31 March 2010 £000</b>
Capital	857
Revenue	2,601
<b>Total</b>	<b>3,458</b>

Some of the reserves set aside for capital are for specific equipment replacement and are not yet due to be spent. The remaining capital funding has been set aside for future costs arising from the Accommodation project.

## 8 Risks to the Council's Financial Position

- 8.1 As with all types of forecasting, there are certain inherent risks that may affect the financial position of the Council over the forthcoming periods. These risks require that the Council maintains a sufficient level of general reserves.
- 8.2 The individual estimate reports to each Board have included a range of potential risks that could impact upon the budgetary position of services. In addition to these specific service risks, there are a number of risks that could impact more generally on the Council's financial position, and these are shown within the General Fund Summary report attached as Appendix 2. The major risks to the Councils budget are highlighted below:
- Changes in the financial markets, and changes to the expected cash flow of the Authority, which affect the investment income the Council can obtain.

- Further deterioration in the economic position, which could lead to additional demand for Council services in areas such as benefits and homelessness, whilst reducing demand in income generating areas, such as planning and leisure services.
- A large proportion of revenue costs relate to the Councils workforce. Pay awards are negotiated nationally, and any variance from the increase assumed would impact on the financial position. In addition, a vacancy factor for staff turnover is included within the overall estimates. Should vacancies be less than expected, then additional costs will be borne by the Authority
- Any significant loss of the Council's workforce will impact on the services provided by the Council. Additional costs may be incurred where these are statutory functions.
- Recent analysis has highlighted the above inflationary increases in a number of cost areas faced by the Council, which are not matched by the increases in revenue the Council can generate. There is a risk that this mismatch will continue.
- Until the outcome of the next Comprehensive Spending Assessment is known there is a risk that the assumptions made on external funding could prove incorrect. Given the issues central government is facing, there is a chance that the funding received through the finance settlement could fall further, either as a result of a reduction in the national sum to be distributed, or as a result of the transfer of concessionary fares to the County Council.

... An overall risk assessment for 2010/11 has been completed to determine the minimum level of general reserve that the Director of Resources considers it is appropriate for the Authority to hold, and this is shown in Appendix 6. This is based on the expected or 'most likely' position and the assumption that not all risks will occur within the next year.

8.3 As can be seen, the balance between future risks and the adequacy of general reserves held by the Council is a key part in establishing a medium-term financial strategy. The level of balances is expected to remain above £1 million over the next three years, although careful monitoring of this will still be necessary. Although it would be possible for the Council to use earmarked reserves to cover unforeseen events, if a particularly serious situation arose, this should be used as a last resort. However, if a general reserve of £1 million is held, it is felt that this amount, together with other provisions, reserves and balances held by the Council, is adequate to protect the Council's financial position for both the forthcoming year and in the medium-term.

8.4 Although not all risks are likely to occur in 2010/11, there is a real possibility that the position could be worse than that anticipated. It could also be better. Best and worst case scenarios are indicated in Appendix 7, and show that in the event of the worst case scenario being realised in 2010/11, the Authority would have the opportunity to adjust its financial strategy, and manage any changes required. Budgets are monitored throughout the year, with the budgetary position reported to Boards on a regular basis, so the Authority is in a good position to identify risks as they occur.

## 9 Council Tax Options

- 9.1 The Authority has estimated the Council Tax surplus and notified all major precepting authorities of the amounts they will receive. It has been estimated that North Warwickshire Borough Council will receive a sum of £53,000 for 2010/11. This will be subtracted from the amount of Council Tax to be raised from local charge payers
- 9.2 External funding is fixed for the year at £5,436,811, regardless of the level of the Council Tax increase. However, the Council can support a higher level of growth by increasing the amount it raises via the Council Tax. A 1% increase in Council Tax would generate around an additional £43,400, and would mean an additional £2.04 increase in Council Tax rates per annum.
- 9.3 Although inflation was running at around -1.3% when the Authority was updating its financial strategy in September, there were indications that this would rise and a council tax rise of 1.5% was used in the strategy.
- 9.4 Inflation has increased in recent months, although the extent depends on the inflation index used. The two main indices for measuring household inflation are 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 for the two indices 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 within RPI

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

- 9.5 The latest figures at December 2009 for each of these indices is as follows:
- CPI 2.9%
  - RPI-X 3.8%
  - RPI 2.4%

- 9.6 A range of Council Tax increases is shown in Appendix 8, together with the resulting impact on balances. These use the 2009/10 actual Band D amount of £204.48 as a base, and are shown below, together with the impact on the level of balances.

<b>Increase on Band D</b>	<b>Band D Council Tax Payable</b>	<b>Cash Increase On 2008/09</b>	<b>Impact on Balances</b>
<b>%</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base 2009/10	204.48		
1.5	207.55	3.07	-
2.0	208.57	4.09	21,641
2.5	209.59	5.11	43,282
3.0	210.61	6.13	64,924

Members should be aware that the government has again indicated that action may be taken where Local Authorities use excessive council tax increases. Previously Authorities with increases of around 5% have been challenged. However there are indications that council tax increases at the level of 3% may be challenged this year.

## 10 **Future Years Savings**

10.1 Assuming a restriction on growth to £75,000 and the council tax increase of 1.5% assumed in these figures, the Council will need to save a further £570,000 in 2011/12 and 2012/13. If additional growth or a lower rise in council tax is approved, this will increase the savings target over those two years. Even with these savings, the Council will still be drawing £366,000 from balances in 2012/13, indicating that further savings will be required beyond 2012/13.

10.2 As savings are increasingly difficult to find, some early consideration has been given to possible areas where the savings for 2011/12 and 2012/13 may be found. The intention is to get an action plan together and start work on these straight away, as some of the areas will take a period of time to review. Savings found will be brought in as early as possible, as the earlier this happens, the more beneficial the impact on our balances.

## 11 **Council Tax Resolution**

... 11.1 The draft Council Tax resolution is set out in Appendix 9, together with an explanation.

## 12 **Manpower Estimate for the Year 2010/11**

... 12.1 Within the Authority's revenue and capital estimates, allowances have been made for the required manpower provision. Appendix 10 sets out the manpower estimates for 2010/11, compared with 2009/10.

## 13 **Delivering Value for Money Agenda**

13.1 Following the Gershon review, all Councils will be required to find efficiency savings in the coming year. These efficiency savings will be all cash-backed savings. The financial savings found for 2010/11 and those required for 2011/12 and 2012/13 will contribute towards the achievement of the efficiency savings required under Gershon.

## 14 **Conclusion**

14.1 It is clear that whichever options in respect of growth and Council Tax increases are adopted, it will still be necessary to draw on reserves to meet the Council's budgetary requirement. However, current forecasts indicate that reserves will remain above the minimal acceptable level of £1 million by the end of 2012/13, although this is subject to the uncertainties inherent in budgetary forecasting, and subject to the level of Council Tax increase agreed.

14.2 However, there are a number of factors that could affect these forecasts.

- The Council currently has no external borrowing. However, there is an underlying borrowing requirement, which may increase costs in the future.

- The Council, through sound budgetary control, has always spent within its budget. This year our anticipated net expenditure is £157,670, less than our approved budget (a surplus of £65,812 in 2008/09), due to a reduced pay award and 2010/11 savings found early.
- However, the ability to earn income from investments is uncertain at the moment and there continues to be increasing spending pressures placed upon the Council from areas such as recycling. With further changes expected, the Council is faced with the potential to make further budgetary savings so that the Council can effectively manage its expenditure needs, and undoubtedly this will continue in the future as new issues and initiatives emerge.
- The uncertainty over external funding is also an issue. A reduction in the national allocation to local government, or amendments arising from the transfer of concessionary fares to the County Council, could also impact on the Councils' financial position.

14.3 The options available to the Council to meet these future pressures are rather restricted: increases in Government funding or higher increases in Council Tax which can be mitigated by the identification of further savings than those included in the budget strategy. However, as service delivery pressures increase, the options for savings decrease.

## 15 Report Implications

### 15.1 Financial Implications

15.1.1 As detailed in the body of the report.

### 15.2 Safer Communities Implications

15.2.1 The Council provides services and takes part in initiatives that work to improve Crime and Disorder levels within the Borough, and provision is included within the budgets for this.

### 15.3 Environment and Sustainability Implications

15.3.1 The financial strategy is linked to the delivery of targets and actions identified in the corporate plan and service plans. Continuing the budget strategy will allow the Council to manage its expected shortfall in resources without disruption of these targets and without disrupting essential services. Progress against both performance and financial targets are reported regularly to Service Boards.

15.3.2 Parts of the corporate and service plans directly support the sustainability agenda, for example, recycling and the green space strategy.

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
Financial Strategy	NWBC	Report to Executive Board	30 Sept

2010/13			2009
2010/11 Finance Settlement	CLG	Government notification	January 2010

## SUMMARY OF REVENUE REQUIREMENTS

2009/2010 Gross Expenditure	2009/2010 Gross Income	2009/2010 Net Expenditure		2010/2011 Gross Expenditure	2010/2011 Gross Income	2010/2011 Net Expenditure
£	£	£		£	£	£
7,565,490	1,827,220	5,738,270	Community and Environment	7,450,610	1,946,820	5,503,790
1,063,340	540,260	523,080	Planning and Development	1,061,230	564,560	496,670
163,890	110,120	53,770	Licensing	146,890	111,200	35,690
20,564,650	16,604,240	3,960,410	Resources	22,910,920	18,849,550	4,061,370
506,690	56,860	449,830	Executive	556,260	53,130	503,130
9,535,140	9,535,140	0	Council Housing	9,397,780	9,397,780	0
112,510	0	112,510	Contingencies	24,850	0	24,850
40,000	0	40,000	Growth	75,000	0	75,000
0	300,000	-300,000	Interest on balances	0	100,000	-100,000
0	658,500	-658,500	Financing adjustment	0	808,350	-808,350
130,000	0	130,000	RCCO (Revenue Contribution to Capital Outlay)	130,000	0	130,000
<b>39,681,710</b>	<b>29,632,340</b>	<b>10,049,370</b>		<b>41,753,540</b>	<b>31,831,390</b>	<b>9,922,150</b>
0	232,370	-232,370	Use of balances	0	28,890	-28,890
<b>39,681,710</b>	<b>29,864,710</b>	<b>9,817,000</b>		<b>41,753,540</b>	<b>31,860,280</b>	<b>9,893,260</b>
0	0	0	Special items - Parish precepts	0	0	0
<b>39,681,710</b>	<b>29,864,710</b>	<b>9,817,000</b>		<b>41,753,540</b>	<b>31,860,280</b>	<b>9,893,260</b>
		-1,005,638	Revenue Support Grant			-689,372
		-4,356,938	NDR Distribution			-4,747,439
		-40,460	Surplus / Deficit on Collection Fund			-53,000
		<b>4,413,964</b>				<b>4,403,449</b>

## Agenda Item No 10

### Resources Board

2 February 2010

### Report of the Director of Resources

### General Fund Revenue Estimates 2010/11 – Summary

#### 1 Summary

- 1.1 This report covers the revised budget for 2009/10 and an estimate of expenditure for 2010/11, together with forward commitments for 2011/12 and 2012/13.

#### Recommendation to the Board

That the following items be recommended to the Executive Board for consideration in setting the Council Tax of the Borough Council:

- a The revised budget for 2009/10;
- b To consider the growth items for 2010/11 totalling £42,960; and
- c To approve the schedule of expenditure requirements totalling £9,922,150 for 2010/11.

#### 2 Consultation

##### 2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

#### 3 Introduction

- 3.1 This report summarises Board budgets and looks at the overall expenditure requirements of the Council. It should be noted that the Executive Board has not yet considered its spending requirements, so these figures could alter.

#### 4 The Council's Budget Requirement

- 4.1 The Council's budget requirements are summarised below. Details of individual Board requirements are shown in Appendices A – E.

...

	Approved Budget 2009/10	Revised Budget 2009/10	Original Estimate 2010/11
<b>Net Board Expenditure</b>	<b>10,946,870</b>	<b>10,845,740</b>	<b>10,700,500</b>
Financing Adjustment	(658,500)	(885,940)	(808,350)
Investment Interest Income	(300,000)	(200,000)	(100,000)
Revenue Contribution to Capital Expenditure	130,000	130,000	130,000
<b>Net Expenditure Requirement</b>	<b>10,118,370</b>	<b>9,889,800</b>	<b>9,922,150</b>



4.2 The financing adjustment brings together other external charges for the use of capital, offset by notional capital charges incorporated within the spending services accounts.

## 5 Capital Charges

5.1 In providing services, the Council makes use of a wide range of assets, including buildings, vehicles and computer systems. Each service budget is charged with an amount that represents the cost to the Council of providing that asset, in the form of depreciation.

## 6 The Council's 2009/10 Estimated out-turn

6.1 The Council's revised net expenditure requirement for 2009/10 amounts to £9,889,800, which is £228,570 less than the approved estimate. The major changes in Board expenditure are:

6.2 The sum allowed for contingencies has been reduced, as the sum included for a potential inflationary increase in recycling costs is no longer required and the provision for additional costs arising from the environmental health restructure has not been needed.

(£87,660)

6.3 Interest rates have fallen as a result of the economic downturn, reducing the investment income that the authority has been able to generate. The early repayment of some investments to safeguard the authority's position, also reduced investment income.

£100,000

6.4 A number of posts have been frozen during the year, as part of the authority's search for savings in 2010/11. In addition, some restructures of existing staffing arrangements have also generated some savings.

(£242,550)

6.5 The pay award for 2009/10 was agreed at 1%, less than the increase included in the original budget.

(£50,760)

6.6 The central vacancy factor included within the original budget was not achieved, due to the freezing of posts highlighted above.

£51,900

## 7 The Council's 2010/11 Expenditure Requirement

7.1 The Council's net expenditure requirement for 2010/11 amounts to £9,922,150, which is £196,220 less than the approved estimate for 2009/10 and £32,350 more than the revised estimate. The main variations between the 2010/11 original budget and the 2009/10 revised budget are set out below:

7.2 The impact of annual increments and a provision for a 1.5% pay-award has been included within service budgets. Provision has also been made for those posts that were vacant in 2009/010 and for an increase of 1% in the superannuation rate. These increases have been partially offset by savings from restructurings and by the removal of some temporary posts.

£87,400

- 7.3 Removal of one off growth items from 2009/10 and other savings within supplies and services budgets after allowing for general inflation increases  
(£117,570)
- 7.4 A general increase in fees and charges and the reinstatement of income deleted in 2009/10 during the Pool closure.  
(£64,120)
- 7.5 Savings within utility costs, NDR payments and buildings insurance after allowing for inflation  
(£62,890)
- 7.6 A significant reduction of £100,000 is expected in investment income, due to the fall in interest rates and the reduction in balances held, as some are used for capital spending. Some investments are made on behalf of the Housing Revenue Account, whose balances are expected to increase, so a higher proportion of income earned will need to be paid over to that account.  
£102,330
- 7.7 The 2010/11 estimate includes a provision for growth.  
£75,000

## 8 Growth Items Contained Within the Estimates

- 8.1 The provision for growth included within the Council's Budget Strategy, approved in September 2009 by the Executive Board, was £75,000 for 2010/2011, covering key growth areas at that time. Growth of £5,500 was approved by the Council in February 2009 for the refurbishment and maintenance of the play area at Ridge Lane against this provision, leaving a balance of £69,500 available.
- 8.2 Bids for growth have been submitted totalling £42,960 and these are set out in Appendix F. The item considered unavoidable is highlighted. All of the growth bids submitted have been prioritised using an agreed ranking method. This looks at:
- The contribution to Council priorities
  - the statutory need to incur expenditure
  - the extent of any external funding or income generated
  - the level of risk to the Council should the expenditure not be incurred
  - the outcomes expected from the expenditure

## 9 Contingencies

- 9.1 The Council includes within its budget requirement an amount to cover future events and issues that may impact upon the finances of the Authority. For 2010/11 the amount included in the contingency totals £24,850. This is the same level as the 2009/10 revised estimate.

## 10 Performance Against Budget Strategy

- 10.1 In September, the Executive Board agreed the budget strategy that involved:
- Budget reductions of £380,000 for 2010/11, with an additional £380,000 in 2011/12 and £290,000 for 2012/13.

- Growth of £75,000 for 2010/11, with an additional £125,000 in 2011/12 and £75,000 for 2012/13.

10.2 In total, savings or additional income of £561,600 have been identified and included within the 2010/11 budgets. These are detailed in Appendix H. The additional savings above the target of £380,000 have meant that it has been possible to reduce the savings target of £380,000 originally included in the strategy for 2011/12 to £280,000. Not all of the areas originally identified as potential savings areas for review in the Financial Strategy have been completed yet, and an update on the progress against each of the original areas is attached as Appendix I.

10.3 The provision of £75,000 for growth items that has been included in the figures in this report is the same as the provision included within the strategy.

## 11 Predicted Use of Balances

11.1 The revised budget strategy from December 2009 envisaged the following use of balances over the next three years.

	<b>2010/11 £'000</b>	<b>2011/12 £'000</b>	<b>2012/13 £'000</b>
Use of Balances	251	360	343
<b>Level of Balances 31 March</b>	<b>1,703</b>	<b>1,343</b>	<b>1,000</b>

11.2 Each board has projected its expenditure requirements up to and including 2012/13, together with budget reductions, financing and other reductions. This has altered the use of balances expected over the next few years and is shown below:

	<b>2010/11 £'000</b>	<b>2011/12 £'000</b>	<b>2012/13 £'000</b>
Use of Balances	29	344	366
<b>Level of Balances 31 March</b>	<b>1,922</b>	<b>1,579</b>	<b>1,213</b>

11.3 This predicted use of balances is based on the approved level of growth shown above in paragraph 10.1 and a 1.5% increase in council tax for 2010/11 and 2% for 2011/12 and 2012/13, in line with the financial strategy. Although balances are higher than included in the strategy, the Council has a risk it cannot currently quantify, around the potential impact of a transfer of concessionary fares to the County Council.

## 12 Risks to the Council

12.1 The key risks to the overall budgetary position of the Council are highlighted below:

- Changes to the expected cash flow of the Authority, leading to a reduction in investment income. A £1m change could reduce income by around £15,000 - £20,000.
- Further changes in interest rates would impact on investment income, and could be either beneficial or detrimental. The impact of a 1% change in interest rates could be around £30,000.
- A pay award of 1% has been assumed in preparing the budgets. Any settlement above or below this would affect the financial position of the Authority. A ½% variation would equate to £42,230.

- A vacancy factor of £80,000 has been included within the overall estimates. Should vacancies be less than expected, then additional costs will be borne by the Authority.
- If Planning Control fees don't improve, additional costs will be borne by the Council, unless some action is taken to reduce the financial commitments previously covered by PDG. This could include the work currently underway on the Local Development Framework.
- Council expenditure on housing benefit is significant, although the majority is recouped through grant. Increased take up of benefit could impact on the costs of the Council, as in addition to the small proportion paid for by the Council, there could be a need to increase the staff to cover the additional workload. If existing staffing levels were retained, a dip in performance would be likely, which could reduce the grant able to be reclaimed. There is also a risk that the level of recovery of overpayments could be affected by the current economic downturn.
- Transport fuel and utilities prices have seen significant fluctuations over recent times, and this is still a possibility.
- A reduction of 1% in the collection of income from fees and charges could increase the costs of the Council by £19,280.
- The current economic situation could have an increasing impact on the industrial rent income that the Council can obtain. In addition, the NDR exempt period on vacant commercial properties is only a temporary measure, so any prolonged vacancies will impact directly on the Council's costs.
- The economic situation could also impact on other Council services such as Homelessness, with increased demand leading to additional expenditure.
- The Council is promoting recycling activities across the Borough. If take up increases significantly, this could add to the costs of the service.
- Limited budgetary provision is available for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues.
- Reduction or cessation of grants received for Community Development work could impact on the ability of the Council to meet some corporate priorities, as could failure to secure funding for the Branching Out Bus in future years.

