

**To: Leader and Members of the Executive Board  
(Councillors M Stanley, Hayfield, May, Moore, Morson, Phillips, Simpson, Smith and Sweet)**

**For the information of other Members of the Council**

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

**6 FEBRUARY 2012**

The Executive Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Monday 6 February 2012 at 6.30pm.

### **AGENDA**

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

(Any personal interests arising from the membership of Warwickshire County Council of Councillors Hayfield, May, and Sweet and membership of the various Town/Parish Councils of Councillors Moore (Baddesley Ensor), Morson (Dordon),

Phillips (Kingsbury) and M Stanley (Polesworth) are deemed to be declared at this meeting).

4 **Requests for discussion of En Bloc items.**

**PART A – ITEMS FOR DISCUSSION AND DECISION  
(WHITE PAPERS)**

5 **External Audit Plan 2011/12** - Report of the Deputy Chief Executive

**Summary**

The main purpose of this report is to inform Members of the External Auditors' plan for their work related to the 2011/12 financial year.

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

6 **Corporate Plan 2012/13** – 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 2012-13 Forward Work Plan for the Assistant Chief Executive & Solicitor to the Council.

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

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

**Summary**

This report updates the Capital Strategy approved by the Council in February 2011.

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

8 **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 and the options to meet any shortfalls.

The Contact Officer for this report is Jon Illingworth (719489).

- 9 **General Fund Fees and Charges 2012/13** – Report of the Assistant Chief Executive and Solicitor to the Council

**Summary**

The report covers the fees and charges for 2011/12 and the proposed fees and charges for 2012/13.

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

- 10 **General Fund Revenue Estimates 2012/13** – Report of the Deputy Chief Executive.

**Summary**

This report covers the revised budget for 2011/12 and an estimate of expenditure for 2012/13, together with forward commitments for 2013/14, 2014/15 and 2015/16.

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

- 11 **General Fund Revenue Estimates 2012/13 and Setting the Council Tax 2012/13** - Report of the Deputy Chief Executive.

**Summary**

This report sets out the proposed General Fund Revenue Estimate for 2012/13, and the options available when setting the 2012/13 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).

- 12 **Pay Policy Statement** – Report of the Assistant Director (Finance and Human Resources) to follow.

**Summary**

There is a requirement under Section 38 of the Localism Act 2011 for Councils to have and to publish a Pay Policy Statement, agreed by full Council, which will be subject to review at least annually. This report details the purpose for and the areas to be covered in the Pay Policy Statement.

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

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

- 13 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2011 – December 2011 –** Report of the Chief Executive and the Deputy Chief Executive.

**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 2011/12 from April to December 2011.

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

- 14 **Minutes of the meetings of the Local Development Framework Sub-Committee held on 4 October 2011 and 9 January 2012 (copy herewith) to be received and noted.**
- 15 **Minutes of the meeting of the Special Sub-Group held on 4 January 2012 (copy herewith) to be received and noted.**
- 16 **Minutes of the meeting of the Safer Communities Sub-Committee held on 26 January 2012 (to be circulated) to be received and noted.**

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

- 17 **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.**

- 18 **Payment Management System Costs and Preferred Supplier -** Report of the Assistant Director (Corporate Services)

The Contact Officer for this report is Linda Bird (719327).

- 19 **Local Broadband Plan and Match Funding Proposal -** Report of the Assistant Director (Corporate Services)

The Contact Officer for this report is Linda Bird (719327).

JERRY HUTCHINSON  
Chief Executive

**Agenda Item No 5**

**Executive Board**

**6 February 2012**

**Report of the  
Deputy Chief Executive**

**External Audit Plan 2011/12**

**1 Summary**

- 1.1 The main purpose of this report is to inform Members of the External Auditors' plan for their work related to the 2011/12 financial year.

**Recommendation to Council**

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

**2 Report on the External Audit Plan**

- 2.1 The Council's appointed auditors, PricewaterhouseCoopers LLP, have considered the work they need to carry out relating to the 2011/12 financial year, to meet their audit responsibilities. A report detailing the scope of their work and the audit approach that will be used is attached as Appendix A.

**3 Report Implications**

**3.1 Finance and Value for Money Implications**

- 3.1.1 These are covered in the Auditors' report.

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

**Background Papers**

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

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

---

# ***North Warwickshire Borough Council***

**External Audit Plan  
2011/2012**

***DRAFT***

Government and  
Public Sector

January 2012



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

March 2012

Ladies and Gentlemen,

We are delighted to present to you our External Audit Plan for 2011/12, which includes an analysis of our assessment of significant risks, our proposed audit strategy, audit and reporting timetable and other matters. Discussion of our strategy with you enables our engagement team members to understand your concerns and agree on mutual needs and expectations to provide the highest level of service quality. Our approach is responsive to the many challenges affecting North Warwickshire Borough Council.

If you have any questions regarding matters in this document please contact Alison Breadon or Jane Ambrose.

Yours faithfully

PricewaterhouseCoopers LLP

---

*PricewaterhouseCoopers LLP, Cornwall Court, 19 Cornwall Street, Birmingham B3 2DT*  
*T: +44 (0)121 265 5000, F: +44 (0) 121 265 5050, [www.pwc.co.uk](http://www.pwc.co.uk)*

PricewaterhouseCoopers LLP is a limited liability partnership registered in England with registered number OC303525. The registered office of PricewaterhouseCoopers LLP is 1 Embankment Place, London WC2N 6RH. PricewaterhouseCoopers LLP is authorised and regulated by the Financial Services Authority for designated investment business.

---

# Contents

---

<b><i>Introduction</i></b>	<b><i>1</i></b>
Purpose	1
Period covered by this Plan	1
Code of Audit Practice and Statement of Responsibilities of auditors and of audited bodies	1
<b><i>Scope of the audit</i></b>	<b><i>2</i></b>
Statement of Accounts	2
<b><i>Audit approach</i></b>	<b><i>4</i></b>
Introduction	4
Materiality	7
Communications Plan and Timetable	7
<b><i>Risk of fraud</i></b>	<b><i>8</i></b>
Auditors' responsibility	8
Management's responsibility	8
Responsibility of the Executive Board	8
<b><i>Audit Engagement team</i></b>	<b><i>10</i></b>
<b><i>Audit fees</i></b>	<b><i>11</i></b>
<b><i>Appendices</i></b>	<b><i>12</i></b>
Appendix 1: Recent Developments	13
Appendix 2: Audit approach	14
Appendix 3: Other engagement information	15



---

# *Introduction*

## Purpose

Our Audit Plan has been prepared to inform the officers and members of North Warwickshire Borough Council (the Authority) about our responsibilities as external auditors and how we plan to discharge them.

We issued our audit fee letter, setting out indicative fees for 2011/12, in April 2011 in accordance with the Audit Commission's requirements. This Plan sets out in more detail our proposed audit approach for the year.

The Authority is accountable for the stewardship of public funds. The responsibility for this stewardship is placed upon the members and officers of the Authority. It is our responsibility to carry out an audit in accordance with the Audit Commission's Code of Audit Practice (the Code).

Based upon discussion with management and our understanding of the Authority and the local government sector, we have noted in a later section of our Audit Plan recent developments and other relevant risks. Our Plan has been drawn up to consider the impact of these developments and risks.

## Period covered by this Plan

This Plan outlines our audit approach for the period 1 April 2011 to 31 March 2012, including the 2011/12 final accounts audit which we will undertake in the summer of 2012.

## Code of Audit Practice and Statement of Responsibilities of auditors and of audited bodies

We perform our audit in accordance with the Audit Commission's Code of Audit Practice (the Code) which was last updated in March 2010. This is supported by the Statement of Responsibilities of Auditors and of Audited Bodies (the Statement) which was also updated in March 2010. Both documents are available from the Chief Executive of the Authority or the Audit Commission's website.

# Scope of the audit

We will conduct our audit in accordance with the relevant requirements of the Audit Commission Act 1998 and the Code of Audit Practice 2010 for local government bodies (“the Audit Code”) published by the Audit Commission.

## Statement of Accounts

We will conduct our audit of the Statement of Accounts in accordance with International Standards on Auditing (UK and Ireland) as published by the Auditing Practices Board. We will issue an opinion stating whether in our view:

- *the Statement of Accounts provides a true and fair view and has been prepared in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy( CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom and the CIPFA Service Reporting Code of Practice;*
- *the information given in the Explanatory Foreword is consistent with the Statement of Accounts;*
- *the Whole of Government Accounts schedules submitted to the Department for Communities and Local Government are consistent with the Statement of Accounts.*

In our audit report on the Statement of Accounts, we are also required to report by exception where, in our view, the Annual Governance Statement does not comply with the requirements of “Delivering Good Governance in Local Government: Framework” published by CIPFA/the Society of Local Authority Chief Executives (SOLACE) in June 2007 or is misleading or inconsistent with information we are aware of from our audit.

## Value for money conclusion

Under the Audit Code we are also required to report on the Authority’s arrangements for securing economy, efficiency and effectiveness in its use of resources.

As in 2010/11, we will perform the work we consider necessary to allow us to give our statutory value for money conclusion based on the following two criteria specified by the Audit Commission:

- *that the Authority has proper arrangements in place for securing financial resilience; and*
- *that the Authority has proper arrangements for challenging how it secures economy, efficiency and effectiveness.*

## Other reporting requirements

In addition, we are also required to consider:

- whether we need to issue a report in the public interest under s8 of the Audit Commission Act 1998;
- whether we need to make written recommendations for the consideration of the Authority under s11(3) of the 1998 Act;
- whether we believe that the Authority or one of its officers:
  - is about to make or has made a decision which involves or would involve the authority incurring expenditure which is unlawful,
  - is about to take or has begun to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency, or
  - is about to enter an item of account, the entry of which is unlawful

and we need to issue an advisory notice under s19A of the 1998 Act;

- whether there is any item of account for which we need to make an application to the court under s17 of the 1998 Act for a declaration that the item is contrary to law; and
- whether we need to apply under s24 of the 1998 Act for judicial review of any decision or failure to act by the Authority which it is reasonable to believe would have an effect on the accounts.

---

# Audit approach

## Introduction

We have considered the Authority's operations and have assessed the extent to which we believe there are potential business and audit risks that need to be addressed by our audit. We have also considered our understanding of how your control procedures mitigate these risks. Based on this assessment we have determined the extent of our financial statements and use of resources audit work.

It is your responsibility to identify and address your operational and financial risks, and to develop and implement proper arrangements to manage them, including adequate and effective systems of internal control. In planning our audit work, we assess the significant operational and financial risks that are relevant to our responsibilities under the Code and the Audit Commission's Standing Guidance. This exercise is only performed to the extent required to prepare our Plan so that it properly tailors the nature and conduct of audit work to your circumstances. It is not designed to identify all risks affecting your operations nor all internal control weaknesses.

## Significant and other audit risks

Our risk assessment forms the basis for planning and guiding all subsequent audit activities. It allows us to determine where our audit effort should be focused and whether we can place reliance on the effective operation of controls implemented by management.

We have separately identified the risks for our audit of the financial statements and our use of resources (value for money) conclusion. Risks are categorised as follows:

- 
- **Significant**
    - Financial statements:** Risk of material misstatement due to the likelihood, nature and magnitude of the balance or transaction. These require specific focus in the year.
    - Use of resources (value for money):** Risk of impacting adversely on the use of resources (value for money) conclusion.
  - **Other**
    - Financial statements:** Although not considered significant, the nature of the balance/area requires specific consideration.
    - Use of resources (value for money):** Relevant to our use of resources (value for money) conclusion and therefore requires specific attention.
-

<b>Risk</b>	<b>Financial Statements (FS)/Use of Resources (UoR)</b>	<b>Categorisation of risk (Significant or Other)</b>	<b>Audit approach</b>
<p>Fraud and management override of controls</p> <p>ISA (UK&amp;I) 240 requires that we plan our audit work to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes consideration of the risk that management may override controls in order to manipulate the financial statements.</p>	FS	● <i>Significant</i>	<p>We will consider the level of assurance provided by Internal Audit regarding management's ability to override controls.</p> <p>We will perform procedures to:</p> <ul style="list-style-type: none"> <li>• test the appropriateness of journal entries;</li> <li>• review accounting estimates for bias and evaluate whether circumstances producing any bias represent a risk of material misstatement due to fraud;</li> <li>• evaluate the business rationale underlying significant transactions; and</li> <li>• perform 'unpredictable' procedures.</li> <li>• We may perform other audit procedures if necessary.</li> </ul>
<p><b>Recognition of revenue and expenditure</b></p> <p>Under ISA (UK&amp;I) 240 there is a (rebuttable) presumption that there are risks of fraud in revenue recognition.</p> <p>We extend this presumption to the recognition of expenditure in local authorities. This is because the opportunities to perpetrate fraud, which the ISA considers are usually present in relation to revenue, are more likely to present themselves through manipulation of expenditure in the public sector.</p> <p>Accounting policies or the treatment of income and expenditure may lead to material misstatements in the reported revenue position.</p>	FS	● <i>Significant</i>	<p>We will seek to understand and evaluate relevant revenue and expenditure controls and test controls to confirm they are operating effectively.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>• continue our regular dialogue with the statutory officers of the Authority;</li> <li>• seek to place reliance on internal audit work on key income and expenditure controls;</li> <li>• evaluate the accounting policies for income and expenditure recognition to ensure that this is consistent with the requirements of the Code of Practice on Local Authority Accounting;</li> <li>• test the appropriateness of journal entries and other adjustments;</li> <li>• review accounting estimates for income and expenditure, for example, provisions;</li> <li>• perform cut-off tests at year end and after date cash testing to ensure items have been recorded in the appropriate period; and</li> <li>• perform unrecorded liabilities testing.</li> </ul>

<b>Risk</b>	<b>Financial Statements (FS)/Use of Resources (UoR)</b>	<b>Categorisation of risk (Significant or Other)</b>	<b>Audit approach</b>
<p><b>Meeting the financial challenge</b></p> <p>All local government organisations are faced with increased challenges in their medium term financial outlook. There continues to be a number of risks to the delivery of the Council's medium term financial plans, particularly in respect of:</p> <ul style="list-style-type: none"> <li>• slippage: the Authority may not be able to achieve the savings planned either from service reductions or through efficiencies;</li> <li>• timing: the timing of planned savings, service reductions and funding announcements may impact delivery against the comprehensive spending review targets; and</li> <li>• assumptions: significant policy changes might impact on the Authority's ability to deliver a balanced budget over the period of the plan.</li> </ul> <p>There is also a risk of deteriorating operational performance and quality due to reduced resources and management capacity where cost savings are made without careful consideration.</p>	UoR	● Other	<p>We will consider the Council's savings plans, their robustness and performance against these plans in year.</p> <p>We will specifically consider :</p> <ul style="list-style-type: none"> <li>• the governance structure in place to deliver the targets;</li> <li>• the level and extent of accountability;</li> <li>• project management arrangements;</li> <li>• monitoring and reporting;</li> <li>• progress on delivering the plan; and</li> <li>• how the assumptions applied in your plans compare with other organisations and best practice.</li> </ul> <p>We will consider any relevant accounting assumptions.</p>
<p><b>HRA Self Financing</b></p> <p>The Department for Communities and Local Government (DCLG) has published its proposals on the Housing Revenue Account Self-Financing Determinations.</p> <p>Under these plans the current HRA subsidy system will be replaced by councils taking control of their housing rental income enabling them to plan for the long term management of these assets. In return councils will take on a share of the £28bn housing debt as part of the self financing settlement.</p> <p>The proposals have significant impact on the Authority's accounts, and future financial resilience.</p>	FS	● Other	<p>We have started to discuss the potential adjustments required under self-financing and will continue to do so.</p> <p>We will also consider the Authority's future financial forecasts for the impact of self-financing.</p>

## Materiality

We plan and perform our audit to be able to provide reasonable assurance that the financial statements are free from material misstatement and give a true and fair view. We use professional judgement to assess what is material. This includes consideration of the amount and nature of transactions.

ISA (UK&I) 450 (revised) requires that we record all misstatements identified except those which are “clearly trivial”. Matters which are clearly trivial are matters which we expect not to have a material effect on the financial statements even if accumulated. When there is any uncertainty about whether one or more items are clearly trivial, the matter is considered not to be clearly trivial.

During the course of our audit work it is not unusual to find relatively small misstatements which do not raise significant concerns for those charged with governance. We have previously discussed reporting thresholds for items considered to be ‘clearly trivial’ with the Executive Board and have agreed with the Board that we will report all unadjusted misstatements over £1,000 where such items are identified.

## Communications Plan and Timetable

ISA (UKI) 260 ‘Communications of audit matters with those charged with governance’ requires auditors to plan with those charged with governance the form and timing of communications with them. We have agreed with you previously that ‘those charged with governance’ in the case of the Authority is the Executive Board. Our team works on the engagement throughout the year to provide you with a timely and responsive service.

Below is an overview of the audit process including timelines for reporting to the Executive Board.

<i>Month/Deadline</i>	<i>Audit activity</i>
October 2011 – February 2012	External Audit planning and drafting of 2011/12 Audit Plan
February 2012	Presentation of Draft 2011/12 External Audit Plan to the Executive Board
April 2012	Interim audit
August 2012	Statement of Accounts audit
September 2012	Presentation to Executive Board of ISA (UK&I) 260 Report to those Charged with Governance on the audit of the Statement of Accounts
30 September 2012	Target date for issue of: <ul style="list-style-type: none"> <li>• Audit Opinion on the Statement of Accounts;</li> <li>• Value for Money Conclusion; and</li> <li>• Opinion on the Whole of Government Accounts return</li> </ul>
30 November 2012	Issue of Annual Audit Letter

In addition, we will report periodically to the Executive Board on progress with the External Audit where matters of significance arise.

---

# Risk of fraud

International Standards on Auditing (UK&I) state that we as auditors are responsible for obtaining reasonable assurance that the financial statements taken as a whole are free from material misstatement, whether caused by fraud or error. The respective responsibilities of auditors, management and those charged with governance are summarised below:

## Auditors' responsibility

Our responsibilities are:

- *to identify and assess the risks of material misstatement of the financial statements due to fraud;*
- *to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and*
- *to respond appropriately to fraud or suspected fraud identified during the audit.*

## Management's responsibility

Management's responsibilities in relation to fraud are:

- *to design and implement programmes and controls to prevent, deter and detect fraud;*
- *to ensure that the entity's culture and environment promote ethical behaviour; and*
- *to perform a risk assessment that specifically includes the risk of fraud addressing incentives and pressures, opportunities, and attitudes and rationalisation.*

## Responsibility of the Executive Board

Your responsibility as part of your governance role is:

- *to evaluate management's identification of fraud risk, implementation of anti-fraud measures and creation of appropriate "tone at the top"; and*
- *to investigate any alleged or suspected instances of fraud brought to your attention.*



## Conditions under which fraud may occur

**Management or other employees have an incentive or are under pressure**

Incentive / pressure



Opportunity	Rationalisation/attitude
Circumstances exist that provide opportunity – ineffective or absent control, or management ability to override controls	Culture or environment enables management to rationalise committing fraud – attitude or values of those involved, or pressure that enables them to rationalise committing a dishonest act

## Your views on fraud

We are not currently aware of any fraud which we believe could have a material impact on the financial statements. However, we will continue to hold discussions with officers during the course of our work as to any emerging issues.

As part of our discussions regarding our Audit Plan, we specifically wish to enquire of the members of the Executive Board:

- *Whether you have knowledge of fraud, whether it is actual, suspected or alleged, including those involving management?*
- *What fraud detection or prevention measures (e.g. whistleblower lines) are in place in the entity?*
- *What role you have in relation to fraud?*
- *What protocols / procedures have been established between those charged with governance and management to keep you informed of instances of fraud, whether they are actual, suspected or alleged?*

# Audit Engagement team

<i>Audit team</i>	<i>Responsibilities</i>
<p><b>Alison Breadon</b>  <i>Engagement Leader</i>            01509 604 246            alison.breadon@uk.pwc.com</p>	<p>Engagement Leader responsible for independently delivering the audit in line with the Code of Audit Practice, including agreeing the Audit Plan, ISA (UK &amp; I) 260 report and the Annual Audit Letter, the quality of outputs and signing of opinions and conclusions. Also responsible for liaison with the Chief Executive and Members.</p>
<p><b>Jane Ambrose</b>  <i>Engagement Manager</i>            0121 265 6548            jane.c.ambrose@uk.pwc.com</p>	<p>Manager on the assignment responsible for the overall control of the audit engagement including delivery to timetable, delivery and management of targeted work and overall review of audit outputs. Is also responsible for drafting the Audit Plan, ISA (UK &amp; I) 260 report and Annual Audit Letter.</p>
<p><b>Charlotte Bilsland</b>  <i>Team Leader</i>            0121 265 6725            charlotte.bilsland@uk.pwc.com</p>	<p>Team leader on the assignment responsible for managing our accounts work, including the audit of the statements of accounts and the governance aspects of the use of resources work.</p>

## *Independence and objectivity*

We have made enquiries of all PricewaterhouseCoopers' teams providing services to you and of those responsible in the UK Firm for compliance matters. There are no matters which we perceive may impact our independence and objectivity of the audit team.

## *Other services provided to the Council*

No other services have been provided to the Council in 2011/12. We will inform the Executive Board if these circumstances change and the details of how we will maintain our independence.

## *Relationships and investments*

Members and senior officers should not seek or receive personal financial or tax advice from PwC. Members who receive such advice from us (perhaps in connection with employment by a client of the firm) or who also act as director for another audit or advisory client of the firm should notify us, so that we can put appropriate conflict management arrangements in place.

## *Independence conclusion*

At the date of this Plan we confirm that in our professional judgement, we are independent accountants with respect to the Authority, within the meaning of UK regulatory and professional requirements and that the objectivity of the audit team is not impaired.

# Audit fees

The Audit Commission has provided audit fee levels for local government bodies for the 2011/12 financial year, based on the fee for 2010/11 adjusted for the reductions set out in the final work programmes and scales of fees documents available on the Commission's website. The fee scale for the audit of the Authority is £92,635 (excluding VAT). We proposed to charge the scale fee in 2011/12. This year's proposed fee is a decrease of £4,875 compared to the prior year fee of £97,510.

The scale fee takes into account assessments we made in 2010/11 about audit risk and complexity, and the Commission expects variations from the scale fee to occur only where these factors are significantly different from those identified and reflected in the 2010/11 fee.

Our assessments about audit risk and complexity have been based on the following assumptions:

- *officers meeting the timetable of deliverables, which we will agree in writing;*
- *we are able to place reliance, as planned, upon the work of internal audit;*
- *we are able to draw comfort from your management controls;*
- *we are able to place reliance on the work of inspectors and internal audit in respect of our value for money conclusion;*
- *no significant changes being made by the Audit Commission to the value for money criteria on which our conclusion will be based;*
- *an early draft of the Annual Governance Statement being available for us to review prior to 31 March 2012;*
- *you providing a fully supported and robust self assessment against the use of resources criteria; and*
- *our value for money conclusion and accounts opinion being unqualified.*

If these prove to be unfounded or other changes in audit risk or complexity are identified, we will seek a variation order to the agreed fee, to be discussed and agreed with you.

## *Certification of grant claims*

Our fee for the certification of grant claims is based on the amount of time required to complete individual grant claims at standard hourly rates. We will discuss and agree this with the Section 151 officer.

# *Appendices*

# Appendix 1: Recent Developments

## Accounting developments

### *New Requirements in the Code of Accounting Practice*

The Code of Practice on Local Authority Accounting in the United Kingdom for 2011/12 was published in Spring 2011 setting out the following substantial changes in accounting requirements for local authorities:

- For the first time in the 2011/12 Statement of Accounts, the Code requires authorities to present information about the **heritage assets** that they hold. Heritage assets are those that are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. Typical examples include historic buildings, civic regalia, museum and gallery collections and recordings of historic events. Where it is practicable to obtain a valuation (at a cost commensurate with the benefits to users of the Statement of Accounts), the Code now requires material amounts of heritage assets to be carried in the Balance Sheet at that valuation.

Where it is not practicable to obtain a valuation and there is no record of their historical cost, assets are to be omitted from the Balance Sheet. However, in these circumstances notes will be required explaining the significance and nature of those assets that are not reported in the Balance Sheet.

The Authority will therefore need to assess whether it has any substantial portfolio of heritage assets. If so, it will determine whether an appropriate and relevant valuation can be made for the items in the portfolio and then obtain any valuations required. New notes to the accounts will also need to be prepared setting out the Authority's policy for the acquisition, preservation, management and disposal of heritage assets.

- There is a new requirement for a disclosure note setting out the number of **exit packages** agreed, analysed between compulsory redundancies and other departures and presented in £20,000 bands up to £100,000 and £50,000 bands above £100,000. The total cost of packages in each band must also be disclosed. (There will be scope to combine bands if this is necessary to ensure that individual packages cannot be identified.)
- The **related parties** disclosures have been simplified where the Authority has transactions with government departments and agencies, NHS bodies and other local authorities, limiting disclosure to individually or collectively significant transactions.

### *Housing Revenue Account Self-Financing*

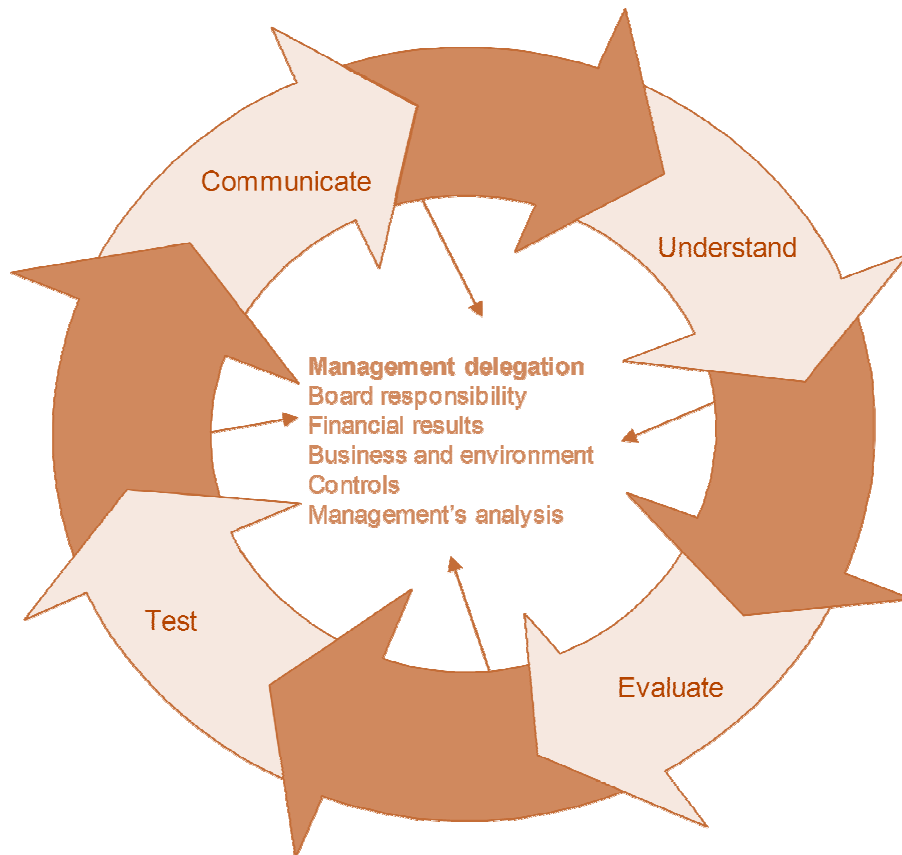
The Housing Revenue Account Subsidy system is to be replaced by a devolved system of council housing finance in 2012/13. The devolved system will involve each housing authority taking on a level of HRA debt determined by the Government which will generate revenue charges that, taken together with other revenue expenditure, should be supportable from rental income without need for government support.

