

**To: Leader and Members of the Executive Board
(Councillors M Stanley, Hayfield, Humphreys, 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.

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

12 FEBRUARY 2013

The Executive Board will meet in the Committee Room at The Council House, South Street, Atherstone, Warwickshire on Tuesday 12 February 2013 at 6.30pm.

AGENDA

- 1 Evacuation Procedure.**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests**

4 **Minutes of the Meetings of the Board held on 26 November 2012 and 17 January 2013** - copies herewith to be agreed as a correct record and signed by the Chairman.

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

6 **Public Participation**

Up to twenty minutes will be set aside for members of the public to ask questions or to put their views to elected Members. Participants are restricted to five minutes each. If you wish to speak at the meeting please contact Jenny Price on 01827 719450 or email democraticservices@northwarks.gov.uk.

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

7 **External Audit Plan 2012/13** - 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 2012/13 financial year.

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

8 **Corporate Plan 2013/14** – 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 2013-14 Service Plan for the Assistant Chief Executive & Solicitor to the Council.

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

9 **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 2012.

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

- 10 **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).

- 11 **General Fund Fees and Charges 2013/14** – Report of the Assistant Chief Executive and Solicitor to the Council

Summary

The report covers the fees and charges for 2012/13 and the proposed fees and charges for 2013/14.

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

- 12 **General Fund Revenue Estimates 2013/14** – Report of the Deputy Chief Executive.

Summary

This report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

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

- 13 **General Fund Revenue Estimates 2013/14 and Setting the Council Tax 2013/14** - Report of the Deputy Chief Executive.

Summary

This report sets out the proposed General Fund Revenue Estimate for 2013/14 and the options available when setting the 2013/14 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).

- 14 **Update on Outreach Proposals - B.O.B Hubs and the B.O.B mobile Service** - Report of the Assistant Chief Executive (Community Services)

Summary

The purpose of this report is to update Members on:

- Progress on the development of ICT community hubs (B.O.B Hubs) which is being delivered to a programme overseen by a task and finish group chaired by Councillor Ann Lewis;
- Proposed changes on how the Councils access budget should be spent from 2013/14; and
- Seek permission to extend the contract of the B.O.B Community Hub Support Officer post to 30 June 2014 to align it with other temporary contract end dates within the Community Services Division.

The Contact Officer for this report is Bob Trahern (719378).

- 15 **HS2 Exceptional Hardship Scheme** – Report of the Assistant Chief Executive and Solicitor to the Council

Summary

This report requests delegated powers to prepare a response to the Government's consultation on an Exceptional Hardship Scheme announced as part of Phase 2 of HS2.

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

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

- 16 **Local Development Scheme 2013** - Report of the Assistant Chief Executive and Solicitor to the Council

Summary

This report brings to Members a revised Local Development Scheme.

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

- 17 **Community Governance Review – Parish of Middleton** – Report of the Chief Executive

Summary

To consider any representations received in respect of the second stage of the Community Governance Review (CGR) for Middleton and to confirm the Council's final decision.

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

- 18 **Approach to Shared Services**

This report outlines the Council's current position on Shared Services and recommends an approach for evaluating prospective future collaborations.

The Contact Officer for this report is Jerry Hutchinson (719216).

- 19 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2012 to December 2012** – Report of the Chief Executive and the Deputy Chief Executive

Summary

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 2012.

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

- 20 **Minutes of the Safer Communities Sub-Committee held on 24 January 2013** to be received and noted.

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

- 21 **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 item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

22 **Minutes of the meeting of the Special Sub-Group held on 28 January 2013** to be received and noted.

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

26 November 2012

Present: Councillor M Stanley in the Chair

Councillors Hayfield, Humphreys, Moore, Morson, Phillips, Simpson, Smith and Sweet

Councillors Davis, May and Pickard were also in attendance. With the consent of the Chairman, Councillor May spoke on Minute No 49 (HS2 – Property Compensation and Safeguarded Area) and Councillor Pickard spoke on Minute No 41 (Review of Democratic Arrangements).

38 **Declarations of Personal or Prejudicial Interest.**

None were declared at the meeting.

39 **Minutes of the meetings of the Board held on 11 and 24 September 2012.**

The minutes of the meetings of the Board held on 11 and 24 September 2012, copies having been circulated, were approved as a correct record and signed by the Chairman.

40 **Annual Audit Letter 2011/12**

The Deputy Chief Executive presented the 2011/12 Annual Audit Letter received from the Council's external auditors, PricewaterhouseCoopers LLP. Alison Breadon from PricewaterhouseCoopers LLP was in attendance.

Resolved:

That, subject to minor alterations relating to acronyms and the inclusion of an Executive Summary, Appendix A attached to the report of the Deputy Chief Executive be agreed for publication.

41 **Review of Democratic Arrangements**

The Assistant Chief Executive and Solicitor to the Council reported on proposals to implement certain recommendations from the Democratic Arrangements Task and Finish Group, together with a minor Constitutional amendment relating to Environmental Health.

Recommended:

- a That the report to the Democratic Arrangements Task and Finish Group be noted;**

- b That the following amendments be agreed**
- that providing notice has been given to the Chief Executive or his representative by 12 noon on the day of a meeting, substitutes be permitted;
 - that Standing Task and Finish Groups be established for each Policy Board;
 - that the operation of the Task and Finish Groups and Scrutiny Board be reviewed after 12 months; and
 - that at the discretion of the Mayor or Board Chairman, a person or organisation may submit under Public Questions more than one question to Full Council or a Board meeting.
- c That subject to the amendments set out on b above, the changes to the Constitution detailed in the report of the Assistant Chief Executive and Solicitor to the Council be made; and**
- d That the additional authorisations for members of the Environmental Health Division detailed in the report be made.**

42 Assets of Community Value

The Assistant Chief Executive and Solicitor to the Council reported on the new provisions regarding assets of community value and the Board was asked to approve how the new duties on the Council would be discharged.

Recommended:

That the arrangements for the discharge of this function detailed in the report of the Assistant Chief Executive and Solicitor to the Council be agreed.

43 Members' Code of Conduct

The Board was asked to consider further applications for the role of Independent Persons.

Resolved:

That the consideration of the applications for the role of Independent Persons detailed in the report of the Assistant Chief Executive and Solicitor to the Council be deferred until later in the meeting following the withdrawal of the public and press.

44 **Consultation Action Plan**

The Board was asked to approve the draft consultation action plan developed by the Scrutiny Board.

Recommended:

That the Consultation Action Plan detailed in the report of the Assistant Chief Executive and Solicitor to the Council be adopted and that where possible opportunities to use social media be developed.

45 **Coventry and Warwickshire City Deal**

The Chief Executive reported on the City Deal process and sought endorsement for Officers and Members to continue to engage with the emerging bid for a Coventry and Warwickshire City Deal.

Resolved:

- a **That the report is noted; and**
- b **That Members and Officers are authorised to continue to engage with the emerging bid for a Coventry and Warwickshire City Deal.**

46 **Portas Funding – the High Street and Innovation Fund**

The Assistant Chief Executive and Solicitor to the Council sought approval for an approach to using the funding the Council had received through the Portas scheme.

Recommended:

- a **That the approach detailed in the report of the Assistant Chief Executive and Solicitor to the Council be endorsed; and**
- b **That the Assistant Chief Executive and Solicitor to the Council be given delegated authority to approve bids from Love Coleshill in respect of Coleshill's share of the funding in consultation with the Borough Councillors for Coleshill.**

47 **Community Governance Review – Parish of Middleton**

The Board was invited to consider the response received in respect of the Community Governance Review for Middleton. A letter from the Clerk to Middleton Parish Council was circulated at the meeting.

Recommended:

That having considered the representations received, no increase be made to the number of Parish Councillors for the Parish of Middleton and the Chief Executive be authorised to give notice of the decision accordingly.

48 **Statement of Common Ground and Cooperation for the Coventry, Solihull and Warwickshire Sub-Region**

The Assistant Chief Executive and Solicitor to the Council sought agreement for a Duty to Co-operate Planning Statement covering the Local Authorities in the Coventry, Solihull and Warwickshire Sub-Region.

Recommended:

That the Agreement be approved as the basis for working across the Sub-Region on planning matters of common interest.

49 **HS2 – Property Compensation and Safeguarded Area**

The Assistant Chief Executive and Solicitor to the Council reported on the consultation by the Secretary of State on the Property Compensation and the Safeguarding Area.

Recommended:

That the Assistant Chief Executive and Solicitor to the Council prepares a final response in consultation with the Leader, Leader of the Opposition, Chairman of Planning & Development Board and Opposition Spokesperson, HS2 spokesperson and Opposition HS2 spokesperson to meet the consultation deadline.

50 **Supplementary Estimate Refuse Collection, Recycling and Horticulture**

The Board was asked to agree a supplementary estimate of £40,000, to cover the additional costs on refuse collection and horticulture and the reduction in income from recycling and refuse. The matter had previously been considered by the Community and Environment Board.

Recommended:

That the supplementary estimate of £40,000, to cover the additional costs on refuse collection and horticulture and the reduction in income from recycling and refuse, be approved.

51 Adoption of a Council Tax Support Scheme for 2013/14

The Assistant Chief Executive (Corporate Services) reported further on the Council's proposed localised Council Tax Support Scheme to be implemented on 1 April 2013. The Board was provided with a summary of the results of the recently completed consultation exercise and asked to consider whether to accept the subsequent offer from Government of a transitional grant in respect of 2013/14 only.

Recommended:

- a That the findings of the Local Council Tax Consultation, as set out in Section 4 of the report of the Assistant Chief Executive (Corporate Services), be noted;**
- b That the implementation of an 8.5% reduction in existing levels of Council Tax Benefit to all current working age customers in relation to the Proposed Council Tax Support Scheme to be adopted in 2013/14 only be approved; and**
- c That a full appraisal of the Council Tax Support Scheme is undertaken by December 2013 with a view to recommending any necessary changes in respect of 2014/15 onwards.**

52 Site Allocations Plan – Issues Options and Preferred Options

The Assistant Chief Executive and Solicitor to the Council presented the Site Allocations Plan – Issues, Options and Preferred Options to Board for approval. A revised Appendix A was circulated at the meeting.

Recommended:

- a That the issue of Green Belt Infill boundaries be delegated to the Local Development Framework Sub-Committee to resolve prior to the formal consultation process; and**
- b That the revised Appendix A, as circulated at the meeting, be approved for consultation.**

53 Calendar of Meetings 2013/14

The Board was invited to approve the timetable of meetings for 2013/14.

Recommended:

That the draft calendar of meetings for 2013/14 as submitted at Appendix A to the Chief Executive's report be approved.

54 Implementing Individual Electoral Registration

The Chief Executive reported on the progress being made towards the implementation of Individual Electoral Registration.

Recommended:

- a That the report be noted; and**
- b That, in consultation with the Leader of the Council and the Leader of the Opposition , the Chief Executive be asked to write to the Government expressing the Council's concerns at the impending introduction of Individual Electoral Registration.**

55 Budgetary Control Report 2012/13 Period Ended 31 August 2012

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2012 to 31 August 2012. The 2012/2013 budget and the actual position for the period, compared with the estimate at that date, were given, together with an estimate of the out-turn position for services reporting to the Board.

Resolved:

That the report be noted.

56 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2012 to September 2012

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to September 2012.

Resolved:

That the report be noted.

57 Minutes of the meetings of the Special Sub-Group held on 9 October and 12 November 2012

The minutes of the meetings of the Special Sub-Group held on 9 October and 12 November 2012 were received and noted.

58 **Minutes of the meetings of the Safer Communities Sub-Committee held on 11 September 2012**

The minutes of the meeting of the Safer Communities Sub-Committee held on 11 September 2012 were received and noted.

59 **Minutes of the meetings of the Local Development Framework Sub-Committee held on 23 October and 14 November 2012**

The minutes of the meetings of the Local Development Framework Sub-Committee held on 23 October and 14 November 2012 were received and noted.

60 **Notes of the meeting of the Democratic Arrangements Task and Finish Group held on 23 October 2012**

The notes of the meeting of the Democratic Arrangements Task and Finish Group held on 23 October 2012 were received and noted.

61 **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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12A to the Act.

62 **Members' Code of Conduct**

The Board was asked to consider further applications for the role of Independent Persons.

Recommended:

That with the exception of application number 8, the applications for the role of Independent Persons detailed in the report of the Assistant Chief Executive and Solicitor to the Council, be accepted.

63 **Future of West Midlands Council**

The Chief Executive reported on developments in relation to the future of West Midlands Councils and recommend that the Leader and Chief Executive be authorised to act on the Council's behalf in any discussions and negotiations.

Recommended:

- a That the Leader of the Council be authorised to carry out discussions as outlined in the report of the Chief Executive; and**
- b That the Chief Executive be given delegated powers to make any urgent decisions, in consultation with the Leader.**

M Stanley
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

17 January 2013

Present: Councillor M Stanley in the Chair

Councillors Hayfield, Humphreys, Moore, Morson, Phillips, Simpson, Smith and Sweet

64 **Declarations of Personal or Prejudicial Interest.**

None were declared at the meeting.

65 **Local Government Finance Settlement**

The Deputy Chief Executive reported that the Secretary of State had announced the provisional local government finance settlement and outlined the figures and implications for the Borough Council.

Resolved:

That the details of the proposed settlement be noted.

66 **Reduction of Council Tax Discounts for Second Homes and Long Term Empty Dwellings**

The Assistant Chief Executive (Community Services) reported on proposals to use discretionary powers to reduce council tax discounts and exemptions awarded in respect of "second homes" and specific "long term empty" properties and the Board was asked to agree a suggested course of action.

Recommended:

- a That with effect from 1 April 2013, the following changes are made to Council Tax Discounts and Exemptions;**
 - i the reduction of council tax discounts on second homes from 10% to 0% from day one;**
 - ii the reduction of the council tax discount on uninhabitable dwellings (Class A) from 100% to 25% in line with the existing 12 month period of exemption;**
 - iii the reduction of the council tax discount exemption period on long-term empty dwellings (Class C – empty and substantially unfurnished) from 6 months to 14 days;**

- iv the charging of a 50% premium on Class C long term empty dwellings once they have been so for a continuous period of two years;
- b That the exemption status for repossessed dwellings (Class L) is removed from day one with immediate effect on the passing of enabling regulations; and
- c That a full appraisal of the changes to the Council Tax discounts and exemptions is undertaken by December 2013 with a view to recommending any necessary changes in respect of 2014/15 onwards.

67 **Adoption of the Council Tax Base**

The Deputy Chief Executive reported on the proposed Council Tax base for 2013/14.

Recommended:

That the Council Tax Base for 2013/14, attached at Appendix A to the report of the Deputy Chief Executive, be approved.

68 **Business Rates**

The Deputy Chief Executive reported on the amount of money to be collected from Business Rates in North Warwickshire and the amounts needed to be paid over to Central Government and the County Council.

Recommended:

- a **That the figures for the estimated collection of Business Rates, as set out in Appendix A to the report of the Deputy Chief Executive, be agreed; and**
- b **The Deputy Chief Executive be authorised to make any necessary adjustments in consultation with the Leader of the Council, prior to final submission.**

69 **The Impact of Council Tax Support on Parish Councils**

The Assistant Director (Finance and Human Resources) reported on the proposed options for ensuring that individual parishes did not suffer a reduction in funding as a result of the move to Council Tax Support from April 2013. A revised Appendix A was circulated at the meeting.

Recommended:

That the grant payments to Parish Councils in 2013/14, as set out in the revised Appendix A circulated at the meeting, be approved.

M Stanley
Chairman

Agenda Item No 7

Executive Board

12 February 2013

**Report of the
Deputy Chief Executive**

External Audit Plan 2012/13

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 2012/13 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 2012/13 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

Background Paper No	Author	Nature of Background Paper	Date

North Warwickshire Borough Council

External Audit Plan 2012/13-
DRAFT

Government and Public
Sector

December 2012

DRAFT



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

December 2012

Ladies and Gentlemen,

We are delighted to present to you our External Audit Plan for 2012/13, which includes an analysis of our assessment of key risks, 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

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In March 2010 the Audit Commission issued a revised version of the 'Statement of Responsibilities of Auditors and of Audited Bodies'. It is available from the Chief Executive of each audited body and on the Audit Commission's website. The purpose of the Statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end and what is to be expected of the audited body in certain areas. Our reports are prepared in the context of this Statement. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and no responsibility is taken by auditors to any member or officer in their individual capacity or to any third party.

Introduction

Purpose

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

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 2012 to 31 March 2013, including the 2012/13 final accounts audit which we will undertake in the summer of 2013.

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

As mentioned previously we perform our audit in accordance with the Audit Commission's Code of Audit Practice (the Code).

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)/ the Local Authority Scotland Accounts Advisory Committee (LASAAC) Code of Practice on Local Authority Accounting in the United Kingdom and the CIPFA Service Reporting Code of Practice; and
- the information given in the Explanatory Foreword is 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.

As part of our work on the Statement of Accounts we will examine the Whole of Government Accounts schedules submitted to the Department for Communities and Local Government and issue an opinion stating whether in our view they are consistent with the Statement of Accounts.

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 was the case in 2011/12, 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 unlawfuland 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 the Authority's 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 the Authority's responsibility to identify and address the Authority's 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 the Authority's circumstances. It is not designed to identify all risks affecting the Authority's 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.

Risk	Financial Statements (FS)/Use of Resources (UoR)	Categorisation of risk (Significant or Other)	Audit approach
<p>Fraud and management override of controls</p> <p>ISA (UK&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	<p>● Significant</p>	<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"> • test the appropriateness of journal entries; • review accounting estimates for bias and evaluate whether circumstances producing any bias represent a risk of material misstatement due to fraud; • evaluate the business rationale underlying significant transactions; and • perform 'unpredictable' procedures. <p>We may perform other audit procedures if necessary.</p>
<p>Recognition of revenue and expenditure</p> <p>Under ISA (UK&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 government. 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	<p>● Significant</p>	<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"> • continue our regular dialogue with the statutory officers of the Authority; • seek to place reliance on internal audit work on key income and expenditure controls; • 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; • test the appropriateness of journal entries and other adjustments; • review accounting estimates for income

			<ul style="list-style-type: none"> and expenditure, for example, provisions; perform cut-off tests at year end and after date cash testing to ensure items have been recorded in the appropriate period; and perform unrecorded liabilities testing.
Risk	Financial Statements (FS)/Use of Resources (UoR)	Categorisation of risk (Significant or Other)	Audit approach
<p>Meeting the financial challenge</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 plan, particularly in respect of:</p> <ul style="list-style-type: none"> national changes- new arrangements in relation to Council Tax Benefits and NNDR will have an impact on the Authority's financial plans; slippage- the Authority may not be able to achieve the savings planned either from service reductions or through efficiencies; timing- the timing of planned savings, service reductions and funding announcements may impact delivery against the Comprehensive spending review targets; and assumptions- significant policy changes might impact on the Authority's ability to deliver a balanced budget over the period of the plan. <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	<ul style="list-style-type: none"> Other 	<p>We will continue to review the savings plans, their robustness and performance against these plans in year.</p> <p>We will specifically consider :</p> <ul style="list-style-type: none"> the impact of new arrangements in relation to Council Tax Benefits and NNDR on the Authority's financial position; the governance structure in place to deliver the targets; the level and extent of accountability; project management arrangements; monitoring and reporting; progress on delivering the plan; and how the assumptions applied in the Authority's plan compare with other organisations and best practice. <p>We will consider any relevant accounting assumptions.</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 the Authority 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 the Authority with a timely and responsive service.

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

Timetable

<i>Month/Deadline</i>	<i>Audit activity</i>
October 2012 – February 2013	External Audit planning and drafting of 2012/13 Audit Plan
February 2013	Presentation of Draft 2012/13 External Audit Plan to the Executive Board
April 2013	Interim audit
August 2013	Statement of Accounts audit
September 2013	Presentation to the Executive Board of ISA (IK&I) 260 Report to those Charged with Governance on the audit of the Statement of Accounts
30 September 2013	Target date for issue of: <ul style="list-style-type: none"> • Audit Opinion on the Statement of Accounts; • Value for Money Conclusion; and • Opinion on the Whole of Government Accounts return
30 November 2013	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

The Executive Board's responsibility as part of its 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 the Executive Board's attention.

Conditions under which fraud may occur

Management or other employees have an incentive or are under pressure

Incentive / pressure

Why commit fraud?

Opportunity

Circumstances exist that provide opportunity – ineffective or absent control, or management ability to override controls

Rationalisation/attitude

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

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 members 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 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?

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Audit Engagement team

Audit team	Responsibilities
<p>Alison Breadon Engagement Leader 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 & 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>Jane Ambrose Engagement Manager 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 & I) 260 report and Annual Audit Letter.</p>
<p>Jorjie Bissell Team Leader 0121 265 6952 jorjie.n.bissell@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 the Authority 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

As a result of the recent procurement exercise conducted by the Audit Commission and from internal efficiencies within the Commission itself, the Commission has been able to generate significant savings and has committed to passing on these savings to public bodies. Savings of up to 40 percent in fees have been passed on to public bodies through reductions in fees.

As a result, the Authority's indicative audit fee for 2012/13 will decrease to £55,581 (exclusive of VAT and fees for grant work) which compares to the outturn fee of £92,635 for 2011/12. The Authority's indicative audit fee remains amongst the lowest of all district councils. The fee is based on the risk-based approach to audit planning as set out in the Code of Audit Practice and work mandated by the Audit Commission for 2012/13.

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 the Authority's 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 2013;
- the Audit and Regulatory Committee agreeing to only those misstatements above £1,000 being reported to Authority; 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 officers and the Executive Board.

Certification of claims and returns

As was the case in 2011/12, the expected minimum level below which we are not required to certify individual claims and returns will be £125,000, and the expected intermediate threshold below which we are required to undertake limited testing will be £500,000. Above this threshold, certification work will be risk-based, taking account of the Authority's overall control environment. Details of those claims and returns requiring certification relating to 2012/13 are due to be released to us in Spring 2013.

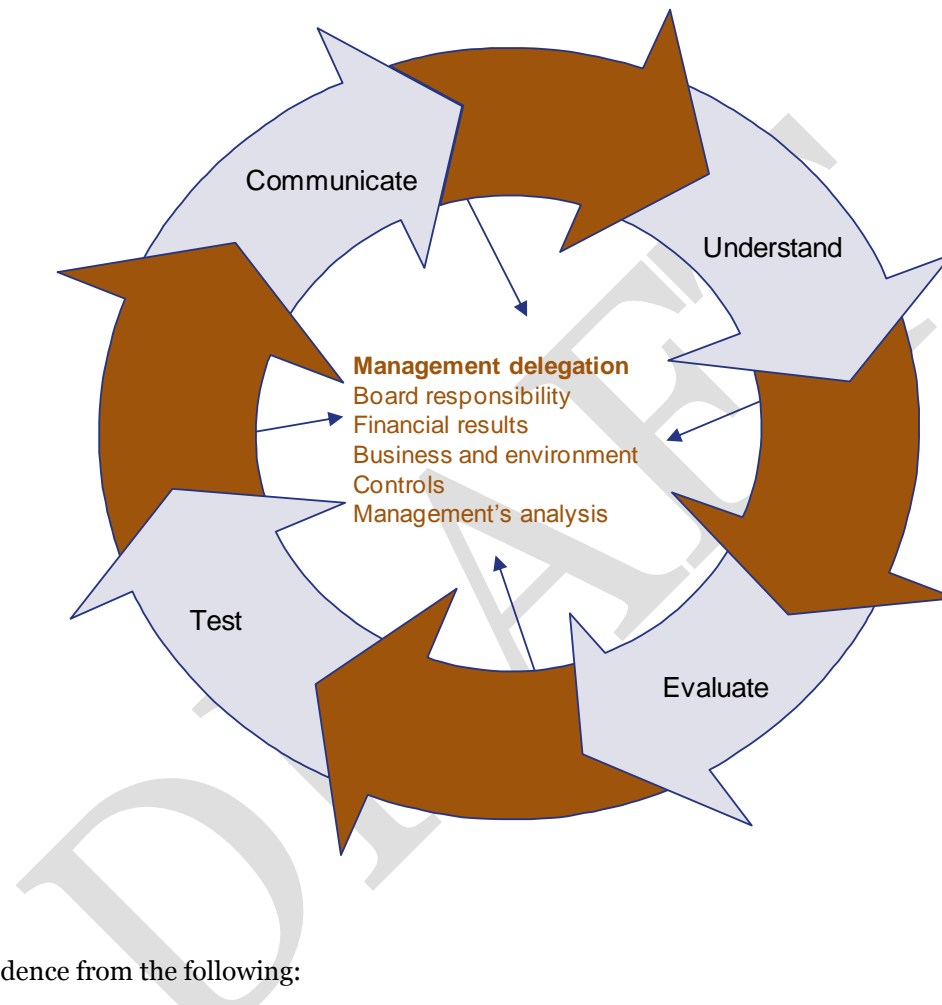
The indicative composite scale fee for 2012/13 is £15,400. However, as in prior years the certification of claims and returns work will be charged at Audit Commission published hourly rates. We will discuss fees for the certification of claims and returns with you when we have greater certainty on the claims and returns requiring certification and the likely costs for the Council.

Appendices

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Appendix 1: 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 2: 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 the Authority.

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. The Authority agrees that there are benefits to each of us in their being able to access the PwC network via the Authority's internet connection and that they may do this by connecting their PwC laptop computers to the Authority's 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 the Authority's 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 the Authority's 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 the Authority 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 the Authority's 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 the Authority at all times with a high quality service to meet the Authority's needs. If at any time the Authority would like to discuss with us how our service could be improved or if the Authority is dissatisfied with any aspect of our services, please raise the matter immediately with the engagement leader responsible for that aspect of our services. If, for any reason, the Authority 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 the Authority's 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 the Authority. This will not affect the Authority's 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. The Authority needs to inform us of any such matters that arise so we can fulfil our responsibilities.

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

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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.

This report has been prepared for and only for North Warwickshire Borough Council in accordance with the Statement of Responsibilities of Auditors and of Audited Bodies (Local government bodies) published by the Audit Commission in March 2010 and for no other purpose. We do not accept or assume any liability or duty of care for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

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Agenda Item No 8

Executive Board

12 February 2013

**Report of the
Chief Executive**

Corporate Plan 2013-14

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 2013–14 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 2013-14 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 2012 meeting the Council agreed the main issues to be considered for inclusion in the 2013/14 Corporate Plan and this report seeks approval for the Corporate Plan Key Actions for 2013-14.

- ...
- 3.3 Appendix A sets out the proposed Corporate Plan Key Actions for 2013/14. 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 2012-13 Key Actions. Proposals for 2013-14 will form part of the 2013-14 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 2013-14 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

Background Paper No	Author	Nature of Background Paper	Date

PRIORITIES AND KEY ACTIONS

<p>PRIORITY 1</p> <p>PUBLIC SERVICES AND COUNCIL TAX</p>	<p>Protecting public services for local people, whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<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 2013.</p> <p>This process will include carrying out reviews in 2013/14 of:-</p> <ul style="list-style-type: none"> ▪ Mayor's Allowance ▪ Staff Establishment (ongoing) ▪ Area Forum Funding <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 2013/14.</p>	<p>Executive Board/Special Sub/DCE, AD (F&HR), AD (L&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>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement the Council Tax Support Scheme 2013/14 and carry out a review to enable a scheme to be set for 2014/15.	Executive Board/ACE (CS)/DCE	To be met within existing budgets.
To update the Medium Term Financial Strategy to take account of external funding changes relating to Business Rates.	Executive Board/DCE/AD (F&HR)	To be met within existing budgets.
To review the Council's membership of the Coventry and Warwickshire Business Rates Pool by December 2013.	Executive Board/DCE/AD (F&HR)	To be met within existing budgets.
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.	Executive Board/Management Team	To be met within existing budgets.
To substantially complete 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. Detailed updates on progress of the project will be regularly reported.	Resources Board/Executive Board/ Special Sub/DCE, AD (S)	The capital and revenue implications will be reported as part of the decision making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To work through a programme of capital and maintenance improvements to key council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.	Resources Board/AD (S), AD (L&CD)	The capital and revenue implications will be reported as part of regular update reports.
To continue to contribute to the effectiveness and savings targets through delivery projects which help implement the Procurement and Commissioning Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy.	Resources Board/AD (CS)	To be met within existing budgets.
To monitor the operation of the Housing Revenues Account Business Plan and maintain a 30 year forecast.	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.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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.

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

Target	Board/Lead Officer	Additional Training/ Financial Implications
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 continue to work with partner organisations in Coventry, Warwickshire and Hinckley to develop a City Deal with central government, if this proves beneficial to the local economy.	Executive Board/CE/ACE&StC	To be identified as part of the negotiating process.
To work with the retailers in Atherstone, Polesworth and Coleshill to develop action plans for the use of the Portas monies and to help implement the plans.	Executive Board/ACE&StC	From within the Portas and other related budgets.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. 	Special Sub/Management Team, AD (F&HR)	To be met within existing budgets.
<p>To continue to raise aspirations, attainment and skill levels through recognised vocational qualifications, volunteering and targeted activities and help members of the community to achieve national accreditations and to report on progress by March 2014.</p>	Community & Environment Board/AD (L&CD)	External funding will be required to undertake appropriate actions.
<p>To work with the County Council, Job CentrePlus and other partners to provide training and to administer funding provided by the developers at Birch Coppice Industrial Estate to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training.</p>	Planning and Development Board/ACE&StC, ACE (CS)	Use of Section 106 funding.