... 12.2 A risk analysis of the likelihood and impact of the risks identified above are included in Appendix G.

### 13 **Consultation with Non-Domestic Rate Payers**

13.1 A meeting with Non-Domestic Rate Payers is scheduled and their comments will be reported to the Executive Board.

### 14 **Report Implications**

#### 14.1 **Finance and Value for Money Implications**

14.1.1 As detailed in the body of the report.

## 14.2 Environment and Sustainability Implications

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

## 14.3 Risk Management Implications

14.3.1 There are a number of risks associated with setting a budget, as assumptions are made on levels of inflation and demand for services. To minimise the risks, decisions on these have been taken using past experience and knowledge, informed by current forecasts and trends. However, the risk will be managed through the production of regular budgetary control reports, assessing the impact of any variances and the need for any further action.

The Contact Officer for this report is Nigel Lane (719371).

### 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 BOROUGH COUNCIL**  
**COMMUNITY & ENVIRONMENT BOARD**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

<b>Description</b>	<b>Actual 2008/2009 £</b>	<b>Approved Budget 2009/2010 £</b>	<b>Revised Budget 2009/2010 £</b>	<b>Original Budget 2010/2011 £</b>
Pitches and Pavilions	51,837	49,410	49,620	50,070
Polesworth Sport Centre	86,586	101,250	99,340	83,740
Arley Sports Centre	110,172	127,860	131,580	130,440
Coleshill Sport Centre	117,202	108,700	91,400	94,250
Atherstone Leisure Complex	273,800	300,410	307,810	234,910
Arts Centre	5,652	-	-	-
Memorial Hall	70,623	86,220	81,150	80,530
Public Health	268,984	286,870	293,170	291,490
Public Health	-	-	-	-
Refuse Collection - Domestic	918,123	913,560	928,790	929,480
Refuse Collection - Trade	(36,645)	(39,040)	(39,020)	(38,720)
Cesspool Emptying	(43,227)	(50,790)	(55,910)	(56,440)
Recycling	378,011	397,430	342,050	368,710
Animal Control	42,827	39,280	39,790	41,830
Abandoned Vehicles	970	1,390	1,460	1,490
Amenity Cleaning	633,489	689,720	673,990	689,180
Unadopted Roads	5,455	6,750	7,200	7,180
Drain Unblocking Service	42,159	32,320	29,690	29,700
Street Furniture	8,809	9,740	9,850	10,000
Atherstone Market	2,137	2,390	1,800	3,590
Parks, Playing Fields and Open Spaces	362,088	429,120	416,110	376,390
Play Areas	104,943	114,190	111,180	121,260
Public Health(Control of Disease)Act 1984 Burials	(2,034)	70	1,670	70
Sustainable Communities	2,511	2,750	2,750	2,790
Consultation	16,783	16,590	2,520	16,840
Arden Landscape Partnership	(2,270)	-	-	-
Corporate Policy	21,392	28,360	28,360	23,670
Economic Development and Promotion	49,814	64,850	29,830	41,960
Landscape	8,289	8,380	8,380	8,760
Marketing & Market Research	9,104	10,020	7,920	8,040
Support to Voluntary Organisations	97,213	112,180	109,700	96,300
Young People & Intergeneration	17,719	36,820	39,180	40,570
Community Development Environment	31,138	29,930	29,050	29,470
Social Inclusion & Art	32,832	37,820	10,350	10,480
Social Inclusion & Sport	36,769	41,300	35,230	35,450
Community Development Health Improvement	17,117	15,250	14,350	15,130
Community Development Safer Communities	69,075	66,500	50,800	52,070
Activities 4 U	36	-	-	-
Allotments	20,112	20,000	20,000	20,310
Smoke Free Organisation	15	-	-	-
More Time to Play	20	-	-	-
Sports Club Development Officer Programme	-	-	-	-
<b>Net Controllable Expenditure</b>	<b>3,829,630</b>	<b>4,097,600</b>	<b>3,911,140</b>	<b>3,850,990</b>
<b>Departmental Support</b>	<b>742,303</b>	<b>740,550</b>	<b>690,650</b>	<b>682,580</b>
<b>Central Support</b>	<b>537,356</b>	<b>584,270</b>	<b>616,430</b>	<b>589,980</b>
<b>Capital Charges</b>	<b>849,538</b>	<b>364,160</b>	<b>431,780</b>	<b>380,240</b>
<b>Planning and Development Board Total</b>	<b>5,958,827</b>	<b>5,786,580</b>	<b>5,650,000</b>	<b>5,503,790</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## PLANNING AND DEVELOPMENT BOARD

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Planning Control	111,034	131,110	118,900	94,810
Building Control (Non Fee Earning)	12,304	50,750	50,750	51,510
Conservation and Built Heritage	5,816	8,110	9,940	10,190
Planning Delivery Grant	15	-	-	-
Local Land Charges	(53,584)	(36,020)	(48,550)	(49,300)
Book Town Initiative	(1,350)	-	-	-
Civic Awards	5,758	-	-	-
Street Naming and Numbering	49	-	(210)	(210)
<b>Net Controllable Expenditure</b>	<b>80,042</b>	<b>153,950</b>	<b>130,830</b>	<b>107,000</b>
<b>Departmental Support</b>	<b>201,460</b>	<b>196,570</b>	<b>153,210</b>	<b>149,460</b>
<b>Central Support</b>	<b>143,919</b>	<b>164,470</b>	<b>215,700</b>	<b>218,470</b>
<b>Capital Charges</b>	<b>18,094</b>	<b>18,090</b>	<b>21,740</b>	<b>21,740</b>
<b>Planning and Development Board Total</b>	<b>443,514</b>	<b>533,080</b>	<b>521,480</b>	<b>496,670</b>

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**LICENSING COMMITTEE SUMMARY**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Licensing Authority	(41,060)	(39,170)	(41,360)	(41,220)
Licences and Registration	(8,595)	(9,340)	(8,460)	(8,600)
Hackney Carriages	(11,515)	(8,000)	(10,150)	(10,230)
Gambling Act Authority	(16,017)	(8,950)	(9,060)	(9,060)
<b>Net Controllable Expenditure</b>	<b>(77,187)</b>	<b>(65,460)</b>	<b>(69,030)</b>	<b>(69,110)</b>
<b>Departmental Support</b>	<b>66,958</b>	<b>73,970</b>	<b>41,620</b>	<b>62,810</b>
<b>Central Support</b>	<b>38,542</b>	<b>43,220</b>	<b>38,240</b>	<b>37,190</b>
<b>Capital Charges</b>	<b>2,036</b>	<b>2,040</b>	<b>2,560</b>	<b>4,800</b>
<b>Licensing Committee Total</b>	<b>30,349</b>	<b>53,770</b>	<b>13,390</b>	<b>35,690</b>



## NORTH WARWICKSHIRE BOROUGH COUNCIL

## RESOURCES BOARD (REMAINING)

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Cost of Democratic Services	451,146	475,120	458,470	452,360
Election Expenses	6,327	5,720	6,150	4,760
Registration of Electors	12,972	16,150	16,580	15,350
Non Domestic Rates	(85,231)	(79,150)	(62,710)	(57,320)
Council Tax Collection	26,605	32,840	22,660	21,470
Investors in People	5,631	1,930	1,930	1,930
Finance Miscellaneous	(4,952)	2,390	30	30
Compensation and Pension Increases	140,317	145,320	145,320	147,500
Minor Works	12,103	4,590	4,590	4,640
Electricity at Work	59,789	20,560	20,560	20,860
Efficiencies and Value for Money	993	2,340	2,340	2,340
Finance Unused Land	10	-	-	-
Corporate and Democratic Core	82,010	48,340	48,340	48,620
Unallocated Central Support Services	(1,819)	228,280	51,810	172,010
External Funding Consultants	3,710	3,760	3,760	3,800
Coleshill Shops and Flats	(60,495)	(65,310)	(65,270)	(65,590)
The Arcade, Atherstone	(1,325)	-	(9,160)	(4,300)
The Pavilions, Holly Lane	(66,622)	(65,840)	(66,910)	(63,090)
Carlyon Road Industrial Estate	(100,616)	(101,100)	(108,730)	(113,070)
Innage Park Industrial Estate	(117,908)	(120,110)	(74,560)	(69,950)
Polesworth Workspace Units	(8,525)	(8,410)	(7,010)	(6,900)
The Bear and Ragged Staff	(12,775)	(12,740)	(12,970)	(12,960)
Football Stadium	-	-	-	-
Homeless Persons	37,559	38,770	45,650	40,920
Public Conveniences	18,487	18,840	16,890	15,500
Fillongley Kitchens	(1,083)	(1,090)	(840)	(840)
Customer Contact	20,235	23,720	21,140	25,740
Rent Allowances	103,336	(30,190)	40,620	45,310
Housing Benefit Administration and Rent Rebates	(44,615)	7,140	3,160	5,610
Concessionary Fares	314,756	414,510	403,240	409,290
Non Domestic Rates - Discretionary Relief	22,813	21,820	21,820	22,150
Council Tax Benefits	(41,844)	(23,150)	(49,270)	(44,450)
Car Parks	45,774	49,440	54,650	39,790
Business Improvement District	18	-	-	-
Warwickshire Direct Partnership	30,000	-	-	-
Environmental Sustainability	24	-	-	-
Private Sector Housing Assistance	23,457	24,840	26,370	26,200
CCTV	3,835	11,550	7,710	3,770
Community Support	420,771	447,050	448,720	464,060
Atherstone and Polesworth Market Towns	-	-	-	-
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	-	-	-	-
Polesworth Better Welcome	-	-	-	-
Providing a Better Welcome for Coleshill	-	-	-	-
Narrowing the Gap	-	-	-	-
Branching Out Bus	-	-	-	-
North Arden Heritage Trail	7,274	110	200	110
<b>Net Controllable Expenditure</b>	<b>1,302,142</b>	<b>1,538,040</b>	<b>1,415,280</b>	<b>1,555,650</b>
<b>Recharge to Services</b>	<b>(71,988)</b>	<b>(75,010)</b>	<b>(87,840)</b>	<b>(79,070)</b>
<b>Departmental Support</b>	<b>976,523</b>	<b>970,860</b>	<b>996,780</b>	<b>997,440</b>
<b>Central Support</b>	<b>1,668,834</b>	<b>1,599,680</b>	<b>1,553,130</b>	<b>1,463,970</b>
<b>Capital</b>	<b>566,603</b>	<b>376,160</b>	<b>509,070</b>	<b>454,950</b>
<b>Resources Board (Remaining) Total</b>	<b>4,442,114</b>	<b>4,409,730</b>	<b>4,386,420</b>	<b>4,392,940</b>

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**RESOURCES BOARD (RECHARGED)**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

Description	Actual 2008/2009 £	Approved Budget 2009/2010 £	Revised Budget 2009/2010 £	Original Budget 2010/2011 £
Building Maintenance Fund	269,790	278,870	277,200	281,540
The Council Offices	361,788	402,430	329,560	310,360
Central Telephones	38,070	39,700	37,860	37,080
Recruitment	102,052	97,730	51,570	52,970
Printing and Stationery	73,203	77,820	74,630	75,970
Training	22,163	128,230	36,590	129,050
Depot and Stores	60,640	60,830	61,180	60,330
Postage and Franking	106,240	119,100	106,430	92,200
Chief Executive's Directorate	1,302,955	1,289,160	1,274,170	1,302,320
Directorate of Community and Environment	2,239,711	2,222,850	1,938,910	2,006,710
Directorate of Resources	4,294,669	4,283,880	4,243,540	4,274,510
Central Services	205,846	234,060	305,930	301,100
Information Services	862,281	903,080	899,520	890,770
Procurement	59,058	60,070	60,850	62,470
Staff Welfare	21,672	19,220	31,570	22,410
Transport	758,127	769,920	653,430	616,290
<b>Net Controllable Expenditure</b>	<b>10,778,265</b>	<b>10,986,950</b>	<b>10,382,940</b>	<b>10,516,080</b>
<b>Recharge to Services</b>	<b>-13,912,313</b>	<b>-14,145,610</b>	<b>-13,547,910</b>	<b>-13,620,900</b>
<b>Departmental Support</b>	<b>42,650</b>	<b>43,850</b>	<b>39,050</b>	<b>39,770</b>
<b>Central Support</b>	<b>2,145,584</b>	<b>2,191,930</b>	<b>2,234,100</b>	<b>2,170,050</b>
<b>Capital</b>	<b>1,279,793</b>	<b>939,880</b>	<b>891,820</b>	<b>895,000</b>
<b>Resources Board (Recharged) Total</b>	<b>333,979</b>	<b>17,000</b>	<b>0</b>	<b>0</b>

**Resources Board Summary**

Description	Approved Budget 2009/10 £	Revised Budget 2009/10 £	Approved Budget 2010/11 £
Totals - Recharged Services	-	-	-
Totals - Services Remaining	4,409,730	4,386,420	4,392,940
Central Vacancy factor	(160,000)	-	(80,000)
FRS 17 Pensions Adjustments	(251,200)	(251,570)	(251,570)
Use of Earmarked Reserves	(24,120)	-	-
<b>Resources Board Total</b>	<b>3,974,410</b>	<b>4,134,850</b>	<b>4,061,370</b>

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**EXECUTIVE BOARD SUMMARY**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

<b>Description</b>	<b>Actual 2008/2009 £</b>	<b>Approved Budget 2009/2010 £</b>	<b>Revised Budget 2009/2010 £</b>	<b>Original Budget 2010/2011 £</b>
Housing Strategic Service Review	502	1,040	1,040	1,040
Corporate Communication	52,809	79,530	79,070	80,540
Community Strategy	25,219	38,580	32,850	33,500
Greenspace Strategy	0	0	0	0
Communication Group	1,539	1,550	1,550	1,570
Emergency Planning	17,243	16,730	16,730	16,980
North Warwickshire Local Development Framework	69,271	73,560	75,480	77,140
Support to Parishes	10,003	10,450	10,000	10,610
<b>Net Controllable Expenditure</b>	<b>176,586</b>	<b>221,440</b>	<b>216,720</b>	<b>221,380</b>
<b>Departmental Support</b>	<b>173,913</b>	<b>171,000</b>	<b>163,880</b>	<b>154,570</b>
<b>Central Support</b>	<b>105,301</b>	<b>94,080</b>	<b>120,570</b>	<b>127,180</b>
<b>Capital Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Executive Board Total</b>	<b>455,800</b>	<b>486,520</b>	<b>501,170</b>	<b>503,130</b>

## APPENDIX F

### GROWTH BIDS 2010/11

Board	Scheme	Recurring £	Ranking
Resources	Increase in Innage Park lease payments	10,000	20
Community & Environment	Additional CAB Funding (C&E =1)	15,000	13
Resources	Occupational Health costs	10,000	12
Community & Environment	Removal of Sun beds (C&E =1)	3,960	10
Community & Environment	Litter bin replacement programme (C&E 3)	4,000	6
	<b>TOTAL GROWTH BIDS 2010/11</b>	<b>42,960</b>	

note. Community & Environment Board ranking shown in brackets

## APPENDIX G

### RISK ANALYSIS

	<b>Likelihood</b>	<b>Potential Impact on Budget</b>
Loss of investment income – cashflow - interest rates	Low Medium	Low Medium
Lower vacancies than expected	Medium	Medium
A pay award high than included in the budget	Medium	Medium
The level of planning fees, which fund work of the North Warwickshire Local Development Framework, declining	Medium	Medium
Reduction in Benefit Subsidy due to increased Local Authority error	Low	Medium
Fall in the level of recovery of housing benefit overpayments	Low	Medium
Increases in fuel and utilities	Low	Low
Reduction in the level of income collected	Medium	Medium
Additional NDR payments on vacant commercial properties	Medium	Low
Increased demand for Council Services, such as homelessness	Medium	Low
Additional take up on recycling, leading to increased costs	Low	Medium
Need for one off spending on areas such as public enquiries on planning, unadopted roads and contaminated land issues	Low	Medium
Reduction or cessation of grants received for Community Development work and Failure to secure funding for the Branching Out Bus in future years	Low	Medium

**Appendix H**

<b>Savings Included within Service Budgets</b>		<b>£</b>
Development Control	Frozen Posts – Principal Planning Control Officer/Technical Support Assistant/Economic Development Manager	(69,950)
Leisure – Partnership & Development	Frozen Posts – Social inclusion and Art/Community Projects Officer	(49,050)
Finance & HR	Frozen Post – Trainee Accountant	(33,500)
Audit	Frozen Post – Audit Assistant	(11,600)
IT	Frozen Post – IT Support Officer	(12,680)
Environmental Health	Frozen Post – Technical Assistant	(27,440)
Environmental Health	Contingency – potential restructure costs	(30,780)
Various	Saving from lease cars relating to frozen posts	(9,870)
Leisure Services	Leisure Opening Times	(25,000)
Parks/Playing Fields & Open Spaces	Reduction in tree management works	(10,000)
Corporate & Democratic Core	Advertise Members Surgeries through other means	(9,000)
Various	Pay freeze for Chief Officers	(11,650)
Central Services	Administration Review	(39,000)
Central Budgets	New telephone contract	(2,700)
Corporate & Democratic Core	Special Responsibility and Basic Allowances	(6,530)
Streetscape	Amenity Cleaning Wages	(9,440)
Divisional Budgets	Savings within divisional budgets excluding salary costs	(41,730)
Corporate & Democratic Core	Reduction in corporate subscriptions for the LGA	(3,910)
Licensing Committee	Licensing Authority fee income	(1,500)
ACE/Housing	Public Health materials and books	(1,430)
Parks/Playing Fields & Open Spaces	Additional Grant for grass cutting from WCC	(19,830)
Finance and HR	Payroll saving – salary and software	(20,000)
Revenues and Benefits	Deletion of part time post (20hrs)	(13,000)
Refuse Collection	Refuse DSO – staff restructure	(27,670)
Streetscape	Reduction in kerbside recycling collection service (lower usage)	(20,000)
Postage	Change to TNT post	(11,340)
Recruitment	Amended advertising process	(25,000)
Streetscape	Rationalisation of green waste collection	(18,000)
	<b>TOTAL</b>	<b>(561,600)</b>

APPENDIX I

POSSIBLE BUDGET REDUCTIONS IDENTIFIED IN THE FINANCIAL STRATEGY

Proposal	Possible Range £000	Progress	Savings Approved £	Savings Not Approved £
Vacancies – freeze posts	100 – 200	All vacancies assessed by Management Team for possible ‘freezing’	204,220	9,610
Reduction in recruitment costs	20 – 40	Recruitment process streamlined, with greater use of web based advertising	25,000	-
Leisure Trust (80% of NDR)	0 – 60	Some preliminary work has begun	-	-
Opening hours – leisure facilities	0 – 50	Proposals presented to Community & Environment Board	25,000	10,000
Move shops out of HRA	50 – 70	Not yet started	-	-
Reduce tree management work	0 – 20	Review complete	10,000	-
Closure of OBH	0 – 30	Some staff moved into the Council House. Further work ongoing around flexible working for all staff	-	-
Reduction in car lease scheme	0 – 24	Some preliminary work has been undertaken	-	-
Recoup costs of drain unblocking service	0 – 20	Not yet started	-	-
Advertising planning issues via other means	0 – 9	Service have reviewed, but saving isn’t possible, due to a revised position on advertising nationally	-	-
Advertising members surgeries by other means	7 – 9	Review complete	9,000	-
Revenues & Benefits work with Coventry City Council	0 – 20	Revised arrangement in place	13,000	-
Balance of waste grant used to offset existing costs	11	Not yet reviewed	-	-

