

**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](mailto:davidharris@northwarks.gov.uk).**

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

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

## **EXECUTIVE BOARD AGENDA**

**11 FEBRUARY 2014**

The Executive Board will meet in the Small Hall, Atherstone Memorial Hall, Long Street, Atherstone, Warwickshire on Tuesday 11 February 2014 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 **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 David Harris on 01827 719222 or email [democraticservices@northwarks.gov.uk](mailto:democraticservices@northwarks.gov.uk).

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

6 **Minutes of the meeting of the Board held on 25 November 2013 –** copy herewith to be approved as a correct record and signed by the Chairman.

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

7 **External Audit Plan 2013/14 - 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 2013/14, and the Certification Report for 2012/13 grants to those charged with governance.

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

8 **Corporate Plan 2014/15 – 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 2014-15 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 2013.

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

- 10 **The Proposed 3 Year Capital Programme 2014/15 – 2016/17 – 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 Carl Ford (719379)

- 11 **General Fund Fees and Charges 2014/15 – Report of the Assistant Chief Executive and Solicitor to the Council**

**Summary**

The report covers the fees and charges for 2013/14 and the proposed fees and charges for 2014/15.

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

- 12 **General Fund Revenue Estimates 2014/15 – Report of the Deputy Chief Executive.**

**Summary**

This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15, together with forward commitments for 2015/16, 2016/17 and 2017/18.

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

- 13 **General Fund Revenue Estimates 2014/15 and Setting the Council Tax 2014/15 - Report of the Deputy Chief Executive.**

**Summary**

This report sets out the proposed General Fund Revenue Estimate for 2014/15 and the options available when setting the 2014/15 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 **Business Rates - Report of the Deputy Chief Executive.**

**Summary**

This report requests delegated powers for the submission of the NDR1 form.

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

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

- 15 **Reviews of Polling Districts, Polling Places and Polling Stations - Report of the Chief Executive**

**Summary**

To agree a process for the review of polling districts, polling places and polling stations in accordance with the Electoral Administration Act 2013 (EAA)

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

- 16 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2013 to December 2013 – 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 2013.

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

- 17 **Minutes of the meetings of the Special Sub-Group held on 16 December 2013 and 20 January 2014** copies herewith to be received and noted.

- 18 **Minutes of the meeting of the Safer Communities Sub-Committee held on 23 January 2014** copy herewith to be received and noted.

JERRY HUTCHINSON  
Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE EXECUTIVE BOARD

25 November 2013

Present: Councillor M Stanley in the Chair

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

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

None were declared at the meeting.

#### 44 **2012/13 Annual Audit Letter**

The Deputy Chief Executive presented the 2012/13 Annual Audit Letter received from the Council's external auditors, PricewaterhouseCoopers LLP. Alison Breadon from PricewaterhouseCoopers LLP was in attendance.

##### **Resolved:**

**That the report be noted.**

#### 45 **Council Tax Support Scheme 2014/15**

The Board was asked to consider the options for the Council Tax Support Scheme in 2014/15.

##### **Recommended:**

- a That the retention of an 8.5% reduction in Council Tax Support to all current working age customers, in the 2014/15 Council Tax Support Scheme be approved; and**
- b That the Council Tax Support Scheme adopted for 2014/15 be uprated in line with the statutory increases as notified by the Department of Work and Pensions.**

#### 46 **Council Tax Support Grant to Parish Councils**

The Board was asked to consider the Council's ability to continue to provide grant to parish councils.

##### **Recommended:**

- a That the Council continues to provide grant to Parish and Town Councils in 2014/15 in the sum of £97,245; and**

- b That the Council gives notice to Parish and Town Councils of the potential reduction in grant in future years.**

**47 Portas Funding – the High Street Innovation Fund**

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

**Recommended:**

**That the Assistant Chief Executive and Solicitor to the Council be given delegated authority to approve bids in respect of Atherstone's share of the funding in consultation with the Borough Councillors for Atherstone Central, Atherstone North and Atherstone South and Mancetter Wards.**

**48 Coventry and Warwickshire Joint Committee**

The Chief Executive reported on a proposal to establish a Joint Committee of all the local authorities across the Coventry & Warwickshire City Deal area to provide sub-regional governance to the economic development of the area.

**Recommended:**

- a That the report is noted;**
- b That the Council agrees in principal to the proposed Joint Committee;**
- c That the Council's nominee to the Joint Committee be the Leader of the Council; and**
- d That the power to finalise the terms of reference and other matters for the Joint Committee be delegated to the Special Sub-Group and that this Council's concerns around the spatial planning elements of the terms of reference be referred back to partners.**

**49 Corporate Peer Challenge**

The Chief Executive reported on the result of the Peer Challenge exercise carried out by the Local Government Association in July 2013 and made recommendations on how the areas for action, highlighted in the Peer Challenge Team's report, could be taken forward.

**Resolved:**

- a That the report be noted;**
- b That reports be taken to appropriate Boards, where required, to progress actions set out under 'Comments' in section 3 of the report; and**
- c That the Chief Executive liaises with the Local Government Association to maximise the opportunities arising from this review, including seeking expert support around economic development and taking opportunities, both to learn from Best Practice and to develop staff and Members.**

**50 Federation of Small Businesses Procurement Charter**

The Board was asked to adopt the Federation of Small Businesses' Procurement Charter.

**Recommended:**

**That the Federation of Small Businesses' Procurement Charter be adopted.**

**51 Conservative Group**

The Board was asked to give authorisation to any possible amendments to representation on Boards resulting from the impending change in the leadership of the Conservative Group.

**Recommended:**

**That any possible amendments to representation on Boards resulting from the impending change to the Leader of the Conservative Group be tabled at the Full Council meeting to be held on 11 December 2013.**

**52 Calendar of Meetings 2014/15**

The Board was invited to approve the timetable of meetings for 2014/15.

**Recommended:**

**That the draft calendar of meetings for 2014/15 as submitted at Appendix A to the Chief Executive's report be approved.**

53 **2013/14 Capital Programme**

Members were informed of the action taken by the Chief Executive, using his urgent business powers, in respect of an amendment to the approved 2013/14 capital programme, in order that suitable plant could be ordered for delivery in time for the commencement of the new carriageway sweeping service.

**Recommended:**

**That the action taken to increase the approved capital programme by £105,875 to enable the purchase of suitable plant for the delivery of the new carriageway sweeping service be noted.**

54 **Implementing Individual Electoral Registration**

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

**Resolved:**

**That the report be noted.**

55 **Budgetary Control Report 2013/14 Period Ended 31 October 2013**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2013 to 31 October 2013. The 2013/2014 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 2013 to September 2013**

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 2013.

**Resolved:**

**That the report be noted.**



**57 Minutes of the meetings of the Special Sub-Group held on 21 October and 18 November 2013**

The minutes of the meetings of the Special Sub-Group held on 21 October and 18 November 2013 were received and noted.

**58 Exclusion of the Public and Press**

**Resolved:**

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

**59 Coventry and Warwickshire City Deal**

The Chief Executive informed Members of the latest developments in the City Deal process and sought approval for the funding of certain measures contained in the City Deal proposals.

**Recommended:**

- a That the report be noted;**
- b That the Executive Board be asked to consider the final draft of the City Deal document;**
- c That provided the City Deal document is approved, the Council agrees the financial contribution towards the creation of the Clearing House detailed in the report of the Chief Executive on the basis of continuing finance through the LEP from top sliced New Homes Bonus;**
- d That Councillor M Stanley be authorised as Leader of the Council to sign the City Deal document, subject to the provisos set out in b and c above;**
- e That the CWLEP is informed that if New Homes Bonus is top sliced and transferred to the LEP that this Council requests that it be used to fund the Clearing House proposal and, if any additional funds are available, a local Business Investment Fund; and**
- f That if the New Homes Bonus top slicing proposal does not proceed the Council will continue to fund the Clearing House proposal from New Home Bonus.**

**M Stanley  
Chairman**

**Agenda Item No 7**

**Executive Board**

**11 February 2014**

**Report of the  
Deputy Chief Executive**

**External Audit Plan 2013/14**

**1 Summary**

- 1.1 The main purpose of this report is to inform Members of the External Auditors' plan for their work related to 2013/14, and the Certification Report for 2012/13 grants to those charged with governance.

**Recommendation to the Board**

**That the reports presented as Appendices A and B be noted.**

**2 Report**

- 2.1 The Council's appointed auditors, PricewaterhouseCoopers LLP, have considered the work they need to carry out relating to the 2013/14 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.

- 2.2 Certification work on grant claims relating to the 2012/13 financial year has been completed. A report on work undertaken is attached as Appendix B.

**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)

*Annual Certification Report*  
**2012/13**  
North Warwickshire Borough Council

January 2014



The Members of the Executive Board  
North Warwickshire Borough Council  
South Street  
Atherstone  
Warwickshire  
CV9 1DE

January 2014

Our Reference: NWBC/201213/Cert

Ladies and Gentlemen

**Annual Certification Report (2012/13)**

We are pleased to present our Annual Certification Report which provides members of the Executive Board with a high level overview of the results of certification work we have undertaken at North Warwickshire Borough Council in 2012/13.

We have also summarised our fees for 2012/13 certification work in Appendix A.

**Results of Certification work**

For the period ended 31 March 2013 we certified three claims and returns worth a final net total of £58,458,320. All three were amended following certification work undertaken and none required qualification letters to set out matters arising from the certification of the claim or return. We set out further details in this report.

Yours faithfully,

PricewaterhouseCoopers LLP

*PricewaterhouseCoopers LLP, Donington Court, Pegasus Business Park, Castle Donington, DE74 2UZ.*

*[pwc.com/uk](http://pwc.com/uk)*

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# Introduction

## *Scope of work*

Grant-paying bodies pay billions of pounds in subsidies and grants each year to local authorities and often require certification, by an appropriately qualified auditor, of the claims and returns submitted to them. Certification work is not an audit but a different kind of assurance engagement which reaches a conclusion but does not express an opinion. This involves applying prescribed tests, as set out within Certification Instructions ("CIs") issued to us by the Audit Commission, which are designed to give reasonable assurance that claims and returns are fairly stated and in accordance with specified terms and conditions; where this is not the case matters are raised in a 'qualification letter'.

The Audit Commission is required by law to make certification arrangements for grant-paying bodies when requested to do so and sets thresholds for claim and return certification, as well as the prescribed tests which we as local government appointed auditors must undertake. We certify claims and returns as they arise throughout the year to meet the certified claim/return submission deadlines set by grant-paying bodies. Our role is to act as 'agents' of the Audit Commission when undertaking certification work; certification work is not an audit but a different form of assurance engagement, the precise nature of which will vary according to the claim or return; we are required to carry out work and complete the auditor certificate in accordance with the arrangements and requirements set by the Commission.

We consider the results of certification work when performing other Code of Audit Practice work at the Authority, including for our conclusions on the financial statements and on value for money.

## *Statement of Responsibilities of Grant-Paying Bodies, Authorities, the Audit Commission and Appointed Auditors in Relation to Claims and Returns*

In November 2010 the Audit Commission updated the 'Statement of Responsibilities of Grant-Paying Bodies, Authorities, the Audit Commission and Appointed Auditors in Relation to Claims and Returns'. This is available from the Audit Commission's website. The purpose of this Statement is to summarise the Audit Commission's framework for making certification arrangements and to assist grant-paying bodies, authorities, and the Audit Commission's appointed auditors by summarising their respective responsibilities and explaining where their different responsibilities begin and end.

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

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. 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.

*Results of Certification Work*

# Results of Certification Work

## Claims and returns certified

A summary of the claims and returns certified during the year is set out in the table below. Three claims/returns were amended following the certification work undertaken; there was not a requirement for a qualification letter for any of the claims or returns. All deadlines for submission of certified claims/returns were met.

Fee information for the claims and returns is summarised in Appendix A.

### Claims and returns certified in 2012/13

CI Reference	Scheme Title	Form	Original Value (£)	Final Value <sup>1</sup> (£)	Amendment	Qualification
LA01	National Non Domestic Rates Return (NNDR)	NNDR3	39,121,091	39,078,567	Yes	No
CFBo6	Pooling of Housing Capital Receipts	2012PO6 (on LOGASnet)	528,580	528,580	Yes	No
BEN01	Housing and Council Tax Benefits Scheme	MPF720A	18,851,173	18,851,173	Yes	No

<sup>1</sup> Some amendments have no impact on the overall value of the claim/return. Original and final values of claims above are not necessarily reflective of amendments made to entries within each claim/return.

It should be noted that for the 2013/14 period the following changes will apply:-

- LA01 National Non Domestic Rates Return will be removed from the list of those claims and returns requiring auditor certification under the Audit Commission arrangements.
- BEN01 Housing Benefit Scheme – with the implementation of Local Scheme arrangements for Council Tax, this element is removed for subsidy purposes and will not form part of the 13/14 claim.



## *Matters arising*

### *National Non Domestic Rates Return 2012/13*

From 1 April 2012, a new deferral scheme allows ratepayers to delay payment of 3.2 per cent of their rates bill as part of the NNDR scheme. The deferred amount may be paid in equal instalments over 2013/14 and 2014/15.

The Authority incorrectly applied the revised guidance for the 2012/13 deferral entry, with the calculated amount based on a previous deferral scheme which had been in place. The Return was amended. As a result, we did not issue a qualification letter and the Authority's contribution to the National Non Domestic Rates pool was reduced by £42,524.

Due to national scheme changes, this return will not be subject to auditor certification under Audit Commission arrangements in future periods.

### *Housing and Council Tax Benefit Scheme 2012/13*

Our following up testing of prior year issues identified:

- Incorrect application of Local Housing Allowance (LHA) rates to calculate rental liability (rent allowances) – two errors were identified.

Testing of all cases within this population was undertaken and it was possible to quantify the impact and make appropriate amendments to the claim form. As a result, we did not issue a qualification letter.

There is nil affect to the subsidy to the Council as a result of the amendments. It should be noted that at the time of this report, we have not had a sight of the final settlement details from DWP.

### *Prior year recommendations*

#### *Housing and Council Tax Benefits Scheme 2011/12*

Our 2012/13 work did not identify issues of a similar concern, with exception to the incorrect application of LHA rates as noted above.

In 2011/12 our testing identified a number of errors in relation to the Council's compliance with Housing and Council Tax Benefit regulations which were amended for and were not considered significant in nature:-

- system error resulting in a minor error on the claim (rent allowances);
- incorrect application of Local Housing Allowance (LHA) rates to calculate rental liability (rent allowances);
- difference between the detailed calculation and amount claims as subsidy (rent allowances); and
- modified Schemes inclusion of duplicate income and omission of disregard.

# *Appendices*

# Appendix A

## Certification Fees

The fees for certification of each claim/return are set out below:

Claim/Return	2012/13 Indicative Fee * (£)	2012/13 Variation** (£)	2012/13 Final Fee** (£)	2011/12 Billed Fee (£)	Comment
BEN01 Housing and Council Tax Benefits Scheme	13,990	2,288	16,278	27,132	Scale fee baseline was the 2010/11 fee with a 40% reduction. Since this period there has been an increase in the levels of work required and this is reflected with the variation to original scale fee.
CFB06 Pooling of Housing Capital Receipts	Nil	3,176	3,176	1,960	Scale fee baseline was the 2010/11 fee with a 40% reduction; during 2010/11 the Authority's Return value was below the required threshold for auditor certification. This was not the case for 2012/13 and a fee variation was permitted to reflect this. Fee also reflects that the return required detailed testing due to overall value.
LA01 National Non Domestic Return (NDDR)	2,360	(459)	1,901	2,943	Reduction is due to scale fee discount and reliance on the control environment.
HO001 HRA Housing Subsidy Claim	n/a	n/a	n/a	2,908	HRA Subsidy Scheme discontinued in 2012/13 due to self-financing arrangements and therefore not subject to certification.
<b>Total</b>	<b>16,350</b>	<b>5,005</b>	<b>21,355</b>	<b>34,943</b>	

\*It should be noted that the Audit Commission updated the fee approach for certification in 2012/13. This applied a 40% discount to the 2010/11 billed fee. Indicative fees may subsequently have been updated for Audit Commission approved variations; for example where there was a change in the level of work required.

\*\* Fee variations which are pending Audit Commission approval.

Whilst there were no significant issues to report in a qualification letter, amendments were required to the Housing and Council Tax Benefits Claim which required additional work to establish the level of error within the wider population. In prior year the same issue was identified. We liaised with the Housing and Council Tax Benefits Section and senior officers to ensure that the reasons for undertaking extended work had been understood and agreed.

We recognise that overall the Council has continued to perform well; however would recommend that it continues to improve through ongoing review of claims and returns in conjunction with the relevant scheme guidance prior to submission to the auditors and grant paying body. We will continue to seek ways in which we can improve the overall level of liaison with senior officers regarding the progress of certification work, time and issues.

# Glossary

## Audit Commission Definitions for Certification work

### Abbreviations used in certification work are:-

'appointed auditor' is the auditor appointed by the Audit Commission under section 3 of the Audit Commission Act 1998 to audit an authority's accounts who, for the purpose of certifying claims and returns under section 28 of the Act, acts as an agent of the Commission. In this capacity, whilst qualified to act as an independent external auditor, the appointed auditor acts as a professional accountant undertaking an assurance engagement governed by the Commission's certification instruction arrangements;

'assurance engagement' is an engagement performed by a professional accountant in which a subject matter that is the responsibility of another party is evaluated or measured against identified suitable criteria, with the objective of expressing a conclusion that provides the intended user with reasonable assurance about that subject matter;

'auditor' is a person carrying out the detailed checking of claims and returns on behalf of the appointed auditor, in accordance with the Commission's and appointed auditor's scheme of delegation;

'authorities' means all bodies whose auditors are appointed under the Audit Commission Act 1998, which have requested the certification of claims and returns under section 28(1) of that Act;

- returns in respect of grant which do not constitute a claim, for example, statements of expenditure from which the grant-paying body may determine grant entitlement; or
- returns other than those in respect of grant, which must or may be certified by the appointed auditor, or under arrangements made by the Commission;

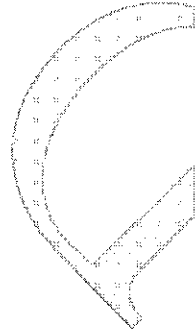
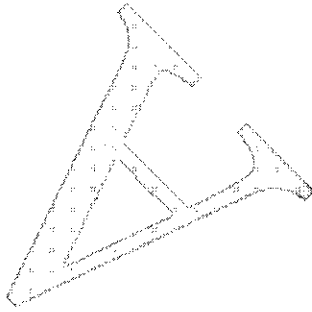
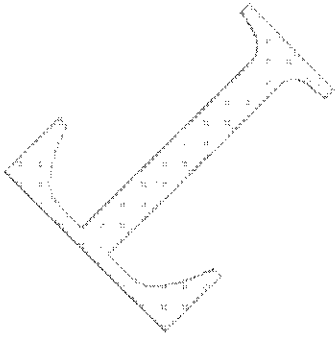
'certification instructions' ('CIs') are written instructions from the Commission to appointed auditors on the certification of claims and returns;

'certify' means the completion of the certificate on a claim or return by the appointed auditor in accordance with arrangements made by the Commission;

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

'Statement' is the Statement of responsibilities of grant-paying bodies, authorities, the Audit Commission and appointed auditors in relation to claims and returns, available from [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

'underlying records' are the accounts, data and other working papers supporting entries on a claim or return.



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**Report of the  
Chief Executive**

**Corporate Plan 2014-15**

**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 2014–15 Service Plan for the Assistant Chief Executive & Solicitor to the Council.