HRA debt levels are due to be adjusted on 28 March 2012 by authorities either making a payment to the Government (to increase their existing level) or having Public Works Loan Board loans settled by the Government (to reduce their existing level).

The Authority will need to recognise the implications of the transactions in the HRA financial statements for 2011/12 and the 31 March 2012 Balance Sheet and provide relevant explanatory notes.

## Appendix 2: Audit approach

We continue to adopt a risk-based audit methodology and strategy to align this even more closely with management's assessment of the business risks to ensure that appropriate processes and controls are in place. The main features of our approach are set out below:



We obtain our audit evidence from the following:

- *meetings/discussions with senior management to understand the business, the risks and the control processes upon which management rely, building on our previous knowledge and experience;*
- *evaluation of how well management manages the business, with a focus on key operational targets;*
- *testing of that assessment/gathering evidence;*
- *assessment of the materiality of each financial component, the risks attached, the effectiveness of management's control processes and the relevance to the financial statements; and*
- *analytical review and other substantive procedures, as necessary.*

# Appendix 3: Other engagement information

The Audit Commission appointed us as auditors to North Warwickshire Borough Council and the terms of our appointment are governed by:

- *The Code of Audit Practice; and*
- *The Standing Guidance for Auditors.*

There are five further matters which are not currently included within the guidance, but which our firm's practice requires that we raise with you.

## *Electronic communication*

During the engagement we may from time to time communicate electronically with each other. However, the electronic transmission of information cannot be guaranteed to be secure, virus or error free and such information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete or otherwise be adversely affected or unsafe to use.

PwC partners and staff may also need to access PwC electronic information and resources during the engagement. You agree that there are benefits to each of us in their being able to access the PwC network via your internet connection and that they may do this by connecting their PwC laptop computers to your network. We each understand that there are risks to each of us associated with such access, including in relation to security and the transmission of viruses.

We each recognise that systems and procedures cannot be a guarantee that transmissions, our respective networks and the devices connected to these networks will be unaffected by risks such as those identified in the previous two paragraphs. We each agree to accept the risks of and authorise (a) electronic communications between us and (b) the use of your network and internet connection as set out above. We each agree to use commercially reasonable procedures (i) to check for the then most commonly known viruses before either of us sends information electronically or we connect to your network and (ii) to prevent unauthorised access to each other's systems.

We shall each be responsible for protecting our own systems and interests and you and PwC (in each case including our respective directors, members, partners, employees, agents or servants) shall have no liability to each other on any basis, whether in contract, tort (including negligence) or otherwise, in respect of any error, damage, loss or omission arising from or in connection with the electronic communication of information between us and our reliance on such information or our use of your network and internet connection.

The exclusion of liability in the previous paragraph shall not apply to the extent that such liability cannot by law be excluded.

## *Appointed auditor*

Alison Breadon, a director in the firm, will discharge the responsibilities of the appointed auditor and in doing so will bind the firm although Alison is not a partner.

## *Access to audit working papers*

We may be required to give access to our audit working papers to the Audit Commission or the National Audit Office for quality assurance purposes.

### *Quality arrangements*

We want to provide you at all times with a high quality service to meet your needs. If at any time you would like to discuss with us how our service could be improved or if you are dissatisfied with any aspect of our services, please raise the matter immediately with the engagement leader responsible for that aspect of our services to you. If, for any reason, you would prefer to discuss these matters with someone other than that engagement leader, please contact Paul Woolston, our Audit Commission Lead Partner at our office at 89 Sandyford Road, Newcastle Upon Tyne, NE99 1PL, or James Chalmers, UK Head of Assurance, at our office at 1 Embankment Place, London, WC2N 6NN. In this way we can ensure that your concerns are dealt with carefully and promptly. We undertake to look into any complaint carefully and promptly and to do all we can to explain the position to you. This will not affect your right to complain to the Institute of Chartered Accountants in England and Wales or to the Audit Commission.

### *Events arising between signature of accounts and their publication*

ISA (UK&I) 560 places a number of requirements on us in the event of material events arising between the signing of the accounts and their publication. You need to inform us of any such matters that arise so we can fulfil our responsibilities.

If you have any queries on the above, please let us know before approving the Audit Plan or, if arising subsequently, at any point during the year.





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



**Agenda Item No 6**

**Executive Board**

**6 February 2012**

**Report of the  
Chief Executive**

**Corporate Plan 2012-13**

**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 Key Actions and to agree the 2012–13 Service Plan for the Assistant Chief Executive & Solicitor to the Council.

**Recommendation to the Council**

- a That the Corporate Plan Key Actions, as set out in Appendix A to the report, be agreed, subject to:-**
- (i) Any amendments recommended by other Boards/Sub-Committees; and**
  - (ii) Any further amendments which may be needed as a result of the adoption of the 2012-13 budget;**
- b That the Chief Executive be given delegated authority to finalise the format of 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 Councillors with responsibility for the relevant areas have been involved in discussions relating to issues contained within the Appendices.

**3 Report**

- 3.1 Corporate Plan Key Actions and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.
- 3.2 At its September 2011 meeting the Council agreed its Vision and priorities together with Key Actions for the remainder of 2011-12 and this report seeks approval for the Corporate Plan Key Actions for 2012-13.

- ...
- 3.3 Appendix A sets out the proposed Corporate Plan Key Actions for 2012/13. Members are requested to recommend to the Council that Appendix A is agreed, subject to the provisos set out in the recommendation.
- 3.4 A report will be presented to the Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2011-12 Key Actions. Proposals for 2012-13 will form part of the 2012-13 Corporate Plan which covers the Council's top level priorities.
- 3.5 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.
- ...
- 3.6 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.
- 3.7 Where there are any budget implications for another Board/Sub-Committee arising out of work programmes, those implications have been drawn to the attention of the relevant Board/Sub-Committee 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.
- 3.8 Once the Corporate Plan Key Actions and Divisional Service Plans have been agreed, they will be subject to the usual reporting procedures for monitoring performance, 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/Sub-Committee meeting, and
  - The Scrutiny Board 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, key actions and indicators for 2012-13 will be achieved from within existing Board/Sub-Committee 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

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

## PRIORITIES AND KEY ACTIONS

<p><b>PRIORITY 1</b></p> <p><b>PUBLIC SERVICES AND COUNCIL TAX</b></p>	<p><b>Protecting public services for local people, whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation.</b></p>
--	---

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To achieve the savings required by the budget strategy including the commitment to keep Council Tax increases lower than inflation and to update the strategy to reflect future developments by October 2012.</p> <p>This process will include carrying out reviews in 2012/13 of:-</p> <ul style="list-style-type: none"> <li>▪ The Council's constitutional structure, including the Members' Allowance Scheme.</li> <li>▪ Mayor's Allowance</li> <li>▪ Staff Travel</li> <li>▪ Staff Establishment (ongoing)</li> </ul>	<p>Executive Board/Special Sub/DCE, AD (F&amp;HR), AD (L&amp;CD)</p>	<p>To be met within existing budgets.</p> <p>The financial implications of the reviews will be reported as part of the decision-making process, but are in each case expected to deliver savings or at the worst be cost neutral.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<ul style="list-style-type: none"> <li>▪ Members' Travel</li> <li>▪ Area Funding, jointly with Warwickshire County Council</li> </ul> <p>Any review of Car Parks will take place in tandem with the County Council's Strategy on decriminalisation of on-street car parking which is not scheduled for 2012/13.</p>		
<p>To carry out reviews of systems in line with the Council's review plan and explore any opportunities for shared working that may arise, with a view to achieving savings and/or increasing capacity.</p>	Executive Board/Management Team	To be met within existing budgets.
<p>To implement identified improvement works to the Council's main offices to ensure the ongoing provision of services to the local community while safeguarding the safety and security of all residents, staff and visitors who use The Council House building and seeking to make the buildings more environmentally friendly. The details of the project will be the subject of ongoing reports.</p>	Resources Board/Executive Board/ Special Sub/DCE, AD (S)	The capital and revenue implications will be reported as part of the decision making process.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To develop an action plan by June 2012 to assess and, where practicable, resolve ongoing capital and maintenance issues with all other Council buildings, including the Memorial Hall, The Arcade, Abbey Green, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Resources Board/AD (S), AD (L&CD)	The capital and revenue implications will be reported as part of the decision making process.
To continue to contribute to the effectiveness and savings targets through the delivery of the Procurement Strategy Action Plan.	Resources Board/AD (CS)	To be met within existing budgets.
To continue to contribute to the effective delivery of services through implementing the actions identified in the ICT Strategy Action Plan.	Resources Board/AD (CS)	To be met within existing budgets.
To carry out the preparatory work needed, ready for the implementation of the 'self financing' model for the Housing Revenue Account in time for the proposed implementation date of April 2012.	Resources Board/Housing Sub/DCE, AD (H), AD (F&HR)	To be assessed when further detail is known.
To continue to look for ways of narrowing the Council's capital funding gap and report annually in February.	Executive Board/DCE, AD (F&HR), AD (S)	To be met within existing budgets.



<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.	Executive Board/CE	To be met within existing budgets.
To maintain the existing level of core funding for arts and welfare organisations.	Executive Board/DCE	To be met within existing budgets.

<b>PRIORITY 2</b>	
<b>LOCAL EMPLOYMENT</b>	<b>Bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce.</b>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to work with partners in the Coventry & Warwickshire Local Enterprise Partnership and with Hinckley and Nuneaton to maximise opportunities to gather feedback to develop the economy of the Borough and to report on progress by October in each year.	Executive Board/ACE&StC	To be met within existing budgets.
To undertake work in line with the Human Resources Strategy, including:- <ul style="list-style-type: none"> <li>▪ Monitoring/managing sickness absence.</li> <li>▪ Ensuring compliance with employment legislation.</li> </ul>	Special Sub/Management Team, AD (F&HR)	To be met within existing budgets.
To continue to raise aspirations, attainment and skill levels and attainment through recognised vocational qualifications, volunteering and targeted activities and help members of the community to achieve local and national accreditations and to report on progress by March 2013.	Community & Environment Board/AD (L&CD)	External funding will be required to undertake appropriate actions.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To work with the County Council to provide training and to administer funding provided by the developers at Birch Coppice Industrial Estate to maximise opportunities for employment of local people.	Planning and Development Board/ACE&StC, ACE (CS)	Use of Section 106 funding.

<b>PRIORITY 3</b>	<b>Protecting and Improving our local environment.</b>
<b>ENVIRONMENT</b>	

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress.	Community & Environment Board/ACE&StC	To be met within existing budgets.
To maintain the current high levels of street cleanliness to not less than 95%, targeting resources and working in partnership, where appropriate, to ensure that standards remain as consistently high as possible throughout the Borough.	Community & Environment Board/AD (S)	To be met within existing budgets.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
The Council will continue to promote waste minimisation and increased recycling, as well as raising awareness of the problems of litter, fly-tipping and dog fouling using suitable enforcement measures, where appropriate.	Community & Environment Board/AD (S), AD (H)	To be met within existing budgets.
To encourage and support communities to identify, report and take action on public realm concerns. This work will include school-based activities and support for at least four local "clean up" initiatives	Community & Environment Board/AD (L&CD), AD (S)	To be met within existing budgets.
To implement the approved outcomes of the Grounds Maintenance Service Review, thereby improving service delivery and operational efficiency and thereafter review and report on the impact of any new approaches to service delivery by March 2013.	Community & Environment Board/AD (S), AD (L&CD)	To be met within existing budgets.

<b>PRIORITY 4</b>	<b>Improving the role of Recycling.</b>
<b>RECYCLING</b>	

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to work with partners to improve the Council's recycling rate to not less than 36% and to report on ways to further improve recycling and increase the efficiency of the service by April 2012.	Community & Environment Board/AD (S)	To be met within existing budgets, but with a view to achieving revenue savings.

<p><b>PRIORITY 5</b></p> <p><b>CRIME AND DISORDER</b></p>	<p><b>Working with the Police, Parish Councils and Town Councils, the community and other partners to tackle Crime and Anti-Social Behaviour.</b></p>
---	---

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To work with the community including the Police, Town and Parish Councils and young people to contribute towards the achievement of the partnership plan 2012 – 2013 actions and targets for the 2012/13 strategic priorities of:-</p> <ul style="list-style-type: none"> <li>▪ Tackling violent crime, including domestic abuse, alcohol related violence and young people as both offenders and victims of crime.</li> <li>▪ Tackling anti-social behaviour, including youth and alcohol related anti-social behaviour, small deliberate nuisance fires and the public perception of anti-social behaviour.</li> </ul>	<p>Safer Communities Sub-Committee/CE, AD (L&amp;CD)</p>	<p>The Council will have to make additional contributions directly to sustain some existing interventions as the County-wide Area Based Grant allocations have been reduced significantly for 2011/12 and 2012/13.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<ul style="list-style-type: none"> <li>▪ Tackling serious acquisitive crime, including domestic burglary and theft from vehicles.</li> <li>▪ Improving public perceptions and public confidence.</li> </ul> <p>Contribute towards the Warwickshire Reducing Re-offending Strategy.</p>		
<p>Following the consideration of a report on the potential enhancement of the use and coverage of mobile CCTV in anti-social behaviour hotspots, to implement any actions agreed.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&amp;CD)</p>	<p>Any financial implications will be reported as part of the decision-making process.</p>
<p>Following dialogue with the Police and the consideration of a report on the potential introduction of Designated Police Public Places Orders, to implement any actions agreed.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&amp;CD)</p>	<p>Any financial implications will be reported as part of the decision-making process.</p>
<p>In conjunction with partner agencies, to continue to ensure the delivery of relevant actions arising through the safer neighbourhood processes and reporting progress to each Area Fora meeting.</p>	<p>Safer Communities Sub-Committee/CE, AD (L&amp;CD)</p>	<p>External funding is often required to undertake appropriate actions.</p>



<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to provide positive interventions to address anti-social and nuisance behaviour, including through targeted activities (eg Call4Sport, Activities4U, etc).	Community & Environment Board/CE, AD (L&CD)	External funding is often required to undertake appropriate actions.
To make a positive contribution to new policing structures when the Police and Crime Commissioner elected.	Safer Communities Sub-Committee/ CE (R Beggs)	To be met from existing budgets.
To encourage higher visibility policing and more powers for PCSOs.	Safer Communities Sub-Committee/CE	None

<b>PRIORITY 6</b>	
<b>COUNTRYSIDE AND HERITAGE</b>	<b>Protecting and improving our countryside and heritage.</b>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To report the outcome of the consultation on the draft Core Strategy and recommend a revised draft in April 2012. To consult on the revised draft from June to August 2012. To report on the outcome of that consultation and recommend a final Core Strategy in September 2012 and submit that to the Government by December 2012.	Executive Board/Planning & Development Board/LDF Sub-Committee/ACE&StC	To be met within existing budgets.
To continue to oppose  (a) the HS2 proposal, in partnership with other affected Councils and community action groups, initially by responding to the statutory consultation in accordance with the published timetable; and  (b) the principle of Opencast Mining.	Executive Board/ACE&StC	Should any additional funding be required, this will be subject to further report.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To continue to:-</p> <p>(a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy;</p> <p>(b) Ensure that only appropriate development is permitted in the Green Belt, that development is focused on the agreed settlement hierarchy and protects the best of our existing buildings; and</p> <p>(c) Use the Design Champions to ensure the best achievable designs are implemented and developed.</p> <p>To report on these approaches by March 2013.</p>	<p>Planning &amp; Development Board/Design Champions/ACE&amp;StC</p>	<p>To be met within existing budgets.</p>

<b>PRIORITY 7</b>	<b>Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places.</b>
<b>HOUSING</b>	

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To produce an Asset Management Plan for the Council's stock of properties by September 2012 and take action to meet the objectives agreed.	Housing Sub Committee/AD (H)	To be met within existing budgets.
To act on the objectives set out in the Warwickshire Local Investment Plan by appraising how public land holdings can be used to deliver affordable homes, find new ways of funding schemes, progress Local Authority new build if funding is available and bringing empty homes back into use and to review the position annually from March 2012.	Housing Sub-Committee/AD (H)	Any financial implications will be identified as development schemes progress.
To report on the implications of the Localism Act for housing services and take action where appropriate with regard to changes in legislation with regard to tenure, allocations, homelessness, tenant scrutiny and Housing Revenue Account Subsidy reform.	Housing Sub-Committee/AD (H)	Any financial implications will be identified as part of the review.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To review the services delivered by Community Support and report to Resources Board on issues and proposed improvement by March 2012.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
To implement the action plan agreed following the review the services delivered by Community Support during 2012/2013.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
To work with tenants to understand their priorities and develop standards for our services which meet them. We will develop an 'Empowerment Promise' by June 2012 which will set out how tenants will receive good information about the service, how they can provide feedback and how the Council will act on comments given.	Housing Sub Committee/AD (H)	To be met within existing budgets.
To develop our housing options service to ensure that residents in the Borough are able to obtain good information about new housing developments and how to access affordable housing. This will include a review of the Uchoose choice based lettings scheme by September 2012.	Housing Sub Committee/AD (H)	To be met within existing budgets.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To review the Neighbourhood Warden service by September 2012 and consider the potential to widen the role of the officers involved.	Housing Sub-Committee/AD (H)	Any financial implications will be reported as part of the decision-making process.
To publish a revised Private Sector Housing Policy by June 2012 that includes how the Council will act to assist residents to access funding to improve their homes (especially with regard to energy efficiency).	Housing Sub Committee/AD (H)	To be met within existing budgets.
To work in partnership with other organisations to implement changes proposed from review of Home Improvement Agencies and Adaptations Services during 2012.	Housing Sub Committee/AD (H)	To be met within existing budgets.
To develop a strategy to deal with long term empty homes by May 2012 and deliver the action plan during 2012 and 2013.	Housing Sub Committee/AD (H)	To be met within existing budgets with grant funding bid for where possible.

<b>PRIORITY 8</b>	
<b>ACCESS TO SERVICES</b>	<b>Providing easier access to Council services, particularly through the internet.</b>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To report annually in March on the work of the local Financial Inclusion Partnership including for 2012/13 the BOB bus, CAB and Warwickshire Welfare Rights Activity and the local impact of the Welfare Reform programme.	Executive Board/ACE (CS)	Any financial implications will be reported as part of the decision making process.
To ensure the successful delivery of the European and Central Government funded LEADER programme, in partnership with WCAVA and the North Warwickshire Local Action Group and to report on progress by March 2013.	Community & Environment Board/AD (L&CD), ACE (CS)	Up to £1.03 million of LEADER funding was initially secured for North Warwickshire, although a 20% cut in available funding was imposed by DEFRA in 2011/12, whilst a 35% cut will be experienced in 2012/13, thereby resulting in an overall loss of over £240,000 to spend on community projects in the Borough. Training in respect of all aspects of the management and administration of the LEADER programme will be required for relevant staff.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To report on progress on the project to improve access to services through Community Hubs by June 2012.	Community & Environment Board/ACE (CS)	Any financial implications will be reported as part of the decision-making process.
Looking to improve transport links to local employment.	Planning & Development Board	Section 106 funding.



<b>PRIORITY 9</b>	<b>Improving communication of information and community consultation, including, where appropriate, providing the opportunity to be involved in decision making.</b>
<b>CONSULTATION AND COMMUNICATION</b>	

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To ensure that we assess the impact of our services on, and actively engage with, all sections of our communities and to report on ways of doing this by July 2012.	Executive Board/ACE&StC, ACE (CS), AD (CS)	To be met within existing budgets.
To review the means of funding and frequency of North Talk by March 2013.	Executive Board/ACE&StC	Any financial implications will be reported as part of the decision-making process.

<p><b>PRIORITY 10</b></p> <p><b>HEALTH AND WELL-BEING</b></p>	<p><b>Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities.</b></p>
---	--

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To implement phase 5 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan and corresponding Management Plans for Parks, where appropriate.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>The significant resource implications are detailed in the supporting Action and Funding Plan. Any further implications from the review will be reported as part of the decision-making process.</p>
<p>To complete the first year actions arising out of the Local Nature Reserve Project and beginning to implement the year two actions. This will include completion of improvement works at Kingsbury Linear Park and Dafferns Wood, New Arley, production of a Management Plan for each site and their designation as Local nature Reserves, as well as the commencement of work at Abbey Green Park, Polesworth, and Cole End Park in Coleshill.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>£225,000 of external funding has been secured from Natural England's Access to Nature Programme. This has been matched by £30,000 of revenue funding from the Borough Council.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
In conjunction with potential key partners, continue to investigate and commence implementation of long-term future of Coleshill Leisure Centre.	Community & Environment Board/DCE, AD (L&CD)	The report to Members will include an assessment of any capital and revenue resource implications.
To continue to work with partners to implement the North Warwickshire Playing Pitch Strategy in accordance with its supporting Action Plan.	Community & Environment Board/AD (L&CD)	The resource implications of the Playing Pitch Strategy (not all of which relate to the Borough Council) are detailed in the supporting Action Plan.
To continue to co-ordinate the sustainable development of Wellness Matters, including its further expansion into targeted outreach communities and through the promotion of healthy lifestyles, healthy eating programmes and exercise referral schemes.	Community & Environment Board/AD (L&CD)	To be met within existing budgets.
In conjunction with key partners, to raise levels of physical activity within the community, in particular for children and young people (both in schools and during school holidays) and as a means by which to tackle rising levels of obesity within the Borough.	Community & Environment Board/AD (L&CD)	Any additional financial implications, will be the subject of a further report.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the Warwickshire Safeguarding Children Board, including the need to continue to implement the provisions of the Child Protection Policy, to deliver the actions identified in the Council's Section 11 Audit Action Plan and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community.	Community & Environment Board/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant colleagues throughout the Authority.
To review and improve the manner in which the Council consults and engages with and secures the involvement of children, young people and their families within the development, management and delivery of services by December 2012.	Executive Board/Community & Environment Board/Young people's Champion/ACE&StC, AD (L&CD), ACE (CS), AD (CS)	If there are any potential financial implications, these will be reported as part of the review.

Jerry Hutchinson  
16 January 2012

## FORWARD WORK PLAN 2012/13 – 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 Boards/Committees/Sub-Committees as required including Scrutiny and Area Forums.	Democratic/ Community Engagement	D Harris	May 2012	April 2013	High	All agendas published within the statutory timetable and draft minutes available within 2 working days of the meeting.	Staff time
Police Commissioner Elections to be held on 15 November 2012	Democratic	D Harris	June 2012	Dec 2012	High	All activities concluded in accordance with timetable of events	Staff time
Commence preparatory work for Warwickshire County Council Elections if to be held in May 2013	Democratic	D Harris	Dec 2012	May 2013	High	All activities concluded in accordance with timetable of events	Staff time

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
Carry out annual register of electors canvass	Democratic/ Community Engagement	D Harris	July 2012	December 2012	High	Publication of Register	Staff time
Administer monthly rolling registration in connection with register of electors	Democratic/ Community Engagement	D Harris	April 2012 Dec2012	Aug 2012 Mar 2013	High	Monthly publication of rolling registration applications	Staff time
Carry out Absent Vote refresh for personal identifiers – signatures/dates of birth	Democratic	D Harris	Jan 2013	Feb 2013	High	All Absent Voters written to for information	Staff time
Review of Member induction following May 2011 Borough elections	Democratic	S Maxey/D Harris	May 2012	May 2012	High	Induction carried out in accordance with agreed plan	Staff time
Member Development Plan	Democratic	S Maxey/D Harris	May 2012	June 2012	High	Production and monitoring of plan	Staff time
Arrange annual meeting between Borough and Town/Parish Councils.	Democratic/ Community Engagement	D Harris	October 2012	December 2012	Medium	Meeting held	Staff time
Assist with production of the Corporate Plan	Corporate	D Harris	Nov 2012	Feb 2013	High	Publication of Plan	Staff time

**APPENDIX B(1)**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/ Training Implications</b>
To reassess all Display Screen Equipment Self-assessments, risk assessments and fire safety audits.	Health and Safety	D Harris	January 2013	February 2013	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 2012	April 2013	High	Processes and procedures that continue to comply with all internal policy requirements	Staff Time

## Policy Support Forward Work Plan 2012/13

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 the Council meeting its duties as set out within the Equality Act including the setting and publishing of equality objectives.	Healthier Communities Access to services  Access to services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	An updated Equality Plan which shows the Council meeting its statutory responsibilities.	Training for staff on new changes
2. 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 11	March 12	High	Examples of successful targeted service delivering based upon increased knowledge of our customers needs.	Training for staff
3. 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  Access to services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 12	March13	High	Training arranged for new starters and updates for existing staff divisions	Training for staff on awareness and impact/ needs assessment



## Policy Support Forward Work Plan 2012/13

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 monitor and ensure that equality impact analysis is undertaken and that the identified actions are implemented within service plans.	Healthier Communities Access to services  Access to services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Equality Impact Analysis is carried out to demonstrate that we have used information, data and consultation results to inform our decisions, policies and service development	Training for staff on awareness and impact/needs assessment.
<b>Emergency Planning and Business Continuity</b>							
5. To maintain and revise the Major Emergency/ and Business Continuity Plans and ensure they are tested annually.	Healthier Communities	Chief Executive	April 12	March 13	High	Plan updated at least every 6 months Updated Corporate Business Continuity Plan	County Council/NWBC provision Corporate training on business continuity best practice.
6. To monitor and assist departments reviewing their service continuity plans annually.	Healthier Communities	Chief Executive	April 12	March 13	High	Updated Development/ Service Level Business Continuity Plans Programme of reports to Management Team completed	Corporate training on business continuity best practice.
7. To support the delivery of the work programme with the CSWR Emergency Planning Unit.	Healthier Communities	Chief Executive	April 12	March 13	High	Meeting the requirements of the Civil Contingencies Act.	County Council/NWBC provision Cabinet Office funds

## Policy Support Forward Work Plan 2012/13

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
8. To support the Warwickshire Local Resilience Forum in delivering the 2012/13 Business Plan.	Healthier Communities Making the best use of Resources	Chief Executive	April 12	March 13	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

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
<b>Performance Management</b>							
9. To collate the quarterly performance reports to Management Team and Boards using the performance plus system.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Quarterly reports prepared	
10. To enhance the use of the Performance Plus performance management system to support the Councils performance management process by March 2013. 11.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	Med	Performance Plus system being used by all the Council's departments. Improved performance management framework.	Maintenance costs of IT system Internal training sessions
12. To prepare performance reports including crime and disorder to Scrutiny Board and assist in the Council's Scrutiny exercises as required.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Reports prepared and well informed scrutiny exercises carried out.	