Savings required relating to PDG posts	50 – 100	Not yet started. Planning and Development Board have requested information on this area.	-	-
Council Tax – charging for 2 <sup>nd</sup> homes	0 – 18	Some preliminary work has been undertaken	-	-
<b>Total</b>	<b>238 - 681</b>		<b>286,220</b>	<b>19,610</b>

**APPENDIX I  
(cont)**

### OTHER POSSIBLE AREAS

Proposal	Progress	Savings Approved £	Savings Not Accepted £
Rationalisation of services	-Green waste collection – reduction in collection between January and March -Litter picking of trunk roads rationalised -Payroll service provided through WCC system	18,000 9,220 20,000	-
Income generation – fees and charges review	Review has started	-	-
Overtime budgets	Review has started	-	-
Procurement savings	-New telephone contract -Revised postal arrangements (TNT)	2,700 11,340	-
Treasury Management – externalising some / all of NWBC's borrowing requirement	Not yet started	-	-
Training provision	Reviewed	-	-
Review of earmarked reserves	Reviewed, and £312,000 transferred to General Fund capital reserve	-	-
<b>Total</b>		<b>61,260</b>	<b>-</b>



## Appendix 3

### SAVINGS INCLUDED in 2010/11 figures

<b>Savings Included within Service Budgets</b>		<b>£</b>
Development Control	Frozen Posts – Principal Planning Control Officer/Technical Support Assistant/Economic Development Manager	(69,950)
Leisure – Partnership & Development	Frozen Posts – Social inclusion and Art/Community Projects Officer	(49,050)
Finance & HR	Frozen Post – Trainee Accountant	(33,500)
Audit	Frozen Post – Audit Assistant	(11,600)
IT	Frozen Post – IT Support Officer	(12,680)
Environmental Health	Frozen Post – Technical Assistant	(27,440)
Environmental Health	Contingency – potential restructure costs	(30,780)
Various	Saving from lease cars relating to frozen posts	(9,870)
Leisure Services	Leisure Opening Times	(25,000)
Parks/Playing Fields & Open Spaces	Reduction in tree management works	(10,000)
Corporate & Democratic Core	Advertise Members Surgeries through other means	(9,000)
Various	Pay freeze for Chief Officers	(11,650)
Central Services	Administration Review	(39,000)
Central Budgets	New telephone contract	(2,700)
Corporate & Democratic Core	Special Responsibility and Basic Allowances	(6,530)
Streetscape	Amenity Cleaning Wages	(9,440)
Divisional Budgets	Savings within divisional budgets excluding salary costs	(41,730)
Corporate & Democratic Core	Reduction in corporate subscriptions for the LGA	(3,910)
Licensing Committee	Licensing Authority fee income	(1,500)
ACE/Housing	Public Health materials and books	(1,430)
Parks/Playing Fields & Open Spaces	Additional Grant for grass cutting from WCC	(19,830)
Finance and HR	Payroll saving – salary and software	(20,000)
Revenues and Benefits	Deletion of part time post (20hrs)	(13,000)
Refuse Collection	Refuse DSO – staff restructure	(27,670)
Streetscape	Reduction in kerbside recycling collection service (lower usage)	(20,000)
Postage	Change to TNT post	(11,340)
Recruitment	Amended advertising process	(25,000)
Streetscape	Rationalisation of green waste collection	(18,000)
	<b>TOTAL</b>	<b>(561,600)</b>

## APPENDIX 4

### GROWTH BIDS 2010/11

<b>Scheme</b>	<b>Recurring £</b>	<b>Ranking</b>
*Increase in Innage Park lease payments	10,000	20
Additional CAB Funding (C&E =1)	15,000	13
Occupational Health costs	10,000	12
Removal of Sun beds (C&E =1)	3,960	10
Litter bin replacement programme (C&E 3)	4,000	6
<b>TOTAL GROWTH BIDS 2010/11</b>	<b>42,960</b>	

\* Unavoidable

note. Community & Environment Board ranking shown in brackets

## EARMARKED RESERVES

Purpose of Reserve	Balance March 2010 £000
<b>Revenue Reserves</b>	
<b>Leasing</b> – Leases for a number of vehicles were only finalised after the vehicles were already in use. This meant that charges included within the revenue account in the first year of operation covered a different period to the actual leasing payment made. The difference was set-aside in this reserve, to cover the outstanding costs at the end of the lease, arising from the timing difference.	50
<b>Training</b> – These funds have been set aside to provide resources for one off training requirements in the future, for both staff and members.	43
<b>New Initiatives</b> – This reserve is to provide ‘pump priming ‘ for the initial costs that arise from new initiatives, which will ultimately reduce existing costs. Savings achieved will be used to repay the contribution from the Reserve, so that other services will have similar opportunities to implement new schemes.	172
<b>Planning Delivery Grant</b> – to cover timing variations in recruitment to posts under the Planning Delivery Grant. Also timing variations on planning capital schemes funded by Planning Delivery Grant.	199
<b>Contaminated Land</b> – To cover possible costs arising from as a result of contaminated land issues.	50
<b>Consultation</b> – There is increasing pressure to consult with residents of the Borough and service users. The requirement to consult varies from year to year and the reserve allows fluctuations between years to be managed, without affecting other revenue expenditure.	43
<b>VAT</b> – A contingency sum held in case the Council goes above its de minimis level, as this will mean that not all VAT can be reclaimed. The maintenance of this reserve has meant that provision is not needed in the annual revenue budget.	50
<b>Equipment Replacement</b> – These funds are earmarked for the future replacement of leisure equipment, environmental health equipment and the replacement of PC's.	120
<b>Economic Development</b> – To provide resources for economic development and regeneration, particularly where match funding is needed. This allows the council to apply for external funding, sometimes at short notice.	40
<b>Planned Work</b> - the Council has set priorities and initiatives where work is planned and may have been started, but has not yet been completed. Provision has been made from existing budgets to fund this work in future periods. This includes work on Grounds Maintenance, Recycling, Well Being, Public Realm, Activities 4 U, Environmental Issues, Car Park enforcement and Refuse Collection.	463
<b>Audit</b> – As the authority does not have the capacity in house to cover computer audit work, provision has been set aside to allow the employment of external auditors. In addition the reserve includes provision to cover current audit arrangements where payments are still outstanding.	15
<b>External Grants Received</b> – Resources received towards specific projects, such as homelessness, anti-fraud initiatives, North Arden Project, Wellness Matters, the crime and disorder strategy and the Falls Initiative, which will be spent in future years	270
<b>Frozen Posts</b> – As part of the financial strategy, posts have been frozen where possible when they have become vacant. Some funding has been set aside, in case some additional help is needed in these areas, to cover peaks in workload.	100

## EARMARKED RESERVES

Purpose of Reserve	Balance March 2010 £000
<b>Local Development Framework</b> – planning fees over an agreed base position have been set aside for future expenditure on the Local Development Framework	345
<b>Energy reserve</b> – A contingency sum held in case of increasing utility costs in the future.	71
<b>Benefits Compensation</b> - A contingency sum held to cover possible loss of grant following audit.	76
<b>Maintenance of Assets</b> – To cover future maintenance requirements on some council owned assets	123
<b>Insurance</b> – The Council took the decision to increase the excess levels on some of its policies, which resulted in a reduction in premiums. Some of this reduction was set aside, to cover the additional excess that would be charged to services, in the event of claims.	41
<b>HR</b> – This is held to cover specialist employment law advice that may be required from time to time.	50
<b>Other</b> – A number of other reserves are held to cover areas such as potential redundancy costs, additional pension costs, flexible working initiatives, emergency planning and procurement work.	280
<b>Capital Reserves</b>	
Funding has been set aside for refurbishment /replacement of specific assets. Some funding has also been set aside, towards whichever option is chosen to resolve the accommodation issue.	857

## COUNCIL WIDE - RISK ANALYSIS

	Likelihood	Provision
Additional in-year budget allocation	High	50,000
Income Generation – decrease in fees and charges of 5% (5% = approx £112k)	Medium	56,000
Pay award above budget provision (0.5%) (£48200 overall or £42,200 GF only)	Low	4,220
Lower vacancies than expected (provision for vacancies = £80k)	Medium	40,000
Investment Income – loss of cash flow (£2m @ 2% = £40k)	Medium	20,000
Investment Income – fall in interest rates (£6.0m @ 0.5% = £30k)	Medium	15,000
Impact of future legislation	Medium	50,000
Further Public Inquiries (potential £30k)	Medium	15,000
Housing Benefit – reduction in reimbursement (approx £17.03m @ 5%= £852k)	Low	85,200
Possibility of overspending the agreed budget by 1% (Gross Expend = £32.256m)	Low	32,260
Urgent work to Council buildings (£200k)	Medium	100,000
Risk of litigation/ Investigation costs	Low	50,000
Contaminated Land	Medium	30,000
Increasing cost of Recycling	Medium	50,000
Housing Benefit – Local Authority error & Overpayments (£270K)	Low	27,000
Increased cost of maintaining mechanical equipment	Medium	20,000
Agency Labour costs (£150k)	Medium	75,000
Additional Maintenance on Refuse Fleet	Medium	10,000
Additional costs on fuel and utilities	Medium	20,000
General Contingency		300,000
<b>Total</b>		<b>1,049,680</b>

## Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

## ALTERNATIVE SCENARIOS – GENERAL BALANCES

## Best Case

	2010/11 £000	2011/12 £000	2012/13 £000
<b>Estimated use of balances</b>	<b>29</b>	<b>344</b>	<b>366</b>
Reduced pay award of 0.5%	(48)	(48)	(48)
Additional staffing vacancies	(20)	(20)	(20)
Improvement in letting of industrial units	(25)	(30)	(35)
Additional income from services	(56)	(56)	(56)
Recovery of benefit overpayments better than anticipated	(27)	(27)	(27)
1% increase in investment rates	(30)	(27)	(30)
Improvement in cashflow	(10)	(20)	(30)
<b>Potential Use of/ (Cont to) Balances</b>	<b>(187)</b>	<b>116</b>	<b>120</b>
<b>Potential Balances at Year End</b>	<b>2,138</b>	<b>2,022</b>	<b>1,902</b>

## Worst Case

	2010/11 £000	2011/12 £000	2012/13 £000
<b>Estimated use of balances</b>	<b>29</b>	<b>344</b>	<b>366</b>
Increased pay award by 0.5%	48	48	48
Lower vacancies than expected	40	40	40
Additional 1% on pension contributions	-	82	83
Additional vacancies at industrial estates	25	30	35
Increase in fuel and utility costs	50	50	50
Further loss of income from services	56	56	56
Additional maintenance needed on Council Assets	100	100	100
Additional recycling take up, increasing costs	50	50	50
Increase in LA error on benefits, reducing the subsidy received	45	45	45
Recovery of benefit overpayments worse than anticipated	27	27	27
1% decrease in investment rates	30	27	30
Poorer cashflow	10	20	30
<b>Potential Use of/ (Cont to) Balances</b>	<b>510</b>	<b>919</b>	<b>960</b>
<b>Potential Balances at Year End</b>	<b>1,441</b>	<b>522</b>	<b>(438)</b>

# NORTH WARWICKSHIRE BOROUGH COUNCIL

Appendix 8

## COUNCIL TAX INCREASES

	Original 2009/10	2010/11	2010/11	2010/11	2010/11	2010/11	2010/11
Council Tax - Band D	204.48	207.55	208.57	209.59	210.61	211.64	208.49
Council Tax Increase		1.5%	2.0%	2.5%	3.0%	3.5%	4.0%

Council Tax Base	21,171.79	21,216.92	21,216.92	21,216.92	21,216.92	21,216.92	21,216.92
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<b>Net Expenditure</b>	<b>10,108</b>	<b>9,922</b>	<b>9,922</b>	<b>9,922</b>	<b>9,922</b>	<b>9,922</b>	<b>9,922</b>
External Funding	(5,363)	(5,437)	(5,437)	(5,437)	(5,437)	(5,437)	(5,437)
Collection Fund (Surplus)/Deficit	(40)	(53)	(53)	(53)	(53)	(53)	(53)
Council Tax	(4,329)	(4,403)	(4,425)	(4,447)	(4,468)	(4,490)	(4,512)
<b>Use of Balances</b>	<b>376</b>	<b>29</b>	<b>7</b>	<b>(15)</b>	<b>(36)</b>	<b>(58)</b>	<b>(80)</b>

Balances 1 April 2010		1,951	1,951	1,951	1,951	1,951	1,951
Use of Balances		(29)	(7)	15	36	58	80
Balances 1 April 2011		1,922	1,944	1,966	1,987	2,009	2,031
Use of Balances		(343)	(321)	(299)	(277)	(255)	(232)
Balances 1 April 2012		1,579	1,623	1,667	1,710	1,754	1,799
Use of Balances		(366)	(343)	(321)	(298)	(276)	(253)
Balances 1 April 2013		1,213	1,280	1,346	1,412	1,478	1,546

## COUNCIL MEETING – 24 FEBRUARY 2010

General Fund Revenue Estimates 2010/11 and  
Setting the Council Tax 2010/11

## Item – Executive Board

## RECOMMENDATION

- a That growth items totalling £ xxx,xxx for 2010/11 be approved (Appendix 4);
- b That the savings reduction in 2010/11 of £561,600 be approved;
- c That the revised revenue estimate for the year 2009/10 and the revenue estimate for 2010/11 be approved (Appendix xx)
- d That the preferred Council Tax option for 2010/11 be a xx % increase on Band D;
- e That the Director of Resources comments on the minimum acceptable level of general reserves be noted;
- f That the manpower estimate for the year 2010/11 be approved (Appendix 10).
- g1 That it be noted that in January 2010, the Council calculated the following amounts for the year 2009/10, in accordance with regulations made under Section 33(5) of the Local Government Act 1992:-
  - a £21,216.92 being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities' (Calculation of Council Tax Base) Regulations 1992, as its Council Tax base for the year.
  - b The figures shown in Column B of Appendix xx, being the amounts calculated by the Council in accordance with regulation 6 of the Regulations, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.
- g2 That the following amounts be calculated by the Council for the year 2010/11, in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-
  - a £ xxxxxxxxx being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act.
  - b £xxxxxxx being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act.
  - c £ xxxxxxxxx being the amount by which the aggregate at g2a above exceeds the aggregate of g2b above, calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year.
  - d £5,489,811 being the aggregate of the following sub-clauses:-
    - i £4,747,439 being the sum which the Council estimates will be payable for the year into its General Fund in respect of redistributed Non-Domestic Rates;



- ii £689,372 being the sum which the Council estimates will be payable for the year into its General Fund in respect of Revenue Support Grant; and
  - iii £53,000 being the amount of the sums which the Council estimates will be transferred in the year from the Collection Fund from its General Fund, in accordance with Sections 97(4), 97(3), 98(4) and 98(5) of the Local Government Finance Act, 1988 and any amounts pursuant to the direction under the sub-section which is contained in the Collection Fund (Council Tax Benefit)(England) Direction 1999.
- e £ xxxxxxx being the amount at g2c above, less the aggregate amount at g2d above, all divided by the amount at e1a above, calculated in accordance with Section 22(1) of the Act, as the basic amount of its Council Tax for the year.
- f £ xxxxxxx being the aggregate amount of all the special items referred to in Section 34(1) of the Act, shown in column A of Appendix xx.
- g £xxxxxxx being the amount of g2e above, less the result given by dividing the amount at g2f above by the amount at g1a above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- h The basic amounts of its Council Tax for dwellings in those parts of its area to which one or more special items relate, calculated by the Council in accordance with Section 34(3) of the Act, shall be the amounts shown in column C of Appendix xx (being the amounts of the special item or items relating to dwellings in those parts of the Council's area) plus the amount in g2g above.
- i The amounts shown in Appendix xx given by multiplying the amounts at g2g or g2h above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in the proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

**g3 That it be noted that for the year 2010/11 Warwickshire County Council and Warwickshire Police Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-**

Precepting Authority	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Warwickshire CC								
Warwickshire Police Auth.								

g4 That having calculated the aggregate in each case of the amounts g2i and g3 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2010/11 for each of the categories of dwellings shown in Appendix ?.

## **Explanation of Clauses within the Tax Setting Resolution**

### Calculation of Council Tax Base

(Paragraph e1a and b)

- 1 The Council has calculated the amount of £21,216.92 as its Council Tax base for 2010/11, together with a schedule, setting out the Council Tax base for each parish within the Authority's area, which is shown attached in column B of Appendix xx.

### Budget Requirement

(Paragraph e2a, b and c)

- 2 It is necessary to state the amount required in respect of expenditure which is known as the budget requirement of the Authority. This figure also includes the total amount of parish precepts for the area. Appendix xx details each element shown in the sub-clauses, together with the original revenue estimates for the year 2010/11.

### Amount to be Paid into the General Fund

(Paragraph e2d)

- 3 The figures shown here are the amounts of grants from Central Government in respect of National Non-Domestic Rates and Revenue Support Grant, adjusted by any surplus or deficit in respect of:
  - i The Council Tax Collection Fund : Any surplus or deficit is shared between Warwickshire County Council, Warwickshire Police Authority and North Warwickshire Borough Council. The estimate is calculated as at 17 January or the next working day and for 2010/11 it has been estimated that a surplus of £333,900 would be achieved and therefore Warwickshire County Council would receive £243,890, Warwickshire Police Authority would receive £37,010 and North Warwickshire Borough Council would receive £53,000.

### Calculation of Council Tax Amount

(Paragraph e2e)

- 4 The Billing Authority is required to show the Council Tax Band D amount based on the total budget requirement (including the parish precepts).

### Parish Precepts

(Paragraph e2f)

- 5 The amount shown is the total amount of parish precepts.

### Calculation of Council Tax Amount (Non-Parish Areas)

(Paragraph e2g)

- 6 The Billing Authority is required to show the Band D amount for the Billing Authority only and this is achieved by deducting the parish precept from the budget requirement and dividing the result by the total tax base.

### Setting the Council Tax Amount for each Parish

(Paragraph e2h)

- 7 The Billing Authority is required to calculate and set the Band D amount for each parish and these are shown in column C of Appendix D attached to the report.

Setting the Billing Authority's and Parish Council's Council Tax for each Band  
(Paragraph e2i)

- 8 The legislation states that the amount in respect of each Band for both the district and parish should be resolved. These figures are given in Appendix xx.

Warwickshire County Council and Warwickshire Police Authority Council Tax Amounts  
(Paragraph e3)

- 9 The resolution is required to recognise that the County Council and Police Authority have set charges and issued precepts for the area and these are shown as charges for each Band.

Setting the Council Tax Amounts for the Whole Area

- 10 The final part of the resolution is the Authority declaring the Council Tax for each part of its area and the figures by band and Parish are illustrated within Appendix xx.