**Recommendation to the Council**

- a That Corporate Priority 8 – Access to Services be amended to:-**
- “Providing easier access to Council and other public services, particularly through the internet and local community facilities”;**
- b 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 2014-15 budget;**
- c That the Chief Executive be given delegated authority to finalise the format of the Plan; and**
- d 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 2013 meeting the Council agreed the main issues to be considered for inclusion in the 2014/15 Corporate Plan and this report seeks approval for the Corporate Plan Key Actions for 2014-15.

3.3 Appendix A sets out the proposed Corporate Plan Key Actions for 2014/15. It is also being recommended that Priority 8 – Access to Services is slightly reworded to take account of local services, particularly the introduction of community hubs, to read as follows:-

“Providing easier access to Council and other public services particularly through the internet and local community facilities”.

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 2013-14 Key Actions. Proposals for 2014-15 will form part of the 2014-15 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 2014-15 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



## CORPORATE PLAN 2014 – 15

North Warwickshire Borough Council has a Vision to make:-

“North Warwickshire, a place where people want to live, work, invest and visit. A Council that, despite tough times, maintains its front line services and works to improve the health and well-being and economic environment of its communities.”

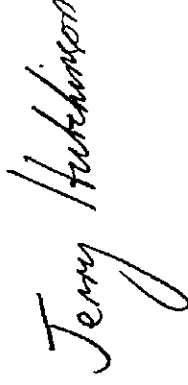
This Corporate Plan sets out the Council's ten priorities for achieving that Vision, in consultation and partnership with local people, the County, Town and Parish Councils, other public bodies, local business and other stakeholders.

It also sets out the key actions that we aim to take during 2014-15, to deliver on those priorities and make a real difference in a difficult economic climate.

“North Warwickshire Borough Council – on the side of the people in tough times.”



Mick Stanley  
Leader



Jerry Hutchinson  
Chief Executive

## OUR VISION

“North Warwickshire, a place where people want to live, work, invest and visit.

A Council that, despite tough times, maintains its front line services and works to improve the health and well-being and economic environment of its communities.”

## OUR 10 PRIORITIES

- **PUBLIC SERVICES AND COUNCIL TAX** Protecting public services for local people whilst maintaining a balanced budget and keeping Council Tax increases lower than inflation.
- **LOCAL EMPLOYMENT** Bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce.
- **ENVIRONMENT** Protecting and improving our local environment.
- **RECYCLING** Improving recycling.
- **CRIME AND DISORDER** Working with the Police, Parish Councils and Town Councils, the community and other partners to tackle Crime and Anti-Social Behaviour.
- **COUNTRYSIDE AND HERITAGE** Protecting and improving our countryside and heritage.
- **HOUSING** Listening to and working with our tenants to maintain and improve our housing stock; providing affordable housing in the right place and intervening, where appropriate, to ensure that private sector stock is in good condition and occupied.
- **ACCESS TO SERVICES** Providing easier access to Council and other public services, particularly through the internet and local community facilities.
- **CONSULTATION AND COMMUNICATION** Improving communication of information and community consultation, including, where appropriate, providing the opportunity to be involved in decision making.
- **HEALTH AND WELL-BEING** 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.

## PRIORITIES AND KEY ACTIONS

<p><b>PRIORITY 1</b></p> <p><b>PUBLIC SERVICES AND COUNCIL TAX</b></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 2014.</p>	<p>Executive Board/Special Sub/DCE, AD (F&amp;HR)</p>	<p>To be met within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To implement the Council Tax Support Scheme 2014/15 and carry out a review to enable a scheme to be set for 2015/16.	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 2014.	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 complete identified improvement works to the Council's main offices, both on time and on budget, 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 update Standing Orders and procurement practices to comply with modernised EU Procurement Rules when they become effective (estimated to be during 2014).	Resources Board/AD (CS)	To be met within existing budgets.
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 update the Council's ICT Strategy by March 2015 and 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.

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

<b>PRIORITY 2</b>	<b>LOCAL EMPLOYMENT</b>	<b>Bringing more jobs to North Warwickshire, whilst seeking to protect existing jobs and developing our workforce.</b>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to work with partners in the Coventry & Warwickshire Local Enterprise Partnership and with Hinckley and Nuneaton to maximise opportunities to gather feedback to develop the economy of the Borough and to report on progress by October in each year.	Executive Board/ACE&StC	To be met within existing budgets.
To continue to work with partner organisations in Coventry, Warwickshire and Hinckley to implement the 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"> <li>▪ Monitoring/managing sickness absence.</li> <li>▪ Ensuring compliance with employment legislation.</li> <li>▪ Health and Safety</li> </ul>	<p>Special Sub/Management Team, AD (F&amp;HR)</p>	<p>To be met within existing budgets.</p>
<p>In conjunction with partner agencies, continue to work with individuals and communities to help raise levels of aspiration, attainment and skills and report on progress by March 2015.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>External funding will be required to undertake appropriate actions.</p>
<p>To work with the County Council, Job CentrePlus and other partners to provide training and to administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training.</p>	<p>Planning and Development Board/ACE&amp;StC, ACE (CS)</p>	<p>Use of Section 106 funding.</p>



<b>PRIORITY 3 ENVIRONMENT</b>	<b>Protecting and Improving our local environment.</b>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Community & Environment Board/ACE&StC	To be met within existing budgets.
To maintain a very high standard of street cleanliness (95%) throughout the Borough and target those areas of highest community value to deliver as efficient and cost-effective a service as possible.	Community & Environment Board/AD (S)	To be met within existing budgets.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>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.</p>	<p>Community &amp; Environment Board/AD (S), AD (H)</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding.</p>	<p>Executive Board/AD (S)/ACE&amp;StC</p>	<p>Investigations to be carried out within existing budgets.</p>

<p><b>PRIORITY 4</b></p> <p><b>RECYCLING</b></p>	<p><b>Improving the role of Recycling.</b></p>
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<p><b>Target</b></p>	<p><b>Board/Lead Officer</b></p>	<p><b>Additional Training/ Financial Implications</b></p>
<p>To review and enhance the new refuse and recycling service introduced in October 2013, to improve the efficiency and effectiveness of the service and to increase the Council's recycling rate to at least 45%.</p>	<p>Community &amp; Environment Board/AD (S)</p>	<p>To be met within existing budgets, but with a view to achieving revenue savings.</p>

<b>PRIORITY 5</b>	<b>CRIME AND DISORDER</b>	<b>Working with the Police, Parish Councils and Town Councils, the community and other partners to tackle Crime and Anti-Social Behaviour.</b>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<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"> <li>▪ Tackling violent crime, with a focus on most serious violence, town centre alcohol related violence, domestic related violence, young female victims and adult male victims and young adult male offenders.</li> <li>▪ Tackling anti-social behaviour, with a focus on personal, motorcycle nuisance, youth related, alcohol related, anti-social behaviour and town centre locations.</li> </ul>	<p>Safer Communities Sub-Committee/CE, AD (L&amp;CD)</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant allocation of £10,250 received for 2012/13 from the Police and Crime Commissioner.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<ul style="list-style-type: none"> <li>▪ Tackling serious acquisitive crime, with a focus on domestic burglary robbery and theft from vehicles.</li> <li>▪ Improving public perceptions and public confidence.</li> <li>▪ Contributing towards the Warwickshire Reducing Re-offending Strategy with a focus on cross border and repeat offenders of serious acquisitive crime.</li> </ul>		
To report on the use and impact of the Nomad 3G mobile CCTV cameras.	Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.
To report on the twelve month evaluation of Coleshill Designated Public Places Order.	Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.
In conjunction with partner agencies, continue to ensure delivery of relevant actions arising through Safer Neighbourhood processes, including, where necessary, the delivery of positive interventions to address anti-social and nuisance behaviour.	Safer Communities Sub-Committee/CE, AD (L&CD)	External funding is often required to undertake appropriate actions.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
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

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

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To further consult on a revised Site Allocation Plan and submit the same for consideration by the Planning Inspectorate by October 2014.</p> <p>To submit final Development Plan documents relating to Development Management and Gypsy and Travellers by November 2014.</p>	<p>Executive Board/Planning &amp; Development Board/LDF Sub-Committee/ACE&amp;StC</p>	<p>To be met within existing budgets.</p>
<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>	<p>Executive Board/ACE&amp;StC</p>	<p>Should any additional funding be required, this will be subject to further report.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to:-</p> <ul style="list-style-type: none"> <li>(a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy;</li> <li>(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</li> <li>(c) Use the Design Champions to ensure the best achievable designs are implemented and developed.</li> </ul> <p>To report on these approaches by March 2015.</p>	<p>Planning &amp; Development Board/Design Champions/ACE&amp;StC</p>	<p>To be met within existing budgets.</p>



<p><b>PRIORITY 7</b></p> <p><b>HOUSING</b></p>	<p>Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places and intervening, where appropriate, to ensure that private sector stock is in good condition and occupied.</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 in March.</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 continue with 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 complete the review of the Neighbourhood Warden Service when the Borough Care and Grounds Maintenance reviews are completed.	Housing Sub-Committee/AD (H)	Any financial implications will be reported as part of the decision-making process.
To work in partnership with other organisations to implement the Home Improvement Agencies and Adaptations Business Case by March 2014 and beyond.	Housing Sub-Committee/AD (H)	To be met within existing budgets.
To deliver the objectives set out in the Empty Homes Strategy by March 2015.	Housing Sub-Committee/AD (H)	To be met within existing budgets with grant funding bid for where possible.
To agree an action plan for the implementation of Universal Credit and support tenants and customers affected by the ongoing impact of Welfare Reforms and to report annually to the Housing Sub-Committee in March on progress.	Housing Sub-Committee/ ACE (CS)/AD (H)	To be met within existing budgets, including any "new burdens" funding provided by government.

<b>PRIORITY 8</b>	<b>ACCESS TO SERVICES</b>	<b>Providing easier access to Council and other public services, particularly through the internet and local community facilities.</b>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To report annually in March on the work of the local Financial Inclusion Partnership including for 2014/15 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.
In partnership with the Local Action Group, ensure the successful undertaking of North Warwickshire's approved LEADER Transition Fund programme, including the production of a renewed Local Development Strategy and Business Plan.	Community & Environment Board/AD (L&CD)	LEADER is a predominantly externally funded programme.

Target	Board/Lead Officer	Additional Training/ Financial Implications
To report annually on progress on the delivery of the Customer Access Strategy, including the development of existing Community Hubs and the ongoing provision of welfare support, together with partners.	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.
To integrate the Job Centre Plus operation into the existing One Stop Shop environment and implement any operational changes required by September 2014.	Community & Environment Board/ACE (CS)	This project is being fully funded by the Department of Work and Pensions

<p><b>PRIORITY 9</b></p> <p><b>CONSULTATION AND COMMUNICATION</b></p>	<p><b>Improving communication of information and community consultation, including, where appropriate, providing the opportunity to be involved in decision making.</b></p>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<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 2014.</p>	<p>Executive Board/ACE&amp;StC, ACE (CS), AD (CS)</p>	<p>To be met within existing budgets.</p>
<p>To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and their opportunities to be involved in decision making and report on progress by July 2014.</p>	<p>Executive Board/AD (CS), ACE&amp;StC, ACE (CS)</p>	<p>To be met within existing budgets.</p>

<b>PRIORITY 10</b>	<b>HEALTH AND WELL-BEING</b>	<b>Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities.</b>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To implement phase 7 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.	Community & Environment Board/AD (L&CD)	The significant resource implications are detailed in the supporting Action and Funding Plan and associated Management Plans.
Complete delivery of the Play Area Development Programme with the replacement/refurbishment of equipment at Minions Close in Atherstone, Boot Hill in Grendon and Brendan Close in Coleshill.	Community & Environment Board/AD (L&CD)	£120,000 has been identified in the capital programme for improvements to the specified play areas.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>In conjunction with key partners, to ensure completion of the project to replace Coleshill Leisure Centre with a new facility that is accessible by the community on the site of The Coleshill School by November 2014.</p>	<p>Community &amp; Environment Board/DCE, AD (L&amp;CD)</p>	<p>Capital and revenue provision for the replacement of Coleshill Leisure Centre has been made through appropriate processes.</p>
<p>In accordance with the approved Management Plan, implement improvements at Breits Hall Recreation Ground in Anasley Common.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>£30,000 has been made available in the capital programme to implement improvements. Further funding will need to be secured through external grant aid if the management plan is to be implemented in full.</p>
<p>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.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>External funding is sought, and often required, to undertake appropriate actions.</p>



Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Ensure compliance with the Council's statutory responsibilities as a partner and Compact signatory within the Warwickshire Safeguarding Children Board, including the need to implement the provisions of the Child Protection Policy and the Council's Section 11 Audit Action Plan and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant colleagues throughout the Authority.</p>
<p>To continue to 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 throughout 2014/15.</p>	<p>Executive Board/Community &amp; Environment Board/Young people's Champion/ACE&amp;StC, AD (L&amp;CD), ACE (CS), AD (CS)</p>	<p>To be undertaken within existing budgets.</p>

Jerry Hutchinson  
10 January 2014

Policy Support Service Plan 2014/15

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Equality</b>							
1. To assist in the Council meeting its duties as set out within the Equality Act including the setting and publishing of equality objectives.	Healthier Communities Access to services Access to services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 14	March 15	High	Updated Equality Objectives which shows the Council meeting its aims and statutory responsibilities.	Training for staff on the Equality Act w 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 14	March 15	High	Examples of successful targeted service delivering based upon increased knowledge of our customers needs.	Training for staff Is this still relevant ?
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 14	March 15	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 2014/15**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
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 14	March 15	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 implement the agreed action plan from the findings of an Equality Audit carried out with Nuneaton and Bedworth Borough Council.	Healthier Communities Access to services Access to services Consultation and Communication	Assistant Chief Executive and Solicitor to the Council	April 14	March 15	High	Robust procedures in place to ensure Council is meeting	Training for staff on awareness and impact/ needs assessment.
<b>Emergency Planning and Business Continuity</b>							
6. To maintain and revise the Major Emergency/ and Business Continuity Plans and ensure they are tested annually.	Healthier Communities	Chief Executive	April 14	March 15	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 14	March 15	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 2014/15**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
8. To identify any support required from a work programme with the CSWR Emergency Planning Unit.	Healthier Communities	Chief Executive	April 14	March 15	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 2014/15 Business Plan.	Healthier Communities Making the best use of Resources	Chief Executive	April 14	March 15	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 14	March 15	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 DEFRA grant for Pathfinder programme

**Policy Support Service Plan 2014/15**

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Performance Management</b>							
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 14	March 15	High	Quarterly reports prepared	WCC reviewing options for future use of performance management system
12. To enhance the use of the Performance Plus management system to support the Councils performance management process by March 2015	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 14	March 15	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 14	March 15	High	Reports prepared and well informed scrutiny exercises carried out.	
14. To implement the agreed recommendations from the Internal Audit review of performance indicators return 2012/ 3.	Public Services and Council Tax	Assistant Chief Executive and Solicitor to the Council	April 14	March 15	High	Recommendations implemented Improved Internal Audit assurance on returns for 2013/14	

Policy Support Service Plan 2014/15

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Crime &amp; Disorder</b>							
14. To monitor and co-ordinate the implementation of the actions of the North Warwickshire Community Safety Partnership Plan 2014 – 2015.	Healthier Communities Crime and Disorder	Chief Executive	April 14	March 15	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Police and Crime Commissioner community safety grants Local funding provision.
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 14	March 15	High	Addressing local community priorities Perceptions of crime and disorder improved	Revised partnership working arrangements
16. To implement the sustainable provision of locally based support services for victims of domestic abuse following a review of the current arrangements..	Healthier Communities Crime and Disorder	Chief Executive	April 14	March 15	High	Sustained provision of locally based support services for 14/15 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 2014/15**

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 14	March 15	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Need for contribution from the Corporate Policy budget.
<b>Compliments and Complaints</b>							
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 14	March 15	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 14	March 15	High	Report prepared and any changes implemented.	

Policy Support Service Plan 2014/15

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Consultation</b>							
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 14	March 15	High	Actions completed Revised approach to communication and consultation implemented.	Consultation budget
<b>Community Planning/Sustainability</b>							
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 14	March 15	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 14	March 15	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 14	March 15	Med	Feedback from users	



**Policy Support Service Plan 2014/15**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
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 14	March 15	High	Sustainable Community Strategy 2009 – 2026 in place Progress with improvement of priorities being demonstrated	Corporate Policy budget Reserve allocation of £30,000 planned for 2014/15? tbc.
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 14	March 15	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 14	March 15	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 14	March 15	High	Profile of the North Arden Trail maintained and visible.	Corporate Policy Budget

**Policy Support Service Plan 2014/15**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
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 14	June 14	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 14	March 15	High	Strategy and action plan approved	

Policy Support Service Plan 2014/15

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Information Requests</b>							
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 14	March 15	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 14	March 15	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 14	March 15	High	Risks of Data Security breaches are minimised	There could be training requirements to refresh awareness of the DPA and Data Security requirements.

**FORWARD WORK PLAN 2014/15 – DEMOCRATIC SERVICES**

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/ Training Implications</b>
Service Boards/Committees/Sub-Committees as required including Scrutiny and Area Forums.	Democratic/Community Engagement	D Harris	May 2014	April 2015	High	All agendas published within the statutory timetable and draft minutes available within 2 working days of the meeting.	Staff time
European Parliamentary Elections to be held on 22 May 2014	Democratic	D Harris	January 2014	July 2014	High	All activities concluded in accordance with timetable of events	Staff time
Commence preparatory work for Parliamentary Election and Borough/Parish Elections on 7 May 2015	Democratic	D Harris	Dec 2014	July 2015	High	All activities concluded in accordance with timetable of events	Staff time
Develop induction programme for Councillors following elections in May 2015	Democratic	J Hutchinson/ D Harris	January 15	June 15	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
Individual Electoral Registration	Democratic	D Harris	June 2014	Ongoing	High	Carried out in accordance with agreed plan	Likely to need additional staffing – Some element of Govt funding but amounts still to be finalised Staff time
Carry out Absent Vote refresh for personal identifiers – signatures/dates of birth	Democratic	D Harris	Sept 2014	Nov 14	High	All Absent Voters written to for information	Staff time
Arrange Event in connection with Local Democracy Week (Oct 2014)	Democratic	D Harris	June 2014	Oct 2014	High	Carried out in accordance with agreed plan	Staff time
Member Development Plan	Democratic	S Maxey/D Harris	May 2014	May 2015	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 2014	January 2015	Medium	Meeting held	Staff time

Assist with production of the Corporate Plan	Corporate	D Harris	Nov 2014	Feb 2015	High	Publication of Plan	Staff time
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Action	The Community Plan Objective Corporate 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 2015	February 2015	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 2014	April 2015	High	Processes and procedures that continue to comply with all internal policy requirements	Staff Time

**Agenda Item No 9**

**Executive Board**

**11 February 2014**

**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 2013.

**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 2013 has been updated and is attached as Appendix A.

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**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 Impact Assessed (EIA) to determine any adverse impact which may affect local communities

The Contact Officer for this report is Carl Ford (719379).

### Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
The Capital Strategy	NWBC	Report to Executive Board	7 Feb 2013



**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 2014/15 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 2014 is 2,705.
- 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, fails the Decent Homes Standard or contains hazards under the Housing Health & Safety Rating System, which includes statutory overcrowding and the regulation of licensable and other 'Houses in Multiple Occupation' and mobile dwellings, and to achieve energy saving targets set by the Government. Within this objective, to maintain the maximum of six months 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.