PRIORITY 3	Protecting and Improving our local environment.
ENVIRONMENT	

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress.	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.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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 investigate options with Warwickshire County Council and the Environment Agency for flood mitigation and flood protection measures at locations susceptible to flooding and to review the existing Fillongley Property Protection measures.	Executive Board/AD (S)/ACE&StC	Investigations to be carried out within existing budgets.

PRIORITY 4	Improving the role of Recycling.
RECYCLING	

Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement a new and improved recycling service in October 2013, alongside a new refuse collection service to significantly improve the efficiency and effectiveness on both services and the Council's recycling rate.	Community & Environment Board/AD (S)	To be met within existing budgets, but with a view to achieving revenue savings.

<p>PRIORITY 5</p> <p>CRIME AND DISORDER</p>	<p>Working with the Police, Parish Councils and Town Councils, the community and other partners to tackle Crime and Anti-Social Behaviour.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2012 Crime and Disorder Strategic Assessment and, subject to any changes required by that, to work with the community including the Police, Town and Parish Councils and young people to contribute towards the achievement of the partnership plan 2013 – 2014 actions and targets for the 2013/14 strategic priorities of:-</p> <ul style="list-style-type: none"> ▪ Tackling violent crime, including domestic abuse, alcohol related violence and young people as both offenders and victims of crime. ▪ Tackling anti-social behaviour, including youth and alcohol related anti-social behaviour, small deliberate nuisance fires and the public perception of anti-social behaviour. 	<p>Safer Communities Sub-Committee/CE, AD (L&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>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<ul style="list-style-type: none"> ▪ Tackling serious acquisitive crime, including domestic burglary and theft from vehicles. ▪ Improving public perceptions and public confidence. ▪ Contributing towards the Warwickshire Reducing Re-offending Strategy. 		
To report on the use and impact of the Nomad 3G mobile CCTV cameras.	Safer Communities Sub-Committee/CE, AD (L&CD)	Any financial implications will be reported as part of the decision-making process.
To implement and report on the use and impact of the proposed Coleshill Designated Public Places Order.	Safer Communities Sub-Committee/CE, AD (L&CD)	Any financial implications will be reported as part of the decision-making process.
In conjunction with partner agencies, to continue to ensure the delivery of relevant actions arising through Safer Neighbourhood processes and report progress to each Area Fora meeting.	Safer Communities Sub-Committee/CE, AD (L&CD)	External funding is often required to undertake appropriate actions.

Target	Board/Lead Officer	Additional Training/ Financial Implications
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 assist the Police and Crime Commissioner in the implementation of the Police and Crime Plan for 2013/14.	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

PRIORITY 6	
COUNTRYSIDE AND HERITAGE	Protecting and improving our countryside and heritage.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To report the outcome of the public inquiry into the Core Strategy and recommend an adopted Strategy by December 2013 (subject to the Inspector's reporting timescale).</p> <p>To consult on a revised Site Allocation Plan and submit the same for consideration by the Planning Inspectorate by October 2013.</p> <p>To submit final Development Plan documents relating to Development Management and Gypsy and Travellers by November 2013.</p>	Executive Board/Planning & Development Board/LDF Sub-Committee/ACE&StC	To be met within existing budgets.
<p>To continue to oppose</p> <p>(a) the HS2 proposal, in partnership with other affected Councils and community action groups and press for the maximum mitigation and other benefits for the Borough; and</p> <p>(b) the principle of Opencast Mining.</p>	Executive Board/ACE&StC	Should any additional funding be required, this will be subject to further report.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to:-</p> <p>(a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy;</p> <p>(b) 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 2014.</p>	<p>Planning & Development Board/Design Champions/ACE&StC</p>	<p>To be met within existing budgets.</p>

<p>PRIORITY 7</p> <p>HOUSING</p>	<p>Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To deliver the Asset Management Plan actions to ensure the Council's stock meets housing needs and is in good condition.</p>	<p>Housing Sub Committee/AD (H)</p>	<p>To be met within existing budgets.</p>
<p>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 and bringing empty homes back into use and to review the position annually from March 2013.</p>	<p>Housing Sub-Committee/AD (H)</p>	<p>Any financial implications will be identified as development schemes progress.</p>
<p>To meet the objectives set out in the action plan to address and mitigate the impact of welfare reforms for the Council's tenants and ensure that rent due is collected.</p>	<p>Housing Sub-Committee/AD (H)</p>	<p>Staffing capacity to collect the rent income when Universal Credit is introduced will be considered as one of the action plan objectives.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement the work of the Task and Finish Group established to review the Borough Care Service and deliver any actions agreed by the Resources Board as part of the review.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
To listen to and work with our tenants to maintain and improve our housing stock. Act to ensure affordable housing is provided in the right places and intervene where appropriate, to ensure private sector stock is in good condition and occupied.	Housing Sub-Committee/AD (H)	To be met within existing budgets.
To establish a programme of tenant scrutiny of housing management and maintenance with a view to agreeing the review of two services annually. Outcomes and recommendations will be reported to the Housing Sub-Committee.	Housing Sub Committee/AD (H)	To be met within existing budgets.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To deliver the objectives from the review of the Neighbourhood Warden Service by March 2014.	Housing Sub-Committee/AD (H)	Any financial implications will be reported as part of the decision-making process.
To action on the Private Sector Housing Policy action plan by March 2014. This 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 and accessing Green Deal and ECO funding, where appropriate.
To work in partnership with other organisations to implement the Home Improvement Agencies and Adaptations Business Case by March 2014.	Housing Sub Committee/AD (H)	To be met within existing budgets.
To deliver the objectives set out in the Empty Homes Strategy by March 2014.	Housing Sub Committee/AD (H)	To be met within existing budgets with grant funding bid for where possible.

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

Target	Board/Lead Officer	Additional Training/ Financial Implications
To report annually in March on the work of the local Financial Inclusion Partnership including for 2013/14 activity with the 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 and completion of the European and Central Government funded LEADER programme, in partnership with WCAVA and the North Warwickshire Local Action Group and to produce an evaluation report on the programme by March 2014.	Community & Environment Board/AD (L&CD), ACE (CS)	Up to £1.03 million of LEADER funding was initially secured for North Warwickshire, although cuts in available funding imposed by DEFRA resulted in an overall loss of over £240,000 to spend on community projects in the Borough.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To report annually on progress on the Customer Access Strategy, including the development of Community Hubs and the new Customer Relationship Access Solution by March 2014.	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/ACE&StC	Section 106 funding.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

<p>PRIORITY 9</p> <p>CONSULTATION AND COMMUNICATION</p>	<p>Improving communication of information and community consultation, including, where appropriate, providing the opportunity to be involved in decision making.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure that we assess the impact of our services on, and actively engage with, all sections of our communities and to implement key actions agreed in the Customer Access Strategy and Consultation Action Plans relating to consultation and the provision of services and report by July 2013.</p>	<p>Executive Board/ACE&StC, ACE (CS), AD (CS)</p>	<p>To be met within existing budgets.</p>

<p>PRIORITY 10</p> <p>HEALTH AND WELL-BEING</p>	<p>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.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To implement phase 6 of the North Warwickshire Green Space Strategy in accordance with its revised Action and Funding Plan and corresponding Management Plans for Parks and Recreation Grounds, where appropriate.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>The significant resource implications are detailed in the supporting Action and Funding Plan and associated Management Plans.</p>
<p>To complete delivery of the Local Nature Reserve Project, thereby ensuring appropriate designations at Abbey Green Park, Polesworth, Cole End Park, Coleshill, Dafferns Wood, New Arley, and Kingsbury Linear Park.</p>	<p>Community & Environment Board/AD (L&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>

Target	Board/Lead Officer	Additional Training/ Financial Implications
In conjunction with potential key partners, to continue to advance proposals to replace Coleshill Leisure Centre with a facility that is accessible by the community on the site of The Coleshill School.	Community & Environment Board/DCE, AD (L&CD)	Future capital provision for the replacement of Coleshill Leisure Centre is being addressed through appropriate processes.
In accordance with approved Management Plans, implement improvement at Abbey Green Park in Polesworth, Long Street and Kitwood Avenue Recreation Grounds in Dordon, Speedwell Lane Recreation Ground and the Church and Community Hall Grounds in Baddesley Ensor.	Community & Environment Board/AD (L&CD)	The significant resource implications which will be met through Section 106 funding, approved reserves, revenue budgets and external grants, are detailed in the supporting Funding Plan.
To continue to co-ordinate the sustainable multi-agency development of Wellness Matters, including its further progression into targeted outreach communities, the promotion of healthy lifestyles and raising levels of physical activity, in particular for children and young people.	Community & Environment Board/AD (L&CD)	External funding is sought, and often required, to undertake appropriate actions.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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 undertake a review of the Child Protection Policy and thereafter to implement its provisions accordingly, to carry out a mid-point audit of the Council's Section 11 Audit Action Plan, deliver the actions identified therein and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community.</p>	<p>Community & Environment Board/AD (L&CD)</p>	<p>Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant colleagues throughout the Authority.</p>
<p>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 2013.</p>	<p>Executive Board/Community & Environment Board/Young people's Champion/ACE&StC, AD (L&CD), ACE (CS), AD (CS)</p>	<p>If there are any potential financial implications, these will be reported as part of the review.</p>

Jerry Hutchinson
7 January 2013

FORWARD WORK PLAN 2013/14 – 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 2013	April 2014	High	All agendas published within the statutory timetable and draft minutes available within 2 working days of the meeting.	Staff time
Warwickshire County Council Elections to be held on 2 May 2013	Democratic	D Harris	January 2013	June 2013	High	All activities concluded in accordance with timetable of events	Staff time
Commence preparatory work for European Parliamentary Elections in June 2014	Democratic	D Harris	Dec 2013	July 2014	High	All activities concluded in accordance with timetable of events	Staff time

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	Nov 2013	March 2014	High	Publication of Register	Staff time
Preparation for introduction of Individual Electoral Registration	Democratic	D Harris	June 2013	Sept 2013	High	Carried out in accordance with agreed plan	Staff time – Govt funding arrangements still to be finalised
Administer monthly rolling registration in connection with register of electors	Democratic/ Community Engagement	D Harris	April 2013	Oct 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 Sept 2013	Feb 2013 Oct 2013	High	All Absent Voters written to for information	Staff time
Arrange Event in connection with Local Democracy Week (Oct 2013)	Democratic	D Harris	June 2013	Oct 2013	High	Carried out in accordance with agreed plan	Staff time
Member Development Plan	Democratic	S Maxey/D Harris	May 2013	May 2014	High	Carried out in accordance with agreed plan	Staff time

Arrange annual meeting between Borough and Town/Parish Councils.	Democratic/Community Engagement	D Harris	October 2013	December 2013	Medium	Meeting held	Staff time
Assist with production of the Corporate Plan	Corporate	D Harris	Nov 2013	Feb 2014	High	Publication of Plan	Staff time

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
To reassess all Display Screen Equipment Self-assessments, risk assessments and fire safety audits.	Health and Safety	D Harris	January 2014	February 2014	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 2013	April 2014	High	Processes and procedures that continue to comply with all internal policy requirements	Staff Time

Policy Support Service Plan 2013/14

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
Equality							
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 13	March 14	High	Updated Equality Objectives which shows the Council meeting its aims and 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 13	March 14	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 13	March 14	High	Training arranged for new starters and updates for existing staff divisions	Training for staff on awareness and impact/ needs assessment

Policy Support Service Plan 2013/14

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 13	March14	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.
5. To consider the findings from an Equality Audit carried out with Nuneaton and Bedworth Borough Council and agree an action plan for 2013/14. .	Healthier Communities Access to services Access to services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 13	March14	High	Robust procedures in place to ensure Council is meeting	Training for staff on awareness and impact/ needs assessment.
Emergency Planning and Business Continuity							
6. To maintain and revise the Major Emergency/ and Business Continuity Plans and ensure they are tested annually.	Healthier Communities	Chief Executive	April 13	March 14	High	Plan updated at least every 6 months Updated Corporate Business Continuity Plan	County Council/NWBC provision Corporate training on business continuity best practice.
7. To monitor and assist departments reviewing their service continuity plans annually.	Healthier Communities	Chief Executive	April 13	March 14	High	Updated Development/ Service Level Business Continuity Plans Programme of reports to Management Team completed	Corporate training on business continuity best practice.

Policy Support Service Plan 2013/14

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 identify any support required from a work programme with the CSWR Emergency Planning Unit.	Healthier Communities	Chief Executive	April 13	March 14	High	Meeting the requirements of the Civil Contingencies Act.	County Council/NWBC provision Cabinet Office funds
9. To support the Warwickshire Local Resilience Forum in delivering the 2013/14 Business Plan.	Healthier Communities Making the best use of Resources	Chief Executive	April 13	March 14	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
10. To assist in the development of measures to minimise the impact of flooding on local communities including mitigation schemes and provision of property protection measures.	Healthier Communities Making the best use of Resources	Chief Executive	April 13	March 14	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 DEFRA grants

Policy Support Service Plan 2013/14

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
Performance Management							
11. 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 13	March 14	High	Quarterly reports prepared	
12. To enhance the use of the Performance Plus performance management system to support the Councils performance management process by March 2014	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 13	March 14	Med	Performance Plus system being used by all the Council's departments. Improved performance management framework.	Maintenance costs of IT system Internal training sessions
13. 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 13	March 14	High	Reports prepared and well informed scrutiny exercises carried out.	

Policy Support Service Plan 2013/14

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
Crime & Disorder							
14. To monitor and co-ordinate the implementation of the actions of the North Warwickshire Community Safety Partnership Plan 2013 – 2014.	Healthier Communities Crime and Disorder	Chief Executive	April 13	March 14	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	The Police and Crime Commissioner role came into effect in November 12. Local funding provision maybe required.
15. To support the Safer Neighbourhoods Teams and to ensure that the Council' contributes effectively to this.	Healthier Communities Crime and Disorder	Chief Executive	April 13	March 14	High	Addressing local community priorities Perceptions of crime and disorder improved	Revised partnership working arrangements
16. To determine the sustainable provision of locally based support services for victims of domestic abuse following a review of the current arrangements and the implementation of the revised county wide service provision.	Healthier Communities Crime and Disorder	Chief Executive	April 13	March 14	High	Sustained provision of locally based support services for 13/14 Increase in victims making contact with support services.	Need for contribution from the Corporate Policy budget. Local provision subject to outcome of a review taking into account the implementation of the revised county wide service provision.

Policy Support Service Plan 2013/14

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
17. 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 13	March 14	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Need for contribution from the Corporate Policy budget.
Compliments and Complaints							
18. 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 13	March 14	High	Report prepared and service improvements implemented	
19. To implement any changes identified by a review of the Procedures being carried out with the Assistant Chief Executive and Solicitor to the Council.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 13	March 14	High	Report prepared and any changes implemented.	

Policy Support Service Plan 2013/14

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
Consultation							
20. To assist in the implementation of the Council's Consultation Action Plan ..	Access to Services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 13	March 14	High	Actions completed Revised approach to communication and consultation implemented.	Consultation budget
Community Planning/Sustainability							
21. 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 13	March 14	High	Partnership Task and Finish group events held.	Community Strategy budget
22. 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 13	March 14	High	Local strategic partnership responsibilities being met. Improvements in the agreed priorities being achieved.	Community Strategy budget
23. 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 13	March14	Med	Feedback from users	

Policy Support Service Plan 2013/14

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
24. To 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 13	March 14	High	Sustainable Community Strategy 2009 – 2026 in place Progress with improvement of priorities being demonstrated	Corporate Policy budget Reserve allocation of 1 £30,000 planned for 2013/14.
25. 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 13	March 14	High	Increased employment of local people at the Birch Coppice Industrial Park	Section 106 Funding
26. To assist in the development 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 13	March 14	High	Increased access to services Increased opportunities for local people to be employed	Corporate Policy budget Access to services budget
27. 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 13	March 14	High	Profile of the North Arden Trail maintained and visible.	Corporate Policy Budget

Policy Support Service Plan 2013/14

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
28. 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 13	June 13	High	Event set up Feedback from participants	Level of event to be reviewed pending any reductions identified from the CSR. Sustainable communities budget
29. 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 13	March 14	High	Strategy and action plan approved	

Policy Support Service Plan 2013/14

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
Information Requests							
30. 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 13	March 14	High	Percentage of information requests dealt with within 20 working days	There could be further training requirements to refresh awareness of the regulations.
31. 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 13	March 14	High	Risks of Data Security breaches are minimised	There could be training requirements to refresh awareness of the DPA and Data Security requirements.
32. To assist in the implementation of an action plan following the Data Audit carried out during 2012/13.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 13	March 14	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 9

Executive Board

12 February 2013

**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 2012.

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 2012 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 2013/14

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 2013/14 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 at January 2013 is 2,730.
- ◆ 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 is working with Waterloo Housing Association on schemes in Atherstone and Mancetter, which will increase affordable housing. Some of the new housing will be managed by the Housing Association, whilst some will come into the Council's own housing stock.
- ◆ 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. Data obtained from the Building Research Establishment suggests that 5,699 out of 21,788 dwellings (26.1%) within the Borough have category 1 Hazards under the Housing Health & Safety Rating System. However, no Council owned properties have a hazard under this category. 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 Equalities 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 was used to reduce administrative costs and in 2008/09 new lifelines were purchased from the New Initiatives Reserve which was repaid over 3 years and created 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.

Coleshill School

- The Council are currently working with Coleshill School on an option to provide a replacement leisure facility in Coleshill.

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 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, a recent decision has been taken to sell the Arcade to Atherstone Town Council. Other 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 After programming in all previously approved schemes and those which have been deemed essential, the Council has a small deficit in General Fund capital resources over the next ten years. Although this ten year programme includes some major schemes such as the office accommodation refurbishment and Disabled Facility adaptation work to private sector homes, funding pressures remain.
- 12.2 Some schemes are part funded from contributions from General Fund revenue budgets. However funding from government grant for Disabled Facility work and Right to Buy receipts have been assumed in resource projections. Both of the latter sources of funding have a degree of risk associated.
- 12.3 From April 2012 the Council has moved to a self financing system, with funding for the housing capital programme generated through the rent received from the tenants.
- 12.5 Funding for the construction of the affordable houses will be generated from a number of sources which includes an annual £1m contribution from rental income and receipts from the sale of land. In addition to this through self financing, Right to Buy Sales above the forecast level in the HRA business plan (after taking into consideration the associated self financing debt repayments) can be used to offset the construction of new affordable housing. In order to qualify, the receipts from these additional sales must be utilised within a 3 year period and also be less than 30% of any programme cost.

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

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

Agenda Item No 10

Executive Board

12 February 2013

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 2012/13 as set out in Appendix A;**
- b That the Board adopts the 3 Year Capital Programme for the period 2013/14 to 2015/16 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 General Fund contribution to the Lower House Farm refuse base, the office accommodation project and the purchase of refuse vehicles from the vehicle renewal scheme.
- 2.2 From 1 April 2012 the Authority is no longer part of a national housing subsidy system and has moved to a self financing system. The new arrangements will enable the Council to fund housing capital spending from the revenue generated through the Housing 30 Year 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 **2012/13 Revised Capital Programme - Expenditure**

- ... 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2012/13, including the schemes brought forward from 2011/12, in column (1). A revised position is £26,920 lower than the approved programme and is shown in column (2).
- 3.2 In terms of the housing capital programme, the overall budget remains stable. There has been an increase in salary allocations charged from the Housing Division to capital schemes. This is offset by a transfer of £30,000 to the Repairs Fund, to cover additional electrical testing which falls to the Revenue Account (HRA).
- 3.3 Some additional schemes have been included in the revised General Fund programme. In April 2012, this Board approved the use of reserves to fund a mobile CCTV project in conjunction with Warwickshire Police. The total cost of the scheme is £60,000 and covers a 3 year period. The first year's cost is included in 2012/13, with the remaining costs included in Appendix B. The Board also gave approval in September for a budget of £110,000, for the initial project management fees and design of the proposed replacement Leisure Centre in Coleshill.
- 3.4 The Virtualisation Project is being undertaken to reduce the number of computer servers that are being used by the Council. This is being done in advance of the accommodation project in order to save floor area, but will also reduce energy costs. This project will be funded using existing allocations for IT infrastructure and the Switch Gear, a grant from Improvement and Efficiency West Midlands (IEWM) and earmarked reserves.
- 3.5 At its meeting in October 2012, the Community and Environment Board approved the use of Birch Coppice Section 106 funding to carry out works at Piccadilly Sports Field, and The Church and Community Hall Grounds in Baddesley Ensor. It also approved the proposal to develop a Free Weights Centre at Atherstone Leisure Centre. The total cost of the scheme is £25,000, of which £14,880 will be funded from the existing 2012/13 Leisure Centre Equipment budget and the remaining £10,120 from earmarked reserves held by the service.
- 3.6 The upgrade required for the capital asset system is being funded from an existing revenue budget.

3.7 Included within the original 2012/13 vehicle renewal schedule is the purchase of two refuse vehicles totalling £268,000. Due to the forthcoming tender process of the Refuse and Recycling Service contract, the purchase of the vehicles has been delayed until 2013/14. The updated replacement cost of £276,000 is included as part of the refuse vehicle replacement programme outlined in Appendix B.

...

3.8 In addition to this, in order to continue providing the Street Cleansing service, three hand held sweepers with a total cost of £10,730 have been purchased. The Transit Van replacement cost within the same service was £2,780 higher than the originally budgeted for due to specification changes. This will allow the vehicle to carry out the work of an equivalent of two of the standard vehicles.

3.9 The revised salary allocations within the General Fund have reduced following lower time allocations from the Information Services team. Revised timescales with the work in relation to the Council Office accommodation project has meant that a number of IT schemes will not take place during the financial year.

3.10 The final actual expenditure out-turn for 2012/13 could still differ to the revised position shown. 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 2013/14, once the final spend for 2012/13 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 2022/23. 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 - 2013/14 to 2022/23

5.1 The resources for 2013/14 to 2022/23 have been estimated using the following assumptions:

- Some capital receipts will be received from Right to Buy sales (12 properties per annum) and the council is taking advantage of some funding changes to increase its overall resources. Sales higher than assumed in the HRA settlement can be retained to fund the construction of new properties after taking into account the associated self financing debt repayments.
- The receipt of Disabled Facility Grant of £238,000 per annum until 2014/15. After this date it has been assumed funding will revert back to the original £151,100 allocation
- Revenue contributions to capital spend will continue at the existing levels from the General Fund;
- Revenue contributions for specific projects such as leisure centre equipment replacement will continue at the existing levels;
- Revenue contributions from the Housing Revenue Account (HRA) will be used to fund housing capital expenditure;
- Some housing land will be sold to generate capital receipts.

5.2 The expected resources for the period 2013/14 to 2022/23 are shown in the table below:

	HRA £000	HRA NEW BUILD £000	GENERAL FUND £000	TOTAL £000
Resources brought forward	2,299	2,313	3,371	7,983
Capital Receipts	-	1,370	1,276	2,646
Land/Property Sales	-	236	-	236
Revenue Cont'ns to Capital Schemes	-	12,209	1,124	13,333
Revenue Funding	40,452	-	1,190	41,642
Disabled Facility Grants	-	-	1,686	1,686
Leasing for HRA Vehicles	902	-	-	902
Borrowing	-	-	5,380	5,380
One off growth fund			30	30
Use of earmarked reserve for recycling container purchase			185	185
Contributions (WCC & Section 106)	-	-	764	764
TOTAL	43,653	16,128	15,006	74,787

- 5.3 This gives a total of £74.787 million available resources over the ten-year period to 2022/23. However, it must be emphasised that figures for 2014/15 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 the potential land sale of the Football Stadium in Atherstone has not been included in the projected resources, due to the degree of uncertainty regarding the sale. Similarly the sale of the Arcade has not been included at this stage.
- 5.5 The car park at Birmingham Road Coleshill was sold during 2011/12. Although the receipts are included in the bought forward balances, the £1.150m has been earmarked for the replacement of indoor leisure provision in Coleshill, and as yet no specific scheme has been included in the programme.

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 2013/14 has been compiled based on the approved schemes from 2012/13. 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 At the September meeting of this Board, approval was given to enter a partnership with Waterloo Housing, to build houses across three sites in Atherstone at Lister Road, St Georges Road and also Princess Road. This has been included in Appendix B under the heading HRA New Build. Funding for this project will come from additional receipts from Right To Buy sales (these must be utilised within a three year period), land sales and revenue contributions.
- 6.4 The final two payments of the scheme for installing mobile CCTV cameras as outlined in paragraph 3.3, are also included in Appendix B.
- 6.5 The 2012/13 capital programme included £70,000 for external improvements for the Piccadilly estate. Resources Board recently approved additional work on this scheme, following an options appraisal and consultation with tenants and Councillors. The cost of the revised scheme is £250,000, so the difference between the existing budget and the total cost of the work has been included within 2013/14.
- 6.6 As part of the Refuse and Recycling Review, new containers are to be provided to households within the Borough. Although expected to cost

£520,000, part of the cost will be offset by a contribution of approximately £335,000 from Warwickshire County Council.

6.7 Community and Environment Board approved proposals to use Section 106 funding and existing earmarked reserves to advance priorities identified in the Green Space Strategy. There are four schemes within the Borough with an estimated total cost of £582,240. After taking into account the available funding plus the use of existing earmarked reserves, there is a shortfall of £124,370. Each scheme is made up of various elements and only the funded elements have been included within the proposed programme. The unfunded elements are included within Appendix C.

...

6.8 The current Customer Relationship Management (CRM) contract is up for renewal in 2013/14 and will need an upgrade in order to continue to support the work of the contact centre. The cost of this is expected to be £40,000.

6.9 Urgent improvements are required to the Bretts Hall recreation ground in Ansley Common in accordance with the agreed Grounds Maintenance Management Plan. The total cost of this work is expected to be at least £30,000. At its October meeting, the Community and Environment Board resolved that the Executive Board should be requested to consider the provision of a capital allocation for this project, including the development of the play area, in the 2013/14 capital programme. Unlike the schemes shown above, there is no external funding available for this. However it is proposed that the one off growth fund is used to fund the cost of the project.

6.10 The plotter and scanner in the Planning Department is at the end of its useful life and is becoming costly to maintain. A combined solution will cost £10,000 and would save space in accordance with the accommodation review.

6.11 With the creation of the Easyline Studio at Atherstone Leisure Complex, annual revenue contributions were established for the replacement of the equipment every five years. The £10,000 scheme built into the programme for 2015/16 is the first scheduled renewal of this equipment. A further replacement is forecast during 2020/21.

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

...

Initial Forecast 2013/14 to 2022/23	£000
HRA – previously approved	41,174
HRA – essential (unapproved)	180
HRA – New Build Construction	2,054
General Fund – previously approved	12,242
General Fund – essential (unapproved)	1,078
TOTAL	56,728

6.13 As shown in the previous section, the total estimated resources for the ten-year period are £74.787 million, compared with the expenditure bids of £56.728 million. This leaves a surplus of £18.059 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.

Potential 10 year programme	HRA £000	HRA NEW BUILD £000	GENERAL FUND £000	TOTAL £000
Total Resources (paragraph 5.2)	(43,653)	(16,128)	(15,006)	(74,787)
Total Expenditure (paragraph 6.12)	41,354	2,054	13,320	56,728
(Surplus) / Deficit	(2,299)	(14,074)	(1,686)	(18,059)

- 6.14 Within the General Fund programme for 2014/15 are schemes relating to Innage Park phase 1 (£200,000) and the Pavilions (£175,000). The future of these industrial units is currently under review and this may impact on the level of work that needs to be undertaken.
- 6.15 Included within the expenditure of the General Fund is the electrical upgrade of Old Bank House which is scheduled to take place in 2015/16. The ongoing affordability of this scheme is dependant on obtaining rental income for either part of the Council House or Old Bank House. Elements of this upgrade may need to be brought forward as part of the accommodation project to facilitate the maintenance works to the main council offices.
- 6.16 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 2023/24 for future use.

Scheme	£
Play Area Replacement	158,620
CCTV Replacement	108,140
Leisure Centre Equipment Fund	152,630
Refuse Vehicle Replacement	30,000
ALC Sinking Fund	247,450
Coleshill Car Park	1,039,430
PC Replacement	27,220
Easyline Replacement (ALC)	4,000
WOLP	8,330
Total	1,775,820

6.17 If these earmarked reserves are excluded from available General Fund resources, then there is a small funding deficit amounting to £90,000 for other General Fund projects in 2021/22 and 2022/23. However Resources Board recently took the decision to place the Arcade for sale on the open market. The receipt from the sale will be incorporated into the capital programme once completed. In addition to this, the capital programme currently includes £193,000 of funding for repairs to the Arcade. This funding will not be required if the proposed sale is completed in the short term.