**MANPOWER BUDGET**

The Board estimates contain the effect of the following changes in employee numbers.

	<b>2009/10 Estimate (original) FTE</b>	<b>2010/11 Estimate FTE</b>
Monthly Paid	<b>367</b>	<b>359</b>
<b>Total</b>	<b>367</b>	<b>359</b>

## **Agenda Item No 13**

### **Executive Board**

**8 February 2010**

#### **Report of the Chief Executive and the Director of Resources**

#### **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – December 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 period April 2009 to December 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 third 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 appropriate reporting frequency. All the indicators to be reported on a quarterly basis relevant to this Board are shown in Appendices A and B.

...

- 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 period April to December 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 December 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 3 Number	Quarter 3 Percentage
Red	0	0%
Amber	4	12%
Green	28	88%
Total	32	100%

##### **Performance Indicators**

Status	Quarter 3 Number	Quarter 3 Percentage
Red	0	0%
Amber	1	11%
Green	8	89%
Total	9	100%

#### 5 **Conclusion**

- 5.1 The progress report shows that 88% of the Corporate Plan targets and 89% 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 this 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 February 2010.	Green	
5	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 considered by Assistant Directors Group. Equality Group set up internally to help make progress across all divisions. Self assessment for developing and achieving levels being prepared. Consultation with divisions underway to inform the overall self assessment.	Green	
6	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 ongoing 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 identified actions necessary to achieve the Narrowing the Gap agenda. A countywide multi agency bid proposal made to secure LPSA2 funding in September is awaiting ratification having successfully been provisionally awarded funding approval of £768,000 for two years to enable CAB, Credit Union and Welfare Rights activity to continue. Further bids have also been made for Area Forum funding and to the DWP to develop an area of work where the Council is leading the way both countywide and in areas, nationally.	Green	
13	Apr-09	Taking any actions agreed as the result of reports to Members during the year	Resources Board/Executive Board	DR/AD (H)	Assistant Director Housing	Housing		This is concerned with Extra Care provision. Much close working is being undertaken with the County Council. We are working towards a new build scheme and still exploring the possibility of a virtual extra care scheme.	Green	







## Corporate Plan


Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
18	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	↔
22	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	↔
23	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	↔
24	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	↔
25	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	↔
26	Apr-09	Completing a Landscape Character Appraisal by Summer 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Tenders / quotes have been received and appointment has been made.	Green	↑
27	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, Panel Report just been published.	Green	↔
28	Apr-09	Continuing with this policy	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	↔
29	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 delayed until Government publishes final advice and detail.	Amber	↔
33	Apr-09	Continuing engagement with farmers via the Rural hub	Executive Board	ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	↔
35	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	↔
36	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		Draft guidance published on the use of Community Infrastructure Levy. Work being carried out at sub-regional level to inform process. SPD still on hold.	Green	↔

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
39	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 if the Core Strategy so that we have identified sites to work with.	Amber	↔
40	Apr-09	To use the Design Champion in accordance with the agreed role	Executive Board	DCE	Head of Development Control			Completed.	Green	↔
66	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		Partnership Plan streamlined to reflect the local actions rather the county wide actions. Crime levels continue on a downward trend. The December position shows majority green status except for small variation in most serious violent crime, vehicle interference, and drug offences. Some spikes in violent crime and domestic burglary occurred in November. Operations put in place to prevent further burglaries. Violent crime incidents all individual with no identifiable pattern emerging. Investigations in hand. December position improved on majority of crime types.	Green	↑
68	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. During the first 3 quarters 116 referrals have been received. A total of 30 service users have received support in this period. Service has contacted previous referring agencies to refresh awareness and contacts. Drop in available within one stop shop. Demand for service is increasing and provision increased to 20 hours per week in place from November.	Green	↑

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
69	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. Referral process being monitored to ensure this is working appropriately. Referrals being made which should result in an increase in take up.	Amber	↔
70	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 in the current year.	Green	↔
71	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	↔
72	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	↔
73	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	↔
76	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 have now being considered alongside the original brief. Reports have been to Special Sub for updates and a presentation on the full range of options including a thorough financial appraisal and risk assessment of each option was held for all Members in November 2009. Following that seminar, further information is being sought including implications of working with Partners, flexible working arrangements and final report on the market testing of existing sites.	Green	↑
78	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		The action plan from the 2008/09 VFM Strategy was completed and a new action plan was agreed in June 2009. VFM reviews progressing but some slippage.	Amber	↔

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
81	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 partnership governance model has been adopted by the Public Service Board in November. A new sustainable community strategy for North Warwickshire has been prepared which will focus on the priorities for narrowing the gaps including raising education attainment levels, health and access to services. Final draft adopted by the North Warwickshire Community Partnership in December.	Green	
82	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 were presented to August LALG meeting, discussions are ongoing.	Green	
83	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, Streetscape, Chief Execs, Housing, Human Resources and Leisure & Community Development. Other areas plans being prepared. Template for the Business Continuity Plan set up which will be populated with the divisional plans.	Green	
84	Apr-09	Carrying out a programme of Emergency Plan Exercise and training, including Member training	Special Sub	CE	Policy Support Manager	Resources		Awareness raising session for staff named in MEP delivered 27.10.09. Emergency Centre role based training delivered 07.12.09. Major exercise planned and further training package for named officers prepared. Call out exercise also arranged. Recent preparations for swine flu is helping to test arrangements in place.	Green	

Corporate Plan

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Traffic Light	Direction
85	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 legislation is reviewed by the Solicitor to the Council and reported to Management Team and Board where necessary. A recent briefing has been done on the Local Democracy, Economic Development and Construction Act 2009 and will reported to the next Executive Board.	Green	

Performance Indicators

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
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			2.00	Amber	↔	New Equality Framework for Local Government established April 09. Evidence for making progress against the framework being worked up. Equality Forum established internally to help make progress and raise awareness across all divisions.	Q	Executive Board
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	↑	Racist incidents reporting is available online and through the OSS. The forthcoming Equality Bill introduces a requirement to combine all equality plans into a single scheme which is currently being drafted. A programme of Inter Faith training is continuing to raise employees awareness of the different faiths found in the Borough. EIA's continue to be carried out to identify how we can improve our services to BME people. Peoples panel is being updated to ensure BME representation. Equality and Diversity Training still being carried out for new employees. Migrant Workers project established to improve Community Liaison offer translation services across. Gypsy & Traveller multi agency forum has been established with two meetings held to discuss issues between the settled and travelling community at Alvecote and how positive relationships can be developed	Q	Executive Board
BVPI 126	Domestic burglaries per 1,000 households, and percentage detected :	Chief Executive	Policy Support	9.88	9.65			6.23	Green	↓	162 domestic burglaries to date end of December. 15% projected reduction against target. A spike in domestic burglaries occurred in November and December. Police responses put in place.	Q	Executive Board

Performance Indicators

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
BVPI 127	Violent crime per year, 1,000 population in the Local Authority area. :	Chief Executive	Policy Support	10.48	8.65			5.90	Green	↑	367 violent crimes to date end of December. 26% projected reduction against target. 6 crimes of most serious violent crime occurred in November. No identifiable pattern to the crimes as they were all individual and all have been subject to arrests. December levels reduced to 32 overall.	Q	Executive Board
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			7.89	Green	↔	491 vehicle crimes to date end of December. 12% projected reduction against target.	Q	Executive Board
BVPI 174	The number of racial incidents recorded by the authority per 100,000 population. :	Chief Executive	Policy Support	0	1.60			0	Green	↔	Morin Duntoye, Community Case Worker WREP, attends a monthly outreach service (First Tuesday in the Month other times by Appt) in the One Stop Shop Incidents can be recorded through the Web in the OSS or via the contact centre	Q	Executive Board
BVPI 175	The percentage of racial incidents that resulted in further action. :	Chief Executive	Policy Support	100%	1.00%			0	Green	↔		Q	Executive Board
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
NI 188	Adapting to climate change	Chief Executive	Policy Support	1	0 base level			0	Green	↑	Climate Change action plan has been reviewed and updated. Local measures being put in place and liason with partners at a county level taking place.	Q	Executive Board

## **Agenda Item No 14**

### **Executive Board**

**8 February 2010**

#### **Report of the Assistant Director (Leisure and Community Development)**

#### **Revised Child Protection Policy**

### **1 Summary**

- 1.1 At its meeting held in September 2003, the Board adopted the Borough Council's first Child Protection Policy. Further to the outcomes drawn from a number of high profile national inquiries, this report presents a revised and updated Child Protection Policy for the Board's consideration.

#### **Recommendation to the Council**

**That the revised Child Protection Policy, attached at Appendix 1, be adopted and implemented with immediate effect.**

### **2 Consultation**

#### **2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members**

- 2.1.1 The Portfolio and Shadow Portfolio Holders for Safer Communities, Health, Well-being and Leisure, Community Life and Resources have all had the opportunity to comment on the content of this report.

### **3 Introduction and Background**

- 3.1 On 29 September 2003, the Executive Board adopted the Borough Council's first Child Protection Policy. The Authority provides a wide range of services to the local community, many of which involve Borough Council employees working with children and young people. In so doing, members of the public have the right to expect high standards of conduct, integrity and service provision from the Council. Accordingly, the Authority recognises that in the provision of its services, it has both a moral and legal obligation to ensure that it provides both service users, including children and young people, and its staff with the highest possible standards of care. The implementation of the Child Protection Policy, along with the associated training for relevant staff, ensured that the Council fulfilled its obligations in this regard.
- 3.2 In the provision of its services to children and young people, the Council has adopted and implemented many processes and procedures to ensure that all members of the public have an enjoyable and safe experience. These procedures include risk management and risk assessment, as well as the training and development of relevant staff.



- 3.3 Additionally, since the creation of the Criminal Records Bureau (CRB), the Borough Council has routinely undertaken criminal record checks of applicants applying for positions that involve work with vulnerable people, including children and young people, as part of the recruitment process. Those staff in post before the introduction of the CRB have also consented to, and undertaken, a criminal record check.
- 3.4 It has, however, been necessary for the Council to recognise that “abuse” in its various forms can occur within many situations, including the home, school, work and in voluntary, community and other organisations. It is known that certain individuals will actively seek employment or voluntary work with children and young people in order to harm them. All organisations providing services for children and young people have a role to play in safeguarding the health and welfare of those people in their care.

## 4 Policy Development

- 4.1 The original Child Protection Policy was developed on the basis of guidelines set out by the Warwickshire Area Child Protection Committee (WACPC) and the County Council’s Social Services Children’s Team, with both of which there was full consultation. In revising and updating the Policy, due account has been taken of DCFS guidance and of advice received from the Warwickshire Safeguarding Children Board (WSCB), the statutory body which has replaced the WACPC, and of which the Borough Council is a member. Much of this advice and guidance has been issued further to high profile cases involving the abuse and subsequent deaths of children and young people. Lord Laming made 108 detailed recommendations further to the death of Victoria Climbié. A review relating to the implementation of these recommendations has been undertaken further to the death of Baby P in the London Borough of Haringey, consequent to which a detailed action plan has been developed and changes are taking place, including the separation of the Warwickshire Safeguarding Children Board from The Children’s Trust and the development of ContactPoint – a national contacts list for people who work with children and young people that will provide agencies with a quick way to find out who is working with the same child, making it easier to develop appropriately co-ordinated support programmes. Further legislation has also been enacted as a result of the Bichard Inquiry, which was commissioned following the murder of schoolgirls Jessica Chapman and Holly Wells in 2002. Child protection, therefore, is rightly seen as an issue of fundamental importance to national and local government, including the Borough Council, and a wide variety of other agencies. Given the foregoing, the need for a review of the original Child Protection Policy was quickly identified.
- 4.2 The framework of the updated Policy covers those aspects of child protection identified as being of most significance by the WSCB. They include:
- Introduction and Policy Statement (including Champions and contacts)
  - Recognising Abuse
  - Making a Child Protection Referral
  - Low Level Concerns\*
  - Guidelines for Managers - Recruitment and Training
  - Allegations against Staff

\* The section on Low Level Concerns has been well received by Common Assessment Framework (CAF) Managers, who welcome its inclusion in the document to ensure that the importance of early and low level intervention is recognised in the “prevention” agenda.

- 4.3 Whilst a considerable volume of direct Council activity for children and young people is undertaken within the Leisure and Community Development Division, the Policy recognises the important role other service areas have in protecting children and young people. Staff, for example, who undertake home visits in the normal course of their duties need to be able to recognise potential indicators of abuse and know what to do if they have any concerns.
- 4.4 Consideration has also been given to the need to protect children and young people potentially affected by:
- Activities undertaken in partnership with outside organisations
  - Activities provided by organisations in receipt of financial or other support from the Borough Council
  - Activities provided by outside organisations, but offered within Borough Council premises
- 4.5 In these cases, advice and support will be offered to the organisations in question, in order that they can develop and implement child protection policies that are compatible with those of the Borough Council.
- 4.6 The position with regard to contracting services, individuals or organisations to work on behalf of the Borough Council has remained the same, in that, where appropriate organisations will be required to have their own Child Protection Policy or accept and apply the standards of care within the Authority’s Policy, relevant personnel will be required to hold CRB checks and risk assessments will need to be up-to-date. The Borough Council’s Procurement Team is currently reviewing the process by which contractors are engaged, and this will include reference to relevant child protection measures.

## 5 **Policy Revision**

- 5.1 To ensure that the Council Policy develops in line with best practice, the revised Policy now identifies a “Named Senior Officer” (Simon Powell, Assistant Director (Leisure and Community Development) and “Champion” (Portfolio Holder for Community Life, Councillor Lorraine Freer).
- 5.2 The Named Senior Officer (NSO) has responsibility for championing, safeguarding and promoting the welfare of children. The NSO must be informed of all incidents of concern, whether these are reported to WCC Children Services or not. Additionally, the NSO must be informed of all allegations against Council employees and, in this incidence, will offer advice and guidance. The Safeguarding Champion’s role is to assist with ensuring that elected members are aware of the Council’s safeguarding responsibilities.
- 5.3 Additionally, “Nominated Divisional Officers” have been identified at Assistant Director or Head of Service level. It is the Nominated Divisional Officer who should be contacted by staff should they have a child protection concern. The Officer will ensure that correct procedures are then followed in the reporting and recording of any child protection concern.

- 5.4 Based on national guidance, a variety of minor amendments have been made to the Policy, but most significantly there are now sections dealing with Child Victims of Trafficking and Female Genital Mutilation
- 5.5 Amendments have also been made to the section on “Making a Child Protection Referral”, most notably the provision to question, but not interrogate, a child who discloses “relevant information”. The form to be used for reporting and confirming a referral is the one now recommended by the WSCB.
- 5.6 As previously identified, a whole new section has been included on “Low Level Concerns”. This section provides details relating to the Common Assessment Framework, a procedure that allows officers to report concerns that, although not a child protection issue, may prevent a child from reaching his or her full potential according to the five “Every Child Matters” outcomes of:
- Being healthy
  - Staying safe
  - Enjoying and achieving
  - Making a positive contribution
  - Achieving economic well-being

This is a voluntary process that is entered into with the agreement of the parent/ guardian of the child.

- 5.7 The section on recruitment and training has been amended to include provision for all staff who come into contact with children and young people as part of their duties and not just those staff who work directly with these potentially vulnerable people.
- 5.8 Currently, there is no change to the Borough Council’s safe recruitment practices. Changes will become necessary, however, upon the full introduction and implementation of a new Independent Safeguarding Authority (ISA) registration system. At this time, all people wanting to work with children and young people will have to undertake and hold their own ISA registration, which they will carry with them for life and which is held under constant review. Anyone wishing to work regularly with children and young people will be required to register with the ISA, whether they undertake voluntary or paid work. The implementation of ISA will be the subject of a future Board report.
- 5.9 The final, but significant, revision includes a whole new section on “Managing Allegations against Staff”. Recent guidance has been incorporated into the WSCB guidance document (“The Blue Book”). Any allegation made against a member of Borough Council staff should be reported to the Named Senior Officer, the Assistant Director (Leisure and Community Development), who will provide advice to the officers dealing with the allegation and liaison (between the officers, Human Resources, WCC’s Designated Officer and, if necessary, WCC Children Services and the Police). The AD (L&CD) will also monitor the progress of all such cases.

## 6 **Conclusion**

- 6.1 There have been several high profile cases over the last few years that have highlighted the need to ensure that the Child Protection Policy is up-to-date and embedded within the organisation. Staff must be appropriately trained and informed so that they undertake appropriate action to ensure the safety and welfare of children and young people. The implementation of the revised Policy will involve training

significantly more staff than previously and ensuring that they are aware of their responsibilities in relation to protecting children and young people. Members also need to be aware of both their responsibility and that of the Borough Council.

- 6.2 To implement the revised Policy, a briefing session will be held with all relevant officers to ensure that they are appropriately informed of their responsibilities. Where necessary, members, senior officers and staff will be required to attend Warwickshire Safeguarding Children Board approved training sessions. All relevant staff will need to attend approved training sessions once every three years. Staff will also be provided with a copy of the Borough Council's Child Protection Policy "Quick Guide", which provides accessible information of relevance to child protection procedures and processes.
- 6.3 The adoption and, most importantly, the implementation of the revised Policy will ensure that Borough Council Members and officers are doing all that they can to protect the children and young people with whom they work or come into contact in the course of their duties.

## **7 Report Implications**

### **7.1 Finance and Value for Money Implications**

- 7.1.1 There is no financial implication arising directly from this report. Budgetary provision already exists to support the training and CRB checks to which the revised Policy refers.

### **7.2 Safer Communities Implications**

- 7.2.1 The protection of children and young people from all forms of abuse, and the safeguarding of those Borough Council employees who work with children and young people, are the primary aims of the revised Child Protection Policy.

### **7.3 Legal and Human Rights Implications**

- 7.3.1 The draft Child Protection Policy seeks to ensure that the Council takes all reasonable steps to protect children and young people from harm, discrimination or degrading treatment, whilst respecting their rights, wishes and feelings and those of the staff who work with them. It also ensures that the Council is taking appropriate action in line with its duties as a statutory partner on Warwickshire Safeguarding Children Board.

### **7.4 Human Resources Implications**

- 7.4.1 The revised Policy seeks to protect all staff that work with children and young people. These staff will be required to undertake CRB checks prior to their formal appointment. Staff will soon be expected to be registered with the Independent Safeguarding Authority (ISA), which will be the subject of a future report to the Resources Board. Staff will be required to be appropriately trained in child protection matters, including those members of staff that come in to contact with children and young people as part of their duties but who may not be directly involved in the provision of a service to them.

## 7.5 Risk Management Implications

7.5.1 The risks associated with this report have previously been identified within the context provided by the corporate Strategic Risk Management process.

## 7.6 Equalities Implications

7.6.1 An Equalities and Impact Needs Assessment is attached to this report.

## 7.8 Links to Council's Priorities

7.8.1 The adoption of the Child Protection Policy has positive and direct links to the corporate priorities to "enhance community involvement and access to services", "work with our partners to tackle crime, the fear of crime and anti-social behaviour" and "make best use of our resources through achieving a balanced budget and developing our workforce".

The Contact Officer for this report is Jaki Douglas (719492).

### 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	WSCB	Blue Book	2005
2	Department for Education and Skills	The Role of District Councils in Improving Outcomes for Children	2005
3	DCSF	Review of implementation of guidance on handling allegations of abuse against those who work with children or young people	2009
4	DCSF	Handling Allegations of Abuse made against Adults who Work with Children and Young people - PRACTICE GUIDANCE	2009

### Equality Impact Assessment Summary Sheet

Please complete the following table summarised from the equality impact assessment form. This should be completed and attached to relevant Board reports.