#### **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 three/four 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. A new leisure centre is also being built in Coleshill which is a partnership with the County Council and 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.

### **Other District Councils**

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

### **Parish / Town Councils**

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

### **Warwickshire Police Authority**

- The Police 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, for example 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. 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, the Arcade has recently been sold 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 surplus 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.
- 12.4 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

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

## **Agenda Item No 10**

### **Executive Board**

**11 February 2014**

#### **Report of the Management Team**

#### **The Proposed 3 Year Capital Programme 2014/15 – 2016/17**

## **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 2013/14 as set out in Appendix A;**
- b That the Board adopts the 3 Year Capital Programme for the period 2014/15 to 2016/17 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 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 2013/14 Revised Capital Programme - Expenditure**

- ...
- 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2013/14 column (1), including the schemes brought forward from 2012/13 (2). The revised position is £986,660 higher than the approved programme and is shown in column (6).
  - 3.2 In terms of the housing capital programme, the overall budget has decreased slightly. There has been a slight decrease in salaries of £2,590 and then a decrease of £193,590 which has been transferred to revenue to fund electrical and asbestos works.
  - 3.3 Some schemes have been removed from the revised General Fund programme. In December 2013 The Arcade was sold to Atherstone Town Council and as such the budget for capital work of £193,000 for The Arcade is no longer required.
  - 3.4 The budget allocation for the accommodation project has been revised down because of a change in the contract specification, resulting in a reduction of £41,470.
  - 3.5 The budget for Refuse Vehicles has been increased by £92,510 and this has been earmarked to be funded through prudential borrowing. The budget allocation needs to be increased to reflect the higher costs of purchasing refuse vehicles due to the current market conditions. There is currently a high demand for refuse vehicles but only a limited number of suppliers. The actual lifespan of the current vehicles will be closely monitored and they will only be replaced once it is deemed that the vehicles have exceeded their useful economic life.
  - 3.6 The scheme for the implementation of the recycling project has received a budget allocation increase to fund the additional costs associated with purchasing and delivering the new multi-purpose recycling bins.
  - 3.7 A budget allocation of £1,190,090 has been included for the new Coleshill Leisure Centre. This project was approved by Special Sub-Committee in July 2013 and it will be funded partially funded through a partnership with Coleshill School, a grant from England Squash & Racketball and Council funds.
  - 3.8 The improvements to the recreation park at Long Street, Dordon has received a budget allocation increase of £4,230 which is to be funded through additional external funding.
  - 3.9 The final actual expenditure out-turn for 2013/14 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 2014/15, once the final spend for 2013/14 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 2023/24. 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 - 2014/15 to 2023/24

5.1 The resources for 2013/14 to 2023/24 have been estimated using the following assumptions:

- Some capital receipts will be received from Right-to-Buy sales (15 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 £249,000 per annum has been confirmed for 2014/15 and this level has been assumed to continue for the duration of this report;
- 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 2014/15 to 2023/24 are shown in the table below:

	HRA £'000	General Fund £'000	Total £'000
Resources brought forward	(5,403)	(5,970)	(11,373)
Use of earmarked reserves	-	(1,096)	(1,096)
Revenue Contributions to capital schemes	(51,683)	(1,190)	(52,873)
Borrowing/Leasing	-	(5,908)	(5,908)

Capital receipts	(2,304)	(1,301)	(3,606)
Grant or other income	-	(2,490)	(2,490)
<b>Total</b>	<b>(59,391)</b>	<b>(17,955)</b>	<b>(77,345)</b>

5.3 This gives a total of £77.345 million available resources over the ten-year period to 2023/24. However, it must be emphasised that figures for 2015/16 onwards are indicative only, and firmer figures will only be available a few months ahead of the relevant year.

## 6 Ten Year Capital Expenditure Forecast – 2014/15 to 2023/24

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 2014/15 has been compiled based on the approved schemes from 2013/14. 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 The 2014/15 HRA capital programme focuses on 3 main work streams, these are heating, wall insulation and roofing. A full stock condition survey will commence in 2014 and the results of this will be used to drive a review of the key areas of focus for the remainder of the 10 year programme.

6.4 There is a continuation of the scheme to increase new build homes in the HRA. This is required under the Section 11 agreement that the Council has entered into with the Government to retain some of the capital receipts relating to the sale of council houses.

6.5 A new leisure centre is being built in Coleshill at a total cost of £3.918m and will replace the old, out-dated centre in Coleshill with a new, purpose built facility. The building will be completed in 2014/15.

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

<b>Initial Forecast 2014/15 to 2023/24</b>	<b>£000</b>
HRA – previously approved	41,432
HRA – New Build Construction	12,983
General Fund – previously approved	14,953
<b>TOTAL</b>	<b>69,368</b>

- 6.7 As shown in the previous section, the total estimated resources for the ten-year period are £77.345 million compared with the expenditure bids of £69.368 million. This leaves a surplus of £7.977 million. 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.
- 6.8 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.
- 6.9 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.

## 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.

- £2m 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.
- £1.5m 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.

## 8 Three-Year Capital Spend and Resources to 2016/17

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.

Potential 3 year programme	HRA £'000	General Fund £'000	Total £'000
Resources brought forward	(5,403)	(5,970)	(11,373)
Total 3 year resources	(14,193)	(3,963)	(18,155)
Total 3 year expenditure	13,852	7,796	21,648
<b>Total</b>	<b>(5,745)</b>	<b>(2,136)</b>	<b>(7,881)</b>

8.3 It is prudent to have a capital programme with surplus balances. The incoming resources includes Right to Buy and sale of land 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 2017/18 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.

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 2014/15, which was reported to Resources Board on 27 January 2014. 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 2012/13 and the revised position for 2013/14.

	Actual 2012/13 £'000	Revised 2013/14 £'000	Original 2014/15 £'000	Forecast 2015/16 £'000	Forecast 2016/17 £'000
<b>HRA</b>	1,689	3,808	2,987	3,684	3,798
<b>HRA - New Build</b>	-	1,040	1,081	1,125	1,169
<b>General Fund</b>	1,501	7,053	5,881	1,043	972
<b>Total</b>	<b>3,190</b>	<b>11,901</b>	<b>9,949</b>	<b>5,852</b>	<b>5,939</b>

- 9.6 **Capital Financing Requirement Indicators** – these indicators measure the Council's underlying need to borrow to fund capital expenditure, which is the normal level of borrowing expected. The actual capital financing requirement as at 31 March 2013, the revised estimate for 2013/14 and estimates for the next three years are set out below. The method of calculation is set out as Appendix D.

	Actual 2012/13 £000	Revised 2013/14 £000	Original 2014/15 £000	Forecast 2015/16 £000	Forecast 2016/17 £000
Housing Revenue Account	58,695	57,445	56,195	54,895	53,445
General Fund	11,229	11,165	13,510	13,267	13,029
<b>Total</b>	<b>69,924</b>	<b>68,610</b>	<b>69,705</b>	<b>68,162</b>	<b>66,474</b>

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

	<b>Actual 2012/13 %</b>	<b>Revised 2013/14 %</b>	<b>Original 2014/15 %</b>	<b>Forecast 2015/16 %</b>	<b>Forecast 2016/17 %</b>
Housing Revenue Account	22.01%	14.27%	13.17%	12.56%	11.87%
General Fund	0.32%	1.56%	1.74%	1.81%	1.52%

9.7.1 The low proportion of capital financing costs in the General Fund in 2012/13 reflects a reduced Minimum Revenue Provision charge due to over provision in previous years.

9.7.2 The increased proportion of HRA financing costs in 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:

<b>General Fund</b>	<b>Original 2013/14 £</b>	<b>Forecast 2014/15 £</b>	<b>Forecast 2015/16 £</b>	<b>Forecast 2016/17 £</b>
Council Tax at Band D	1.03	0.57	4.51	4.49
Council Tax at Band D - aggregate	1.03	2.33	6.84	11.33

<b>Housing Revenue Account</b>	<b>Original 2013/14 £</b>	<b>Forecast 2014/15 £</b>	<b>Forecast 2015/16 £</b>	<b>Forecast 2016/17 £</b>
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 £57 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 meet 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.

	2014/15 £	2015/16 £	2016/17 £
<b>GENERAL FUND</b>			
Loss of investment income (use of receipts and reserves)	2,468	2,480	2,489
Financing costs	8,485	85,154	85,154
<b>TOTAL GENERAL FUND</b>	<b>10,953</b>	<b>87,634</b>	<b>87,642</b>

- 11.1.2 All of these costs have been included within the General Fund estimates shown elsewhere on this agenda. Within the financing costs for 2013/14 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 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 Carl Ford (719379).

**Background Papers**

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

Background Paper No	Author	Nature of Background Paper	Date

	(1)	(2)	(3)	(4)	(5)	(6)
Expenditure Proposals	Original Budget	Slippage	Approved Budget	In year Virements	Other Movement	Revised 2013/14
<b>HRA Assets</b>						
External works	42,150	27,450	69,600	-	-	69,600
Staffing	159,590	-	159,590	-	2,590	157,000
Asbestos	108,210	74,530	182,740	- 100,000	-	82,740
Kitchens and Bathrooms	589,680	-	589,680	-	-	589,680
Heating	336,650	432,170	768,820	-	-	768,820
Electrics	93,590	-	93,590	- 93,590	-	-
Windows	-	230,480	230,480	-	-	230,480
Chimney stacks	27,850	5,580	33,430	-	-	33,430
Loft insulation	54,600	107,550	162,150	-	-	162,150
Wall insulation	414,960	312,120	727,080	-	-	727,080
DFG adaptations	191,100	-	191,100	-	-	191,100
Garage Roofs	24,020	-	24,020	-	-	24,020
Roofing	188,700	-	188,700	-	-	188,700
Structural repairs	16,380	15,000	31,380	-	-	31,380
Maintenance of unadopted areas	21,840	20,000	41,840	-	-	41,840
Fencing	65,520	-	65,520	-	-	65,520
Piccadilly External Works	180,000	70,000	250,000	-	-	250,000
HRA Multi-trade contingency contract	194,110	-	194,110	-	-	194,110
New Build	1,026,760	13,000	1,039,760	-	-	1,039,760
<b>HRA TOTAL</b>	<b>3,735,710</b>	<b>1,307,880</b>	<b>5,043,590</b>	<b>- 193,590</b>	<b>- 2,590</b>	<b>4,847,410</b>
<b>General Fund Assets</b>						
Borough Care	-	2,500	2,500	-	-	2,500
Decent Homes/Fuel Poverty	57,500	138,140	195,640	-	-	195,640
Disabled Facilities Grants	300,000	241,450	541,450	-	-	541,450
Borough Care Lifelines	18,000	-	18,000	-	-	18,000
Computer hardware & software purchase	30,000	16,740	46,740	-	-	46,740
Replacement of scanner/plotter	10,000	-	10,000	-	-	10,000
Customer Relationship Management	40,000	-	40,000	-	-	40,000
ICT Infrastructure Development	20,000	-	20,000	-	-	20,000
Switch Gear	-	40,000	40,000	-	-	40,000
Telephone System	-	65,000	65,000	-	-	65,000
Server Virtualisation	-	95,180	95,180	-	-	95,180
CRM Customer Access Solutions	10,710	10,350	21,060	-	-	21,060
Refurbishment of Council House	905,180	884,460	1,789,640	-	41,470	1,748,170
Repairs to the Arcade	-	193,000	193,000	-	193,000	-
Bear and Ragged Staff	120,000	-	120,000	-	-	120,000
Electrical Installations Council Buildings	15,000	88,500	103,500	-	-	103,500
Disabled Discrimination Adaptations	-	351,250	351,250	-	-	351,250
Replacement of refuse vehicles	399,840	-	399,840	-	92,510	492,350
Replacement of street cleaning	79,075	103,300	182,375	-	-	182,375
Replacement of horticulture vehicles	16,000	68,830	84,830	-	-	84,830
LowerHouse Farm	150,000	-	150,000	-	-	150,000
Replacement recycling containers	520,000	-	520,000	-	109,500	629,500
Leisure Equipment	20,000	-	20,000	-	-	20,000
Replacement of Coleshill Leisure Centre	-	12,730	12,730	-	1,190,090	1,202,820
IT Replacement of leisure booking system	-	50,000	50,000	-	-	50,000
Piccadilly sports fields & Baddesley Ensor church/community hall grounds	-	45,000	45,000	-	-	45,000
Improvements to Abbey Green Park	212,480	117,490	329,970	-	-	329,970
Improvements to Kitwood Avenue Recreation Ground	36,680	-	36,680	-	-	36,680
Improvements to Long Street Recreation Gd	170,390	103,490	273,880	-	4,230	278,110
Baddesley Ensor environmental improvements	38,320	-	38,320	-	-	38,320
Improvements to Bretts Hall Recreation Ground, Ansley Common	30,000	-	30,000	-	-	30,000
Mobile CCTV Replacement	21,950	3,010	24,960	-	-	24,960
Capital Salaries - Management	18,770	-	18,770	-	20,980	39,750
<b>GENERAL FUND</b>	<b>3,239,895</b>	<b>2,630,420</b>	<b>5,870,315</b>	<b>-</b>	<b>1,182,840</b>	<b>7,053,155</b>
<b>OVERALL Total</b>	<b>6,975,605</b>	<b>3,938,300</b>	<b>10,913,905</b>	<b>- 193,590</b>	<b>1,180,250</b>	<b>11,900,565</b>

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2014/15	2015/16	2016/17	2017/18 to 2023/24	10 Year Programme
<b>HRA</b>						
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.	£ -	£ 38,010	£ 44,900	£ 17,520	£ 100,430
Staffing	Housing Staffing.	£ 159,370	£ 156,480	£ 161,330	£ 1,193,120	£ 1,670,300
Asbestos	Tackle higher risk asbestos removal works derived from the Asbestos Management Plan.	£ -	£ 19,250	£ -	£ -	£ 19,250
HRA Contingency	Funding for variations to the planned capital	£ -	£ 418,450	£ 434,720	£ 5,558,650	£ 6,411,820
Kitchens and Bathrooms	Replacements that are scheduled and those were previously declined.	£ -	£ 1,788,750	£ 718,190	£ 3,447,800	£ 5,954,740
Extractor fans	To replace extractor fans in kitchens and bathrooms.	£ -	£ -	£ -	£ 29,310	£ 29,310
Heating	To replace heating systems to properties.	£ 1,000,000	£ 215,370	£ 231,170	£ 11,492,130	£ 12,938,670
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).	£ 4,680	£ 9,580	£ 14,720	£ 222,940	£ 251,920
Windows	A scheduled programme to replace windows.	£ -	£ -	£ -	£ 310,690	£ 310,690
Chimney stacks	A programme of chimney stacks improvements.	£ -	£ 30,410	£ 31,780	£ 1,210,190	£ 1,272,380
Wall insulation	Provide external wall insulation to solid wall properties houses targeting low SAP properties.	£ 626,470	£ 453,150	£ 473,560	£ -	£ 1,553,180
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.	£ 175,000	£ 208,690	£ 218,090	£ 1,827,300	£ 2,429,080
Garage Roofs	To carry out improvements to garage roofs.	£ -	£ -	£ 249,240	£ 165,930	£ 415,170
Water Main	Replace corroded water mains to properties.	£ -	£ -	£ -	£ 1,160,040	£ 1,160,040
Roofing	Replace pitched roofs that are 60-80 yrs old.	£ 382,070	£ -	£ 390,310	£ 3,101,880	£ 3,874,260
Structural repairs	Structural repairs.	£ -	£ -	£ -	£ 2,650	£ 2,650
Maintenance of unadopted areas	Resurface unadopted roads, pathways and car parks.	£ 22,820	£ -	£ -	£ -	£ 22,820
Fencing	Replace fences of properties.	£ -	£ 37,090	£ -	£ 122,550	£ 159,640
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
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
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	£ 45,000	£ 262,000	£ -	£ 391,000	£ 698,000
Replacement of housing Vehicles	Replacement as per the vehicle replacement schedule.	£ -	£ 11,000	£ 19,840	£ 38,000	£ 68,840
Replacement of neighbourhood warden	Replacement as per the vehicle replacement schedule.	£ 28,470	£ 36,500	£ -	£ 79,890	£ 144,860
Multitrade Contract	Redevelopment of St Georges Rd, Princess Rd and Lister Rd.	£ 543,520	£ -	£ -	£ -	£ 543,520
New Build	Redevelopment of St Georges Rd, Princess Rd and Lister Rd.	£ 1,081,350	£ 1,124,600	£ 1,169,580	£ 9,607,130	£ 12,982,660
<b>Total HRA</b>		<b>£ 4,068,750</b>	<b>£ 4,809,330</b>	<b>£ 4,967,460</b>	<b>£ 40,555,020</b>	<b>£ 54,400,560</b>

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4-10	Total
		2014/15	2015/16	2016/17	2017/18 to 2023/24	10 Year Programme
CCTV Replacement	The scheduled replacement of the existing CCTV cameras.	£ -	£ -	£ -	£ 136,700	£ 136,700
Decent Homes/Fuel Poverty (Private Sector)	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 falling PSA7 targets.	£ 57,500	£ 57,500	£ 57,500	£ 402,500	£ 575,000
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
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	£ 40,000	£ 40,000	£ 260,000	£ 370,000
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
CRM Customer Access Solutions	To continue the development of the CRM, One Stop Shop and Customer Access technology in partnership with other Warwickshire Councils when appropriate.	£ 11,080	£ 11,470	£ 11,870	£ 95,620	£ 130,040
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
Atherstone Leisure Complex - Replacement Roof	The leisure complex 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
Innage Park Phase I - 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.	£ 423,832	£ 21,000	£ -	£ -	£ 444,832
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
Electrical upgrade at Old Bank House	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	£ -	£ 150,000	£ -	£ -	£ 150,000
Replacement of pool vehicles	Replacement as per the vehicle replacement schedule.	£ 10,000	£ -	£ -	£ 32,000	£ 42,000
Replacement of refuse vehicles	Replacement as per the vehicle replacement schedule.	£ 1,134,110	£ 169,130	£ -	£ 2,210,000	£ 3,513,240
Replacement of cesspool vehicles	Replacement as per the vehicle replacement schedule.	£ 84,000	£ -	£ -	£ 91,000	£ 175,000
Replacement of rodent control vehicles	Replacement as per the vehicle replacement schedule.	£ -	£ 20,000	£ -	£ 24,000	£ 44,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	£ 15,000	£ -	£ 76,330	£ 492,610	£ 583,940
Replacement of horticulture vehicles	Replacement as per the vehicle replacement schedule.	£ 31,830	£ 100,680	£ 9,920	£ 274,600	£ 417,030

