

**To: Leader and Members of the Executive Board
(Councillors D Wright, Bell, Chambers, Deakin, Gosling, Hayfield, D Humphreys, Jenns, Morson, Reilly, Simpson and Symonds)**

For the information of other Members of the Council

For general enquiries please contact the Democratic Services Team on 01827 719221 or via e-mail – democraticservices@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

14 FEBRUARY 2022

The Executive Board will meet in The Chamber, The Council House, South Street, Atherstone on Monday, 14 February 2022 at 6.30pm.

The meeting can also be viewed on the Council's YouTube channel at [NorthWarks - YouTube](#).

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 put questions to elected Members.

Members of the public wishing to address the Board must register their intention to do so by 9:30am two working days prior to the meeting. Participants are restricted to five minutes each.

If you wish to put a question to the meeting, please register by email to democraticservices@northwarks.gov.uk or telephone 01827 719221 / 01827 719237.

Once registered to speak, the person asking the question has the option to either:

- a) attend the meeting in person at the Council Chamber;
- b) attend remotely via Teams; or
- c) request that the Chair reads out their written question.

If attending in person, precautions will be in place in the Council Chamber to protect those who are present however this will limit the number of people who can be accommodated so it may be more convenient to attend remotely.

If attending remotely an invitation will be sent to join the Teams video conferencing for this meeting. Those registered to speak should dial the telephone number and ID number (provided on their invitation) when joining the meeting to ask their question. However, whilst waiting they will be able to hear what is being said at the meeting. They will also be able to view the meeting using the YouTube link provided (if so, they made need to mute the sound on YouTube when they speak on the phone to prevent feedback).

- 5 **Minutes of the Executive Board held on 22 November 2021** – copies herewith, to be approved as a correct record and signed by the Chairman.

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

- 6 **Key Corporate Issues** – Report of the Chief Executive

Summary

The purpose of this report is to draw Members' attention to the key Corporate issues facing the Council in the mid-term. It seeks to assist Members in addressing these issues during the proposed light touch review of the current Corporate Plan.

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

- 7 **The Capital Strategy** – Report of the Corporate Director - Resources

Summary

This report updates the Capital Strategy approved by the Council in February 2021.

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

- 8 **The Proposed 3 Year Capital Programme 2022/23 to 2024/25** – 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 Daniel Hogan (719337).

- 9 **General Fund Revenue Estimates 2022/23** – Report of the Corporate Director – Resources

Summary

This report covers the revised budget for 2021/22 and an estimate of expenditure for 2022/23, together with forward commitments for 2023/24, 2024/25 and 2025/26.

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

- 10 **General Fund Revenue Estimates 2022/23 and Setting the Council Tax 2022/23** – Report of the Corporate Director - Resources

Summary

This report sets out the proposed General Fund Revenue Estimate for 2022/23 and the options available when setting the 2022/23 Council Tax for the Borough in the context of the Authority's Finance Settlement, and the effect on General Fund balances.

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

- 11 **Planning Service Staffing Resource** – Report of the Head of Development Control

Summary

This report seeks financial provision for a new Planning Enforcement Investigation Officer be added to the permanent staffing structure.

The Contact Officer for this report is Erica Levy (719294)

- 12 **Safeguarding Policy** – Report of the Director of Leisure and Community Development

Summary

The Borough Council's Safeguarding Policy and Procedure (September 2019 to March 2022) has been reviewed and, in line with Warwickshire's integrated model for safeguarding children and adults, a slightly revised draft policy has been produced for consideration by the Board.

The Contact Officer for this report is Becky Evans (719346).

- 13 **West Midlands Combined Authority No Homeless Veterans Campaign** – Report of the Director of Housing

Summary

This report provides the Board with information about the West Midlands Combined Authority's No Homeless Veterans Campaign and recommends that North Warwickshire Borough Council signs up as a participant.

The Contact Officer for this report is Paul Roberts (719459).

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

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

- 15 **Confidential Extract of the Minutes of the Executive Board held on 22 November 2021** – copies herewith to be approved as a correct record and signed by the Chairman.

STEVE MAXEY
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

22 November 2021

Present: Councillor D Wright in the Chair

Councillors Chambers, D Clews, Deakin, Gosling, Hayfield, D Humphreys, Jenns, Morson, Reilly, Simpson and Symonds.

Apologies for absence were received from Councillor Bell (Substitute Councillor D Clews).

30 **Declarations of Personal or Prejudicial Interest**

None were declared at the meeting.

31 **Minutes of the Executive Board held on 20 September 2021**

The minutes of the meeting of the Board held on 20 September 2021, copies having been circulated, were approved as a correct record and signed by the Chairman.

32 **Calendar of Meetings 2022/2023**

The Chief Executive sought Members' approval for a calendar of meetings for 2022/23.

Recommended:

That the draft calendar of meetings for 2022/23, attached at Appendix A to the report of the Chief Executive, be approved.