**Policy Support Forward Work Plan 2012/13**

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>							
13. To monitor and co-ordinate the implementation of the actions of the North Warwickshire Community Safety Partnership Plan 2010 – 2013.	Healthier Communities Crime and Disorder	Chief Executive	April 12	March 13	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Area Based Grant partnership funds has been reduced following CSR. The Police and Crime Commissioner role comes into effect in 2012/13. Local funding provision maybe required.
14. To support the Safer Neighbourhoods Teams and to ensure that the Council' contributes effectively to this.	Healthier Communities Crime and Disorder	Chief Executive	April 12	March 13	High	Addressing local community priorities Perceptions of crime and disorder improved	Revised partnership working arrangements

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
15. To determine the sustainable provision of locally based support services for victims of domestic abuse following the implementation of the revised county wide service provision.	Healthier Communities Crime and Disorder	Chief Executive	April 12	March 13	High	Sustained provision of locally based support services for 12/13 Increase in victims making contact with support services.	Need for contribution from the Corporate Policy budget. Area Based Grant partnership funds have been reduced following CSR. Local provision subject to the implementation of the Warwickshire strategic review of domestic abuse services 2009/10. Tendering process set up and changes to be effective from April 2012.
16. To support the work of the Safer Communities Sub Committee in achieving its objectives for the priority of tackling crime and disorder.	Healthier Communities Crime and Disorder	Chief Executive	April 12	March 13	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Need for contribution from the Corporate Policy budget. Area Based Grant partnership funds have been reduced following CSR.

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
<b>Compliments and Complaints</b>							
17. To manage the Council's Compliments and Complaints Procedure to ensure that it is effectively implemented and report once a year to Management Team on the complaints and compliments received including monitoring trends for service improvements.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	report prepared and service improvements implemented	
<b>Consultation – need to discuss our plans re this for the priority of consultation and communications?</b>							
18. 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.	Access to Services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	People's Panel representative of the local population Consultations carried out with the People's Panel.	Consultation budget

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
<b>Communications</b>							
19. . Maintain positive relations with local media (including community/parish newspapers through proactive programme of good news items	Access to Services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 12	March13	High	Number of positive media stories	Training in media skills
20. To produce three editions of North Talk including considering the use of sponsorship and advertising.	Access to Services Consultation and communication All priorities?	Assistant Chief Executive and Solicitor to the Council	April 12	March13	High	Three editions produced + distributed to customers  Readers' survey	Contributions from NWCP T+F groups. Additional editions will depend upon funding.
21. To support communications activity of the North Warwickshire Community Partnership including promoting news within North Talk.	Access to Services Consultation and communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	Med	Number of positive items in local press, north talk + websites	Funding to contribute towards north talk
22. To represent North Warwickshire on and support countywide communications activity as agreed by the Warwickshire Heads of Communications Group	Access to services Consultation and communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	Med	Number of Publicity campaigns	Training in partnership communications

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
23. To contribute to the work of the Communicating with the Public subgroup of the Warwickshire Local Resilience Forum.	Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Implementation of the Communications Strategy agreed by the Warks LRF	Training in Emergency Planning Communications
24. To produce Insider the Council's staff newsletter, six times per year in electronic and paper formats.	Consultation and communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Six editions produced Readers' survey	
25. To produce the weekly Mid Week email for all staff.	Consultation and communication	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Weekly emails circulated.	
<b>Community Planning/Sustainability</b>							
26. To develop and carry out the preparations for Partnership task and finish group events and partnership days.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all ten priorities?	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Partnership Task and Finish group events held.	Community Strategy budget



**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
27. 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 ten priorities	Chief Executive	April 12	March 13	High	Local strategic partnership responsibilities being met. Improvements in the agreed priorities being achieved.	Community Strategy budget
28. To maintain and develop the North Warwickshire Community Partnership website.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all ten priorities	Assistant Chief Executive and Solicitor to the Council	April 12	March13	Med	Feedback from users	
29. To support the implementation of the Sustainable Community Strategy 2009 – 2026 and the associated scs funding if agreed.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all ten priorities.	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Sustainable Community Strategy 2009 – 2026 in place Progress with improvement of priorities being demonstrated	Corporate Policy budget Additional £30,000 allocated in 2010/11.
30. To support the implementation of the objectives and projects prepared by the North Warwickshire Works group.	Raising aspirations, education attainment and skills Access to services Local Employment	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Increased employment of local people at the Birch Coppice Industrial Park	Section 106 Funding

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
31. To assist in the development and implementation of Community Hubs and other associated outreach service provision.	Developing Healthier Communities Raising aspirations, education attainment and skills Access to services and all ten priorities	Assistant Chief Executive Community Services	April 12	March 13	High	Increased access to services Increased opportunities for local people to be employed	Corporate Policy budget Access to services budget
32. Oversee the sustained management and promotion of the North Arden Heritage Trail.	Developing Healthier Communities  Raising aspirations, education attainment and skills Access to services  Countryside and heritage	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Profile of the North Arden Trail maintained and visible.	Corporate Policy Budget
33. 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 ten priorities	Assistant Chief Executive and Solicitor to the Council	April 12	June 12	High	Event set up Feedback from participants	Level of event to be reviewed pending any reductions identified from the CSR. Sustainable communities budget
34. Support the implementation of a Climate Change strategy and action plan.	Developing Healthier Communities and all ten priorities	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Strategy and action plan approved	

**Policy Support Forward Work Plan 2012/13**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
<b>Information Requests</b>							
35. 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 and the Data Protection Act and report once per year to Management Team.	Access to Services	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Percentage of information requests dealt with within 20 working days	There could be further training requirements to refresh awareness of the regulations.
68. To assist in ensuring that the Council's data security arrangements are appropriately in place in line with the Data Protection Policy.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 12	March 13	High	Risks of Data Security breaches are minimised	There could be training requirements to refresh awareness of the DPA and Data Security requirements.

**Agenda Item No 7**

**Executive Board**

**6 February 2012**

**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 2011.

**Recommendation to the Council**

**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 2011 has been updated and is attached as Appendix A.

...

**4 Report Implications**

**4.1 Finance and Value for Money 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 Risk Management Implications

4.4.1 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.

### 4.5 Equalities Implications

4.5.1 The capital strategy needs to be equality assessed for impact and needs. If and when decisions are made in relation to the Capital Programme, then individual bids will need to be Equality Assessed to determine any adverse impact which may affect local communities

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

### Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
The Capital Strategy	NWBC	Report to Executive Board	7 Feb 2011

**THE CAPITAL STRATEGY 2012/13**

**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 was developed with focus 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 Council's goals and objectives and whilst the impact of the new strategy is being developed, the Council has highlighted '10 priorities' on which it wishes to focus. These are:

- ◆ Protecting public services for local people, whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation
- ◆ Bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce
- ◆ Protecting and improving our local environment
- ◆ Improving the role of recycling
- ◆ Working with the Police, Parish Councils and Town Councils, the community and other partners to tackle Crime and Anti-Social Behaviour
- ◆ Protecting and improving our countryside and heritage
- ◆ Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places
- ◆ Providing easier access to Council services, particularly through the internet
- ◆ Improving communication of information and community consultation, including, where appropriate, providing the opportunity to be involved in decision making
- ◆ Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities.

- 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 2012/13 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 continue 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 Council's current housing stock amounts to around 2,745.
- ◆ 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 increased affordable housing directly in 2011/12 by completing the remaining 4 houses from the scheme of new build started in 2010/11. The Council will look to utilise some of the funding that will become available under Self Financing to build more houses in the future.
- ◆ 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

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

3.3 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 also receives monthly monitoring reports on the whole capital programme, which allows issues to be raised and appropriate action taken, 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. The Community and Environment Board also have a property management role, where it relates to leisure facilities. The Scrutiny Board periodically select areas to review, for example, the management and operation of the Industrial Units.

## **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.
- 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 Council continues to work with Housing Associations, such as Waterloo. The type of working varies according to current circumstances for both organisations, but has included the sale of land to Waterloo at a discounted value to enable affordable housing to be provided, and the sharing of expertise to assist the Council with a new build scheme recently undertaken.

### 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 options for providing a replacement leisure facility in Coleshill will include an assessment of a dual use arrangement with Coleshill School.
- 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 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.
- The options for providing a replacement leisure facility in Coleshill will also include an assessment of an alternative facility on land owned by Coleshill Town Council.

#### **Warwickshire Police Authority**

- The Police have rationalised their accommodation in Atherstone and are now renting some accommodation from the Council.

#### **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. Although this is still available, greater emphasis has been placed more recently, on joint working with health colleagues to take information and services out into communities.

#### **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.
- 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 been secured for a Leader project. This allows local community groups to bid for funding, with the Council acting as the accountable body.

#### **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 was used to build knowledge within the organisation and to help identify alternative

sources of funding, which could be accessed directly or by other partners. The sharing of information is now done on a more informal basis. 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. In addition, 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 is currently looking at options for the replacement of Coleshill Leisure Centre. The assessment of different options will include further consultation with local community groups, including young people.
- The Council will continue to work with local young people to provide appropriate leisure opportunities. The possibility of utilising an industrial unit in Atherstone to provide an Indoor Skate Park is currently being investigated. All funding opportunities will be considered, including sponsorship from local businesses.
- 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 periodically 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. 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 business ratepayers 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 has been carried out 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.
- 11.3 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.
- 11.4 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 these assessments will need to be refreshed periodically in the future..
- 11.5 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 has a small shortfall in General Fund capital resources over a 10 year period. In addition, 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. 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. Even with this, some additional resources will be need to be found by 2014/15 to enable all the essential general fund schemes identified to go ahead.

### 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 2012-13

<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 the environment or affect climate change?</b>		



## **Agenda Item No 8**

### **Executive Board**

**6 February 2012**

#### **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 2011/12 as set out in Appendix A;**
- b That the Board adopts the 3 Year Capital Programme for the period 2012/13 to 2014/15 as set out in Appendix B ; and**

### **Recommendation to Council**

- c That the prudential indicators set out in Appendix F are approved, subject to any changes that may be required as a result of decisions taken during this evening's meeting.**

## **2 Background**

- 2.1 The Council is permitted to borrow to fund capital expenditure, but no longer receives government support for any new borrowing. The Council has the ability to undertake unsupported borrowing and have forecast the use of this in order to fund the vehicle renewal scheme for General Fund vehicles.
- 2.2 The Council currently receives a Major Repairs Allowance through the Housing Subsidy system, which is to fund housing capital expenditure. The allowance will stop in 2012/13 when the Authority comes out of the Subsidy system and moves to Self Financing. The new arrangements will enable the Council to fund housing capital spending out of the revenue generated through the Housing Business Plan.
- 2.3 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 **2011/12 Revised Capital Programme - Expenditure**

- ...
- 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2011/12, including the schemes brought forward from 2010/11 and any further revisions that have been approved by the Resources Board. The revised position is £285,240 more than the approved programme.
  - 3.2 In terms of the housing capital programme, the overall budget remains stable but with fluctuations between budget heads. The reduction in salary budget relates to a reduced allocation of time being apportioned to the Housing Revenue Account (HRA) in relation to the Legal services and Housing Direct Works (HDW) teams since the original estimate.
  - 3.3 The Vehicle renewal scheme includes the replacement of a Transit Van for the Housing Direct Works Team.
  - 3.4 In terms of General Fund scheme variations, additional schemes have been included in the programme. The Churchyard wall in Fillongley which has been in the Authority's control since being closed as a burial ground was deemed to be in need of urgent repairs. Initial estimates suggested that the cost of the work would be £40,000. Although included in the capital programme, the work will be funded through earmarked reserves.
  - 3.5 At the meeting of the Executive Board on 28 November 2011 Members agreed to fund the replacement of the Council's Payment Management system to maintain Payment Card Industry Data Security Standard Compliance. As part of the funding for the scheme, a £10,000 contribution to the cost has been made available from the Hardware and Software budgets within Information Services.
  - 3.6 There have been drainage issues and a number of incidents of flooding in the area of the Kingsbury Link Business Park. The cost of completing the urgent work on the drains in the area is expected to cost £90,000. This can be partially funded through an existing earmarked reserve with a balance of £21,970.
  - 3.7 At the Executive Board meeting 13 September 2011 members agreed to establish a £50,000 budget in order to fund the appointment and the initial fees for the contractor used to complete the Council House Office Accommodation project.
  - 3.8 The vehicle renewal programme for the General Fund includes the purchase of a Land Rover, Transit Van, Street Sweeper and a Jetting Unit.
  - 3.9 The final actual expenditure out-turn for 2011/12 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 and Decent Homes Grants for Private Sector Housing 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 2012/13, once the final spend for 2011/12 is established.

#### 4 Formulating the Capital Programme

4.1 The Council needs to control its capital programme carefully, firstly to ensure that available resources are targeted effectively towards meeting corporate targets 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.

4.2 The capital programme, by its nature, is long term and therefore the initial programme drawn up is for a ten year period to 2021/22. However, as both expenditure and funding is difficult to predict so far in advance, a more detailed three-year programme has also been developed.

#### 5 10-Year Capital Resource Forecast - 2012/13 to 2021/22

5.1 The resources for 2012/13 to 2021/22 have been estimated using the following assumptions:

- There will be 5 Council house sales a year
- Receipt of Disabled Facility Grant of £151,200 per annum (the grant allocation for 2012/13 is still to be confirmed);
- Revenue contributions from the General Fund are included at £119,000 per annum, reflecting the savings made within the Disabled Facilities process;
- Revenue contributions for specific projects such as leisure centre equipment replacement will continue at existing levels;
- Due to the commencement of self financing in the HRA from April 2012, the Major Repairs Allowance will no longer be available and will be replaced with higher revenue contributions from the HRA;
- Some housing land will be sold, contributing to the capital receipts available

5.2 The expected resources for the period 2012/13 to 2021/22 are shown in the table below:

	<b>HRA £000</b>	<b>GENERAL FUND £000</b>	<b>TOTAL £000</b>
Resources brought forward	1,633	2,521	4,154
Capital Receipts	-	1,174	1,174
Land Sales	128	-	128
Revenue Cont'ns to Capital Schemes	-	1,076	1,076
Revenue Funding	27,978	1,190	29,168
Disabled Facility Grants	-	1,512	1,512
Borrowing	-	5,498	5,498
<b>TOTAL</b>	<b>29,739</b>	<b>12,971</b>	<b>42,710</b>

5.3 This gives a total of £42.710 million available resources over the ten-year period to 2021/22. However, it must be emphasised that figures for 2013/14 onwards are indicative only, and firmer figures will only be available a few months ahead of the relevant year.

5.4 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. The Football Stadium in Atherstone has not been included due to a degree of uncertainty regarding the sale. The car park at Coleshill has not been included as it has been earmarked for the replacement of leisure provision in Coleshill, and a specific scheme has not yet been put forward.

## 6 Ten Year Capital Expenditure Forecast – 2012/13 to 2021/22

6.1 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 needed to maintain the Decent Homes Standard within the Council's housing stock in the future.

6.2 A draft 10 year capital programme commencing in 2012/13 has been compiled based on the approved schemes from 2011/12. The opportunity has been taken to assess any new schemes and review schemes previously classed as non essential, to assess whether this classification is still valid. The review also gave the opportunity to reconsider the timing of existing schemes.

6.3 A £150,000 scheme relating to the electrical refurbishment of Old Bank House which forms part of the Council Office Accommodation Project has been classified as essential, and included in the draft programme. However if members take the decision to sell this property the scheme could be removed from the programme.

6.4 Members have agreed in principle to the use of Lower House Farm as a base for the refuse fleet. Information from the initial tender indicated that the Council will need to make a capital contribution of £150,000 to the development of the site during 2013/14.

6.5 The draft programme is summarised below and the details are shown in Appendix B:

...

<b>Initial Forecast 2012/13 to 2021/22</b>	<b>£000</b>
HRA – previously approved	27,978
General Fund – previously approved	12,535
General Fund – essential (unapproved)	300
<b>TOTAL</b>	<b>40,813</b>

6.6.1 As shown in the previous section, the total estimated resources for the ten-year period are £42.71 million, compared with the expenditure bids of £40.81 million. This leaves a surplus of £1.9 million. The table below shows the

impact on the Housing Revenue Account and General Fund separately. 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.

<b>Potential 10 year programme</b>	<b>HRA £000</b>	<b>GENERAL FUND £000</b>	<b>TOTAL £000</b>
Total Resources (paragraph 5.2)	(29,739)	(12,971)	(42,710)
Total Expenditure (paragraph 6.5)	27,978	12,835	40,813
<b>(Surplus) / Deficit</b>	<b>(1,761)</b>	<b>(136)</b>	<b>(1,897)</b>

6.6.2 Included within the General Fund projections shown above are specific capital schemes which are funded from earmarked reserve contributions. The table below details the balances which will be carried forward into 2022/23 for future use.

<b>Scheme</b>	<b>£000</b>
Play Area Replacement	215
CCTV Replacement	93
Leisure Centre Equipment Fund	125
Refuse Vehicle Replacement	30
Atherstone Leisure Complex Sinking Fund	235
Coleshill Car Park	25
PC Replacement	20
<b>Total</b>	<b>743</b>

6.6.3 If these earmarked reserves are excluded from available General Fund resources, then funding for other General Fund projects is insufficient from 2016/17. Unless additional funding can be generated, capital schemes will need to be reduced by £607,100 during 2016/17 – 2021/22.

6.7 As capital resources have not improved since the last programme was set, members of this board should be aware that if schemes not currently approved are to be moved into the recommended capital programme, they will only do so if another approved scheme is reduced or removed.

## 7 Unallocated Schemes

7.1 The level of schemes put forward for inclusion in the capital programme far out weighed the combined HRA and General Fund resources available. As a consequence projects which have been assessed as non essential have not been included in the proposed programme. Details of these schemes are outlined in Appendix C.

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

- £2.5m of refurbishment or replacement has been identified for the Memorial Hall for which there is currently no specific funding available. The options for the Memorial Hall are no longer part of the Atherstone Accommodation Project and subject to a separate financial and operational review.
- Options for alternative leisure provision in Coleshill, in place of the Leisure Centre are being investigated. The Community and Environment Board have requested funding for an external analysis of specific options at the Memorial Park and Coleshill School. It is anticipated that the sale of the car park will part fund the Council's contribution to any capital improvements.
- £1.8m 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. 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 £0.85m is required if the depot at Sheepy Road is to be used in the long term. Developments with the Lower House Farm base for the refuse fleet may impact on these schemes.

## 7.2 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 five years or so, these will need replacing or upgrading. The Assistant Director (Information and Procurement Services) has identified £0.505m of expenditure that may be needed from 2012/13 to 2017/18.
- If the Council wishes to invest in meeting the findings of the Green Space Strategy, initial indications are that £1.670m capital expenditure may be required with potentially a further £0.845m at Sports Pavilions if they were to be fully refurbished.
- A 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 £0.570m
- 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.



## 8 Three-Year Capital Spend and Resources to 2014/15

8.1 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, schemes included in the next 3 years have been assessed.

8.2 The table below highlights that there is an overall surplus generated over the 3 year period for both the General Fund and the HRA, although the position for the General Fund changes over the longer term as indicated in paragraph 6.6.1.

<b>Potential 3 year programme</b>	<b>HRA £000</b>	<b>GENERAL FUND £000</b>	<b>TOTAL £000</b>
Total 3 Year Resources Generated	(8,929)	(6,968)	<b>(15,897)</b>
Total 3 Year Proposed Expenditure	7,168	5,779	<b>12,947</b>
<b>(Surplus) / Deficit</b>	<b>(1,761)</b>	<b>(1,189)</b>	<b>(2,950)</b>

8.3 It is felt to be prudent to have a capital programme with surplus balances. In this instance there are land sales of £0.128 million and Right to Buy Council House sales of £0.319 million included within the resources total, both of which have degree of risk associated with them. A government consultation which is due to finish in February 2012 has proposed changes to the discounts that Right to Buy applicants can access. A separate report on the issue will be reported to Board once the details have been finalised.

## 9 Prudential Indicators for Capital Investment

9.1 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.

9.2 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.

9.3 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.

9.4 The Code requires six sets of indicators be set. Two sets of these indicators have already been detailed within the Treasury Management Strategy statement, MRP Policy statement and Annual Investment Strategy for

2012/13, which was reported to Resources Board on 30 January 2012. 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 D. Each of the remaining sets of indicators is covered in the paragraphs below.

9.5 **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 2010/11 and the revised position for 2011/12.

	<b>Actual 2010/11 £000</b>	<b>Revised 2011/12 £000</b>	<b>Original 2012/13 £000</b>	<b>Forecast 2013/14 £000</b>	<b>Forecast 2014/15 £000</b>
General Fund	1,327	2,057	1,924	1,879	1,976
Housing Revenue Account	3,230	2,348	2,233	2,297	2,638
<b>Total</b>	<b>4,557</b>	<b>4,405</b>	<b>4,157</b>	<b>4,176</b>	<b>4,614</b>

9.6 **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 2011, the revised estimate for 2011/12 and estimates for the next three years are set out below. The method of calculation is set out as Appendix E.

...

	<b>Actual 2010/11 £000</b>	<b>Revised 2011/12 £000</b>	<b>Original 2012/13 £000</b>	<b>Forecast 2013/14 £000</b>	<b>Forecast 2014/15 £000</b>
General Fund	11,973	11,755	12,155	12,957	13,477
Housing Revenue Account	(369)	62,896	62,896	62,896	62,896
<b>Total</b>	<b>11,604</b>	<b>74,651</b>	<b>75,051</b>	<b>75,853</b>	<b>76,373</b>

9.7 **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 F.

	<b>Actual 2010/11 £000</b>	<b>Revised 2011/12 £000</b>	<b>Original 2012/13 £000</b>	<b>Forecast 2013/14 £000</b>	<b>Forecast 2014/15 £000</b>
General Fund	1.23%	2.36%	2.29%	3.13%	4.86%
Housing Revenue Account	0.38%	0.56%	26.63%	24.95%	23.01%

The increased proportion of capital financing costs in the General Fund reflects the additional borrowing taken out to fund capital projects and the reduced revenue resources available to the General Fund. The increased proportion of HRA financing costs reflects the borrowing being taken out for the Self Financing payment to the government.

- 9.8 **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 2011/12 £</b>	<b>Forecast 2012/13 £</b>	<b>Forecast 2013/14 £</b>	<b>Forecast 2014/15</b>
Council Tax at Band D	0.43	0.75	1.01	1.85
Council Tax at Band D - aggregate	0.43	1.18	2.19	4.04

<b>Housing Revenue Account</b>	<b>Original 2011/12 £</b>	<b>Forecast 2012/13 £</b>	<b>Forecast 2013/14 £</b>	<b>Forecast 2014/15</b>
Average Weekly Rent	-	-	-	-
Average Weekly Rent - aggregate	-	-	-	-

- 9.9 A summary of all six sets of indicators is given as Appendix G, 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.

## 10 Conclusion

- 10.1 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.
- 10.2 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.

10.3 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.

## 11 Report Implications

### 11.1 Finance and Value for Money Implications

11.1.1 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.

	2012/13 £	2013/14 £	2014/15 £
<b>GENERAL FUND</b>			
Financing costs	191,212	342,913	449,515
Loss of investment income (use of receipts and reserves)	12,110	18,075	29,861
<b>TOTAL GENERAL FUND</b>	<b>203,322</b>	<b>360,988</b>	<b>479,376</b>

11.1.2 The General Fund costs have also been reflected in the investment income budgets included elsewhere on this agenda, to reflect the use of reserves which will no longer be available for investment.

### 11.2 Environment and Sustainability Implications

11.2.1 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.

### 11.3 Equality Implications

11.3.1 There is provision included in the proposed capital programme for improving the accessibility of our buildings and facilities and for disabled facilities grants and for taking 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.

### 11.4 Safer Communities

11.4.1 Some of the allocations in the capital programme will contribute directly towards safer communities including the home safety check scheme. The identified schemes would have positive implications for the development of safer communities, in that the provision of good quality leisure opportunities reduces the likelihood of criminal and/or anti-social behaviour. There is an allocation for the burglary reduction initiative not included in the Capital Programme. However the need for considering the reintroduction of the

initiative is becoming more pertinent as the current levels of domestic burglary are increasing.

## 11.5 Risk Management Implications

11.5.1 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 regarding the land sales budgeted for in the next few years, however this risk is small given the limited inclusion of receipts. 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 Jon Illingworth (719489).