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4-10	Total
		2014/15	2015/16	2016/17	2017/18 to 2023/24	10 Year Programme
Replacement of leisure services vehicles	Replacement as per the vehicle replacement schedule.	£ -	£ -	£ 13,970	£ 17,180	£ 31,150
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
Easyline replacement at Atherstone Leisure Complex	Planned replacement of the Easyline equipment at Atherstone Leisure Complex. This replacement will take place once the fund has built up sufficient funding for the work to take place.	£ -	£ 10,000	£ -	£ 10,000	£ 20,000
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal	£ 20,000	£ 20,000	£ 20,000	£ 140,000	£ 200,000
Leisure Centre Fitness Suite Equipment Replacement	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
Replacement of Coleshill Leisure Centre	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	£ 3,111,280	£ -	£ -	£ -	£ 3,111,280
Play Area Replacement Programme (10)	Planned replacement of play facilities - Year 8 at Austrey, Polesworth, Coleshill (Cole End), Piccadilly; Year 9 at Ansley Common, Corley, Hurley, Wood End; Year 10 at Mancetter and Dordon (Kitwood Avenue)	£ -	£ -	£ -	£ 500,000	£ 500,000
Play Area Development Programme (3)	Completion of the Play Area Development Programme with refurbishment of facilities at Atherstone (Minions Close), Grendon (Boot Hill) and Coleshill (Brendan Close)	£ 120,000	£ -	£ -	£ -	£ 120,000
Mobile CCTV Replacement	The introduction of mobile CCTV cameras in the Borough.	£ 11,310	£ -	£ -	£ -	£ 11,310
Capital Salaries - Management	General Fund staffing.	£ 19,290	£ 19,450	£ 19,610	£ 144,921	£ 203,271
<b>Total General Fund</b>		<b>£ 5,881,242</b>	<b>£ 1,042,560</b>	<b>£ 971,600</b>	<b>£ 7,406,521</b>	<b>£ 15,301,923</b>
<b>Total Capital Programme</b>		<b>£ 9,949,992</b>	<b>£ 5,851,890</b>	<b>£ 5,939,060</b>	<b>£ 47,961,541</b>	<b>£ 69,702,483</b>



Name of the Scheme	Basic Details of the Scheme	Essential Status	Year 1	Year 2	Year 3	Year 4 - 10	Total
			2014/15	2015/16	2016/17	2017/18 to 2023/24	10 Year Programme
Geographical Information System (GIS)	Upgrade to the GIS capacity of the Council	Non Essential	£10,000.00	£0.00	£0.00	£0.00	£10,000.00
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	Non Essential	£0.00	£70,000.00	£70,000.00	£0.00	£140,000.00
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.	Non Essential	£0.00	£70,000.00	£70,000.00	£0.00	£140,000.00
Replacement Housing/Rents	The current system (IBS) will be more than 10 years old and it is Council practice to review and assess system to ensure they still meets user needs	Non Essential	£0.00	£0.00	£70,000.00	£70,000.00	£140,000.00
Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To replace the hardware that the EDRMS runs on and to update licences	Non Essential	£15,000.00	£0.00	£0.00	£0.00	£15,000.00
Web Development (Internet, Intranet & Extranets)	To replace the hardware that the web system operates on	Non essential	£10,000.00	£0.00	£0.00	£0.00	£10,000.00
Atherstone Leisure Complex - Heating	Replacement of the heating and other M&E systems at the leisure complex (additional to the boiler system for which there is some funding being set aside)	Non Essential	£0.00	£100,000.00	£0.00	£0.00	£100,000.00
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, fitness suite, squash courts and changing areas.	Non Essential	£0.00	£1,000,000.00	£0.00	£0.00	£1,000,000.00
Arley Sports Centre - Cladding and Roofing	As well as an internal refurbishment, the external of the sports centre will become dated and untidy and eventually the cladding may fall into disrepair and cause structural damage.	Non Essential	£0.00	£600,000.00	£0.00	£0.00	£600,000.00
Memorial Hall- Refurbishment & Improvement	The Memorial Hall is 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 commercial bookings being taken.	Essential	£0.00	£2,000,000.00	£0.00	£0.00	£2,000,000.00
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.	Non Essential	£10,000.00	£0.00	£0.00	£0.00	£10,000.00
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.	Non Essential	£250,000.00	£0.00	£0.00	£0.00	£250,000.00
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.	Non Essential	£80,000.00	£0.00	£0.00	£0.00	£80,000.00

Name of the Scheme	Basic Details of the Scheme	Essential Status	Year 1	Year 2	Year 3	Year 4 to 10	Total
			2014/15	2015/16	2016/17	2017/18 to 2023/24	10 Year Programme
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.	Non Essential	£750,000.00	£0.00	£0.00	£0.00	£750,000.00
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.	Non Essential	£40,000.00	£0.00	£0.00	£0.00	£40,000.00
Innage Park Phase 2 - replace roof cladding	The roof cladding will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk	Non Essential	£400,000.00	£0.00	£0.00	£0.00	£400,000.00
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.	Non Essential	£120,000.00	£0.00	£0.00	£0.00	£120,000.00
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.	Non Essential	£35,000.00	£0.00	£0.00	£0.00	£35,000.00
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.	Non Essential	£0.00	£0.00	£0.00	£100,000.00	£100,000.00
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.	Non Essential	£0.00	£0.00	£0.00	£25,000.00	£25,000.00
Polesworth Sports Centre - Roofing and Cladding	The external appearance of the sports centre is dated. Eventually the cladding may fall into disrepair and cause structural damage.	Non Essential	£0.00	£0.00	£50,000.00	£0.00	£50,000.00
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.	Non Essential	£0.00	£0.00	£80,000.00	£0.00	£80,000.00
The Depot- Refurbishment	This is a basic refurbishment of the office areas.	Non Essential	£500,000.00	£0.00	£0.00	£0.00	£500,000.00
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	Non Essential	£250,000.00	£0.00	£0.00	£0.00	£250,000.00
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.	Non Essential	£100,000.00	£0.00	£0.00	£0.00	£100,000.00
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.	Non Essential	£20,000.00	£0.00	£0.00	£0.00	£20,000.00
Litter Bins	Replace the older, smaller litter bins in the Borough. This is in addition to the revenue funding.	Non Essential	£33,500.00	£33,500.00	£33,500.00	£0.00	£100,500.00

Name of the Scheme	Basic Details of the Scheme	Essential Status	Year 1	Year 2	Year 3	Year 4 - 10	Total
			2014/15	2015/16	2016/17	2017/18 to 2023/24	10 Year Programme
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.	Non Essential	£190,000.00	£190,000.00	£190,000.00	£0.00	£570,000.00
Sports Pavilion - Grendon - Hard standing area replacement and internal refurbishment	Improvement works are required at the sports pavilion, particularly to meet accessibility standards.	Non Essential	£0.00	£25,000.00	£0.00	£0.00	£25,000.00
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.	Non Essential	£0.00	£0.00	£0.00	£35,000.00	£35,000.00
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.	Non Essential	£0.00	£0.00	£0.00	£35,000.00	£35,000.00
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.	Non Essential	£0.00	£0.00	£350,000.00	£0.00	£350,000.00
Refurbishment of sports pavilion at Abbey Green Park, Polesworth, in conjunction with improvements to the Park.	Provision of refurbished community / changing facilities. The facility is currently closed and out of use following repeated incidents of vandalism. A feasibility study has been commissioned and options for a partnership arrangement with local sports clubs are being explored.	Non Essential	£100,000.00	£0.00	£0.00	£0.00	£100,000.00
Green Space Improvements	Will enable improvements to the infrastructure of 11 green spaces across the Borough, including fencing, footpaths, drainage, bins, new planting.	Non Essential	£0.00	£35,000.00	£35,000.00	£35,000.00	£105,000.00
Improvements to Arley Recreation Ground	Carry out improvements to the infrastructure at Old Arley Recreation Ground, including the car park and MUGA in accordance with the site management plan.	Non Essential	£220,000.00	£0.00	£0.00	£0.00	£220,000.00
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	Non Essential	£0.00	£75,000.00	£75,000.00	£430,000.00	£580,000.00
Improvements to Cole End Park Coleshill	Carry out improvements to the infrastructure of the sports ground, including pitch improvements in accordance with the site management plan and in partnership with local sports clubs. Match funding to support external grant bids	Non Essential	£30,000.00	£0.00	£0.00	£0.00	£30,000.00
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	Non Essential	£90,000.00	£0.00	£0.00	£0.00	£90,000.00
<b>Total</b>			<b>£3,253,500.00</b>	<b>£4,190,500.00</b>	<b>£1,023,500.00</b>	<b>£730,000.00</b>	<b>£9,205,500.00</b>

**Capital Financing Requirement**

**APPENDIX D**

	HRA (£)	GF (£)	GF Prudential Borrowing (£)	Grand Total
Fixed Assets	94,746,707	17,395,471		112,142,178
Revaluation Reserve	(987,454)	(3,038,271)		(4,025,726)
Capital Adjustment Account	(35,064,441)	(3,441,410)		(38,505,852)
Prudential Borrowing			440,884	440,884
Repayment of prudential borrowing			(127,266)	(127,266)
MRP		-		
<b>Actual CFR as at 31-3-13</b>	<b>58,694,811</b>	<b>10,915,790</b>	<b>313,618</b>	<b>69,924,218</b>
Repayment of prudential borrowing			(127,266)	(127,266)
Repayment of HRA borrowing	(1,250,000)			(1,250,000)
Prudential Borrowing			144,000	144,000
MRP		(81,363)		(81,363)
<b>Estimated CFR as at 31-3-14</b>	<b>57,444,811</b>	<b>10,834,427</b>	<b>330,352</b>	<b>68,609,589</b>
Repayment of HRA borrowing	(1,250,000)			(1,250,000)
Repayment of prudential borrowing			(115,771)	(115,771)
New prudential borrowing			2,582,588	2,582,588
MRP		(121,333)		(121,333)
<b>Estimated CFR as at 31-3-15</b>	<b>56,194,811</b>	<b>10,713,094</b>	<b>2,797,168</b>	<b>69,705,073</b>
Repayment of HRA borrowing	(1,300,000)			(1,300,000)
Repayment of prudential borrowing			(126,220)	(126,220)
New prudential borrowing			-	-
MRP		(116,479)		(116,479)
<b>Estimated CFR as at 31-3-16</b>	<b>54,894,811</b>	<b>10,596,615</b>	<b>2,670,948</b>	<b>68,162,374</b>
Repayment of HRA borrowing	(1,450,000)			(1,450,000)
Repayment of prudential borrowing			(126,220)	(126,220)
New prudential borrowing			-	-
MRP		(111,820)		(111,820)
<b>Estimated CFR as at 31-3-17</b>	<b>53,444,811</b>	<b>10,484,795</b>	<b>2,544,728</b>	<b>66,474,333</b>

	Actual 2012/13 £000	Revised 2013/14 £000	Original 2014/15 £000	Forecast 2015/16 £000	Forecast 2016/17 £000
<b>HRA</b>					
Premium/Discount	29	29	-	-	-
Interest and Investment Income	-18	-30	-40	-55	-86
External Interest Costs	1,661	1,640	1,633	1,624	1,611
Repayment of borrowing	750	1,250	1,250	1,300	1,450
<b>Total</b>	<b>2,422</b>	<b>1,639</b>	<b>1,593</b>	<b>1,569</b>	<b>1,525</b>
Net Revenue Stream	11,003	11,484	12,094	12,494	12,848
<b>Ratio</b>	<b>22.01%</b>	<b>14.27%</b>	<b>13.17%</b>	<b>12.56%</b>	<b>11.87%</b>
<b>General Fund</b>					
External Interest Costs	3	10	10	10	10
Investment Income	-114	-90	-100	-120	-140
Repayment of borrowing	127	127	116	126	126
MRP	11	81	121	116	112
<b>Total</b>	<b>27</b>	<b>128</b>	<b>147</b>	<b>132</b>	<b>108</b>
Council Tax	4,491	3,964	4,089	4,191	4,296
Council Tax - Special Grant	112	45	0	0	0
Other Grants	0	18	0	0	0
RSG/NDR	3,847	4,202	4,374	3,106	2,795
Net Revenue Stream	8,450	8,229	8,463	7,297	7,091
<b>Ratio</b>	<b>0.32%</b>	<b>1.56%</b>	<b>1.74%</b>	<b>1.81%</b>	<b>1.52%</b>

## Summary Of Prudential Indicators

### 1) Capital Expenditure Indicators

	Actual 2012/13 £	Revised 2013/14 £	Original 2014/15 £	Forecast 2015/16 £	Forecast 2016/17 £
Housing Revenue Account	1,688,913	3,807,650	2,987,400	3,684,730	3,797,880
Housing Revenue Account : New Build	-	1,039,760	1,081,350	1,124,600	1,169,580
General Fund	1,500,622	7,053,155	5,881,242	1,042,560	971,600
<b>Total</b>	<b>3,189,535</b>	<b>11,900,565</b>	<b>9,949,992</b>	<b>5,851,890</b>	<b>5,939,060</b>

### 2) Capital Financing Indicators

	Actual 2012/13 £0	Revised 2013/14 £0	Original 2014/15 £0	Forecast 2015/16 £0	Forecast 2016/17 £0
Housing Revenue Account	58,695	57,445	56,195	54,895	53,445
General Fund	11,229	11,165	13,510	13,268	13,030
<b>Total</b>	<b>69,924</b>	<b>68,610</b>	<b>69,705</b>	<b>68,163</b>	<b>66,475</b>

### 3) Capital Financing Cost Indicators

	Actual 2012/13	Revised 2013/14	Original 2014/15	Forecast 2015/16	Forecast 2016/17
Housing Revenue Account	22.01%	14.27%	13.17%	12.56%	11.87%
General Fund	0.32%	1.56%	1.74%	1.81%	1.52%

### 4) Incremental Impact Indicators

General Fund	Original 2013/14 £	Forecast 2014/15 £	Forecast 2015/16 £	Forecast 2016/17 £
Council Tax at Band D	1.03	0.57	4.51	4.49
Council Tax at Band D - aggregate	1.03	2.33	6.84	11.33

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 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Authorised Limit for External Debt	85,322	85,871	86,212	86,560	86,948
Operational Boundary	69,924	68,621	69,705	68,125	66,399
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%

## Agenda Item No 11

### Executive Board

11 February 2014

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

**General Fund Fees and Charges  
2014/15**

#### 1 **Summary**

- 1.1 The report covers the fees and charges for 2013/14 and the proposed fees and charges for 2014/15.

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

**That the schedule of fees and charges for 2014/15, 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 2014/15. Prices have been increased by 2.5% in line with the budget strategy for 2014/18 as agreed by this Board in September 2013. The amounts shown have already been included in the revenue estimates for 2014/15.

#### 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 2014/15, 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 2014**

	2013/14 CHARGE	2014/15 CHARGE	VAT RATING
	£		£
<b>NORTH WARWICKSHIRE LOCAL PLAN ADOPTED 2006</b>			
Full document	40.00	41.00	Outside Scope
Text only (no folder)	17.20	17.60	"
Maps only (no folder)	25.80	26.50	"
Large maps	5.80	6.00	"
A3 / A4 maps	3.40	3.50	"
<b>Documents will incur an additional postage charge.</b>			
<b>OTHER DOCUMENTS</b>			
Urban housing capacity study	18.00	18.50	Outside Scope
Housing needs study 2003	19.30	19.80	"
Annual monitoring report	2.80	2.90	"
Local development scheme	2.90	3.00	"
Statement of community involvement (adopted version only)	6.10	6.30	"
Father Hudson's development brief	3.20	3.30	"
Holly Lane design brief	3.20	3.30	"
Britannia Works design brief	3.20	3.30	"
Strategic Housing Land Availability Assessment	19.30	19.80	"
Industrial market assessment	11.90	12.20	"
Labour market profile	2.80	2.90	"
Understanding employer needs in Coventry & Warwickshire	19.30	19.80	"
Warwickshire economic update	2.80	2.90	"
Industrial & commercial building study	5.20	5.30	"
Employment policy options and updated economic land availability requirements	5.20	5.30	"
Gypsy & traveller accommodation assessment	18.50	19.00	"
Housing market assessment	11.90	12.20	"
Renewable and low carbon feasibility study	18.50	19.00	"
Children and young peoples plan	5.20	5.30	"
Coventry, Solihull and Warwickshire Employment Land Study	18.50	19.00	"
Strategic flood risk assessment	11.90	12.20	"
Water cycle strategy	18.50	19.00	"
Sub-regional green infrastructure study	5.20	5.30	"
<b>ADOPTED SUPPLEMENTARY PLANNING GUIDANCE</b>			
Checklist for applicants submitting planning applications	2.30	2.40	Outside Scope
Guide for shop front design	2.30	2.40	"
Guide for the design of lighting schemes	1.20	1.20	"
Guide for the design of householder developments	2.30	2.40	"
Affordable Housing Supplementary Planning Document	3.10	3.20	"
<b>CONSERVATION AREA DESIGNATION REPORTS</b>			
Whole set	10.40	10.70	Outside Scope
Atherstone	1.60	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	"
<b>CORE STRATEGY CONSULTATION DOCUMENTS</b>			
Core strategy	5.20	5.30	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)	1.60	1.60	"
Full Sustainability Assessment report	11.90	12.20	"
<b>Postal charges (for core strategy consultation documents only)</b>			
Full Sustainability Assessment report	2.50	2.60	Outside Scope
Other documents (per document)	0.80	0.80	"
All documents	4.10	4.20	"
All smaller documents	2.00	2.10	"
<b>Any other documents- price on request</b>			
CD ROM	1.60	1.60	"
CD ROM with postage	2.10	2.20	"



## Agenda Item No 12

### Executive Board

11 February 2014

Report of the  
Deputy Chief Executive

General Fund Revenue Estimates  
2014/15

#### 1 Summary

- 1.1 This report covers the revised budget for 2013/14 and an estimate of expenditure for 2014/15 together with forward commitments for 2015/16, 2016/17 and 2017/18.

#### Recommendation to the Board

- a To accept the revised budget for 2013/14; and
- b To accept or otherwise vary the Estimates of Expenditure for 2014/15, 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 2014/15 and this, together with a revised budget for 2013/14, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2012/13 are shown.
- 3.2 At its meeting in September, the Executive Board agreed the budget strategy for 2014-2018 which required savings of £2.03 million over a four year period. This required budget savings of £500,000 in 2014/15 with additional savings of £630,000, £500,000 and £400,000 in 2015/16, 2016/17 and 2017/18 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. These have now been incorporated into the estimates being considered and are shown in Appendix C.

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 2014/15 onwards
- Increases in the Council's pension contribution rate of 1% per annum up to 2017/18.
- Zero provision for inflation in 2014/15 although where contractual obligations require a specific price increase in line with inflation, these have been provided. A general inflationary increase of 2.5% 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:

	<b>Approved Budget 2013/14 £</b>	<b>Revised Budget 2013/14 £</b>	<b>Original Budget 2014/15 £</b>
Employee Costs	299,520	294,970	284,930
Premises	0	1,250	1,280
Supplies and Services	151,120	236,660	104,070
Transport	4,080	2,380	1,730
Earmarked Reserves	(113,980)	(132,030)	(50,000)
<b>Gross Expenditure</b>	<b>340,740</b>	<b>403,230</b>	<b>342,010</b>
Income	(9,490)	(64,410)	(9,160)
<b>Net Controllable Expenditure</b>	<b>331,250</b>	<b>338,820</b>	<b>332,850</b>
Departmental Support	159,160	166,210	167,710
Central Support	117,450	105,720	116,750
Capital Charges	11,210	6,700	6,700
<b>Net Expenditure</b>	<b>619,070</b>	<b>617,450</b>	<b>624,010</b>

#### 4 Capital Charges

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

#### 5 Comments on the 2013/14 Revised Budget

5.1 The revised budget for 2013/14 is estimated to be £617,450; a decrease of £1,620 on the approved provision. The main reasons for variations are set out below.

5.2 **Employee costs** have decreased by £4,550 as a result of the following:

	<b>£</b>
The removal of the Branching Out Bus Advisor post, as services are now provided by a combination of the 'hubs' and some bought in specialist services	(14,590)
Changes in salary allocations of the Financial Inclusion and Partnership Coordinator post	9,950
<b>TOTAL</b>	<b>(4,640)</b>

5.3 The small increase in **Premises** budgets relates to utility bills at the new food-bank facility contained within two of our industrial units.