33 **Budgetary Control Report 2021/22 Period Ended 31 October 2021**

The Corporate Director – Resources reported on the revenue expenditure and income for the period from 1 April 2021 to 31 October 2021. The 2021/22 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.

Recommended:

That the report be noted.

34 **Draft Economic Development Strategy**

The Chief Executive sought approval of a Draft Economic Development Strategy for consultation.

Resolved:

That an Internal Working Party be established consisting of four Members of the Conservative Group and two Members of the Labour Group and a further report be brought back to the Board.

35 **Outreach Budget**

The Corporate Director - Resources reported on the community hubs currently supported by the Council through the Outreach budget and proposed a way forward.

Resolved:

- a **That the post of Community Projects Officer be removed from the establishment; and**
- b **That the remaining community hubs be notified that financial support will cease after 2021/22.**

36 **Corporate Plan Performance Update**

The Chief Executive asked the Board to note the Corporate Plan Performance Update and identify any areas where further information is required.

Resolved:

- a **That the report be noted; and**
- b **That the Performance Working Group meet to consider areas where further consideration is needed.**

37 **Appointment of External Auditors**

The Corporate Director Resources set out proposals for appointing the external auditor for the audit of the Council's accounts for the five-year period from 2023/24.

Recommended:

That the invitation from Public Sector Audit Appointments to opt into the sector-led option for the appointment of external auditors for five financial years from 1 April 2023 be approved.

38 Local Land Charge, Planning and Enforcement IT System Upgrades

The Head of Development Control sought financial provision for the upgrade of the Land Charges and Planning and Enforcement IT Systems.

Resolved:

That Capital Budget Resources of £32,550 be allocated for the upgrade of the Local Land Charges System and Planning and Enforcement Systems as set out in the report of the Head of Development Control

39 Board Membership Changes

The Chief Executive asked the Board to recommend changes to the membership of the Health and Wellbeing Working Party.

Recommended:

- a That Councillor Macdonald be replaced by Councillor Hancocks on the Health and Wellbeing Party; and**
- b That Councillor M Humphreys becomes the Chair of the Health and Wellbeing Party, and Councillor S Smith the Vice-Chair.**

40 Exclusion of the Public and Press

Resolved:

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

41 Approval of Absence Report

The Chief Executive and Monitoring Officer asked the Board to recommend to Council that the absence of a Councillor from the requirement to attend meetings, as set out in their report, be approved.

Recommended:

That the reasons for non-attendance under Section 85 of the Local Government Act 1972 be granted, as set out in the report of the Chief Executive and Monitoring Officer, and the absence be approved.

42 **Confidential Extract of the Minutes of the of Executive Board held on 20 September 2021**

The confidential extract of the minutes of the Executive Board held on 20 September 2021, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

David Wright
CHAIRMAN

Agenda Item No 6

Executive Board

14 February 2022

Report of the Chief Executive

Key Corporate Issues

1 Summary

- 1.1 The purpose of this report is to draw Members' attention to the key Corporate issues facing the Council in the mid-term. It seeks to assist Members in addressing these issues during the proposed light touch review of the current Corporate Plan.

Recommendation to the Board

- a That the issues raised in this report be noted by Members;**
- b That Members raise any additional issues;**
- c That Members note the latest performance report; and**
- d That the Member Performance Working Group considers any necessary changes to the Corporate Plan for the 2022/23 financial year, with the Chief Executive given deleted powers to implement those changes.**

2 Consultation

- 2.1 Many of the key issues in this report have been the subject of discussions in various Board meetings.

3 Introduction

- 3.1 As Members will be aware, the Council has an adopted Corporate Plan for the life of this Council which is then refreshed each year. The current version is attached as Appendix A and the latest performance report against that plan is attached as Appendix B.
- ...
- ...

- 3.2 The Corporate Plan sets out the strategic vision for the Council to 2023 and therefore it is envisaged that only minor changes will be necessary for the 2022/23 refresh. It is suggested therefore that the Member Performance Working Group looks at that Plan refresh, following this Board's consideration of this report.

3.3 The Council has an agreed Medium Term Financial Strategy and there are other reports on this agenda looking at the budget and other financial matters.

3.4 The purpose of the report therefore is to give Members a strategic overview of the main issues affecting the Council to aid both short term decision making and medium term planning.

4 **Snapshot of the Borough**

4.1 As a rural former mining area, the Borough had virtually no population growth for over twenty years, but growth, that is significantly higher than historically, is now well underway. This is linked to a national push for housing and economic growth, as well as the HS2 project, which is now well underway. The Borough had the second fastest growing economy in the Country prior to the pandemic and is facing constant pressure to provide more employment sites.

4.2 These changes have been reflected in the Council's Corporate Plan, which was significantly revised last year.

4.3 In employment terms, the Borough is very popular due to its strategic position on the transport network. This includes A5, M6, M42, M6 Toll, West Coast Mainline, two rail-served major logistics sites, located between Birmingham and East Midlands Airports and bordering the cities of Birmingham and Coventry, in addition to the large towns of Nuneaton and Tamworth.