### 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 Proposed 3 Year Capital Programme 2011/12 – 2013/14	NWBC	Report to Executive Board	7 February 2011

**2011/12 Revised Capital Programme**

<b>Expenditure Proposals</b>	<b>2011/12 Approved Budget £</b>	<b>In year Virements £</b>	<b>Other Changes £</b>	<b>Revised 2011/12 £</b>
<b>HRA Assets</b>				
Asbestos	70,000	(70,000)		-
Disabled Facility Adaptations	175,000	-		175,000
Community Centres	46,000	60,620		106,620
Windows & Doors	235,400	220,990		456,390
Kitchens	153,000	(31,420)		121,580
Cavity Wall Insulation	304,000	(304,000)		-
Roofing	101,990	92,810		194,800
Garages	8,000	-		8,000
Heating	500,100	56,330		556,430
Electrics	146,000	(32,000)		114,000
External Works	-	38,000		38,000
Aerials	-	1,500		1,500
Piccadilly Development	70,000	-		70,000
Loft Insulation	75,000	(26,640)		48,360
Staffing	170,000	-	(55,260)	114,740
Lovells Prelims	-	600		600
Lovells Overhead	-	1,710		1,710
New Build Housing	289,620	-		289,620
Chimney Stacks	25,500	-		25,500
Coleshill Shops	20,000	(11,000)		9,000
Fire Alarms	0	2,500		2,500
Vehicle Renewal Scheme	-	-	13,440	13,440
<b>HRA TOTAL</b>	<b>2,389,610</b>	<b>-</b>	<b>(41,820)</b>	<b>2,347,790</b>
<b>GENERAL FUND Assets</b>				
Equalities (formerley DDA)	351,250	-		351,250
Electrical Work	21,490	-		21,490
Council Offices Electrics	52,010	-		52,010
Leisure Equipment	20,000	-		20,000
Improve Arcade	193,000	-		193,000
Borough Care System Replacement	50,000	-		50,000
Computer Software & Hardware Purchase	45,000	-	(10,000)	35,000
Infrastructure Improvements	20,000	-		20,000
Backup and Disk Recovery	30,000	-		30,000
Warwickshire Direct Partnership	10,350	-		10,350
Electronic Document Record Mgt System Funding	6,140	-		6,140
Leisure Book System Replacement	50,000	-		50,000
New Telephone System	65,000	-		65,000
New Switch Gear	55,000	-		55,000
Life Lines	18,000	-		18,000
Capital Salaries	30,000	-	(22,960)	7,040
Home Safety Check Scheme	7,500	-		7,500
Disabled Facility Grants (Private Sector)	443,800	-		443,800
DHS Assistance	225,270	-		225,270
Temp DHS Proj Officer	24,750	-		24,750
Home Improvement Agency	11,600	-		11,600
Fillongley Churchyard Wall	-	-	40,000	40,000
Payment Management System Replacement	-	-	80,000	80,000
Kingsbury Link Drainage	-	-	92,000	92,000
Atherstone Accommodation Project	-	-	50,000	50,000
Vehicle Renewal Scheme	-	-	98,020	98,020
<b>General Fund TOTAL</b>	<b>1,730,160</b>	<b>-</b>	<b>327,060</b>	<b>2,057,220</b>
<b>OVERALL TOTAL</b>	<b>4,119,770</b>	<b>-</b>	<b>285,240</b>	<b>4,405,010</b>

## Draft 10 Year Capital Programme 2012/2013- 2021/22

\*\*\* SCHEMES CURRENTLY APPROVED IN THE DRAFT CAPITAL PROGRAMME\*\*\*

Name of the Scheme	Basic Details of the Scheme	2012/13 (£)	2013/14 (£)	2014/15 (£)	2015/2016- 2021/22 (£)	10 YEAR TOTAL
<b>1) APPROVED HRA SCHEMES</b>						
						-
Balcony	Carry out improvements to balconies on flats.	-	-	-	9,760	9,760
Canopies	Carry out improvements to canopies over front doors.	-	-	-	75,840	75,840
External works	To carry out various works as required on a year by year basis to the external areas of Council housing estates.	38,000	38,600	38,000	87,288	201,888
Kitchens and Bathrooms	Kitchens and bathrooms previously declined.	142,800	408,000	510,000	4,249,800	5,310,600
Extractor fans	To replace extractor fans in kitchens and bathrooms.	-	-	-	6,300	6,300
Heating	Replacement of heating systems in properties across the borough	577,000	553,500	584,000	4,657,360	6,371,860
Stair lift	Replace existing (15 years)	-	-	-	36,000	36,000
Electrics	Electrical upgrade and rewiring to 17th edition including boards	114,000	114,000	114,000	798,000	1,140,000
Windows	Replacement windows	-	-	-	224,000	224,000
Chimney stacks	A programme of works for chimney stacks improvements	25,500	25,500	25,500	498,100	574,600
Flat entrance Doors	Flat entrance Doors	45,500	-	-	-	45,500
Loft insulation	Loft insulation top up to 350mm Target low SAP properties (current recommendation)	102,700	50,000	-	-	152,700
Wall insulation	External wall insulation to solid wall properties houses. Target low SAP properties	323,000	380,000	532,000	760,000	1,995,000
Asbestos	Asbestos removal: Target Higher risk works derived from Asbestos management plan	50,000	50,000	50,000	390,000	540,000
Fascias (Kings Lane & Newton Regis)	UPVC fascias soffits gutters. Target properties with no other painting works	-	-	-	500,000	500,000
Rain water goods	Replacement of guttering	-	-	-	50,000	50,000
Community Centres	Refurbishment of three community centres	71,080	-	-	46,000	117,080
DFG adaptations	Adaptations to council houses where the tenant has a disability	175,000	175,000	175,000	1,225,000	1,750,000
Garage Roofs	To carry out improvements to garage roofs	-	-	7,367	280,000	287,367
Water Main	This is an allowance for issues with pipe work in the future	-	-	-	862,800	862,800
Roof secondary	This is an allowance for issues with roofs in the future. Examples include flat roofs on porches/kitchens	-	-	-	37,750	37,750

Name of the Scheme	Basic Details of the Scheme	2012/13	2013/14	2014/15	2015/2016-2021/22	10 YEAR
Corrugated Roofs	This is an allowance for issues with roofs in the future. Examples include sheds/garages	-	-	-	61,200	61,200
Roof covering	Improvements to the roof covering of council houses	-	-	-	122,500	122,500
Roof structure	This relates to strengthening of roof timbers which would be done at the same time as the roofs were replaced. Timber creep causes roofs to bow.	-	-	-	1,685,000	1,685,000
Structural repairs	Structural repairs	15,000	15,000	15,000	1,950	46,950
Un-adopted roads / pathways/ car parking areas	Resurfacing of road, paths or car parks at various locations	20,000	20,000	20,000	-	60,000
Pitched Roofs 60-80 yrs old	Replacement of roofs 60-80 years old at various locations	189,000	172,800	172,800	475,200	1,009,800
Front Fence	Various	-	-	-	78,912	78,912
Sure Stop Taps	Installation of "sure stop" stop taps to elderly persons residencies	-	-	-	155,700	155,700
Communal Area Royal Meadow Drive	Replacement of UPVC entrance screens to flats.	38,500	-	-	12,240	50,740
Energy saving light switches to blocks communal staircases	Installation of switches at flats across the borough. This will reduce the cost of lighting communal areas.	-	-	26,600	-	26,600
Replacement of DLO Vehicles	As per the vehicle renewal scheme	11,450	-	45,000	349,080	405,530
Replacement of housing Vehicles	As per the vehicle renewal scheme	-	-	-	30,840	30,840
Replacement of neighbourhood warden vehicles	As per the vehicle renewal scheme	-	-	28,470	71,510	99,980
Staffing	Housing staffing costs.	109,190	112,130	115,160	826,700	1,163,180
UNALLOCATED		185,650	181,870	178,840	2,145,220	2,691,580
<b>GRAND TOTAL - HRA</b>		<b>2,233,370</b>	<b>2,296,400</b>	<b>2,637,737</b>	<b>20,810,050</b>	<b>27,977,557</b>

2) APPROVED GENERAL FUND SCHEMES		(£)	(£)	(£)	(£)	TOTAL
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	105,000	150,000
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 in 2016. THIS IS A KEY ELEMENT OF THE FABRIC OF THE BUILDING	-	-	-	250,000	250,000



Name of the Scheme	Basic Details of the Scheme	2012/13	2013/14	2014/15	2015/2016-2021/22	10 YEAR
Bear and Ragged 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
Innage Park Phase I - 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
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
Refurbishment of Council House	The current electrical provision at the Council offices is in need of full replacement. The boiler and heating system have also exceeded their economic life and so it is efficient to carry out the works together to minimise disturbance and costs. There is also a need identified by other public sector organisations in Atherstone to rationalise office accommodation and as such, the option to incorporate parters in the building is being assessed.	955,182	955,182	-	303,194	2,213,558
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.	57,500	57,500	57,500	402,500	575,000
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.	300,000	300,000	300,000	2,100,000	3,000,000
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	18,000	18,000	18,000	126,000	180,000
Replacement Uninterrupted power supply battery for the Borough Care System	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.	2,500	-	-	-	2,500

Name of the Scheme	Basic Details of the Scheme	2012/13	2013/14	2014/15	2015/2016-2021/22	10 YEAR
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. From 2014/15 this budget includes the renewal of the Microsoft Software licenses.	30,000	30,000	40,000	260,000	360,000
Warwickshire Direct Partnership	To continue the development of the shared CRM/One Stop Shop technology with other Warwickshire councils with one central project manager.	10,350	10,710	11,080	89,260	121,400
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	140,000	200,000
Solaris (Academy) Server Replacement	Server will be 9 years old in 2014 and at its end of life for running Academy and will need to be replaced	-	-	25,000	-	25,000
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement	-	15,000	30,000	-	45,000
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal	20,000	20,000	20,000	140,000	200,000
Leisure Centre Fitness Suite Equipment Replacement	Replacement in line with the programme of works identified by the division. The work will be funded from revenue contributions built up over a number of years.	-	-	-	125,520	125,520
CCTV Replacement	Replacement in line with the programme of works identified by the division. The work will be funded from revenue contributions built up over a number of years.	-	-	-	136,699	136,699
Play Area replacement 2020/21 Piccadilly / Coleshill Old Mill Road / Austrey Hollybank / Polesworth Abbey Green	Replacement in line with the programme of works identified by the division. The work will be funded from revenue contributions built up over a number of years.	-	-	-	200,000	200,000
Play Area replacement 2021/22 Ansley Bretts Hall / Hurley / Wood End / Corley	Replacement in line with the programme of works identified by the division. The work will be funded from revenue contributions built up over a number of years.	-	-	-	200,000	200,000
Replacement of pool vehicles	As per the vehicle renewal scheme	-	-	10,000	30,000	40,000
Replacement of refuse vehicles	As per the vehicle renewal scheme	285,020	123,840	883,950	1,480,600	2,773,410

Name of the Scheme	Basic Details of the Scheme	2012/13	2013/14	2014/15	2015/2016-2021/22	10 YEAR
Replacement of cesspool vehicles	As per the vehicle renewal scheme	-	-	74,000	91,000	165,000
Replacement of rodent control vehicles	As per the vehicle renewal scheme	-	-	-	20,000	20,000
Replacement of Street Cleaning Vehicles	As per the vehicle renewal scheme	95,190	-	-	295,910	391,100
Replacement of horticulture vehicles	As per the vehicle renewal scheme	67,400	16,000	29,680	255,910	368,990
Replacement of leisure services vehicles	As per the vehicle renewal scheme	-	-	-	13,970	13,970
Replacement of general works vehicles	As per the vehicle renewal scheme	-	-	-	15,330	15,330
Replacement of warden call scheme	As per the vehicle renewal scheme	-	-	59,010	72,590	131,600
Staffing	General fund staffing costs	47,960	28,180	7,340	52,640	136,120
<b>TOTAL APPROVED GENERAL FUND SCHEMES</b>		<b>1,924,102</b>	<b>1,729,412</b>	<b>1,975,560</b>	<b>6,906,123</b>	<b>12,535,197</b>

3) Unfunded but Essential GF Schemes		(£)	(£)	(£)	(£)	TOTAL
Contribution To LowerHouse Farm	The authority will be using the LowerHouse farm waste transfer station as a base for its refuse fleet. A one off capital contribution is required to fund the project.	-	150,000	-	-	150,000
Electrical upgrade at Old Bank House	The electrical system at OBH will be almost 30 years old in and will be in need of updating to comply with current legislation	-	-	-	150,000	150,000
<b>TOTAL ADDITIONAL GENERAL FUND SCHEMES</b>		<b>-</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>300,000</b>

10 year HRA capital programme	2,233,370	2,296,400	2,637,737	20,810,050	27,977,557
10 year general fund capital programme	1,924,102	1,879,412	1,975,560	7,056,123	12,835,197
<b>10 year capital programme</b>	<b>4,157,472</b>	<b>4,175,812</b>	<b>4,613,297</b>	<b>27,866,173</b>	<b>40,812,754</b>

## \*\*\* SCHEMES NOT INCLUDED IN THE DRAFT 10 YEAR CAPITAL PROGRAMME\*\*\*

Name of the Scheme	Basic Details of the Scheme	2012/13 (£)	2013/14 (£)	2014/15 (£)	2015/16- 2021/22 (£)	10 Year Total (£)
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
Bear and Ragged 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 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
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-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 I - 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
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

Name of the Scheme	Basic Details of the Scheme	2012/13 (£)	2013/14 (£)	2014/15 (£)	2015/16- 2021/22 (£)	10 Year Total (£)
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 - Roofing and Cladding	The external 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 pavilion, particularly to meet accessibility standards.	-	25,000	-	-	25,000
Internal refurbishment of Piccadilly Sports Pavilion and replacement of hard standing areas	Improvement works are required at the sports pavilion, particularly to improve energy efficiency, the extent and nature of which will be determined once future management options for the site have been agreed.	-	-	-	35,000	35,000
Sports Pavilion - Ansley -Internal refurbishment	Improvement works are required at the sports pavilion the extent and nature of which will be determined once future management options for the site have been agreed.	-	-	-	35,000	35,000
Replacement of sports pavilion at Brook Walk Recreation Ground at Mancetter	Provision of a new pavilion / changing facilities. The current facility needs refurbishment, does not meet accessibility standards and is inappropriately located within the site.	-	-	-	350,000	350,000
Replacement of sports pavilion at Abbey Green Park, Polesworth	Provision of a new pavilion / changing facilities. The facility is currently closed and out of use following repeated incidents of vandalism. The precise needs at the site will be determined through the management plan to be developed for Abbey Green Park, in accordance with the adopted North Warwickshire Green Space Strategy.	-	-	400,000	-	400,000
Structural Maintenance Programme of Car parks & Un-adopted Roads	A detailed analysis of the councils car parks and un-adopted 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
Land drainage at Hurley and Wood End Recreation Ground	To install a new drainage system at two recreation grounds in the Borough to prevent flooding and enhance use of facilities into which there has been recent NWBC investment. Possibility of being implemented in partnership with Severn Trent.	-	-	35,000	-	35,000
Green Space Improvements	Will enable improvements to 23 green spaces across the Borough. Maybe S106 funding opportunities to reduce capital bid	-	50,000	60,000	300,000	410,000

Name of the Scheme	Basic Details of the Scheme	2012/13 (£)	2013/14 (£)	2014/15 (£)	2015/16- 2021/22 (£)	10 Year Total (£)
Play Area Development	Renewal of children's play facilities and provision of teen facilities at six sites in Baxterley, Dordon, Grendon, Atherstone (2) and Coleshill.	-	255,000	130,000	-	385,000
Improvements to Arley Recreation Ground	Carry out improvements to the infrastructure at Old Arley Recreation Ground, such as installing new boundary fences and gates, resurfacing footpaths and extending the car park.	-	100,000	-	-	100,000
Playing Pitch Development	Facilitate improvements to playing pitches in accordance with the priorities set out in the adopted North Warwickshire Playing Pitch Strategy	-	80,000	95,000	410,000	585,000
Improvements to Abbey Green Park Polesworth	Carry out comprehensive refurbishment / development of Abbey Green Park..	-	125,000	-	-	125,000
Improvements to Cole End Park Coleshill	Carry out required improvements to Cole End Park, such as boundaries, paths, etc in accordance with the Management Plan for the area	-	0	30,000	-	30,000
Improvements to Kitwood Avenue Recreation Ground Dordon	Carry out improvements to the Recreation Ground, such as installing new boundary fences and site furniture and surfacing footpaths.	-	-	20,000	-	20,000
Replace the MUGA at Arley Sports Centre	To replace the existing MUGA (multi use games area) at Arley Sports Centre	-	-	-	30,000	30,000
CRM renewal	The current Contact Centre CRM system is provided under a 5 year contract. At the end of which we will need to have upgraded/refreshed or replaced the system to support the work of the Contact Centre.	-	-	40,000	-	40,000
GIS	Upgrade to the GIS capacity of the Council	-	10,000	-	-	10,000
Replacement FMS	The current financial system (TASK/TOTAL) will be more than 10 years old and it is Council practice to review and assess system to ensure they still meet user needs	-	-	-	140,000	140,000
Replacement Revenues and Benefits	The Academy system is likely to need reviewing and potentially a major upgrade. However, this will be very dependant on the outcome of the proposed changes to benefits.	-	-	-	140,000	140,000
Replacement Housing/Rents	The current system (IBS) will be more than 10 years old and it is Council practice to review and assess system to ensure they still meet user needs	-	-	-	140,000	140,000
EDRMS - Development & Corporate roll out	To replace the hardware that the EDRMS runs on and to update licences	-	-	15,000	-	15,000

Name of the Scheme	Basic Details of the Scheme	2012/13 (£)	2013/14 (£)	2014/15 (£)	2015/16- 2021/22 (£)	10 Year Total (£)
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 2013. We need to work with WCC	-	80,000	-	-	<b>80,000</b>
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.	-	20,000	-	-	<b>20,000</b>
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	12,500	10,000	7,500	7,500	<b>37,500</b>
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	90,000	<b>135,000</b>
Litter Bins	Replace the older, smaller litter bins in the Borough. This is in addition to the revenue funding.		33,500	33,500	67,000	<b>134,000</b>
Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on	-	-	20,000	-	<b>20,000</b>
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	<b>1,000,000</b>
Arley Sports Centre - Cladding and Roofing	As well as an internal refurbishment, the external of the sports hall will become dated and untidy and eventually the cladding may fall into disrepair and cause structural damage.	-	-	-	600,000	<b>600,000</b>
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	-	-	<b>3,000,000</b>

Name of the Scheme	Basic Details of the Scheme	2012/13 (£)	2013/14 (£)	2014/15 (£)	2015/16- 2021/22 (£)	10 Year Total (£)
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 UNAPPROVED SCHEMES</b>		<b>27,500</b>	<b>8,143,500</b>	<b>1,976,000</b>	<b>3,809,500</b>	<b>13,956,500</b>





**Resources Board**

**30 January 2012**

**Report of the  
Deputy Chief Executive**

**Treasury Management Strategy  
Statement, Minimum Revenue  
Provision Policy Statement and  
Annual Investment Strategy for  
2012/13**

## **1 Summary**

- 1.1 This report outlines the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy for 2012/13

### **Recommendation to the Council**

- a That the proposed strategies for 2012/13 be approved; and**
- b That the Council adopts the 2011 Code of Practice on Treasury Management.**

## **2 Introduction and Background**

- 2.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) recommends that the Council adopts the following form of words to define the policies and objectives of its treasury management activities:
- 2.2 “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 2.3 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of Treasury Management activities focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 2.4 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury

management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.”

### **3 Statutory requirements**

3.1 The Local Government Act 2003 and supporting regulations requires the Council to ‘have regard to’ the CIPFA Prudential Code, the Communities and Local Government (CLG) Minimum Revenue Provision Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

### **4 CIPFA requirements**

4.1 The CIPFA Code of Practice on Treasury Management (revised November 2009) was adopted by this Council on 2 February 2010. A revised 2011 Code has now been issued and it is recommended that this is adopted by the Council. The revised Code emphasises the importance of Risk Management within treasury activities and also highlights effective performance management.

4.2 The primary requirements of the Code are unchanged and are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council’s treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the way in which the Council will seek to achieve those policies and objectives.
- Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-Year Review Report and an Annual Report covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution of and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Resources Board.

4.3 The three main reports identified above incorporate a variety of policies, estimates and actuals. These reports are required to be adequately scrutinised by Board before being recommended to the Council. This role is undertaken by Resources Board.

### **5 Treasury Management Strategy for 2012/13**

5.1 The suggested strategy for 2012/13 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.

5.2 The strategy covers:

- treasury indicators which will limit the treasury risk and activities of the Council
- 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 2012/13 to 2015/16**

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". The Authorised Limit represents the legislative limit specified in the Act.

7.2 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".

7.3 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. It also includes an assessment of potential risks and allows some headroom for additional short term borrowing in the event that this is needed, for example, if the timing of capital income or expenditure changed.

7.4 The operational boundary focuses on the expected treasury management activity during the year, and reflects the levels of debt included within the estimates.

7.5 The Authorised Limit and the Operational Boundary are to be set, on a rolling basis, for the forthcoming year and two successive financial years. Details of the Authorised Limit and the Operational Boundary can be found in Appendix A of this report.

## 8 Current Portfolio Position

8.1 The Council’s treasury portfolio position at 31/12/2011 comprised:

	Principal £m	Average Rate %
Fixed Rate Funding	0	0
Short Term Funding	0	0
Total Net Investments	12 .046	1.08

## 9 Borrowing Requirement

9.1 The Council’s Borrowing Requirement or Capital Financing Requirement (CFR) is £76,181,241 at 1 April 2012.

## 10 Prudential and Treasury Indicators for 2012/13 to 2014/15

10.1 Treasury Indicators, as shown in Appendix A, are relevant for the purpose of setting an integrated treasury management strategy. Other prudential and capital indicators will be reported to Executive Board before submission to full Council.

## 11 Prospects for Interest Rates

11.1 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 table gives the Sector central view drawn from a number of current City forecasts for short term (Bank Rate).

Bank Rate Forecast at 31 March	%	Money rates 3 month %	Money rates 1 year %
2011/12	0.5	0.70	1.5
2012/13	0.5	0.75	1.7
2013/14	1.25	1.4	2.4

There may be a risk to the forecast for 2013/14 if recovery from the recession proves to be weaker and slower than currently expected.

## 12 Borrowing rates

12.1 The Sector forecast for the PWLB borrowing rates are as follows: -

	Jan 2012	March 2012	June 2012	Sept 2012	Dec 2012	March 2013	March 2014
Bank Rate	0.5%	0.5%	0.5%	0.50%	0.5%	0.5%	1.25%
5 yr PWLB Rate	2.25%	2.3%	2.3%	2.3%	2.4%	2.50%	2.9%
10 yr PWLB Rate	3.33%	3.3%	3.3	3.4%	3.4%	3.5%	4.0%
25yr PWLB Rate	4.24%	4.2%	4.20%	4.3%	4.3%	4.4%	4.8%
50yr PWLB Rate	4.26%	4.3%	4.3%	4.4%	4.4%	4.5%	4.9%

12.2 The Council has a borrowing or Capital Financing Requirement of £76.181million. Of this, £65 million relates to the HRA refinancing and the remainder mainly internal borrowing. 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 £12.566 million at the beginning of 2011/12.

12.3 Over the next three years, investment rates are expected to be below long term borrowing rates and so value for money considerations indicate that value is best obtained by continuing to use internal reserves. However, it may shortly be necessary to borrow. The Deputy Chief Executive will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions at the next available opportunity.

### 13 **Policy on Borrowing in Advance of Need**

13.1 The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra funds borrowed. Any decision to borrow in advance will be within forward Capital Financing Requirement estimates, and will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

13.2 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.
- Consider the impact of borrowing in advance of temporarily increasing investment cash balances (until required to finance capital expenditure) and the consequent increase in exposure to counterparty risk and the level of such risks given the controls in place to minimise them.

### 14 **Annual Investment Strategy**

14.1 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 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.

14.2 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.

14.3 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.

14.4 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.

...

## 15 Creditworthiness Policy

15.1 This Council uses the creditworthiness service provided by Sector Treasury Services. This service has been progressively enhanced over time 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 (CDS) spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

15.2 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 of more than 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		
Money market Funds- as the funds are spread over a large number of institutions, these do not form part of any group limit.		
Individual Limits	Amount or % of total investments held	Rating
>1 Year	£2 million	Supranational banks AAA
>1 Year	£3 million	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

15.3 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.

15.4 If a downgrade results in the counterparty/ investment scheme no longer meeting the Council's minimum credit criteria, its further use as a new investment will be withdrawn immediately.



15.5 Sole reliance will not be placed on the use of external services. In addition, the Council will use market data and market information, information on government support for banks and the credit rating of that government support.

## 16 **Country limits**

16.1 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.

16.2 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:

## 17 **Interest Rate Outlook**

17.1 Bank rate has been unchanged at 0.50% since March 2009. Bank rate is forecast to commence rising in March 2014, and then to rise steadily. The Council will avoid locking into longer term deals when investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high credit-worthiness which make longer term deals worthwhile and within the risk parameters set by this Council, although current advice is that deals should be for a maximum of three months.

17.2 For its cash flow generated balances, the Council will seek to utilise its business reserve accounts, money market funds and short-dated deposits in order to benefit from compounding of interest.

## 18 **End of Year Investment Report**

18.1 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

## 19 **Policy on the use of Treasury Management Consultants**

19.1 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.

## 20 **Scheme of Delegation**

## 20.1 Full Council

- Receiving and reviewing reports on treasury management policies, practices and activities
- Approval of annual strategy.

## 20.2 Resources Board

- Scrutiny/Approval of/ amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- Budget consideration and approval
- Receiving and reviewing regular monitoring reports and acting on recommendations.

## 21 Role of the Section 151 Officer

21.1 The Section 151 Officer for the Council is the Deputy Chief Executive. The treasury management role includes:-

- Recommending clauses, treasury management policy/ practices for approval, and reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers.

## 22 Minimum Revenue Provision

22.1 The Council's Minimum Revenue Provision Policy Statement for 2012/13 is shown at Appendix D.

## 23 Report Implications

### 23.1 Finance and Value for Money Implications

23.1.1 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 and Full Council by 30 September each year.

## 23.2 Environment and Sustainability Implications

23.2.1 Having appropriate financial controls through the Treasury Management Strategy, Minimum Revenue Provision Policy Statement and Investment Strategy contributes towards the sustainable provision of services.