5.4 **Supplies and Services** expenditure has increased by £85,540. The main variations are shown below:

	<b>£</b>
Increase in professional fees within the North Warwickshire Local Development Framework budget. This is fully funded from a reserve so there is a corresponding increase in use of reserves (see below)	62,580
Increases in relation to the operation of the 'hubs' and food bank including equipment, hardware internet costs and professional fees	34,060
Transfer of the Mosaic software budget to the Customer Contact budget and the removal of the Govmetric budget, both of which were funded through earmarked reserves	(11,190)
<b>TOTAL</b>	<b>85,450</b>

5.5 The small decrease in **Transport** reflects the reduced use of the Branching Out Bus

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

	<b>£</b>
Additional use of the Local Development Fund reserve to fund expenditure	(62,580)
Surplus Access to Services income from Warwickshire County Council will be put into a reserve for use in future years for on-going costs of operating the 'hubs' and food bank.	36,340
Transfer of the Mosaic software budget to the Customer Contact budget and the removal of the Govmetric	11,190
Agreed saving on the North Talk Budget. (sale of advertising space moved to reserve for future use not required)	(3,000)
<b>TOTAL</b>	<b>(18,050)</b>

5.7 **Income** has increased by £54,920. The main variations are shown below:

	<b>£</b>
One-off contribution used towards a free school meals project	(5,290)
Increase in contributions from Warwickshire County Council to assist in funding of the Food Bank and 'community hubs'	(49,970)
Additional North Talk advertising income	(1,310)
<b>TOTAL</b>	<b>(56,570)</b>

5.8 **Departmental and central support** charges have decreased by £4,680. These are the result of changes to staff time allocations and a change in how Customer Contact time is apportioned.

5.9 **Capital Charges**

The reduction in capital charges relates to extending the remaining life of the BOB bus.

6 **Comments on the 2014/15 Estimates**

6.1 The total estimated net expenditure for 2014/15 is £624,010; an increase of £4,940 on the 2013/14 approved budget and an increase of £6,560 on the revised 2013/14 budget.

6.2 **Employee Expenditure** has decreased by £10,040, primarily due to the removal of the accounting adjustment for pension costs from service budgets.

6.3 **Supplies and Services** expenditure has decreased by £132,590. The main variations are shown below:

	<b>£</b>
Decrease 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)	(120,000)
Reduction in Access to Services budget as additional externally funded activity has been removed	(12,590)
<b>TOTAL</b>	<b>(132,590)</b>

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

	<b>£</b>
No surplus funds are anticipated in the year, which will require transfer to reserves	(36,340)
Further savings on North Talk	(1,630)
Decrease in the use of the reserve to cover Local Development Fund expenditure	120,000
<b>TOTAL</b>	<b>82,030</b>

6.5 There has been a decrease in **income** of £55,250 which is primarily due to the removal of contributions from Warwickshire County Council towards the

Food Banks, 'Community Hubs' and the free school meal project.

- 6.6 **Departmental and central support** recharges have increased to reflect the pay award in 2014/15.

## 7 Growth Items

- 7.1 A provision for growth was not included in the Council's Budget Strategy, approved in September 2013 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
The 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 2014/15. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2015/16 £	Forecast Budget 2016/17 £	Forecast Budget 2017/18 £
Employee Costs	290,600	297,120	304,710
Premises	1,320	1,360	1,400
Supplies and Services	106,550	107,040	109,600
Transport	1,770	1,780	1,810
Earmarked Reserves	(51,250)	(51,250)	(52,530)
<b>Gross Expenditure</b>	<b>348,990</b>	<b>356,050</b>	<b>364,990</b>
Income	(9,350)	(9,540)	(9,730)
<b>Net Controllable Expenditure</b>	<b>339,640</b>	<b>346,510</b>	<b>355,260</b>
Departmental Support	169,850	172,730	176,870
Central Support	119,600	122,430	125,600
Capital Charges	6,700	3,150	3,150
<b>Net Expenditure</b>	<b>635,790</b>	<b>644,820</b>	<b>660,880</b>

10.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2015/16 to 2017/18, increases in contracts and general increases in supplies and services of 2.5% in 2015/16 and 2017/18. In total, net expenditure is expected to increase by 1.9% in 2015/2016, by 1.4% in 2016/17 and by 2.5% in 2017/2018.

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

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

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## EXECUTIVE BOARD SUMMARY

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
2000	Housing Strategic Service Review	204	1,040	1,040	-
2001	Outreach and Access to Services	75,251	67,840	77,790	81,460
2002	Corporate Communications	47,701	60,550	56,320	53,390
2003	Community Strategy	39,743	43,800	45,970	43,230
2007	Emergency Planning	15,703	15,490	15,490	15,490
2009	North Warwickshire Local Development Framework	133,547	142,530	142,210	139,280
5050	Support to Parishes	7	-	-	-
	<b>Net Controllable Expenditure</b>	<b>312,156</b>	<b>331,250</b>	<b>338,820</b>	<b>332,850</b>
2000	Housing SSR	26,584	26,910	26,950	27,420
2001	Outreach and Access to Services	14,218	12,440	15,870	18,290
2002	Corp Communication	10,732	11,110	3,290	3,730
2003	Community Strategy	49,501	48,510	52,120	51,720
2007	Emergency Planning	26,922	26,870	28,040	28,820
2009	North Warwickshire Local Development Framework	35,648	32,740	39,320	37,130
5050	Support to Parishes	587	580	620	600
	<b>Departmental Support</b>	<b>164,192</b>	<b>159,160</b>	<b>166,210</b>	<b>167,710</b>
2000	Housing SSR	5,739	5,930	5,700	5,780
2001	Outreach and Access to Services	23,904	24,600	25,330	26,010
2002	Corp Communication	11,137	5,640	4,900	4,520
2003	Community Strategy	46,356	50,790	41,110	51,480
2007	Emergency Planning	9,934	10,050	7,940	8,090
2009	North Warwickshire Local Development Framework	19,089	19,820	20,580	20,700
5050	Support to Parishes	766	620	160	170
	<b>Central Support</b>	<b>116,925</b>	<b>117,450</b>	<b>105,720</b>	<b>116,750</b>
	<b>Capital Charges</b>	<b>6,172</b>	<b>11,210</b>	<b>6,700</b>	<b>6,700</b>
	<b>EXECUTIVE BOARD TOTAL</b>	<b>599,445</b>	<b>619,070</b>	<b>617,450</b>	<b>624,010</b>

**2000 - HOUSING STRATEGIC SERVICE REVIEW**

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	204	1,040	1,040	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>204</b>	<b>1,040</b>	<b>1,040</b>	<b>-</b>
Departmental Support	26,584	26,910	26,950	27,420
Central Support	5,739	5,930	5,700	5,780
<b>NET EXPENDITURE</b>	<b>32,527</b>	<b>33,880</b>	<b>33,690</b>	<b>33,200</b>

Contributes to corporate priority :

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

**2001 - OUTREACH AND ACCESS TO SERVICES**

This budget covers the costs of creating and maintaining the Community Hubs, Food Banks and the Branching out Bus (BOB).

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	65,160	61,970	57,330	55,190
Premises	-	-	1,250	1,280
Supplies and Services	75,640	1,790	35,850	23,260
Transport	6,025	4,080	2,380	1,730
Earmarked Reserves	(61,324)	-	36,340	-
<b>GROSS EXPENDITURE</b>	<b>85,501</b>	<b>67,840</b>	<b>133,150</b>	<b>81,460</b>
<b>GROSS INCOME</b>	<b>(10,250)</b>	<b>-</b>	<b>(55,360)</b>	<b>-</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>75,251</b>	<b>67,840</b>	<b>77,790</b>	<b>81,460</b>
Departmental Support	14,218	12,440	15,870	18,290
Central Support	23,904	24,600	25,330	26,010
Capital Charges	6,172	11,210	6,700	6,700
<b>NET EXPENDITURE</b>	<b>119,545</b>	<b>116,090</b>	<b>125,690</b>	<b>132,460</b>

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	43,909	52,170	52,160	50,970
Supplies and Services	14,138	22,470	11,370	11,370
Earmarked Reserves	(3,516)	(6,560)	1,630	-
<b>GROSS EXPENDITURE</b>	<b>54,531</b>	<b>68,080</b>	<b>65,160</b>	<b>62,340</b>
GROSS INCOME	(6,830)	(7,530)	(8,840)	(8,950)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>47,701</b>	<b>60,550</b>	<b>56,320</b>	<b>53,390</b>
Departmental Support	10,732	11,110	3,290	3,730
Central Support	11,137	5,640	4,900	4,520
<b>NET EXPENDITURE</b>	<b>69,570</b>	<b>77,300</b>	<b>64,510</b>	<b>61,640</b>

Contributes to corporate priority :

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

**2003 - COMMUNITY STRATEGY**

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	38,825	41,600	42,020	39,280
Supplies and Services	11,939	3,950	3,950	3,950
Earmarked Reserves	5,852	-	-	-
<b>GROSS EXPENDITURE</b>	<b>56,616</b>	<b>45,550</b>	<b>45,970</b>	<b>43,230</b>
GROSS INCOME	(16,873)	(1,750)	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>39,743</b>	<b>43,800</b>	<b>45,970</b>	<b>43,230</b>
Departmental Support	49,501	48,510	52,120	51,720
Central Support	46,356	50,790	41,110	51,480
<b>NET EXPENDITURE</b>	<b>135,600</b>	<b>143,100</b>	<b>139,200</b>	<b>146,430</b>

Contributes to corporate priorities :

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

**2007 - EMERGENCY PLANNING**

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	214	-	-	-
Supplies and Services	11,377	15,490	15,490	15,490
Earmarked Reserves	4,112	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>15,703</b>	<b>15,490</b>	<b>15,490</b>	<b>15,490</b>
Departmental Support	26,922	26,870	28,040	28,820
Central Support	9,934	10,050	7,940	8,090
<b>NET EXPENDITURE</b>	<b>52,559</b>	<b>52,410</b>	<b>51,470</b>	<b>52,400</b>

Contributes to corporate priority :

- Protecting and improving our local environment

**2009 - NORTH WARWICKSHIRE LOCAL DEVELOPMENT FRAMEWORK**

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

DESCRIPTION	ACTUALS 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	133,586	142,740	142,420	139,490
Premises Related Expenditure	56	-	-	-
Supplies and Services	16,460	107,420	170,000	50,000
Transport Related Expenditure	66	-	-	-
Earmarked Reserves	(16,582)	(107,420)	(170,000)	(50,000)
<b>GROSS EXPENDITURE</b>	<b>133,586</b>	<b>142,740</b>	<b>142,420</b>	<b>139,490</b>
<b>GROSS INCOME</b>	<b>(39)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>133,547</b>	<b>142,530</b>	<b>142,210</b>	<b>139,280</b>
Departmental Support	35,648	32,740	39,320	37,130
Central Support	19,089	19,820	20,580	20,700
<b>NET EXPENDITURE</b>	<b>188,284</b>	<b>195,090</b>	<b>202,110</b>	<b>197,110</b>

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 2012/2013	APPROVED BUDGET 2013/2014	REVISED BUDGET 2013/2014	ORIGINAL BUDGET 2014/2015
Employee Expenditure	7	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>
Departmental Support	587	580	620	600
Central Support	766	620	160	170
<b>NET EXPENDITURE</b>	<b>1,360</b>	<b>1,200</b>	<b>780</b>	<b>770</b>

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

## SAVINGS INCLUDED WITHIN 2014/15

Board	Description	2014/15 £
Exec	Sale of advertising space in North Talk	1,420
Exec	Reduced costs of printing North Talk (remove contribution to reserves of additional advertising income)	4,630
	<b>Executive Total</b>	<b>6,050</b>

**Agenda Item No 13**

**Executive Board**

**11 February 2014**

**Report of the  
Deputy Chief Executive**

**General Fund Revenue Estimates  
2014/15 and Setting the Council  
Tax 2014/15**

**1 Summary**

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2014/15, and the options available when setting the 2014/15 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 £633,650 shown in Appendix I;**
- b That the Executive Board approves the revised estimate for the year 2013/14 and the revenue estimates for 2014/15;**
- c That the Executive Board notes the Council Tax base for 2014/15, as set out in Appendix G;**
- d That the Executive Board identifies the preferred Council Tax option for 2014/15;**
- e That the Executive Board notes the Deputy Chief Executive's comments on the minimum acceptable level of general reserves;**
- f That the manpower estimates for the year 2014/15 are approved; and**
- g 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 2014/15, and these are shown in Appendices A – E, along with the revised requirements for 2013/14.

2.2 Board requirements are summarised in the table below, together with other items, such as investment interest and contingencies.

	<b>2013/14 Approved Estimate £</b>	<b>2013/14 Revised Estimate £</b>	<b>2014/15 Original Estimate £</b>
<b>Board Summary</b>	<b>9,721,250</b>	<b>9,194,760</b>	<b>9,462,840</b>
Contingencies	22,240	28,000	119,320
Growth	-	-	20,500
Financing Adjustment	(744,490)	(876,260)	(742,810)
Investment Interest Income	(150,000)	(90,000)	(100,000)
Revenue Cont. to Capital Expend	119,000	119,000	119,000
<b>Board Summary</b>	<b>8,968,000</b>	<b>8,375,500</b>	<b>8,878,850</b>

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

## 3 The Council's 2013/14 Estimated Out-turn

3.1 The Council's revised net expenditure requirement for 2013/14 amounts to £8,375,500, which is £592,500 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 and a slightly lower rate than expected and the deletion of posts, partially offset by the use of agency staffing.

(£265,840)

3.3 There has been an increase in the recovery of housing benefit overpayments and a small reduction in the net cost of benefits.

(£106,620)

3.4 There has been a reduction in the level of Minimum Revenue Provision required in the year.

(£37,480)

3.5 There has been an increase in income due to an increase in higher value planning applications and higher occupancy of industrial units.

(£290,340)

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.

£44,650

3.7 There have been additional costs arising from the implementation of the new Recycling service and the operation of the Leisure Centres. These have been partially offset by a part year saving from bringing the street sweeping service back in house.

£59,900

#### 4 **The Council's 2014/15 Expenditure Requirement**

4.1 The Council's net expenditure requirement for 2014/15 amounts to £8,878,850, which is £89,150 less than the approved estimate for 2013/14 and £503,350 more than the revised estimate. The main variations between the 2014/15 original budget and the 2013/14 revised budget are set out below.

4.2 Provision has been made for those posts that were vacant in 2013/14, 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.

£354,890

4.3 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.

£124,450

4.4 The full year operation of the new Refuse and Recycling and Street Sweeping Services are expected to generate substantial savings.

(£296,960)

4.5 It has been assumed that not all of the increase in occupancy at the industrial units will continue in 2014/15, reducing expected income. This would also increase the business rates payable by the Council.

£49,860

4.6 The contingency sum has been increased as it includes provision for the expected borrowing required for the accommodation project, the contributions required for City Deal and the West Midlands pension liability and provision for additional pension contributions on any overtime worked.

£91,320

4.7 Some of the additional planning income in 2013/14 has been taken out of the budget. In addition, there have been reductions in income in areas such as Public Health licences and Community Development. These have been partially offset by inflationary increases in other fees.

£122,310

- 4.8 The MRP reduction in 2013/14 will not continue into 2014/15, therefore an increased provision is required. £39,970
- 4.9 Savings identified as part of the saving process which are not included above. (£47,000)
- 4.10 Unavoidable growth relating to Borough elections and the payroll system. £20,500

## 5 Summary of the Finance Settlement

- 5.1 The proposed finance settlement for the Council was set out in detail at the Board's meeting on 10 September 2013. This has been revised marginally since that report, with an increase in proposed grant of £2,000 for 2014/15. The summary given below shows the updated position.

	<b>Actual 2013/14 £'000</b>	<b>Proposed 2014/15 £'000</b>	<b>Decrease %</b>
Total Funding	4,247	3,674	-13.5

- 5.2 The Council's funding for 2014/15 will reduce by £573,000 (13.5%). This is in line with the Council's Medium Term Financial Strategy (MTFS) which assumed a drop in external funding of £575,000 in 2014/15.
- 5.3 The funding of £3,674,107 shown above includes a number of areas which were previously identified separately, including Council Tax Support, Council Tax Freeze and Homelessness Prevention.
- 5.4 An indicative allocation for 2015/16 has been received, which totals £3,105,515. This is £4,000 less than had been assumed in our financial strategy, and this represents a further fall in grant of £568,592 (15.5%) from the 2014/15 allocation..
- 5.5 Finance settlements for the following two years are not yet known. The estimate currently used in our financial strategy is a reduction in grant funding of 10% for both 2016/17 and 2017/18.
- 5.6 In the MTFS we included an RPI increase of 3.19% in baseline funding from business rates, in line with national scheme parameters. The government has since announced their intention to restrict the small business rate increase to 2%, which will reduce baseline funding levels for all councils. However this shortfall will be compensated through the receipt of Section 31 Grant.
- 5.7 Our business rate assessment for the current year is highly fluid, as appeals and refunds can have a major impact at any point in the year. However given

the expected improvement in rateable income in some areas, it has been assumed that once section 31 grant has been received, we will achieve our baseline funding level in 2014/15 and subsequent years. This equates to £1.713 million in 2014/15.

- 5.8 When putting together the MTFs an adjustment was made to the New Homes Bonus expected, to reflect grant proposals to top slice to part fund the Single Local Growth fund. This proposal has since been withdrawn, so the New Homes bonus expected is now included within these estimates in full.
- 5.9 Notification of New Homes Bonus of £514,490 has been received for 2014/15, and this has been used as a base for following years. An additional £100,000 has been assumed in each subsequent year, in recognition of the new build included in the Core Strategy. Achievement of this figure will require around 100 new properties to be delivered each year.

## 6 Council Tax

- 6.1 As part of the budget setting process, the tax base for the Borough is updated each year to reflect new properties, demolitions and changes to the valuation bands of existing properties. Allowances are also made for properties which are exempt from Council Tax, or where the residents receive discounts. The tax base has been updated for 2014/15 and is attached as Appendix G.
- 6.2 As mentioned above, the review of potential new build in the Core Strategy indicates that around 100 additional properties will be included in the tax base. A growth rate of 0.5% in the tax base has therefore been used in projecting Council Tax income for 2015/16 onwards.
- 6.3 In general terms, an inflationary increase in Council Tax is built into the budget on an annual basis. In recent years the Government have encouraged local authorities to freeze Council Tax, and have provided some grant to offset the loss of income. Grant support offered has varied from year to year, but is generally time limited. Grant support of 1% has again been offered to council's who freeze their Council Tax in 2014/15.
- 6.4 Decisions to freeze Council Tax has an on going and cumulative effect on the Council's financial position, and the impact of the decisions in 2011/12, 2012/13 and 2013/14 to the end of the current strategy period is detailed in Appendix H. This shows that by March 2018, the Council Tax lost would amount to £1.861 million. As grant funding is limited to £0.693 million, the net funding foregone by the end of the strategy period will be in the region of £1.168 million. The income loss for 2018/19 onwards amounts to £315,000 per annum.
- 6.5 The budget strategy assumed a 2% increase in Council Tax in 2014/15, with further 2% increases in subsequent years (these were below anticipated increases in the Retail Price Index). This would be in line with last years permitted increase without the need for a referendum. The Secretary of State



has not yet provided confirmation of the criteria that would require a local referendum relating to 2014/15.

## 7 Budget Savings

7.1 In September, this Board agreed that savings of £2.03 million would need to be identified over 2014/15 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 £633,650 are summarised in Appendix I, and have been incorporated into the 2014/15 estimates. The savings still required for the years 2015/16 to 2017/18 amount to £1.53 million.