4.4 Due to its location, the economic connections go in a number of directions, namely towards Greater Birmingham (including South Staffordshire); Leicestershire (particularly Hinckley & Bosworth) and the Coventry and Warwickshire sub-region. As a result, there is a great deal of inward and outward job migration.

4.6 Despite its key strategic position in the country, North Warwickshire does still have a significant issue with communication and access. There is still an underlying issue around Broadband access and mobile connectivity (although this has greatly improved with the Council and other partners working together to provide significant investment) and rural transport, particularly, but not exclusively, in relation to accessibility to local employment. The accessibility issue is also accentuated by our ageing population and the financial constraints which are pulling more and more key services out of rural areas and into towns and cities.

5 Key External Issues Affecting North Warwickshire

5.1 As with any organisation, external factors have a huge impact on what the Council can and cannot do and its direction of travel. This section looks at the various external issues which may affect the Borough over the next few years.

5.1.2 Clearly the COVID-19 outbreak has been the largest external factor in recent years; this report does not seek to repeat the reports (informally and formally Members have had on the pandemic) and there is no separate COVID-19 section to this report, partly to reflect that nationally the country is in the process of starting a further attempt at trying to live with COVID-19.

5.2 Political

5.2.1 In recent years, there has been less money available to fund local government provided services. Despite a reasonable financial settlement for the forthcoming year, this is just a one year settlement and, overall, the resources available to the Council remain very tight, whilst it deals with increasingly complex individual cases, particularly around Housing and Revenues and Benefits.

5.2.2 Linked to these issues, there has been increased debate nationally regarding devolution of powers to regions/local areas, sometimes linked (and more recently sometimes not linked) to structural reforms of local government and to other organisations linked to local government, such as Local Enterprise Partnerships and Mayoral Combined Authorities. The Levelling-Up White Paper published as this report was being finalised sets out more detail on the Government's approach to these issues and the implications will be reported to Members.

5.2.3 These political and funding discussions have had a significant impact on the Council as an organisation with, in particular, the degree of uncertainty being a particular challenge; in some ways as significant as the effects of the COVID-19 outbreak. As an organisation, across officers and Members, the Council has responded exceptionally well to this period and can be extremely proud of the achievements that have been carried out.

5.3 Economic

5.3.1 There is of course a distinct overlap between political and economic issues and, helped by the national drive to build more housing, there has been an upsurge in the demand for residential development in areas around the Borough. This has had a significant impact on what North Warwickshire will look like in the future, reflected in the Local Plan 2021 which was adopted by the Council last year.

- 5.3.2 That demand has come from within the Borough and also, significantly, from the Greater Birmingham area and, to some extent, Coventry too, and will not go away. Work is already underway to review the evidence base behind the Local Plan.
- 5.3.3 In addition to the housing demand, however, there are other economic pressures in and around our area, principally the renewed focus on whether there is enough employment land available within the West Midlands. As mentioned above, the Council will therefore continue to face pressure to release sites for development in the Borough.
- 5.3.4 As discussed when the Local Plan went through its various stages of consultation and consideration by this Council, this is a balanced debate, with the need to ensure growth and investment takes place in the Borough (given the lack of both in previous short and medium terms) whilst, at the same time, protecting the Green Belt, local distinctiveness and ensuring (as far as the planning system can) that related infrastructure keeps up with the growth. To this end, it is envisaged that the Local Development Framework Sub-Committee changes its focus, particularly in the shorter term before the Local Plan is formally reviewed, to look at the delivery of the development and infrastructure planned in the Local Plan.
- 5.3.5 Whilst the local economy, particularly before the COVID-19 pandemic, was a considerable success story due particularly to our location for supply chain management businesses (previously referred to as the logistics sector). Clearly the pandemic, and the structural changes necessitated by Brexit, have been significant and will, hopefully, be only short term. Longer standing challenges include the impact of robotics in the logistics industry which could lead to a massive reduction in the number of jobs available in the Borough in future years and this is a significant potential future risk to the economy. The other 'mega trend' issues likely to impact on the Borough's economy (and equally provide opportunities) include automation, higher levels of skilled jobs through the planned expansion of MIRA (through the Local Plan allocated site) and other businesses and jobs in the emerging Green industries.
- 5.3.6 The Council is involved in work to ensure residents have access to skills training to benefit from this growth, through the draft Economic Development Strategy, reported to this Board at its last meeting, and work to produce a skills plan to accompany a planning application for the Southern Manufacturing Site at MIRA.

5.4 Social

- 5.4.1 North Warwickshire has a higher than average demographic profile, with a relatively low proportion of 20-39 year olds. There is a continuing national issue about how the public sector will cope with our ageing population moving into the future.