## 23.3 Risk Management Implications

23.3.1 The stringent controls in place for the treasury management function all help to minimise any risk. 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

## 23.4 Links to Council's Priorities

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

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

Background Paper No	Author	Nature of Background Paper	Date

**The Proposed 3 Year Capital Programme - Appendix Di**

**Appendix A**

**Treasury Indicators**

<b>Treasury Indicator</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Authorised Limit for External Debt</b>	<b>92,967</b>	<b>91,565</b>	<b>92,396</b>	<b>92,429</b>	<b>92,654</b>
<b>Operational Boundary</b>	<b>74,978</b>	<b>76,181</b>	<b>76,576</b>	<b>76,158</b>	<b>75,889</b>
<b>Upper Limit for Fixed Interest Rate Exposure</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>
<b>Upper Limit for Variable Rate Exposure</b>	<b>30,500</b>	<b>30,500</b>	<b>30,500</b>	<b>30,500</b>	<b>30,500</b>
<b>Upper Limit for Total Principal Sums Invested for over 364 days (per maturity date)</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>

<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 E

### Capital Financing Requirement

			Prudential borrowing		Grand Total
	HRA	GF	HRA	GF	
Fixed Assets	109,551,050	19,435,533	-	-	128,986,583
Deferred Premium	88,536	-	-	-	88,536
Revaluation Reserve	(2,013,807)	(3,230,791)	-	-	(5,244,598)
Capital Adjustment Account	(107,995,018)	(4,690,783)	-	-	(112,685,801)
Refuse Vehicle o/s loan	-	-	-	578,719	578,719
Refuse Vehicle 2nd Year repay	-	-	-	(119,639)	(119,639)
<b>CFR as at 31-3-11</b>	<b>(369,239)</b>	<b>11,513,959</b>	<b>0</b>	<b>459,080</b>	<b>11,603,799</b>
New borrowing 2011/12	-	-	63,265,000	95,890	63,360,890
Repayment of borrowing	-	-	-	(133,188)	(133,188)
MRP	-	(180,982)	-	-	(180,982)
<b>Estimated CFR as at 31-3-12</b>	<b>(369,239)</b>	<b>11,332,977</b>	<b>63,265,000</b>	<b>421,782</b>	<b>74,650,520</b>
New borrowing 2012/13	-	-	-	723,497	723,497
Repayment of borrowing	-	-	-	(168,536)	(168,536)
MRP	-	(154,535)	-	-	(154,535)
<b>Estimated CFR as at 31-3-13</b>	<b>(369,239)</b>	<b>11,178,442</b>	<b>63,265,000</b>	<b>976,743</b>	<b>75,050,945</b>
New borrowing 2013/14	-	-	-	1,230,022	1,230,022
Repayment of borrowing	-	-	-	(279,388)	(279,388)
MRP	-	(148,354)	-	-	(148,354)
<b>Estimated CFR as at 31-3-14</b>	<b>(369,239)</b>	<b>11,030,088</b>	<b>63,265,000</b>	<b>1,927,377</b>	<b>75,853,225</b>
New borrowing 2013/14	-	-	-	1,041,640	1,041,640
Repayment of borrowing	-	-	-	(379,361)	(379,361)
MRP	-	(142,420)	-	-	(142,420)
<b>Estimated CFR as at 31-3-15</b>	<b>(369,239)</b>	<b>10,887,668</b>	<b>63,265,000</b>	<b>2,589,656</b>	<b>76,373,085</b>

## Capital Financing Costs Indicator

	Actual 2010/11 £000	Revised 2011/12 £000	Original 2012/13 £000	Forecast 2013/14 £000	Forecast 2014/15 £000
<b>General Fund</b>					
External Interest Costs	24	6	19	65	77
Investment Income	-171	-110	-150	-240	-270
Repayment of borrowing	120	134	169	290	447
MRP	159	181	155	148	142
<b>Total</b>	<b>132</b>	<b>211</b>	<b>193</b>	<b>263</b>	<b>396</b>
Council Tax	5,330	4,537	4,648	4,761	4,877
RSG/NDR	5,437	4,399	3,785	3,638	3,272
Net Revenue Stream	10,767	8,936	8,433	8,399	8,149
<b>Ratio</b>	<b>1.23%</b>	<b>2.36%</b>	<b>2.29%</b>	<b>3.13%</b>	<b>4.86%</b>
<b>HRA</b>					
Premium/Discount	29	29	29	29	-
Interest and Investment Income	6	27	41	65	77
External Interest Costs	-	-	2,836	2,783	2,724
<b>Total</b>	<b>35</b>	<b>56</b>	<b>2,906</b>	<b>2,877</b>	<b>2,801</b>
Net Revenue Stream	9,243	10,037	10,913	11,532	12,172
<b>Ratio</b>	<b>0.38%</b>	<b>0.56%</b>	<b>26.63%</b>	<b>24.95%</b>	<b>23.01%</b>



## Summary Of Prudential Indicators

### 1) Capital Expenditure Indicators

	Actual 2010/11 £000's	Revised 2011/12 £000's	Original 2012/13 £000's	Forecast 2013/14 £000's	Forecast 2014/15 £000's
General Fund	1,327	2,057	1,924	1,879	1,976
Housing Revenue Account	3,230	2,348	2,233	2,297	2,638
<b>Total</b>	<b>4,557</b>	<b>4,405</b>	<b>4,157</b>	<b>4,176</b>	<b>4,614</b>

### 2) Capital Financing Indicators

	Actual 2010/11 £000's	Revised 2011/12 £000's	Original 2012/13 £000's	Forecast 2013/14 £000's	Forecast 2014/15 £000's
General Fund	11,973	11,755	12,155	12,957	13,477
Housing Revenue Account	(369)	62,896	62,896	62,896	62,896
<b>Total</b>	<b>11,604</b>	<b>74,651</b>	<b>75,051</b>	<b>75,853</b>	<b>76,373</b>

### 3) Capital Financing Cost Indicators

	Actual 2010/11 £000's	Revised 2011/12 £000's	Original 2012/13 £000's	Forecast 2013/14 £000's	Forecast 2014/15 £000's
General Fund	1.23%	2.36%	2.29%	3.13%	4.86%
Housing Revenue Account	0.38%	0.56%	26.63%	24.95%	23.01%

### 4) Incremental Impact Indicators

General Fund	Original 2011/12 £	Forecast 2012/13 £	Forecast 2013/14 £	Forecast 2014/15 £
Council Tax at Band D	0.43	0.75	1.01	1.85
Council Tax at Band D - aggregate	0.43	1.18	2.19	4.04

Housing Revenue Account	Original 2011/12 £	Forecast 2012/13 £	Forecast 2013/14 £	Forecast 2014/15 £
Average Weekly Rent	0.00	0.00	0.00	0.00
Average Weekly Rent - aggregate	0.00	0.00	0.00	0.00

## Treasury Indicators

Treasury Indicator	2011/12 £0	2012/13 £0	2013/14 £0	2014/15 £0
Authorised Limit for External Debt	92,966	93,931	94,358	93,838
Operational Boundary	75,366	75,587	75,411	75,683
Upper Limit for Fixed Interest Rate Exposure	74,600	74,600	74,600	74,600
Upper Limit for Variable Rate Exposure	75,100	75,100	75,100	75,100
Upper Limit for Total Principal Sums Invested for over 364 days (per maturity date)	50%	50%	50%	50%

Maturity Structure of New Fixed Rate Borrowing	Upper Limit	Lower Limit
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 9**

**Executive Board**

**6 February 2012**

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

**General Fund Fees and Charges  
2012/13**

**1 Summary**

- 1.1 The report covers the fees and charges for 2011/12 and the proposed fees and charges for 2012/13.

**Recommendation to the Board**

**That the schedule of fees and charges for 2012/13, set out in the report be accepted.**

**2 Introduction**

- 2.1 Attached for the Board's consideration at Appendix A are details of present and proposed fees and charges for the financial year 2012/13. Prices have been increased by 2% in line with the budget strategy for 2012/16 as agreed by this Board in September 2011. The amounts shown have already been included in the revenue estimates for 2012/13.
- 2.2 Additional fees have been added for 2012/13 for the purchase of other documents relating to the North Warwickshire Local Plan, the prices of which are based on similar documents available.

**3 Report Implications**

**3.1 Finance and Value for Money Implications**

- 3.1.1 Implementation of the attached schedule of fees and charges will contribute to the achievement of income targets, which are contained within the Deputy Chief Executives' report on the General Fund estimates 2012/13, presented elsewhere within the agenda for this meeting.

**3.2 Risk Management**

- 3.2.1 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**  
**FEES AND CHARGES FROM 1 APRIL 2012**

	2011/12 CHARGE	2012/13 CHARGE	VAT RATING
	£	£	
<b>NORTH WARWICKSHIRE LOCAL PLAN ADOPTED 2006</b>			
Full document	38.05	38.80	Outside Scope
Text only (no folder)	16.35	16.70	"
Maps only (no folder)	24.50	25.00	"
Large maps	5.50	5.60	"
A3 / A4 maps	3.25	3.30	"
<b>Documents will incur an additional postage charge.</b>			
<b>OTHER DOCUMENTS</b>			
Urban housing capacity study	17.15	17.50	Outside Scope
Housing needs study 2003	18.30	18.70	"
Annual monitoring report	2.65	2.70	"
Local development scheme	2.75	2.80	"
Statement of community involvement (adopted version only)	5.80	5.90	"
Father Hudson's development brief	3.05	3.10	"
Holly Lane design brief	N/A	3.10	"
Britannia Works design brief	N/A	3.10	"
SHLAA	N/A	18.70	"
Industrial market assessment	N/A	11.50	"
Labour market profile	N/A	2.70	"
Understanding employer needs in Coventry & Warwickshire	N/A	18.70	"
Warwickshire economic update	N/A	2.70	"
Industrial & commercial building study	N/A	5.00	"
Employment policy options and updated economic land availability requirements	N/A	5.00	"
Gypsy & traveller accommodation assessment	N/A	18.00	"
Housing market assessment	N/A	11.50	"
Renewable and low carbon feasibility study	N/A	18.00	"
Children and young peoples plan	N/A	5.00	"
CSW employment land study	N/A	18.00	"
Strategic flood risk assessment	N/A	11.50	"
Water cycle strategy	N/A	18.00	"
Sub-regional green infrastructure study	N/A	5.00	"

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**EXECUTIVE BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2012**

	2011/12 CHARGE	2012/13 CHARGE	VAT RATING
	£	£	
<b>ADOPTED SUPPLEMENTARY PLANNING GUIDANCE</b>			
Checklist for applicants submitting planning applications	2.20	2.25	Outside Scope
Guide for shop front design	2.20	2.25	"
Guide for the design of lighting schemes	1.15	1.20	"
Guide for the design of householder developments	2.20	2.25	"
Affordable housing SPD	N/A	3.05	"
<b>CONSERVATION AREA DESIGNATION REPORTS</b>			
Whole set	9.85	10.05	Outside Scope
Atherstone	1.45	1.50	"
Watling Street, Atherstone	0.80	0.80	"
Coleshill	1.05	1.10	"
Kingsbury	0.70	0.70	"
Mancetter	0.60	0.60	"
Newton Regis	0.95	1.00	"
Polesworth	1.05	1.10	"
Water Orton	0.95	1.00	"
<b>CORE STRATEGY CONSULTATION DOCUMENTS</b>			
Core strategy	N/A	5.00	Outside Scope
EIA	N/A	0.50	"
Rural proofing statement	N/A	0.50	"
HRA	N/A	1.00	"
SA (non-technical summary)	N/A	1.50	"
Full SA report	N/A	11.50	"
CD ROM	N/A	1.50	"
CD ROM with postage	N/A	2.00	"
<b>Postal charges (for core strategy consultation documents only)</b>			
Full SA report	N/A	2.40	Outside Scope
Other documents (per document)	N/A	0.80	"
All documents	N/A	4.00	"
All smaller documents	N/A	1.90	"
<b>Any other documents- price on request</b>			

## Agenda Item No 10

### Executive Board

6 February 2012

Report of the  
Deputy Chief Executive

General Fund Revenue Estimates  
2012/13

#### 1 Summary

- 1.1 This report covers the revised budget for 2011/12 and an estimate of expenditure for 2012/13, together with forward commitments for 2013/14, 2014/15 and 2015/16.

#### Recommendation to the Board

- a To accept the revised budget for 2011/12; and
- b To accept or otherwise vary the Estimates of Expenditure for 2012/13, as submitted, for their inclusion in the overall budget considered in a later agenda item.

#### 2 Report

##### 2.1 Introduction

2.2 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2012/13 and this, together with a revised budget for 2011/12, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2010/11 are shown.

2.3 At its meeting in September, the Executive Board agreed the budget strategy for 2012-2016 which required savings of £1.7 million over a four year period. This required budget savings of £563,000 in 2012/13 with additional savings of £420,000, £410,000 and £300,000 in 2013/14, 2014/15 and 2015/16 respectively. No provision for growth was built into the strategy.

2.4 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 and are shown in Appendix D.

2.5 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

- A zero pay award for 2012/13 with an increase of 2% for 2013/14 through to 2015/16
- Increases in the Council's pension contribution rate of 1% per annum.
- A general provision for inflation of 0% in 2012/13 although where contractual obligations require a price increase in line with inflation, these have been provided. A general inflationary increase of 2% has only been given in alternate years, in order to encourage efficiencies in procurement.

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

	<b>Approved Budget 2011/12 £</b>	<b>Revised Budget 2011/12 £</b>	<b>Original Budget 2012/13 £</b>
Employee Costs	207,820	236,740	227,980
Premises	590	-	-
Supplies and Services	166,100	143,990	124,810
Miscellaneous	10,930	-	-
Earmarked Reserves	(60,080)	(50,180)	(68,980)
<b>Gross Expenditure</b>	<b>325,360</b>	<b>330,550</b>	<b>283,810</b>
Income	(12,300)	(26,350)	(4,790)
<b>Net Controllable Expenditure</b>	<b>313,060</b>	<b>304,200</b>	<b>279,020</b>
Departmental Support	147,170	144,610	132,060
Central Support	98,280	91,560	92,630
<b>Net Expenditure</b>	<b>558,510</b>	<b>540,370</b>	<b>503,710</b>

### 3 Capital Charges

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

### 4 Comments on the 2011/12 Revised Budget

4.1 The revised budget for 2011/12 is estimated to be £540,370; a decrease of £18,140 on the approved provision. The main reasons for variations are set out below.

4.2 **Employee costs** have increased due to the creation of temporary posts for a Financial Inclusion Officer and Outreach Officers, which are funded through the use of earmarked reserves

£28,920

4.3 **Supplies and Services** expenditure has decreased by £22,110. The main variations are shown below:

	<b>£</b>
Virement from the Outreach and Access to Services budget to the BOB budget to fund activities in the year	(25,000)
Decrease in Professional Fees expenditure on North Warwickshire Local Development Framework	(3,980)
Savings on printing expenditure on the North Talk publication following the tendering of the contract	(2,420)
Removal of the subsistence budget on Community Strategy	(1,640)
Transfer of Support to Parishes budget from Miscellaneous Expenditure	10,930
<b>TOTAL</b>	<b>(22,110)</b>

4.4 The removal of expenditure on **Miscellaneous Expenditure** follows the transfer of the budget for Support to Parishes to Supplies & Services (See above)

(£10,930)

4.5 The decrease in the use of Earmarked Reserves reflects the reduced funding required to cover professional fees on the Local Development Framework (£3,980) and for Corporate Communications (£5,920)

£9,900

4.6 The increase in **income** relates to additional grant income of £8,420 to cover new burdens on the Local Development Framework, an increased contribution from Planning Delivery Grant towards staff time spent on the Local Development Framework and a contribution of £3,500 towards the 'North Talk' publication.

(£14,050)

4.7 **Departmental and central support** charges have decreased by £9,290. This is due to the zero pay award, the effect of deleted, frozen and vacant posts, reduced staff travel costs and the movement of some support charges to other Boards.

## 5 **Comments on the 2012/13 Estimates**

5.1 The total estimated net expenditure for 2012/13 is £503,710; a decrease of £54,800 on the 2011/12 approved budget and a decrease of £36,660 on the revised 2011/12 budget.

5.2 **Employee Expenditure** has decreased by £8,760 compared to the 2011/2012 revised budgets. The main variations are shown below:

	<b>£</b>
The temporary Financial Inclusion Officer and Outreach Officer posts cease after 7 months in 2012/13	(14,540)
An increase in superannuation	2,150
An increase in delivery costs for a 3 <sup>rd</sup> edition of North Talk	3,630
<b>TOTAL</b>	<b>(8,760)</b>



5.3 **Supplies and Services** expenditure has decreased by £19,180. The main variations are shown below:

	<b>£</b>
Removal of the one-off growth item for 2011/12 for Local Strategic Partnerships	(30,000)
Removal of the provision for Support to Parishes	(10,930)
Reversal of the one-off growth item for Outreach and Access to Services	(10,000)
An increase in professional fees relating to the North Warwickshire Local Development Framework	6,750
Reverse the budget virement in the revised 2011/12 budget relating to the BOB bus	25,000
<b>TOTAL</b>	<b>(19,180)</b>

5.4 The use of **Earmarked Reserves** has increased to reflect the higher use of reserves to fund work on the North Warwickshire Local Development Framework of £15,170. In addition to this, a further £3,630 will be needed to fund a 3rd edition of the North Talk publication.

(£18,800)

5.5 There has been a decrease in **income**, of which £13,230 reduction relates to the removal of Planning Delivery Grant allocations to the Local Development Framework and £8,420 relates to a reduction in grant on the Local Development Framework.

£21,560

5.6 **Departmental and central support** recharges have decreased following some reallocations of staff time on various budgets.

(£11,480)

## 6 **Growth Items**

6.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2011 by this Board. There are no growth items relating to the services covered by this report.

## 7 **Income**

7.1 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.

## 8 **Risks to Services**

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

- 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.

- Uncertainty over the potential income which will be achieved through sale of advertising in the North Talk publication.

## 9 Future Year Forecasts

- 9.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2012/13. The table below provides a subjective summary for those services reporting to this Board:

	<b>Forecast Budget 2013/14 £</b>	<b>Forecast Budget 2014/15 £</b>	<b>Forecast Budget 2015/16 £</b>
Employee Costs	219,400	224,820	230,670
Supplies and Services	177,120	72,140	73,060
Earmarked Reserves	(123,010)	(18,030)	(18,370)
<b>Gross Expenditure</b>	<b>273,510</b>	<b>278,930</b>	<b>285,360</b>
Income	(4,880)	(4,970)	(5,060)
<b>Net Controllable Expenditure</b>	<b>268,630</b>	<b>273,960</b>	<b>280,300</b>
Departmental Support	129,360	132,840	136,060
Central Support	95,220	97,830	100,330
<b>Net Expenditure</b>	<b>493,210</b>	<b>504,630</b>	<b>516,690</b>

- 9.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2013/14 to 2015/16, increases in contracts of 2% and general increases in supplies and services of 2% in 2013/14 and 2015/16. In total, net expenditure is expected to decrease by 2.1% in 2013/2014, and increase by 2.3% in 2014/15 and by 2.4% in 2015/2016.
- 9.3 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.

## 10 Report Implications

### 10.1 Finance and Value for Money Implications

- 10.1.1 As detailed in the body of the report.

### 10.2 Environment and Sustainability Implications

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

### 10.3 Risk Management Implications

10.3.1 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

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

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

<b>Code</b>	<b>Description</b>	<b>Actual 2010/2011 £</b>	<b>Approved Budget 2011/2012 £</b>	<b>Revised Budget 2011/2012 £</b>	<b>Original Budget 2012/2013 £</b>
2000	Housing Strategic Service Review	-	1,040	1,040	1,040
2001	Outreach and Access to Services	25,000	25,000	39,440	39,900
2002	Corporate Communications	28,139	65,780	55,640	55,820
2003	Community Strategy	35,203	68,320	65,430	35,620
2006	Communication Group	508	1,620	1,620	1,620
2007	Emergency Planning	16,981	15,490	15,490	15,490
2009	North Warwickshire Local Development Framework	812	124,880	114,610	129,530
5050	Support to Parishes	-	10,930	10,930	-
	<b>Net Controllable Expenditure</b>	<b>106,643</b>	<b>313,060</b>	<b>304,200</b>	<b>279,020</b>
	<b>Departmental Support</b>	<b>139,154</b>	<b>147,170</b>	<b>144,610</b>	<b>132,060</b>
	<b>Central Support</b>	<b>100,505</b>	<b>98,280</b>	<b>91,560</b>	<b>92,630</b>
	<b>Capital Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>EXECUTIVE BOARD TOTAL</b>	<b>346,302</b>	<b>558,510</b>	<b>540,370</b>	<b>503,710</b>

**2000 - HOUSING STRATEGIC SERVICE REVIEW**

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

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2010/2011	2011/2012	2011/2012	2012/2013
Employee Expenditure	-	1,040	1,040	1,040
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>1,040</b>	<b>1,040</b>	<b>1,040</b>
Departmental Support	15,768	25,800	26,590	26,440
Central Support	5,275	5,910	5,910	5,890
<b>NET EXPENDITURE</b>	<b>21,043</b>	<b>32,750</b>	<b>33,540</b>	<b>33,370</b>

Contributes to corporate priority :

- Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places

**2001 - OUTREACH AND ACCESS TO SERVICES**

This budget contains a match funding sum for projects that require North Warwickshire Borough Council match funding.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2010/2011	2011/2012	2011/2012	2012/2013
Employee Expenditure	-	-	29,440	14,900
Supplies and Services	-	25,000	10,000	25,000
Earmarked Reserves	25,000	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>25,000</b>	<b>25,000</b>	<b>39,440</b>	<b>39,900</b>
Departmental Support	-	-	11,840	6,230
Central Support	-	-	1,510	1,170
<b>NET EXPENDITURE</b>	<b>25,000</b>	<b>25,000</b>	<b>52,790</b>	<b>47,300</b>

Contributes to corporate priority :

- Improving communication of information and community consultation including, where appropriate, providing the

**2002 - CORPORATE COMMUNICATIONS**

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2010/2011	BUDGET 2011/2012	BUDGET 2011/2012	BUDGET 2012/2013
Employee Expenditure	23,201	44,360	44,220	48,100
Supplies and Services	26,434	37,950	25,530	25,530
Earmarked Reserves	(15,996)	(16,530)	(10,610)	(14,240)
<b>GROSS EXPENDITURE</b>	<b>33,639</b>	<b>65,780</b>	<b>59,140</b>	<b>59,390</b>
GROSS INCOME	(5,500)	-	(3,500)	(3,570)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>28,139</b>	<b>65,780</b>	<b>55,640</b>	<b>55,820</b>
Departmental Support	15,629	14,920	15,360	14,120
Central Support	6,483	6,450	5,640	5,570
<b>NET EXPENDITURE</b>	<b>50,251</b>	<b>87,150</b>	<b>76,640</b>	<b>75,510</b>

Contributes to corporate priority :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

**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	APPROVED	REVISED	ORIGINAL
	2010/2011	BUDGET 2011/2012	BUDGET 2011/2012	BUDGET 2012/2013
Employee Expenditure	31,733	34,660	34,000	34,210
Premises Related Expenditure	-	590	-	-
Supplies and Services	1,751	34,070	32,430	2,430
Earmarked Reserves	3,912	-	-	-
<b>GROSS EXPENDITURE</b>	<b>37,396</b>	<b>69,320</b>	<b>66,430</b>	<b>36,640</b>
GROSS INCOME	(2,193)	(1,000)	(1,000)	(1,020)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>35,203</b>	<b>68,320</b>	<b>65,430</b>	<b>35,620</b>
Departmental Support	31,523	30,890	31,400	29,960
Central Support	17,931	50,690	48,570	50,120
<b>NET EXPENDITURE</b>	<b>84,657</b>	<b>149,900</b>	<b>145,400</b>	<b>115,700</b>

Contributes to corporate priorities :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making  
- Protecting and improving our local environment  
- Protecting and improving our countryside and heritage  
- Helping to tackle health inequalities by working with the County Council and the NHS locally and be encouraging, where financially viable, leisure opportunities in local communities  
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle 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.

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2010/2011	BUDGET 2011/2012	BUDGET 2011/2012	BUDGET 2012/2013
Employee Expenditure	-	-	-	-
Supplies and Services	508	1,620	1,620	1,620
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>508</b>	<b>1,620</b>	<b>1,620</b>	<b>1,620</b>
Central Support	204	300	270	280
<b>NET EXPENDITURE</b>	<b>712</b>	<b>1,920</b>	<b>1,890</b>	<b>1,900</b>

Contributes to corporate priorities :

- Improving communication of information and community consultation including, where appropriate, providing the opportunity to be involved in decision making

**2007 - EMERGENCY PLANNING**

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

DESCRIPTION	ACTUALS	APPROVED	REVISED	ORIGINAL
	2010/2011	BUDGET 2011/2012	BUDGET 2011/2012	BUDGET 2012/2013
Employee Expenditure	1,036	-	-	-
Supplies and Services	9,188	15,490	15,490	15,490
Earmarked Reserves	6,757	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>16,981</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>
Departmental Support	8,188	29,470	11,760	11,510
Central Support	12,172	8,610	8,010	7,980
<b>NET EXPENDITURE</b>	<b>37,341</b>	<b>53,570</b>	<b>35,260</b>	<b>34,980</b>

Contributes to corporate priority :

- Protecting and improving our local environment

**2009 - NORTH WARWICKSHIRE LOCAL DEVELOPMENT FRAMEWORK**

Local tier of the Development Plan and other documents required as a statutory duty.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2010/2011	2011/2012	2011/2012	2012/2013
Employee Expenditure	49,859	127,760	128,040	129,730
Supplies and Services	10,618	51,970	47,990	54,740
Earmarked Reserves	(2,200)	(43,550)	(39,570)	(54,740)
<b>GROSS EXPENDITURE</b>	<b>58,277</b>	<b>136,180</b>	<b>136,460</b>	<b>129,730</b>
GROSS INCOME	(57,465)	(11,300)	(21,850)	(200)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>812</b>	<b>124,880</b>	<b>114,610</b>	<b>129,530</b>
Departmental Support	47,770	45,530	47,090	43,240
Central Support	23,909	25,670	20,960	20,930
<b>NET EXPENDITURE</b>	<b>72,491</b>	<b>196,080</b>	<b>182,660</b>	<b>193,700</b>

Contributes to corporate priority :

- Protecting and improving our local environment
- Protecting and improving our countryside and heritage

**5050 - SUPPORT TO PARISHES**

To assist parish councils on parish plans. To provide parish councils with match funding for projects.

DESCRIPTION	ACTUALS	APPROVED BUDGET	REVISED BUDGET	ORIGINAL BUDGET
	2010/2011	2011/2012	2011/2012	2012/2013
Employee Expenditure	-	-	-	-
Supplies and Services	-	-	10,930	-
Miscellaneous Expenditure	-	10,930	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>	<b>10,930</b>	<b>10,930</b>	<b>-</b>
Departmental Support	565	560	570	560
Central Support	463	650	690	690
<b>NET EXPENDITURE</b>	<b>1,028</b>	<b>12,140</b>	<b>12,190</b>	<b>1,250</b>

Contributes to corporate priority :

- Protecting and improving our local environment
- Work with the Police, Parish Councils, Town Councils, the community and other partners to tackle crime and anti-social behaviour
- Protecting and improving our countryside and heritage



**Risk Analysis**

	<b>Likelihood</b>	<b>Potential impact on Budget</b>
Level of budget within the Emergency Planning budget being insufficient in the event of a major local emergency	Low	High
Uncertainty over the potential income which will be achieved through sale of advertising in the North Talk publication	Medium	Low

## SAVINGS INCLUDED WITHIN THE ESTIMATES

Description	2012/13
Remove the budget for support for parish councils for the development of parish plans, as there has been little take up to date.	£10,610
Reduction in Community Strategy activity	£2,230
<b>Overall Total</b>	<b>£12,840</b>

## **Agenda Item No 11**

### **Executive Board**

**6 February 2012**

**Report of the  
Deputy Chief Executive**

**General Fund Revenue Estimates  
2012/13 and Setting the Council  
Tax 2012/13**

## **1 Summary**

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2012/13, and the options available when setting the 2012/13 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 2012/13 budget estimates and amend, if necessary, the financial strategy;**
- b That the Executive Board approves the savings of £559,550 shown in Appendix G;**
- c That the Executive Board approves the revised estimate for the year 2011/12, including the supplementary estimate, and the revenue estimates for 2012/13;**
- d That the Executive Board identifies the preferred Council Tax option for 2012/13;**
- e That the Executive Board notes the Deputy Chief Executive's comments on the minimum acceptable level of general reserves;**
- f That the manpower estimates for the year 2012/13 are approved; and**
- g That the Council Tax resolution be forwarded to the Council for consideration.**

## **2 The Council's Budget Requirement**

- 2.1 All Service Boards have now considered their individual budget requirements for 2012/13, and these are shown in Appendices A – E, along with the revised requirements for 2011/12.
- 2.2 At it's meeting on 23 January 2012, the Community and Environment Board considered a request for a supplementary estimate of £15,000 to fund the external appraisal of any options selected for investigation to protect the future of indoor leisure provision in Coleshill. The Board supported the request and have recommended its approval to this Board. As a result it has been included within the revised estimate for 2011/12, submitted by the Community and Environment Board.
- 2.3 Board requirements are summarised in the table below, together with other items, such as investment interest and contingencies.

	<b>2011/12 Approved Estimate £</b>	<b>2011/12 Revised Estimate £</b>	<b>2012/13 Original Estimate £</b>
<b>Board Summary</b>	<b>10,131,680</b>	<b>10,261,790</b>	<b>9,773,310</b>
Contingencies	119,890	119,890	87,250
Financing Adjustment	(801,890)	(1,158,200)	(872,280)
Investment Interest Income	(100,000)	(110,000)	(150,000)
Revenue Cont. to Capital Expend	130,000	130,000	119,000
<b>Net Expenditure Requirement</b>	<b>9,479,680</b>	<b>9,243,480</b>	<b>8,957,280</b>

- ... 2.4 Appendix F sets out the figures as presented to the Boards.

### 3 The Council's 2011/12 Estimated Out-turn

- 3.1 The Council's revised net expenditure requirement for 2011/12 amounts to £9,243,480, which is £236,200 less than the approved estimate. The major changes in expenditure are:
- 3.2 There has been a significant reduction in employee costs. The main reasons for this relate to a provision for a £250 pay increase for employees earning below £21,000 which has not been needed; the deletion and freezing of posts; vacant posts for part of the year; and a reduction in recruitment activity.
- (£118,350)
- 3.3 There has been an increase in the recovery of housing benefit overpayments, which has been partially offset by the additional net cost of benefits which is not recoverable from the Department for Works and Pensions.
- (£48,600)
- 3.4 There has been an increase in the cost of the kerbside recycling contract, due to higher than expected recycling levels, higher transport fuel and maintenance costs and increases in the number of wheeled bin replacements.