7.2 If additional growth or a Council Tax increase between 0 - 2% is approved, this will require a further increase in the savings targets over those three years.

7.3 Even with these savings, the Council will still be drawing £480,840 from balances in 2017/18, indicating that further savings will be required beyond 2018/19.

7.4 As savings are increasingly difficult to find, some early consideration was given to possible areas where the savings for 2014/15 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.

## 8 Growth Items

8.1 Only provision for unavoidable growth relating to Borough Council elections in 2015 was included within the Council's Budget Strategy, approved by this Board in September 2013. However there is a further unavoidable growth item of £15,500 to cover a charge from Warwickshire County Council for the provision of the payroll service. This has been included within the 2014/15 figures presented.

## 9 Performance Against the Budget Strategy

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

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Use of Balances	490	784	558	588
<b>Level of Balances 31 March</b>	<b>3,577</b>	<b>2,793</b>	<b>2,235</b>	<b>1,647</b>

9.2 Each Board has projected its expenditure requirements up to and including 2017/18, 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:

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Use of Balances	560	673	457	497
<b>Level of Balances 31 March</b>	<b>3,718</b>	<b>3,045</b>	<b>2,588</b>	<b>2,091</b>

- 9.3 This predicted use of balances is based on limited growth and a 2% increase in Council Tax for 2014/15, with increases of 2% for 2015/16, 2016/17 and 2017/18. The anticipated General Fund balance at 1 April 2014 is £4,278,000, which is higher than expected in the Budget Strategy. The level of balances at the end of each following year is higher than assumed in the strategy, however the use of balances in 2016/17 and 2017/18 still indicates the requirement for further savings after 2017/18.
- 9.4 In addition, the Council has risks it cannot currently quantify, around the retention of business rates in place of revenue support grant and the impact of appeals against valuations, on localisation of Council Tax benefits and the continuation of the New Homes Bonus funding in its current format. A review of New Homes Bonus is scheduled for this Easter, which could change the current scheme. As a result of some authorities making substantial transfers from their Housing Revenue Accounts to their General Funds, the Government has asked for details of all such transfers. There is a risk that the authority could be required to reverse the transfer made.
- 9.5 A change to the state pension arrangements in 2016 will mean that the reduction in National Insurance which the authority currently receives for having its own pension scheme will disappear. This will add costs of around £140,000 per annum. The cost of this change has not been built into the figures in this report, on the assumption that New Burdens funding will compensate for the increased cost. However if New Burdens funding is not received there will be an impact on balances which is shown below.

	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Use of balances	560	673	457	497
Additional National Insurance			140	140
<b>Possible Year End Balances</b>	<b>3,718</b>	<b>3,045</b>	<b>2,448</b>	<b>1,811</b>

- 9.6 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.

## 10 Availability of Reserves

- 10.1 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 11 below.
- 10.2 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.
- 10.3 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.
- 10.4 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.
- 10.5 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.
- 10.6 The expected position on earmarked reserves at the end of 2013/14 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix J.

<b>Earmarked Reserves</b>	<b>Expected Balance 31 March 2014 £000</b>
Capital	1,296
Revenue	2,849
<b>Total</b>	<b>4,145</b>

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

## 11 Risks to the Council's Financial Position

11.1 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.

11.2 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 Council's 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 Council's 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 2015/16 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, particularly with the volatility around rating appeals.

- 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 2014/15 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 K. This is based on the expected or 'most likely' position and the assumption that not all risks will occur within the next year.

- 11.3 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 £1.3 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.
- 11.4 A new risk around the collection of business rates was included last year. 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. There is a lot of uncertainty around the collection of business rates and the impact of appeals and refunds. This will need reflecting in the risk assessment.
- 11.5 However, if a general reserve of £1.3 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.
- 11.6 Although not all risks are likely to occur in 2014/15, 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 L, and show that in the event of the worst case scenario being realised in 2014/15, 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.

## 12 Council Tax Options

- 12.1 The Authority has estimated the Council Tax surplus and notified all major precepting authorities of the amounts they will receive. It has been estimated that North Warwickshire Borough Council will receive a sum of £139,260 for 2014/15. This will reduce the Council's use of balances.
- 12.2 As part of the finance settlement, the Government have announced that they will provide support to councils who freeze their Council Tax in 2014/15. This support would be a direct grant for two years, with the government indicating

that on going support would then be built into the Council's Settlement Funding Assessment. It is uncertain whether support will continue after the 2015/16 general election, as no funding for this is included in DCLG's figures for 2016/17 onwards. Given the lack of guarantee, the current financial projection therefore assumes support for 2014/15 and 2015/16 only. Grant 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 £35,000 in 2014/15 and 2015/16, potentially rising to £83,000 from 2016/17 onwards.

	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
<b>Use of Balances</b>	<b>560</b>	<b>673</b>	<b>457</b>	<b>497</b>
Loss of 2% CT increase	80	82	83	85
Grant Funding	(45)	(45)	-	-
<b>Revised Use of Balances</b>	<b>595</b>	<b>710</b>	<b>540</b>	<b>582</b>
<b>Potential Use of Balances</b>	<b>3,683</b>	<b>2,973</b>	<b>2,433</b>	<b>1,851</b>

- 12.3 The Council could cover the on going shortfall of that level of Council Tax income lost as a result of the freeze in 2014/15 from balances initially. However there may be a need to increase savings targets in later years. The alternative of a higher increase in Council Tax in 2015/16 is unlikely to be an option, given the current rules around tax increases and the need for local referendums.
- 12.4 The Authority used an increase of 2% when it was updating its financial strategy in September. This level of increase has been used in compiling the figures in this report.
- 12.5 Inflation has reduced to some extent 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.

12.6 The latest figures at December 2013 for each of these indices is as follows:

- CPI 2.0%
- RPI-X 2.8%
- RPI 2.7%

12.7 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 £40,030, and would mean an additional £2.07 increase in Council Tax rates per annum.

... 12.8 A range of Council Tax increases is shown in Appendix M, together with the resulting impact on balances. These use the 2013/14 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 2013/14 £	Impact on Balances - CT £	Govt protection £	Total Impact on balances £
Base 2013/14	207.30	-	(80,052)	45,000	(35,052)
0.5	208.34	1.04	(60,126)	-	(60,126)
1.0	209.37	2.07	(40,026)	-	(40,026)
1.5	210.41	3.11	(20,042)	-	(20,042)
2.0	211.45	4.15	-	-	-
2.5	212.48	5.18	20,042	-	20,042

12.9 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 2013/14 levels, there will be a reduced impact on balances as the government will provide funding equivalent to a 1% increase. 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.

12.10 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. In 2013/14, they introduced a requirement for authorities to hold a local referendum, which would allow residents to veto any excessive Council Tax increases. A referendum was required for any proposed Council Tax increases above 2%. Referendum requirements for 2014/15 have not yet been published.

### 13 **Budget Consultation**

- 13.1 A budget questionnaire was included in the last edition of North Talk and was also put on the Council's website. The questionnaire asked people to indicate their views on reducing expenditure on individual council services and also asked what level of Council Tax increase they would be prepared to accept.
- 13.2 The questionnaire was completed by 291 respondents. The results have been analysed and views on individual council services are summarised in Appendix N. 64% of residents said that they would be prepared to pay an increase in Council Tax. The responses are shown below:

<b>Council Tax Increase</b> %	<b>Responses</b> %
Above 2%	5%
2%	34%
1%	25%
0%	36%

- 13.3 A meeting with Non-Domestic Rate Payers will be held on 3 February and any comments will be reported verbally at the meeting.

### 14 **Council Tax Resolution**

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

### 15 **Manpower Estimate for the Year 2014/15**

- 13.1 Within the Authority's revenue and capital estimates, allowances have been made for the required manpower provision. Appendix O sets out the manpower estimates for 2014/15, compared with 2013/14.

### 16 **Delivering Value for Money Agenda**

- 16.1 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.

### 17 **Conclusion**

- 17.1 It is clear that whichever option in respect of Council Tax increases is adopted, it will still be necessary to make savings of £1.53 million, which will inevitably impact on service levels, and 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 £1.3 million by the end of 2017/18, although this is subject to the uncertainties inherent in



budgetary forecasting, and subject to the level of Council Tax increase agreed.

17.2 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 £592,500 less than our approved budget, due to a zero pay award and 2014/15 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 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.
- The council may not be able to deliver the necessary savings.

17.3 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.

## **18 Report Implications**

### **18.1 Financial Implications**

18.1.1 As detailed in the body of the report.

### **18.2 Safer Communities Implications**

18.2.1 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.

### **18.3 Environment and Sustainability Implications**

18.3.1 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.

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

#### 18.4 Equality Implications

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

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

#### Background Papers

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
Financial Strategy 2014/18	NWBC	Report to Executive Board	10 Sept 2013

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## PLANNING AND DEVELOPMENT BOARD

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
4009	Planning Control	11,523	173,520	(56,530)	85,720
4010	Building Control	55,116	60,330	60,330	60,330
4012	Conservation and Built Heritage	34,205	35,370	9,290	30,920
4014	Local Land Charges	(27,895)	(28,770)	(26,170)	(29,140)
4018	Street Naming and Numbering	4,712	5,310	3,720	5,180
	<b>Net Controllable Expenditure</b>	<b>77,661</b>	<b>245,760</b>	<b>(9,360)</b>	<b>153,010</b>
	<b>Departmental Support</b>	<b>100,514</b>	<b>102,290</b>	<b>90,520</b>	<b>99,990</b>
	<b>Central Support</b>	<b>202,985</b>	<b>205,240</b>	<b>181,800</b>	<b>184,130</b>
	<b>Capital Charges</b>	<b>16,600</b>	<b>14,940</b>	<b>16,600</b>	<b>16,600</b>
	<b>Planning and Development Board Total</b>	<b>397,760</b>	<b>568,230</b>	<b>279,560</b>	<b>453,730</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## COMMUNITY AND ENVIRONMENT BOARD

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Codes	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
3072-3073	Polesworth Sport Centre	80,112	71,070	86,940	74,130
3074	Arley Sports Centre	107,078	114,270	124,780	118,210
3075-3076	Coleshill Sport Centre	146,245	149,170	142,850	144,690
3077-3078	Atherstone Leisure Complex	236,406	221,910	215,860	186,760
3082-3083	Memorial Hall	76,189	73,820	90,090	88,050
4002	Public Health (Commercial Pollution Control)	199,053	221,640	192,350	208,620
4003	Public Health (Domestic Pollution Control)	48,490	56,500	55,850	48,520
5000	Domestic Refuse Collection	965,538	888,020	911,300	711,020
5002	Trade Refuse Collection	(45,362)	(27,230)	(25,510)	(43,150)
5003	Cesspool Emptying	(77,689)	(75,880)	(78,180)	(79,750)
5004	Recycling	399,262	364,390	416,650	358,340
5010	Amenity Cleaning	665,712	664,470	648,210	616,680
5013	Unadopted Roads	7,020	7,450	7,580	7,450
5014	Flooding And Land Drainage	125	1,300	10,530	8,610
5015	Street Furniture	973	1,900	1,460	1,250
5016	Atherstone Market	3,729	3,890	4,010	3,960
5019	Parks, Playing Fields and Open Spaces	416,039	432,490	453,700	444,590
5020	Play Areas	132,667	100,830	100,830	102,720
5021	Public Health (Control of Disease) Act 1984 Burials	4,655	70	70	-
5022	Sustainable Communities	2,504	2,870	2,870	2,860
5023	Consultation	229	7,340	7,340	7,320
5025	Corporate Policy	17,258	20,210	20,210	17,870
5030	Rural Regeneration	1,545	24,380	20,320	31,030
5034	Landscape	8,626	8,900	8,900	8,880
5040	Marketing and Market Research	7,966	8,500	8,500	8,190
5044	Support to Voluntary Organisations	103,968	105,570	88,070	89,260
5051	Young People and Intergeneration	23,689	39,830	14,270	37,090
5052	Community Development Environment	30,374	29,540	24,260	29,340
5054	Social Inclusion and Sport	30,522	32,730	32,940	28,310
5055	Community Development Health Improvement	18,758	16,590	19,160	17,670
5056	Community Development Safer Communities	34,507	49,310	17,930	52,380
5058	Activities 4 U	72	-	-	-
5059	Allotments and Biodiversity	(69)	(330)	(330)	(30)
5064	QE - Artificial Grass Pitch	(6,686)	(6,750)	(7,020)	(6,890)
5065	Carlyon Road Skate Park	97	(480)	(480)	-
7860	Sports Club Development Officer Programme	5,829	-	-	-
7880	Local Nature Reserves	5	-	-	-
	<b>Net Controllable Expenditure</b>	<b>3,664,671</b>	<b>3,608,290</b>	<b>3,616,310</b>	<b>3,323,980</b>
	<b>Departmental Support</b>	<b>485,935</b>	<b>509,020</b>	<b>533,050</b>	<b>522,590</b>
	<b>Central Support</b>	<b>566,015</b>	<b>551,910</b>	<b>538,590</b>	<b>547,640</b>
	<b>Capital</b>	<b>460,749</b>	<b>430,640</b>	<b>557,480</b>	<b>595,400</b>
	<b>Net Expenditure</b>	<b>5,158,134</b>	<b>5,099,860</b>	<b>5,245,430</b>	<b>4,989,610</b>

## SHIRE BOROUGH COUNCIL

## LICENSING COMMITTEE SUMMARY

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
4000	Licensing Authority	(44,754)	(45,040)	(44,010)	(45,670)
4001	Licences and Registration	(13,612)	(10,260)	(17,300)	(15,030)
4008	Hackney Carriages	(21,808)	(20,310)	(17,680)	(22,410)
4019	Gambling Act Authority	(10,138)	12,390	(9,520)	(9,520)
	<b>Net Controllable Expenditure</b>	<b>(90,312)</b>	<b>(63,220)</b>	<b>(88,510)</b>	<b>(92,630)</b>
	<b>Departmental Support</b>	<b>42,120</b>	<b>42,390</b>	<b>47,410</b>	<b>47,690</b>
	<b>Central Support</b>	<b>53,223</b>	<b>56,800</b>	<b>47,320</b>	<b>47,380</b>
	<b>Licensing Committee Total</b>	<b>5,031</b>	<b>35,970</b>	<b>6,220</b>	<b>2,440</b>

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## RESOURCES BOARD (REMAINING)

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2012/2013 £	Approved Budget 2013/2014 £	Revised Budget 2013/2014 £	Original Budget 2014/2015 £
3000	Cost of Democratic Services	386,881	426,200	415,430	406,290
3001	Election Expenses	5,674	5,080	5,030	4,840
3002	Registration of Electors	13,906	16,060	16,010	15,710
3003	Business Rates Retention	(30,127)	(55,660)	(47,300)	(48,930)
3004	Council Tax Collection	(46,557)	(42,010)	(98,550)	(79,370)
3049	Investors in People	90	1,930	1,930	-
3050	Finance Miscellaneous	(9,975)	30	(5,970)	-
3051	Compensation and Pension Increases	145,428	150,020	144,950	147,850
3052	Assisted Car Purchase	(272)	(130)	(670)	(340)
3054	Electricity at Work	16,873	17,780	17,780	17,560
3057	Efficiencies and Value for Money	172	2,340	2,340	-
3059	Finance Unused Land	1,031	-	-	-
3060	Corporate and Democratic Core	17,950	33,380	31,760	10,610
3061	Unallocated Central Support Services	24,047	112,280	61,750	106,220
3065	Coleshill Shops and Flats	(66,654)	(66,360)	(66,890)	(67,510)
3066	The Arcade, Atherstone	2,187	5,480	1,840	-
3067	The Pavilions, Holly Lane	(80,404)	(80,660)	(80,410)	(80,490)
3068	Carlyon Road Industrial Estate	(103,295)	(99,180)	(121,510)	(116,790)
3069	Innage Park Industrial Estate	(57,100)	(58,090)	(106,660)	(75,040)
3070	Polesworth Workspace Units	(6,979)	(7,680)	(3,830)	(3,770)
3079	The Bear and Ragged Staff	(12,994)	(12,970)	(13,750)	(13,760)
3080	Football Stadium	2	-	-	-
3084	Homeless Persons	42,662	97,890	83,900	83,860
3089	Public Conveniences	18,033	17,930	18,200	18,510
3094	Customer Contact	8,421	19,790	(10,490)	(14,500)
3097	Rent Allowances	194,576	68,270	(6,290)	47,880
3098	Housing Benefit Administration and Rent Rebates	(31,482)	(12,820)	(50,710)	(29,650)
3099	Concessionary Fares	16,907	22,800	20,310	19,370
3101	Council Tax Benefits	(43,073)	23,670	23,990	33,500
3102	Car Parks	33,982	37,360	40,350	44,020
3106	Business Improvement District	10,007	-	-	-
3109	Environmental Sustainability	54	-	-	-
3111	Broadband Delivery UK	50,000	50,000	50,000	50,000
5005	Animal Control	38,837	41,280	43,980	43,390
5006	Abandoned Vehicles	1,494	2,050	2,050	1,820
5008	Private Sector Housing Assistance	20,844	32,230	20,780	19,320
5035	CCTV	3,456	1,240	6,900	(2,750)
5036	Community Support	429,418	460,750	450,160	451,920
7360	North Warwickshire LEADER Partnership	20,353	3,740	3,360	(30)
	<b>Net Controllable Expenditure</b>	<b>1,014,373</b>	<b>1,214,020</b>	<b>849,770</b>	<b>989,740</b>
	<b>Recharged to Services</b>	<b>(158,080)</b>	<b>(147,970)</b>	<b>(145,370)</b>	<b>(145,790)</b>
	<b>Departmental Support</b>	<b>895,439</b>	<b>931,900</b>	<b>998,450</b>	<b>1,012,110</b>
	<b>Central Support</b>	<b>1,244,003</b>	<b>1,312,390</b>	<b>1,151,450</b>	<b>1,173,500</b>
	<b>Capital</b>	<b>638,571</b>	<b>439,910</b>	<b>439,770</b>	<b>443,490</b>
	<b>Resources Board (Remaining) Total</b>	<b>3,634,306</b>	<b>3,750,250</b>	<b>3,294,070</b>	<b>3,473,050</b>

**APPENDIX D2**

**NORTH WARWICKSHIRE BOROUGH COUNCIL**

**RESOURCES BOARD (RECHARGED)**

**SUMMARY OF GENERAL FUND REVENUE ESTIMATES**

<b>Code</b>	<b>Description</b>	<b>Actual 2012/2013 £</b>	<b>Approved Budget 2013/2014 £</b>	<b>Revised Budget 2013/2014 £</b>	<b>Original Budget 2014/2015 £</b>
Various	Chief Executive	217,119	229,580	203,370	205,970
Various	Deputy Chief Executive	4,185,855	4,382,410	4,252,530	4,411,410
Various	Assistant Chief Executive (Community Services)	1,304,230	1,318,090	1,301,880	1,312,140
Various	Assistant Chief Executive & Solicitor to the Council	1,311,458	1,363,490	1,276,800	1,343,660
3006-3039	Building Maintenance Fund	239,754	211,080	212,630	206,760
3040-3041	Council Offices	299,572	302,210	310,890	315,300
3043	Central Telephones	35,100	37,670	35,300	38,010
3045	Recruitment	24,181	22,380	22,910	23,250
3046	Printing and Stationery	71,724	69,150	71,040	70,250
3047	Training	20,599	90,310	29,500	91,080
3048	Depot and Stores	71,222	69,620	70,430	70,900
3110	Postal Services	80,359	69,980	74,260	72,150
3226	Central Services	271,651	285,000	285,310	288,040
3290	Information Services	864,047	862,440	857,850	866,370
3291	Procurement	64,440	65,900	65,920	67,410
3292	Staff Welfare	13,714	16,980	17,590	15,880
3300	Transport Management Account	705,311	691,550	748,010	758,720
	<b>Net Controllable Expenditure</b>	<b>9,780,335</b>	<b>10,087,840</b>	<b>9,836,220</b>	<b>10,157,300</b>
	<b>Recharge to Services</b>	<b>(12,230,253)</b>	<b>(12,563,920)</b>	<b>(12,286,240)</b>	<b>(12,559,790)</b>
	<b>Departmental Support</b>	<b>17,418</b>	<b>14,740</b>	<b>15,800</b>	<b>9,930</b>
	<b>Central Support</b>	<b>1,838,169</b>	<b>1,832,540</b>	<b>1,819,600</b>	<b>1,827,840</b>
	<b>Capital</b>	<b>643,047</b>	<b>628,800</b>	<b>614,620</b>	<b>564,720</b>
	<b>Resources Board (Recharged) Total</b>	<b>48,716</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