- 5.4.2 In terms of employment opportunities for younger people in the Borough, there is no shortage of jobs, but many of them are relatively low paid. In terms of skills, school results are generally improving in the Borough, but there is still work to be done around both raising aspiration levels and linking the skills that people have to employer requirements, with engineering being a particular issue, as it is nationally. Allocations in the Local Plan seek to address this by supporting high tech employers such as MIRA, but the Council will continue to face pressure to release land for the supply chain industries.
- 5.4.3 These factors link to the crucial issue of housing in the Borough. The average house price in North Warwickshire is now around £230,000, a rise of 5.6% in the last year. This is slightly higher than Nuneaton but much lower than elsewhere in the county, particular the south, but still represents a significant increase and presents affordability issues. There is a similar need to provide for affordable rental properties and the Council will review its overall Housing Needs as part of the review of the Local Plan evidence mentioned above.
- 5.4.4 The ongoing issue of rural isolation continues to be a factor in terms of, for example, access to services for older people and access to employment for younger ones, as well as those people without their own private transport. As a Council, we have persistently sought early discussions with the County Council to develop a separate transport strategy for North Warwickshire, looking for innovative sustainable transport solutions. This work will now be subsumed within the County-wide review of the Local Transport Plan which we are told will start early this year.

5.5 Technical

- 5.5.1 Since 2012, the availability of Superfast Broadband has increased from just 50% of the Borough having access, to an expected level around 97% at the end of Contract 3 of the CSW Broadband Project in March 2022, with CSW having delivered superfast broadband to around 14,000 properties across North Warwickshire. As well as this increased coverage, the quality of the provision is improving with the 'Fibre to the Premises' (FTTP) solution being deployed in Contract 3, which has the ability to provide ultrafast speeds of up to 1000Mb per second (1 Gigabit). It is estimated that 19% of properties in the Borough currently have an FTTP broadband connection, including around 1500 that have been upgraded to FTTP through the CSW Broadband Project. In two separate announcements in January 2020 and May 2021, Openreach stated their intention to upgrade properties served by the Atherstone, Coleshill, Curdworth, Fillongley, Hurley and Newton Regis exchanges to full fibre as part of their Fibre First deployment programme. This is a key aspiration in the Levelling-Up White Paper.

5.5.2 Ways of addressing the remaining shortfall are being investigated, including problems with mobile coverage, and the Leader of the Council sits on the newly established Warwickshire Digital Infrastructure Board.

6 **Internal Issues**

6.1 North Warwickshire Borough Council has been in existence for nearly fifty years and prides itself on delivering effective and efficient local services to meet local need. This has been more and more challenging over the last few years as finances have continued to diminish, but the authority has been peer assessed as “punching far beyond its weight” and has proved it through obtaining national award recognition in a number of areas, including national awards recently for the Local Plan, and Transport and Refuse and Recycling teams. This section looks at North Warwickshire Borough Council as an organisation and the challenges it might face over the next few years.

6.2 Partnership

6.2.1 The financial constraints applying to the Council also affect many other bodies in the public and third sectors. This has sharpened the thinking of many organisations in terms of working in partnership and this Council has a good and long track record of achieving impressive results through partnership including:-

- Maximising public building usage by having other agencies in the Council offices, most notably the co-located Job Centre, Atherstone Town Council, Warwickshire Police and Warwickshire County Council officers. Further opportunities are being sought through the Government’s ‘One Public Estate’ and Levelling-Up Fund programmes;
- Sharing the Building Control Service with six other authorities across three counties;
- Shared management of Revenues & Benefits, with Nuneaton & Bedworth Borough Council;
- Joint working on HS2 transport and economic development;
- The Warwickshire North Health & Wellbeing Partnership, working with a wide range of parties across our Place and system;
- The Northern Warwickshire Financial Inclusion Partnership which is a local operational and strategic group to support customers impacted by current economic conditions;
- The HEART Partnership with Nuneaton & Bedworth Borough Council, Warwick District Council, Stratford-on-Avon District Council, Rugby Borough Council and Warwickshire County Council;

- Partnership with the County Council and other Districts and Boroughs to work jointly to prevent homelessness;
- The work of our Community Development Team with voluntary organisations and town centre organisations;
- Work across our functional economic and planning geography assessing housing and employment needs; and
- The A5 partnership.

6.2.2 It is important that the authority continues to look to use partnerships for opportunities to both maintain/enhance services and make financial savings, but, equally important, is that we use them to ensure that North Warwickshire has a voice. North Warwickshire is small in population terms and, as a result, did not always find itself at the table in terms of bigger strategic issues.

6.2.3 The benefits of this work could be demonstrated by any number of examples, including the Council's COVID-19 recovery work in our market towns and the significant success of the £80m A5 funding (one of only three schemes being directly funded by the March 2020 budget).

7 Stakeholders

7.1 This is a brief section on who our stakeholders are and what their aspirations might be.

7.2 Politicians

7.2.1 Members' aspirations will continue to be constrained by diminishing resources, how the COVID-19 pandemic continues/recedes and how we adapt/recover from this. How the Government handles 'big ticket' items such as Levelling-Up, Devolution and subsequent years' financial settlements will also determine what opportunities and risks the Council will operate within.