Name of Policy Procedure/Service	Child Protection Policy
Officer Responsible for assessment	Jaki Douglas

Does this policy /procedure /service have any differential impact on the following equality groups /people

- (a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:
- (b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

Equality Group	Positive impact	Negative impact	Reasons/Comments
<b>Racial</b>			
<b>Gender</b>			
<b>Disabled people</b>			
<b>Gay, Lesbian and Bisexual people</b>			
<b>Older/Younger people</b>	Y		The Policy is designed to ensure that children and young people are correctly safeguarded.
<b>Religion and Beliefs</b>			
<b>People having dependents caring responsibilities</b>			
<b>People having an offending past</b>			
<b>Transgender people</b>			

If you have answered **No** to any of the above please give your reasons below

Please indicate if you believe that this document should proceed to further Impact assessment  
Needs no further action

**NORTH WARWICKSHIRE  
BOROUGH COUNCIL  
Centre or Service**

**Leisure and Community Development Division**

**Cost**

Corporate Plan Theme – Staff Care and Workforce Development, Quality Service Provision, Crime and Disorder

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
PD1	<b>Child Abuse – NWBC Moral and Legal Implications</b>	Death/injury of public Bad publicity Prosecution of staff Staff suspension Loss of trust from public in Council services for YP Loss of trust from Partner Agencies Potential loss of service and income Financial Loss from Insurance Claim	3	5	15	AD(LCD)  and  PDM	CRB Checks of staff  Staff training regarding spotting signs and how to deal with potential child abuse  Staff training – awareness to protect themselves from allegation  Following Child Protection Policy (CPP), e.g.: Recognising Abuse, Making a Child Protection Referral, Session Guidelines for Managers and Recruitment and Training Guidelines.  Insurance Cover  Sharing of Information Protocol (2004/05)  Organisations requesting grant aid which work with young people are required to have an appropriate CPP	2	5	10
<b>Risk Ref</b>	<b>Options for additional / replacement control procedure</b>						<b>Cost Resources</b>	<b>Probability (5 = high, 1 = low)</b>	<b>Severity (5 = high, 1 = low)</b>	<b>Net Risk Rating</b>
	Policy updated – due for adoption Executive Board 8 February  All staff working with young people to be ISA registered when service is made available in 2010						? (Human Resources to manage)			

**Completed By: J Douglas**

**Updated : 18 December 2009 (last moderated 28 April 06)**



# CHILD PROTECTION POLICY

Keeping children safe is everyone's responsibility

*draft*

**Adopted January 2010  
Review date: January 2013**



North Warwickshire  
Borough Council



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# 1 INTRODUCTION

In producing this Policy, North Warwickshire Borough Council recognises that it has both a moral and legal obligation to ensure that when staff are given responsibility for children, they should provide them with the highest possible standard of care. This Policy has been developed on the basis of guidelines set out by the Warwickshire Safeguarding Children Board and Warwickshire County Council's Children Services

Abuse can occur within many situations including the home, school and all forms of clubs and societies. It is known that some individuals will actively seek employment or voluntary work with children in order to harm them. Everyone providing services for children, whether paid or voluntary, has a role to play in safeguarding the welfare of children and preventing their abuse.

## 1.1 Policy Statement:

**'As a provider of public services it is North Warwickshire Borough Council's responsibility to ensure that it as an organisation, and the individuals within the organisation, take all reasonable steps to protect children using Council services from harm, discrimination or degrading treatment and respecting their rights, wishes and feelings.'**

This can be achieved by:

- 1 Offering safeguards, as outlined in this document, to the children with whom we work.
- 2 Ensuring that members of staff, volunteers and members of organisations using NWBC facilities or contracted to undertake work on behalf of NWBC are appropriately:
  - checked for their suitability to work with children, and
  - trained in child protection procedures.

## 1.2 Named Senior Officer and Safeguarding Champion

North Warwickshire Borough Council is a members for the Warwickshire Safeguarding Children Board and as such has a Named Senior Officer who has *overall* responsibility for:

- ensuring that the organisation operates procedures for dealing with allegations in accordance with the guidance in Appendix 5 of *Working Together*,
- resolving any inter-agency issues; and,
- liaison with the WSCB on the subject.

### **Named Senior Officer – Officer Lead for Child Protection and Allegations**

Assistant Director (Leisure and Community Development)

In recognising the importance of protecting children and young people, North Warwickshire Borough Council has a nominated 'Safeguarding Champion'.

### **Safeguarding Champion – Member Lead**

Community Life Portfolio Holder

### **Safeguarding Contacts - Nominated Division Officers**

Assistant Director / Head of Service

## 2 RECOGNISING ABUSE

### 2.1 Being Alert to Children's Welfare

Everybody who works with children, or works with parents and other adults in contact with children should be able to recognise, and know how to act upon, indicators that a child's welfare or safety may be at risk. The abuse or harm to children may occur from:

- parents;
- others who have parental responsibility;
- adults who are in a position of trust or who are temporarily entrusted with their care;
- people who, though not having parental responsibility, are known within a wider circle of the family or neighbourhood;
- a complete stranger;
- other children;

It must also be recognised that abuse or harm occurs as much from omissions and lack of protection as from commission of acts of abuse. Effective measures to safeguard children should not be seen in isolation from the wider range of support and services available to meet the needs of children and families:

- Many of the families who become the subject of child protection concerns suffer from multiple disadvantages. Providing services and support to children and families under stress may strengthen the capacity of parents to respond to the needs of their children before problems develop into abuse. It is worthy of note, however, that Child Protection permeates all classes of society;
- Child protection enquiries may reveal significant unmet needs for support and services among children and families. These should always be explicitly considered, even where concerns are not substantiated about significant harm to a child;
- If child protection processes are to result in improved outcomes for children, then effective plans for safeguarding children and promoting their welfare should be based on a wide-ranging assessment of the needs of the child and their family circumstances;
- All work with children and families should retain a clear focus on the welfare of the child. Just as child protection processes should always consider the wider needs of the child and family, so broad-based family support services should always be alert to, and know how to respond quickly and decisively to, potential indicators of abuse and neglect.

### 2.2 Assessing Children in Need

The Department of Health *Framework for the Assessment of Children in Need and their Families* provides a systematic basis for collecting and analysing information to support professional judgements about how to help children and families in the best interests of the child.

The framework is to be used for the assessment of all children in need including those where there are concerns that a child may be suffering significant harm. The definition for Children in Need used in Warwickshire identifies a range of circumstances in which children may be deemed in need if their health or development would be impaired without provision of service.

### 2.3 Background Factors Influencing the Vulnerability of Children

Many families under great stress nonetheless manage to bring up their children in a warm, loving and supportive environment in which the children's needs are met and they are safe from harm. Sources of stress within families may, however, have a negative impact on a child's health, development and well

being, either directly, or because they affect the capacity of parents to respond to their child's needs. Research tells us that such sources of stress may include the following.

### **Social Exclusion**

Many of the families who seek help for their children, or about whom others raise concerns about a child's welfare, are multiply disadvantaged. Many lack a wage earner. Poverty may mean that children live in crowded or unsuitable accommodation, have poor diets, health problems, be vulnerable to accidents, and lack ready access to good educational and leisure opportunities. Racism and racial harassment are additional sources of stress for some families and children.

### **Domestic Violence**

Everyone working with women and children should be alert to the frequent inter-relationship between domestic violence and the abuse and neglect of children. Prolonged and /or regular exposure to domestic violence can have a serious impact on a child's development and emotional well-being, despite the best efforts of the victim parent to protect the child. Domestic violence has an impact in a number of ways. It can pose a threat to an unborn child because assaults on pregnant women frequently involve punches or kicks directed at the abdomen, risking injury both to mother and foetus. Older children may also suffer blows during episodes of violence.

Children may be greatly distressed by witnessing the physical and emotional suffering of a parent. Both the physical assaults and psychological abuse suffered by adult victims who experience domestic violence can have a negative impact on their ability to look after their children.

Children who are experiencing domestic violence and/or conflict may benefit from a range of support and services, and some may need safeguarding from harm. Domestic violence and/or conflict is not in itself a definition of abuse but, as outlined above, children living in circumstances where this is a feature may be at risk and in need of child protection services.

### **Mental Ill Health**

Mental ill health in a parent or carer does not necessarily have an adverse impact on a child, but it is essential always to assess its implications for any children in the family. Parental illness may markedly restrict children's social and recreational activities. Where a parent is suffering from a mental or physical illness, children may have caring responsibilities placed upon them inappropriate to their years. If they are depressed, parents may neglect their own and their children's physical and emotional needs. In some circumstances, some forms of mental illness may blunt parents' emotions and feelings, or cause them to behave towards their children in bizarre or violent ways. Children most at risk of significant harm are those involved in parental delusions, and children who become targets for parental aggression or rejection, or who are neglected as a result of the parent's illness. In addition, post natal depression can also be linked to both behavioural and psychological problems in the infants of such mothers.

### **Drug and Alcohol Misuse**

As with mental ill health, it is important not to generalise, or make assumptions about the impact on a child of parental drug and alcohol misuse. It is, however, important that the implications for the child are properly assessed. Maternal substance misuse in pregnancy may impair the development of an unborn child. Some substance misuse may give rise to behaviour that put children at risk of injury, psychological distress or neglect. Children are particularly vulnerable when parents/carers are withdrawing from drugs. The risk is also greater where there is a dual diagnosis of mental health problems and substance misuse. Children may be at risk of physical harm if drugs and equipment are not kept safely out of reach.

### **Parental Learning Disability**

Where a parent has a learning disability it will be important not to generalise or make assumptions about their parental capacity. They may need support to develop the understanding, resources, skills and experience to meet the needs of their children, particularly if they experience additional stressors such as

having a disabled child, domestic violence, poor physical and mental health, substance misuse, social isolation, poor housing, poverty or a history of growing up in care.

It is these additional stressors when combined with a learning disability that are most likely to lead to concerns about the care a child may receive.

Unless parents with learning disabilities are comprehensively supported by a capable relative such as their parent or partner, their children's health and development is likely to be impaired. A further risk of harm to children arises because mothers with learning disabilities may be targeted by men wishing to gain access to children to sexually abuse them.

### **Children who are Disabled**

The particular needs of children with disabilities may make initial recognition more difficult. Disclosures of abuse may be less likely from children who are disabled because of communication difficulties, or isolation, or lack of awareness. Children who are disabled may have less access to safety/abuse prevention programmes. Signs may be subtler, more confusing or explained away as resulting from a child's disability. Some disabled children may receive intimate personal care, possibly from a number of carers, which may increase a risk of exposure to abuse and make it more difficult to maintain physical boundaries.

Recognition of the abuse of a child who is disabled does not need specialist skills, but the application of existing knowledge to the particular vulnerability of these children who will be children in need.

### **Child Victims of Trafficking**

Trafficking includes the exploitation of children through the use of force, coercion and threat. It can involve children being exploited for the purposes of benefit fraud, in situations such as domestic service or within the sex trade industry. Some children enter the country as unaccompanied asylum seekers, or students or as visitors. Children are also brought in by adults who state they are their dependants, or are met at the airport by an adult who claims to be a relative.

Some children may be brought in via internet transactions, foster arrangements and contracts as domestic staff or tricked into a bogus marriage for the purpose of forcing them into prostitution.

The offence of Trafficking is covered by the Asylum and Immigration Act 2004, as well as the Sexual Offences Act 2003, and the national Immigration and Asylum Act 2002.

If it is suspected that a child is the victim of trafficking, the Police or the local Children's team should be contacted.

### **Female Genital Mutilation**

Female Genital Mutilation, also regarded as physical abuse, is a collective term for procedures which include the removal of part of all of the external genitalia for cultural or non-therapeutic reasons. The procedure is typically carried out on girls aged between 4 & 13, although in some cases Female Genital Mutilation has been carried out on newborn infants or young women before marriage or pregnancy. A number of girls have been known to die as a result of blood loss or infection.

Female Genital Mutilation is a criminal offence in the UK under the Prohibition of Female Circumcision Act 1985. This was replaced by the Female Genital Mutilation Act 2003 which also makes it an offence for nationals or permanent UK residents to carry out Female Genital Mutilation abroad, even in countries where the practice is legal.



Suspicions arise in a number of ways that a child is to be taken abroad for Female Genital Mutilation. These include:

- Knowing the family belongs to a community which practices Female Genital Mutilation
- Making preparations for the child to take a holiday, arranging vacations or absence from school
- Child may talk about a “special procedures” to take place

Indicators that Female Genital Mutilation may have taken place include:

- Prolonged absence from school with noticeable behavioural changes
- Long periods away from classes or other normal activities
- Problems with bladder or menstrual problems

Midwives and doctors may be aware that Female Genital Mutilation has taken place in an older woman and this may prompt concern for female children in the same family.

## **2.4 Significant Harm**

The Children Act 1989 introduced the concept of significant harm as the threshold that justifies compulsory intervention in family life in the best interests of children. The local authority (WCC) is under a duty to make enquiries, or cause enquiries to be made, where it has reasonable cause to suspect that a child is suffering, or likely to suffer significant harm. A court may only make a Care Order (committing the child to the care of the local authority) or Supervision Order (placing the child under the supervision of a social worker, or a probation officer) in respect of a child if it is satisfied that:

- the child is suffering, or is likely to suffer, significant harm; and
- that the harm or likelihood of harm is attributable to a lack of adequate parental care or control.

There are no absolute criteria on which to rely in judging what constitutes significant harm. Sometimes a single traumatic event may be considered as significant harm, e.g. a violent assault, suffocation or poisoning. More often, significant harm is an accumulation of significant events, both acute and long-standing, which interrupt, change or damage the child's physical and psychological development. Some children live in family and social circumstances where their health and development are neglected. For them, it is the corrosive nature of long-term emotional, physical and/or sexual abuse that causes impairment to the extent of constituting significant harm.

Some children live in family and social circumstances where their health and development are neglected. For them it is the corrosiveness of long-term emotional, physical or sexual abuse that causes impairment to the extent of constituting significant harm. In each case, it is necessary to consider any maltreatment alongside the family's strengths and supports.

To understand and establish significant harm, it is necessary to consider:

- the family context;
- the child's development within the context of their family and wider social and cultural environment;
- any special needs, such as medical condition, communication difficulty or disability that may affect the child's development and care within the family;
- the nature of harm in terms of ill-treatment or failure to provide adequate care;
- the impact on the child's health and development ; and,
- the adequacy of parental care.

It is important to take account of the child's reactions and his or her perceptions according to the child's age and understanding.

## **2.5 Definitions of Abuse**

The following definitions of abuse and the guidance on recognition are given to assist professional staff and those providing services to children in assessing whether abuse may have occurred. A child is defined as a young person under the age of 18 years. Someone may abuse or neglect a child by inflicting harm or by failing to act to prevent harm.

### **Neglect**

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or carer failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs. Non-organic failure to thrive may be a feature or a result of neglect.

### **Physical Abuse**

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes ill health to a child whom they are looking after. This was commonly described as "Munchausen syndrome by proxy" and is now described as fabricated or induced illness.

### **Sexual Abuse**

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative (e.g. rape or buggery) or non-penetrative acts. They may include non-contact activities such as involving children in looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways or failing to discourage them from such behaviour.

### **Emotional Abuse**

Emotional abuse is the persistent emotional ill treatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved or inadequate. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of ill treatment of a child, though it may occur alone.

## **2.6 The Impact of Abuse and Neglect**

The sustained abuse or neglect of children physically, emotionally or sexually, can have major long-term effects on all aspects of a child's health, development and well-being.

The harm may be physical, such as neurological damage, physical injuries, impaired growth, disability or, in the extreme, death.

The harm may be emotional and impact on a developing child's mental health, behaviour and self-esteem and is especially damaging in infancy. Domestic violence, adult mental health problems and substance misuse may feature in the families where children suffer emotional harm.

The harm may be psychological, manifesting itself in behaviour problems, such as aggression, long-term difficulties with social functioning and relationships, educational difficulties or intellectual impairment.

Sexual abuse can lead to disturbed behaviour, including self-harm, inappropriate sexualised behaviour that may endure into adulthood. The severity of the harm increases the longer the abuse occurs, the more extensive the abuse and the older the child. The severity of harm is also linked to the extent of premeditation and the degree or threat of coercion. The child's ability to cope with the experience of sexual abuse, once recognised or disclosed, is strengthened by support of a non-abusive adult or carer who believes the child, offers protection and helps the child to understand the abuse.

### 3 MAKING A CHILD PROTECTION REFERRAL

#### 3.1 In What Circumstances to Refer

It is particularly important that all those whose work either brings them into contact with children or contact with adults who have children, are alert to the definitions and indicators of child abuse. In circumstances where **you** have concerns that a child is suffering or is likely to suffer significant harm to his or her health or development, or where a child gives information detailing abuse, the following principles must be adhered to:

- a) all concerns and allegations, whatever their origin, must be taken seriously and considered with an open mind which does not pre-judge the situation;
- b) in circumstances where a child volunteers/discloses information about abuse, listen to the child. **Only question to clarify** what has been said – do not interrogate;
- c) never stop a child who is freely recalling significant events. The child should **not** be asked to repeat their story to a colleague or asked to write it down;
- d) in circumstances where a child has an injury but no explanation is volunteered, it is acceptable to enquire how the injury was sustained;
- e) if there are concerns about the explanation given for the cause of the injury, these must be referred to Children Services;
- f) always make a written record as soon as possible of any information volunteered to you. The record will include the time it was written, the setting, personnel present, as well as what was said;
- g) record all subsequent events up to the time of Children Services/Police intervention;
- h) do not promise confidentiality;
- i) **ACT NOW – DO NOT DELAY.**

It is the responsibility of the individual professional who identifies concerns to ensure that the matter is referred to Children Services without delay.

While professionals should, in general, seek to discuss any concerns with the family and where possible seek agreement to make referrals to Children Services, **this should only be done where such discussions will not place a child at increased risk of significant harm or cause any significant delay.**

Whilst advice can be sought from a senior officer, this should not unduly delay the referral process. Concern need not be related to a single specific incident. It may also arise from the accumulation of minor concerns.

### 3.2 Procedures to follow when making a referral

Referrals should be made to the Children Services on **01926 413492 or 410410**.

Out of hours, the Emergency Duty Team should be contacted on **01926 886922**  
Make it clear you are making a Child Protection Referral.

**Complete the 'Written Confirmation Following a Child Protection Referral form at Appendix B**, this will assist you with making the referral. Make it clear that you have called regarding a child protection concern. It is important to have the following information readily available (wherever possible) for the duty social worker:

- Name, date of birth, ethnic origin, gender of the child, address and telephone numbers;
- The reasons for your concern;
- Injuries and/or other indicators observed;
- The child's first language;
- Details of any specific needs of the child, e.g. disability, etc;
- Details of family members, if known;
- Other agencies, professionals involved;
- Family doctor.

**Please forward 'Written Confirmation Following a Child Protection Referral form immediately to your Nominated Divisional Officer and ensure that the Assistant Director (Leisure and Community Development) is also made aware of the incident.**

Children Services will make enquiries with other agencies who may have information regarding the child and family. On the basis of the information gathered, they will then make an initial assessment on what further action is necessary or appropriate.