<b>Code</b>	<b>Description</b>	<b>Actual 2012/2013 £</b>	<b>Approved Budget 2013/2014 £</b>	<b>Revised Budget 2013/2014 £</b>	<b>Original Budget 2014/2015 £</b>
2000	Housing Strategic Service Review	204	1,040	1,040	-
2001	Outreach and Access to Services	75,251	67,840	77,790	81,460
2002	Corporate Communications	47,701	60,550	56,320	53,390
2003	Community Strategy	39,743	43,800	45,970	43,230
2007	Emergency Planning	15,703	15,490	15,490	15,490
2009	North Warwickshire Local Development Framework	133,547	142,530	142,210	139,280
5050	Support to Parishes	7	-	-	-
	<b>Net Controllable Expenditure</b>	<b>312,156</b>	<b>331,250</b>	<b>338,820</b>	<b>332,850</b>
	<b>Departmental Support</b>	<b>164,192</b>	<b>159,160</b>	<b>166,210</b>	<b>167,710</b>
	<b>Central Support</b>	<b>116,925</b>	<b>117,450</b>	<b>105,720</b>	<b>116,750</b>
	<b>Capital Charges</b>	<b>6,172</b>	<b>11,210</b>	<b>6,700</b>	<b>6,700</b>
	<b>EXECUTIVE BOARD TOTAL</b>	<b>599,445</b>	<b>619,070</b>	<b>617,450</b>	<b>624,010</b>



## SUMMARY OF REVENUE REQUIREMENTS

2013/2014 Gross Expenditure £	2013/2014 Gross Income £	2013/2014 Net Expenditure £		2014/2015 Gross Expenditure £	2014/2015 Gross Income £	2014/2015 Net Expenditure £
7,114,710	2,014,850	5,099,860	Community and Environment	7,127,030	2,137,420	4,989,610
956,740	388,510	568,230	Planning and Development	916,440	462,710	453,730
137,960	126,770	11,190	Licensing	130,290	127,850	2,440
19,468,980	16,046,080	3,422,900	Resources	19,362,200	15,969,150	3,393,050
628,560	9,490	619,070	Executive	633,170	9,160	624,010
11,556,440	11,556,440	0	Council Housing	11,556,440	11,556,440	0
22,240	0	22,240	Contingencies	119,320	0	119,320
0	0	0	Growth	20,500	0	20,500
0	150,000	-150,000	Interest on balances	0	100,000	-100,000
0	744,490	-744,490	Financing adjustment	0	742,810	-742,810
119,000	0	119,000	RCCO (Revenue Contribution to Capital Outlay)	119,000	0	119,000
112,240	0	112,240	Grant payments to Parish Councils (CTS)	98,210	0	98,210
<b>40,116,870</b>	<b>31,036,630</b>	<b>9,080,240</b>		<b>40,082,600</b>	<b>31,105,540</b>	<b>8,977,060</b>
0	458,400	-458,400	Use of balances	0	559,590	-559,590
	<b>31,495,030</b>	<b>8,621,840</b>		<b>40,082,600</b>	<b>31,665,130</b>	<b>8,417,470</b>
0	0	0	Special items - Parish precepts	0	0	0
<b>0</b>	<b>31,495,030</b>	<b>8,621,840</b>		<b>40,082,600</b>	<b>31,665,130</b>	<b>8,417,470</b>
		-4,217,040	Revenue Support Grant / Business Rates			-3,674,100
		-17,840	Council Tax Support Transitional Grant			0
		-383,090	New Homes Bonus			-514,490
		0	Surplus / Deficit on Collection Fund			-140,250
		<b>4,003,870</b>				<b>4,088,630</b>



IMPACT OF COUNCIL TAX FREEZES IN 2011/12, 2012/13 AND 2013/14

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Grant Income - 2011/12 CT freeze	-111,746	-111,746	-111,746	-111,746				-446,984
Grant Income - 2012/13 CT freeze		-112,220						-112,220
Grant Income - 2013/14 CT freeze			-44,650	-44,650	-44,650			-133,950
Grant Income - 2014/15 CT freeze								0
Grant Income - 2015/16 CT freeze								0
<b>Grant Income</b>	<b>-111,746</b>	<b>-223,966</b>	<b>-156,396</b>	<b>-156,396</b>	<b>-44,650</b>	<b>0</b>	<b>0</b>	<b>-693,154</b>
Loss of CT 2011/12	134,012	136,003	120,040	120,641	121,244	121,850	122,459	876,248
Loss of CT 2012/13		92,539	81,678	82,087	82,497	82,909	83,324	505,034
Loss of CT 2013/14			83,312	83,728	84,147	84,568	84,990	420,745
Loss of CT 2014/15				5,729	5,758	5,758	5,787	23,031
Loss of CT 2015/16					5,873	5,902	5,932	17,707
Loss of CT 2016/17						6,020	6,050	12,071
Loss of CT 2017/18							6,171	6,171
<b>CT Lost</b>	<b>134,012</b>	<b>228,542</b>	<b>285,030</b>	<b>292,184</b>	<b>299,518</b>	<b>307,007</b>	<b>314,714</b>	<b>1,861,008</b>
<b>Net Revenue Impact</b>	<b>22,266</b>	<b>4,576</b>	<b>128,634</b>	<b>135,788</b>	<b>254,868</b>	<b>307,007</b>	<b>314,714</b>	<b>1,167,854</b>

POTENTIAL IMPACT OF ADDITIONAL COUNCIL TAX FREEZES IN 2014/15 AND 2015/16

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Grant Income - 2011/12 CT freeze	-111,746	-111,746	-111,746	-111,746				-446,984
Grant Income - 2012/13 CT freeze		-112,220						-112,220
Grant Income - 2013/14 CT freeze			-44,650	-44,650	-44,650			-133,950
Grant Income - 2014/15 CT freeze				-44,650	-44,650			-89,300
Grant Income - 2015/16 CT freeze					-44,560			-44,560
<b>Grant Income</b>	<b>-111,746</b>	<b>-223,966</b>	<b>-156,396</b>	<b>-201,046</b>	<b>-133,860</b>	<b>0</b>	<b>0</b>	<b>-827,014</b>
Loss of CT 2011/12	134,012	136,003	120,040	120,641	121,244	121,850	122,459	876,248
Loss of CT 2012/13		92,539	81,678	82,087	82,497	82,909	83,324	505,034
Loss of CT 2013/14			83,312	83,728	84,147	84,568	84,990	420,745
Loss of CT 2014/15				85,403	85,830	86,259	86,690	344,182
Loss of CT 2015/16					87,546	87,984	88,424	263,955
Loss of CT 2016/17						9,271	9,318	18,589
Loss of CT 2017/18							9,504	9,504
<b>CT Lost</b>	<b>134,012</b>	<b>228,542</b>	<b>285,030</b>	<b>371,858</b>	<b>461,264</b>	<b>472,842</b>	<b>484,710</b>	<b>2,438,258</b>
<b>Net Revenue Impact</b>	<b>22,266</b>	<b>4,576</b>	<b>128,634</b>	<b>170,812</b>	<b>327,404</b>	<b>472,842</b>	<b>484,710</b>	<b>1,611,244</b>

Increase in Net Revenue Impact for Council Tax Freezes in 2014/15 and 2015/16 443,390

## APPENDIX I

### SAVINGS / ADDITIONAL INCOME

Board	Description	2014/15 £
All	CSS and Service budgets pay award	(70,310)
C & E	Move to alternate weekly domestic refuse collection and new recycling collections	(111,770)
C & E	Reduce size of Area Forum	(17,500)
C & E	Restrict Weed treatments	(6,360)
C & E	Cancel membership of Coventry Solihull Warwickshire Sport	(3,400)
C & E	Review Carriageway sweeping & weekend cleaning contract	(30,000)
C & E	Reduction in Corporate Subscriptions in Public Health (Commercial Pollution Control) Service	(850)
C & E	Additional income on Public Health (Commercial Pollution Control) Export Health Certs	(6,790)
C & E	Recharge from the Coleshill School at new Coleshill Leisure Centre	(7,050)
C & E	Additional Leisure Centre income above inflation	(6,300)
C & E	Reduction in Play Area wages	(450)
C & E	Reduction in Cesspool disposal costs	(7,500)
Exec	Reduce costs of printing North Talk	(4,630)
Exec	Sale of Advertising space in North Talk	(1,420)
Licence	Additional Street Traders licence income	(380)
P & D	Additional Planning Fee income	(75,000)
Resources	Change Contact Centre Software	(28,040)
Resources	Salary Savings (DCE reduced hours and Ann Woolacott post)	(39,140)
Resources	Salary Savings (Restructure Hsg Lettings)	(4,460)
Resources	Reduce telephone costs	(1,070)
Resources	Salary Saving P Steele post	(35,950)
Resources	Staff Lease cars	(24,780)
Resources	Reduction in BMF arising from the sale of The Arcade	(6,560)
Resources	Travel cost relating to mileage	(6,010)
Resources	Computer audit fees	(3,080)
Resources	Chief Executive appraisal	(2,140)
Resources	Reduction in level of CIPFA Statistics subscription	(1,650)
Resources	Cancelled APSE subscription within Leisure Centres	(1,440)
Resources	Private mileage contributions	(840)
Resources	Electronic record storage	(520)
Resources	Mobile phones	(450)
Resources	Potential savings on disaster recovery when renewed	(2,000)
Resources	Legal fee income related to business rate and benefits	(29,330)
Resources	Customer Contact overtime	(2,990)
Resources	Recovery of rent allowance overpayments	(25,000)
Resources	Recovery of rent rebates overpayments	(20,000)
Resources	Travel tokens and taxi vouchers	(2,740)

## APPENDIX I

<b>Board</b>	<b>Description</b>	<b>2014/15 £</b>
Resources	Corporate subscription(s) within Cost of Democratic Process	(4,510)
Resources	Past employee pension payments	(2,170)
Resources	Corporate subscriptions within Corporate and Democratic Core	(1,620)
Resources	Carlyon Road business rates	(4,390)
Resources	Carlyon Road rental income	(11,950)
Resources	Innage Park utilities	(5,840)
Resources	Innage Park rental income	(12,590)
Resources	Parking penalties (net of any increase in warden fees)	(2,680)
	<b>OVERALL TOTAL</b>	<b>(633,650)</b>

## EARMARKED RESERVES

Purpose of Reserve	Balance March 2014 £000
<b>Revenue Reserves</b>	
<b>Leasing</b> – Leases for a number of vehicles were only finalised after the vehicles were already in use. This meant that charges included within the revenue account in the first year of operation covered a different period to the actual leasing payment made. The difference was set-aside in this reserve, to cover the outstanding costs at the end of the lease, arising from the timing difference.	33
<b>Training</b> – These funds have been set aside to provide resources for one off training requirements in the future, for both staff and members.	97
<b>Invest to Save</b> – This reserve is to provide ‘pump priming’ for the initial costs that arise from new initiatives, which will ultimately reduce existing costs. Savings achieved will be used to repay the contribution from the Reserve, so that other services will have similar opportunities to implement new schemes.	291
<b>Approved growth not yet spent</b> – to cover Corporate Communications, Borough Care, Parish Plans, Environmental Issues, Business Improvement work and other one off growth items	211
<b>Contingencies</b> – to cover possible costs arising from contaminated land issues, a sum held in case the Council goes above its VAT de minimis level, as this will mean that not all VAT can be reclaimed, a sum for concessionary fares in case the outcome of the judicial review is unfavourable and provision for emergency planning issues.	429
<b>Consultation</b> – for consultation with residents of the Borough and service users. The requirement to consult varies from year to year and the reserve allows fluctuations between years to be managed, without affecting other revenue expenditure.	36
<b>Planned Work</b> - the Council has set priorities and initiatives where work is planned and may have been started, but has not yet been completed. Provision has been made from existing budgets to fund this work in future periods. This includes work on Community and Economic Development Schemes, Green Space Strategy, Area Forums, Amenity Cleaning, Refuse Collection and Recycling service changes and Broadband UK..	215
<b>External Grants Received</b> – Resources received towards specific projects, such as homelessness, anti-fraud initiatives, Wellness Matters, the Crime and Disorder strategy, Sports Club Officer, Arts Development, Homelessness, Community Development, Environmental Sustainability, Smoke Free Grant and the Branching Out Bus, which will be spent in future years	592
<b>Frozen posts</b> – As part of the financial strategy, some posts have been frozen where possible when they have become vacant. Some funding has been set aside to cover any short term additional costs that may be incurred in covering peaks in workload.	100
<b>Local Development Framework</b> – planning fees over an agreed base position have been set aside for future expenditure on the Local Development Framework	258
<b>Maintenance of Assets</b> – To cover future maintenance requirements on some council owned assets	125
<b>Human Resources</b> – This is held to cover specialist employment law advice that may be required from time to time.	50
<b>Other</b> – A number of other reserves are held to cover areas such as additional pension costs and Sickness fund	412

**EARMARKED RESERVES**

<b>Purpose of Reserve</b>	<b>Balance March 2014 £000</b>
<b>Capital Reserves</b>	
<b>Equipment Replacement</b> – These funds are earmarked for the future replacement of leisure equipment, environmental health equipment, CCTV equipment, Play Area equipment, Refuse Freighters and the replacement of PC's.	527
<b>General Fund Capital</b> - Some funding has been set aside for capital spending.	769

## 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 £91,950)	Medium	45,970
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 £50k)	Medium	25,000
Housing Benefit – reduction in reimbursement (approx £14m @ 5% = £700k)	Low	70,000
Possibility of overspending the agreed budget by 1% (Gross Expend = £28.511m)	Low	28,510
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	40,000
Housing Benefit – Local Authority error & Overpayments (£450k)	Low	45,000
Increased cost of maintaining mechanical equipment	Medium	20,000
Agency Labour costs (£75k)	Medium	37,500
Additional costs on fuel and utilities	Medium	20,000
NDR payments of vacant Industrial Units (£41k)	Medium	20,340
Increased transport costs (£350,110)	Low	3,500
Reduction in Business Rates (£1.713m @ 5%)	Medium	42,820
Additional New Homes Bonus not achieved	Medium	50,000
Government requirement to reverse the transfer from the HRA	Low	80,000
General Contingency		500,000
<b>Total</b>		<b>1,363,640</b>

## Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%



## ALTERNATIVE SCENARIOS – GENERAL BALANCES

## Best Case

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<b>Estimated use of balances</b>	<b>560</b>	<b>673</b>	<b>457</b>	<b>497</b>
Reduced pay award of 0.5%	(80)	(80)	(80)	(80)
Additional staffing vacancies	(20)	(20)	(20)	(20)
Improvement in letting of industrial units	(20)	(21)	(21)	(21)
Additional income from services	(40)	(41)	(42)	(43)
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)
<b>Potential Use of/ (Cont to) Balances</b>	<b>205</b>	<b>316</b>	<b>99</b>	<b>138</b>
<b>Potential Balances at Year End</b>	<b>4,073</b>	<b>3,757</b>	<b>3,658</b>	<b>3,520</b>

## Worst Case

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<b>Estimated use of balances</b>	<b>560</b>	<b>673</b>	<b>457</b>	<b>497</b>
Lower vacancies than expected	40	40	40	40
Additional vacancies at industrial estates	20	20	21	21
Increase in fuel and utility costs	40	41	42	43
Further loss of income from services	40	41	42	43
Additional maintenance needed on Council Assets	100	100	100	100
Additional recycling take up, increasing costs	40	40	40	40
Increase in LA error on benefits, reducing the subsidy received	80	80	80	80
Recovery of benefit overpayments worse than anticipated	35	35	35	35
1% decrease in investment rates	50	50	50	50
Poorer cashflow	10	10	10	10
Reduction in business rates	86	87	89	89
Increased take up of Council Tax Support	10	10	10	10
<b>Potential Use of/ (Cont to) Balances</b>	<b>1,111</b>	<b>1,227</b>	<b>1,016</b>	<b>1,058</b>
<b>Potential Balances at Year End</b>	<b>3,167</b>	<b>1,940</b>	<b>924</b>	<b>(134)</b>

# NORTH WARWICKSHIRE BOROUGH COUNCIL

## Appendix M

### COUNCIL TAX INCREASES

	Original 2013/14	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15
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	19,121.40	19,336.17	19,336.17	19,336.17	19,336.17	19,336.17	19,336.17		
<b>Net Expenditure</b>	<b>8,968</b>	<b>8,879</b>	<b>8,879</b>	<b>8,879</b>	<b>8,879</b>	<b>8,879</b>	<b>8,879</b>		
External Funding	(4,506)	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)	(4,090)		
Collection Fund (Surplus)/Deficit	-	(140)	(140)	(140)	(140)	(140)	(140)		
Council Tax	(3,964)	(4,009)	(4,029)	(4,049)	(4,069)	(4,089)	(4,109)		
Government Protection	(40)	(45)	-	-	-	-	-		
<b>Use of Balances</b>	<b>458</b>	<b>595</b>	<b>620</b>	<b>600</b>	<b>580</b>	<b>560</b>	<b>540</b>		
Balances 1 April 2014		4,082	4,082	4,082	4,082	4,082	4,082		
Use of Balances		(595)	(620)	(600)	(580)	(560)	(540)		
Balances 1 April 2015		3,487	3,462	3,482	3,502	3,522	3,542		
Use of Balances		(649)	(673)	(653)	(632)	(612)	(592)		
Balances 1 April 2016		2,838	2,789	2,829	2,870	2,910	2,950		
Use of Balances		(732)	(711)	(691)	(670)	(649)	(628)		
Balances 1 April 2017		2,106	2,078	2,138	2,200	2,261	2,322		
Use of Balances		(654)	(633)	(611)	(590)	(569)	(548)		
Balances 1 April 2018		1,452	1,445	1,527	1,610	1,692	1,774		

# Responses from Consultation on Budget Reductions December 2013

Reduce a great deal %      Reduce to some extent %      Reduce not very much %      Reduce not at all %

Service Area	Reduce a great deal %	Reduce to some extent %	Reduce not very much %	Reduce not at all %
Democratic Arrangements	50	35	14	14
Corporate Communications	27	41	19	12
Community Strategy	25	38	25	10
Consultation	27	31	28	15
Memorial Hall	27	30	27	16
Council Tax Support	27	29	30	14
Outreach and Access to Services	22	32	22	24
Customer Contact	19	32	24	25
Broadband Delivery	27	23	19	32
Elections / Registration of Electors	19	30	26	25
Housing Benefit	22	26	21	31
Planning Control	14	33	32	21
Local Development Framework	15	31	35	19
Public Conveniences	25	21	21	33
Sports Centres and Swimming Pool	17	25	23	35
Community Development Schemes	17	24	26	34
Car Parks	14	24	25	37
Homeless Persons	13	23	20	44
Council Tax Collection	12	3	28	57
CCTV	18	18	25	39
Borough Care	12	23	16	49
Non Domestic Rates	9	25	27	39
Licensing	11	21	27	41
Community Safety	13	18	29	40
Concessionary Fares	15	16	27	43
Land Maintenance	9	21	30	40
Conservation	10	20	32	38
Building Control	8	22	31	39
Domestic Pollution Control	7	20	25	47
Parks and Playing Fields	7	19	23	51
Commercial Pollution Control	4	21	23	52
Animal Control	7	16	28	49
Amenity / Street Cleaning	5	14	29	53
Domestic Refuse and Recycling	7	10	26	56

**MANPOWER BUDGET**

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

	<b>2013/14 Estimate (original) FTE</b>	<b>2014/15 Estimate FTE</b>
Monthly Paid	<b>351</b>	<b>349</b>
<b>Total</b>	<b>351</b>	<b>349</b>

**1 Summary**

- 1.1 This report requests delegated powers for the submission of the NDR1 form.