7.2.2 Members have become familiar with the financial pressures and the reality that not all previous services will be able to continue in the manner hitherto.

7.3 Staff

7.3.1 We continue to have a well-motivated, largely stable and dedicated workforce. Whilst the results of the 2021 staff survey are due soon, the 2020 results were very encouraging (see the detail on page 6 of the Performance Report at Appendix B). This will have been impacted by the attrition the country has experienced as the pandemic has continued, and as difficult decisions have had to be implemented linked to the need to save money, to name only two recent external pressures. The need to maintain

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morale levels is undoubtedly becoming more challenging as reducing resources are available to deal with increasing demand in a number of areas. In line with national employment trends (such as the 'Great Resignation' in which people are changing jobs at significantly higher levels than historically) there are increasing difficulties in recruiting to our vacancies in a number of key areas in what are already small teams. A significant medium term reduction in sickness absence has assisted with capacity. A key issue that the Council will need to set a steer on in the coming months is the extent to which it wishes staff to return full time to the office as/if the position with regard to the pandemic eases, given that for staff (on average) the increased options for remote working has been rated by them as helping with capacity and morale. Handled well, our approach to this could significantly help with retention and recruitment. It (almost) goes without saying that any approach has to work for service delivery and our residents and we need to continue to have these as the focal points for our work.

7.4 Local Community

- 7.4.1 Whilst there have been significant reductions in Council spending over the last few years, these have only recently started to filter through to delivery of front-line services. As mentioned above, it will be increasingly difficult to continue to deliver everything going forward and Members will continue to face difficult choices.
- 7.4.2 Working with our local communities is therefore going to be less straight forward than previously and expectations on the capacity of the organisation will need to be made clear. That said, a more targeted approach and improved communications with key stakeholders will help. Our communications to our communities and local stakeholders has improved in recent years, particularly during the pandemic. However, our approach to communicating, consulting, and engaging with residents will be reviewed over the next year.
- 7.4.3 As a Council, we have continued to advocate for local government services to continue to be delivered with as much focus on our local area as possible and any changes that may take place, linked or not to the devolution and Levelling-Up debates, will have a significant impact on our local community whose voice must be built into any ongoing delivery of services.
- 7.4.4 The Housing Division works closely with its tenants and specifically the Borough Wide Tenants' Forum to deliver the Council's landlord services. The Forum provides for a scrutiny role and supports the Division in policy development.

7.5 External Partners

7.5.1 We work with a number of organisations across the public and voluntary sectors, as well as with local businesses. Frequently, the Borough Council itself is perceived to be a partner of choice.

7.5.2 Like this Council, many of these organisations are reviewing how they provide and deliver services and often the Council is seen as a long-stop when local services disappear. Whilst there are some really good examples where this makes sense (eg, providing accommodation for phlebotomy services locally) and we will always try and look for efficiencies through partnership working, what the Borough Council cannot do is pick up work that was main-stream for other organisations on a regular basis in order that they do not stop altogether.

8 **Key Service Issues**

8.1 **Housing Services**

8.1.2 The review of the Asset Management Plan awaits the expected Housing Bill and the review of regulation. However, in the meantime, we have delivered improvements (external wall insulation and new windows and air source heat pumps) to support the Green Homes initiative.

8.1.3 The Council has built new homes in Warton and is building new homes in Atherstone. We have continued with our roofing programme and have installed nearly 200 new energy efficient gas heating systems. An extensive works programme is being undertaken on our blocks of flats, including flat to pitched new roofing, new windows and external wall insulation.

8.1.4 Rent collection levels remain high, but this will come under renewed pressure in the face of high cost of living challenges for most of our tenants.

8.1.5 The County-wide homelessness strategy now has an action plan for each chapter to support it. Linked to this, we have reported the Domestic Abuse/Safer Accommodation Strategy to the Resources Board and our role in the delivery of that strategy.

8.1.6 The Council has been part of a strategic review of the HEART shared service, which has been through a period of review and challenge. The latest position will be reported to Members in March.

8.1.7 The Housing Task and Finish Group has been established and initial work included considering the regulatory framework for the Council's landlord's stock. The Group will be reviewing the Lettings Scheme as their first task.

8.2 Revenues & Benefits and Customer Services

- 8.2.1 This Division has felt the disruption caused by COVID-19 as much as any other, with collection action via the Courts being virtually stopped and the need to focus on delivering grants to businesses affected by the pandemic, in which we performed very well, including being the best performing Council in the West Midlands.
- 8.2.2 Catching up with collection of unpaid liabilities will be a major task in the coming months, something which will need to be done sensitively given the current inflation pressures and adjustments still ongoing in the labour market (something which our continuing Financial Inclusion work will seek to assist with). Courts are not yet fully operational which will provide a further source of challenge.
- 8.2.3 At the same time, the extra COVID-19 tasks are not yet complete as the team is currently administering the latest business support grants, as well as Test and Trace payments.
- 8.2.4 The recruitment problems mentioned in a number of areas elsewhere in this report are relevant within this team, as well with a number of agency staff being used to cover posts. We have also had a long external audit relating to Housing Benefit, which has proved to be resource intensive.