Whenever Children Services receive information about a possible criminal offence against a child, they will share the information with the Police at the earliest opportunity and a decision will be made jointly on how to proceed with the enquiries.

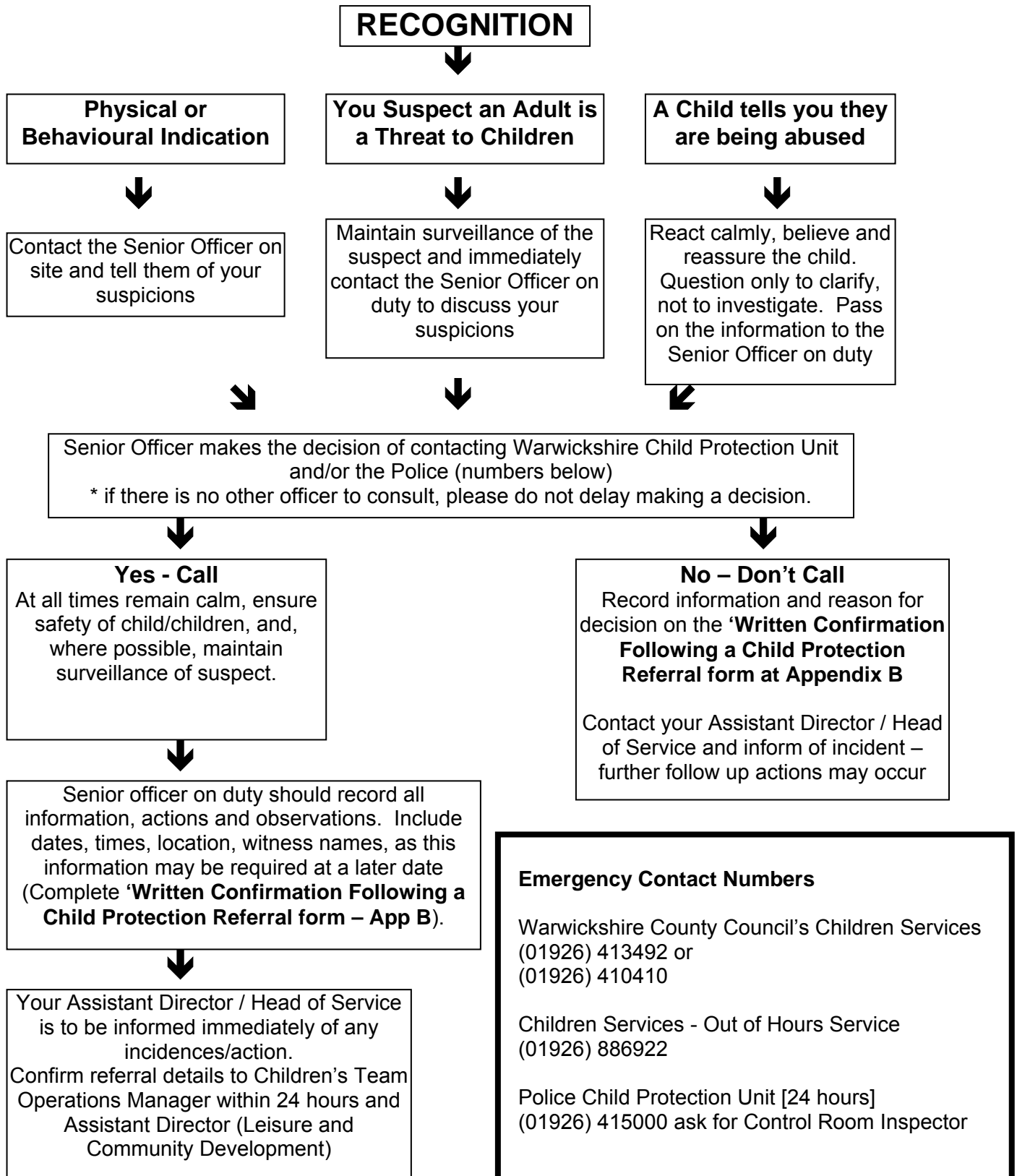
Following the referral of a child, the referrer and Children Services must be clear about who will be taking what action.

**The Nominated Divisional Officer must ensure that confirmation of the details of the incident are forwarded in writing within 24 hours to the Children's Team Operations Manager for that locality (Refer to Appendix 10 of the Blue Book). Once again, the Assistant Director (Leisure and Community Development) must be kept informed of the incident.**

Children Services should acknowledge the written referral within one day of receiving it. If the Nominated Officer has not heard back within 3 working days Children Services should be contacted again.

A central electronic file will be held. All other copies (both hard copies and electronic) must be deleted.

## Summary of Child Protection Guidelines



**Remember** – no young person is immune from abuse.

If you have concerns pass the information on to Children Services.

LET THE DUTY SOCIAL WORKER DECIDE whether or not further enquiries are justified.  
YOU NEED NOT GIVE NAMES STRAIGHT AWAY IF IT HELPS YOU MAKE THAT CALL.

## 4 LOW LEVEL CONCERNS

### The Common Assessment Framework

#### 4.1 Common Assessment Framework (CAF)

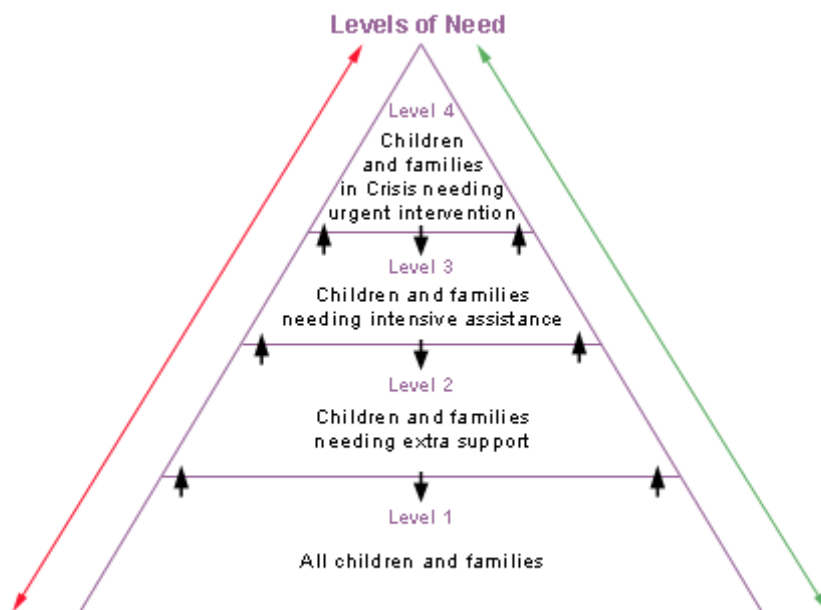
- If staff members are concerned about a child or young person, but the concern is Named Senior

Trained officers can initiate a Common Assessment Framework (CAF). The CAF includes a standardised assessment that is designed to get a complete picture of a child's additional needs at an early stage. It can be used for children and young people of any age. The CAF enables information to be gathered in a structured way, through discussions with the child and their parent(s). It looks at all unmet needs, not just those in which individual services specialise.

This benefits children and young people who don't have to go through the time consuming and potentially distressing process of telling their story over and over again to different people.

Each area of Warwickshire has a Common Assessment Framework Board that ensures effective integrated multi-agency responses to the additional needs of children and young people aged 0-19.

The key driver for the development of the CAF Board is to improve outcomes for children, young people and families, especially those considered vulnerable, and to build safer communities.



CAF is the bridge between universal services and specialist intensive support services. The aim is to build resilience and independence to enable families to respond to the changes and challenges life brings.

The CAF Board (part of the Children Young People and Their Families Theme Group) addresses emerging needs such as:

- Children experiencing difficulties at school in relation to learning and behaviour
- Low attendance and poor social bonding with school & community
- The impact on children of family breakdown
- Children and young people showing signs of antisocial behaviour
- Concerns about children and young peoples physical and mental health
- Parents seeking parenting support

#### **4.2 CAF Training and Contacts**

Currently staff members within the Leisure and Community Development and Housing have received CAF training. If any officer would like to discuss CAF or the CAF Board further enquiries should be forwarded to:

**NWBC Enhanced Support Network Contact**

Partnership and Development Manager  
01827 719492

**Common Assessment Framework**

CAF Officer (North Warwickshire Area)  
02476 754 228



## **5 GUIDELINES FOR MANAGERS - Recruitment And Training**

### **5.1 Reducing Opportunities for Allegations / Abuse to Occur**

Managers delivering services directly to young people should ensure that the 'Sessional Guidelines' (Appendix A) are followed.

Managers should be aware of the need to reduce the opportunities for allegations of child abuse being made against staff. This can be achieved through an appropriate induction and training process.

### **5.2 Recruitment and Criminal Records Bureau Check**

All staff who have unrestricted access to children will have to undergo a Criminal Records Bureau check. Please refer to the Council's **Criminal Records Bureau (CRB) Policy**.

### **5.3 Child Protection Training**

Only staff who do not come into contact with members of the public are not required to undertake child protection awareness training.

#### **5.3.1 Training for Council staff members who work with young people**

All staff members who have unrestricted access to children should attend a child protection training course accredited by the Warwickshire Safeguarding Children Board.

Refresher training should be provided every **three years** to ensure staff members are fully aware of current procedures and informed of any changes as they arise.

#### **5.3.2 Training for Council staff members who come into direct contact with the public**

All members of North Warwickshire Borough Council staff who come into contact with members of public during the normal course of their duties should attend child protection awareness sessions on a regular basis (minimum of once every **three years**). All staff members should understand their responsibility towards protecting children and young people, and should be aware of the procedure should they have any concerns.

### **5.4 Clubs and Organisation using NWBC Facilities**

It is preferable that all clubs and organisations working with young people that use North Warwickshire Borough Council facilities should have an acceptable Child Protection Policy in place.

As a minimum requirement, all such clubs and organisations must accept and apply the standard of care as outlined within this Policy. If an organisation does not have its own Policy, a copy of this Policy will be distributed to hirers with Terms and Conditions of hire information.

### **5.5 Contracting Individuals and Organisations**

All contracts with individuals or organisations should include an assessment of risk with regard to child protection issues. If necessary, contracted staff should undergo a Criminal Records Bureau check. Individuals should accept and apply the standard of care as outlined within this Policy. Organisations should have their own Child Protection Policy where necessary, or should also accept and apply the standard of care as outlined within this Policy.

# ALLEGATIONS AGAINST STAFF

## 6.1 Managing Allegations against Staff

This procedure applies to people who work with or care for children in a paid or unpaid capacity and about whom allegations of child abuse are made.

Children can be subjected to abuse by those who work with them in any and every setting. All allegations of abuse or maltreatment of children by a professional, staff member or volunteer must therefore be taken seriously and dealt with fairly, quickly and consistently, in a way that provides effective protection for the child and at the same time supports the person who is subject to the allegation.

This framework for managing cases applies to a wider range of allegations than those in which there is reasonable cause to believe a child is suffering, or is likely to suffer, significant harm. It also caters for cases of allegations that might indicate that he/she is unsuitable to continue to work with children in their present position, or in any capacity. It should be used in respect of all cases in which it is alleged that a person who works with children has;

- behaved in a way that has harmed a child, or may have harmed a child
- possibly committed a criminal offence against or related to a child; or,
- behaved towards a child or children in a way that indicates he/she is unsuitable to work with children

If a member of staff or a volunteer receives an allegation against another member of staff or they themselves have concerns about the behaviour of another member of staff, he/she must follow North Warwickshire Borough Council's internal procedure for dealing with these allegations/concerns.

- The member of staff must report the incident to their line manager.
- The line manager must report the allegation/concern to the Council's Assistant Director (Leisure and Community Development) within one working day. The Assistant Director (Leisure and Community Development) is responsible for providing advice and liaison and monitoring the progress of cases. In the absence of the Assistant Director (Leisure and Community Development) the report should be made escalated up to the Director of Community Environment and ultimately the Chief Executive.
- The Assistant Director (Leisure and Community Development) receiving the report will decide what category the allegation fits into and will take the appropriate action:
  1. A police investigation of a possible criminal offence (if this is suspected the allegation must be reported to the WCC's Local Authority Designated Officer on 01926 423231 within one working day).
  2. Contact children's services to determine if the child is in need of protection.
  3. A disciplinary investigation (if the allegation does not require formal disciplinary action, appropriate action should be instituted within three working days. If a disciplinary hearing is required and can be held without further investigation, the hearing should be held within 15 working days).
- In all cases **WCC's Local Authority Designated Officer on 01926 423231** must be contacted and the Assistant Director (Leisure and Community Development) will also consider throughout what, if any, action should be taken with regard to other children with whom the alleged abuser has contact.

Even less serious allegations must be followed through and the Assistant Director (Leisure and Community Development) must be informed of all allegations that come to the employer's attention.

Where the allegation is so serious that in the first instance it is made to the police or children's services, the Assistant Director (Leisure and Community Development) must be informed immediately.

If the parents / carers of the child concerned are not already aware of the allegation, the Assistant Director

(Leisure and Community Development) will also discuss how and by whom they should be informed. In circumstances in which the police or children's services may need to be involved, the officer should consult those colleagues about how best to inform parents. However, in some circumstances, the parents may need to be advised of an incident involving their child straight away, for example if the child has been injured while in North Warwickshire Borough Council's care and requires medical treatment.

Note:

In an emergency where a child requires urgent medical treatment, arrangements should be made for the child to be taken to hospital. Once the child is at hospital it will be for the medical staff concerned to decide whether or not any treatment can be administered in the absence of appropriate consents. It will be for the enquiry team to make any necessary arrangements to enable examinations for evidential purposes to take place, and obtain the necessary consents or, where appropriate, Court Orders.

If there is cause to suspect a child is suffering or is likely to suffer significant harm, a strategy discussion will be convened as soon as possible (within 24 hours in cases requiring urgent action) to co-ordinate and plan the necessary investigative steps. The strategy discussion should include the Assistant Director (Leisure and Community Development), police and representative(s) from the employer (unless there are good reasons not to do that) and take into account any information the employer can provide about the circumstances or context of the allegation. The strategy meeting will be chaired by children's services.

In cases where a police investigation is necessary the joint evaluation should also consider whether there are matters which can be taken forward in a disciplinary process in parallel with the criminal process, or whether any disciplinary action will need to wait completion of the police enquiries and/or prosecution.

The employer should inform the accused person about the allegation as soon as possible after consulting the Assistant Director (Leisure and Community Development). However, where a strategy discussion is needed, or it is clear that police or children's services may need to be involved, that should not be done until those agencies have been consulted and have agreed what information can be disclosed to the person. If the person is a member of a union or professional association he/she should be advised to seek support from that organisation.

Where it is considered appropriate the Council's disciplinary policy and procedure will be invoked. This will always begin with an investigation and a decision will be made as to whether this can be carried out internally or whether an independent investigator needs to be commissioned.

It is in everyone's interest to resolve cases as quickly as possible consistent with a fair and thorough investigation. Every effort should be made to manage cases to avoid any unnecessary delay. The time taken to investigate and resolve individual cases depends on a variety of factors including the nature, seriousness and complexity of the allegation.

## **6.2 Monitoring Progress**

The Assistant Director (Leisure and Community Development) should regularly monitor the progress of cases by liaising with the police and/or children's services, or HR as appropriate. Reviews should be conducted at fortnightly or monthly intervals depending on the complexity of the case.

## **6.3 Action on Conclusion of Case**

If the allegation is substantiated and the person is dismissed or North Warwickshire Borough Council ceases to use the person's services, or the person resigns, the Assistant Director (Leisure and Community Development) in consultation with other agencies should decide whether a referral to the **Protection of Children Act (POCA) List** is appropriate.

If it is decided on the conclusion of the case that a person who has been suspended can return to work,

North Warwickshire Borough Council will consult with the person in a sensitive way and agree to facilitate a planned return to work, e.g. a phased return and/or the provision of a mentor to provide assistance and support in the short term, may be an appropriate action for a person returning to work after a very stressful experience.

#### **6.4 Confidentiality**

Every effort should be made to maintain confidentiality and guard against publicity while an allegation is being investigated/considered.

#### **6.5 Record Keeping**

It is important that a clear and comprehensive summary of any allegations made, details of how the allegation was followed up and resolved and details of any action taken and decisions reached, on a person's confidential personnel file and that a copy is given to the individual.

Such information should be retained on file, including for people who leave the organisation, at least until the person reaches normal retirement age or for 10 years if that will be longer. This is in line with North Warwickshire Borough Council's procedure for destroying personnel files.

## **7 ACKNOWLEDGEMENTS**

Towards a child safe Essex  
Essex Child Protection Committee, 1977

Interagency child protection guidelines,  
Warwickshire Area Child Protection Committee, 1996

Protection children - A Guide for Sportspeople  
Penny Crisfield/NCF/NSPCC, 1997

Sports Development - Coach Guidelines  
Warwick District Council, 1997

Full Day Care - Standards of Day Care for Children Under 8 -  
Warwickshire County Council Social Services - 1993

Anne Shearer - Warwickshire County Council - Child Protection Team

Working together to safeguard children in Warwickshire  
Warwickshire Area Child Protection Committee, 2001

### ***2009 Review***

WACPC – Blue Book (2005 update)

Warwickshire County Council's Children Team

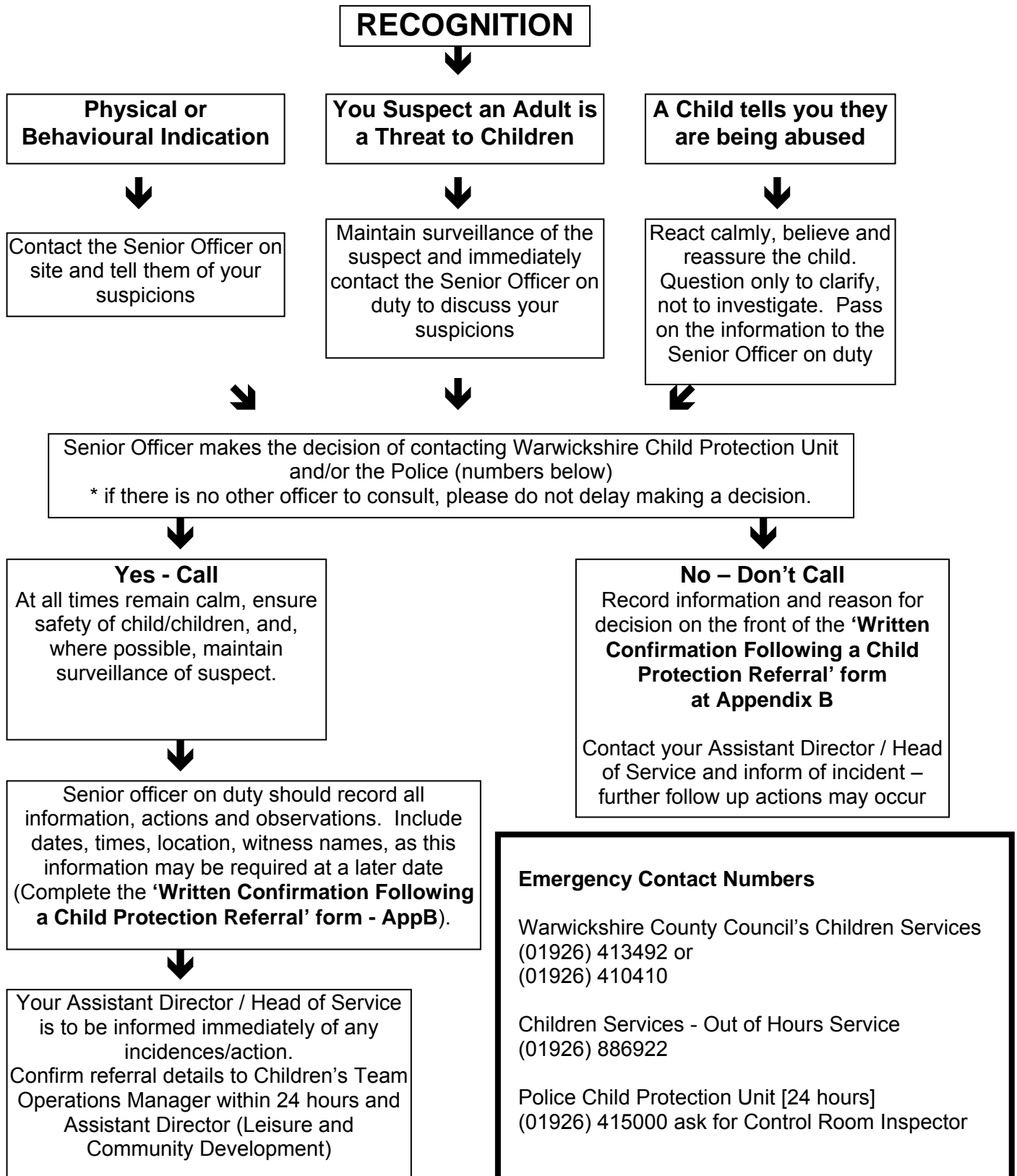
Warwickshire Safeguarding Children Board

The Role of District Councils in Improving Outcomes for Children  
Department for Education and Skills, 2005, ISBN: 1-84478-641-2

Review of implementation of guidance on handling allegations of abuse against those who work with children or young people – May 2009 - DCSF Guidance

Handling Allegations of Abuse made against Adults who Work with Children and Young people -  
PRACTICE GUIDANCE – May 2009 – DCSF

### 3.3 Summary of Child Protection Guidelines



**Remember** – no young person is immune from abuse.

If you have concerns pass the information on to Children Services.