7 Unallocated Schemes

7.1 The level of schemes put forward for inclusion in the capital programme far outweighed 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 in Atherstone, 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 are subject to a separate financial and operational review.
- Although approval has been given for the replacement of Coleshill Leisure Centre, the scheme is still at the planning stage and the development is in part dependent on the outcome of a grant application from our partners at Coleshill School. Once the final design and costs are determined, approval will be gained in order for the work to commence. Members should be aware that if the scheme does not take place, any associated costs cannot be capitalised and will need to be funded through revenue resources.
- £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 will be carried out. 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 the future.

- In 2004/05, many major IT systems were replaced in line with the IEG strategy. It is likely that these will need replacing or upgrading in the near future. The Assistant Director (Corporate Services) has identified £0.455m of expenditure that may be needed from 2013/14 to 2017/18.
- If the Council wishes to invest in meeting the priorities identified in the Green Space Strategy, initial indications are that £0.910m capital expenditure may be required with potentially a further £0.545m at Sports Pavilions if they were to be fully refurbished.
- There are insufficient reserves and Section 106 funding to cover the full cost of improvements at Long Street recreation ground, Dordon and Abbey Green Park, Polesworth identified under the Green Space Strategy. The unfunded elements amount to £0.124 million.
- A review of the Council's car parks and unadopted roads has shown significant deterioration, and remedial action is likely to be in excess of £0.570 million
- Arley Sports Centre is reaching the end of its originally anticipated life. Whilst the current integrity of the building remains good, its long-term future will need to be kept under review.
- 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 2015/16**

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 6.17.

Potential 3 year programme	HRA £000	HRA NEW BUILD £000	GENERAL FUND £000	TOTAL £000
Resources bought forward	(2,299)	(2,313)	(3,371)	(7,983)
Total 3 Year Resources Generated	(9,788)	(3,868)	(5,645)	(19,301)
Total 3 Year Proposed Expenditure	9,788	2,054	6,394	18,236
(Surplus) / Deficit	(2,299)	(4,127)	(2,622)	(9,048)

8.3 It is prudent to have a capital programme with surplus balances. In this instance there are land sales of £0.411 million and Right to Buy Council House sales of £0.456 million included within the resources total, both of which have a degree of risk associated with them. In addition, resources are not received consistently, and the surplus will be needed to fund 2016/17 onwards.

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 28 January 2013. These are:

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

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 2011/12 and the revised position for 2012/13.

	Actual 2011/12 £000	Revised 2012/13 £000	Original 2013/14 £000	Forecast 2014/15 £000	Forecast 2015/16 £000
HRA	1,712	2,870	2,709	3,187	3,892
HRA New Build	-	-	1,027	1,027	-
General Fund	972	3,181	3,161	1,958	1,276
Total	2,684	6,051	6,897	6,172	5,168

- 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 2012, the revised estimate for 2012/13 and estimates for the next three years are set out below. The method of calculation is set out as Appendix D.
- ...

	Actual 2011/12 £000	Revised 2012/13 £000	Original 2013/14 £000	Forecast 2014/15 £000	Forecast 2015/16 £000
Housing Revenue Account	59,508	58,758	57,508	56,258	54,958
General Fund	11,337	11,085	11,895	12,264	12,259
Total	70,845	69,843	69,403	68,522	67,217

- 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 E.
- ...

	Actual 2011/12 %	Revised 2012/13 %	Original 2013/14 %	Forecast 2014/15 %	Forecast 2015/16 %
Housing Revenue Account	0.53	15.01	14.12	13.06	12.13
General Fund	0.06	1.85	1.56	2.06	2.35

- 9.7.1 The low proportion of capital financing costs in the General Fund in 2011/12 reflects a reduced Minimum Revenue Provision charge due to over provision

in previous years. Borrowing taken out to fund capital projects combined with reduced revenue resources available to the General Fund accounts for the increased proportions within the General Fund going forward.

9.7.2 The increased proportion of HRA financing costs between 2011/12 and 2012/13 reflects the £59.539m borrowing taken out for the Self Financing payment to the government. The later reductions in this percentage match the predicted repayment of the debt.

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:

General Fund	Original 2012/13 £	Forecast 2013/14 £	Forecast 2014/15 £	Forecast 2015/16 £
Council Tax at Band D	1.19	1.14	8.24	5.77
Council Tax at Band D - aggregate	1.19	2.33	10.57	16.34

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

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

9.10 **Net debt and the capital financing requirement** – an indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the Authority must ensure that external debt does not exceed the total capital financing requirement for the preceding year and the estimates for the next two financial years. Current external borrowing is £59 million, well below the Capital Financing Requirement projections shown in paragraph 9.6.

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.

	2013/14 £	2014/15 £	2015/16 £
GENERAL FUND			
Financing costs	13,750	92,510,	39,800
Loss of investment income (use of receipts and reserves)	8,000	9,220	9,340
TOTAL GENERAL FUND	21,750	101,730	49,140

- 11.1.3 All of these costs have been included within the General Fund estimates shown elsewhere on this agenda. Within the financing costs for 2014/15 and 2015/16 is a loan relating to the replacement of five refuse vehicles. As the General Fund previously had budget provision for loan repayments of the previous vehicles, only the variation between the two loans has been included.

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 Equality Act 2010. 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 and some of the schemes highlighted in the report will have positive impacts including the housing developments and improvements to Leisure facilities.

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 needs to be considered further. The allocation for enhancing provision of mobile CCTV is a positive contribution towards reducing crime and disorder in the Borough.

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

Background Paper No	Author	Nature of Background Paper	Date
The Proposed 3 Year Capital Programme 2012/13 – 2014/15	NWBC	Report to Executive Board	6 February 2012

Expenditure Proposals	(1)			(2)		
	2012/13 Original Budget	2011/12 Slippage	2012/13 Approved Budget	In year Virements	Other Movements	Revised 2012/13
HRA Assets						
Unallocated	235,650	-	235,650	(144,940)	-	90,710
Disabled Facility Adaptations	175,000	-	175,000	-	-	175,000
Community Centres	71,080	40,650	111,730	-	-	111,730
Windows & Doors	45,500	313,300	358,800	-	-	358,800
Kitchens & Bathrooms	142,800	54,360	197,160	13,410	-	210,570
Cavity Wall Insulation	323,000	-	323,000	-	-	323,000
Roofing	189,000	-	189,000	66,530	-	255,530
Heating	577,000	20,000	597,000	-	-	597,000
Garages	0	-	0	15,000	-	15,000
Fencing	0	-	0	50,000	-	50,000
External Works	38,000	-	38,000	-	-	38,000
Piccadilly Development	0	70,000	70,000	-	-	70,000
Loft Insulation	102,700	18,840	121,540	-	-	121,540
New Build Housing	0	134,170	134,170	-	-	134,170
Chimney Stacks	25,500	-	25,500	-	-	25,500
Structural Work	15,000	-	15,000	-	-	15,000
Unadopted Roads	20,000	-	20,000	-	-	20,000
UPVC Entrance Screens	38,500	-	38,500	-	-	38,500
Staffing	109,190	-	109,190	-	26,550	135,740
Electrics	114,000	-	114,000	-	(30,000)	84,000
HRA TOTAL	2,221,920	651,320	2,873,240	0	(3,450)	2,869,790
General Fund Assets						
Equalities (formerley DDA)	-	351,250	351,250	-	-	351,250
Electrical Work	-	36,490	36,490	-	-	36,490
Council Offices Electrics	15,000	37,010	52,010	-	-	52,010
Atherstone Accommodation Project	955,180	50,000	1,005,180	-	-	1,005,180
Borough Care System Replacement	2,500	-	2,500	-	-	2,500
Computer Software	30,000	-	30,000	-	-	30,000
Warwickshire Direct Partnership	10,350	-	10,350	-	-	10,350
Leisure Book System Replacement	-	50,000	50,000	-	-	50,000
New Telephone System	-	65,000	65,000	-	-	65,000
Life Lines	18,000	-	18,000	-	-	18,000
Disabled Facility Grants (Private Sector)	300,000	150,180	450,180	-	-	450,180
Payment Management System Replacement	-	80,000	80,000	-	-	80,000
Coleshill Leisure Centre	-	-	-	-	110,000	110,000
Virtualisation Project	-	-	-	-	100,000	100,000
Piccadilly Sports Field/ Baddesley Ensor Community Hall	-	-	-	-	45,000	45,000
Mobile CCTV	-	-	-	-	27,370	27,370
Leisure Equipment	20,000	-	20,000	-	10,120	30,120
DHS Assistance	57,500	201,130	258,630	-	-	258,630
Capital Asset System Upgrade	-	-	-	-	2,000	2,000
Vehicle Renewal Scheme	459,060	-	459,060	-	(254,490)	204,570
Improve Arcade	0	193,000	193,000	-	-	193,000
Capital Salaries	47,960	-	47,960	-	(28,470)	19,490
Infrastructure Improvements	20,000	-	20,000	-	(20,000)	-
New Switch Gear	-	55,000	55,000	-	(15,000)	40,000
GENERAL FUND	1,935,550	1,269,060	3,204,610	0	(23,470)	3,181,140
OVERALL Total	4,157,470	1,920,380	6,077,850	0	(26,920)	6,050,930

PROPOSED DRAFT CAPITAL PROGRAMME

APPENDIX B

Name of the Scheme	Basic Details of the Scheme	2013/14					10 Year Total
		Year 1	Year 2	Year 3	Year 4-10		
Housing Revenue Account (HRA)							
Balcony	Carry out improvements to balconies on flats.	-	-	-	25,170	25,170	
Canopies	Carry out improvements to canopies over front doors.	-	-	-	298,630	298,630	
External works	To carry out various works as required on a year by year basis to the external areas of Council housing estates.	42,150	43,370	38,010	62,420	185,950	
Staffing	Housing Staffing.	159,590	165,750	170,190	1,219,750	1,715,280	
Kitchens and Bathrooms	Replacements that are scheduled and those were previously declined.	589,680	684,720	1,788,750	4,154,310	7,217,460	
Extractor fans	To replace extractor fans in kitchens and bathrooms.	-	-	-	19,410	19,410	
Heating	To replace heating systems to properties.	336,650	90,500	215,370	8,969,190	9,611,710	
Stair lift	Installation of stair lifts to properties.	-	-	-	51,520	51,520	
Electrics	Electrical upgrade to 17th edition including boards and rewiring (failures from testing).	93,590	98,270	103,170	861,150	1,156,180	
Windows	A scheduled programme to replace windows.	-	-	-	310,690	310,690	
Chimney stacks	A programme of chimney stacks improvements.	27,850	29,100	30,410	945,390	1,032,750	
Loft insulation	To top up loft insulation to top 350mm and target low SAP properties (current recommendation)	54,600	-	-	-	54,600	
Wall insulation	Provide external wall insulation to solid wall properties houses targeting low SAP properties.	414,960	607,120	453,150	473,560	1,948,790	
Asbestos	Tackle higher risk asbestos removal works derived from the Asbestos Management Plan.	108,210	114,120	119,250	534,760	876,340	
Fascias (Kings Lane & Newton Regis)	A replacement programme for UPVC fascias soffits gutters. Targeting properties with no other painting works.	-	-	-	623,100	623,100	
Rain water goods	Replacement of guttering.	-	-	-	67,880	67,880	
Community Centres	Refurbishment of community centres.	-	-	-	59,910	59,910	
DFG adaptations	Carry out adaptations to council houses where the tenant has a disability.	191,100	199,710	208,690	1,748,880	2,348,380	

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17-2022/23 Year 4-10	10 Year Total
HRA Continued						
Garage Roofs	To carry out improvements to garage roofs.	24,020	25,110	-	389,200	438,330
Water Main	Replace corroded water mains to properties.	-	-	-	1,160,040	1,160,040
Roofing	Replace pitched roofs that are 60-80 yrs old.	188,700	382,070	-	390,310	961,080
Roofing Enhancements	Work to improve the roof covering and the strengthening of roof timbers to properties.	-	-	-	2,945,670	2,945,670
Structural repairs	Structural repairs.	16,380	17,120	-	2,650	36,150
Maintenance of unadopted areas	Resurface unadopted roads, pathways and car parks.	21,840	22,820	-	-	44,660
Fencing	Replace fences of properties.	65,520	68,470	37,090	122,550	293,630
Sure Stop Taps	The introduction of sure stop taps to properties.	-	-	-	186,930	186,930
Communal Area	Improvements to Royal Meadow Drive.	-	-	-	15,940	15,940
Energy saving light switches to blocks communal staircases	Introduce energy saving light switches to communal staircases of flats.	-	30,360	-	-	30,360
Unallocated	Funding for variations to the planned capital works.	194,110	372,300	418,450	3,783,590	4,768,450
Communal Wiring	Programme to update the wiring to communal areas to flats.	-	-	-	19,470	19,470
External Store Doors	Replace the external store doors to properties.	-	-	-	37,780	37,780
Unallocated	Funding for variations to the planned capital works.	-	162,990	-	1,567,150	1,730,140
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	-	45,000	262,000	405,080	712,080
Replacement of housing Vehicles	Replacement as per the vehicle replacement schedule.	-	-	11,000	33,840	44,840
Replacement of neighbourhood warden vehicles	Replacement as per the vehicle replacement schedule.	-	28,470	36,500	79,890	144,860
HRA Total		2,528,950	3,187,370	3,892,030	31,565,810	41,174,160

Schemes For Inclusion In the HRA Programme

Piccadilly External Works	The installation of fencing and hard standing parking areas to the Piccadilly estate.	180,000	-	-	-	180,000
Schemes for inclusion : HRA		180,000	-	-	-	180,000

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17-2022/23 Year 4-10	10 Year Total
HRA : New Build						
New Build	Redevelopment of St Georges Rd, Princess Rd and Lister Rd.	1,026,760	1,026,760	-	-	2,053,520
HRA New Build Total		1,026,760	1,026,760	-	-	2,053,520

General Fund (GF)

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17-2022/23 Year 4-10	10 Year Total
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 2015/16 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.	10,710	11,080	11,470	92,390	125,650
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 10 years old in 2015 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
CCTV Replacement	The scheduled replacement of the existing CCTV cameras.	-	-	-	136,700	136,700
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. The scheme also contributes towards Home Energy Conservation Act targets and avoid failing PSA7 targets.	57,500	57,500	57,500	402,500	575,000

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17-2022/23 Year 4-10	10 Year Total
General Fund Continued						
Disabled Facilities Grants-Private Sector	Adaptations to the homes of the disabled as required by the law. Reducing waiting lists seeks to avoid bed locking and other less satisfactory home care services and improves 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	Provide new lifelines and replace units that are beyond repair and/or are obsolete. This includes the very old units that may not be compatible to our normal telephone lines if BT upgrade the exchange.	18,000	18,000	18,000	126,000	180,000
Electrical Installations of other Council Owned Buildings	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.	-	-	-	250,000	250,000
Bear and Ragged Staff	To replace the roof covering the building.	120,000	-	-	-	120,000
Innage Park Phase 1 - replace asbestos cladding	The asbestos has been identified and is manageable on a day to day basis however, it may require replacement.	-	200,000	-	-	200,000
The Pavilions - Cladding/roof works	Replacement of the roof cladding.	-	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. The electrical system at OBH will be almost 30 years old in 3 years time and will be in need of updating to comply with current legislation	905,180	-	303,190	-	1,208,370
Electrical upgrade at Old Bank House	Replacement as per the vehicle replacement schedule.	-	-	150,000	-	150,000
Replacement of pool vehicles	Replacement as per the vehicle replacement schedule.	-	10,000	-	30,000	40,000
Replacement of refuse vehicles	Replacement as per the vehicle replacement schedule.	399,840	883,950	150,420	1,678,330	3,112,540
General Fund Continued						
Replacement of cesspool vehicles	Replacement as per the vehicle replacement schedule.	-	74,000	-	91,000	165,000
Replacement of rodent control vehicles	Replacement as per the vehicle replacement schedule.	-	-	20,000	24,000	44,000

Name of the Scheme	Basic Details of the Scheme	2013/14					10 Year Total
		Year 1	Year 2	Year 3	Year 4-10	2016/17-2022/23	
General Fund Continued							
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	-	15,000	-	303,910	318,910	
Replacement of horticulture vehicles	Replacement as per the vehicle replacement schedule.	16,000	29,680	82,460	244,930	373,070	
Replacement of leisure services vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	13,970	13,970	
Replacement of general works vehicles	Replacement as per the vehicle replacement schedule.	-	-	15,330	31,800	47,130	
Replacement of warden call scheme	Replacement as per the vehicle replacement schedule.	-	59,010	-	72,590	131,600	
LowerHouse Farm	Replacement as per the vehicle replacement schedule.	150,000	-	-	-	150,000	
Capital Salaries - Management	General Fund staffing.	18,760	13,310	7,380	52,920	92,370	
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	Planned full replacement of the fitness centre equipment at the four leisure centres in the borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	-	-	-	119,400	119,400	
General Fund Continued							
Play Area replacement (10)	Planned replacement of play facilities - Year 8 at Austrey, Polesworth, Coleshill (Cole End), Piccadilly; Year 9 at Anasley Common, Corley, Hurley, Wood End; Year 10 at Mancetter and Dordon (Kitwood Avenue)	-	-	-	500,000	500,000	
Mobile CCTV Replacement	The introduction of mobile CCTV cameras in the Borough.	21,950	11,310	-	-	33,260	
GF Total		2,102,940	1,957,840	1,265,750	6,915,440	12,241,970	

Name of the Scheme	Basic Details of the Scheme	2013/14				2016/17-2022/23			
		Year 1	Year 2	Year 3	Year 4-10	Year 1	Year 2	Year 3	Year 4-10

Schemes For Inclusion In the General Fund (GF) Programme

Name of the Scheme	Basic Details of the Scheme	2013/14				2016/17-2022/23				
		Year 1	Year 2	Year 3	Year 4-10	Year 1	Year 2	Year 3	Year 4-10	
Replacement recycling containers	Introduction of new containers for improved kerbside recycling service	520,000	-	-	-	-	-	-	-	520,000
Improvements to Abbey Green Park Polesworth	Carry out comprehensive refurbishment / development of Abbey Green Park in accordance with the approved management plan.	212,480	-	-	-	-	-	-	-	212,480
Improvements to Kitwood Avenue Recreation Ground Dordon	Carry out improvements to the Recreation Ground in accordance with the approved management plan.	36,680	-	-	-	-	-	-	-	36,680
Improvements to Long Street Recreation Ground, Dordon	Carry out comprehensive refurbishment / development of the recreation ground in accordance with the approved management plan.	170,390	-	-	-	-	-	-	-	170,390
Baddesley Ensor Environmental Improvements	Carry out environmental improvements at the Parish Council's recreation ground	38,320	-	-	-	-	-	-	-	38,320
Customer Relationship Management 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
Improvements to Brefts Hall Recreation Ground, Anslay Common	Carry out improvements in accordance with the management plan that is currently being developed, including second phase of play provision.	30,000	-	-	-	-	-	-	-	30,000
Easylane replacement at Atherstone Leisure Centre	Planned replacement of the Easylane equipment at Atherstone Leisure Centre. This replacement will take place once the fund has built up sufficient funding for the work to take place.	-	-	10,000	-	-	10,000	10,000	-	20,000
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.	10,000	-	-	-	-	-	-	-	10,000
Schemes for inclusion : GF		1,057,870	-	10,000	-	-	10,000	10,000	10,000	1,077,870

10 Year Summary										
HRA		2,528,950	3,187,370	3,892,030	31,565,810	41,174,160				
HRA -For Inclusion		180,000	-	-	-	180,000				
HRA: New Build		1,026,760	1,026,760	-	-	2,053,520				
General Fund		2,102,940	1,957,840	1,265,750	6,915,440	12,241,970				
General Fund : For Inclusion		1,057,870	-	10,000	10,000	1,077,870				
Total		6,896,520	6,171,970	5,167,780	38,491,250	56,727,520				

SCHEMES NOT IN THE DRAFT CAPITAL PROGRAMME

APPENDIX C

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17- 2022/23 Year 4-10	Grand Total	Essential?
Geographical Information System (GIS)	Upgrade to the GIS capacity of the Council	-	10,000	-	-	10,000	Non Essential
Replacement Financial Management System (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 meets user needs	-	-	70,000	70,000	140,000	Non Essential
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. 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 meets user needs	-	-	70,000	70,000	140,000	Non Essential
Replacement Housing/Rents Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To replace the hardware that the EDRMS runs on and to update licences	-	15,000	-	-	15,000	Non Essential
Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on	-	10,000	-	-	10,000	Non essential
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	Non Essential
Arley Sports Centre - replace hard standing/car park areas	To resurface the car parking area at the sports hall	100,000	-	-	-	100,000	Non Essential
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. 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.	-	-	1,000,000	-	1,000,000	Non Essential
Arley Sports Centre - Cladding and Roofing	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 bookings being taken.	-	-	600,000	-	600,000	Non Essential
Memorial Hall-Refurbishment & Improvement		2,500,000	-	-	-	2,500,000	Essential

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17- 2022/23 Year 4-10	Grand Total	Essential?
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	Non Essential
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	Non Essential
The Depot-Refurbishment	This is a basic refurbishment of the office areas.	-	500,000	-	-	500,000	Non Essential
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	Non Essential
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	Non Essential
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	Non Essential
Innage Park - Phase 1 - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	750,000	-	-	-	750,000	Non Essential
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	Non Essential
Innage Park Phase 2 - replace roof cladding	The roof cladding with 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	Non Essential
Innage Park Phase 2 -Improvements & Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	120,000	-	-	-	120,000	Non Essential
The Pavilions - Internal Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	-	35,000	-	-	35,000	Non Essential
Polesworth Workspace Units - Refurbishment	To carry out a refurbishment to meet the needs of the tenants as the units are ageing and will struggle to be let if some improvements are not made.	-	-	-	100,000	100,000	Non Essential
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	Non Essential
Polesworth Sports Hall - Roofing and Cladding	The external appearance of the sports hall will become dated and untidy and eventually the cladding may fall into disrepair and cause structural damage.	-	-	-	50,000	50,000	Non Essential

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17- 2022/23 Year 4-10	Grand Total	Essential?
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.	-	-	-	80,000	80,000	Non Essential
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	-	-	-	20,000	Non Essential
Litter Bins	Replace the older, smaller litter bins in the Borough. This is in addition to the revenue funding.	33,500	33,500	33,500	33,500	134,000	Non Essential
Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	190,000	190,000	190,000	-	570,000	Non Essential
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	Non Essential
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	Non Essential
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	Non Essential
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	Non Essential
Refurbishment of sports pavilion at Abbey Green Park, Polesworth in conjunction with improvements to the Park.	Provision of a refurbished community / changing facilities. The facility is currently closed and out of use following repeated incidents of vandalism. Options for a partnership arrangement with local sports clubs are being explored.	100,000	-	-	-	100,000	Non Essential
Green Space Improvements	Will enable improvements to the infrastructure of 11 green spaces across the Borough, including fencing, footpaths, drainage, bins, new planting.	-	-	35,000	70,000	105,000	Non Essential
Play Area Development	Renewal of children's play facilities and provision of teen facilities at four sites in Grendon, Atherstone (2) and Coleshill.	-	145,000	-	-	145,000	Non Essential
Improvements to Arley Recreation Ground	Carry out improvements to the infrastructure at Old Arley Recreation Ground in accordance with the site management plan.	-	80,000	-	-	80,000	Non Essential

Name of the Scheme	Basic Details of the Scheme	2013/14 Year 1	2014/15 Year 2	2015/16 Year 3	2016/17- 2022/23 Year 4-10	Grand Total	Essential?
Playing Pitch Development	Facilitate improvements to playing pitches, including drainage, in accordance with the priorities set out in the adopted North Warwickshire Playing Pitch Strategy	-	-	75,000	505,000	580,000	Non Essential
Improvements to Abbey Green Park Polesworth - (unfunded section of development)	Carry out comprehensive refurbishment / development of Abbey Green Park in accordance with the approved management plan.	40,000	-	-	-	40,000	Non Essential
Improvements to Cole End Park Cofeshill	Carry out improvements to the infrastructure of Cole End Park in accordance with the management plan.	30,000	-	-	-	30,000	Non Essential
Replace the MUGA at Arley Sports Centre	To replace the existing MUGA (multi use games area) at Arley Sports Centre	-	40,000	-	-	40,000	Non Essential
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 £3.918m of which £0.1m is included in 2012/13 for the up front cost of design.	-	3,808,000	-	-	3,808,000	To be funded from external sources and/or land sales
Improvements to Hurley Daw Mill Sports Ground	Carry out refurbishment of fencing and the car park, improvements to existing pitches, establishment of a new grass pitch and an all weather pitch in accordance with the management plan	172,190	-	-	-	172,190	Non Essential
Improvements to Long Street Recreation Ground, Dordon - (unfunded section of development)	Carry out comprehensive refurbishment / development of the recreation ground in accordance with the approved management plan	84,370	-	-	-	84,370	Non Essential
TOTAL		4,920,060	5,181,500	2,058,500	1,283,500	13,443,560	

Capital Financing Requirement

	HRA (£)	GF (£)	GF Prudential Borrowing (£)	Grand Total
Fixed Assets	101,802,649	18,766,090		120,568,739
Revaluation Reserve	(1,419,208)	(3,921,193)		(5,340,401)
Capital Adjustment Account	(40,875,609)	(3,948,895)		(44,824,504)
Prudential Borrowing			560,523	560,523
Repayment of prudential borrowing			(119,639)	(119,639)
MRP		-		
Actual CFR as at 31-3-12	59,507,833	10,896,002	440,884	70,844,718
Repayment of prudential borrowing			(127,966)	(127,966)
Repayment of HRA borrowing	(750,000)			(750,000)
MRP		(123,796)		(123,796)
Estimated CFR as at 31-3-13	58,757,833	10,772,206	312,918	69,842,956
Repayment of HRA borrowing	(1,250,000)			(1,250,000)
Repayment of prudential borrowing			(125,983)	(125,983)
New prudential borrowing			1,055,182	1,055,182
MRP		(118,844)		(118,844)
Estimated CFR as at 31-3-14	57,507,833	10,653,362	1,242,116	69,403,311
Repayment of HRA borrowing	(1,250,000)			(1,250,000)
Repayment of prudential borrowing			(219,978)	(219,978)
New prudential borrowing			702,797	702,797
MRP		(114,090)		(114,090)
Estimated CFR as at 31-3-15	56,257,833	10,539,272	1,724,935	68,522,039
Repayment of HRA borrowing	(1,300,000)			(1,300,000)
Repayment of prudential borrowing			(198,667)	(198,667)
New prudential borrowing			303,194	303,194
MRP		(109,527)		(109,527)
Estimated CFR as at 31-3-16	54,957,833	10,429,745	1,829,462	67,217,040

Capital Financing Costs Indicator

	Actual 2011/12 £000	Revised 2012/13 £000	Original 2013/14 £000	Forecast 2014/15 £000	Forecast 2015/16 £000
General Fund					
External Interest Costs	4	5	10	10	10
Investment Income	-130	-110	-150	-160	-200
Repayment of borrowing	131	138	148	196	258
MRP	-	124	119	114	110
Total	5	157	127	160	178
Council Tax	4,425	4,546	4,043	4,174	4,256
Council Tax - Special Grant	112	224	0	0	0
Other Grants	0	0	18	0	0
RSG/NDR	4,327	3,735	4,105	3,584	3,304
Net Revenue Stream	8,864	8,505	8,166	7,758	7,560
Ratio	0.06%	1.85%	1.56%	2.06%	2.35%
HRA					
Premium/Discount	64	29	29	-	-
Interest and Investment Income	-10	-23	-43	-50	-77
External Interest Costs	-	1,643	1,640	1,633	1,623
Repayment of borrowing	-	750	1,250	1,250	1,300
Total	54	1,649	1,626	1,583	1,546
Net Revenue Stream	10,226	10,980	11,513	12,120	12,743
Ratio	0.53%	15.01%	14.12%	13.06%	12.13%

Summary Of Prudential Indicators

1) Capital Expenditure Indicators

	Actual 2011/12 £0	Revised 2012/13 £0	Original 2013/14 £0	Forecast 2014/15 £0	Forecast 2015/16 £0
Housing Revenue Account	1,712,169	2,869,790	2,708,950	3,187,370	3,892,030
Housing Revenue Account : New Build	-	-	1,026,760	1,026,760	-
General Fund	971,787	3,181,140	3,160,810	1,957,840	1,275,750
Total	2,683,956	6,050,930	6,896,520	6,171,970	5,167,780

2) Capital Financing Indicators

	Actual 2011/12 £0	Revised 2012/13 £0	Original 2013/14 £0	Forecast 2014/15 £0	Forecast 2015/16 £0
Housing Revenue Account	59,507,833	58,757,833	57,507,833	56,257,833	54,957,833
General Fund	11,336,885	11,085,123	11,895,478	12,264,207	12,259,207
Total	70,844,718	69,842,956	69,403,311	68,522,039	67,217,040

3) Capital Financing Cost Indicators

	Actual 2011/12	Revised 2012/13	Original 2013/14	Forecast 2014/15	Forecast 2015/16
Housing Revenue Account	0.53%	15.01%	14.12%	13.06%	12.13%
General Fund	0.06%	1.85%	1.56%	2.06%	2.35%

4) Incremental Impact Indicators

General Fund	Original 2012/13 £	Forecast 2013/14 £	Forecast 2014/15 £	Forecast 2015/16 £
Council Tax at Band D	1.19	1.14	8.24	5.77
Council Tax at Band D - aggregate	1.19	2.33	10.57	16.34

Housing Revenue Account	Original 2012/13 £	Forecast 2013/14 £	Forecast 2014/15 £	Forecast 2015/16 £
Average Weekly Rent	-	-	-	-
Average Weekly Rent - aggregate	-	-	-	-

Treasury Indicators

Treasury Indicator	2012/13	2013/14	2014/15	2015/16	2016/17
	£000	£000	£000	£000	£000
Authorised Limit for External Debt	85,322	85,871	86,212	86,560	86,561
Operational Boundary	69,843	69,388	68,512	67,235	65,499
Upper Limit for Fixed Interest Rate Exposure	66,000	66,000	66,000	66,000	66,000
Upper Limit for Variable Rate Exposure	31,000	31,000	31,000	31,000	31,000
Upper Limit for Total Principal Sums Invested for over 364 days (per maturity date)	50%	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

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

**General Fund Fees and Charges
2013/14**

1 Summary

- 1.1 The report covers the fees and charges for 2012/13 and the proposed fees and charges for 2013/14.