8.3 Planning

- 8.3.1 Members will be aware that Planning, both in terms of Development Control and Forward Planning, is a very busy Division with a number of key strategic challenges. As is reported regularly to the Planning and Development Board, case numbers have risen in the last year and a key part of the Division's work in the coming year will be to deliver, as far as it is within our control, the developments allocated in the Local Plan, together with related infrastructure and any other major speculative applications which may be promoted despite (or because) land was not allocated in the Local Plan.
- 8.3.2 Planning enforcement casework always exceeds capacity. However, steps have been taken to recruit further staff in this area, as set out in another report on this agenda. The recruitment and retention of staff, as elsewhere within the Council, is a key issue to ensure we deliver on the agenda and the changes expected to the national system, which should be announced this year and will have particular emphasis on zoning plans and design codes.
- 8.3.3 With the adoption of the Local Plan, work moves (as mentioned above) to the review of the evidence base that sits behind the Local Plan, as well as a number of other policy documents (SPDs) and masterplans for larger developments which will be considered by Members in the coming months. The introduction of the need for sites to result in a net gain with regard to biodiversity, as well as the wider green/climate change adaptation agenda, will be new areas of importance in the coming year.

8.4 **Leisure & Community Development**

- 8.4.1 The main issue for the Leisure Service continues to be the age and condition of the Atherstone Leisure Centre. Given that the Council's application to the first round of the Levelling-Up Fund was not successful, further work is being carried out in order to make a further submission in the expected second round in the Spring. Further reports, including on the Service Improvement Plan and options with regard to delivery models, will be reported to Members this year.
- 8.4.2 There is a need to review and restructure the Community Development Section in order to ensure that its work reflects both community and corporate priorities, most especially given the need for renewal as the community recovers from the Coronavirus pandemic.
- 8.4.3 In accordance with their associated Action and Funding Plans, work will continue to implement the provisions of the North Warwickshire Green Space and Playing Pitch Strategies. This includes, in respect of the Play Area Development Programme, the management of Local Nature Reserves and delivery of the approved partnership projects at Boot Hill Recreation Ground, Grendon, and Royal Meadow Drive Recreation Ground, Atherstone.
- 8.4.4 In conjunction with Warwickshire County Council, we will successfully implement the Local Authority Treescape Fund and the associated planting of more than 350 trees in Abbey Green Park, Polesworth, Piccadilly and Wood End.
- 8.4.5 The Division will also ensure the successful administration of the Local Community Fund, the Queen's Platinum Jubilee Grants Scheme and the Queen's Green Canopy Programme, through which support is being given to a range of projects of importance across North Warwickshire.
- 8.4.6 In conjunction with the B2022 Organising Committee and, where appropriate, local community groups, we will ensure the success of North Warwickshire's involvement in activity associated with the Commonwealth Games.
- 8.4.7 This Division, working with the Housing Division, leads on the Council's Safeguarding work and will therefore ensure compliance with the Council's statutory responsibilities as a "Relevant Agency" and partner within Warwickshire Safeguarding, including those relating to the corporate Safeguarding Policy and Procedure.

8.5 **Finance & Human Resources**

- 8.5.1 With regard to Finance, the main issues are reported to Members on a regular basis, including elsewhere on the agenda for this Board. In short, the position can be summarised as follows.

- 8.5.2. The Council has a difficult financial position to manage, with insufficient revenue funding to cover all the activities currently being undertaken by the Council. General balances are being used in the short term to cover unfunded spending whilst reductions are made in the base budget, but this cannot be sustained.
- 8.5.3 The funding available for capital spending is also limited and the Council has needed to be mindful of this for some time. External funding is brought in wherever possible but it cannot be guaranteed. Spending has therefore been limited to match the funding available. Even with this approach, there is expected to be a shortfall in funding over the medium term.
- 8.5.4 The Housing Revenue covers the management and maintenance of the Council's housing stock and operates as a separate account, in line with legal requirements. Whilst it does not have the same level of financial issues as the Council's General Fund, there are demands around the condition of some of the stock and these will need to be managed within the available funding.
- 8.5.5 In addition, the Financial Management System is in urgent need of replacement, so the key task of procuring and implementing a new system needs to be undertaken during the coming year, as a matter of priority. Preparation work to allow compliance with changes in the Accounting Code of Practice also needs to be undertaken.
- 8.5.6 A lot of work for the team relates to providing support for services looking to implement new initiatives for both service improvement and financial reduction reasons. This impacts on one area of the team particularly, so achieving full staffing in that area will be critical to achieve the expected challenges in the year ahead.
- 8.5.7 With regard to Human Resources the main issues are:-
- Recruitment & Selection– hard to fill roles such as Planning, Environmental Health and Finance. We continue to strive to make North Warwickshire Borough Council an employer of choice to attract and retain talent in a competitive market;
 - Hybrid Working – embedding the 'new normal' and continuing with changes to ways of working which bring about efficiencies;
 - Wellbeing of employees, particularly mental health and expanding current offer of support for employees;

- Training & Development – focus on learning and development of employees, eg, grow our own (this links with Recruitment issues above and workforce/succession planning); and
- Diversity, Equality and Inclusion – work to ensure a diverse and representative workforce to support the inclusive services offered to the community.