These have been partially offset by reductions in utility, NDR and building insurance costs on industrial properties.

£53,000

3.5 There has been an increase in income in a number of areas including Warwickshire County Council grass cutting, part year operation of the QE Artificial Grass Pitch, Community Development grant income and the New Homes Bonus. These have been partially offset by a reduction in leisure centre income.

(£130,500)

3.6 The Council's cashflow has been better than expected, enabling additional investment income to be earned.

(£10,000)

3.7 Additional budget provision to cover the supplementary estimate relating to the investigation of options for replacement leisure provision in Coleshill.

£15,000

#### **4 The Council's 2012/13 Expenditure Requirement**

4.1 The Council's net expenditure requirement for 2012/13 amounts to £8,957,280, which is £522,400 less than the approved estimate for 2011/12 and £286,200 less than the revised estimate. The main variations between the 2012/13 original budget and the 2011/12 revised budget are set out below:

4.2 Provision has been made for those posts that were vacant in 2011/12, for an increase of 1% in the superannuation rate and the payment of annual increments. These increases have been partially offset by savings from deleted and frozen posts, and a reduction in some agency budgets.

£45,740

4.3 A net increase in the costs of Rent Rebates and Council Tax Benefits after taking the changes in the subsidy payments, administration grant and benefit overpayments into account.

£90,600

4.4 Inflationary increases on utility, NDR and property maintenance contracts.

£25,000

4.5 The removal of one off growth in 2011/12 and savings identified as part of the saving process in supplies and services.

(£165,500)

4.6 The contingency sum has been reduced by HS2 funds and partially offset by an increase for broadband funding.

(£32,640)

4.7 There have been some movement in Minimum Revenue Provision, transfers between the Housing Revenue Account and General Fund and a small reduction in the Revenue Contribution to Capital.

(£45,500)

4.8 The cashflow benefits available to the authority in 2011/12 are expected to continue, so investment income has been increased to reflect this. A small increase has been allowed for external interest payments.

(£37,500)

4.9 A general increase in income from fees and charges, after allowing for known reductions in service income.

(£152,400)

## 5 Summary of the Finance Settlement

5.1 The settlement for the Council is summarised below.

	<b>Actual 2011/12 £'000</b>	<b>Adjusted 2011/12 £'000</b>	<b>Proposed 2012/13 £'000</b>	<b>Decrease %</b>
External Support	4,296	4,303	3,735	13.2

5.2 Formula grant received by NWBC in 2011/12 amounts to £4.296 million. With a small adjustment, this figure has been used as a base for the 2012/13 allocation. The proposed Formula Grant for 2012/13 is £3.735 million, a reduction of £568,000 (13.2%). This is due to the overall reduction in funding to local government.

5.3 The external grant funding which will be received has been supplemented by an additional £111,746, relating to support for the Council Tax freeze in 2011/12. The additional funding has been guaranteed until 2014/15. In total the Council will receive external support of £3,846,781 in 2012/13.

5.4 Finance settlements for the following two years are not yet known. The best estimate currently available for our financial strategy is the assumed national % reductions in grant funding of 0.9% for 2013/14 and 5.6% for 2014/15. A reduction each year in the temporary protection awarded to NWBC has also been assumed.

5.5 The 2012/13 budget strategy agreed by this Board at its meeting in September 2011 assumed a cut of 4% for 2013/14 and a further cut of 10% in 2014/15, with a small increase of 2% included for 2015/16. Given the continuing poor economic outlook, it has been assumed that the figure for 2015/16 will not increase, but will standstill at the 2014/15 level. Any new system involving Business Rates will be based on formula grant, so this approach is still valid.

5.6 The budget strategy assumed a 2.5% increase in Council Tax in 2012/13, with further 2.5% increases in subsequent years (these were below anticipated

increases in the Retail Price Index). This assumption has also been used in the preparation of the figures in this report.

## **6 Budget Savings**

6.1 In September, this Board agreed that savings of £1.7 million would need to be identified over 2012/13 and the following three years. Assistant Directors were tasked with reviewing their service areas, with the aim of producing proposals to meet this challenging target. A number of savings have been found as a result of staff restructures, continuing to freeze posts where possible, altering service procurement or amending how services are provided. These savings amounting to £559,550 are summarised in Appendix G, and have been incorporated into the 2012/13 estimates.

6.2 In addition, the Council will receive an additional £5,000 per annum in Council Tax, as a result of the recent changes made to relief on second homes. Also further Council Tax income of £40,500 is expected in 2012/13 as a result of work on reducing empty homes. Given the uncertainty around future funding, the additional income relating to empty homes has not been assumed for 2013/14 onwards, however it should continue if the business rate changes are introduced in April 2013, as intended.

6.3 Assuming no growth and the 2.5% Council Tax increase assumed in these figures, the Council will need to save a further £420,000 in 2013/14, £410,000 in 2014/15 and £300,000 in 2015/16. If additional growth or a Council Tax increase between 0 - 2.5% is approved, this will increase the savings target over those three years.

6.4 Even with these savings, the Council will still be drawing £318,380 from balances in 2015/16, indicating that further savings will be required beyond 2016/17.

6.5 As savings are increasingly difficult to find, some early consideration was given to possible areas where the savings for 2012/13 and future years may be found, 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.

## **7 Growth Items**

7.1 No provision for growth was included within the Council's Budget Strategy, approved by this Board in September 2011.

7.2 Along with other districts within Warwickshire, the Council has the opportunity to increase the provision of Broadband within its area, in partnership with Warwickshire County Council. To be involved in the project, which will lever in additional external funding, the Council will need to either commit a one off sum of £200,000 or £50,000 per annum over a four year period. Provision for £50,000 over the next four years has been included within the contingency.

## 8 Performance Against the Budget Strategy

- 8.1 The revised budget strategy envisaged the following use of balances over the next four years.

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000
Use of Balances	517	374	374	198
<b>Level of Balances 31 March</b>	<b>2,188</b>	<b>1,814</b>	<b>1,440</b>	<b>1,242</b>

- 8.2 Each Board has projected its expenditure requirements up to and including 2015/16, 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:

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000
Use of Balances	452	345	408	318
<b>Level of Balances 31 March</b>	<b>2,437</b>	<b>2,092</b>	<b>1,684</b>	<b>1,366</b>

- 8.3 This predicted use of balances is based on the limited growth mentioned in paragraph 7.2 and a 2.5% increase in Council Tax for 2012/13, with increases of 2.5% for 2013/14, 2014/15 and 2015/16. Balances are higher than included in the strategy, however the Council has risks it cannot currently quantify, around the move to the retention of business rates in place of revenue support grant from April 2013, the localisation of Council Tax benefits and a potential shortfall of £111,746 should the external support to compensate for the 0% Council Tax increase in 2011/12 disappear after 2014/15.
- 8.4 The anticipated General Fund balance at 1 April 2012 is £2,889,000, which is higher than expected in the Budget Strategy.

## 9 Availability of Reserves

- 9.1 The Local Government Act 2003 requires the Deputy Chief Executive 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 10 below.
- 9.2 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.
- 9.3 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.

- 9.4 The Council also uses earmarked reserves to set aside funding for capital schemes and projects. A Major Repairs Reserve has been used to hold any unspent MRA received through the housing subsidy system and will be used in the future to hold any unspent funding for housing capital work. The Council also uses reserves to build up funding for the future replacement of assets and equipment, such as play areas and CCTV equipment.
- 9.5 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.
- 9.6 The expected position on earmarked reserves at the end of 2011/12 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix H.

<b>Earmarked Reserves</b>	<b>Expected Balance 31 March 2012 £000</b>
Capital	1,255
Revenue	2,503
<b>Total</b>	<b>3,758</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.

## 10 Risks to the Council's Financial Position

- 10.1 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.
- 10.2 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. 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. Due to the low level of interest rates and expected lack of movement, the risk is smaller for the next couple of years, but changes could have a more significant impact towards the end of the forecast.

- 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 likely grant settlements for 2013/14 and 2014/15 are known there is a risk that the assumptions made on external funding could prove incorrect. The possible implementation of retention of Business Rates increases the uncertainty over the external support that may be received after 2012/13.
- The Council opted to cut Council Tax by 1% in 2011/12. The impact of this was partially offset, as support is being received from the government to cover the loss of a 2.5% increase. However after 2014/15, the council may have to cover the shortfall of around £111,645 per annum from its revenue budget.
- The proposed transfer of housing benefit into universal credit currently lacks a lot of detail. This increases the risks around transfer of the service, which could impact on the level of costs the Council faces in later years. The proposed localisation of Council Tax benefit is also a risk, given the current uncertainty around the proposal.

An overall risk assessment for 2012/13 has been completed to determine the minimum level of general reserve that the Deputy Chief Executive considers it is appropriate for the Authority to hold, and this is shown in Appendix I. This is based on the expected or 'most likely' position and the assumption that not all risks will occur within the next year.

10.3 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 four 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.

- 10.4 Although not all risks are likely to occur in 2012/13, 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 J, and show that in the event of the worst case scenario being realised in 2012/13, 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.

## 11 Council Tax Options

- 11.1 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 £54,910 for 2012/13. This will reduce the Council's use of balances.
- 11.2 As part of the finance settlement, the Government have announced that they will provide support to councils who freeze their Council Tax in 2012/13 at 2011/12 levels. This support would be for one year only and would cover the cost of a 2.5% increase in Council Tax, amounting to £112,274 for North Warwickshire. The Council would have to cover the ongoing shortfall of that level of Council Tax income lost as a result of the freeze in 2012/13, by either increasing its savings target in 2013/14 from £420,000 to £532,000 or increasing Council Tax. Increasing the savings target would mean savings of £1.242 million would need to be found in the next three years.
- 11.3 The Authority used an increase of 2.5% when it was updating its financial strategy in September. An increase of 2.5% has been used in compiling the figures in this report.
- 11.4 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.

11.5 The latest figures at December 2011 for each of these indices is as follows:

- CPI 4.2%
- RPI-X 5.0%
- RPI 4.8%

11.6 The Council could choose not to accept support from the government and could opt for a different Council Tax increase. In general terms, a 1% increase in Council Tax would generate around an additional £44,840, and would mean an additional £2.07 increase in Council Tax rates per annum.

... 11.7 A range of Council Tax increases is shown in Appendix K, together with the resulting impact on balances. These use the 2011/12 actual Band D amount of £207.30 as a base, and are shown below, together with the impact on the level of balances.

Increase on Band D %	Band D Council Tax Payable £	Cash Increase On 2011/12 £	Impact on Balances - CT £	Govt protection (One year only) £	Total Impact on balances £
Base 2011/12	207.30	-	(112,274)	112,274	-
0.5	208.34	1.04	(89,906)	-	(89,906)
1.0	209.37	2.07	(67,375)	-	(67,375)
1.5	210.41	3.11	(44,845)	-	(44,845)
2.0	211.45	4.15	(22,531)	-	(22,531)
2.5	212.48	5.18	-	-	-
3.0	213.52	6.22	22,531	-	22,531
3.5	214.56	7.26	44,845	-	44,845

11.8 There is no impact on balances if a 2.5% increase is chosen, as this is what has been assumed in the figures within this report. If Members choose to freeze Council Tax at 2011/12 levels, there will be no impact on balances in 2012/13 as the government will provide funding equivalent to a 2.5% increase. However there will be a reduction in balances in later years, as government support is for 1 year only. If a lesser increase is chosen, there will be a reduction in balances as shown in the table above. If the Council opts to go for an increase in excess of 2.5%, there will be an annual improvement of balances by the amounts shown in the table above.

11.9 The Government wants to ensure that Council Tax payers are protected against authorities that reject the offer of funding equivalent to a 2.5% increase and impose excessive Council Tax rises. They have introduced a requirement for authorities to hold a local referendum, which would allow

residents to veto any excessive Council Tax increases. A referendum would be required for any proposed Council Tax increases above 3.5%.

## 12 Council Tax Resolution

- ... 12.1 The draft Council Tax resolution is set out in Appendix L, together with an explanation.

## 13 Manpower Estimate for the Year 2012/13

- ... 13.1 Within the Authority's revenue and capital estimates, allowances have been made for the required manpower provision. Appendix M sets out the manpower estimates for 2012/13, compared with 2011/12.

## 14 Delivering Value for Money Agenda

- 14.1 All Councils will be looking for cash-backed efficiency savings in the coming year, to contribute to their financial savings targets. This will reduce the impact of cuts on the provision of services.

## 15 Conclusion

- 15.1 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 2015/16, although this is subject to the uncertainties inherent in budgetary forecasting, and subject to the level of Council Tax increase agreed.

- 15.2 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 £236,200 less than our approved budget (a surplus of £597,520 in 2010/11), due to a zero pay award and 2011/12 savings found early.
- However, the ability to earn income from investments is uncertain at the moment. The Council is faced with the need to make further budgetary savings so that the Council can effectively manage its financial position. Undoubtedly this will continue in the future as new issues and initiatives emerge.

- 15.3 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. Rather than increases in government

funding, local authorities have been made aware of further reductions. Also as service delivery pressures increase, the options for savings decrease.

## 16 Report Implications

### 16.1 Financial Implications

16.1.1 As detailed in the body of the report.

### 16.2 Safer Communities Implications

16.2.1 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.

### 16.3 Environment and Sustainability Implications

16.3.1 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.

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

### 16.4 Equality Implications

16.4.1 Equality Assessments should be undertaken when making Financial decisions to determine what the adverse impact on individuals or communities will be

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>
Financial Strategy 2012/16	NWBC	Report to Executive Board	13 Sept 2011
2012/13 Finance Settlement	CLG	Government notification	December 2011

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## COMMUNITY AND ENVIRONMENT BOARD

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Pitches and Pavilions	44,647	45,840	-	-
Polesworth Sport Centre	74,327	80,290	73,940	65,020
Arley Sports Centre	108,253	120,250	113,680	112,610
Coleshill Sport Centre	133,524	115,250	158,180	130,900
Atherstone Leisure Complex	224,271	240,490	243,020	237,630
Memorial Hall	71,501	75,750	78,860	76,300
Public Health	180,072	64,470	207,400	211,440
Commercial Pollution Control	45,717	210,420	59,890	55,580
Domestic Refuse Collection	918,926	994,410	958,840	966,130
Trade Refuse Collection	(20,546)	(18,710)	(29,590)	(24,460)
Cesspool Emptying	(66,473)	(59,430)	(77,140)	(76,530)
Recycling	362,477	271,760	370,260	368,280
Amenity Cleaning	663,228	696,200	698,950	718,900
Unadopted Roads	7,797	7,380	7,280	7,280
Drain Unblocking Service	27,502	30,270	22,040	2,440
Street Furniture	1,626	9,890	2,350	2,350
Atherstone Market	3,481	3,720	3,670	3,840
Parks, Playing Fields and Open Spaces	339,295	373,220	396,080	380,590
Play Areas	179,595	136,270	136,060	132,320
Public Health (Control of Disease) Act 1984 Burials	1	70	70	70
Sustainable Communities	2,563	2,790	2,790	2,790
Consultation	159	7,340	7,340	7,340
Corporate Policy	21,331	19,310	19,450	19,460
Rural Regeneration	979	5,820	9,790	6,870
Landscape	8,529	8,810	8,810	8,810
Marketing and Market Research	7,043	8,270	8,270	8,270
Support to Voluntary Organisations	145,472	102,850	102,010	103,010
Young People and Intergeneration	35,472	40,520	40,450	40,620
Community Development Environment	26,985	28,720	28,610	28,820
Social Inclusion and Art	6,186	3,390	3,030	-
Social Inclusion and Sport	37,247	32,350	32,280	32,320
Community Development Health Improvement	19,696	17,200	17,130	16,860
Community Development Safer Communities	51,471	52,780	52,240	48,220
Activities 4 U	96	-	-	-
Allotments and Biodiversity	20,308	10,740	10,740	-
Community Award Scheme	1,910	-	-	-
QE - Artificial Grass Pitch	-	-	(8,220)	(1,930)
Stronger and Safer	-	-	-	-
More Time to Play	(1)	-	-	-
Sports Club Development Officer Programme	162	170	170	170
Local Nature Reserves	-	-	-	-
<b>Net Controllable Expenditure</b>	<b>3,684,829</b>	<b>3,738,870</b>	<b>3,758,730</b>	<b>3,692,320</b>
<b>Departmental Support</b>	<b>562,016</b>	<b>570,600</b>	<b>559,150</b>	<b>555,390</b>
<b>Central Support</b>	<b>597,863</b>	<b>619,800</b>	<b>607,370</b>	<b>580,450</b>
<b>Capital</b>	<b>405,505</b>	<b>381,040</b>	<b>427,840</b>	<b>440,370</b>
<b>Net Expenditure</b>	<b>5,250,213</b>	<b>5,310,310</b>	<b>5,353,090</b>	<b>5,268,530</b>





**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**PLANNING AND DEVELOPMENT BOARD**  
**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Planning Control	88,394	237,870	232,860	200,940
Building Control (Non Fee Earning)	55,801	88,570	88,570	58,570
Conservation and Built Heritage	8,371	27,590	26,500	32,720
Planning Delivery Grant	-	-	-	-
Local Land Charges	(36,675)	(31,180)	(30,140)	(30,000)
Street Naming and Numbering	4,225	(3,340)	5,130	5,060
<b>Net Controllable Expenditure</b>	<b>120,116</b>	<b>319,510</b>	<b>322,920</b>	<b>267,290</b>
<b>Departmental Support</b>	<b>131,744</b>	<b>128,140</b>	<b>128,300</b>	<b>122,040</b>
<b>Central Support</b>	<b>210,731</b>	<b>220,520</b>	<b>198,090</b>	<b>198,870</b>
<b>Capital Charges</b>	<b>20,631</b>	<b>20,630</b>	<b>20,630</b>	<b>20,630</b>
<b>Planning and Development Board Total</b>	<b>483,222</b>	<b>688,800</b>	<b>669,940</b>	<b>608,830</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## LICENSING COMMITTEE SUMMARY

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Licensing Authority	(47,964)	(43,520)	(49,390)	(50,670)
Licences and Registration	13,282	13,190	(9,680)	(9,930)
Hackney Carriages	(21,850)	(27,370)	(22,500)	(23,070)
Gambling Act Authority	(13,355)	(9,420)	(12,150)	(12,390)
<b>Net Controllable Expenditure</b>	<b>(69,887)</b>	<b>(67,120)</b>	<b>(93,720)</b>	<b>(96,060)</b>
<b>Departmental Support</b>	<b>50,030</b>	<b>47,270</b>	<b>41,790</b>	<b>41,460</b>
<b>Central Support</b>	<b>50,048</b>	<b>47,860</b>	<b>54,880</b>	<b>54,660</b>
<b>Capital Charges</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Licensing Committee Total</b>	<b>30,191</b>	<b>28,010</b>	<b>2,950</b>	<b>60</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## RESOURCES BOARD (REMAINING)

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Original Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Cost of Democratic Services	399,334	430,440	416,850	422,200
Election Expenses	4,048	54,890	54,850	5,070
Registration of Electors	13,261	15,580	15,540	15,730
Non Domestic Rates	(62,858)	(56,690)	(54,230)	(53,380)
Council Tax Collection	(46,431)	(10,700)	(12,210)	(10,740)
Investors in People	-	1,930	1,930	1,930
Finance Miscellaneous	9,293	30	(91,060)	(141,060)
Compensation and Pension Increases	142,411	141,000	141,540	144,370
Assisted Car Purchase	(129)	(130)	(130)	(130)
Minor Works	18,667	2,100	-	-
Electricity at Work	19,859	17,290	13,290	17,290
Efficiencies and Value for Money	-	2,340	2,340	2,340
Finance Unused Land	-	-	-	-
Corporate and Democratic Core	10,969	39,080	24,670	28,830
Unallocated Central Support Services	23,918	113,380	77,130	147,060
External Funding Consultants	4,646	-	-	-
Coleshill Shops and Flats	(65,311)	(69,480)	(66,150)	(66,380)
The Arcade, Atherstone	(3,314)	4,200	2,460	3,010
The Pavilions, Holly Lane	(65,119)	(62,980)	(70,080)	(78,580)
Carlyon Road Industrial Estate	(111,979)	(115,360)	(98,980)	(98,570)
Innage Park Industrial Estate	(52,539)	(9,810)	(22,170)	(21,430)
Polesworth Workspace Units	(7,358)	(7,200)	(6,390)	(6,320)
The Bear and Ragged Staff	(12,783)	(12,700)	(13,060)	(13,040)
Football Stadium	(7)	-	-	-
Homeless Persons	46,282	40,140	42,110	33,230
Public Conveniences	26,606	15,460	15,620	15,920
Fillongley Kitchens	(600)	-	-	-
Customer Contact	121	20,500	19,540	19,100
Rent Allowances	(35,377)	3,230	(8,350)	65,410
Housing Benefit Administration and Rent Rebates	(43,996)	(11,480)	(48,760)	(40,520)
Concessionary Fares	273,205	31,920	29,620	22,220
Non Domestic Rates - Discretionary Relief	19,267	22,810	22,810	22,810
Council Tax Benefits	(93,159)	(55,350)	(65,250)	(58,350)
Car Parks	43,992	47,900	48,490	50,210
Business Improvement District	-	-	-	-
Environmental Sustainability	(38,976)	-	-	-
Animal Control	37,320	39,450	39,950	40,040
Abandoned Vehicles	1,038	1,630	1,640	1,700
Private Sector Housing Assistance	29,832	30,910	31,370	31,560
CCTV	(2,667)	880	1,330	690
Community Support	438,094	447,060	425,650	449,140
Coleshill Market Town	-	-	-	-
North Warwickshire LEADER Partnership	14,641	14,390	19,360	18,770
Atherstone Partnership Scheme	(1)	-	-	-
Narrowing the Gap	(60)	-	-	-
Branching Out Bus	140	140	25,150	150
Health and Wellbeing	-	-	-	-
North Arden Heritage Trail	11,291	-	-	-
<b>Net Controllable Expenditure</b>	<b>945,571</b>	<b>1,126,800</b>	<b>916,420</b>	<b>970,280</b>
<b>Recharged to Services</b>	<b>(101,310)</b>	<b>(101,730)</b>	<b>(101,840)</b>	<b>(103,880)</b>
<b>Departmental Support</b>	<b>1,028,634</b>	<b>932,650</b>	<b>949,280</b>	<b>951,820</b>
<b>Central Support</b>	<b>1,359,965</b>	<b>1,410,310</b>	<b>1,392,600</b>	<b>1,430,370</b>
<b>Capital</b>	<b>855,048</b>	<b>509,150</b>	<b>790,070</b>	<b>474,680</b>
<b>RESOURCES BOARD (REMAINING) TOTAL</b>	<b>4,087,908</b>	<b>3,877,180</b>	<b>3,946,530</b>	<b>3,723,270</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## RESOURCES BOARD (RECHARGED)

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Original Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Chief Executive	221,965	222,960	224,430	223,770
Assistant Chief Executive (Community Services)	1,301,013	1,269,540	1,307,600	1,292,720
Assistant Chief Executive and Solicitor to the Council	1,352,301	1,409,520	1,388,940	1,412,570
Deputy Chief Executive	4,336,360	4,431,310	4,326,560	4,421,000
Building Maintenance Fund	274,710	283,180	239,110	236,080
Council Offices	312,016	324,560	312,770	298,760
Central Telephones	38,114	37,370	37,750	37,140
Recruitment	21,085	35,900	25,080	25,410
Printing and Copying	68,171	74,250	72,370	70,570
Training	25,770	120,540	29,890	87,550
Depot and Stores	66,008	67,750	67,190	68,530
Postage and Franking	81,555	80,050	84,160	69,200
Central Services	288,288	289,200	284,440	272,050
Information Services	880,868	875,900	813,230	805,200
Procurement	61,745	63,530	63,310	64,170
Staff Welfare	17,579	22,220	19,300	19,380
Transport Management Account	621,720	629,540	664,960	661,550
<b>Net Controllable Expenditure</b>	<b>9,969,268</b>	<b>10,237,320</b>	<b>9,961,090</b>	<b>10,065,650</b>
<b>Recharge to Services</b>	<b>(12,949,862)</b>	<b>(13,156,070)</b>	<b>(12,823,820)</b>	<b>(12,884,740)</b>
<b>Central Support</b>	<b>2,100,755</b>	<b>2,090,710</b>	<b>2,065,790</b>	<b>1,993,250</b>
<b>Capital</b>	<b>950,031</b>	<b>828,040</b>	<b>796,940</b>	<b>825,840</b>
<b>Resources Board (Recharged) Total</b>	<b>70,192</b>	<b>0</b>	<b>0</b>	<b>0</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## EXECUTIVE BOARD SUMMARY

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2010/2011 £	Approved Budget 2011/2012 £	Revised Budget 2011/2012 £	Original Budget 2012/2013 £
Housing Strategic Service Review	-	1,040	1,040	1,040
Corporate Communication - Leader	25,000	25,000	39,440	39,900
Corporate Communication	47,017	65,780	55,640	55,820
Community Strategy	35,203	68,320	65,430	35,620
Communication Group	508	1,620	1,620	1,620
Emergency Planning	16,981	15,490	15,490	15,490
North Warwickshire Local Development Framework	70,940	124,880	114,610	129,530
Support to Parishes	-	10,930	10,930	-
<b>Net Controllable Expenditure</b>	<b>195,649</b>	<b>313,060</b>	<b>304,200</b>	<b>279,020</b>
<b>Departmental Support</b>	<b>139,154</b>	<b>147,170</b>	<b>144,610</b>	<b>132,060</b>
<b>Central Support</b>	<b>100,505</b>	<b>98,280</b>	<b>91,560</b>	<b>92,630</b>
<b>EXECUTIVE BOARD TOTAL</b>	<b>435,308</b>	<b>558,510</b>	<b>540,370</b>	<b>503,710</b>

## SUMMARY OF REVENUE REQUIREMENTS

Revised 2011/2012 Gross Expenditure £	Revised 2011/2012 Gross Income £	Revised 2011/2012 Net Expenditure £		2012/2013 Gross Expenditure £	2012/2013 Gross Income £	2012/2013 Net Expenditure £
7,351,080	1,997,990	5,353,090	Community and Environment	7,230,810	1,962,280	5,268,530
972,650	302,710	669,940	Planning and Development	950,860	342,030	608,830
132,740	129,790	2,950	Licensing	132,440	132,380	60
23,451,060	19,755,620	3,695,440	Resources	23,658,010	20,265,830	3,392,180
566,720	26,350	540,370	Executive	508,500	4,790	503,710
10,208,900	10,208,900	0	Council Housing	11,033,460	11,033,460	0
119,890	0	119,890	Contingencies	87,250	0	87,250
0	0	0	Growth	0	0	0
0	110,000	-110,000	Interest on balances	0	150,000	-150,000
0	1,158,200	-1,158,200	Financing adjustment	0	872,280	-872,280
130,000	0	130,000	RCCO (Revenue Contribution to Capital Outlay)	119,000	0	119,000
<b>42,933,040</b>	<b>33,689,560</b>	<b>9,243,480</b>		<b>43,720,330</b>	<b>34,763,050</b>	<b>8,957,280</b>
	307,178	-307,178	Use of balances		452,408	-452,408
<b>42,933,040</b>	<b>33,996,738</b>	<b>8,936,302</b>		<b>43,720,330</b>	<b>35,215,458</b>	<b>8,504,872</b>
		0	Special items - Parish precepts			0
<b>42,933,040</b>	<b>33,996,738</b>	<b>8,936,302</b>		<b>43,720,330</b>	<b>35,215,458</b>	<b>8,504,872</b>
		-1,133,222	Revenue Support Grant			-73,151
		-3,304,977	NDR Distribution			-3,773,630
		-72,880	Surplus / Deficit on Collection Fund			-54,910
		<b>4,425,223</b>				<b>4,603,181</b>