Recommendation to the Board

That the schedule of fees and charges for 2013/14, set out in the report be accepted.

2 Consultation

- 2.1 The Chairperson, Vice-chairperson and Opposition Spokesperson for the Executive Board have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.

3 Introduction

- 3.1 Attached for the Board's consideration at Appendix A are details of present and proposed fees and charges for the financial year 2013/14. Prices have been increased by 3% in line with the budget strategy for 2013/17 as agreed by this Board in September 2012. The amounts shown have already been included in the revenue estimates for 2013/14.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 Implementation of the attached schedule of fees and charges will contribute to the achievement of income targets, which are contained within the Deputy Chief Executives' report on the General Fund estimates 2013/14, presented elsewhere within the agenda for this meeting.

4.2 Risk Management

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

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

NORTH WARWICKSHIRE BOROUGH COUNCIL
EXECUTIVE BOARD
FEES AND CHARGES FROM 1 APRIL 2013

	2012/13 CHARGE	2013/14 CHARGE	VAT RATING
	£	£	
NORTH WARWICKSHIRE LOCAL PLAN ADOPTED 2006			
Full document	38.80	40.00	Outside Scope
Text only (no folder)	16.70	17.20	"
Maps only (no folder)	25.00	25.80	"
Large maps	5.60	5.80	"
A3 / A4 maps	3.30	3.40	"

Documents will incur an additional postage charge.

OTHER DOCUMENTS

Urban housing capacity study	17.50	18.00	Outside Scope
Housing needs study 2003	18.70	19.30	"
Annual monitoring report	2.70	2.80	"
Local development scheme	2.80	2.90	"
Statement of community involvement (adopted version only)	5.90	6.10	"
Father Hudson's development brief	3.10	3.20	"
Holly Lane design brief	3.10	3.20	"
Britannia Works design brief	3.10	3.20	"
Strategic Housing Land Availability Assessment	18.70	19.30	"
Industrial market assessment	11.50	11.90	"
Labour market profile	2.70	2.80	"
Understanding employer needs in Coventry & Warwickshire	18.70	19.30	"
Warwickshire economic update	2.70	2.80	"
Industrial & commercial building study	5.00	5.20	"
Employment policy options and updated economic land availability requirements	5.00	5.20	"
Gypsy & traveller accommodation assessment	18.00	18.50	"
Housing market assessment	11.50	11.90	"
Renewable and low carbon feasibility study	18.00	18.50	"
Children and young peoples plan	5.00	5.20	"
Coventry, Solihull and Warwickshire Employment Land Study	18.00	18.50	"
Strategic flood risk assessment	11.50	11.90	"
Water cycle strategy	18.00	18.50	"
Sub-regional green infrastructure study	5.00	5.20	"

NORTH WARWICKSHIRE BOROUGH COUNCIL
EXECUTIVE BOARD
FEES AND CHARGES FROM 1 APRIL 2013

	2012/13 CHARGE	2013/14 CHARGE	VAT RATING
	£	£	
ADOPTED SUPPLEMENTARY PLANNING GUIDANCE			
Checklist for applicants submitting planning applications	2.25	2.30	Outside Scope
Guide for shop front design	2.25	2.30	"
Guide for the design of lighting schemes	1.20	1.20	"
Guide for the design of householder developments	2.25	2.30	"
Affordable Housing Supplementary Planning Document	3.05	3.10	"
CONSERVATION AREA DESIGNATION REPORTS			
Whole set	10.05	10.40	Outside Scope
Atherstone	1.50	1.60	"
Watling Street, Atherstone	0.80	0.80	"
Coleshill	1.10	1.10	"
Kingsbury	0.70	0.70	"
Mancetter	0.60	0.60	"
Newton Regis	1.00	1.00	"
Polesworth	1.10	1.10	"
Water Orton	1.10	1.10	"
CORE STRATEGY CONSULTATION DOCUMENTS			
Core strategy	5.00	5.20	Outside Scope
Environmental Impact assessment	0.50	0.50	"
Rural proofing statement	0.50	0.50	"
Habitat Regulations Assessment	1.00	1.00	"
Sustainability Assessment (non-technical summary)	1.50	1.60	"
Full Sustainability Assessment report	11.50	11.90	"
Postal charges (for core strategy consultation documents only)			
Full Sustainability Assessment report	2.40	2.50	Outside Scope
Other documents (per document)	0.80	0.80	"
All documents	4.00	4.10	"
All smaller documents	1.90	2.00	"
Any other documents- price on request			
CD ROM	1.50	1.60	"
CD ROM with postage	2.00	2.10	"

Agenda Item No 12

Executive Board

12 February 2013

Report of the
Deputy Chief Executive

General Fund Revenue Estimates
2013/14

1 Summary

- 1.1 This report covers the revised budget for 2012/13 and an estimate of expenditure for 2013/14, together with forward commitments for 2014/15, 2015/16 and 2016/17.

Recommendation to the Board

- a To accept the revised budget for 2012/13; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2013/14, as submitted, for their inclusion in the overall budget considered in a later agenda item.**

2 Consultation

- 2.1 The Chair, Vice-chair and Opposition Spokesperson for the Executive Board have been sent an advanced copy of this report for comment. Any comments received will be reported verbally to the Board.

3 Introduction

- 3.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2013/14 and this, together with a revised budget for 2012/13, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2011/12 are shown.

...

- 3.2 At its meeting in September 2012, the Executive Board agreed the budget strategy for 2013-2017 which required savings of £1.5 million over a four year period. This required budget savings of £532,000 in 2013/14 with additional savings of £410,000, £300,000 and £250,000 in 2014/15, 2015/16 and 2016/17 respectively. No provision for growth was built into the strategy.

- 3.3 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. None were identified for this board.

- 3.4 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 2% pay award for 2013/14 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2015/16, at which point the rate will remain constant
- A general provision for inflation of 3% in 2013/14 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 3% has only been given in alternate years within supplies and service budgets, in order to encourage efficiencies in procurement.

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

	Approved Budget 2012/13 £	Revised Budget 2012/13 £	Original Budget 2013/14 £
Employee Costs	227,980	298,290	299,520
Supplies and Services	124,810	142,740	151,120
Transport	0	5,080	4,080
Earmarked Reserves	(68,980)	(91,140)	(113,980)
Gross Expenditure	283,810	354,970	340,740
Income	(4,790)	(20,750)	(9,490)
Net Controllable Expenditure	279,020	334,220	331,250
Departmental Support	132,060	161,670	159,160
Central Support	92,630	113,210	117,450
Capital Charges	0	12,550	11,210
Net Expenditure	503,710	621,650	619,070

4 Capital Charges

4.1 The capital charges within this Board relate to depreciation charges of the Branching Out Bus and computer hardware at Community Hubs.

5 Comments on the 2012/13 Revised Budget

5.1 The revised budget for 2012/13 is estimated to be £621,650; an increase of £117,940 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have increased by £70,310 as a result of the following

	£
Extension of Financial Inclusion posts recharged to the Outreach and Access to Services budget	34,660
Other increases arising from changes to salary allocations	20,690
Transfer of budget provision for the Branching Out Bus driver from Resources Board	15,160
TOTAL	70,510

5.3 **Supplies and Services** expenditure has increased by £17,930. The main variations are shown below:

	£
Increase in hardware budgets to equip new hubs (funded from earmarked reserves)	15,000
Payment of grant to Coventry and Warwickshire Co operative Development Agency (funded from earmarked reserves)	13,290
Transfer of budget provision for the Branching Out Bus from Resources Board	5,530
Increase in North Talk printing budgets (funded from advertising income)	1,740
Transfer of budget for Mosaic software maintenance to the Customer Contract budget in Resources Board	(5,670)
Reduction in professional fees budget within the North Warwickshire Local Development Framework budget, this is fully funded from a reserve so there is a corresponding decrease in use of reserves (see below)	(12,910)
TOTAL	16,980

5.4 The increase in **Transport** budgets is the transfer of vehicle costs relating to the Branching Out Bus.

5.5 The increase in the use of **Earmarked Reserves** is made up largely of the following;

	£
Reduced use of the LDF reserve to fund expenditure	12,910
Additional income for Community Strategy work moved to reserves, for future use	6,400
Reduction in use of reserve to fund Branching Out Bus following a contribution to current year costs from Housing	6,250
Use of reserves for Mosaic maintenance removed	5,670
Reduction in the use of reserves required to cover North Talk printing	1,090
Reserves used to pay grant to Coventry and Warwickshire Co operative Development Agency	(13,290)
Reserves used to fund the increase in hardware at the Community Hubs	(15,000)
Transfer of reserve to fund Branching Out Bus costs (staffing and vehicle)	(26,910)
TOTAL	(22,880)

5.6 The increase in **income** relates to a contribution of £6,250 from the Homeless Persons budget towards the Branching Out Bus running costs, additional income of £6,400 within Community Strategy and £2,700 of income from the sale of advertising space within North Talk.

5.7 **Departmental and central support** charges have increased by £49,590. There have been a number of changes made to allocations with increases to both Community and Strategy and Emergency Planning. In addition there are now recharges of £19,880 from Information Services to cover the support of IT

equipment at the hubs and increased recharges from Revenues and Benefits, reflecting the extension of the Financial Inclusion posts.

6 Comments on the 2013/14 Estimates

6.1 The total estimated net expenditure for 2013/14 is £619,070; an increase of £115,360 on the 2012/13 approved budget and a decrease of £2,580 on the revised 2012/13 budget.

6.2 **Employee Expenditure** has increased by £1,230 compared to the 2012/2013 revised budget. The main variations are shown below:

	£
Full year of Branching out Bus driver (only a part year was included in 2012/2013)	4,680
Pay award applied to recharged salaries	3,750
Termination of temporary Financial Inclusion officer posts part way through the year	(7,470)
TOTAL	960

6.3 **Supplies and Services** expenditure has increased by £8,380. The main variations are shown below:

	£
Increase in professional fees budget within the North Warwickshire Local Development Framework budget, this is fully funded from a reserve so there is a corresponding decrease in use of reserves (see below)	65,590
Decrease in Branching Out Bus budgets down to the core elements	(4,880)
Take out one-off grant to Coventry and Warwickshire Co operative Development Agency	(13,690)
The one off increase in additional hardware budgets has been removed	(15,450)
Core funding is now being used to fund BOB driver and vehicle costs, in place of funding from reserves.	(23,960)
TOTAL	7,710

6.4 The use of **Earmarked Reserves** has increased because of the following reasons;

	£
Use of reserve to fund additional Branching Out Bus costs no longer required	19,090
Take out the use of reserves for Community Hubs hardware	15,450
Take out use of fund to cover grant to CWCDA	13,690
Reduction in reserves required to fund North Talk printing	1,090
The transfer of additional Community Strategy income was for one year only	(6,400)
Increase in use of fund to cover LDF expenditure	(65,590)
TOTAL	(22,670)

6.5 There has been a decrease in **income** of £11,260. The reasons for this are the removal of one-off contributions and income in 2012/13. However, there has been an increase of £1,330 for additional sale of advertising space in North Talk.

6.6 **Departmental and central support** recharges have increased to reflect the pay award in 2013/14.

7 **Growth Items**

7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2012 by this Board. There are no growth items relating to the services covered by this report.

8 **Income**

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

9 **Risks to Services**

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

	Likelihood	Potential impact on Budget
Emergency Planning budget of £15,490 may be insufficient to cover the costs of any major local emergency.	Low	High

10 **Future Year Forecasts**

10.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2013/14. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2014/15 £	Forecast Budget 2015/16 £	Forecast Budget 2016/17 £
Employee Costs	242,550	244,300	250,320
Supplies and Services	65,350	67,230	67,970
Transport	4,250	4,430	4,510
Earmarked Reserves	(7,630)	(7,970)	(7,970)
Gross Expenditure	304,520	307,990	314,830
Income	(9,780)	(10,070)	(10,380)
Net Controllable Expenditure	294,740	297,920	304,450
Departmental Support	150,200	151,810	154,950
Central Support	117,790	119,450	122,620
Capital Charges	11,010	4,110	4,110

Net Expenditure	573,740	573,290	586,130
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- 10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2014/15 to 2016/17, increases in contracts of 3% and general increases in supplies and services of 3% in 2015/16. In total, net expenditure is expected to decrease by 7.3% in 2014/15 due to the end of the temporary posts of Financial Inclusion and Partnership officer and the BOB Support officer, by 0.1% in 2015/16 following the removal of the capital charges for the BOB Bus and increase by 2.2% in 2016/17.
- 10.3 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.

11 Report Implications

11.1 Finance and Value for Money Implications

11.1.1 As detailed in the body of the report.

11.2 Environment and Sustainability Implications

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

11.3 Risk Management Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

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

Code	Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
2000	Housing Strategic Service Review	(124)	1,040	1,040	1,040
2001	Outreach and Access to Services	39,933	39,900	75,090	67,840
2002	Corporate Communications	53,310	55,820	58,970	60,330
2003	Community Strategy	62,417	35,620	42,010	42,350
2006	Communication Group	92	1,620	1,620	1,670
2007	Emergency Planning	2,236	15,490	15,490	15,490
2009	North Warwickshire Local Development Framework	107,666	129,530	140,000	142,530
5050	Support to Parishes	9,996	-	-	-
	Net Controllable Expenditure	275,526	279,020	334,220	331,250
	Departmental Support	143,190	132,060	161,670	159,160
	Central Support	90,035	92,630	113,210	117,450
	Capital Charges	-	-	12,550	11,210
	EXECUTIVE BOARD TOTALS	508,751	503,710	621,650	619,070

2000 - HOUSING STRATEGIC SERVICE REVIEW

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

DESCRIPTION	ACTUALS 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	(124)	1,040	1,040	1,040
NET CONTROLLABLE EXPENDITURE	(124)	1,040	1,040	1,040
Departmental Support	26,563	26,440	26,660	26,910
Central Support	5,837	5,890	5,970	5,930
NET EXPENDITURE	32,276	33,370	33,670	33,880

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 covers the costs of creating and maintaining the Community Hubs and the Branching out Bus (BOB).

DESCRIPTION	ACTUALS 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	29,933	14,900	64,720	61,970
Supplies and Services	2,848	25,000	59,770	1,790
Transport	-	-	5,080	4,080
Earmarked Reserves	17,152	-	(48,230)	-
GROSS EXPENDITURE	49,933	39,900	81,340	67,840
GROSS INCOME	(10,000)	-	(6,250)	-
NET CONTROLLABLE EXPENDITURE	39,933	39,900	75,090	67,840
Departmental Support	12,250	6,230	14,780	12,440
Central Support	1,493	1,170	23,870	24,600
Capital Charges	-	-	12,550	11,210
NET EXPENDITURE	53,676	47,300	126,290	116,090

Contributes to corporate priority :

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

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 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	42,080	48,100	51,050	52,170
Supplies and Services	24,161	25,530	21,600	22,250
Earmarked Reserves	(9,431)	(14,240)	(7,480)	(6,560)
GROSS EXPENDITURE	56,810	59,390	65,170	67,860
GROSS INCOME	(3,500)	(3,570)	(6,200)	(7,530)
NET CONTROLLABLE EXPENDITURE	53,310	55,820	58,970	60,330
Departmental Support	15,082	14,120	11,160	11,110
Central Support	5,463	5,570	5,490	5,640
NET EXPENDITURE	73,855	75,510	75,620	77,080

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 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	30,987	34,210	41,280	41,600
Supplies and Services	35,026	2,430	2,430	2,500
Earmarked Reserves	3,195	-	6,400	-
GROSS EXPENDITURE	69,208	36,640	50,110	44,100
GROSS INCOME	(6,791)	(1,020)	(8,100)	(1,750)
NET CONTROLLABLE EXPENDITURE	62,417	35,620	42,010	42,350
Departmental Support	30,938	29,960	48,560	48,510
Central Support	48,046	50,120	47,590	50,640
NET EXPENDITURE	141,401	115,700	138,160	141,500

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 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	(1)	-	-	-
Supplies and Services	93	1,620	1,620	1,670
NET CONTROLLABLE EXPENDITURE	92	1,620	1,620	1,670
Central Support	270	280	240	150
NET EXPENDITURE	362	1,900	1,860	1,820

Contributes to corporate priority :

- 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 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	1,457	-	-	-
Supplies and Services	779	15,490	15,490	15,490
NET CONTROLLABLE EXPENDITURE	2,236	15,490	15,490	15,490
Departmental Support	11,715	11,510	26,830	26,870
Central Support	7,812	7,980	9,980	10,050
NET EXPENDITURE	21,763	34,980	52,300	52,410

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 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	120,894	129,730	140,200	142,740
Premises Related Expenditure	129	-	-	-
Supplies and Services	22,121	54,740	41,830	107,420
Earmarked Reserves	(13,793)	(54,740)	(41,830)	(107,420)
GROSS EXPENDITURE	129,351	129,730	140,200	142,740
GROSS INCOME	(21,685)	(200)	(200)	(210)
NET CONTROLLABLE EXPENDITURE	107,666	129,530	140,000	142,530
Departmental Support	46,080	43,240	33,090	32,740
Central Support	20,423	20,930	19,370	19,820
NET EXPENDITURE	174,169	193,700	192,460	195,090

Contributes to corporate priorities :

- 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 2011/2012	APPROVED BUDGET 2012/2013	REVISED BUDGET 2012/2013	ORIGINAL BUDGET 2013/2014
Employee Expenditure	(4)	-	-	-
Miscellaneous Expenditure	10,000	-	-	-
NET CONTROLLABLE EXPENDITURE	9,996	-	-	-
Departmental Support	562	560	590	580
Central Support	691	690	700	620
NET EXPENDITURE	11,249	1,250	1,290	1,200

Contributes to corporate priorities :

- 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

Agenda Item No 13

Executive Board

12 February 2013

**Report of the
Deputy Chief Executive**

**General Fund Revenue Estimates
2013/14 and Setting the Council
Tax 2013/14**

1 Summary

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2013/14, and the options available when setting the 2013/14 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 approves the savings of £902,600 shown in Appendix G;**
- b That the Executive Board approves the revised estimate for the year 2012/13 and the revenue estimates for 2013/14;**
- c That the Executive Board identifies the preferred Council Tax option for 2013/14;**
- d That the Executive Board notes the Deputy Chief Executive's comments on the minimum acceptable level of general reserves;**
- e That the manpower estimates for the year 2013/14 are approved; and**
- f That a Council Tax resolution be prepared for consideration by the Council, using the recommendations agreed by this Board.**

2 The Council's Budget Requirement

- 2.1 All Service Boards have now considered their individual budget requirements for 2013/14, and these are shown in Appendices A – E, along with the revised requirements for 2012/13.
- 2.2 Board requirements are summarised in the table below, together with other items, such as investment interest and contingencies.

	2012/13 Approved Estimate £	2012/13 Revised Estimate £	2013/14 Original Estimate £
Board Summary	9,774,310	9,709,030	9,338,160
Contingencies	87,250	23,000	22,240
Financing Adjustment	(872,280)	(1,120,340)	(744,490)
Investment Interest Income	(150,000)	(110,000)	(150,000)
Revenue Cont. to Capital Expend	119,000	119,000	119,000
Board Summary	8,958,280	8,620,690	8,584,910

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

3 The Council's 2012/13 Estimated Out-turn

- 3.1 The Council's revised net expenditure requirement for 2012/13 amounts to £8,620,690, which is £337,590 less than the approved estimate. The major changes in expenditure are set out below.
- 3.2 There has been a significant reduction in employee costs. The main reasons for this relate to vacant posts for part of the year, a reduction in superannuation resulting from staffing changes, the deletion of posts, and a reduction in recruitment activity, partially offset by the use of agency staffing.
- (£160,780)
- 3.3 There has been an increase in the recovery of housing benefit overpayments and a small reduction in the net cost of benefits.
- (£30,300)
- 3.4 There has been a reduction in the interest paid by the HRA under the item 8 calculations based on the levels of anticipated debt, excluding the buy out of the housing subsidy debt. This is partially offset by a reduction in the level of Minimum Revenue Provision required in the year.
- £27,850

3.5 There has been an increase in income in a number of areas including an increase in higher value planning applications, higher occupancy of industrial units, additional income on Community Strategy, income from advertising in North Talk, additional unexpected income from Warwickshire County Council for Telecare services, export health certificates and the New Homes Bonus. These have been partially offset by a reduction in Cesspool Emptying, Trade Refuse, Land Charges and Licensing income.

(£220,280)

3.6 The Council's cashflow has not generated the expected returns due to reductions in interest rates, therefore investment income is lower than expected.

£40,000

4 The Council's 2013/14 Expenditure Requirement

4.1 The Council's net expenditure requirement for 2013/14 amounts to £8,584,910, which is £373,370 less than the approved estimate for 2012/13 and £35,780 less than the revised estimate. The main variations between the 2013/14 original budget and the 2012/13 revised budget are set out below.

4.2 Provision has been made for those posts that were vacant in 2012/13, a pay award of 2%, an increase of 1% in the superannuation rate and the payment of annual increments. These increases have been partially offset by savings from deleted posts, and a reduction in some agency budgets.

£126,780

4.3 There has been a net increase in the costs of Rent Rebates and Rent Allowances after taking the changes in the subsidy received, administration grant and benefit overpayments into account. The Council Tax benefits budget has been removed in line with changes in how Council Tax Benefits are administered, along with the budget for Discretionary Rate Relief

£78,420

4.4 There have been further reductions in staff car and travel budgets partially offset by the reinstatement of the lease costs for the replacement refuse vehicles delayed from 2012/13.

(£28,530)

4.5 A reduction has been made in the Building Maintenance Fund and there are reductions on the NDR budgets at industrial unit budgets due to lower vacancy levels. These have been partially offset by inflationary increases on utilities, NDR and property maintenance contracts.

(£25,200)

4.6 Savings identified as part of the saving process in supplies and services, partially offset by an inflationary increase on the remaining budgets.

(£101,740)

4.7 The cashflow benefits available to the authority are expected to increase, so investment income has been increased to reflect this. A proportion of this increase will transfer to the HRA to reflect the increasing balances it expects to hold. A small increase has been allowed for external interest payments.
(£15,000)

4.8 Planning fee income has been taken back to a 'base' level and the grant for homelessness is now shown as part of the general grant we receive. However both of these reductions have been more than offset by additional New Homes Bonus and inflationary increases on other service income.
(£77,000)

5 Summary of the Finance Settlement

5.1 The proposed finance settlement for the Council was set out in detail at the meeting of 17 January 2013, with a summary given below.

	Actual 2012/13 £'000	Proposed 2013/14 £'000	Decrease %
Formula Funding / Formula Grant	3,735	3,384	-9.4

5.2 This Council's funding for 2013-14 will reduce by £351,000 (9.4%). The Council's Medium Term Financial Strategy (MTFS) assumed a drop in external funding to £3,588,000 in 2013/14, so this is a further reduction of £204,000 from the figure in the MTFS.

5.3 The Government have continued a floor damping mechanism to limit the amount of grant a Council may lose. In our case the limit was set at 9.4%. Without damping the Council would have lost a further £127,000 in funding.

5.4 The Council's loss of 9.4% places us in the 3rd highest of 4 bands of those Districts who have lost grant, thus it is apparent that North Warwickshire has had a worse settlement than most Districts.

5.5 The Government has issued figures comparing Authority's spending power in 2012/13 to that of 2013/14. This takes into account council tax receipts, council tax freeze grants, start up funding assessment and new homes bonus payable. This indicates that our spending power had reduced by 2.53% in 2013/14, compared with an average reduction of 1% for District Councils. Our reduction is the 26th largest amongst District Councils.

5.6 In addition to the formula funding of £3,384,000 shown above, the Council will receive a number of specific grants in 2013/14. These include Council Tax Support, Council Tax Freeze and Homelessness Prevention, which in total amount to £818,000. The Council's Start Up funding assessment therefore amounts to £4,202,000.

5.7 If changes to the National totals for 2014/15 for Business Rates and Revenue Support Grant are applied locally then there will be a further 12.75% cut. This

would take resources down to £3,666,000, a further £536,000 reduction in our funding.

- 5.8 Our business rate assessment for 2013/14 suggests that we will collect slightly more business rates than was included within the government target. This would result in an additional £15,000 income, and this has been included in the estimates.
- 5.9 Finance settlements for the following two years are not yet known. The estimate currently used in our financial strategy is the assumed national % reductions in grant funding of 7.8% for 2015/16 and 7% for 2016/17.
- 5.10 The budget strategy assumed a 2.5% increase in Council Tax in 2013/14, with further 2.5% increases in subsequent years (these were below anticipated increases in the Retail Price Index). The assumed increase has been revised down to 2% per annum, following the Secretary of State's confirmation that rises of more than 2% will require a local referendum.

6 **Budget Savings**

- 6.1 In September, this Board agreed that savings of £1.5 million would need to be identified over 2013/14 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 £902,600 are summarised in Appendix G, and have been incorporated into the 2013/14 estimates.

...

- 6.2 Assuming no growth and the 2% Council Tax increase assumed in these figures, the Council will need to save a further £410,000 in 2014/15, £500,000 in 2015/16 and £300,000 in 2016/17. This is an increase of £250,000 on the savings previously included within the Medium Term Financial Strategy. However, without the additional savings found in 2013/14, the requirement to find further savings over the medium term would have been significantly higher, given the reduction in external funding.
- 6.3 If additional growth or a Council Tax increase between 0 - 2% is approved, this will require a further increase the savings target over those three years.
- 6.4 Even with these savings, the Council will still be drawing £568,950 from balances in 2016/17, indicating that further savings will be required beyond 2017/18.

- 6.5 As savings are increasingly difficult to find, some early consideration was given to possible areas where the savings for 2013/14 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 2012.

8 Performance Against the Budget Strategy

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

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Use of Balances	446	530	497	187
Level of Balances 31 March	2,697	2,167	1,670	1,483

- 8.2 Each Board has projected its expenditure requirements up to and including 2016/17, 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:

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
Use of Balances	419	612	649	569
Level of Balances 31 March	3,663	3,051	2,402	1,833

- 8.3 This predicted use of balances is based on no growth and a 2% increase in Council Tax for 2013/14, with increases of 2% for 2014/15, 2015/16 and 2016/17. The anticipated General Fund balance at 1 April 2013 is £4,082,000, which is higher than expected in the Budget Strategy. The level of balances at the end of each following year remains higher than assumed in the strategy, however the use of balances in 2015/16 and particularly in 2016/17 is much higher than previously expected.

- 8.4 In addition, 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.

- 8.5 However, there is also the possibility that we could collect more business rates than currently anticipated. With the new scheme we would retain a proportion of any additional rates collected. Similarly we have made assumptions about the level of take up of Council Tax Support. If this is lower than expected, there will be a financial benefit to the Council.

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. 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 2012/13 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix H.

Earmarked Reserves	Expected Balance 31 March 2013 £000
Capital	1,668
Revenue	2,984
Total	4,652

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.
- There is still uncertainty over grant settlements after 2013/14 and there is a risk that the assumptions made on external funding could prove incorrect. The implementation of Business Rates Retention increases the uncertainty over the external support that may be received for 2013/14 onwards.
- The Council opted to cut Council Tax 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 implementation of Council Tax Support is a risk, as increased take up of the discount, or poorer collection of council tax, would also affect the Council's funding.