8.6 **Streetscape**

8.6.1 The Streetscape Team, like Leisure and Housing Direct Works, has had to keep its functions going to the full extent during COVID-19. Members will be aware from service and budget reports of the particular pressures on Refuse and Recycling during this time, which makes their success in winning the APSE Refuse and Recycling national team of the year all the more impressive. As mentioned above, the Transport Team within this Division also won the national most improved service award.

8.6.2 The Council wishes to continue to improve the service even further and the incab system will be implemented this year (more details can be found in the performance report at Appendix B) and work also continues on the sub-regional MRF which is reported regularly to Members.

...

8.6.3 Other key issues for this Division include the implications of the change to the enforcement of on street parking in North Warwickshire, in particular the linked changes to off street parking.

8.6.4 The Division is also looking at changes to the Street Cleaning and Grounds Maintenance services which have been reported to Members recently and which will be the subject of further reports.

8.6.5 The Division is also leading on the Council's work with regard to Climate Change, including work with the Member working group. A plan drawing all the work to date together will be considered by Members in the next few months.

8.6.6 Finally, there is a lot of work relating to the Council's property estate, linked to its age and condition but also linked to changing working patterns.

8.7 **Democratic Services and Legal Services**

8.7.1 The Democratic Services Team continues to service meetings of the Council, its various Boards and Sub-Committees and to support Members, together with a wide range of election, voter registration and referendum functions, previously having adapted to various COVID-19 restrictions to enable this support to continue uninterrupted. Challenges facing the Team include the introduction of voter identification next year and an increase in the number of neighbourhood planning referendums. The Team is currently

recruiting to a vacancy created whilst an experienced officer is seconded to another part of the Council to allow this level of support to continue.

8.7.2 The Legal Services Team provides support across the whole of the Council's functions. There has been a notable increase in advice relating to partnership working with other public bodies with whom we are jointly providing services. There is also a high demand for support across the Council's regulatory and enforcement functions including planning control, anti-social behaviour and environmental health functions.

8.8 **Other Issues**

8.10.1 Having looked at the main demands and challenges on a service by service basis, there are some other key areas which require a specific mention.

8.11 **Cross-Agency Issues**

8.11.1 The remaining areas are all ones where we work closely with partners often with more resources and wider remits than we have.

(a) **Health & Wellbeing**

Local Government has direct responsibility for Public Health exercised through the County Health & Wellbeing Board on which we are represented. Health Improvement has been a key concern for the Council over many years and, with a higher age profile than many areas, it is important that we play our role with partners in improving the quality of life of our residents. Many of our functions are health related, eg, Environmental Health, Leisure and Community Development Services and Housing, and we work with partners to look at ways of improving public health and unlocking financial resources. Our resources for getting involved in the bigger health issues are, however, limited and capacity remains a real problem in such a complex partnership agenda. Looking into the future, the Council needs to give consideration as to how it can maximise its effectiveness in this area as pressures on health budgets grow and there is greater pressure (and willingness) on health agencies to work more closely and potentially integrate with local government services, particularly but not exclusively, adult social care.

The Borough Council has taken the proactive step to introduce a Health and Wellbeing Working Party, which has led on the production of the authority's corporate "Health and Wellbeing Action Plan". The authority is also a key partner within the Warwickshire North Health & Wellbeing Partnership, which the Chief Executive chairs, and is active at both officer and Member level in the Warwickshire Health & Wellbeing Board, which is playing a significant role in trying to facilitate improvements in key health issues.

As is often the case in the health system, major structural change is due later this year and a key concern for the Council will be to ensure that the local area ('Place' in the current language) has its voice heard in the wider subregional system.

(b) Community Safety

As with the previous topic, we have a lot of involvement but limited resources to deal with this key issue. The Borough Council has, however, made some important interventions working in partnership, particularly in relation to reducing rural crime.

There are external influences, including changes to local Policing structures/resourcing which require effective partnership arrangements to sustain Making North Warwickshire a Safer Place.

• • • The Council's work in the area is overseen by the Safer Communities Sub-Group and more details is given the performance report at Appendix B.

11 Conclusion

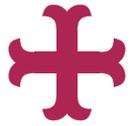
11.1 It is hoped that this report has given Members sufficient information on external factors affecting the Council, internal issues which they may wish to take account of, including challenges facing individual services, and the requirements and aspirations of stakeholders.