**APPENDIX G**

**SAVINGS INCLUDED WITHIN 2012/13**

<b>Board</b>	<b>Description</b>	<b>2012/13 £</b>
C&E	Reduce the provision for tree management work within Parks and Playing Fields to £20,000. This will reduce the proactive work the Council is able to undertake.	10,450
C&E	Cease to fund Warwickshire Investment Partnership	3,000
C&E	Remove the provision for Local Nature Reserves, once the current project is complete.	11,100
C&E	Leisure centres reduction in telephone bills as result of new supplier	1,990
C&E	Lower bills resulting in reduced utility costs following measures to reduce load	10,000
C&E	Severn Trent will become responsible next year for much of the work currently carried out by the Drain Unblocking service. Discontinuing the service will allow existing staff to be used on other services, reducing the need for agency cover.	21,890
C&E	Charge parish councils for carrying out health and safety inspections of their play areas.	1,840
C&E	Reduce support for Live and Local from £2,500 to £1,000	1,500
C&E	The Community Safety budget is used to initiate community safety projects / improvements within the Borough. The reduction to £14,490 could result in fewer projects being delivered, although there is a reserve to help mitigate this	4,500
C&E	Route optimisation for refuse vehicles, together with joint working with NBBC will give a saving on fuel.	6,900
C&E	Additional income from WCC towards the cost of grounds maintenance and reductions in expenditure on materials	14,530
C&E	Additional income from the operation of the artificial pitch at the Queen Elizabeth school	1,930
C&E	Reduced cesspool disposal costs, as well as additional cesspool income	16,230
Resources	Cancellation of corporate subscription (Coalfields Alliance)	3,250
Resources	Cancellation of corporate subscription (Ordnance Survey)	7,000
Resources	Reduction in telephone costs within Corporate and Democratic Core	1,360
Resources	New Homes Bonus Scheme grant	141,090
Resources	Reduction in the use of the mayoral car	7,000
Resources	Reduction in external audit fees arising from the demise of the Audit Commission	660
Resources	Increase in Council Tax collection legal charges	870
Resources	Freezing of members allowances	3,460
Resources	Renegotiation of bailiffs contract resulting in a reduction in commission charges	10,490
Resources	Reduction in buildings insurance at Innage Park	6,040
Resources	Payment to the County Council for out of hours call handling	7,200
Resources	Reduction in telephone call charges	500
Resources	Reduction in hours of Environmental Health Officer (Domestic and Pollution)	7,500
Resources	Reduction in central stationery budget from ongoing procurement savings	4,210

## APPENDIX G

Board	Description	2012/13 £
Resources	Cancellation of DX subscription within Postal Services	380
Resources	Reduction in postal charges arising from change of supplier	6,530
Resources	Deletion of Central Services stationery budget	500
Resources	Reduction in Information Services supplies and services budgets	2,740
Resources	Reduction in Customer Contact manager hours	7,830
Resources	Other reductions in Customer Contact staffing	9,250
Resources	Reductions in Revenues and Benefits staffing	6,950
Resources	Retirement of Central Services staff	17,650
Resources	Increase in Council Tax court fees	6,000
Resources	Reduction in the Information Services hardware budget	5,000
Resources	Non payment of £ 250 pay award for all staff earning below £ 21,000 (FTE)	15,000
Resources	Reduction in the Information Services software budget	5,000
Resources	Reduction in the Council internet service arising from a movement in supplier	6,690
Resources	Cancellation of the subscription to esd Toolkit	740
Resources	Reduction in software maintenance (Cryoserver)	3,070
Resources	Reduction in training	32,000
Resources	Reduction in Council Offices electricity arising from reduced power usage	5,570
Resources	Income from taking police enquiries	1,200
Resources	Facilities Management Restructure	34,190
Resources	Income earned from the Legal Partnership and a small reduction in corporate subscriptions	4,710
Resources	Reduction in conference and subsistence expenditure by the Chief Executive	480
Resources	Reduction in computer audit fees and corporate subscriptions in Internal Audit	3,440
Resources	Reduction in recruitment expenditure	7,010
Resources	Reduction in bank charges	2,470
Resources	Reduction in corporate subscriptions within Financial Services and Human Resources	1,280
Resources	Lower expenditure on the management of sickness absence	2,890
Resources	Additional income at Innage Park industrial estate	8,400
Resources	A reduction in staff hours in Information Services	10,930
Resources	A reduction in hours within Environmental Health, plus a reduced car entitlement	9,200
Resources	A reallocation of duties has enabled a saving within Community Development	3,530
Executive	Remove the budget for support for parish councils for the development of parish plans, as there has been little take up to date.	10,610
Executive	Reduction in Community Strategy activity	2,230
RCCO		11,000
Licensing	Additional Licensing and Gambling Income	8,590
	<b>Overall Total</b>	<b>559,550</b>





## EARMARKED RESERVES

Purpose of Reserve	Balance March 2012 £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.	39
<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.	68
<b>Invest to Save</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.	296
<b>Approved growth not yet spent</b> – to cover Corporate Communications, Borough Care, Parish Plans, Environmental Issues, Business Improvement work and other one off growth items	142
<b>Contingencies</b> – to cover possible costs arising from contaminated land issues, a sum held in case the Council goes above its VAT de minimis level, as this will mean that not all VAT can be reclaimed, a sum for concessionary fares in case the outcome of the judicial review is unfavourable, provision for emergency planning issues and a sum on benefits to cover possible loss of grant following audit.	380
<b>Consultation</b> – for consultation 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.	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 Community and Economic Development Schemes, Green Space Strategy, Area Forums, Amenity Cleaning, Refuse Collection and Recycling.	271
<b>External Grants Received</b> – Resources received towards specific projects, such as homelessness, anti-fraud initiatives, Wellness Matters, the crime and disorder strategy, Sports Club Officer, Arts Development, Homelessness, Community Development, Environmental Sustainability, Smoke Free Grant and the Branching Out Bus, which will be spent in future years	501
<b>Frozen posts</b> – As part of the financial strategy, some posts have been frozen where possible when they have become vacant. Some funding has been set aside to cover any short term additional costs that may be incurred in covering peaks in workload.	100
Local Development Framework – planning fees over an agreed base position have been set aside for future expenditure on the Local Development Framework	399
Maintenance of Assets – To cover future maintenance requirements on some council owned assets	50

## EARMARKED RESERVES

Purpose of Reserve	Balance March 2012 £000
<b>Human Resources</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 and Sickness fund	167
<b>Capital Reserves</b>	
<b>Equipment Replacement</b> – These funds are earmarked for the future replacement of leisure equipment, environmental health equipment, CCTV equipment, Play Area equipment, Refuse Freighters and the replacement of PC's.	401
<b>General Fund Capital</b> - Some funding has been set aside for capital spending, including the accommodation project	854

## 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 £96,100)	Medium	48,050
Pay award above budget provision (0.5%) (£40,346 GF only)	Low	4,030
Lower vacancies than expected (provision for vacancies = £80k)	Medium	40,000
Investment Income – loss of cash flow (£2m @ 1% = £20k)	Medium	10,000
Investment Income – fall in interest rates (£6.0m @ 0.5% = £30k)	Low	3,000
Impact of future legislation	Medium	50,000
Further Public Inquiries (potential £30k)	Medium	15,000
Housing Benefit – reduction in reimbursement (approx £18.29m @ 5%= £915k)	Low	91,500
Possibility of overspending the agreed budget by 1% (Gross Expend = £32.687m)	Low	32,690
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	10,000
Housing Benefit – Local Authority error & Overpayments (£410K)	Low	41,000
Increased cost of maintaining mechanical equipment	Medium	20,000
Agency Labour costs (£121k)	Medium	60,500
Additional costs on fuel and utilities	Medium	20,000
NDR payments of vacant Industrial Units (£67k)	Medium	33,500
General Contingency		300,000
<b>Total</b>		<b>1,009,270</b>

## Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

## ALTERNATIVE SCENARIOS – GENERAL BALANCES

## Best Case

	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
<b>Estimated use of balances</b>	<b>452</b>	<b>345</b>	<b>408</b>	<b>318</b>
Reduced pay award of 0.5%	-	(40)	(40)	(40)
Additional staffing vacancies	(20)	(20)	(20)	(20)
Improvement in letting of industrial units	(20)	(21)	(21)	(22)
Additional income from services	(35)	(36)	(37)	(38)
Recovery of benefit overpayments better than anticipated	(35)	(35)	(35)	(35)
1% increase in investment rates	(60)	(60)	(60)	(60)
Improvement in cashflow	(10)	(10)	(10)	(10)
<b>Potential Use of/ (Cont to) Balances</b>	<b>272</b>	<b>123</b>	<b>185</b>	<b>93</b>
<b>Potential Balances at Year End</b>	<b>2,617</b>	<b>2,494</b>	<b>2,309</b>	<b>2,216</b>

## Worst Case

	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
<b>Estimated use of balances</b>	<b>452</b>	<b>345</b>	<b>408</b>	<b>318</b>
Increased pay award by 0.5%	40	40	40	40
Lower vacancies than expected	40	40	40	40
Additional vacancies at industrial estates	20	21	21	22
Increase in fuel and utility costs	40	41	42	43
Further loss of income from services	35	36	37	38
Additional maintenance needed on Council Assets	100	100	100	100
Additional recycling take up, increasing costs	10	10	10	10
Increase in LA error on benefits, reducing the subsidy received	90	90	90	90
Recovery of benefit overpayments worse than anticipated	41	41	41	41
1% decrease in investment rates	-	30	30	30
Poorer cashflow	10	10	10	10
<b>Potential Use of/ (Cont to) Balances</b>	<b>878</b>	<b>804</b>	<b>869</b>	<b>782</b>
<b>Potential Balances at Year End</b>	<b>2,011</b>	<b>1,207</b>	<b>(338)</b>	<b>(1,170)</b>



**COUNCIL TAX INCREASES**

	Original 2011/12	2012/13	2012/13	2012/13	2012/13	2012/13	2012/13	2012/13
Council Tax - Band D	207.30	208.34	209.37	210.41	211.45	212.48	213.52	214.56
Council Tax Increase		0.5%	1.0%	1.5%	2.0%	2.5%	3.0%	3.5%
Council Tax Base	21,346.99	21,664.07	21,664.07	21,664.07	21,664.07	21,664.07	21,664.07	21,664.07
<b>Net Expenditure</b>	<b>9,355</b>	<b>8,957</b>	<b>8,957</b>	<b>8,957</b>	<b>8,957</b>	<b>8,957</b>	<b>8,957</b>	<b>8,957</b>
External Funding	(4,438)	(3,847)	(3,847)	(3,847)	(3,847)	(3,847)	(3,847)	(3,847)
Collection Fund (Surplus)/Deficit	(73)	(55)	(55)	(55)	(55)	(55)	(55)	(55)
Council Tax	(4,425)	(4,513)	(4,536)	(4,558)	(4,581)	(4,603)	(4,626)	(4,648)
<b>Use of Balances</b>	<b>419</b>	<b>542</b>	<b>519</b>	<b>497</b>	<b>474</b>	<b>452</b>	<b>429</b>	<b>407</b>
Balances 1 April 2012		2,889	2,889	2,889	2,889	2,889	2,889	2,889
Use of Balances		(542)	(519)	(497)	(474)	(452)	(429)	(407)
Balances 1 April 2013		2,347	2,370	2,392	2,415	2,437	2,460	2,482
Use of Balances		(437)	(414)	(391)	(368)	(345)	(321)	(299)
Balances 1 April 2014		1,910	1,956	2,001	2,047	2,092	2,139	2,183
Use of Balances		(503)	(478)	(455)	(431)	(408)	(384)	(361)
Balances 1 April 2015		1,407	1,478	1,546	1,616	1,684	1,755	1,822
Use of Balances		(415)	(390)	(366)	(342)	(318)	(293)	(270)
Balances 1 April 2016		992	1,088	1,180	1,274	1,366	1,462	1,552

**COUNCIL MEETING – 22 FEBRUARY 2012**

**General Fund Revenue Estimates 2012/13 and  
Setting the Council Tax 2012/13**

**Item – Executive Board**

**RECOMMENDATION**

- a** That the growth item for £ 50,000 for 2012/13 be approved (Appendix A);
- b** That the savings reduction in 2012/13 of £559,550 be approved;
- c** That the revised revenue estimate for the year 2011/12 and the revenue estimate for 2012/13 be approved (Appendix B);
- d** That the preferred Council Tax option for 2012/13 be a 2.5 % increase on Band D;
- e** That the Director of Resources comments on the minimum acceptable level of general reserves be noted (Appendix C);
- f** That the manpower estimate for the year 2012/13 be approved (Appendix D).
- g1** That it be noted that in January 2012, the Council calculated the following amounts for the year 2012/13, in accordance with regulations made under Section 33(5) of the Local Government Act 1992:-
  - a** £21,664.07 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 E, 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 2012/13, in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-
  - a** £43,720,230 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** £35,215,458 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** £8,504,872 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** £3,901,691 being the aggregate of the following sub-clauses:-
    - i** £3,773,630 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 £73,151 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 £54,910 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 £ 4,603,181 being the amount at g2c above, less the aggregate amount at g2d above, all divided by the amount at g1a above, calculated in accordance with Section 22(1) of the Act, as the basic amount of its Council Tax for the year.
- f £ xxxxxx being the aggregate amount of all the special items referred to in Section 34(1) of the Act, shown in column A of Appendix E.
- g £ 4,603,181 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 E (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 F 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 2012/13 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 2012/13 for each of the categories of dwellings shown in Appendix F.**

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

### Calculation of Council Tax Base

(Paragraph g1a and b)

- 1 The Council has calculated the amount of £21,664.07 as its Council Tax base for 2012/13, 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 E.

### Budget Requirement

(Paragraph g2a, 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 B details each element shown in the sub-clauses, together with the original revenue estimates for the year 2012/13.

### Amount to be Paid into the General Fund

(Paragraph g2d)

- 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 2012/13 it has been estimated that a surplus of £347,250 would be achieved and therefore Warwickshire County Council would receive £254,050, Warwickshire Police Authority would receive £38,290 and North Warwickshire Borough Council would receive £54,910.

### Calculation of Council Tax Amount

(Paragraph g2e)

- 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 g2f)

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

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

(Paragraph g2g)

- 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 g2h)

- 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 E attached to the report.

Setting the Billing Authority's and Parish Council's Council Tax for each Band  
(Paragraph g2i)

- 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 F.

Warwickshire County Council and Warwickshire Police Authority Council Tax Amounts  
(Paragraph g3)

- 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 G.

**MANPOWER BUDGET**

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

	<b>2011/12 Estimate (original) FTE</b>	<b>2012/13 Estimate FTE</b>
Monthly Paid	<b>360</b>	<b>356</b>
<b>Total</b>	<b>360</b>	<b>356</b>

**Agenda Item No 12**

**Executive Board**

**6 February 2012**

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

**Pay Policy Statement**

**1 Summary**

- 1.1 There is a requirement under Section 38 of the Localism Act 2011 for Councils to have and to publish a Pay Policy Statement, agreed by full Council, which will be subject to review at least annually. This report details the purpose for and the areas to be covered in the Pay Policy Statement.

**Recommendation to the Board**

- a To decide whether to review the recruitment of Chief Officers in relation to their previous redundancy from the Authority and the inclusion in the Pay Policy Statement; and**
- b To adopt the pay policy.**

**2. Report**

- 2.1 The purpose of the Pay Policy Statement is to provide transparency by identifying:
- The methods by which salaries of all employees are determined;
  - The detail and level of remuneration of the Council's most senior staff.
- 2.2 The policy has been written in line with the requirements and is attached as Appendix A.
- ...
- 2.3 Section 40(1) of the Act states that "In performing its functions' under S38 the Authority **MUST have regard** to any guidance issued by the Secretary of State". One area not included in the Pay Policy Statement is the Council's approach to Re-employment / Re-engagement of former Chief Officers who were previously made redundant from the Authority, or later engaged as Chief Officers under a contract for service.
- 2.4 The Council has no specific policy in relation to Re-employment / Re-engagement of former Chief Officers who were previously made redundant from the Authority, or later engaged as Chief Officers under a contract for service. If there was a vacancy the Council would apply its recruitment policy

to all applicants. Members may wish to include this in the Pay Policy Statement or review this approach before including it.

### 3 Report Implications

#### 3.1 Human Resources Implications

3.1.1 As detailed in the report

#### 3.2 Risk Management Implications

... 3.2.1 Attached as Appendix B.

#### 3.3 Equalities Implications

... 3.3.1 An Equalities Implications Assessment is attached at Appendix C.

With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

#### 3.4 Links to Council's Priorities

3.4.1 The use of this policy will reduce the risk of inconsistencies and will contribute to the Council's priority relating to the effective use of resources.

The Contact Officer for this report is Janis McCulloch (719236).

### 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

**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	Pay Policy Statement
Officer Responsible for assessment	Janis McCulloch

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

<b>Equality Group</b>	<b>Positive impact</b>	<b>Negative impact</b>	<b>Reasons/Comments</b>
<b>Racial</b>	No	No	
<b>Gender</b>	No	No	
<b>Disabled people</b>	No	No	
<b>Gay, Lesbian and Bisexual people</b>	No	No	
<b>Older/Younger people</b>	No	No	
<b>Religion and Beliefs</b>	No	No	
<b>People having dependents caring responsibilities</b>	No	No	
<b>People having an offending past</b>	No	No	
<b>Transgender people</b>	No	No	

If you have answered **No** to any of the above please give your reasons below

The policy will apply to all employees.

Please indicate if you believe that this document

Should proceed to further Impact assessment      **No**

Needs no further action      **No**



## Risk Management Form

**NORTH WARWICKSHIRE  
BOROUGH COUNCIL**

Division

Cost Centre or Service

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
	To not have a published Pay Policy Statement	In Breach of meeting the statutory requirements of Section 38 of the localism Act 2011 Financial penalties Loss of Reputation	5	5	25	Janis McCulloch	Adopt, publish by 1 April 2012 and review the Pay policy Statement annually	0	0	0
Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating

Completed By: Janis McCulloch

Date: 25 January 2012

North Warwickshire Borough Council

**PAY POLICY STATEMENT 2012/13**

**Introduction and Purpose**

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the Authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Councils approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
- the Group/Board responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

**Legislative Framework**

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

**Pay Structure**

Based on the application of the Job Evaluation process, the Council uses the nationally negotiated pay spine as the basis for its local grading structure. This determines the salaries of the large majority of the workforce, together with the use of other nationally defined rates where relevant. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine. There have been no increases in the national pay spine since April 2009.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time, it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

### **Senior Management Remuneration**

For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1 April 2012;

- a) Chief Executive  
The current salary of the post is £97,181. The salary falls within a range of four incremental points between £90,324, rising to a maximum of £97,181.
- b) Deputy Chief Executive  
The current salary of the post is £81,601. The salary falls within a range of four incremental points between £76,458, rising to a maximum of £81,601. The Deputy Chief Executive is the Council's Section 151 Officer and this was included in the evaluation of the role.
- c) Assistant Chief Executive & Solicitor to the Council  
The current salary of the post is £67,792. The salary falls within a range of four incremental points between £63,067, rising to a maximum of £67,792. The Assistant Chief Executive & Solicitor to the Council has Monitoring Officer responsibilities included in the evaluation of the role.
- d) Assistant Chief Executive Community Services  
The current salary of the post is £65,092. The salary falls within a range of four incremental points between £60,367, rising to a maximum of £65,092.

e) Assistant Directors

The salaries of posts designated as Assistant Directors fall within a range of four incremental points between £53,164, rising to a maximum of £58,311.

Chief Officers' roles are subject to job evaluation under the Hay Job Evaluation Scheme and are paid a salary, which is considered a market rate within districts in the local government sector.

Employment of Chief Officers is in accordance with collective agreements negotiated from time to time by the Joint Negotiating Committee for Chief Officers of Local Authorities for Local Government Services, those set out in the National Agreement on Pay and Conditions of Service (currently known as The Blue Book) and as supplemented by:-

- local collective agreements reached with trade unions recognised by the Council
- the rules of the Council

### **Recruitment of Chief Officers**

When recruiting to all posts the Council will take full and proper account of its own Equal Opportunities, Recruitment, and Redeployment Policies. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements.

Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers engaged under such arrangements.

Elected Members appoint all Chief Officers. The pay level offered, on recruitment is typically the bottom point of the salary grade. In situations, however, where the individual recruited has a high level of knowledge or skills, and/or previous relevant experience, a higher salary, up to the maximum salary for that post, may be authorised, by the Chief Executive and the Elected Member recruitment panel. The recruitment panel would authorise this for an appointment of a Chief Executive.

### **Additions to Salary of Chief Officers**

The Council does not apply any bonuses or performance related pay to its chief officers.

In addition to basic salary, set out below are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties;

- All Chief Officers are entitled to receive a lease car. There is a value depending on the officer's grade, the 'spot value'. If the officer wishes to have a higher value car, they can make a contribution for the excess to the allowance. The current spot values for lease cars are detailed at Appendix 1.

The Council are seeking to phase the scheme out and this is currently the subject of consultation with the trade unions. Where a Chief Officer does not use their entitlement to a lease car and chooses to use their own vehicle, they can receive an Essential Car User allowance. Employees who are not Chief Officers may also receive the Essential User allowance. Essential User Allowances are also detailed at Appendix 1.

- The Chief Executive is the Council's Returning Officer and the Electoral Registration Officer (who also manages the elections service) and receives an Election Allowance. The relevant bodies set this allowance. It varies each year depending on the number and type of elections in each year. There is one planned election on the 15 November 2012, Police Commissioner Elections. The allowances are not yet known.
- A Chief Officer may be awarded an honorarium when they 'act up' in a role. The Special Sub Group of Executive Board can authorise these. An honorarium either is a one off payment or can be a monthly allowance for a temporary period. There are no honorariums expected for 2012/13.

### **Payments on Termination**

In the case of redundancy, a redundancy payment would be made to a Chief Officer in line with the Council's Retirement Policy & Procedure, and the Redundancy Policy & Procedure, which applies to all staff.

In the case of termination due to ill health, then there would be no termination payment but a higher pension benefit may be approved by the Warwickshire local government pension scheme. The pension benefit may include a lump sum in addition to an on-going pension payment.

On termination of employment, if it is not possible or desirable for the Chief Officer to serve their contractual or statutory notice period, then a payment may be made in lieu of the notice period not worked.

Any contractual payments such as outstanding annual leave are usually included in payments on termination of employment. Similarly, any monies owing to the Council would be deducted from payments made on termination.

The Council may choose to make a payment under a Compromise Agreement to protect against compensation claims that could be expensive or bring the Council into disrepute. The Special Sub Group of the Executive Board would approve any such payment.

Where a Section 151 Officer or Monitoring Officer cease carrying out these statutory roles, then the post would be re-evaluated to exclude these duties.

### **Increases to Pay**

Any cost of living increases agreed through NJC are applied to Chief Officers pay. This is typically on 1<sup>st</sup> April each year.

Chief Officers appointed on a salary scale will receive an incremental increase to their pay as follows:

Chief Officers appointed between 1<sup>st</sup> October and 31<sup>st</sup> March will receive an increment after six months service

Chief Officers appointed between 1<sup>st</sup> April and 30<sup>th</sup> September will receive an increment on the following 1<sup>st</sup> April

Thereafter, all Chief Officers will receive increments annually on 1<sup>st</sup> April.

Exceptional performance of Chief Officers is recognised by either accelerated increments or an honorarium. Accelerated increments are subject to their pay not exceeding the maximum salary for their post. This would be authorised by the Chief Executive.

Chief Officers' pay will be measured against the market on at least a three to five yearly basis, to ensure we maintain consistency with our peer local authorities. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers. The last pay benchmarking on Chief Officers was completed in November 2010 when the salaries for the Deputy Chief Executive, the Assistant Chief Executive and Solicitor to the Council and the Assistant Chief Executive Community Services were set. However, no salary increases were made at this time to any of the other Chief Officer posts as it was considered that the packages paid were comparable with the market rate for salaries within districts in the local government sector. The Council's Executive Board approves increases to Chief Officers pay.

## **Publication**

Upon approval by the full Council, this statement will be published on the Councils Website. In addition, for posts where the full time equivalent salary is at least £50,000, the Councils Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above

This policy will be available on our web site [www.northwarks.gov.uk](http://www.northwarks.gov.uk)

## **Lowest Paid Employees**

Our lowest paid employees' salary is determined by the grade for their post, which is underpinned by a job evaluation scheme, rather than being paid a market rate for their job. Market supplements are given to some posts where there are recruitment and retention difficulties. Currently none of our lowest paid employees receives a market supplement on their salary to bring it up to market rates.

There are two scale points within this grade and employees would start on the lowest scale point and progress to the top of the grade. They are employed on full time equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure.

Whilst we may employ apprentices on a lower wage, ie a percentage of the grade for the role that they are training in, during their apprenticeship they do progress to the full pay for the role.

With regard to other aspects of remuneration policy, there is equity across all our employees. The same policies set out above apply to our lowest paid employees with the exception of lease cars.

## **Relationship Between Remuneration of our Chief Officers and Other Employees**

Currently the average (mean) of our Chief Officers pay is 3.07 times that of the rest of our employees. Our top earning Chief Officer earns 4.73 times the mean of the rest of our employees.

Currently the average (mean) of our Chief Officers pay is 5.19 times that of our lowest paid employees. Our top earning Chief Officer earns 8 times the mean of our lowest paid employees.

Currently the median Chief Officers pay is 3.30 times that of the rest of our employees. Our top earning Chief Officer earns 5.08 times the median salary of the rest of our employees.

These figures are as at January 2012 and do not include lease car contributions, essential car user allowances and election allowances.