An overall risk assessment for 2013/14 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 £1.2 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.
- 10.4 The risk analysis has included a new risk around the collection of business rates. There is the potential for the Council to benefit from any additional rates collected, but there is also the risk that if rating income falls, there will be a direct impact on the Council's finances.
- 10.5 However, if a general reserve of £1.2 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.
- 10.6 Although not all risks are likely to occur in 2013/14, 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 2013/14, 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 position on the Collection Fund and has anticipated that there will be a break-even position on the Fund. All major precepting authorities have been notified of this.
- 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 2013/14 at 2012/13 levels. This support would be for two years only and would cover the cost of a 1% increase in Council Tax, amounting to £45,000 in each year for North Warwickshire. This would leave the Council with an increased call on

balances of around £34,350 in both 2013/14 and 2014/15, with the additional call on balances around £79,350 from 2015/16 onwards.

- 11.3 The Council would have to cover the ongoing shortfall of that level of Council Tax income lost as a result of the freeze in 2013/14, by increasing its savings target. The alternative of increasing Council Tax in 2014/15 is unlikely to be an option, given the current rules around tax increases and the need for local referendums.
- 11.4 The Authority used an increase of 2.5% when it was updating its financial strategy in September. An increase of 2% has been used in compiling the figures in this report.
- 11.5 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.

- 11.6 The latest figures at December 2012 for each of these indices is as follows:

- CPI 2.7%
- RPI-X 3.0%
- RPI 3.1%

- 11.7 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 £39,640, and would mean an additional £2.07 increase in Council Tax rates per annum.

- ... 11.8 A range of Council Tax increases is shown in Appendix K, together with the resulting impact on balances. These use the 2012/13 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 2012/13 £	Impact on Balances - CT £	Govt protection (Two years only) £	Total Impact on balances £
Base 2012/13	207.30	-	(79,354)	45,000	(34,354)
0.5	208.34	1.04	(59,468)	-	(59,468)
1.0	209.37	2.07	(39,773)	-	(39,773)
1.5	210.41	3.11	(19,886)	-	(19,886)
2.0	211.45	4.15	-	-	-
2.5	212.48	5.18	19,886	-	19,886

11.9 There is no impact on balances if a 2% increase is chosen, as this is what has been assumed in the figures within this report. If Members choose to freeze Council Tax at 2012/13 levels, there will be a reduced impact on balances in 2013/14 as the government will provide funding equivalent to a 1% increase. However there will be a reduction in balances in later years, as government support is for 2 years 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%, there will be an annual improvement of balances by the amounts shown in the table above.

11.10 The Government wants to ensure that Council Tax payers are protected against authorities that reject the offer of funding equivalent to a 1% 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 2%.

12 Council Tax Resolution

12.1 A Council Tax resolution will be prepared for consideration at the Council Meeting, using the recommendations agreed by this Board.

13 Manpower Estimate for the Year 2013/14

13.1 Within the Authority's revenue and capital estimates, allowances have been made for the required manpower provision. Appendix L sets out the manpower estimates for 2013/14, compared with 2012/13.

...

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 option in respect of Council Tax increases is 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 £1.2 million by the end of 2016/17, 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 £337,590 less than our approved budget, due to a zero pay award and 2012/13 savings found early.
- 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.
- The new Rates Retention scheme could impact on the Council's finances, either positively or negatively. The requirement to estimate local figures which were previously dealt with on a national basis means that there is limited trend information to assist with forecasting. In addition, clarification is still awaited on a few areas of the new scheme.

- 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

Background Paper No	Author	Nature of Background Paper	Date
Financial Strategy 2013/17	NWBC	Report to Executive Board	11 Sept 2012
Local Government Finance Settlement	NWBC	Report to Executive Board	17 Jan 2013

NORTH WARWICKSHIRE BOROUGH COUNCIL
COMMUNITY AND ENVIRONMENT BOARD
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
Polesworth Sport Centre	76,401	65,020	73,810	71,070
Arley Sports Centre	96,388	112,610	109,540	114,270
Coleshill Sport Centre	142,971	130,900	143,230	149,170
Atherstone Leisure Complex	212,816	237,630	227,720	221,910
Memorial Hall	68,736	76,300	71,730	73,820
Public Health (Commercial Pollution Control)	192,716	211,440	212,240	221,640
Public Health (Domestic Pollution Control)	48,789	55,580	55,490	56,500
Domestic Refuse Collection	936,672	966,130	986,100	888,020
Trade Refuse Collection	(30,207)	(24,460)	(24,070)	(27,230)
Cesspool Emptying	(79,046)	(76,530)	(72,590)	(75,880)
Recycling	386,300	368,280	398,320	364,390
Amenity Cleaning	676,814	718,900	663,410	664,470
Unadopted Roads	4,565	7,280	7,230	7,450
Flooding And Land Drainage	12,086	2,440	1,300	1,300
Street Furniture	2,054	2,350	1,920	1,900
Atherstone Market	4,113	3,840	3,780	3,890
Parks, Playing Fields and Open Spaces	398,057	380,590	417,210	445,840
Play Areas	135,530	132,320	132,950	101,680
Public Health (Control of Disease) Act 1984 Burials	(1,728)	70	3,340	70
Sustainable Communities	2,780	2,790	2,790	2,870
Consultation	519	7,340	7,340	7,340
Corporate Policy	18,474	19,460	19,460	20,210
Rural Regeneration	4,561	6,870	6,720	24,380
Landscape	8,615	8,810	8,640	8,900
Marketing and Market Research	7,961	8,270	8,270	8,500
Support to Voluntary Organisations	103,337	104,010	104,010	105,570
Young People and Intergeneration	36,722	40,620	32,470	39,830
Community Development Environment	27,442	28,820	28,940	29,540
Social Inclusion and Art	2,878	-	-	-
Social Inclusion and Sport	31,301	32,320	32,430	32,730
Community Development Health Improvement	14,696	16,860	18,280	16,590
Community Development Safer Communities	51,816	48,220	40,580	49,310
Activities 4 U	57	-	-	-
Allotments and Biodiversity	10,724	-	(130)	(330)
QE - Artificial Grass Pitch	(3,811)	(1,930)	(6,730)	(6,750)
Carlyon Road Skate Park	-	-	-	(480)
Sports Club Development Officer Programme	146	170	5,790	-
Local Nature Reserves	-	-	-	-
North Warwickshire LEADER - Baxterley Play Area	-	-	-	-
Net Controllable Expenditure	3,602,245	3,693,320	3,721,520	3,622,490
Departmental Support	546,566	565,840	500,520	509,020
Central Support	589,274	570,000	563,140	551,910
Capital	428,072	440,370	430,580	430,640
Net Expenditure	5,166,157	5,269,530	5,215,760	5,114,060

NORTH WARWICKSHIRE BOROUGH COUNCIL

PLANNING AND DEVELOPMENT BOARD

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
Planning Control	129,384	200,940	49,990	173,520
Building Control	86,918	58,570	58,570	60,330
Conservation and Built Heritage	24,827	32,720	34,840	35,370
Planning Delivery Grant	(3)	-	-	-
Local Land Charges	(28,501)	(30,000)	(27,200)	(28,770)
Street Naming and Numbering	3,861	5,060	5,060	5,310
Net Controllable Expenditure	216,486	267,290	121,260	245,760
Departmental Support	124,764	122,040	101,690	102,290
Planning Control	160,761	161,480	170,170	173,940
Building Control	16,385	16,510	15,260	15,590
Conservation and Built Heritage	5,521	5,650	5,660	5,720
Planning Delivery Grant	840	-	-	-
Local Land Charges	13,738	14,020	8,620	8,680
Street Naming and Numbering	1,210	1,210	1,370	1,310
Central Support	198,455	198,870	201,080	205,240
Capital Charges	16,601	20,630	20,630	14,940
Planning and Development Board Total	556,306	608,830	444,660	568,230

NORTH WARWICKSHIRE BOROUGH COUNCIL

LICENSING COMMITTEE SUMMARY

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
Licensing Authority	(47,375)	(50,670)	(45,230)	(45,040)
Licences and Registration	(11,789)	(9,930)	(9,930)	(10,260)
Hackney Carriages	(23,299)	(23,070)	(20,230)	(20,310)
Gambling Act Authority	(12,105)	(12,390)	(12,390)	(12,390)
Net Controllable Expenditure	(94,568)	(96,060)	(87,780)	(88,000)
Departmental Support	41,384	41,460	42,120	42,390
Central Support	54,328	54,660	53,570	56,800
Capital Charges	0	0	0	0
LICENSING COMMITTEE TOTALS	1,144	60	7,910	11,190

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

Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
Cost of Democratic Services	381,813	422,200	418,340	426,200
Election Expenses	46,053	5,070	4,940	5,080
Registration of Electors	13,290	15,730	15,600	16,060
Non Domestic Rates	(65,224)	(53,380)	(54,590)	(55,660)
Council Tax Collection	(49,921)	(10,740)	(41,600)	(42,010)
Investors in People	-	1,930	1,930	1,930
Finance Miscellaneous	(84,483)	(141,060)	(141,060)	(383,060)
Compensation and Pension Increases	141,343	144,370	147,080	150,020
Assisted Car Purchase	(272)	(130)	(130)	(130)
Electricity at Work	10,176	17,290	16,950	17,780
Efficiencies and Value for Money	-	2,340	2,340	2,340
Finance Unused Land	-	-	-	-
Corporate and Democratic Core	254	28,830	33,020	33,380
Unallocated Central Support Services	52,901	147,060	58,320	112,280
Coleshill Shops and Flats	(67,076)	(66,380)	(65,780)	(66,360)
The Arcade, Atherstone	3,156	3,010	4,630	5,480
The Pavilions, Holly Lane	(67,741)	(78,580)	(80,310)	(80,660)
Carlyon Road Industrial Estate	(102,852)	(98,570)	(98,690)	(99,180)
Innage Park Industrial Estate	(29,905)	(21,430)	(47,080)	(58,090)
Polesworth Workspace Units	(6,330)	(6,320)	(7,380)	(7,680)
The Bear and Ragged Staff	(13,071)	(13,040)	(12,980)	(12,970)
Homeless Persons	39,017	33,230	39,320	97,890
Public Conveniences	16,219	15,920	18,390	17,930
Customer Contact	15,700	19,100	19,090	19,790
Rent Allowances	(23,436)	65,410	50,170	68,270
Housing Benefit Administration and Rent Rebates	(38,567)	(40,520)	(48,630)	(12,820)
Concessionary Fares	26,053	22,220	20,500	22,800
Non Domestic Rates - Discretionary Relief	16,361	22,810	22,810	-
Council Tax Benefits/ Discount Support	(80,485)	(58,350)	(42,670)	23,670
Car Parks	43,706	50,210	35,870	37,360
Business Improvement District	(1)	-	-	-
Broadband Delivery UK	-	-	50,000	50,000
Animal Control	30,086	40,040	39,400	41,280
Abandoned Vehicles	935	1,700	1,990	2,050
Private Sector Housing Assistance	29,322	31,560	27,170	32,230
CCTV	(2,016)	690	3,780	1,240
Community Support	406,377	449,140	439,210	460,750
North Warwickshire LEADER Partnership	19,268	18,770	21,080	3,740
Branching Out Bus	25,020	150	-	-
Net Controllable Expenditure	685,670	970,280	851,030	830,930
Recharged to Services	(106,854)	(103,880)	(158,080)	(147,970)
Departmental Support	943,592	956,090	922,290	930,320
Central Support	1,416,685	1,426,100	1,327,320	1,313,970
Capital	208,753	474,680	723,840	439,910
RESOURCES BOARD (REMAINING) TOTAL	3,147,846	3,723,270	3,666,400	3,367,160

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

Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
Chief Executive	219,630	223,770	227,640	229,580
Deputy Chief Executive	4,305,378	4,421,000	4,223,590	4,382,410
Assistant Chief Executive and Solicitor to the Council	1,425,949	1,412,570	1,357,200	1,404,200
Assistant Chief Executive (Community Services)	1,306,416	1,292,720	1,306,030	1,318,090
Building Maintenance Fund	239,110	236,080	239,680	211,080
Council Offices	299,340	298,760	301,410	302,210
Central Telephones	37,325	37,140	37,630	37,670
Recruitment	17,997	25,410	21,890	22,380
Printing and Stationery	71,923	70,570	70,880	69,150
Training	53,140	87,550	2,520	90,310
Depot and Stores	69,377	68,530	70,090	69,620
Postal Services	98,642	69,200	72,860	69,980
Central Services	281,734	272,050	269,040	285,000
Information Services	805,041	805,200	811,210	821,730
Procurement	63,247	64,170	64,450	65,900
Staff Welfare	16,243	19,380	18,110	16,980
Transport Management Account	674,490	661,560	697,150	691,550
Net Controllable Expenditure	9,984,982	10,065,660	9,791,380	10,087,840
Recharged to Services	(12,740,264)	(12,884,750)	(12,417,290)	(12,563,920)
Departmental Support	18,430	17,100	18,030	14,740
Central Support	2,023,816	1,976,150	1,823,400	1,832,540
Capital Charges	713,036	825,840	784,480	628,800
	0	0	0	0

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

Description	Actual 2011/2012 £	Approved Budget 2012/2013 £	Revised Budget 2012/2013 £	Original Budget 2013/2014 £
Housing Strategic Service Review	(124)	1,040	1,040	1,040
Outreach and Access to Services	39,933	39,900	75,090	67,840
Corporate Communications	53,310	55,820	58,970	60,330
Community Strategy	62,417	35,620	42,010	42,350
Communication Group	92	1,620	1,620	1,670
Emergency Planning	2,236	15,490	15,490	15,490
North Warwickshire Local Development Framework	107,666	129,530	140,000	142,530
Support to Parishes	9,996	-	-	-
Net Controllable Expenditure	275,526	279,020	334,220	331,250
Departmental Support	143,190	132,060	161,670	159,160
Central Support	90,035	92,630	113,210	117,450
Capital Charges	-	-	12,550	11,210
EXECUTIVE BOARD TOTALS	508,751	503,710	621,650	619,070

SUMMARY OF REVENUE REQUIREMENTS

Revised 2012/2013 Gross Expenditure £	Revised 2012/2013 Gross Income £	Revised 2012/2013 Net Expenditure £		2013/2014 Gross Expenditure £	2013/2014 Gross Income £	2013/2014 Net Expenditure £
7,220,240	2,004,480	5,215,760	Community and Environment	7,114,710	2,014,850	5,099,860
942,760	498,100	444,660	Planning and Development	956,740	388,510	568,230
133,470	125,560	7,910	Licensing	137,960	126,770	11,190
24,600,810	21,181,760	3,419,050	Resources	19,468,980	16,429,170	3,039,810
642,400	20,750	621,650	Executive	628,560	9,490	619,070
11,003,210	11,003,210	0	Council Housing	11,556,440	11,556,440	0
23,000	0	23,000	Contingencies	22,240	0	22,240
0	110,000	-110,000	Interest on balances	0	150,000	-150,000
0	1,120,340	-1,120,340	Financing adjustment	0	744,490	-744,490
119,000	0	119,000	RCCO (Revenue Contribution to Capital Outlay)	119,000	0	119,000
0	0	0	Grant payments to Parish Councils (CTS)	112,240	0	112,240
44,684,890	36,064,200	8,620,690		40,116,870	31,419,720	8,697,150
0	115,820	-115,820	Use of balances	0	419,090	-419,090
44,684,890	36,180,020	8,504,870		40,116,870	31,838,810	8,278,060
0	0	0	Special items - Parish precepts	0	0	0
44,684,890	36,180,020	8,504,870		40,116,870	31,838,810	8,278,060
		-3,959,000	Revenue Support Grant / Business Rates			-4,217,000
		0	Council Tax Support Transitional Grant			-17,840
		-54,910	Surplus / Deficit on Collection Fund			0
		4,490,960				4,043,220

APPENDIX G

Board	Description	2013/14 £
C&E	Reduce the provision for the use of other specialist Contractors within the Parks, Playing Fields and Open Spaces budget	7,950
C&E	Reduction in provision for the Horticulture DSO	10,000
C&E	Reduce the Play Area budget for other contractors.	33,200
C&E	Implement a dual stream recycling collection service	17,000
C&E	The use of alternative tip arrangements will cause less wear and tear to refuse collection vehicles. Given this, extending the life of the refuse collection vehicles to 7 or 8 years is possible and should produce savings	20,000
C&E	The use of Lower House Farm should cause less tip damage than previous arrangements, enabling maintenance budgets to be reduced	15,000
C&E	Route Optimise for Refuse Vehicles, together with joint working with Nuneaton and Bedworth Borough Council will give a saving on fuel	6,900
C&E	Move to an alternate weekly domestic refuse collection service	100,000
C&E	Streamlining some of the supplies and services budgets within the Other Public Health budgets	980
C&E	Streamlining some of the supplies and services budgets within Private Sector Housing Assistance	280
C&E	Deletion of the Swimming Development Officer post partially offset by a nominal sum for ongoing swimming commitments	14,180
Planning	Additional Planning Income	60,000
Resources	Use of New Homes Bonus Scheme grant	242,030
Resources	Reduction in External Audit Fees	49,200
Resources	Additional Recharge to the HRA for Cost of Democratic Services	27,360
Resources	Additional income at Innage Park industrial estate	25,300
Resources	Increase in Council Tax collection court fees	24,800
Resources	Additional recharge to the HRA for treasury management	13,710
Resources	Reduction in NDR costs at Innage Park industrial estate as occupancy increases	11,750
Resources	Decrease in Court Costs and Bailiff costs on Council Tax Collection	8,000
Resources	Increase in Car Parking Penalty Income	7,330
Resources	Cost of Democratic Service - reduction in the special responsibility allowances budget	6,810
Resources	Reduction in NDR and Water and Sewerage following the sale of Coleshill Car Park	5,710
Resources	Reduced Bailiff Fees and an increase in the level of court costs charged to Non Domestic Ratepayers who pay late	1,940
Resources	Senior Policy Support Officer post deleted	38,100
Resources	Restructuring within the Streetscape Division	43,010
Resources	Reductions in the staff car scheme	28,170
Resources	Reduction in the Building Maintenance fund spend of 10%	28,000

APPENDIX G

Board	Description	2013/14 £
Resources	Accountancy Assistant post deleted	24,450
Resources	Reduction in staff travel costs	8,940
Resources	Commercial Enforcement and Licensing restructure - required only the partial replacement of an Environmental Health officer post.	5,000
Resources	Replacement photocopier lease and photocopy charges at a lower cost	4,560
Resources	Change the software used for mobile working to a cheaper option	4,400
Resources	Reduction in Occupational Health fees	3,540
Resources	Legal shared services - legal staff carry out fee earning work for other authorities within the legal shared service partnership.	1,950
Resources	Reduction in various supplies and services budgets within Information Services	1,600
Resources	Cancellation of corporate subscriptions within Information Services	850
Resources	Non attendance at SOCITM conference	600
	Overall Total	902,600

EARMARKED RESERVES

Purpose of Reserve	Balance March 2013 £000
Revenue Reserves	
Leasing – 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
Training – These funds have been set aside to provide resources for one off training requirements in the future, for both staff and members.	71
Invest to Save – 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.	354
Approved growth not yet spent – to cover Corporate Communications, Borough Care, Parish Plans, Environmental Issues, Business Improvement work and other one off growth items	250
Contingencies – 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 and provision for emergency planning issues.	414
Consultation – 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.	43
Planned Work - 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.	91
External Grants Received – 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	674
Frozen posts – 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	383
Maintenance of Assets – To cover future maintenance requirements on some council owned assets	160
Human Resources – This is held to cover specialist employment law advice that may be required from time to time.	50
Other – A number of other reserves are held to cover areas such as additional pension costs and Sickness fund	355

EARMARKED RESERVES

Purpose of Reserve	Balance March 2013 £000
Capital Reserves	
Equipment Replacement – 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.	510
General Fund Capital - Some funding has been set aside for capital spending, including the accommodation project	1,158

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 £103,450)	Medium	51,730
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 (£10m @ 0.5% = £50k)	Low	5,000
Impact of future legislation	Medium	50,000
Further Public Inquiries (potential £30k)	Medium	15,000
Housing Benefit – reduction in reimbursement (approx £14.2m @ 5%= £710k)	Low	71,000
Possibility of overspending the agreed budget by 1% (Gross Expend = £28.560m)	Low	28,560
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 (£405k)	Low	40,500
Increased cost of maintaining mechanical equipment	Medium	20,000
Agency Labour costs (£128k)	Medium	64,000
Additional costs on fuel and utilities	Medium	20,000
NDR payments of vacant Industrial Units (£52k)	Medium	25,820
Increased transport costs (314,390)	Low	3,150
Reduction in Business Rates (£1.679m @ 5%)	Medium	42,000
General Contingency		500,000
Total		1,226,760

Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

ALTERNATIVE SCENARIOS – GENERAL BALANCES

Best Case

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Estimated use of balances	419	612	649	569
Reduced pay award of 0.5%	(80)	(80)	(80)	(80)
Additional staffing vacancies	(20)	(20)	(20)	(20)
Improvement in letting of industrial units	(21)	(21)	(22)	(22)
Additional income from services	(41)	(42)	(43)	(44)
Recovery of benefit overpayments better than anticipated	(35)	(35)	(35)	(35)
1% increase in investment rates	(50)	(50)	(50)	(50)
Improvement in cashflow	(10)	(10)	(10)	(10)
Additional business rates	(100)	(100)	(100)	(100)
Potential Use of/ (Cont to) Balances	62	254	289	208
Potential Balances at Year End	4,020	3,766	3,477	3,269

Worst Case

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Estimated use of balances	419	612	649	569
Lower vacancies than expected	40	40	40	40
Additional vacancies at industrial estates	21	21	22	22
Increase in fuel and utility costs	41	42	43	44
Further loss of income from services	41	42	43	44
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	81	81	81	81
Recovery of benefit overpayments worse than anticipated	40	40	40	40
1% decrease in investment rates	50	50	50	50
Poorer cashflow	10	10	10	10
Reduction in business rates	84	86	87	89
Increased take up of Council Tax Support	10	10	10	10
Potential Use of/ (Cont to) Balances	947	1,144	1,185	1,109
Potential Balances at Year End	3,135	1,991	806	(303)

COUNCIL TAX INCREASES

	Original 2012/13	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14
Council Tax - Band D	207.30	207.30	208.34	209.37	210.41	211.45	212.48
Council Tax Increase		0%	0.5%	1.0%	1.5%	2.0%	2.5%

Council Tax Base	21,664.07	19,121.40	19,121.40	19,121.40	19,121.40	19,121.40	19,121.40
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Net Expenditure	8,957	8,679	8,679	8,679	8,679	8,679	8,679
External Funding	(3,847)	(4,217)	(4,217)	(4,217)	(4,217)	(4,217)	(4,217)
Collection Fund (Surplus)/Deficit	(55)	-	-	-	-	-	-
Council Tax	(4,536)	(3,964)	(3,984)	(4,003)	(4,023)	(4,043)	(4,063)
Government Protection		(45)	-	-	-	-	-
Use of Balances	519	453	478	459	439	419	399

Balances 1 April 2013		4,082	4,082	4,082	4,082	4,082	4,082
Use of Balances		(453)	(478)	(459)	(439)	(419)	(399)
Balances 1 April 2014		3,629	3,604	3,623	3,643	3,663	3,683
Use of Balances		(648)	(672)	(653)	(632)	(612)	(592)
Balances 1 April 2015		2,981	2,932	2,970	3,011	3,051	3,091
Use of Balances		(731)	(710)	(691)	(670)	(649)	(628)
Balances 1 April 2016		2,250	2,222	2,279	2,341	2,402	2,463
Use of Balances		(653)	(632)	(611)	(590)	(569)	(548)
Balances 1 April 2017		1,597	1,590	1,668	1,751	1,833	1,915

MANPOWER BUDGET2013/BR/005969

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

	2012/13 Estimate (original) FTE	2013/14 Estimate FTE
Monthly Paid	356	351
Total	<hr/> 356 <hr/>	<hr/> 351 <hr/>

Agenda Item No 14

Executive Board

12 February 2013

Report of the Assistant Chief Executive (Community Services)

Update on Outreach Proposals – B.O.B. Hubs and the B.O.B mobile service

1 Summary

1.1 The purpose of this report is to update Members on

- Progress on the development of ICT community hubs (B.O.B Hubs) which is being delivered to a programme overseen by a task and finish group chaired by Councillor Ann Lewis;
- Proposed changes on how the Councils access budget should be spent from 2013/14; and
- Seek permission to extend the contract of the B.O.B Community Hub Support Officer post to 30 June 2014 to align it with other temporary contract end dates within the Community Services Division.

Recommendation to the Board

- a That Members note the progress made with regard to the roll out of B.O.B Hubs across the Borough;**
- b That the budget used to fund the current operation of the B.O.B mobile bus and B.O.B. hubs is used in a different way to ensure the best use of resources and value for money with immediate effect; and**
- c That Members approve the extension of the temporary contract of the B.O.B Community Hub Support Officer to 30 June 2014 at which time a further review of the need for this post will be undertaken.**

2 Consultation

2.1 The Councils Task and Finish Group which is chaired by Councillor Ann Lewis and includes members from both parties, including the Chairman of the Community and Environment Board and the Leader of the Opposition, have all been involved in overseeing the development of the outreach programme since October 2011. This group is in full agreement with the proposals outlined in this report.

3 **Background**

3.1 Delivering a range of different ways of accessing services in the Borough has been a key commitment for the Council over a number of years. This has seen the development of a Contact Centre and Multi Agency One Stop Shop delivering improved customer service from our Atherstone base, the deployment of the B.O.B bus since June 2009 and the most recent development of the B.O.B Hubs since May 2012.

3.2 This report provides an update on the recommendations included in the report considered by the Community and Environment Board in October 2011. This report is attached at Appendix A for your reference and allows a summary of key actions and decisions undertaken since this date to be provided in this document.

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3.3 More comprehensive information regarding the opening times and activities undertaken in each hub can be found in the bi-monthly Task and Finish Group minutes that are included at each cycle of the Community and Environment Board and on the Council's website.

4 **The Development of ICT Community Hubs**

4.1 Over the past 12 months along with the support of partners, we have successfully opened eleven B.O.B hubs in a variety of venues across the borough ahead of our initial expectations as outlined in the October 2011 report. Hubs have been established in the following locations;

- Ansley Common
- Arley*
- Baddesley
- Birchmoor
- Coleshill x 2 [Town Hall and in the library]*
- Hartshill*
- Mancetter
- Polesworth*
- Shustoke
- Water Orton

* - In addition to access to free laptops and a phone, these sites also support access to video conference technology.

4.2 Discussions continue regarding the probable setting up of at least one further Hub in Dordon in early 2013 and if opportunities arise, Members have not ruled out others being developed where appropriate funding can be identified.

4.3 The B.O.B Hubs shown above have opened at different times during 2012 and are becoming increasingly more popular as their existence becomes better known and service offer increases. This momentum continues and Members of the Task and Finish group are committed to ensuring that hubs;

- are supported to provide a wide range of activities and programmes,
- continue to attract, support and retain volunteers and
- are open at times when they are needed by the community.

4.4 To enable them to do this, it is considered that they are reliant on the following being in place;

- Removal of the B.O.B mobile service as this service continues to operate where hubs have been set up and are becoming established. This will remove a duplication of service taking place, we can influence customer behaviour more easily to use the hubs and ensure that scarce resources are maximised.
- Appropriate staff resources and the sharing and coordination of best practice to support their development. To date, this has been provided by a number of Council staff from within the Community Services, ICT and Policy Division who have delivered and coordinated activity by a range of partners. Now that hubs are in place, support work is largely the responsibility of the B.O.B Hub Community Support Officer who is currently employed on a temporary contract until 31 December.2013 and whose role is increasingly important to maintain the momentum and needs of hub developments.
- Access to ongoing funding to support the ICT infrastructure beyond the initial commitment of the first year.
- Having access to support to attract other external financial support available to them as voluntary bodies in order to support the Government programmes of improving ICT and financial capability.

4.5 As such, the following changes are proposed with immediate effect;

5 **The Change in Use of the B.O.B mobile service**

5.1 Since its introduction in June 2009, the B.O.B (Branching Out Bus) mobile service has played a very important role in delivering a range of Council and advice services to some of our most “hard to reach” and vulnerable customers. Its success delivered under the increasingly recognised B.O.B brand has seen the vehicle operate in key localities on a regular weekly route as well as very successfully supporting other Borough and Parish run events particularly during the summer months.

5.2 Following the end of the Government Child Poverty project which initially funded the operation of the service until March 2012, and based on the services success in the continuing difficult economic climate, it was agreed to fund the service (i.e.) the salary of the advisor/driver and revenue costs of running the vehicle for a further 12 months ending in March 2013 whilst the development of the community hub agenda was being progressed.

5.3 As outlined in the report in October 2011, it was considered that this would allow time to determine whether community hubs could be developed that

would reduce reliance on the mobile service to the point where it may not be needed.