**Recommendation to the Council**

**That the Deputy Chief Executive be given delegated authority to approve the submission of the NDR1 return.**

**2 Introduction**

- 2.1 Members will be aware that from 1 April 2013, the system regarding the retention of business rates changed.

**3 Authority's Estimates of Business Rates Collectable**

- 3.1 Authorities are required to inform Government by 31 January 2014 of their own estimates of business rates collectable in 2014-15 and this will form the basis for paying the relevant shares to Government and the County Council. Given the late changes to both the form and the guidelines for completion, the Deputy Chief Executive had to agree the NDR1 form for submission using the Chief Executives urgent business powers.

- 3.2 It is expected that there will be time constraints again in the future, so it is requested that the Deputy Chief Executive be given delegated authority for the submission of the NDR1 form annually.

**4 Report Implications**

**4.1 Finance and Value for Money Implications**

- 4.1.1 If business rates are collected in line with the NDR 1 amount, the Council's funding will match the funding assumed by the government. Any variation will directly impact on the resources available to the Council.

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

**Background Papers**

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

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

**Agenda Item No 15**

**Executive Board**

**11 February 2014**

**Report of the  
Chief Executive**

**Reviews of Polling Districts,  
Polling Places and Polling  
Stations**

**1 Summary**

- 1.1 To agree a process for the review of polling districts, polling places and polling stations in accordance with the Electoral Administration Act 2013 (EAA).

**Recommendation to Council**

**That the Chief Executive be authorised to carry out a review of polling districts, polling places and polling stations in consultation with relevant Ward Councillors and other stakeholders and a report be submitted to Full Council following completion of the review.**

**2 Consultation**

- 2.1 As part of the review process all Members will be consulted on the arrangements for their Wards.

**3 Background**

- 3.1 The Council is required by the EAA to undertake and complete a review of all polling districts, polling places and polling stations by 31 January 2015. Reviews took place in 2007 and 2011 and the next review is required to be completed by 31 January 2015 so that any new arrangements are in place for the May 2015 elections.
- 3.2 Members will be aware that polling districts and polling stations have been in place for many years and changes have been made as required following changes to Borough warding arrangements, County Electoral Divisions or when premises no longer become available or suitable. These changes have always been made in consultation with Ward Councillors and political parties.

## 4 **Definitions**

**Polling District:** the area created by the division of a Ward into smaller parts, within which a polling place can be determined which is convenient to electors.

**Polling Place:** the building or area in which polling stations will be selected by the Returning Officer.

**Polling Station:** the room or building where the poll takes place.

## 5 **The Process**

5.1 The Council must publish a notice of the holding of the review and provide background information such as:-

- Electorate figures broken down to street level
- Details of existing polling places
- Details of any potential alternative polling places
- Maps as required to assist in description of polling district boundaries
- Details of significant housing developments and a projection of electors

5.2 The review will have to have regard to equality of access and needs of all voters at polling stations.

5.3 The Council is required to consult the Returning Officer for every constituency that is wholly or partly within its area.

5.4 At the conclusion of the review stage a report will be prepared for the Council to adopt. It is hoped to bring this report to the Executive Board in September.

## 6 **Register of Electors**

6.1 The Register of Electors will be published on 1 December 2014 following the Individual Electoral Registration canvass and, if necessary, any changes will be reflected in that register.

## 7 **Report Implications**

### 7.1 **Legal and Human Rights Implications**

7.1.1 The review must be completed by 31 January 2015.

### 7.2 **Equalities**

7.2.1 The review will have regard for as practicable to equality of access and the needs of voters.

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
1	Electoral Commission	Guidance Note	October 2013

## Agenda Item No 16

### Executive Board

11 February 2014

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

#### Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – December 2013

### 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 2013.

#### **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 2013/14. This is the third report showing the progress achieved so far during 2013/14.

### 4 Progress achieved during 2013/14

- 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 2013/14 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 The current performance indicators have been reviewed by each division and Management Team for monitoring for the 2013/14 year.

**6 Overall Performance**

6.1 The Corporate Plan performance report shows that 94% of the Corporate Plan targets and 100% 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**

<b>Status</b>	<b>Number</b>	<b>Percentage</b>
Green	17	94%
Amber	1	6%
Red	0	0%
Total	18	100%

**Performance Indicators**

<b>Status</b>	<b>Number</b>	<b>Percentage</b>
Green	6	100%
Amber	0	0%
Red	0	0%
Total	6	100%

**7 Summary**

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

**8 Report Implications**

**8.1 Safer Communities Implications**

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

## 8.2 Legal and Human Rights Implications

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

## 8.3 Environment and Sustainability Implications

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

## 8.4 Risk Management Implications

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

## 8.5 Equalities

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

## 8.6 Links to Council's Priorities









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

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

### Background Papers

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

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







NWCP Executive Board 13/14		NWCP Executive Board 13/14		NWCP Executive Board 13/14	
Action	Priority	Reporting Officer	Update	Status	Direction
NWCP 001 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 Consultation Action Plans relating to consultation and the provision of services and report by July 2013	Consultation and Communication	Maxey, Steve	All Board reports and major initiatives are review by the Assistant Chief Executive and Policy Support Manager to ensure the Council's equality duties are discharged. The Council has an adopted consultation strategy, designed to ensure a range of views are heard.	 Green	
NWCP 002 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	Work is progressing with various strands - two key strands are skills and access to employment and training.	 Green	
NWCP 003 1.1/12(1) 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	Access to Services	Trahern, Bob	NWBC Financial Inclusion headlines: * Dordon BOB hub launched in December 2013 including Video Conferencing * Wood End BOB hub due to be launched February 2014 * 749 emergency food parcels given out since scheme started in April 2013 including to 570 children * 6 unemployed people have been moved into paid work and 37 into volunteering	 Green	
NWCP 004 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). To consult on a revised Site Allocation Plan and submit the same for consideration by the Planning Inspectorate by October 2013; and To submit final Development Plan documents relating to Travellers by November 2013	Countryside and Heritage	Barratt, Dorothy	Legal compliance with the Duty to Cooperate has been passed. The Inspector is awaiting a progress report and possible implications on the Core Strategy as a result of further work on housing, employment land and Gypsy & Travellers. The Site Allocations work is progressing and a revised timetable for it and the other documents will be considered by the LDF Sub-committee in due course.	 Amber	

NWCP 005	To continue to oppose 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 b) the principle of Opencast Mining to be reported annually	Countryside and Heritage	Bairatt, Dorothy	work is continuing which includes: continuing to work with 51m; developing a Mitigation Plan with the County and other Warwickshire Districts; preparing for the Hybrid Bill process; sending comments on the Draft Environmental Statement and Draft Phase 2. There has been no	★ Green	➔
NWCP 008 11/12(1)	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 & Council Tax	Beggs, Robert	Work on the Warwickshire Flood Pathfinder project is continuing. Some difficulties with seeking participation from local community representatives in Polesworth have been encountered. Further efforts are being made to encourage participation. Some flood alerts have been received during December and January without too much disruption being caused. The Business Continuity risks associated with the current office accommodation works are continuing to be considered. Discussions have been held with each division to ensure service based continuity plans are in place to respond to disruptions to our normal business operations. Local Resilience Forum Co-ordinator is starting to implement a revised programme of activities for the Warwickshire LRF.	★ Green	➔
NWCP 009	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	Public Services & Council Tax	Brewer, Chris	Updated financial strategy taken to sept executive board.	★ Green	➔
NWCP 010	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, to be reported quarterly	Public Services and Council Tax	Brewer, Chris	Planning system review due to start in January 14	★ Green	➔

NWCP 038 1.1/12(1)	To Implement the identified improvement works to the Council's main offices in accordance with the Project Plan 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	Public Services and Council Tax	Dobbs, Richard	Phase 2 is nearing completion with work starting on Phase 3 in early January. Project is on time and on budget	★ Green	▲
NWCP 042	To continue to look for ways of narrowing the Council's capital funding gap and report annually in February	Public Services & Council Tax	Garner, Sue	Work on updating the capital programme and resources will commence shortly.	★ Green	▲
NWCP 048 1.1/12(1)	To carry out a review of Area Forum Funding by April 2013	Public Services & Council Tax	Powell, Simon	Task complete. The introduction of a new Local Community Projects Fund has been approved by Members and implemented accordingly.	★ Green	▲
NWCP 072(1)	To maintain the existing level of core funding for arts and welfare organisations	Public Services & Council Tax	Powell, Simon	Live and Local continue to be funded by the Authority. Other community arts organisations are able to apply for grants through the Local Community Projects Fund, three of which were awarded grants in November.	★ Green	▲
NWCP 075	To implement the Council Tax Support Scheme 2013/14 and carry out a review to enable a scheme to be set for 2014/15	Public Services and Council Tax	Trahern, Bob	Members will consider a report at the November Resources Board that will seek to recommend "no change" to the Council Tax Support scheme for 2014/15 based on benchmarking undertaken with other Councils and a review of the impact of the Councils current CTS scheme	★ Green	▲
NWCP 076	To update the Medium Term Financial Strategy to take account of external funding changes relating to Business Rates and report by September 2013	Public Services & Council Tax	Brewer, Chris	Updated financial strategy taken to sept Executive Board.	★ Green	▲
NWCP 077	To review the Council's membership of the Coventry and Warwickshire Business Rates Pool by December 2013	Public Services & Council Tax	Brewer, Chris	Report taken to Sept Executive Board.	★ Green	▲

NWCP 078	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, to report as necessary	Local Employment	Maxey, Steve	Executive Board approved the final version of the City Deal at its meeting on 27th January. The document is to be formally signed on 5th February. Work continues to implement the work	★ Green	↑
NWCP 079	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	Local Employment	Maxey, Steve	Work continues in the three market towns to get the shop owners in these areas to agree a list of projects to improve the retail performance of these areas NWDC continues to work on local issues and support residents and communities during flooding events. Work on pathfinder initiatives with WCC and EA has begun recently which will support local flood action groups in Polesworth and Whitacre Heath . Some resilience work through the Natuional Flood Forum has been requested for Fillongley via the	★ Green	↑
NWCP 080	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	Environment	Dobbs, Richard		★ Green	↑



Ref	Description	Section	Priority	Year End Target	Performance	Traffic Light	Direction of Travel	Comments
NWLPI 158	To respond to all complaints and requests for service within three working days	Env Health (C, L & HP)	Public Services and Council Tax	99	99	 Green		
NWLPI 153	Number of domestic burglaries detected in the Local Authority area	Policy Support	Crime and Disorder	180	178	 Green		The number of domestic burglaries of 178 during the first three quarters has levelled slightly since a small increase in July and August. The levels are still within the range of the reduction target for the year. Recent analysis using a predictive analysis approach has highlighted the wards of Badesley and Grendon, Dordon and Kingsbury wards has being a concern for the months of February to April. Overall in the 2014/15 Strategic Assessment Coleshill South, Water Orton and Fillongley and the Packington wards experienced the highest levels.
NWLPI 154	Number of violent crimes in the local authority area	Policy Support	Crime and Disorder	386	374	 Green		The numbers of Violent crimes is down by 5% compared to same period in 2012/13. No significant emerging issues have been identified during this period and most serious violence offences have reduced in the third quarter.

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	423	321	★ Green	↺	Vehicle crimes are continuing to be within the reduction target range overall. The most recent analysis using a predictive analysis approach shows the wards of Arley & Whitacre, Coleshill South and Fillongley as being of a concern for the months of February to April. The Strategic Assessment 2014/15 shows overall the wards of Corley, Coleshill South, Coleshill North, and Fillongley and the Packingtons as reporting the highest levels of vehicle crimes.
@NW:NI032	Violent Crime Offences related to Domestic Violence	Policy Support	Crime and Disorder	84	63	★ Green	↺	The measure shown is the number of violent crime offences related to domestic violence. There are some concerns regarding the reduction in the proportion of domestic violence incidents being reported in North Warwickshire. Some research will be carried out to understand the reasons for a reduction whilst efforts are being made to encourage reporting of domestic abuse.
@NW:NI047	People killed or seriously injured in road traffic accidents	Policy Support	Crime and Disorder	46	46	★ Green	↻	Figures only available for April to November 13 so far. Baseline figure for 2012/13 confirmed as 62 KSI's. Some recent road casualty incidents in Trinity Road Freasley are subject to investigation. Warwickshire Fire & Rescue Service have expressed concerns over the level of incidents on this road.

## NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SPECIAL SUB-GROUP

16 December 2013

Present: Councillor M Stanley in the Chair

Councillors Hayfield, Phillips, Smith and Sweet

Councillor Humphreys was also in attendance.

### 1 Disclosable Pecuniary and Non-Pecuniary Interest

None were declared at the meeting.

### 2 Accommodation Project

The Assistant Director (Streetscape) reported on the progress of the accommodation project.

**Resolved:**

**That the report be noted.**

### 3 Proposed Replacement of Indoor Leisure Facilities in Coleshill

Members were provided with details associated with the two cost options through which the Borough Council could progress the development of new indoor leisure facilities in Coleshill and the Sub-group was invited to determine through which of the options it wished to formally engage Wates Construction.

**Resolved:**

**That Cost Option C (Target Cost) be agreed as the cost option through which the Council wishes to contract with its appointed contractor, Wates Construction, in respect of the development of new indoor leisure facilities at The Coleshill School.**

### 4 Review of Existing Lone Working Policy and Procedure

The Assistant Director (Finance and Human Resources) presented a revised Managing Lone Working and the Risk of Violence Policy and Procedure for consideration.

**Resolved:**

**That the revised Managing Lone Working and the Risk of Violence Policy and Procedure be adopted.**

**5 Review of Existing Disciplinary Policy and Procedure**

The Assistant Director (Finance and Human Resources) presented a revised Disciplinary Policy and Procedure for consideration.

**Resolved:**

**That the revised Disciplinary Policy and Procedure be adopted.**

**6 Zero Hours Contracts**

The Assistant Director (Finance and Human Resources) advised Members on zero hour's contracts and how the Council operated these contracts.

**Resolved:**

**That the report be noted.**

**7 Exclusion of the Public and Press**

**Resolved:**

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

**8 Health and Safety Update**

The Assistant Director (Housing) reported further in respect of a health and safety issue in her Division.

**Resolved:**

**That the report be noted.**

M Stanley  
Chairman

# NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SPECIAL SUB-GROUP

20 January 2014

Present: Councillor M Stanley in the Chair

Councillors Humphreys, Phillips, Smith and Sweet

An apology for absence was received from Councillor Hayfield (substitute Councillor Humphreys).

Councillors L and N Dirveiks and Moore were also in attendance.

## 1 **Disclosable Pecuniary and Non-Pecuniary Interest**

None were declared at the meeting.

## 2 **Accommodation Project**

The Assistant Director (Streetscape) reported on the progress of the accommodation project.

**Resolved:**

**That the report be noted.**

## 3 **Development of New Indoor Leisure Facilities in Coleshill**

The Assistant Director (Leisure and Community Development) reported on the progress of the development of the new indoor leisure facilities in Coleshill.

**Resolved:**

**That the report be noted.**

## 4 **City Deal**

The Assistant Chief Executive and Solicitor to the Council reported on the progress of City Deal.

**Resolved:**

**That the report be noted.**

**5 Local Enterprise Partnership**

The Assistant Chief Executive and Solicitor to the Council reported on the progress of the Local Enterprise Partnership.

**Resolved:**

**That the report be noted.**

M Stanley  
Chairman

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE SAFER COMMUNITIES SUB-COMMITTEE

23 January 2014

Present: Councillor Morson in the Chair

Councillors L Dirveiks, Hayfield, Fox, Moore, Smith and Sweet

Councillor Phillips and Sergeant Fildes were also in attendance.

#### 7 **Disclosable Pecuniary and Non-Pecuniary Interest**

None were declared at the meeting.

#### 8 **Minutes of the Meeting of the Sub-Committee held on 2 July 2013**

The minutes of the meeting of the Sub-Committee held on 2 July 2013 copies having been previously circulated, were approved as a correct record and signed by the Chairman.

#### 9 **Safer Communities Funding Update 2013/14 – 2014/15**

The Chief Executive updated Members about expenditure to support community safety initiatives and interventions carried out during 2013/14. The report also highlighted the current planned spend profile for the 2014/15 year. An update was given on the progress made with the implementation of Automatic Number Plate Recognition cameras and Town Safe Schemes projects.

##### **Resolved:**

**That the current Borough Council expenditure for 2013/14 totalling £27,333.44 identified within the report of the Chief Executive be noted and the allocations for 2014/15 be approved in principle.**

#### 10 **Making North Warwickshire a Safer Place 2013/14**

The Chief Executive informed Members of a report presented to the Scrutiny Board on 2 December 2013 on the work of the North Warwickshire Community Safety Partnership which provided an update on progress since December 2012. The Scrutiny Board was asked to identify any areas for further investigation and the Sub-Committee was requested to note and comment on the recommendations agreed by that Board.

**Resolved:**

- a That the progress made with the work areas of the North Warwickshire Community Safety Partnership be noted; and
- b That the recommendations agreed by the Scrutiny Board as set out in the report of the Chief Executive be noted.

**11 Local Policing Changes for Warwickshire Police and West Mercia Police**

The Chief Executive informed Members about recent changes within the Local Policing for Warwickshire Police.

**Resolved:**

**That the changes within the Local Policing for Warwickshire Police be noted.**

**12 Progress Report on Achievement of Corporate Targets – April – September 2013**

The Chief Executive detailed the progress made with the achievement of the Corporate Plan targets relevant to the Sub-Committee for April to September 2013.

**Resolved:**

- a That the performance achieved for April to September 2013 be noted; and
- b That the December 2013 recorded crime statistics for 2013/14 be noted.

**13 Corporate Plan 2014-15**

The Chief Executive sought the Sub-Committee's approval for the Corporate Plan Key Actions for which it was responsible and the 2014-15 Safer Communities Service Plans for the Policy Support and Leisure and Community Development Divisions.

**Recommendation to the Executive Board**

- a That Corporate Priority 8 – Access to Services be amended to:-



**“Providing easier access to Council and other public services, particularly through the internet and local community facilities”;**

- b That the Corporate Plan Key Actions as set out in Appendix A to the report of the Chief Executive for which the Safer Communities Sub-Committee is responsible be agreed with the addition of a target in respect of tackling Rural Crime; and**

**Resolved:**

- c That the Service Plans as set out in Appendix B to the report of the Chief Executive be agreed.**

Peter Morson  
Chairman