LET THE DUTY SOCIAL WORKER DECIDE whether or not further enquiries are justified.  
YOU NEED NOT GIVE NAMES STRAIGHT AWAY IF IT HELPS YOU MAKE THAT CALL.

# North Warwickshire Borough Council

## SESSIONAL GUIDELINES FOR MANAGERS - Health and Safety

### 1 Reducing Opportunities for Allegations / Abuse to Occur

It is a manager's responsibility to protect the children attending their sessions, and to protect any members of staff from being accused of improper behaviour.

Managers should be aware of the need to reduce the opportunities for allegations of child abuse being made against staff. This can be achieved through an appropriate induction and training process.

All staff who are likely to have unrestricted access to children should undergo a Criminal Records Bureau check before being recruited.

- There should never be a situation where a member of staff is left alone with a child. Managers must ensure that there is always another member of staff in the room where the session is being held. Managers should ensure that all staff are made aware of this during their induction.
- Staff should avoid taking children home alone in the car. If this situation is unavoidable, however, staff should ensure there are others in the car, or obtain signed permission from the parent/ carer detailing when the child will be returned home.
- All staff should receive child protection training and a copy of these guidelines. The manager has a responsibility to ensure that all staff are aware of child protection procedures, that they are trained and are fully aware of the need to eliminate, as far as is practicable, child abuse opportunities.

#### 1.1 Type of Session – official guidelines

The table below summarises how the providers of early education and day care for children under eight are regulated – *day care provision is not included below as the Borough Council does not provide child care of this nature (e.g. playgroups, schools, nurseries).*

Type of Provision	When to register with Children Services?
Crèche	- is a facility which provides occasional care for children under 8 and are provided on particular premises for more than five days in a year. They need to be registered where they run for more than 2 hours per day (even if individual children attend for less than 2 hours)
Out of School Care	- is a facility providing day care for children under 8 which operate during one or more of the following periods: <ul style="list-style-type: none"> <li>• Before school</li> <li>• After school</li> <li>• During school holidays</li> </ul> The total care provided is more than 2 hours in any day and for more than five days a year. This form of care can include children from 3 years old as well as those over 8. e.g. summer camps, holiday playschemes, after school clubs. Open access schemes are excluded.

#### 1.2 Ratios of Adults : Children

The ratios that must be adhered to, to comply with the Office for Standards in Education (OFSTED) guidelines, which are as follows:

Children 0 - 2 years	1 adult : 3 children (Children up to the age of 2)
Children 2 - 3 years	1 adult : 4 children (Children from the age of 2 up to the age of 3)
Children 3 - 8 years	1 adult : 8 children (Children from 3 up to the age of 8)
Children 8 – 16 years	1 adult : 20 children (no official guidance)

Any project or activity should be risk assessed to determine a safe ratio of adults to children. Ratio's may need to be reduced for sessions including children who exhibit challenging / difficult behaviour or where increased supervision is required because of the nature of the activity being undertaken.

### **1.2.1 Transporting Children and Young People**

It is advised that drivers are accompanied by another adult when transporting young people as this significantly reduces the risk of distraction, accident and injury and allegation of misconduct or abuse. If this is not practically possible the risks must be assessed and measures put in place to ensure that the risks are reduced to the lowest level. This should be documented.

Young people under the age of 12 should not be transported in staff cars except in emergencies. Circumstances may sometimes arise where the risk of not transporting a young person is greater than doing so, for example where a child is left at a session without transport and the distance to home is too far or too dangerous to walk.

Young people should never be left in the vehicle unattended and the driver is responsible for ensuring that all passengers under the age of 14 are wearing suitable restraints. A mobile phone should be available for use in the event of an emergency.

Parents must give their permission for young people to be transported in a staff members vehicle, where this is necessary (See 1.3 and Appendix A 2).

Young people must behave appropriately while travelling in the vehicle. If there are any concerns during the journey a dynamic "on the spot" risk assessment should be carried out to determine if there is a significant risk to the driver or passenger and appropriate action taken.

### **1.3 Parental Consent**

Consent forms must be completed by parents/guardians to enable children to take part in North Warwickshire Borough Council sessions and activities. At one-off events, where this is impractical, session leaders should ensure that they have: name, address, basic medical information and an emergency contact number. Other information may include consent for photographs or video to be taken, consent to travel in a car/minibus and details on who will collect the child at the end of the session. (See Appendix A 2)

### **1.4 Site Surveys**

Prior to the start of a session, all staff should familiarise themselves with the venue. Staff should be aware of the location of telephones, fire exits and emergency evacuation procedures, toilets, first aid kit, and equipment stores. Staff should also check the work area for safety hazards such as slippery floors, or objects placed in hazardous locations (e.g. corridors, at the side of activity areas, etc.).

### **1.5 Registration**

Before a session, staff should make sure that they have all appropriate documentation, including registers; medical consent forms and Accident, Near Miss and Dangerous Occurrence Reporting Forms. Information on the register should include; child's name, address, home telephone number, session/course time, emergency contact telephone number (neighbours, grandparents) date of birth and information about any medical problems.



## **1.6 Identification**

North Warwickshire Borough Council staff managing a project or activity must always wear a name badge and appropriate uniform in order to identify themselves to children and parents.

## **1.7 Medical Consent Forms**

All parents/carers should sign a medical consent form when their child first attends a session (if a child is subject to a care order, Children Services must give medical consent). This is to ensure that leaders have all relevant information concerning a child's health before the start of each session. If a parent does not wish to sign a medical consent form, North Warwickshire Borough Council retains the right to refuse admission to the session.

## **1.8 Behavioural Problems**

Staff should treat disruptive behaviour seriously, as it can spoil the session for other children. A child should be warned that if bad behaviour continues she/he will be removed from the session. If problems persist the parents should be informed so that they can speak to the child. If there is still no improvement the parents should be informed and the child may be permanently removed from the session.

## **1.9 End of session**

It is advisable to end the session with all children together, and be aware of who is collecting them from the session. If a child is not collected from a session, two members of staff should remain behind and a parent/guardian should be contacted as soon as possible. Staff should reassure the child that they have not been forgotten. If, after this time the child is not collected, staff should contact line management. At this stage the Police may be contacted and alerted to the situation. Staff should remain with the children until advised by the Police.

## **1.10 Accident Report Forms**

At least one member of staff working at the session must be first aid qualified, and all staff must be aware of the location of accessible first aid kits. A nominated member of staff should also be responsible for checking and re-stocking first aid kits. Non prescriptive medicines or tablets should not be given to any child, except when medical consent has been given by the parents/carers and is documented in a 'Safe Working Procedure'.

If an accident occurs, an Accident, Near Miss and Dangerous Occurrence Reporting Form should be completed as soon as possible after treatment has been given. Report forms should be filled in with as much detail as possible concerning the accident. Forms should be signed by the parent/carer when they collect the child. If the person collecting the child is not the parent/carer, a duplicate accident report form should be sent home with the child. Forms should then be handed to line managers as soon as possible.

## **1.11 Use of Digital Cameras and New Generation Mobile Phones**

Historically, some photography has always taken place in leisure facilities and settings to record competitions, birthday parties or for publicity purposes. Modern cameras and new generation mobile phones present the opportunity for misuse. Their use has, therefore, been banned from all North Warwickshire Borough Council leisure facilities and projects involving children. Opportunities for legitimate photography is, however, enabled through consultation with the relevant course or facility manager.

The Institute of Sport and Recreation Management has produced guidelines on the above, which includes recommending a ban on the use of mobile phones (Appendix A.1).

## **1.12 Promotion and Publicity**

Parental / Carer consent must be obtained before photographs of any young people can be used in North Warwickshire Borough Council publicity. If consent has not been obtained, photographs must be taken in a manner that prevents young people from being identified (e.g. back or distance shots).

### **1.13 Restraint Policy**

It is essential when working with children to understand what physical restraint is and when its use is acceptable. The Department of Health has outlined three main levels of physical intervention in the control of children's behaviour – i.e. restraint.

- a) Simple physical presence as control, involving no contact – e.g. standing in front of an exit.
- b) Holding and touching to persuade a child to comply with verbal requests – e.g. holding a child's hand or using shoulders to steer a child away from a situation.
- c) Actual physical restraint, where the child is held or held down.

It must be remembered that the decision to intervene via actual physical restraint is an option to be decided upon as a professional decision, to be taken calmly and in full knowledge of the desired outcome. Though it will probably be as a last resort, it is not an act of desperation but a conscious decision to act in the child or other's best interest.

#### **1.13.1 When to implement Physical restraint;**

- d) If a child is in imminent danger of significant self harm through his/her actions.
- e) If a child is placing others in imminent danger of significant harm through his/her actions.
- f) If a child is about to cause or is causing serious damage to property.

#### **1.13.2 It is also important to remember when not to use physical restraint;**

- g) Exact retribution.
- h) Retaliate for any reason.
- i) To punish the child or young person.
- j) As any kind of treatment or therapy.
- k) To be an administrative convenience.
- l) Instil fear.

Staff may be liable for abuse/GBH allegations if any injury is caused to a child whilst under restraint. If a child becomes excessively violent, the parents and the police should be contacted and assistance obtained from other people on site e.g. teachers.

## 1.14 Code of Behaviour

- Do treat everyone with respect
  - Do provide an example you wish others to follow
  - Do plan activities so that they involve more than one other person being present, or at least in sight or hearing of others
  - Do respect a young person's right to personal privacy
  - Do provide access for young people and adults to feel comfortable enough to point out attitudes or behaviour they do not like and provide a caring atmosphere
  - Do use common sense when demonstrating skills e.g. discuss your actions with children or young people when contact is necessary
  - Do remember that someone else might misinterpret your actions, no matter how well intentioned
  - Do recognise that caution is required especially in sensitive moments of counselling, such as when dealing with bullying, bereavement or abuse
  - Do (on overnight excursions) - have separate sleeping accommodation for supervisors / trainers and children
  - Do use gender, cultural and disability sensitive language
- 

- Do not permit abusive youth peer activities (e.g. ridiculing, bullying)
- Do not play physical contact games with young people
- Do not have inappropriate physical or verbal contact with other
- Do not jump to conclusions about others without checking facts
- Do not allow yourself to be drawn into inappropriate attention seeking behaviour such as tantrums or crushes but deal firmly and fairly with such behaviour at all times
- Do not exaggerate or trivialise child abuse issues
- Do not show favouritism to any individual
- Do not make suggestive remarks or gestures or tell jokes or stories of a 'smutty' nature
- Do not rely on your good name to protect you, it may not be enough!
- Do not believe "it can never happen to me" it can!
- Do not get close to or have physical contact with a young person without clearly explaining what you are doing (e.g. correcting the position of a foot, showing a skill in the water) etc.

# **Institute of Sport and Recreation Management**

## **Guidance Document**

# North Warwickshire Borough Council Leisure and Community Development Enrolment and Consent Form

**Please complete in Block Capitals**

Name of Young Person \_\_\_\_\_

Age: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_ Post Code: \_\_\_\_\_

Tel Home: \_\_\_\_\_ Work: \_\_\_\_\_

Mobile: \_\_\_\_\_

Other Contact: \_\_\_\_\_

School Attended: \_\_\_\_\_

**Chosen activities** \_\_\_\_\_

I agree to my child attending the activities identified above and understand that:

The children will be supervised by the leader and/or approved adults during the time they are at the activity or on the trip.

Though the staff will take reasonable care of the children they cannot necessarily be held responsible for any loss of money, property or damage to it, or injury suffered or caused by the children.

**Parents are responsible for children on their way to and from the activity or trip departure/ pick up point.**

We occasionally take photographs of activities for publicity purposes.   
If you **do not** wish your child to be photographed, please tick the box.

Please note - your booking confirmation will be invalid until we have received this enrolment/ consent form and any remittance due.

Please complete the **Medical Details overleaf**

Continued

## MEDICAL DETAILS

### Child's Doctor's Details:

Name and address \_\_\_\_\_

Doctor's Number \_\_\_\_\_

- 1 Does he/she have any allergies to any particular food or drugs? e.g. aspirin, antibiotic (such as penicillin), face paints, fruit etc. (if yes, provide details below)
- 2 Does he/she suffer from any of the following: asthma, chest complaints, travel sickness, hay fever, special dietary requirements, migraines, fits or faints, diabetes or any other illness or disability? (if yes, provide details below)
- 3 Is he/she undergoing any medical treatment at present? If so, please give details of treatment and medicines etc. below and make the site leader aware of the situation at the start of the activity/trip.

1 - 3 Details: \_\_\_\_\_

Date of most recent anti-tetanus injection (if known): \_\_\_\_\_

I declare that, as far as I am aware, my child has not been in contact with any infectious disease for the last three weeks, and is in good health. I consent to any emergency medical/first aid treatment necessary during the course of activity and I therefore authorise the activity leader(s) to sign, on my behalf, any written form of consent required by the hospital authorities should a surgical operation or serum injection be deemed necessary and provided that the delay required to obtain my signature might be considered, in the opinion of the Doctor or Surgeon concerned, likely to endanger my child's health and safety. In the event of any emergency all efforts will be made to contact you. The agreed forms of communication in this instance are telephoning all the contact numbers provided on this form.

Name of Parent/Guardian: \_\_\_\_\_

Signature of Parent / Guardian: \_\_\_\_\_ Date: \_\_\_\_\_

**This form must be returned to North Warwickshire Borough Council to enable participation in the chosen activity. (see back cover)**

The information you have provided is protected under the Data Protection Act 1998 and can only be used for the purpose for which it has been provided. North Warwickshire Borough Council may keep details of this information to maintain records and to advise of similar activities related to leisure services and the marketing thereof. If you do not wish to receive this information please tick the box.

# WRITTEN CONFIRMATION FOLLOWING A CHILD PROTECTION REFERRAL

Name of Officer completing form \_\_\_\_\_

Nominated Divisional Officer \_\_\_\_\_

Date of discussion: \_\_\_\_\_

**Decision taken:**

**A** – Report to Children Services

or

**B** – Report not required – please provide reasons for decision below

# WRITTEN CONFIRMATION FOLLOWING A CHILD PROTECTION REFERRAL

## GUIDANCE NOTES

1. If you have concerns about a child *Act Without Delay*
2. Telephone your referral to **Children Services on: 01926 410410**  
*This number will connect you with the appropriate Children's Team*  
**For 'Out of Hours' referrals telephone the Emergency Duty Team on 01926 886922**
3. Use the *Written Confirmation Following a Child Protection Referral* form to record the information you need to give to Children Services when you telephone them
4. This form covers all the information you are required to give by Section 3.1 of the *WSCB Interagency Child Protection Procedures (The Blue Book)*
5. When you have completed your telephone call, post or preferably fax the completed form to the Children's Team Operations Manager of the relevant locality. See appendix B2 for addresses and fax numbers
6. If you have made your telephone referral to the Emergency Duty Team (EDT), send a copy of the completed form to this team as well as the relevant Children's Team. (The address of the EDT is included in list of teams' addresses and fax numbers)
7. **Remember:** this form is to *confirm* your telephone call – it is *not* to be used to *replace* this call to Children Services
8. Give as much of the information required as you can. But do not unduly delay your call or sending the form if you find there are some gaps you cannot fill
9. The completed form must reach the relevant Children's Team Operations Manager no later than 24 hours after your telephone referral. The Assistant Director (Leisure and Community Development) should also be informed of the incident within 24 hours of the referral.
10. The Children's Team should acknowledge your written referral within one day of receiving it. If you have not heard back within 3 working days, contact the team again. The form allows you to record the timing of this response on the copy you keep
11. **This** copy should also be forwarded to the Assistant Director (Leisure and Community Development) to be placed in the central Child Protection File (no other copies should be held).

(Based on WSCB October 2006)





## WRITTEN CONFIRMATION FOLLOWING A CHILD PROTECTION REFERRAL

**If You Have Concerns About A Child *Act Now Don't Delay*. Contact Children Services immediately by phone to make a referral and then post this form (or ideally fax it) to the Children's Team Operations Manager of the locality within one working day of your telephone referral.**

For information on what circumstances to refer a child to Children Services, refer to Section 3.1 in the WSCB Inter-Agency Child Protection Procedures

**Telephone Referral made to:**

**Name of Social Worker.....**

**at**

**Name of Children's Team.....**

**on**

**Date and Time of Telephone Referral.....**

**1. Referrers Details**

Name:

Agency and Job Title

Contact Details:

Telephone:

Address:

**2. Child's Details**

Child's Full Name

Date of Birth:

Ethnic Origin:

Gender of child:

First language:

Details of any specific need (e.g. disability):

Address:

Telephone contact:

G.P. (Name and Surgery):

**3. Family Including Sibling Details**

<b>NAME</b>	<b>DOB</b>	<b>RELATIONSHIP</b>	<b>ADDRESS</b>

Please indicate those siblings who are also the subject of this referral:

**3. Other agencies, professionals involved**

<b>NAME</b>	<b>AGENCY</b>	<b>CONTACT DETAILS</b>

**4. Reason for referral/concerns**

(Please give details of injuries or other indicators observed)

Is this the first referral to Children Services on this child?

Please tick

First Referral

Previous Referrals

Date(s):

Previous Written Follow-up(s) to telephone referral(s) made Date(s):

Don't know

Is the Parent/Carer/Child aware of this referral? (Please give details)

**5. Agreement reached with Children Services regarding further action to be taken by Children Services and referrer. (Please give details)**

Signature: .....