- 5.4 Officers are pleased to report that this has increasingly become the case as hubs had opened and awareness of their existence has heightened. This has been helped by the fact that the B.O.B bus has very successfully been deployed to signpost people to use the hubs which are open for longer and provide a better environment to deal with the range of enquiries the service receives.
- 5.5 In addition and increasingly evident over the last 12 months, the division has experienced a number of operational and capacity issues with running the service on the significantly reduced budget from when it was funded by the Government. The service is now wholly reliant on the driver/advisor being available for the service to run effectively and there is limited capacity for cover from within existing resources. This has seen the service be “off the road” for six weeks during 2012 caused by staff changes, sickness and the need to undertake necessary repairs indicating the limited capacity to run the service without additional resources being deployed which is not feasible within the current budgetary constraints.
- 5.6 It should also be noted that the County Council’s mobile library service has been rebranded in the last 9 months to undertake wider advice services under the Warwickshire Direct brand. This means that it is now more suited to providing many of the signposting services provided from the B.O.B bus and with a review of the mobile library service and the increased length of its stops at localities across the Borough will mean that the loss of the B.O.B service will be minimal.
- 5.7 It is therefore recommended that the B.O.B vehicle which has become a highly recognisable brand in the communities is used in a more ad-hoc way by using it Council wide to support promotional activities held at schools, roadshow events with partners, at popular events across the Borough i.e. Dickens night, the carnival and at various village fetes.
- 5.8 The vehicle has been deployed in this way very successfully when not in use on a Friday and at weekends and it is considered that this will prolong the life of the vehicle that is over three years old. It will also provide a very visible and flexible resource to the Council and its partners in promoting important messages across the Borough.

6 Extending the Temporary Contract of the B.O.B Hub Community Officer

- 6.1 Based on a report agreed by the Special Sub Group in July 2012, a decision was agreed to extend the temporary contract of the B.O.B Hub Community Officer until 31 December 2013. This ratified a decision taken by the Task and Finish Group in March 2012. This recommended that in order to assist facilities to become established and to provide the minimum support communities would need to promote and embed its B.O.B hub, it would be necessary to continue to employ an ongoing full time “support officer” to co-ordinate activity and provide help and advice. This recommendation was

based on the experiences of other similar schemes in operation nationally where the importance of deploying dedicated resources had been stressed in order to help create, develop and promote the hubs to ensure their use and success.

- 6.2 This approach has proven to be invaluable in delivering the excellent progress made to date and in some cases over achievement in rolling out hubs across the Borough. However, the roll out has also brought significant new challenges in helping to develop new ways of working, assisting community groups create the right environments for supporting volunteers (attracted in partnership with the Volunteer Centre) and coordinating some exciting new work programmes e.g. ICT training, job clubs, the wraparound events, employment support sessions. All these are contributing to achieving the three key strategic priorities of the Council around access, health and raising aspiration and achievements.
- 6.3 Based on this need and to give certainty to the ongoing development of the hubs for staff, partners and communities and ensuring that the hubs have the best opportunity to prosper and develop, it is recommended that the temporary contract of the support officer is extended to 30 June 2014. This means that it will be aligned with, and can be reviewed alongside a number of other temporary contracts that currently exist across the division and should ensure the ongoing development of the hubs is more certain.

7 Assistance with paying ongoing Revenue Costs for Hubs

- 7.1 In terms of the setting up of the B.O.B hubs, the capital costs in purchasing and installing equipment as well as the revenue costs to cover the broadband charges for the first year of operation was funded by the Council.
- 7.2 It was the initial intention that ongoing revenue costs would then need to be paid by either the Parish Council or the community group running the facility as part of its ongoing precept or to be financed from charging for printing, memory sticks etc. In hindsight, this was always going to be a challenge particularly in the current economic climate.

- 7.3 It is feared that failing to agree to a change to the initial approach could result in a number of hubs failing to be viable where these costs result in the hub being viewed as a useful but unnecessary expense by Parish Councils' faced with many competing demands for funding in these difficult times.
- 7.4 Learning from the experience of other similar schemes nationally and our experience of running the project over the past year, Officers and Members are in agreement that to ensure the ongoing viability and development of hubs will be best achieved by providing ongoing revenue support.
- 7.5 This is estimated will cost approximately £6,000 per year and will demonstrate to Parish and Town Councils' the Borough Council's ongoing commitment to the hubs which are seen as an increasingly important strand of our access delivery model which it is very beneficial for us to support.
- 7.6 It is proposed that these costs will only be paid on the understanding that the hubs deliver on a series of "to be agreed" local expectations (e.g.) around minimum opening hours, availability, delivery of specific programmes and an agreement to register as a UK On-Line accredited centre. This final requirement should give the hub an opportunity to access Government funding around helping to get and keep the public on line as part of the "Digital by Default" National programme.
- 7.7 In addition, our work with the volunteer centre which to date has involved helping to identify and attract local people to work in the hubs has highlighted the need to provide greater financial support than originally budgeted. Examples of this are, where necessary, having to assist in the payment of travel expenses where they are a barrier to a person being able to volunteer e.g. because they are unemployed or to fund training as part of an ongoing commitment to help people be better prepared to enter the workplace or to ensure they are able to develop their personal skills.
- 7.8 Currently, the project has set up access to a number of the electronic learning modules available to Council staff for volunteers as well as some basic computer administrator security training. It has also received a request to fund a budget to provide funds of £3,000 to contribute to an expenses budget that would be managed by the Volunteer Centre in line with other similar projects.
- 7.9 Meeting the cost of paying for up to date security software and training for designated hub administrators is also considered necessary and will ensure the hubs are seen to be a safe environment particularly for children and will provide a real opportunity for local unemployed and those looking to develop into different employment some real help to achieve new skills at a relatively low cost.

8 Report Implications

8.1 Finance and Value for Money Implications

- 8.1.1 The cost of running the B.O.B service is currently £25,000 per annum which is an ongoing revenue budget dedicated to delivering improved access as a key Council priority.
- 8.1.2 By introducing the changes proposed in this report and diverting the funding away from paying the bus driver / advisor (whose contract comes to an end on 31 March 2013) and the running cost of the bus under the current arrangements will mean this budget can be used to ensure a more sustainable delivery model is delivered going forward.
- 8.1.3 A proposed budget for April 2013 / 14 based on the current budget would be £25,400 per annum is shown below;

Description	Estimated Cost in 2013/14 (£)	Estimated Cost in Future Years Cost (£)
Pay all revenue costs for Hubs for broadband links where the hub meets the criteria to be agreed by the Task and Finish Group. In a normal full year this is estimated will cost £6,000 but as some of these costs are already committed for 2013/14 from the existing budget it is going to be less in 2013/14	2,000	6,000
Volunteer Training Expenses	1,500	1,500
Contribution towards Volunteer Expenses	3,000	3,000
ICT Software Security Upgrade	1,000	1,000
B.O.B. Bus : Estimated running costs for ad-hoc events	2,000	2,000
Total Costs of Hub	9,500	13,500
Salary of B.O.B Hub Community Officer (based on 4 days per week at Grade 5)	16,780	17,120
Total Costs (including staff costs)	26,280	30,620
Access to Services budget	25,750	26,520
Notional Overspend on the agreed access budget. This can be covered by transferring the staffing under spend on the CANWE Revenues and Benefits budget if necessary or taken from balances carried forward	530	4,100*

- 8.1.4 It should be noted that the full year position projected in the right hand column overleaf would only be incurred if a decision was taken to extend the contract

of the B.O.B Hub Community Officer beyond the planned review date of 30 June 2014.

- 8.1.5 In terms of the setting up the B.O.B hubs, the total capital costs of the project to date have been fully funded within the agreed budget. Unfortunately, whilst the initial report assumed that we would be able to access funding from a variety of potential funding sources via Warwickshire CAVA this has not been possible.
- 8.1.6 £50,000 of under spend from the previous 2 years uncommitted outreach funding remains (2009/10 and 2010/11) and is available to develop the hub infrastructure further or fund other priorities deemed necessary by Members.
- 8.1.7 It is anticipated that in this fast moving agenda that the B.O.B hubs will be essential for the delivery of the Governments "Digital by Default" agenda and Financial Inclusion commitments for which it is anticipated further monies will be made available although no information on this has yet been released.
- 8.1.8 Grants have been provided in recent years to deliver the additional workload created by welfare reform changes. Where this has not been fully committed, it is being held in balances to assist with as yet "unknown" requirements on the service. If considered appropriate, some of these and future monies could be used to support the access activity as customers are expected to apply for their Universal Credit and other Government support on-line. It is envisaged that the hubs will be integral to enabling this to happen.

8.2 Safer Communities Implications

- 8.2.1 Setting up the hubs has helped promote community spirit, volunteering opportunities and provided facilities that can be enjoyed by both young and old alike fostering better relationships. These factors should have a positive impact on an individuals feeling of well being and safety
- 8.2.2 The work of the B.O.B Community Hub Officer has had a positive impact on the access to services agenda, a key priority for the Council and can only have had a positive impact on an individual's ability to take control of their own life and in turn feel safer.

8.3 Legal and Human Rights Implications

- 8.3.1 None

8.4 Human Resources Implications

- 8.4.1 In terms of the B.O.B service bus, the recommendation to stop the service with immediate effect will have no financial implications for the Council. This is because the post is temporary and the post holder has no entitlement to redundancy costs.
- 8.4.2 However, the current postholder will be put onto the Council's redeployment list and the Council will endeavour to identify a suitable post for them by 31 March 2013 based on their skills, knowledge and experience.

8.4.3 If the extension of the existing contract of the B.O.B Community Hub Officer is approved until 30 June 2014, the need for the temporary position will be again be reviewed in March 2014 when the Task and Finish Group will evaluate the ongoing resource requirements to support the most up to date welfare reform and access agenda.

8.5 Environment and Sustainability Implications

8.5.1 Providing local hubs facilities has a positive impact on the environment by reducing carbon emissions as they prevent the need to travel to Atherstone as will the reduced use of the B.O.B vehicle.

8.5.2 They are also providing access to services in areas where withdrawal of vital services may make customers remote or less able to live independently e.g. bus services, youth provision, businesses in villages

8.5.3 The proposals recommended in this report should ensure the future of hubs across the Borough in the short to medium term. This position will be evaluated on an ongoing basis alongside Members as outlined in paragraph 8.4.3.

8.6 Risk Management Implications

8.6.1 By proposing to move the emphasis away from the B.O.B mobile service to the B.O.B hubs has significant benefits around building greater capacity. It also provides much greater certainty around the ongoing access to advice and help in local communities if the Council commit to paying the majority of ongoing costs.

8.6.2 The proposed extension of the B.OB Hub Community Support Officer by a further six months to 30 June 2014 will enable greater time for hubs to be embedded as will the removal of ongoing revenue costs around paying for broadband services. These will demonstrate the Council's support for the hubs and ensure locally established hubs are more likely to succeed.

8.6.3 The technology we have implemented to support the setting up of hubs and infrastructure is now tried and tested and proving very robust. This is meaning minimal support is being needed from the ICT division to deal with local problems. In addition, the locally developed video conference solution is now working very well and we envisage will provide an increasingly popular way of passing information and dealing with enquiries to us and our partners. Maintaining the current level of Council support to support the hubs will continue to provide certainty and assurances those good levels of access can be provided.

8.6.4 Officers are continuing to work closely with communities and County Council colleagues to lobby and ensure network speeds are maximised in the Borough as part of the separate but connected BDUK programme. The additional capacity and speed of connectivity promised by 2015 should ensure

that access reliant on the latest technology can be delivered across our communities from the hubs.

8.7 Equalities Implications

- 8.7.1 The impact of the proposed changes will result in promoting better access to information to both Council and other complimentary services
- 8.7.2 Whilst it is possible that some communities will be seen to have greater opportunity to access on line services where a hub exists locally, the hubs developed to date have been developed in the areas of perceived greatest need and demand.
- 8.7.3 Where hubs have not been opened, the increased service offer by the County Council mobile library service will ensure those areas without easy access to a hub or their own technology will not be unduly disadvantaged.
- 8.7.4 The sustainability implications highlighted above are consistent with equality related objectives as access to services by customers generally is enhanced. The impact of the improved provision can be assessed in terms of the protected characteristics defined in the Equality Act 2010.

The Contact Officer for this report is Bob Trahern (719378).

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	B.O.B Hub and Mobile Service Changes
Officer Responsible for assessment	Bob Trahern

Does this policy /procedure /service have any differential impact on the following equality groups /people

- (a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:
- (b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial			
Gender			
Disabled people			
Gay, Lesbian and Bisexual people			
Older/Younger people			
Religion and Beliefs			
People having dependents caring responsibilities			
People having an offending past			
Transgender people			

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

Please indicate if you believe that this document

Should proceed to further Impact assessment

Needs no further action

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
1	Relying on Local Preceptors to pay ongoing revenue charges after the first year of operation	Inability to fund facility meaning the closure/withdrawal of the service	4	4	16	Bob Trahern	The Council picking up the responsibility to pay the charges where certain conditions are met	1	2	2
2	Not agreeing to the extension of the contract of the B.O.B Community Hub Support Officer beyond 31 December 2013	Could see the post holder looking for new employment over the coming months putting the embedding of hubs in jeopardy	4	4	16	Bob Trahern	Will assist in retaining existing resources	2	2	4
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: Bob Trahern

Date 18 January 2013

Agenda Item No 9

**Community and Environment
Board**

3 October 2011

**Report of the Assistant Chief Executive
(Community Services)**

**Update on Outreach Proposals –
Community Hubs and the B.O.B
mobile service**

1 Summary

1.1 The purpose of this report is to update Members on

- The progress of the library closure consultation presented to the cabinet at Warwickshire County Council on 14 July 2011 and on which discussions continue pending final decisions in October.
- How the Council is engaging with this process by offering to provide support to establish ICT community hubs out of existing or threatened library facilities as well as other suitable facilities. This is based on the outputs of a separate exercise that has been undertaken by the Council along with North Warwickshire CAVA and the Volunteer Centre as a result of a review into customer access commitments, which is a key priority of the North Warwickshire Community Partnership, and to.
- Request a steer from Members about the approach they wish officers to take in ongoing discussions with the county and interested Parish / Community Groups around approving the development of community hubs. We anticipate this being delivered by a joint member/officer task and finish group.

Recommendation to the Board

- a That Members note progress made and the expressions of interest received to date to establish community hubs (ICT only or combined with video conference technology) and agree to officers working with other agencies to evaluate locations and funding opportunities available to deliver increased access in the borough;**
- b That Five Members are nominated to oversee a Task and Finish Group made up of multi agency officers tasked with working with Parish Councils and other interested community groups to develop an infrastructure of community hubs (or B.O.B stops);**
- c That the Task and Finish Group is given delegated decision-making powers to approve funding for the setting up of community hubs where it is within the budget agreed by Full Council in March 2011; and**
- d That approval is granted to continue to run the B.O.B mobile bus for at least a further 12 months from April 2012 to 31 March 2013 whilst the strategy to deliver community hubs is delivered and the ongoing need for the service evaluated.**

2

- 2.1 Improving access to services in the Borough has been a key commitment for the Council over a number of years. This has seen the development of a Contact Centre and multi agency One Stop Shop to deliver improved customer service from our Atherstone base.
- 2.2 Since 2009, the delivery model has been supplemented by the introduction of the award winning B.O.B bus which has been very successful in taking a mobile advice service into some of the boroughs most deprived and isolated wards. This is currently being funded from a budget of £25,000 to deliver outreach projects following completion of its pilot status funding provided by Central Government until 31 March 2011.
- 2.3 This arrangement is subject of a review by March 2012 and was agreed in the knowledge that work was planned to take place during 2011 in terms of evaluating how best to deliver effective customer services to communities across the borough. The work undertaken with the authority of the North Warwickshire Community Partnership also has regard to the financial pressures on the Council and its partners in recommending improvements.
- 2.4 This partnership comprises of representatives of the public, private and voluntary sector including the Borough and County Councils, NHS Warwickshire, Warwickshire Police and a range of other organisations from the voluntary, business, community and public sectors. The simple rationale behind the work of the partnership is that, we are likely to achieve more by working together than if we were to work in isolation.
- 2.5 The partnership is responsible for the delivery of the North Warwickshire Sustainable Community Strategy and its action plans. The strategy sets out three key priorities for improving the overall quality of life in North Warwickshire from 2009 to 2026. The priorities have been developed through consultation, by using social and economic information from the Warwickshire Observatory and from the experience and input of individual organisations. The three priorities that the Borough is committed to achieving is:
- Raising aspirations, educational attainment and skills
 - Developing Healthier Communities
 - Improving Access to Services

The Assistant Chief Executive (Community Services) is the lead officer in coordinating activity on the final point above.

- 2.6 Following an access workshop in March 2011, three priority areas were agreed and officers have been working towards identifying how to
- Improve financial inclusion awareness across the borough
 - Develop an approach to ensure the ongoing delivery of mobile advice services via the B.O.B bus from April 2012
 - Where demand dictates, setting up a number of permanent community hubs where customers can access electronic information on line and where deemed appropriate, also virtually via a video conference link.

- 2.7 This report deals with the second and third bullet point. Significant work has already taken place to address the first point which has resulted in the development of the frontline officer toolkit as part of the Council's ongoing and wide ranging commitment to tackling financial inclusion.

3 The Extension of the B.O.B mobile service

- 3.1 In respect of the second point the B.O.B mobile service continues to play a very important role in our approach of delivering a range of Council and advice services to some of our most "hard to reach" and vulnerable customers. Its success delivered under the increasingly recognised B.O.B brand has seen the vehicle continue to work in key localities as well as very successfully supporting other borough and parish run events during the summer.
- 3.2 Based on its ongoing success, the continuing difficult economic climate and increasing use by members of the public, it is proposed that it should be agreed to fund the service (i.e.) the salary of the advisor/driver and revenue costs of running the vehicle for a further 12 months ending in March 2013 whilst the development of the community hub agenda outlined in this report is progressed. These proposals may in time reduce the need for the mobile vehicle but at this stage it is not known how many and where community hubs will be situated and what role the mobile service will play going forward.
- 3.3 Sufficient funding to cover the costs of the B.O.B service of £25,000 per annum is already included in the base budget and approval is sought to commit this expenditure for the period, 1 April 2012 to 31 March 2013 at which time we would wish to review this decision.

4 The Development of ICT Community Hubs

- 4.1 As part of the access workshop in March 2011, Shropshire Unitary Authority who has established a large number of ICT focussed community hubs across the county to support its access to services agenda provided a very well received presentation. This has involved them setting up nearly 40 community hubs in a variety of rural locations (i.e.) libraries, village halls, shops, pubs and even a fire station where the public can access computers, and other complimentary activities. These were set up with external funding but the Parish Councils' or Voluntary Community Groups who run them finance their ongoing revenue costs.

4.2 Following the workshop and to gauge the wider interest to develop a similar approach across the Borough, the Assistant Chief Executive (Community Services) delivered the presentation attached at Appendix A at a number of community and parish forums held over the summer to evaluate the potential interest in the setting up of a series of community hubs. It is envisaged that all hubs will offer access to a number of PC's and the internet, a free telephone line for calls to the Council and other agreed partners, as well as other complimentary facilities to encourage use and community engagement.

4.3 However, it is envisaged that in a number of the hubs located in more populated areas, and in facilities where there is likely to be on site support from paid officers or volunteers, in addition to the previously stated equipment, it is hoped that the public will also be able to access video conference technology enabling virtual "face to face" interviews with the Contact Centre and other Council staff. This functionality is currently offered by Stratford District Council out of two community facilities it runs in Southam and Alcester as well as a number of outlets in Shropshire and they are proving very popular. Stratford is in the process of rolling it out further sites over the next six months.

4.4 As a Warwickshire Direct partner they have given us permission to implement their in house developed solution at very minimal cost. A photograph of the set up is attached at Appendix B and it is intended to take members of the task and finish group on a site visit in October to view this technology.

4.5 Following the presentations, an expression of interest was requested from groups who were potentially interested in implementing a hub and these were submitted via Warwickshire CAVA and the Volunteer Centre. This has resulted in over 17 expressions being received from a number of parishes and community groups as shown at paragraph 5.12 and 6.2. A copy of the expression of interest form is attached at Appendix C

4.6 At this time, no further discussions have been undertaken with any interested parties until approval has been agreed by this board to progress this agenda. However, to ensure that progress of proposed hubs can be developed in a timely way it is requested that a formal Member/Officer task and finish group is set up to achieve this who will report progress into this board on a regular basis.

5 **Proposed library network in North Warwickshire**

5.1 At the same time as the Council's consultation into the setting up of permanent ICT community hubs across the Borough, Officers identified the opportunity to align the Borough work with findings and consultation coming out from the County Council library consultation exercise being undertaken around possible closures which ended in July 2011.

5.2 This was particularly important as it was envisaged that the location of a hub facility (most likely with video conference capability) would be best provided in

libraries that will continue to exist or where under threat of closure make them more sustainable by increasing the level of services that could be offered from the building. This assumption is also backed up by County Council's view that any library service that is to survive and prosper going forward will need to offer a wider range of services beyond its traditional functions.

- 5.3 Five of the eight libraries in the borough are currently at threat of closure and need to become community run facilities in order to survive. These are Baddesley; Dordon, Hartshill, Kingsbury, and Water Orton and all have expressed an interest in incorporating a community hub into their offer.
- 5.4 As part of the twelve-week consultation, there were a number of public meetings and road shows held in communities where libraries also faced a reduction in opening hours as opposed to closure. This raised concerns about reduced access to services, particularly for children needing homework support, and a reduction in the overall quality of the service. A summary of the remaining libraries in North Warwickshire not proposed for closure is as follows

Revised opening hours proposed:

Library	Current	Proposed	Change
Atherstone	52	35	(17)
Coleshill*	32.5	20	(12.5)
Polesworth#	27	27	

- 5.5 In respect of Coleshill library, Warwickshire Police have stated that, to satisfy the public requirements to use the policing facility at the library, which moved into the building in the spring, a minimum of 30 hours coverage would be required. This has been subject of ongoing discussions with the Police as part of the implementation arrangements and a decision will be made in October 2011 by the County Council cabinet whether the proposed hours above will be increased.
- 5.6 Officers have supported the police in this request as it would make sense to operate a "video linked" hub out of this facility due to its location and likely footfall. However, a reduction to the proposed 20 hours would mean we will need to consider other facilities either elsewhere in Coleshill or in the immediate vicinity that could offer longer opening hours to be feasible and offer wider availability to the public.
- 5.7 In respect of Polesworth library, the opening hours will be finalised following the decision concerning the future of the libraries in North Warwickshire, most notably Baddesley and Dordon. The initial proposal had been that hours be increased based on the current footfall at Polesworth but a decision was taken that any decision on this should be deferred.
- 5.8 Again it would make sense to locate a "video linked" ICT supported hub out of this facility due to its location, and the success of the B.O.B service from this venue which would guarantee footfall.

- 5.9 It is also proposed that the hubs should be called “B.O.B stops” building on what has become a well-known and recognisable brand synonymous with providing help and assistance in the communities it serves.

6 The Decision Making Process

- 6.1 In terms of libraries subject to a reduction in hours or closure, the County Council will evaluate all submissions in early September 2011 and the outcome of the evaluation and recommendations will be presented to Cabinet in October 2011. The evaluation panel will use the following criteria for assessing the submissions:

- The proposal must deliver the savings plans set by the County Council
- The proposal must be for running a community library
- The proposal must be implemented as soon as possible and at the latest 1 April 2012.

- 6.2 We would wish to review the updated position with members of the Task and Finish group if agreed by this board as soon as possible after recommendations are made. Officers have provisionally planned a meeting on 26 October 2011 to do this.

- 6.3 We understand that the County Council have received applications and business cases to run community library projects from each of the five threatened libraries either from new or the existing premises, and we are aware from our own consultation that each of these facilities have also expressed an interest to accommodate either a basic or video conference facility which we would be keen to support.

- 6.4 Having regard to this and the fact that it would be our preference to site video conference technology in permanently staffed facilities, our proposed preferred approach at this time would be to implement video conference capability in the following sites over the next 12 months

- **St Michaels Church, Arley**
- **Coleshill or Water Orton (dependent on opening hours)**
- **Hartshill**
- **Kingsbury**
- **Polesworth**

- 6.5 In all these areas except Arley, either a County run library or local community library will exist and based on work undertaken by officers to date, communities would welcome such a facility in their area. This is either because of its remoteness from the Council’s main centre in Atherstone or because of a greater preference for face-to-face contact (albeit virtually). These findings have been informed by the experience of the B.O.B bus service as well as customer insight data provided by the Warwickshire observatory and analysed down to a household level of detail.

6.6 The findings of work to date now needs informing by wider consultation with Parish Councils' and their communities to establish not just the need for a facility but whether they are prepared to pay the costs of running one. This is because ongoing revenue costs would need to be supported by the local Parish Council via a precept levy. Capital costs to purchase equipment will be subject of grant applications and how these may be covered is outlined in paragraph 8.2.

7 **Other Potential B.O.B Stops (Likely to be Computer Hubs Only)**

7.1 In addition to the above localities, we have also received a number of other expressions of interest from other parishes or villages who deem that a community hub would be a very useful facility for local communities.

7.2 To date, these have been received from

- Ansley
- Atherstone
- Austrey
- Curdworth
- Fillongley
- Hurley
- Mancetter
- Piccadilly
- Seckington
- Shustoke
- Wood End

7.3 Once again, no further contact has been made following receipt of the expression of interest but Officers would request that in order to move forward quickly following the outcome of library closure recommendations, we are seeking Member approval to allow us to begin further discussions and provide support alongside Warwickshire CAVA and the Volunteer Centre to assist them in;

- Preparing information and documentation for consultation
- Preparing bids for funding
- Identify volunteers
- Setting up a facility

if this is their wish.

8 **Proposed Timetable of Activity**

... 8.1 A proposed outline project plan attached at Appendix D has been developed which indicates the actions we would wish to undertake to enable up to 4 community hubs to be set up by March 2012. This will be reliant on a number of factors being in place

- Funding approval to purchase capital equipment

- Resources to assist in the bidding and consultation process
- Parish support to levy the necessary precept to cover revenue costs
- Identification of a suitable building
- Acceptable broadband speed
- A sufficient volunteer base to support reasonable opening hours

8.2 Based on our work to date, we believe that the following facilities will be the easiest to set up as the first B.O.B stops for a number of reasons

- Arley (Video Link Technology)
- Baddelsey (ICT only)
- Hurley (ICT only)
- Polesworth (Video Link Technology)

8.3 To date, this approach has been agreed by Councillor Ann Lewis who has attended the last two meetings we have held of an Officer Steering Group and Councillor Les Smith who has attended one meeting.

8.4 However, before any decisions are made we propose to run a meeting for all parishes interested in setting up a “B.O.B stop” to provide them with more information as to what will be involved, financial implications and how we may best assist them. This will follow the October round of area forum meetings. It is provisionally scheduled to take place in Atherstone on 8 November 2011.

8.5 In advance of that meeting it is intended to run the same session as an awareness raising session for all Borough Council Members on 7 November 2011 so they are kept abreast of progress and to assist them to answer questions or get involved in a local ward initiative.

9 Report Implications

9.1 Finance and Value for Money Implications

9.1.1 In terms of the B.O.B mobile service, sufficient funding to cover the costs of the B.O.B bus of £25,000 per annum is already included in the base budget and approval is sought to commit this expenditure for the period, 1 April 2012 to 31 March 2013 at which time we would wish to review this decision.

9.1.2 In terms of the setting up community hubs, the capital costs of any venture can be funded from a variety of funding sources. These will need to be explored in terms of the most appropriate dependent on the applicants status and the amount of funding sought but examples of suitable funding identified to date are:

- WCC Area Forum funding – the County Council has £45,000 in the Community Development Fund for groups and organisations across the Borough to submit applications. This funding stream is now closed.
- Awards for All - Big Lottery Bids which can be made for bids of over £5,000 and can be made at any time
- WCC Big Society Fund – Applications were invited for funds up to a maximum of £125,000. This funding stream is now closed.

- LEADER bids can be made in rural areas for between £5,000 and £30,000 and can be made at any time. Access to services is a key theme for which funds can be used and is available to bid against for the next 12 to 18 months
- Section 106 funding opportunities may be possible to fund facilities in the north of borough from the Birch Coppice development over the next 12-18 months
- Coalfield Trust regeneration funds are available in certain areas and are immediately available where criteria is met around former mining activity.
- Internal Funding of £20,000 was identified in the 2011/12 budget for setting up community hubs and developing access work. £3,200 of this fund has been committed to part fund some staffing resource recruited to assist communities make applications.
- £50,000 of current under spend from the previous 2 years uncommitted outreach funding remains (200/10 and 2010/11)

9.1.3 Other external funding opportunities are reviewed on a very regular basis as new funding streams become available on a regular basis particularly for promoting access and the use of new technology. For example, the Government is very committed to the Race On Line 2012 campaign focused on getting people linked up to the internet by the time of the Olympics and as part its wide ranging welfare reforms which is expecting customers to apply for benefits on line from 2013 onwards under its “digital by default” agenda. The Councils commitment to the hub approach will ensure we are best placed to support customers who will need to be able to access technology by this time.

9.1.4 Ongoing revenue costs will need to be paid by either the Parish Council or the Community Group once a facility is set up although in some of the funds above it may be possible to include some initial running costs in the request for a capital set up grant application.