Our policy for 2012/13 is to maintain Chief Officers pay within the following maximums:

- Ratio of mean pay (Chief Officers: rest of employees) = 1:4
- Ratio of median pay (Chief Officers: rest of employees) = 1:4
- And not to exceed the following multipliers for our top earning Chief Officer:
  - 5.5 x mean pay of other employees
  - 5.5 x median pay of other employees

### **Accountability and Decision Making**

In accordance with the Constitution of the Council, the Special Sub Group and the Executive Board are responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

### **RELATED DOCUMENTS**

Retirement Policy & Procedure  
Redundancy Policy & Procedure  
Recruitment Policy  
Disciplinary Procedure  
NJC Job Evaluation Scheme Outline  
Hay Job Evaluation Scheme

Date last revised:	January 2012
Date of next review:	January 2013



## APPENDIX 1

### Annual Spot Value for Lease Car

Chief Executive	£6,720
Deputy Chief Executive	£5,800
Assistant Chief Executive & Solicitor to the Council	£3,840
Assistant Chief Executive Community	£3,840
Assistant Directors	£3,840

### Annual Essential Car User Allowance

451-999cc	£840
1000-1199cc	£963
1200cc & above	£1,239

## Agenda Item No 13

### Executive Board

6 February 2012

#### Report of the Chief Executive and the Deputy Chief Executive

#### Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2011

### 1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to December 2011.

#### **Recommendation to Council**

**That Members consider the performance achieved and highlight any areas for further investigation.**

### 2 Consultation

#### 2.1 Resources Matters

- 2.1.1 The Chair, Vice Chair and Opposition Spokesperson for this board and Councillors Morson and Smith have been sent a copy of this report and any comments received will be reported to the Board.

### 3 Background

- 3.1 This report shows the third quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2011/12. This is the third report showing the progress achieved so far during 2011/12.

### 4 Progress achieved during 2010/11

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the national and local performance indicators during April to December 2011/12 for the Executive Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not currently being achieved (shown as a red triangle).

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an orange circle).

Green – target currently on schedule to be achieved (shown as a green star)

4.3 Members should note that the performance updates and reports have been prepared using a Performance Plus performance management system. The Council has obtained access to the system via an agreement with Warwickshire County Council. In terms of the Council's performance management framework the access to the system has been set up based upon our existing approach. The system calculates the traffic light indicator status for the performance indicators based upon the performance achieved compared to the target.

4.4 The performance plus system uses the red, amber and green status indicators and shows these using a red triangle, orange circle and green star as shown above at paragraph 4.2. The direction of travel indicators are calculated by comparing the level of performance achieved and the change in performance, if any, from the previous quarter. An upward arrow is an improving position and a downward arrow is a worsening position. A level arrow is indicating a consistent level of performance.

## 5 Performance Indicators

5.1 Members will be aware that national indicators are no longer in place and have been replaced by national data returns specified by the government. A number of previous national and best value indicators have been kept as local indicators as they are considered to be useful in terms of managing the performance of our service delivery corporately.

5.2 The current national and local performance indicators have been reviewed by each division and Management Team for monitoring for the 2011/12. The appendices show all the indicators to be reported to the board including both quarterly and annual indicators.

## 6 Overall Performance

6.1 The Corporate Plan performance report shows that 83% of the Corporate Plan targets and 50% of the performance indicator targets are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

### Corporate Plan

Status	Number	Percentage
Green	15	83%
Amber	3	17%
Red	0	0%
Total	18	100%

## Performance Indicators

Status	Number	Percentage
Green	5	50%
Amber	1	10%
Red	4	40%
Total	10	100%

## 7 Summary

7.1 Members may wish to identify any areas that require further consideration where targets are not currently being achieved.

## 8 Report Implications

### 8.1 Safer Communities Implications

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

### 8.2 Legal and Human Rights Implications

8.2.1 The national indicators were specified by the Secretary of State for Communities and Local Government. They have now been ended and replaced by a single list of data returns to Central Government from April 2011.

### 8.3 Environment and Sustainability Implications

8.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. There are a number of targets and indicators included which contribute towards the priorities of the sustainable community strategy including financial inclusion, core strategy, community safety and affordable housing,

### 8.4 Risk Management Implications

8.4.1 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.

### 8.5 Equalities

8.5.1 There are a number of equality related targets and indicators including achieving the equality framework, domestic abuse, race equality, hate crime, and financial inclusion highlighted in the report.

## 8.6 Links to Council's Priorities

8.6.1 There are a number of targets and performance indicators contributing towards the priorities of access to services, consultation and communication, public services and Council Tax, environment, countryside and heritage, crime and disorder and local employment.

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



<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

NWCP Executive Board 11/12							
	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 001 11/12	To ensure that we assess the impact of our services on, and actively engage with, all sections of our communities and to report on ways of doing this by March 2012	Consultation and Communication	Trahern, Bob	31/03/2012	Individual services continue to undertake consultation where appropriate to both get feedback on current service provision and assist with decision making proposals where appropriate. For example, extensive consultation continues in relation to the possible setting up of community hubs in the borough and the Council will also be embarking on consultation where necessary following the ongoing review of proposals around future savings currently being undertaken with Members. Equality impact assessments of changes has and will continue to be taken and reported to Members as appropriate and the two Assistant Chief Executives are currently in discussion about the best way to adopt an approach around consultation that will ensure consistency of approach whilst not putting in a "one size fits all" recommendation. It is anticipated that this will be completed in time to hit the target of the end of March 2012.	★	➡
NWCP 002 11/12	To continue to work with partners in the Coventry & Warwickshire Local Enterprise Partnership and with Hinckley and Nuneaton to maximise opportunities to gather feedback to develop the economy of the Borough and to report on progress by October in each year.	Local Employment	Barratt, Dorothy	31/03/2012	Work is ongoing with neighbouring authorities and the CWLEP.	★	➡

	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 003 11/12	To report annually in March on the work of the local Financial Inclusion Partnership including for 2011/12 the BOB bus, CAB and Warwickshire Welfare Rights Activity	Access to Services	Trahern, Bob	31/03/2012	The work of the Financial Inclusion Partnership continues and has been helped by the re engagement of Sally Roberts to coordinate and work with our key partners. This has seen the delivery of the front line officer toolkit training to interested groups following the launch event of the website and booklet in June 2011. The B.O.B bus continues to attract more customers and is developing new relationships most notably with the CDA (Coventry & Warwickshire Cooperative Development agency) who are delivering work focused activities in the Birch Coppice area as funded by Section 106 monies is adding a new dimension to the services offered. Funding for the B.O.B service has just been approved for a further 12 months ending 31 March 2013. The CAB continue to report an increasing workload with 3 new debt cases per week on average and an increasing backlog to see an advisor. Decisions around funding of the CAB service will be discussed in the next month to enable a report to be considered by Members in the next few months. Take <i>Up work with Warwi</i>	★	➡
NWCP 004 11/12	To publish a draft Core Strategy for consultation with the public by October 2011 that reflects the Council's priorities	Countryside and Heritage	Barratt, Dorothy	31/03/2012	Draft Core Strategy is out for consultation until 12th January 2012. It is intended to report any representations back to Board in the Spring.	★	➡

	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 005 11/12	To continue to oppose (a) the HS2 proposal, in partnership with other affected Councils and community action groups, initially by responding to the statutory consultation in accordance with the published timetable; and (b) the principle of Opencast Mining	Countryside and Heritage	Barratt, Dorothy	31/03/2012	The decision on HS2 has been delayed by the new Secretary of State and is expected in the New Year.		
NWCP 006 11/12	To work with the community including young people to contribute towards the achievement of the partnership plan 2011 – 2012 actions and targets for the 2010/11 strategic priorities of: - a) Tackling violent crime, including domestic abuse, alcohol related violence and young people as both offenders and victims of crime; b) Tackling anti-social behaviour, including youth and alcohol related anti-social behaviour, small deliberate nuisance fires and the public perception of anti-social behaviour; c) Tackling serious acquisitive crime, including domestic burglary and theft from vehicles; d) Improving public perceptions and public confidence. Contribute towards the Warwickshire Reducing Re-offending Strategy	Crime and Disorder	Beggs, Robert	31/03/2012	The December performance report shows increases in domestic burglary up 18% and a decrease in violent crime down 1% compared to the like for like monthly periods for April to December. Some decreases in Vehicle crime are being seen with thefts from vehicles currently down by 6%. Crime prevention packs have been issued in our identified hot spot locations although the current increases in domestic burglary are spread across the borough with very few concentrations. The partnership Special Interest Group will assess what further actions can be taken to try to reduce any crime increases before year end. The annual Strategic Assessment shows domestic burglary and violent crime to be high risk priorities for 2012/13.		











	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 007 11/12	To work with partner agencies to ensure the delivery of relevant actions arising through the safer neighbourhood processes and reporting progress to each Area Forum meeting	Crime and Disorder	Beggs, Robert	31/03/2012	The October round of Area Forums highlighted the following Safer Neighbourhood priorities: North - parking at Austrey school, anti social behaviour at Abbey Green Park and Baddesley Recreation Field. South - traffic turning right at Church Hill junction Coleshill, thefts from allotments and anti social behaviour in Ansley Common Recreation Field. East parking in Coleshill Road Chapel End and underage drinking in Atherstone town centre and Chapel End. West - anti social behaviour Kingsbury Parish Recreation Field, crime and anti social behaviour Attleborough Lane Water Orton, anti social behaviour Church Lane Marston and Old Kingsbury Road Kingsbury. Multi agency action plans in place for Ansley Common, Kingsbury, Water Orton and some of the actions include providing additional cctv, promoting crime prevention measures, using smart water, diversionary activities and other interventions.		







	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 008 11/12	To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March	Public Services and Council Tax	Beggs, Robert	31/03/2012	A draft scenario for the Council's annual exercise and test of our emergency plan has been prepared. This will include testing our continuity plan arrangements for accessing the Kings House building in Bedworth. The call out cascade contact list has been updated and a test will be arranged on this shortly. A test of the use of the satellite phones was carried out in December on a Warwickshire basis which worked well with no major problems.	★	➡
NWCP 009 11/12	To achieve the savings required by the budget strategy and to update the strategy to reflect future developments by October 2011	Public Services and Council Tax	Garner, Sue	31/03/2012	An updated financial strategy was taken to Executive Board in September. Savings in line with the Strategy have been found for 2012/13 and are included within the estimates.	★	➡
NWCP 010 11/12	To carry out reviews of systems in line with the Council's review plan and explore any opportunities for shared working that may arise	Public Services and Council Tax	Brewer, Chris	31/03/2012	Reviews progressing in line with timetable	★	➡
NWCP 038 11/12	To implement identified improvement works to the Council's main offices to ensure the ongoing provision of services to the local community while safeguarding the safety and security of all residents, staff and visitors who use The Council House building and seeking to make the buildings more environmentally friendly	Public Services and Council Tax	Dobbs, Richard	31/03/2012	The Council is in the process of appointing a Project Manager to oversee the overhaul of the Council Office's delapidated M&E systems. Tenders due back 16th Jan 2012 with an appointment expected by 20th February, 2012.	★	➡
NWCP 042 11/12	To continue to look for ways of narrowing the Council's capital funding gap and report annually in February	Public Services and Council Tax	Garner, Sue	31/03/2012	Sale of some surplus land has been agreed. A report on capital is elsewhere on this agenda. Further work is ongoing.	★	➡

	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 045 11/12	Carry out the review of the Council's constitutional structure, including the Members' Allowance Scheme.	Public Services and Council Tax	Maxey, Steve	31/03/2012	A large number of measures to change the Council's constitution were agreed by the Council in September with further amendments agreed in November/December. A meeting of the Council's Independent Remuneration Panel to look at Members' Allowances is current being arranged.	★	➡
NWCP 046 11/12	Carry out review of Staff Travel	Public Services and Council Tax	Brewer, Chris	31/03/2012	Report taken to Board. Consultation with staff commencing	★	➡
NWCP 048 11/12	Carry out a review of area funding	Public Services and Council Tax	Powell, Simon	31/03/2012	The proposed review of Area Forum funding is on hold, whilst WCC reviews the context of its Area Committee funding programmes.	●	➡
NWCP 049 11/12	Carry out review of car parks	Public Services and Council Tax	Dobbs, Richard	31/03/2012	NWBC officers continue to liaise with WCC around the introduction of CPE (Civil Parking Enforcement) as the implementation of a CPE scheme in the Borough will have an impact on off-street as well as on-street car parking. Once CPE details are known, an informed review of NWBC car parking can begin	●	➡
NWCP 054 11/12	When reviewing targets for 2012-13, to explore opportunities for the introduction of cameras to cover anti-social behaviour hot-spots in our villages and with the Police to consider the introduction of Alcohol Free Zones, the formal term for these are Designated Public Places Orders	Crime and Disorder	Beggs, Robert	31/03/2012	The Safer Communities Sub Committee has initially considered the business case for seeking Designated Public Places Orders and options for extending the provision of mobile cctv cameras across the borough. The next meeting on the 26th January 2012 will consider proposals for extending the use of mobile cctv cameras and consider the scope for piloting a DPPO within the borough.	★	➡

	Action	Priority	Reporting Officer	Due Date	Update	Status	Direction
NWCP 056 11/12	To review the means of funding and frequency of North Talk	Consultation and Communication	Maxey, Steve	31/03/2012	The review by officers has taken place and will be reported to Members before the end of the current financial year.	★	➡

NWPI Executive Board 11/12								
Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 158	To respond to all complaints and requests for service within three working days	Env Health (C, L & HP)	Public Services and Council Tax	99	99	★	↘	
NWLPI 152	To inspect 38 wholesale/warehouse premises based on a risk assessment using current knowledge, history and accident reports to identify those posing the greatest potential risk	Env Health (C, L & HP)	Public Services and Council Tax	38	6	▲	↘	This indicator has been overtaken by the instruction issued by Minister Chris Grayling in April 2011 that no routine inspections of premises are to be carried out apart from category A premises. However some inspections have still been carried out based on local intelligence.
NWLPI 153	Number of domestic burglaries detected in the Local Authority area	Policy Support	Crime and Disorder	164	220	▲	↘	The December performance report shows 220 domestic burglaries to date. This is a 72% increase compared to same period last year. Operation Crunch continues to target identified offenders and crime prevention measures continue to be promoted. Crime prevention packs have been issued in the areas identified from an overview analysis from April 2010 to August 2011. This shows Curdworth, Arley & Whitacre, Water Orton and Atherstone North wards as being local hot spots. The last quarter shows signs of the increases starting to reduce. The partnership Special Interest Group will consider further any current hot spots and task actions as necessary. Overall target not achieved and this will remain an on going priority for 2012/13.

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 154	Number of violent crimes in the local authority area	Policy Support	Crime and Disorder	428	441			The December performance report shows a 1% increase compared to the same period last year. This is an improvement from the previous periods. The annual strategic assessment prepared for the partnership shows violence committed by and against young people to be a significant part of the profile together with domestic related incidents. The partnership will be considering the findings of the strategic assessment in detail to identify what further actions can be taken to help reduce violence.
NWLPI 155	The number of vehicle crimes in the local authority area	Policy Support	Crime and Disorder	483	465			The December performance report shows that thefts from vehicles are down by 6% and theft of vehicles are up by 14% compared to the last 12 months overall. The crime prevention measures implemented at our historic hot spot locations are currently being checked to ensure that signage , banners and other measures are all well maintained.
NWLPI 156	The number of hate crimes recorded in the local authority area	Policy Support	Crime and Disorder	10	1			One incident recorded. Hate Crime can be reported in person, via the web or through Contact Centre. Reporting incidents of Hate Crime helps to improve cohesion within communities. WREP advised and follow up action being arranged.
NWLPI 130	The percentage of hate crimes that resulted in further action	Policy Support	Crime and Disorder	100	100			

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
@NW: NI032	Percentage reduction in repeat victimisation for those domestic violence cases being managed by a MARAC	Policy Support	Crime and Disorder	8	15.4			This is a measure of the small number of high risk cases considered by the MARAC meeting at a county level. The number of domestic abuse related incidents is a significant element of our crime reports. The level of high risk repeats during April to November was 15.40%. This is a slight increase from 12.50% from the previous periods. The cases are discussed at a multi agency meeting group ( MARAC) and the Council is represented by a Housing Officer. During the first two quarters Domestic Abuse offences accounted for 30% of the violent crime.
@NW: NI047	Number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	Policy Support	Crime and Disorder	39	43			During April to October there were 43 people killed or serious injuries. Levels are higher compared to same period last year with increases of 34%. This is an improvement on the previous periods. Significant reductions achieved in 2010/11 and over previous years. Hot spot locations are monitored and enforcement of speed limits takes place.
NWLPI 132	Percentage of services that report equality profile of their service outcomes as part of their service delivery plans	Policy Support	Public Services and Council Tax	100	100			Equality Implications can be identified in the detail of reports or identified through carrying out Impact Assessments. For this period two EIA's were attached to reports.

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE LOCAL DEVELOPMENT FRAMEWORK SUB-COMMITTEE

4 October 2011

Present: Councillor Sweet in the Chair.

Councillors May, Phillips and Winter.

Apologies for absence were received from Councillors L Dirveiks and Simpson.

Councillors Barber, N Dirveiks, Forwood, Fox, Hayfield, Humphreys, Lewis, B Moss, M Moss, Sherratt, M Stanley, Y Stanley, Watkins and Wykes were also in attendance.

#### 5 **Draft National Planning Policy Framework Consultation Response**

The Assistant Chief Executive and Solicitor to the Council provided Members with a draft response to the consultation by the Department for Communities and Local Government on the Draft Planning Policy Framework. A draft letter to accompany the response was circulated at the meeting.

#### **Resolved:**

- a **That the draft letter to accompany the response to the consultation on the Draft Planning Policy Framework be agreed; and**
- b **That the draft response set out in Appendix A of the report of the Assistant Chief Executive and Solicitor to the Council be approved subject to the amendments agreed by the Sub-Committee.**

R Sweet  
Chairman



## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE LOCAL DEVELOPMENT FRAMEWORK SUB-COMMITTEE

9 January 2012

Present: Councillor Sweet in the Chair.

Councillors Lewis, May, Smith and Winter.

Apologies for absence were received from Councillors Phillips (Councillor Lewis as substitute) and Simpson.

#### 6 **Declarations of Personal or Prejudicial Interests.**

Personal interests arising from the membership of Warwickshire County Council of Councillor May and Sweet and membership of the various Town/Parish Councils of Councillors Lewis (Kingsbury) and Winter (Dordon) were deemed to be declared at this meeting.

#### 7 **Minutes of the meetings of the Local Development Framework Sub-Committee held on 31 August 2011 and 4 October 2011.**

The minutes of the meetings of the Local Development Framework Sub-Committee held on 31 August 2011 and 4 October 2011 were received and noted.

#### 8 **Local Development Scheme (LDS) 2012**

The Assistant Chief Executive presented a revised Local Development Scheme 2012 for Members consideration.

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

- a **That the revised Local Development Scheme be approved and made effective following Full Council and non-intervention by the Secretary of State; and**
- b **That the Assistant Chief Executive and Solicitor to the Council in consultation with the Chairman, Vice-Chairman and the opposition spokesperson be authorised to make any minor alterations.**

#### 9 **Neighbourhood Plans – A Way Forward**

The Assistant Chief Executive and Solicitor to the Council outlined various options of how the Borough Council could help those Parishes who wish to prepare a Neighbourhood Plan or Neighbourhood Development Order and

how the Borough Council would work with those Parishes that do not want to progress such documents.

**Recommendation to Executive Board**

**That officers be authorised to progress work as outlined in the report and bring a report back to Board.**

R Sweet  
Chairman

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE SPECIAL SUB-GROUP

4 January 2012

Present: Councillor M Stanley in the Chair

Councillors Phillips, Smith and Sweet

An apology for absence was received from Councillor Hayfield.

Councillors Fox, Moore, Morson, B Moss and Pickard were also in attendance.

#### 1 **Declarations of Personal or Prejudicial Interests**

Any personal interests arising from the membership of Warwickshire County Council of Councillor Sweet and membership of the various Town/Parish Councils of Councillors Phillips (Kingsbury) and M Stanley (Polesworth) were deemed to be declared at this meeting.

#### 2 **Local Government Pension Scheme Consultation**

The Deputy Chief Executive reported on a consultation paper issued by the Government setting out proposals to achieve short term savings of £900m within the Local Government Pension Scheme by 2014 -15. The Sub-Group was informed of the proposals and asked to agree a draft response.

**Resolved:**

**That the draft response appended to the report of the Deputy Chief Executive be agreed.**

#### 3 **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 in Schedule 12A to the Act.**

#### 4 **Staff Travel**

The Sub-Group was asked to consider a number of options relating to staff travel arrangements for all affected staff other than those whose conditions of service were delegated to the Executive Board.

**Resolved:**

**That the Secretary of State be notified and a 90 day formal consultation be carried out with the Trade Unions on the basis that it is proposed to change contractual terms and conditions of 100 or more employees relating to staff travel arrangements, as follows:-**

- (i) that no more staff car leases are authorised;**
- (ii) that existing leases continue and can be extended by up to one year save that all remaining leases shall be terminated on 30 April 2015;**
- (iii) that where leases expire before 30 April 2015 those staff currently entitled to a car lease shall be given a travel allowance of their current car lease entitlement, less 10%, plus the current car lease mileage rate until 30 April 2015;**
- (iv) that staff be responsible for car insurance from 1 June 2012 or as soon as is practicable thereafter, either by paying for their car to be insured through the Council's insurance policy or by arranging their own insurance.**
- (v) that the criteria for essential user allowance be reviewed and a report be brought to Members;**
- (vi) that from the date of implementation of any change in essential car user allowance, only staff meeting the new essential user criteria will be entitled to an essential car user allowance save that any staff in receipt of the travel allowance at (iii) above be given the opportunity to switch to essential user, provided that they comply with the new criteria;**
- (vii) That, during 2014/15 a review of the market place for staff within the current entitlement range for car leases be carried out, with a view to determining whether there are any cases where market supplements should be paid;**
- (viii) that staff car loans be available to staff whose leases have expired;**
- (ix) that from 1 June 2012, or as soon as is practicable thereafter, the mileage rates for casual and essential users be changed to the HMRC mileage rate of 45 pence per mile. Dependant on the cc of the car, for essential users the current rate is from 36.9-50.5 pence per mile and for casual users from 46.9 – 60.0 pence per mile.**

**The reason for the proposed changes is to reduce costs, due to pressure on the Council's budget.**

**The purpose of the consultation period is to listen to and consider the trade unions' suggestions and then to obtain the employees' written consent to the changes. Employees will be given the opportunity to agree to their terms and conditions being amended accordingly at the end of the 90 day consultation period on 9 April 2012 and for a further period of two weeks up to and including 23 April 2012.**

**In the event that any employees do not agree to their terms and conditions being amended on or before 23 April 2012, their contract be terminated with the appropriate contractual notice and re-engagement offered on new terms which:-**

- a In the case of essential and casual users change their current mileage allowance to the HMRC rate of 45 pence per mile;**
- b In the case of employees currently receiving essential user allowance, this will continue only until such time as the Council has reviewed essential user criteria, at which point they would move to the appropriate allowance under the new criteria; and**
- c In the case of those employees currently entitled to car leases give them entitlement to the essential user allowance and mileage rate only until such time as the Council has reviewed essential user criteria, at which point they would move to the appropriate allowance under the new criteria.**

**No contracts will be terminated and no employee will be given notice of termination prior to the expiry of the 90 day consultation period on 9 April 2012.**

Chairman

**NORTH WARWICKSHIRE BOROUGH COUNCIL**

**MINUTES OF THE SAFER COMMUNITIES SUB-COMMITTEE**

**26 January 2012**

Present: Councillor Morson in the Chair

Councillors Moore, Smith and Sweet

An apology for absence was received from Councillor Hayfield.

Councillor Fox and Inspector Pat Devereux were also in attendance.

**6 Declarations of Personal or Prejudicial Interests**

Any personal interests arising from the membership of Warwickshire County Council of Councillor Sweet and membership of the various Town/Parish Councils of Councillors Moore (Baddesley Ensor) and Morson (Dordon) were deemed to be declared at this meeting.

**7 Minutes of the Meeting of the Sub-Committee held on 17 November 2011**

The minutes of the meeting of the Sub-Committee held on 17 November 2011, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

**8 Designated Public Places Orders – Options for Potential Use Within North Warwickshire**

The Chief Executive reported on the options for the potential use of Designated Public Places Orders within North Warwickshire. The Sub-Committee heard from Inspector Pat Devereux, Warwickshire Police, on the pros and cons of introducing Designated Public Places Orders.

**Resolved:**

- a That consideration on the potential use of Designated Public Places Orders within North Warwickshire be deferred;**

- b That further information be sought on the impact of the use of Designated Public Places Orders in Nuneaton and other parts of Warwickshire; and**
- c That the initial views of Coleshill Town Council be sought on the possible use of Designated Public Places Orders in its area.**

## **9 Corporate Plan 2012 – 13**

The Chief Executive presented the updated Corporate Plan for 2012/13. The Sub-Committee's approval was sought to those parts of the Corporate Plan for which it was responsible. Members were also asked to agree the 2012/13 Safer Communities Service Plans for the Policy Support and Leisure and Community Development Divisions.

### **Recommended to the Executive Board:**

- a That those Corporate Plan Targets as set out in Appendix A to the report for which the Safer Communities Sub-Committee is responsible be agreed; and**

### **Resolved:**

- b That the Service Plans as set out in Appendix B to the report be agreed.**

## **10 Safer Communities Funding 2012/13**

The Chief Executive reported on proposed funding proposals to sustain community safety initiatives and interventions for the medium term from 2012/13 to 2014/15.

### **Resolved:**

- a That the specific Borough Council funding allocations for 2012/13 totalling £56,626 identified within the report of the Chief Executive be approved and the allocations for future years be approved in principle; and**
- b That a further report on future years proposals for sustaining community safety initiatives beyond 2012/13 be prepared for a future meeting of the Sub-Committee following the implementation of the Police and Crime Commissioner role.**

## **11 The Role of the Anti-Social Behaviour Co-ordinator**

The Chief Executive reported on the role and impact of the Anti-Social Behaviour Co-ordinator. The Sub-Committee was asked to consider the options for sustaining the role from April 2012.

**Resolved:**

- a That the impact the role of the Anti-social Behaviour Co-ordinator on addressing anti-social behaviour within the Borough be noted;**
- b That the Authority further explores a joint working arrangement with Nuneaton and Bedworth Borough Council and reports back to a future meeting of the Sub-Committee; and**
- c That an annual review of the success of the post be prepared in conjunction with Warwickshire Police.**

**12 The Provision of Mobile CCTV Cameras across the Borough**

The Chief Executive reported on proposals for enhancing the existing provision of mobile CCTV cameras and identified options which required further research and consideration.

**Resolved:**

- a That the purchase of two additional Nomad 3G CCTV cameras be approved; and**
- b That Officers be asked to report to a future meeting of the Sub-Committee on the success or otherwise of the cameras across North Warwickshire.**

**13 North Warwickshire Community Safety Partnership Strategic Assessment 2012/13 Summary**

The Chief Executive reported on the findings and recommendations from the North Warwickshire Community Safety Partnership Strategic Assessment 2012/13.

**Resolved:**

**That the findings and recommendations of the North Warwickshire Community Safety Partnership Strategic Assessment 2012/13 be noted.**



P Morson

Chairman

**Agenda Item No 17**

**Executive Board**

**6 February 2011**

**Report of the  
Chief Executive**

**Exclusion of the Public and Press**

**Recommendation to the Board**

**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.**

**Agenda Item No 18**

**Payment Management System Costs and Preferred Supplier** – by reason of the references to financial matters

**Agenda Item No 19**

**Local Broadband Plan and Match Funding Proposal** – by reason of the references to financial matters

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