Date: .....

N.B. \* Professionals who contact Children Services to make a referral should confirm the details in writing within 24 hours, addressed to the Operations Manager in that locality.

\* Children Services should acknowledge your written referral within one day of receiving it. If you have not heard back within 3 working days, contact Children Services again

\*After sending this information to Children Services please maintain a copy of this form on the child's record or in your agency file and complete details below

**WSCB October 2006**

Did you receive a response from Children Services? (Please indicate Yes or No in first two boxes)

Verbally

In writing

Within

working days of this form being sent

**If you are working in Education, please send a copy of this form to:**

**John Sullivan  
Education Safeguarding Children Manager  
W.C.C. Directorate of Children, Young People and Families  
Saltisford Office Park  
Ansell Way  
Warwick  
CV34 4UL**

**If you are working in Health, please send a copy of this form to:**

**North of the County**

**Mary Weeks – Designated Nurse in Child Protection  
North Warwickshire PCT  
Riversley Park Centre  
Coton Road  
Nuneaton CV11 5TY  
(Fax: 024 7637 8615)**

**South of the County**

**Monica Durack – Designated Nurse in Child Protection  
South Warwickshire PCT  
Westgate House  
Market St  
Warwick CV34 4DE**

**WSCB October 2006**

## **Agenda Item No 15**

### **Executive Board**

**8 February 2010**

## **Report of the Chief Executive**

## **North Warwickshire Sustainable Community Strategy 2009 - 2026**

### **1 Summary**

- 1.1 This report informs members of the preparation of the North Warwickshire Sustainable Community Strategy 2009 – 2026 and seeks endorsement for this strategy.

#### **Recommendation to the Council**

- a That Members note the preparations of the North Warwickshire Sustainable Community Strategy 2009-2026; and**
- b That Members endorse the North Warwickshire Sustainable Community Strategy 2009-2026.**

### **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 strategy and any comments received will be reported at the meeting.

### **3 Introduction**

- 3.1 The new Sustainable Community Strategy 2009-2026 replaces the North Warwickshire Sustainable Community Plan 2006 – 2009. The strategy has been prepared by the North Warwickshire Community Partnership. Members were informed about the preparation of a draft strategy at the meeting of this board held on 30 September 09.
- 3.2 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.
- 3.3 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.
- 3.4 As a result a shorter, more focussed, evidence based document has been prepared.

### **4 Background**

- 4.1 This report introduces the final 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.
- 4.2 Members will recall 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 as a new Local Area Agreement, Warwickshire Sustainable Community Strategy, Narrowing the Gaps and locality working.
- 4.3 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; a 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 25 March 2009 at Purley Chase Golf Club.
- 4.4 These events raised 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. The events highlighted the following strategic priorities
- Raising aspirations, educational attainment and skills
  - Developing healthier communities and
  - Access to Services
- 4.5 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](http://www.northwarks.gov.uk/nwcp/site/scripts/download_info.php?fileID=51)

## **5 Development of a new North Warwickshire Sustainable Community Strategy**

- 5.1 At its meeting in January 2009 the Partnership agreed 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 first draft of the strategic document was presented at September's Board meeting and an example of a shorter, public facing document was shared with the Partnership in March.
- 5.2 Following feedback from partners a number of changes have been made to the draft sustainable community strategy which have strengthened the links and made more explicit the contributions from theme groups to the agreed priorities for the strategy.

## **6 Development of a new North Warwickshire Sustainable Community Strategy Action Plan**

- 6.1 Following the North Warwickshire Community Partnership Board held on Thursday 18 June 2009, Theme Group Chairs and Lead Officers Group 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.
- 6.2 A further two meetings have since taken place during October and November to help prepare an outline working draft. The action plan is at an early stage of development

and requires further consideration and input from partners, a copy of the working draft action plan is attached in Appendix C for comments. Work is also in hand to prepare baselines to help take into account the relevant LAA indicators and targets for North Warwickshire. Some key milestones will also be identified for the actions and indicators.

## **7 North Warwickshire Community Partnership structure**

- 7.1 Consideration also needs be given to the delivery arrangements for the new Sustainable Community Strategy, taking account of the Public Service Board LAA governance review and the delivery of the partnerships new priorities. Further discussions with theme group leads and partners will take place to help prepare proposals for the future structures which will help the partnership deliver on the priority outcomes for the new strategy. A report on progress with the discussions should be prepared for the next meeting of the North Warwickshire Community Partnership due to be held on March 4.

## **8 Summary**

- 8.1 In summary, as a result of the consultation and events held, a shorter, more focussed, evidence based Strategy has been prepared. Two versions of the Sustainable Community Strategy have been produced, a strategic version for partners (attached in Appendix A ) and a user friendly public facing document for community use (attached in Appendix B), to be prepared once the strategy has been finalised. Partners are requested to endorse the strategy and identify any further potential changes to the documents.

## **9 Report Implications**

### **9.1 Finance and Value for Money Implications**

- 9.1.1 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 met from within existing budgets to cover the total costs of the projects of £112,280.

### **9.2 Safer Communities Implications**

- 9.2.1 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. Some direct contributions will also be reflected within the action plan for Developing Healthier Communities.

### **9.3 Legal and Human Rights Implications**

- 9.3.1 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.

#### 9.4 **Environment and Sustainability Implications**

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

#### 9.5 **Risk Management Implications**

9.5.1 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.

#### 9.6 **Equalities Implications**

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

#### 9.7 **Links to Council's Priorities**

9.7.1 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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>



# **North Warwickshire Sustainable Community Strategy 2009-2026**

## **Foreword**

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

I believe that we should also be clear and determined about what we want to achieve and not be frightened to 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, whilst our district also includes some of the most remote and diverse rural communities in Warwickshire.

Raising educational attainment, improving health, and tackling rural access are thus the three priorities we have decided to focus on as a Partnership. Each is a complex long-term ambition that is going to require tenacity and commitment in order to make any real difference.

Over the coming years we will therefore monitor the success of our Partnership through a series of timetabled, targeted outcomes for each of these three priorities.

**Colin Hayfield,**  
**Chair of the North Warwickshire Community Partnership**

# **North Warwickshire Sustainable Community Strategy**

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## **Section 1: Introduction**

### **North Warwickshire Sustainable Community Strategy & Vision**

#### **North Warwickshire 2026 Vision:**

“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 our three key priorities for improving the overall quality of life in North Warwickshire from 2009 to 2026. These are:

- Raising aspirations, educational attainment and skills
- Developing healthier communities
- Improving access to services

Our challenge is to put in place the appropriate tools and infrastructure to deliver sustained improvement for all our communities so that more people can enjoy life and reach their full potential.

To achieve this, we want to help local people to look after themselves, stay healthy, independent and participate fully as members of the community.

#### **The North Warwickshire Community Partnership**

The North Warwickshire Community Partnership is responsible for the delivery of the North Warwickshire Sustainable Community Strategy and action plans. The Partnership comprises of 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.

Through its diverse membership, the Partnership seeks to influence the way partners plan and deliver services, providing the strategic co-ordination within the area and will put in place the appropriate structures to deliver the strategy.

#### **Locality Working**

Area Forums (North, South East and West) have been running for some years and provide an opportunity for the Borough Council, County Council, Police and other public agencies to engage with local people. The Area Forums provide local people with the opportunity to raise their hopes and concerns and influence the way services are delivered.

## **Priority Communities**

Evidence shows that some communities experience greater deprivation than others. The North Warwickshire Community Partnership will continue to focus on 'Narrowing the Gaps', reducing differences locally in terms of achievement, opportunity and quality of life.

## **Partnership Success**

Since the first strategy in 2001, the North Warwickshire Community Partnership has made real progress and we want to build on this success with our new Sustainable Community Strategy.

During the period of our last Strategy 2006 - 9 our successes included:

### **Community Safety**

Since 2006/7 crime levels are on a sustained downward trend and are at the lowest point for over five years. In 2008/9 overall crime was down by 6% compared to the previous year. These reductions have been supported by attracting over £500,000 of external funding during the last four years to deliver community safety projects.

### **Children and Young People**

A borough-wide Play Strategy addressed gaps in play provision for children and young people ages 0-18, resulting in improvements to 7 play facilities.

### **Voluntary and Community Activity**

Since 2006, over 200 groups have been helped to attract external funding of over £1million, enabling groups to provide social activities for their communities and resourcing the refurbishment of community buildings. During the 12 month period ending 31 March 2009, volunteer recruitment increased by 100% compared to previous years.

### **Access to Services**

In May 2007 a One-Stop Shop opened in Atherstone providing residents and visitors to North Warwickshire access to a wide range of services provided by the Council and partner organisations.

### **Housing - Working to Prevent Homelessness**

A Financial Literacy and Homelessness Project provided people who were experiencing financial problems with access to training to help them with their budgeting skills. The project has helped to prevent people from being evicted from their properties.

### **Education, Aspirations and Attainment**

The Kingsbury School Programme explored the potential to improve the attainment of young people by raising aspirations and changing attitudes of both young people and their parents. A variety of projects were undertaken including E-learning, providing net books to allow access for all to the internet and a Community Services Project. This provided young volunteers to

become involved in the life of their community to reduce disaffection and promote good citizenship.

### **Celebrating Local Heritage**

With Heritage Lottery funding of £0.5 million, the North Arden Heritage Trail (a 25-mile circular walk passing through 12 local parishes) was created. As well as establishing a well-maintained, major new walking route in itself, it has encouraged local communities to develop smaller circular walks taking in their parishes' historic, natural and cultural heritage.

### **Encouraging Healthier Lifestyles**

Reducing the number of people who smoke in North Warwickshire, a target of 362 four-week quitters was exceeded by nearly 10% by running a number of targeted projects and healthy lifestyle events.

### **European Funding**

To help address issues of improving access to services in rural areas and improve communication a successful application for 'LEADER' - European Funding was submitted and approved. North Warwickshire has been awarded just over £1 million covering the period 2009 to 2013 to support and deliver projects across North Warwickshire rural communities.

## **Section 2: Developing the Strategy**

### **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. Wherever people live, they still have the same basic needs: jobs; a healthy economy; a stable and safe place to live and work; a decent and affordable home; a pleasant and healthy environment; good public services; opportunity and choice for all and the chance to shape their own future. The Local Development Framework has an important role in supporting the delivery of the physical infrastructure required by the Sustainable Community Strategy, ensuring the Strategy is genuinely sustainable.

### **How did we prepare the Strategy?**

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.

This Strategy takes account of the various influences and pressures facing North Warwickshire and is supported by a number of national, regional and local strategies and plans. In particular:

**The Regional Spatial Strategy (RSS)** sets out what future development will take place within the Borough and the emerging Local Development Framework will take account of what it says.

**The Local Development Framework (LDF)** sets out sustainable planning policies to guide future land use and development in terms of housing, local transport, environmental concerns, industrial and commercial development and wider social issues.

**The Warwickshire Sustainable Community Strategy** sets out a long term vision for Warwickshire and provides the framework at a county level for partnership working from now until 2026.

**The Warwickshire Local Area Agreement (LAA)** is a contract between central government and partners in Warwickshire and is the delivery plan for the Warwickshire Sustainable Community Strategy.

**Warwickshire Health Inequality Strategy** sets out a long term approach for reducing health inequalities across Warwickshire and sets out a framework to improve life expectancy in Warwickshire.

**Green Space Strategy** sets out a ten year framework for the management and development of green space in North Warwickshire.

**Parish Plans** set out local community priorities and demonstrate how distinctive characteristics and features can be preserved.

**Area Pledges** set out locally agreed commitments to improve specific local priorities within each Area Forum.



### **Section 3: Pressures, challenges and priorities**

We recognise that a broad range of work is needed to tackle the priorities set out in this Strategy. Our intention is not to reflect the core business of an individual organisation but to add value by working together using staff time and resources more flexibly. This will target our priorities where the greatest achievement can be made and make the best use of the resources available.

We recognise that some issues, for example climate change, do not appear as one of our three key priorities. It is, however, being addressed elsewhere, through the Warwickshire Sustainable Community Strategy to ensure that appropriate linkages are made to educate, enable and empower communities to reduce carbon emissions. The Local Development Framework will be addressing the quality and design of new development and the opportunities for improving the Borough's existing built stock, where the greatest need and potential benefits for reducing carbon emissions lie.

Our priorities will change over time to ensure that we address the borough's biggest challenges and help those communities in greatest need.

#### **Raising aspirations, educational attainment and skills**

Current information shows that too many of our children and young people are not reaching their full potential. We believe that every young person in North Warwickshire deserves the best possible support and encouragement to achieve this.

Families have a key role in influencing the aspirations of young people, encouraging personal and academic development and fostering a good work ethic. We all have a part to play and we want to see everyone in the area working together to make sure our young people are inspired to achieve.

North Warwickshire has some significant challenges ahead:

- significantly lower educational attainment and skills compared to the rest of the County
- low levels, or lack, of formal qualifications
- fewer young people gaining five or more A\* - C GCSE grades (including English and Maths)
- the number of young people aged 16-18 not in education, employment or training (NEETs)
- low levels of aspiration and expectation

**The North Warwickshire Community Partnership will raise aspirations, educational attainment and skills by**

- improving North Warwickshire's economic prosperity
- working with local employers to identify skills shortages and access to local job opportunities
- providing easily accessible and affordable learning opportunities
- supporting the engagement and attainment of young people who are not engaged in education, training or employment
- promoting the development of vocational skills and volunteering

**By 2026, we will have:**

**Raised aspirations, educational attainment and skills**

- more people will be in work and unemployment and worklessness will be low
- educational attainment and skill base will be improved to meet local economic needs and more young people will be in education, training and employment
- training and education links with growth in the borough's major strategic employment sites and employers, such as Birch Coppice and Hams Hall will be in place, focussing on matching local employee skills with local commercial/business employment needs and ensuring equality of job opportunity for all
- economic inequalities between communities will be reduced

**Developing Healthier Communities**

Health is a key determinant of well being. It can enable or inhibit the quality of life more than any other factor. While health and social care make a contribution to health, most of the key determinants of health lie outside their direct influence. These include individual's local environment, living and working conditions, income, genetic factors and choices made, as well as opportunities taken about lifestyle. Housing which is in good condition and affordable is inextricably linked to good health and wellbeing.

The above issues are a challenge in their own right that will be exacerbated by an ageing population. We will need to ensure that we make provision for future demographic changes in our longer term planning for the Borough.

We believe we have a responsibility to local people to enable them to have their say, provide good quality health care and advice and encourage healthier lifestyles. The ability to have a say in and influence your environment is a key determinant of mental health and well-being. North Warwickshire scores well:

- 85% of residents said they were satisfied with the area as a place to live,
- 80% said they feel people from different backgrounds get on well together and
- 65% feel very or fairly strongly that they belong to their immediate neighbourhood.

North Warwickshire still has some significant challenges ahead:

- life expectancy in North Warwickshire is lower than the Warwickshire average
- higher levels of people classifying themselves as not being in good health and above average early death rates from heart disease and strokes
- rising levels of obesity
- the number of people who smoke
- the pressures of an ageing population who will need support to live independently
- ensuring the availability of sufficient affordable housing and that properties are in a decent condition
- despite a decrease in recorded crime, fear of crime and disorder remains a high community concern
- the consumption of alcohol by young people and its associated link to anti social behaviour is often raised as a concern
- the rates of hospital stay for alcohol related harm and rates of drug misuse are lower than national averages but there are concerns about the impact on some of our communities

**The North Warwickshire Community Partnership will develop healthier communities by:**

- reducing the number of people who smoke
- reducing obesity by improving diet, nutrition and increased exercise
- tackling alcohol misuse amongst young people
- reducing the impact of alcohol related harm and drug misuse on some of our communities
- enabling people to have access to, choice and control over services provided to help them remain independent as they grow older
- promoting active citizenship
- Supporting decent, affordable and sustainable housing
- enabling people to feel safe and secure
- planning for an ageing population

## **By 2026, we will have:**

### **Developed Healthier Communities**

- there will be improved health - people choosing healthy and active lifestyles, lower levels of obesity and alcohol consumption, increased levels of physical activity, healthier eating and less people will smoke
- more people living independently for longer and in warm homes and modern facilities
- active citizenship
- decent, affordable and sustainable housing
- safe and secure local environment

### **Improving Access to Services**

The rural nature of the area means that some people face a number of problems with accessing everyday services for example jobs, education, GP surgeries, shops and post offices. Compounding this issue is that some services are located outside the area, for example, the George Eliot Hospital. This can be a significant problem for people, who do not have their own transport.

Public transport is provided across the Borough although the frequency of the services and their routes will not meet everyone's transport needs. Access to information about public transport, cost and frequency of services are concerns.

Communication within North Warwickshire presents many challenges. There is no single newspaper or radio station that covers the whole area. Furthermore, broadband coverage and the speed of the connection are not always good.

Many people in North Warwickshire, particularly those living on low incomes, find it difficult to access mainstream financial services such as bank accounts and low cost loans, which can lead to financial exclusion and poverty. Access to affordable financial services is central to improving families' economic wellbeing.

North Warwickshire has some significant challenges ahead:

- the provision of a greater range of access to services
- transport links and communication
- tackling financial exclusion

**The North Warwickshire Community Partnership will improve access to services by:**

- being better informed about customer needs
- supporting, developing and promoting greater access to a range of local services and job opportunities
- building greater capacity in the communication network
- tackling the causes of financial exclusion

**By 2026, we will have:**

**Improved access to services**

- greater range of access to services
- improved transport links and communication
- increased prosperity for those on lower income

#### **Section 4: Measuring Progress**

The North Warwickshire Community Partnership will oversee the delivery of the action plans and to ensure progress is maintained. At the end of each year, we shall compare our progress with what was planned and confirm the next year's targets.

The action plans will be reviewed and updated regularly whilst the North Warwickshire Sustainable Community Strategy will be reviewed approximately every three years. The action plans are published separately as they will change over time.

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

## 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](mailto: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](mailto:martingibbins@warwickshire.gov.uk)

A full strategy document is available on the North Warwickshire Community Partnership website [www.northwarks.gov.uk/nwcp](http://www.northwarks.gov.uk/nwcp)

## **North Warwickshire Sustainable Community Strategy Summary**

### **Introduction**

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

### **The North Warwickshire Community Partnership**

The North Warwickshire Community Partnership is responsible for the delivery of the North Warwickshire Sustainable Community Strategy and action plans. The partnership comprises of 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.

### **The North Warwickshire Community Partnership Vision & priorities**

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”.

The North Warwickshire Sustainable Community Strategy sets out our three key priorities for improving the local quality of life in the area from 2009 to 2026. These 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.



## How did we prepare the Strategy?

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. This Strategy takes account of the various influences and pressures facing North Warwickshire and is supported by a number of national, regional and local strategies and plans.

## What are we going to do?

We recognise that a broad range of work is needed to tackle the priorities set out in this strategy. Our intention is not to reflect the core business of an individual organisation but to add value by working together using staff time and resources more flexibly to target our priorities where the greatest achievement can be made and making the best use of the resources and external funding that is available.

Our priorities will change overtime to ensure that we address the boroughs' biggest challenges and help those communities in greatest need.

In support of our strategy, a detailed action plan will be published. The action plan is available on the Partnership's website [www.northwarks.gov.uk/nwcp](http://www.northwarks.gov.uk/nwcp)

## 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:

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