9.1.5 An exercise has been undertaken by officers to estimate the likely increase in the level of precept if the revenue costs are as we estimate in the region of £1,200 per annum. This will result in a likely cost of approximately £0.50 per annum in the biggest parishes up to £16.65 per Band D equivalent property from the smallest parish who have expressed an interest. The average Band D increase is in the region of £2 to £3 per annum.

... 9.1.6 A document is attached at Appendix E that outlines the estimated capital and revenue costs of setting up a “computer only” BO.B stop. To add the capability for video conferencing technology is likely to cost an additional £900 per annum since the printer required is more expensive and the equipment needs to run on a dedicated computer. These specifications are based on discussions we have undertaken with colleagues at Shropshire and Stratford.

9.2 Safer Communities Implications

9.2.1 Setting up a hub should promote community spirit, volunteering opportunities and provide a facility that can be enjoyed by both young and old alike

fostering better relationships. These factors should have a positive impact on an individuals feeling of well being and safety

9.2.2 It will provide a facility that can provide entertainment and learning opportunities for all.

9.3 Environment and Sustainability Implications

9.3.1 By providing facilities of this nature should have a positive impact on the environment by reducing the carbon emissions, as they will prevent the need to travel to Atherstone or the B.O.B vehicle to access services face to face.

9.3.2 Customers will be able to access cheaper fuel tariffs using on line services, and access on line shopping. This could increase their disposable income, reduce their outgoings and again reduce the number of journeys necessary

9.3.3 They will also provide access to services in areas where withdrawal of vital services may make customers remote or less able to live independently e.g. bus services, youth provision, businesses in villages

9.4 Human Resources Implications

9.4.1 In terms of the B.O.B bus, the recommendation to extend the service until March 2012 will require an extension of the temporary contract of the advisor/driver for a further 12 months at which time we will wish to review the ongoing need and demands on the service.

9.4.2 In terms of the community hubs, and to assist / support parish councils, dedicated staff resources have been identified that will become available in October 2011 to work alongside colleagues from the third sector and with other internal Council staff to play the following roles over a nine month period

- Supporting with CAVA and the Volunteer Centre the making and submission of grant applications
- Procurement Advice
- Purchasing
- Helping set up facilities and undertaking all security clearances etc
- Developing promotional information
- Helping to establish a volunteer base
- Providing Helpdesk and ICT Support

9.5 Risk Management Implications

9.5.1 There are risks created by this proposal and these will be covered in individual risk assessments undertaken with parishes if they choose to work with the Council to develop a community hub

9.5.2 We are fortunate that we have the benefit of having access to all the materials developed and lessons learnt from the Shropshire project that should ensure we are able to manage any risks successfully

9.5.3 The technology we will use to support the setting up of hubs and infrastructure is tried and tested. We will be upgrading the Council's broadband capacity by Christmas, which will enable us to offer the videoconference ability at no extra cost to the Council and will be working closely with the ICT and Procurement division to lobby and ensure network speeds are maximised in the Borough in the short to medium term. This is part of a separate but connected project.

9.6 Equalities Implications

9.6.1 The impact of the proposed changes should result in promoting better access to information to both Council and other complimentary services

9.6.2 Whilst it is possible that some communities will have greater opportunity to access on line services where their parish has invested in setting up a community hub, all parishes are being given the opportunity to be engaged.

9.6.3 Where facilities are not going to be made available, a review of the B.O.B mobile service may see it able to visit locations without access to a hub in preference to those currently visited once they have developed a successful "B.O.B stop".

The Contact Officer for this report is Bob Trahern (719378).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 15

Executive Board

12 February 2013

Report of the Assistant Chief Executive and Solicitor to the Council

HS2 – Exceptional Hardship Scheme

1 Summary

- 1.1 This report requests delegated powers to prepare a response to the Government's consultation on an Exceptional Hardship Scheme announced as part of Phase 2 of HS2.

Recommendation to the Executive Board

That the Assistant Chief Executive and Solicitor to the Council prepares a final response in consultation with the Leader, Leader of the Opposition, Chairman of Planning and Development Board and Opposition Spokesperson, HS2 spokesperson and Opposition HS2 spokesperson to meet the consultation deadline.

2 Consultation

- 2.1 On 28 January 2013 the Secretary of State for Transport, announced Phase 2 of HS2 extending up to Manchester and to Leeds. As part of this announcement a consultation was started relating to an Exceptional Hardship Scheme. This is a compensation scheme for those that have to move before the formal property compensation procedures are put in place. The consultation closes on 29 April 2013.
- 2.2 A copy of the consultation documents have been placed in the Members' rooms. The HS2 Consultation website (www.hs2.org.uk/have-your-say/consultations/phase-two/exceptional-hardship-scheme) includes full details of the consultation, including consultation documents. Details of how to respond to the consultations are also set out there.
- 2.3 As the closing date for the consultation is before the date of the next Executive Board it is requested to delegate the consultation response to the Assistant Chief Executive and Solicitor to the Council in consultation with the Leader, Leader of the Opposition, Chairman of Planning & Development Board and Opposition Spokesperson, HS2 spokesperson and Opposition HS2 spokesperson.

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

Agenda Item No 16

Executive Board

12 February 2013

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

Local Development Scheme 2013

1 Summary

1.1 This report brings to Members a revised Local Development Scheme.

Recommendation to the Council

That the Local Development Scheme is approved.

2 Local Development Scheme

2.1 This report brings to Members an update of the Local Development Scheme to reflect the work that has been carried out and to ensure that the legal process for the production of the documents is adhered to.

... 2.2 The revised document is attached as Appendix A. Although it can be altered/updated at any time.

2.3 As can be seen the main areas of work relate to the continued progression of the Core Strategy, Site Allocations Plan, Development Management Plan and a Gypsy and Travellers Plan.

3 Report Implications

3.1 Finance and Value for Money Implications

3.1.1 The costs of the programme of work have been the subject of other reports and are funded through the Local Development Framework budget.

3.2 Legal and Human Rights Implications

3.2.1 It is a requirement of the 2004 Act that a Local Development Scheme is prepared that outlines the work programme to produce the various Local Development Documents.

3.3 Environment and Sustainability Implications

3.3.1 Sustainability appraisals are required to accompany all Local Development Documents identified by this Local Development Scheme. A scoping report has been prepared and has been consulted upon. Consultants are engaged to work alongside the Forward Planning Team. The Local Development Scheme and the associated plans and documents take into account evidence of housing needs, landscaping appraisal, habitat biodiversity audit and other assessments to inform future development frameworks. All the various assessments help inform a sustainability appraisal. The North Warwickshire Sustainable Community Strategy is a key evidential document alongside the other evidence sources.

3.4 Equality Implications

3.41 An equality impact assessment has been carried out on the Core Strategy which sets out the overarching spatial vision for the borough over the next 20 years. The Core Strategy sets out a framework for the Development Management Development Plan Document and the policies included within it. A specific consideration is the Gypsy and Travellers Plan.

3.4 Links to Council's Priorities

3.4.1 The delivery of the Local Development Framework is linked to all of the Council priorities.

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

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

***Local Development
Scheme
for
North Warwickshire***



**North Warwickshire
Borough Council**

February 2013

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Summary

The North Warwickshire Local Plan was adopted on 4th July 2006. Policies in the Local Plan 2006 are saved until replaced by subsequent Development Plan or Neighbourhood Documents. The list of Saved Policies is attached as Appendix 4.

The Statement of Community Involvement was adopted in April 2007.

The Core Strategy is about to be submitted, which will be a key part of the Local Plan for North Warwickshire.

Work has started on a Site Allocations Plan, Development Management Plan and a Gypsy and Traveller Plan with work progressing towards their adoption in 2014.

Some Supplementary Planning Documents (SPDs) will be produced alongside the Core Strategy DPD, depending on staff resources. These SPDs will be linked to Local Plan Saved Policies or the emerging Core Strategy.

Glossary

The key terms used within this document are as follows:

Document	Abbr.	Definition
Annual Monitoring Report	AMR	The report prepared by the Borough Council to assess the implementation of the LDS and the extent to which the policies in the LDF are being achieved.
Development Planning Document	DPD	These are documents that have been subject to independent testing and have the weight of development plan status. They are effectively the successor to the present local plan.
Local Development Document	LDD	The generic name given to all documents that makes up the LDF. These include both DPD's and SPD's. The role of LDDs is to set out the spatial strategy and planning policies for the Borough.
Local Development Framework	LDF	A folder containing all LDD's and therefore all planning policies applying within the Borough.
Local Development Scheme	LDS	The project plan for the preparation of the LDF.
Local Plan	LP	Document outlining the planning policies for the whole Borough prepared and adopted by the Borough Council.
Neighbourhood Development Order	NDO	An Order prepared by a Parish Council. It relates to a specific site or issue and effectively gives planning permission.
Neighbourhood Plan	NP	A document prepared by a Parish Council relating to a relevant local issues or issues. Once approved through independent examination and a referendum it has legal standing.
Regional Planning Guidance	RPG	The strategic plan for the West Midlands region now known as the RSS (see below).
Regional Spatial Strategy	RSS	Although this strategic plan is in the process of being abolished the evidence behind the Plan may still be relevant. It was produced at a regional level for the West Midlands.
Statement of Community Involvement	SCI	A statement setting out how communities and stakeholders will be involved in the process of producing LDDs.
Structure Plan	SP	This Plan prepared by Warwickshire County Council for the whole of the County gave the strategic context for Local Plans.
Supplementary Planning Document	SPD	These are documents that have not been subject to independent testing and do not have development plan status. They must, however, be subject to public consultation in accordance with the SCI.

Chapter 1 - What is a Local Development Scheme?

- 1.1 This Local Development Scheme (LDS) has been prepared to give the local community and all interested parties information on:
- the **current planning policies** that are being used for deciding applications within the Borough; and,
 - the **programme for reviewing these policies**.
- 1.2 The Council is required to produce a LDS under the terms of the Planning & Compulsory Purchase Act 2004. The LDS is a three-year programme of work and is reviewed regularly. It will be published on the Council's web site.
- 1.3 The Government is committed to seeing LDS's implemented and in particular to ensure the milestones set out are achieved. The Council will ensure that these targets are met through good project management and annual monitoring.
- 1.4 The Forward Planning team has prepared this LDS. The overall project manager is the Assistant Chief Executive & Solicitor to the Council. Day to day management of the LDS will be by the Forward Planning & Economic Strategy Manager.
- 1.5 The Local Development Scheme has been divided into the following sections:

<i>Chapter 2: Current Planning Policy Documents</i>	This provides an overview of the key planning documents that cover the Borough. It also gives guidance on the current state and status of documents prepared by other planning authorities.
<i>Chapter 3: Supporting Statement</i>	This section provides further background information including how the Council proposes to monitor LDDs and how the Council will formally adopt them.
<i>Appendix 1: Relationship between Local Development Documents</i>	This table provides an overview of the Local Development Documents described within this LDS in diagrammatic form.
<i>Appendix 2: Schedule of proposed Local Development Documents</i>	This table provides an overview of all the Local Development Documents that the Council proposes to prepare over the three years of the LDS
<i>Appendix 3: Profile of Local Plan & Local Development Documents</i>	This section examines each of the Local Development Documents outlined in Appendix 2 and provides more information on their role and scope, and the stages they will be expected to follow.
<i>Appendix 4: Local Plan policies</i>	This gives a list of all the Local Plan policies and which ones are likely to be affected through the production of LDD's within this LDS.
<i>Appendix 5: Programme Management</i>	This table provides more details on the timetable that the Council intends to follow as it prepares the Local Development Documents outlined in Appendix 2. It sets broad targets for the preparation of each document, and indicates particularly when the Council will be consulting on them.

- 1.6 All but 3 of the policies from the 2006 Local Plan have been saved. A key priority for the Borough Council is the production of the Core Strategy DPD. Due to the changing nature of planning policy documents it is important to understand how the various documents relate to one another, and what their status is.

Chapter 2 - Relationship with Existing Planning Policy Document

- 2.1 This section provides an overview of the key planning documents that cover North Warwickshire Borough at the present time, including those prepared by other planning authorities.

The Regional Spatial Strategy

- 2.2 The Localism Act 2011 has removed the legislation that underpinned the regional spatial strategies. An Environmental Assessment is currently being carried out prior to regulations being put in place to formally abolish the RSS. Until these regulations are in place the RSS is still formally part of the Development Plan.
- 2.3 The regional context for planning within North Warwickshire is in part still provided by the Regional Spatial Strategy (RSS). Work had been underway for several years to prepare up-to date regional guidance for the West Midlands region. Regional Planning Guidance for the West Midlands for the period to 2021 was first approved by the Secretary of State in June 2004.

Saved Policies

- 2.4 "Saved" policies are those prepared under previous legislation but which are permitted to retain their previous status subject to approval from the Secretary of State. Policies are then saved indefinitely until superceded by other more up to date policies. There are a number that affect North Warwickshire.
- 2.5 The **Minerals and Waste Local Plans** for Warwickshire were adopted by Warwickshire County Council in 1995 and 1999 respectively. Both of these documents were "saved" until September 2007. As of 27th September 2007, all of the policies in both Local Plans expired, except for the following which the Government Office for the West Midlands specifically directed could be saved for a longer period:-

Minerals and Waste Local Plans	
<i>Policy no.</i>	<i>Policy name</i>
M1	Areas of search and Preferred Areas
M4	Sand and gravel extraction in the context of landbanks
M5	Sterilisation of mineral reserves
M6	Considerations and constraints affecting mineral extraction
M7	Mitigation and planning conditions/agreements
M9	Restoration of mineral workings
M10	Monitoring of mineral sites

Waste Local Plan	
<i>Policy no.</i>	<i>Policy name</i>
1	General land-use
3	Landfilling
5	Incinerators
6	Materials recycling facilities
9	Large scale composting
13	Proposed facilities

- 2.6 Warwickshire County Council has prepared a Minerals and Waste Development Scheme that will outline the programme for replacing these documents. Any Minerals and Waste Plans will form part of the Development Plan for North Warwickshire whilst

any SPDs produced would not form part of this Borough's Development Plan. Further information is available on the County Council's website www.warwickshire.gov.uk.

- 2.7 The Borough Council adopted the **North Warwickshire Local Plan** in July 2006. As of 18 July 2009 all but three policies were saved. – Appendix 4 gives the list of saved policies.
- 2.8 The Core Strategy will replace some of these policies and the remaining policies will be replaced by other documents that together will form the new Local Plan for North Warwickshire

Supplementary Planning Guidance

- 2.9 The Borough Council has prepared a number of supplementary planning guidance (SPG).
- 2.10 The Council wishes to see the following SPG have the status of "material consideration" under the new planning system.

	<i>Year of adoption</i>	<i>Linked to Adopted Policy</i>
Father Hudson's Design Brief	1997 & 2005	ENV14
Residential Design Guide	2003	ENV14
Guidelines for Applicants	2003	ENV14
Shop front Design Guide	2003	ENV14
Affordable Housing SPD	2008	

The new Local Plan

- 2.10 Appendix 2 considers in more detail the documents that the Council proposes to prepare. Appendix 5 is a chart that provides an overview of the timetable for preparing these.

Neighbourhood Plans

- 2.11 Neighbourhood Plans will also form part of the Local Plan for North Warwickshire. At the present time there is only a small number of Parish Councils looking to prepare one. Coleshill Parish Council has sought the designation of the Parish as a Neighbour Plan Area.
- 2.12 The following documents make up the Council's suite of documents.

<i>Document Status</i>	
<i>Development Plan Documents</i>	Core Strategy
	Development Management Plan
	Site Allocations Plan
	Gypsy & Traveller Plan
	Proposals Map
	See appendices 2 and 3 of this LDS
<i>Local Development Scheme</i>	This document
<i>Statement of Community Involvement</i>	Adopted April 2007

<i>Annual Monitoring Report</i>	See section (F) below
<i>Supplementary Planning Documents</i>	Father Hudson's Design Brief 1997 & 2005
	Residential Design Guide 2003
	Guidelines for Applicants 2003
	Shop front Design Guide 2003
	Affordable Housing SPD 2008

- 2.10 During the early stages of preparing plans, rather than distinct periods of consultation, there will be an ongoing dialogue between the Council and stakeholders, initially in order to identify what the issues are before moving towards the possible options. With Development Plan Documents there are two statutory public consultation periods on the options as set out in the Statement of Community Involvement.

Annual Monitoring Report

- 2.11 The Council is required to monitor annually the effectiveness of the policies contained within its plans by producing a document called Annual Monitoring Report (AMR). It will monitor the policies of the North Warwickshire Local Plan (2006) until such time as policies are superseded. This is now a continuous process. The December 2011 can be viewed on the Council's website (www.northwarks.gov.uk/forwardplanning). It will develop over time and include greater analysis of data, including targets. The 2011 AMR:
- 2.12 The AMR is not a LDD and therefore is not included within the appendices which follow.

Chapter 3 - Supporting Statement

North Warwickshire Borough

- 3.1 Situated in the most northern part of Warwickshire, North Warwickshire Borough covers an area of 28,418 hectares (110 square miles). At its focus lie the market towns of Atherstone, Polesworth and Coleshill. The remainder of the Borough is rural with a number of small villages.
- 3.2 As a consequence of its environment, location immediately northeast of the West Midlands conurbation, and excellent transport links, the Borough has long been a focus of considerable development pressure. Approximately 50% of the Borough's rural area lies within the Green Belt and this has focused much of that pressure into the three towns. All saw considerable growth throughout the 20th century and North Warwickshire Borough now has a population of 61,000 (based on the 2001 census), a growth of 9.4% since 1981.

Sustainability Appraisal

- 3.3 Sustainability Appraisals are required to accompany all LDDs identified by this LDS. A scoping report has been prepared and has been consulted upon. Consultants are engaged to work alongside the Forward Planning Team. The SA will mirror the Core Strategy.

The Evidence Base of the Local Development Scheme

- 3.4 The work of preparing LDDs will be underpinned by a number of pieces of existing and proposed technical work. The main ones at the present time are as follows:

1	Housing Market Assessment (HMA)	A joint HMA was carried out with Nuneaton & Bedworth BC, City of Coventry and Rugby BC and was completed April 2008
2	Housing Needs Study (HNS)	A Borough Study was approved in 2004 and was used extensively in supporting the Local Plan. Parishes are also commissioning local Housing Studies through the Parish Plan process.
3	Gypsies & Travellers Needs Study	was completed in February 2008
4	Urban Capacity Study (UCS)	This was prepared in 2002 to support the work on the local plan and a review of the UCS will be carried out prior to any sites being allocated for housing or employment in subsequent reviews of land allocations.
5	PPG17 Open space, Sport & Recreation Study	Consultants carried out this audit and a final report was published January 2008. It also recommended a Green Space Strategy for the Council and that was adopted in December 2008, subject to a funding programme being approved.
6	Landscape Appraisals.	Appraisals will be required in order to inform future DPD's especially any involving land allocations. Further investigations in to the appropriate method to do this are ongoing.

7	Housing and Employment monitoring	This is carried out on an annual basis and will be reported as part of the annual monitoring report on the Local Plan. The statistics on the completion of affordable housing and housing on previously developed sites are also published by the Council as performance indicators
8	Habitat Biodiversity Audit (HBA)	This is an ongoing project, funded by all the Councils in the sub-region, to identify, understand and map the various wildlife habitats within the county. Other partners include Warwickshire Wildlife Trust and Natural England. The work is has informed both the Local and the Community Plans
9	Strategic Flood Risk Assessment	Completed in January 2008
10	Energy	It is being investigated whether this could be carried out jointly with other authorities within the sub-region.
11	North Warwickshire Sustainable Community Plan	The first North Warwickshire Sustainable Community Plan was prepared in 2002 and has been subsequently reviewed on a regular basis. Community Plan themes and priorities are reflected in the Local Plan

Political Management of the Local Development Framework

- 3.5 Responsibility for approving planning policy documents falls within the scope of Full Council following a recommendation by the Council's Executive Board. Authority to approve planning briefs and Supplementary Planning Documents has been delegated to the Planning & Development Board. A member group called the LDF Advisory panel has been set up and meets regularly.
- 3.6 The new system will require for new arrangements to be put in place to allow effective decision-making by the Council. It is proposed that, subject to the necessary formal amendments being agreed to the Council's constitution, the following committees make approvals of Local Development Documents.

Document

Core Strategy

All Development Planning Documents
Subject to being in conformity with Core Strategy

Statement of Community Involvement
Local Development Scheme

Annual Monitoring Report

Supplementary Planning Documents

To be approved by

Full Council following a recommendation by Executive.

Planning & Development Board

Planning & Development Board
Executive

Planning & Development Board

Planning & Development Board

Delivering the Local Development Scheme – What could go wrong?

- 3.7 There will always be a level of uncertainty associated with a document such as this Local Development Scheme. It is legitimate to ask how reasonable and achievable the targets set out above are, and what issues may affect the overall delivery of the LDS.
- 3.8 As part of preparing this LDS, the Council has carried out a Risk Assessment of the projects contained in this document, and has identified a number of areas of risk.

1. **Level of public engagement.** An assumption has been made of the amount of time that public and stakeholder involvement will take. Whilst this has been based on past experience, it cannot be predicted accurately as public involvement can vary widely.
2. **Changes in government legislation and regulations.** This LDS has been based on the most up-to-date Government guidance. In view of the legislative changes that are taking place, guidance is currently being drafted, and further guidance (particularly on producing *Statements of Community Involvement*) is expected. This may impact upon processes and targets.
3. **Staff turnover.** For a small authority this has the biggest impact and has had a dramatic effect over the last two years. There maybe opportunities to redeploy staff from Planning Control and these will be explored.
4. **Additional unforeseen pressures on staff time.** These can never be predicted in advance, although the Council is committed to implementing the LDF system.
5. **Additional resource requirements.** Resources have been allocated but savings have to be made wherever possible. Increased planning fees may help but with the number of applications declining this can not be relied upon. Request for addition resources has been made in order to deliver the required documents within this LDS through the use of Planning Delivery Grant.
7. **Non delivery of Housing Planning Delivery Grant.** The Council has received PDG and is looking at long term funding of planning policy work.

Contact details

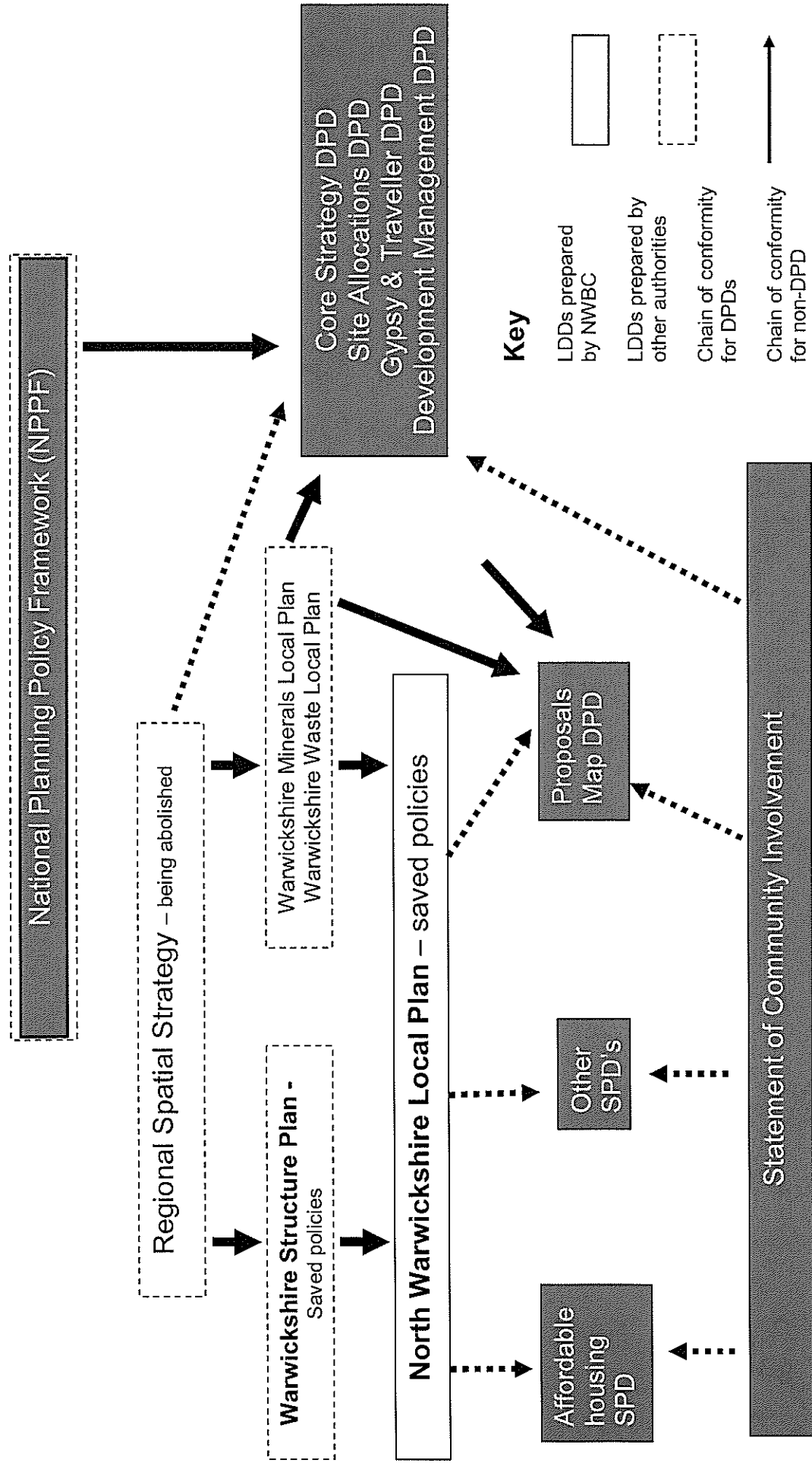
- 3.9 For more information about any of the issues raised in this Local Development Scheme please contact:-

Forward Planning Team
North Warwickshire Borough Council
The Council House
South Street
Atherstone, CV9 1BG

Tel: 01827 719250 / 451 / 499
Email: planningpolicy@northwarks.gov.uk

- 3.10 This document, together with all other Local Development Documents produced by the Borough Council will be made available on the Council's web site - www.NorthWarks.gov.uk

Appendix 1: Diagram showing relationship between Local Development Documents and Saved Documents



Appendix 2a: Schedule of Proposed Local Development Documents

Document Title	Status	Role & Content	Geographical Coverage	Chain Of Conformity	Dates for Consultation	Date For Submission To SoS	Proposed date for adoption
Core Strategy	DPD	Sets out vision, strategic objectives and policies to deliver development.	Borough wide	Must be in general conformity with RSS & NPPF.	October 2011	February / March 2013	Late 2013
Site Allocations DPD	DPD	Allocations sites for a range of uses	Borough wide	Must be in general conformity with RSS, NPPF & Core Strategy	February 2013	October 2013	Summer 2014
Development Management DPD	DPD	Provides more detailed guidance on issues contained within local plan policy.	Borough wide	Must be in general conformity with RSS, NPPF & Core Strategy	May 2013	December 2013	Summer 2014
Gypsy & Traveller DPD	DPD	To allocate sites and determine site criteria	Borough wide	Must be in general conformity with RSS, NPPF & Core Strategy	June 2013	Spring 2014	March 2015
Proposals Map (As and when required by the production of DPD – see DPD Profiles)	DPD	Sets out the policies in map form	Depending on DPD	With relevant DPD	Various	Various	January 2015

Minerals and Waste Development Plan Documents, see separate Warwickshire Minerals & Waste Development Schemes.

Appendix 2b: Developing the Local Development Scheme in North Warwickshire

Year	2011				2012				2013				2014				2015				2016							
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Core Strategy								P																				
Site Allocations DPD																												
Development Management DPD																												
Gypsy & Traveller DPD																												
Proposals Map																												

Key

Quarters

1 = January – March 2 = April – June

3 = July – September 4 = October – December

P = Publication

S = Submission

A = Adoption

Appendix 3: Profile Local Development Documents

1 Core Strategy

Overview

Role & Subject	This is a strategic document setting out the vision and spatial strategy for the Borough up to 2026. It will contain generic policies covering the whole Borough.
Coverage	Borough-wide
Status	Development Planning Document
Conformity	NPPF and RSS having regard to the saved policies from the Warwickshire Structure Plan and North Warwickshire Local Plan 2006.

Timetable

Stage	Dates
Early stakeholder and community engagement including consultation for Issues and options	2008
Issues and Options	2009
Consultation: Preferred option	October 2011- January 2012
Consultation on Draft Pre-Submission	June to August 2012
Publication Date	November 2012
Date of submission to Secretary of State	February / March 2013
Pre-Hearing Meeting	April 2013
Examination	May 2013
Receipt of Inspector's Report	Summer 2013
Estimated date for adoption	December 2013

Arrangements for Production

Organisational Lead	Forward Planning Manager
Political Management	As a DPD, all key reports on the Core Strategy will need to be approved by Full Council following a recommendation from Executive.
Internal Resources	The Local Plan team under the direction of the Forward Planning Manager
External Resources	Consultants will need to be brought in to advise on and validate a Sustainability Appraisal / Strategic Environmental Assessment.
External Stakeholder Resources	Expertise from development industry. Representatives from a wide range of groups to attend relevant meetings/focus groups, etc.
External Community & Stakeholder Involvement	In accordance with SCI. The Council will also work with the LSP and LSP Theme Groups

2 Site Allocations DPD

Overview

Role & Subject	Allocations sites for a range of uses
Coverage	Borough-wide
Status	Development Plan Document
Conformity	NPPF and RSS having regard to the saved policies from the Warwickshire Structure Plan and North Warwickshire Local Plan 2006.

Timetable

Stage	Dates
Early stakeholder engagement	2008 - 2011
Call for Sites	February 2012
Consultation: Preferred option	February 2013
Publication Date	Summer 2013
Date of submission to Secretary of State	October 2013
Pre-Hearing Meeting	November 2013
Examination	February 2014
Receipt of Inspector's Report	Summer 2014
Estimated date for adoption	Winter 2014

Arrangements for Production

Organisational Lead	Forward Planning Manager
Political Management	Approval by Planning Board.
Internal Resources	The Forward Planning and Development Control Teams
External Resources	Consultants will need to be brought in to advise on and validate a Sustainability Appraisal / Strategic Environmental Assessment.
External Stakeholder Resources	Local architects, consultants and developers. Local Amenity groups National Amenity Groups (English Heritage, Georgian Group, Victorian Society, 20 th Century Society, etc.)
External Community & Stakeholder Involvement	Consultation will take place with a wide range of stakeholders including all the above plus parish and town councils and all other interested parties.

3 Development Management DPD

Overview

Role & Subject	Provides more detailed guidance on issues contained within local plan policy.
Coverage	Borough-wide
Status	Development Plan Document
Conformity	NPPF and RSS having regard to the saved policies from the Warwickshire Structure Plan and North Warwickshire Local Plan 2006.

Timetable

Stage	Dates
Issues and Options	February 2012
Consultation: Preferred option	May 2013
Publication Date	September 2013
Date of submission to Secretary of State	December 2013
Pre-Hearing Meeting	January 2013
Examination	March 2014
Receipt of Inspector's Report	Summer 2014
Estimated date for adoption	Summer 2014

Arrangements for Production

Organisational Lead	Forward Planning Manager
Political Management	Approval by Planning Board.
Internal Resources	The Forward Planning and Development Control Teams
External Resources	Consultants will need to be brought in to advise on and validate a Sustainability Appraisal / Strategic Environmental Assessment.
External Stakeholder Resources	Local architects, consultants and developers. LDF mailing list
External Community & Stakeholder Involvement	Consultation will take place with a wide range of stakeholders including all the above plus parish and town councils and all other interested parties.

4 Gypsy & Traveller DPD

Overview

Role & Subject	To allocate sites and determine site criteria
Coverage	Borough-wide
Status	Development Plan Document
Conformity	NPPF and RSS having regard to the saved policies from the Warwickshire Structure Plan and North Warwickshire Local Plan 2006.

Timetable

Stage	Dates
Early stakeholder and community engagement	2009
Issues and Options (including possible sites)	March 2012
Consultation: Preferred option	June 2013
Publication Date	April 2013
Date of submission to Secretary of State	Spring 2014
Pre-Hearing Meeting	February 2014
Examination	Summer 2014
Receipt of Inspector's Report	Autumn 2014
Estimated date for adoption	March 2015

Arrangements for Production

Organisational Lead	Forward Planning Manager
Political Management	Approval by Planning Board.
Internal Resources	The Forward Planning and Development Control Teams
External Resources	Consultants will need to be brought in to advise on and validate a Sustainability Appraisal / Strategic Environmental Assessment.
External Stakeholder Resources	Gypsy & Travellers LDF mailing list
External Community & Stakeholder Involvement	Consultation will take place with a wide range of stakeholders including all the above plus parish and town councils and all other interested parties.

5 Proposals Map

Overview

Role & Subject	To show in diagrammatical form the policies and proposals of all approved development plan documents.
Coverage	The Proposals Map is Borough-wide but may be updated on a piecemeal way depending on the DPD's being prepared. This will include the Minerals and Waste DPD's.
Status	Development Planning Document
Conformity	Relevant DPD's

Timetable

Stage	Dates
This will mirror the production of DPD's including those prepared by the Warwickshire County Council.	Various

Arrangements for Production

Organisational Lead	Forward Planning Manager
Political Management	As a DPD
Internal Resources	The Forward Planning team
External Resources	Consultants may need to be used to ensure a map that covers the whole of the Borough
External Stakeholder Resources	None required
External Community & Stakeholder Involvement	None required

Appendix 4: Local Plan Policies

The list below gives an indicative indication of the document that it is likely that each policy, from the adopted Local Plan, will be reviewed. As work progresses on each document the list below will be updated. The table below shows the list of policies to be saved indefinitely.

(Note: NWLP – North Warwickshire Local Plan)

CORE POLICIES			<i>When adopted</i>	<i>Review Document</i>
NWLP	CP1	Social & Economic Regeneration	Jul 2006	Core Strategy
NWLP	CP2	Development Distribution	Jul 2006	Core Strategy
NWLP	CP3	Natural & Historic Environment	July 2006	Core Strategy
NWLP	CP5	Development in Towns and Villages	July 2006	Core Strategy
NWLP	CP6	Local Services & Facilities	July 2006	Core Strategy
NWLP	CP8	Affordable Housing	July 2006	Core Strategy
NWLP	CP10	Agriculture & the Rural Economy	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	CP11	Quality of Development	July 2006	Core Strategy
NWLP	CP12	Implementation	July 2006	Core Strategy
3 NATURAL & BUILT ENVIRONMENT POLICIES				
NWLP	ENV1	Protection & Enhancement of Natural Landscape	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV2	Green Belt	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV3	Nature Conservation	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV4	Trees and Hedgerows	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV5	Open Space	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV6	Land Resources	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV7	Development of Existing Employment Land outside Defined Development Boundaries	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV8	Water Resources	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV9	Air Quality	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV10	Energy Generation & Energy Conservation	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ENV11	Neighbour Amenities	July 2006	Development Management DPD,

<i>NWLP</i>	<i>ENV12</i>	Urban Design	July 2006	Neighbourhood Plan Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ENV13</i>	Building Design	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ENV14</i>	Access Design	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ENV15</i>	Heritage Conservation, Enhancement and Interpretation	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ENV16</i>	Listed Buildings, non Listed Buildings of Local Historic Value and Sites of Archaeological Importance (including Scheduled Ancient Monuments)	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ENV17</i>	Telecommunications	July 2006	Development Management DPD, Neighbourhood Plan
4 HOUSING POLICIES				
<i>NWLP</i>	<i>HSG1</i>	Housing Land Allocations & Proposals	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>HSG2</i>	Affordable Housing	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>HSG3</i>	Housing Outside Development Boundaries	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>HSG4</i>	Densities	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>HSG5</i>	Special Needs Accommodation	July 2006	Housing DPD, Neighbourhood Plan
5 ECONOMY POLICIES				
<i>NWLP</i>	<i>ECON1</i>	Industrial Sites	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON2</i>	Employment Land	July 2006	Site Allocations DPD
<i>NWLP</i>	<i>ECON3</i>	Protection of Existing Employment Sites & Buildings within Development Boundaries	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON4</i>	Managed Workspace / Starter Units	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON5</i>	Facilities relating to the Settlement Hierarchy	July 2006	Core Strategy
<i>NWLP</i>	<i>ECON6</i>	Site at Station Street including Former Hat Factory, Atherstone	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON7</i>	Agricultural and Forestry Buildings & Structures	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON8</i>	Farm Diversification	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON9</i>	Re-Use of Rural Buildings	July 2006	Development Management DPD, Neighbourhood Plan
<i>NWLP</i>	<i>ECON10</i>	Tourism & Heritage Sites & Canal	July	Development

		Corridors	2006	Management DPD, Neighbourhood Plan
NWLP	ECON11	Hotels & Guest Houses	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	ECON12	Services & Facilities in Category 3 & 4 Settlements	July 2006	Development Management DPD, Neighbourhood Plan
6 COMMUNITY FACILITIES POLICIES				
NWLP	COM1	New Community Facilities	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	COM2	Protection of Land & Buildings used for Existing Community Facilities in the Main Towns & Market Town	July 2006	Development Management DPD, Neighbourhood Plan
7 TRANSPORT POLICIES				
NWLP	TPT1	Transport Considerations in New Development	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	TPT2	Traffic Management & Travel Safety	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	TPT3	Access and Sustainable Travel and Transport	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	TPT4	Public Transport Improvements & New Facilities	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	TPT5	Promoting Sustainable Freight Movement & Safeguarding Future Freight Opportunities	July 2006	Development Management DPD
NWLP	TPT6	Vehicle Parking	July 2006	Development Management DPD, Neighbourhood Plan
NWLP	TPT7	Airport Parking	July 2006	Development Management DPD, Neighbourhood Plan

Agenda Item No 17

Executive Board

12 February 2013

Report of the Chief Executive

**Community Governance Review –
Parish of Middleton**

1 Summary

- 1.1 To consider any representations received in respect of the second stage of the Community Governance Review (CGR) for Middleton and to confirm the Council's final decision.

Recommendation to the Council

That the final recommendation not to increase the number of Parish Councillors for the Parish of Middleton be endorsed and the Chief Executive authorised to give notice of the decision accordingly.

2 Background

- 2.1 As Members will be aware the Council agreed to a Community Governance Review (CGR) for Middleton following a request from the Parish for an increase in the number of Councillors.

3 First Stage of the Review

- 3.1 In accordance with the procedure for a CGR, Terms of Reference were drafted and due Notice given. The closing date for representations was Friday 12 October 2012.
- 3.2 At the Full Council meeting on 12 December 2012, the Council having considered the evidence available and the representations received and approved the following recommendation:

'That having considered the representations received, no increase be made to the number of Parish Councillors for the Parish of Middleton and the Chief Executive be authorised to give notice of the decision accordingly.'

- 3.3 The reasons for the decision can be summarised as follows

- future electorate forecasts - there is no proposed increase in electorate numbers to support the proposal for an increase in the number of Councillors

- the perceived level of support for the proposal evidenced by the number of responses to the consultation
- that the conduct of parish council business does not usually require a large body of Councillors
- historically the Parish Council has found difficulty in attracting sufficient candidates to stand for election leading to uncontested elections and/or co-option - recent elections have been uncontested and the Parish recognises that most Councils do not have a raft of people willing to stand

4 **Second Stage of the Review**

4.1 Notice of the Council's decision to recommend no increase in the numbers was duly given to interested parties. The closing date for further representations was Friday 25 January 2013. No further representations have been received.

5 **The Final Stage**

5.1 The final stage of the CGR is for this Council to confirm or otherwise the recommendation not to increase the number. The Board is invited to endorse the recommendation not to increase the number of Councillors on Middleton Parish Council.

6 **Report Implications**

6.1 **Finance and Value for Money Implications**

6.1.1 Any costs associated with the Community Governance Review (officer time, postage and printing etc) are met by the Borough Council as the duty for the review rests with North Warwickshire.

6.1.2 The next scheduled date for Borough and Parish elections is May 2015. Any costs associated with contested elections in May 2015 would be split equally between the Borough and Parish. If any Review recommends an earlier implementation date the Parish Council would be responsible for 100% of the costs of that election.

6.2 **Legal and Human Rights Implications**

6.2.1 These are set out in the main body of the report.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 18

Executive Board

12 February 2013

Report of the Chief Executive

Approach to Shared Services

1 Summary

- 1.1 This report outlines the Council's current position on Shared Services and recommends an approach for evaluating prospective future collaborations.

Recommendation to the Board

That the approach to evaluating joint service projects, as set out at Appendix A, be adopted.

2 Report

- 2.1 Members will recall that, in April 2008, the Borough Council adopted a Shared Services Strategy, along with the other Warwickshire authorities. The protocol allowed for Coventry City Council and Solihull Metropolitan Borough Council to join the Joint Committee.
- 2.2 In reality, the pace of achieving change through that Strategy has been limited and slow-moving and largely driven by the three big authorities, with a lot of the work concentrating around adult and children's services.
- 2.3 Whilst there have been some areas of joint success, for example around Procurement, the reality is that we have made much more progress in terms of joint working by looking for opportunities to work with a range of partners, often on a 1:1 or slighter larger basis and, generally, with District Councils.
- 2.4 Examples of current collaborations include:-
- Building Control with Nuneaton & Bedworth Borough Council.
 - Home Improvement Consortium with Nuneaton & Bedworth Borough Council and potentially other Warwickshire authorities.
 - Legal Services with Blaby District Council/Hinckley & Bosworth Borough Council and North West Leicestershire.
 - Joint Heritage and Conservation Officer with Nuneaton & Bedworth Borough Council.
 - Payroll Services provided by the County Council.

- Long term use of major Procurement Consortia like Eastern Shires Procurement Organisation (ESPO).
- Shared Depot at Lower House Farm (imminent).
- Dual use of Sports Hall Polesworth School.
- Shared Sports Hall Project with Coleshill School.
- Shared use and management of Sporting Facilities at QE School, Atherstone.
- Accommodation Project with Warwickshire Police, Connexions and Warwickshire County Council and managed by Coventry City Council.
- Provision of sheltered scheme monitoring to Nuneaton & Bedworth Borough Council.
- Joint Elections Management System with Rugby Borough Council and Stratford District Council.
- Shared Management of Waste Collection and Streetscape with Nuneaton & Bedworth Borough Council (temporary).
- Joint Performance Management System with the County Council.
- Shared Joint Customer Relationship Management System with other Warwickshire authorities.

2.5 We have also had one or two examples that have either been less successful, such as the Internal Audit collaboration with Rugby, and the partnership with Coventry City Council on various aspects of Revenues and Benefits which was initially very successful but did not deliver ongoing benefit. The ongoing sustainability of the shared legal services project is also being looked at.

2.6 These are a number of examples from a longer list and the need to look at shared working/collaboration with other organisations as a way of improving efficiency and effectiveness will continue.

2.7 In reality, the Council would not want to enter into a collaboration that did not have a good business case and, having considered the approach of other authorities, I am suggesting that in determining whether joint/shared working is appropriate in particular cases, it would be useful to have a set of criteria against which a proposal could be benchmarked.

• • • 2.8 A suggested approach is set out at Appendix A.

3 Report Implications

3.1 Finance and Value for Money Implications

3.1.1 The purpose of the report is to improve the likelihood of the Council obtaining value for money from Shared working.

3.2 Human Resources Implications

3.2.1 Any Human Resource implications will be considered on a case by case basis.

3.3 Risk Management Implications

3.3.1 Evaluating projects against agreed criteria in advance of entering into a collaboration should significantly reduce risk.

3.4 Equalities Implications

3.4.1 Equality implications would need to be considered in respect of individual projects.

3.5 Links to Council's Priorities

3.5.1 Public Services and Council Tax.

The Contact Officer for this report is Jerry Hutchinson (719216).

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

Shared Services Decision Tool

The Council will identify and deliver efficiencies using a variety of means. The Council's Financial Strategy includes delivering savings in a number of ways, including through the development of shared services with like minded organisations.

Prior to any significant investment (in terms of resources, ie office time, consultancy costs) on a shared service, the following decision making matrix must be used.

Criteria	Response
Will this project deliver savings/increased revenue of 15% pa or more off relevant existing budgets within two years?	Yes/No
Does it support an existing strategic partnership?	Yes/No
Will the project create or release resource/capacity or improve resilience within the Council to the equivalent of 1.0fte (£20k pa) minimum?	Yes/No
Will the project improve the customer experience, based upon robust evidence of customer demand/perceptions/satisfaction?	Yes/No
Is there evidence that the costs of the current service are significantly out of line with comparable services in other authorities or increasing disproportionately compared with previous years?	Yes/No
Will it reduce the requirement for external support (eg agency staff/consultancy) by the minimum equivalent of 1.0fte or £20k pa?	Yes/No
Will performance improve by over 10% on current levels?	Yes/No

If there are three or more 'Yes' responses, this indicates that the shared service option should be considered, subject to a robust Business Case developed. The Business Case must include reference to all above criteria and include evidence.

Agenda Item No 19

Executive Board

12 February 2013

Report of the Chief Executive and the Deputy Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2012

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 2012.

Recommendation to Council

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

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 This report shows the third quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2012/13. This is the third report showing the progress achieved so far during 2012/13.

4 Progress achieved during 2012/13

- 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 2012/13 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 achieved (shown as a red triangle)

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

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

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 2012/13.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 100% of the Corporate Plan targets and 62.5% 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	20	100%
Amber	0	0%
Red	0	0%
Total	20	100%

Performance Indicators

Status	Number	Percentage
Green	5	62.5%
Amber	1	12.5%
Red	2	25%
Total	8	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 Equality Implications

8.5.1 There are a number of equality related targets and indicators including engagement with communities, developing the local economy, 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 local employment, enhancing community involvement and access to services, protecting and improving our environment, protecting and improving our countryside and rural heritage, tackling crime, improving housing and making best use of our resources.







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













Background Papers













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

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





NWCP Executive Board 12/13						
	Action	Priority	Reporting Officer	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 July 2012	Consultation and Communication	Maxey, Steve	Reports and significant policies are monitored by the Assistant Chief Executive and Solicitor to the Council and the Policy Support Manager to ensure equality implications are included. Executive Board adopted the Consultation Strategy in November 2012. Officers are talking to Nuneaton and Bedworth Borough Council about further support for this area and audit of our approach will be carried out by them in February.	 Green	
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	Working is continuing. A report will be taken to the next Executive Board.	 Green	
NWCP 003 11/12	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	Access to Services	Trahern, Bob	In hand to be completed at the year end. Reports on the impact of Welfare Reform are being taken as required. We are currently staging a series of 'Wraparound' events at various venues around the borough to encourage people affected by the welfare reform changes to come and talk to us regarding help we can give them.	 Green	
NWCP 004 11/12	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	Countryside and Heritage	Barratt, Dorothy	The Core Strategy is now out for Pre-submission consultation for the statutory six week period ending on 20th December 2012. It will be submitted to Government in January 2013.	 Green	
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	The Borough Council has continued to work with 51M and Action Groups to progress the opposition to HS2. The Core Strategy outlines the Council's concern within the remit of the NPPF.	 Green	

NWCP Executive Board 12/13						
	Action	Priority	Reporting Officer	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	<p>During the third quarter risk of flooding incidents continue to be monitored and responses put in place for Polesworth and other areas.</p> <p>A multi agency meeting is being arranged in February to consider what further resilience measures can be put in place with the County Council Flood Risk Team. Sandbags or flood sacs have been distributed to high risk locations via Parish Councils or direct in some cases. Access to the national resilience extranet has been set up which will support our local and county wide preparations. Work to revise the off site COMAH plan for Kingsbury Oil Terminal has been carried out and a proposed table top exercise is being planned for February. The continuity plans for potential risks associated with the proposed office refurbishment works are being reviewed. Tests of the responses are being arranged and further consideration will be carried out as part of the ongoing Office</p>	 Green	
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	Work on finding savings is ongoing.	 Green	
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, with a view to achieving savings and/or increasing capacity	Public Services and Council Tax	Brewer, Chris	<p>Progressing in line with timetable.</p> <p>Reviews of refuse and grounds maintenance currently underway planning to start in the new year. The Planning review has been delayed due to obtaining external funding to support the review. The funding for this is now available</p>	 Green	





NWCP Executive Board 12/13						
	Action	Priority	Reporting Officer	Update	Status	Direction
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. The details of the project will be subject of ongoing reports	Public Services and Council Tax	Dobbs, Richard	Coventry City Council are project managing this work on behalf of NWBC. Cost consultants, full design team and main contractor have now all been appointed. Initial meetings have been held with EMT and on specific IT issues and initial plans are now being drawn up. Work is expected to start July 2013 and last 6 to 9 months. Initial feasibility study is completed and is now at the design stage. Discussions are being held with WCC regarding their requirements.	 Green	
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	Work is ongoing.	 Green	
NWCP 043 11/12	To undertake work in line with the Human Resources Strategy, including a) Monitoring/managing sickness absence;b) Ensuring compliance with employment legislation	Local Employment	Garner, Sue	A progress report was considered by Special Sub Group on 16 July.	 Green	
NWCP 045 11/12	Carry out the review of the Council's constitutional structure, including the Members' Allowance Scheme.	Public Services and Council Tax	Garner, Sue	A revised Members Allowance Scheme was approved by Council on 4 July.	 Green	
NWCP 046 11/12	Carry out review of Staff Travel	Public Services and Council Tax	Brewer, Chris	Review of staff lease car scheme completed, currently assessing tenders for an employee salary sacrifice car scheme, once this has been completed will start the review of essential user allowances.	 Green	
NWCP 047 11/12	Carry out review of Members' Travel	Public Services and Council Tax	Garner, Sue	Amendments to Members travel arrangements were approved at Council on 4 July.	 Green	

NWCP Executive Board 12/13						
	Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 048 11/12	To carry out a review of Area Funding, jointly with Warwickshire County Council	Public Services and Council Tax	Powell, Simon	As determined with Members, a review of the Borough Council's external funding schemes will be undertaken subsequent to the County Council elections in May 2013.	 Green	
NWCP 049 11/12	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	Public Services and Council Tax	Dobbs, Richard	No timescale yet for CPE implementation, but the Council's Parking Places Order is in the process of being revised and will go to Board for approval in January 2013	 Green	
NWCP 056 11/12	To review the means of funding and frequency of North Talk by March 2013	Consultation and Communication	Maxey, Steve	North Talk now carries a limited amount of advertising and sponsorship. A review of this will take place after one year.	 Green	
NWCP 061	Carry out review of Mayor's Allowance	Public Services and Council Tax	Garner, Sue	Work on this will be carried out later in the year.	 Green	
NWCP 071	Carry out review of Staff Establishment	Public Services and Council Tax	Garner, Sue	The staff establishment is monitored on an ongoing basis.	 Green	
NWCP 072	To maintain the existing level of core funding for arts and welfare organisations	Public Services and Council Tax	Powell, Simon	Live and Local continues to be funded to provide practical support and advice to volunteers to help them to deliver high quality professional theatre / music in local venues. £500 of each Area Forum Fund has been ring-fenced for arts-related projects. Area Forums East and North have both allocated more than £500 to arts-related activity.	 Green	







NWPI Executive Board 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 153	Number of domestic burglaries detected in the Local Authority area	Policy Support	Crime and Disorder	216	182	 Green		182 domestic burglaries during the first three quarters which is a 17% reduction compared to same period 2011/12. Domestic burglaries increased during 2011/12. Curdworth and Water Orton are current hot spot locations. A crime prevention roadshow is planned for 25 January in Water Orton as vehicle crime and car key burglaries are also a concern. A mobile cctv camera will also be deployed at the Railway Station Car Park. Policing operations are also being carried out.
NWLPI 154	Number of violent crimes in the local authority area	Policy Support	Crime and Disorder	438	395	 Green		395 violent crimes reported in the first three quarters which is an 11% decrease compared to the same period 2011/12. 96 incidents 24% are related to domestic violence. Any licensed premises which are identified as a concern are subject to visits by the Police. Analysis of violent crime is considered by the partnership special interest group as necessary. No current significant issues are prominent. The draft strategic assessment prepared for the 2013/14 year shows young people as offenders, alcohol related violence in town centres, domestic related violence and older people as victims of crime to be priority themes.



NWPI Executive Board 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 155	The number of vehicle crimes in the local authority area	Policy Support	Crime and Disorder	462	418	Green 		<p>418 vehicle crimes during the first three quarters. The current hot spot locations include Fillongley, Arley and Whitacre, Hartshill and Water Orton. All hot spot locations are visited to ensure there is adequate crime prevention signage and other measures in place. The current levels are still within the expected target range. Crime Prevention Roadshow planned for Water Orton on the 25 January 13. Corley Services is the most significant location within the Fillongley ward for vehicle crime with six offences out of 19 between September and November. The area around Stewart Court New Arley has experienced 7 offences out of 16 between September and November. Coleshill Road in Hartshill has also been identified in the same period.</p>
NWLPI 156	The number of hate crimes recorded in the local authority area	Policy Support	Crime and Disorder	10	13	Red 		<p>Hate Crime report prepared for the North Warwickshire Community Safety Partnership shows 13 hate crimes recorded between April - November 2012. These incidents included 9 violence against the person and 4 criminal damage. One repeat incident is subject to ongoing investigations by the Police. Two of the incidents within this period have also been reported to the Council. Replies have been sent by email to the reporter of the incidents.</p>

NWPI Executive Board 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 130	The percentage of hate crimes that resulted in further action	Policy Support	Crime and Disorder	100	100	 Green		<p>Hate Crime Report prepared for the North Warwickshire Community Safety Partnership shows 13 hate crimes recorded between April - November 2012. These incidents included 9 violence against the person and 4 criminal damage.</p> <p>One repeat incident is subject to ongoing investigations by the Police. Two of the incidents within this period have also been reported to the Council. Replies have been sent by email to the reporter of the incidents.</p>
@NW:NI032	Percentage reduction in repeat victimisation for those domestic violence cases being managed by a MARAC	Policy Support	Crime and Disorder	8	14.7	 Red		<p>The data for this indicator is based upon combined figures for North Warwickshire and Nuneaton and Bedworth. A query has been raised with Warwickshire County Council to confirm if district specific data will be available from Stonham the new domestic abuse support service provider. No district specific information is currently available.</p> <p>During quarters 1 to 3 there were 96 domestic violence incidents (24%) out of 396 violent crime offences in North Warwickshire.</p> <p>TRIM reference 2012/PS/000549 Community Safety Performance Monitoring Report December 2012</p>
@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	48	44	 Green		<p>44 KSI's recorded during April to December 12. Baseline figures from 2011/12 confirmed as 65. 65 KSI's recorded for 2011/12 therefore assumed target level is 64.</p> <p>TRIM reference 2012/PS/000549 Community Safety Performance Monitoring Report September 2012</p>

NWPI Executive Board 12/13

Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
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	95	 Amber		<p>A spreadsheet has been set up to record the Equality Implications and Impact Assessments carried out. A provisional estimate of the indicator is still to be confirmed for the period. Monitoring of board reports for the equality implications identified and the impact assessments carried out is undertaken using TRIM.</p>

NORTH WARWICKSHIRE BOROUGH COUNCIL

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

24 January 2013

Present: Councillor Morson in the Chair

Councillors Moore, Smith and Sweet

Councillor Humphreys and Inspector Par Devereux were also in attendance.

9 Disclosable Pecuniary and Non-Pecuniary Interest

None were declared at the meeting.

10 Minutes of the Meeting of the Sub-Committee held on 11 September 2012

The minutes of the meeting of the Sub-Committee held on 11 September 2012, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

11 Anti-Social Behaviour Co-ordinator 2013/14

The Chief Executive updated Members on the arrangements for the role of the Anti-Social Behaviour Co-ordinator. In addition he highlighted a number of risks associated with the provision of the post and the Sub-Committee was asked to consider maintaining the contribution towards the funding of the post for the 2013/14 financial year.

Resolved:

- a That the risks highlighted in the report of the Chief Executive be noted; and**
- b That a follow up report be prepared confirming any proposed changes to the current arrangements for 2013/14.**

12 Implementation of Nomad 3g Mobile CCTV Cameras

The Chief Executive reported on the implementation of the Nomad 3g mobile CCTV cameras across North Warwickshire.

Resolved:

- a That the report and the implementation of the Nomad 3g mobile CCTV cameras be noted; and**
- b That Officers be asked to report to a future meeting of the Sub-Committee on the possible use of automatic number plate recognition.**

13 Police and Crime Commissioner – North Warwickshire Overview

The Sub-Committee was informed of recent contacts made with the newly elected Police and Crime Commissioner for Warwickshire. In addition a copy of the Executive Summary from the draft Police and Crime Plan 2013/14 was circulated.

Resolved:

- a That the report be noted;**
- b That Members be asked to respond to the Chief Executive by 18 February with any comments on the Executive Summary from the draft Police and Crime Plan 2013/14.**

14 Consultation Results on the proposed Designated Public Places Order for Coleshill

The Chief Executive reported on the results of the consultation carried out in respect of the proposed Designated Public Places Order for Coleshill and the Sub-Committee was asked to agree a suggested course of action.

Resolved:

- a That the results of the consultation be noted;**
- b That, subject to the amendment of the defined area of the order to include Lichfield Road and Cole End Park, the Chief Executive be authorised to make the necessary arrangements to implement a Designated Public Places Order for Coleshill as detailed in his report; and**
- c That an evaluation of the impact of the Designated Public Places Order be carried out after at least 12 months from implementation date.**

15 **Progress Report on Achievement of Corporate Targets - April - September 2012**

The Chief Executive reported on the progress with the achievement of the Corporate Plan targets relevant to the Safer Communities Sub-Committee for April to September 2012.

Resolved:

That the report be noted.

16 **Corporate Plan 2013/14**

The Chief Executive presented the updated Corporate Plan for 2013/14. 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 2013/14 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.**

Peter Morson

Chairman

Agenda Item No 21

Executive Board

12 February 2012

**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 item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 22

Minutes of the meeting of the Special Sub-Group held on 28 January 2013 – by reason of the references to staffing

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