11.2 In addition, when considering options for reviewing existing and determining future priorities, Members need to be aware of the resources available and/or potentially available to them. That information is also outlined in the report so, hopefully, this provides enough of a framework to enable further discussion and planning to take place in preparation for the next few years.

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



North Warwickshire
Borough Council



Corporate Plan 2021-23



2021/22 Revision

Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.



01

Introduction

The last year has been very challenging for everyone and the impact on residents, communities, business, and the Council has been significant.

We wanted to thank communities for their exceptional response during this time. Through our work at the Council we are aware of the many support groups and other work that has gone on, and we have tried to support this work with our Community Fund providing £300,000 of funding for Councillors to directly support work in local areas. We also directly contacted by phone around 10% of our residents during the height of the crisis to support the work within communities to help those in particular need at this time.

As a Council we have experienced a lot of challenges, not least of which was the need to move many staff to home working and to make front line services as safe as possible, whilst continuing service provision.

Going forward we aim to retain and build on the positives that have been achieved, whilst retaining the best parts of our service provision before the pandemic.

This has changed the way we operate in some areas. Whilst there have been difficulties, it has also brought forward some service efficiencies. Going forward we aim to retain and build on the positives that have been achieved, whilst retaining the best parts of our service provision before the pandemic.

We have taken on a significant amount of additional work as part of the response to the coronavirus. Direct shielding work in the early part of the pandemic was undertaken from Coleshill Leisure Centre.



As the situation has changed, we have moved from direct provision to supporting other service providers provide help.

There are many businesses in the Borough who have been affected by the pandemic. Support has been provided through different agencies and we have been administering a range of business grants which have varied in line with national and local tier restrictions resulting in over £14m being paid to businesses in the Borough. Many of these grant schemes relate to business ratepayers but we had a discretionary business scheme which was open to non-ratepayers.

As with many others, our finances have been hit by the pandemic. Refuse and recycling costs have

increased, whilst we have lost various income streams such as leisure due to the closure of the leisure centres. We also took the decision to delay the introduction of the charge for green waste for a year. Although we received government support, it hasn't covered all of our additional costs. Managing our financial position will be very challenging going forward, even with the council tax increase set for the coming year.

Whilst we need to find ways of reducing our expenditure significantly over the next few years, we will continue to do all we can to support our communities and improve jobs and opportunities for the residents of North Warwickshire. There are major challenges ahead, but we are up to the task.

Notwithstanding this, we have an ambitious programme to deal with the issues which matter the most to residents. Being based in North Warwickshire and close to communities we are well placed not only to provide excellent services directly to you, but also to use our position and knowledge of the Borough to argue for improvements in the range of other public services that are so important to quality of life. An important part of this is how we as a Borough recover from the COVID outbreak, and this is reflected in our separate COVID recovery plan.



Vision

Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.



Values

Service provider, enabler, point of contact, champion of North Warwickshire



Priorities and Objectives

This section of the plan outlines how we will achieve our priorities and objectives and how we will measure our progress

Priorities:

Efficient organisation:

- Finances
- Lean
- Responsive



Safe, Liveable, Locally Focussed communities:

- Feeling safe
- Place based enforcement
- Quality of life



Prosperous and healthy:

- Jobs
- Infrastructure
- Connectivity
- Health



Sustainable growth, protected rurality:

- Vibrant growth
- Sense of place
- Recognisably home



In addition, the Council will adopt two cross cutting Strategies – our COVID 19 Recovery Plan and our Climate Change Strategy

02

Efficient organisation

– financial management, lean and responsive organisation

Our Strategic Aims

We need to be the most **focussed and prioritised organisation** we can be – clear on our vision and priorities, skilled and motivated staff in the right places.

We need to **know what we are about** but also that we cant cover as many areas as before and will continue to **harness the power of the community**.

Our **advocacy for the area** will aim to ensure other parts of the systems we live in recognise the needs of North Warwickshire.

We recognise that North Warwickshire Borough Council is an organisation a lot of people turn to for help and we proud of this – it played a vital role in supporting communities through COVID and will continue as we learn to live with the virus in the longer term. A key reason for this is our **responsiveness – we know the area and can be relied on to respond**. This need to be allied with a greater understanding of you, as residents of the Borough. Recent changes in our working practices have shown the benefit of the **Council truly leaving the building** in every sense, being more problem solving in complex cases and seeing the person as well as the process.



How we will achieve this

Make the financial savings we need in ways which least affect our residents

A robust transformation programme to ensure our services and processes are as lean as possible

Identifying the resources needed to deliver the Council's plan to provide high-quality priority services to our communities

Consider new models of working and providing services

Develop our staff in the new skills needed, properly supported by IT

Develop our vulnerability work from COVID 19 to provide additional assurance to residents who may be experiencing difficulties

Ensure as many services are based in North Warwickshire as possible to ensure they reflect and respond to the Borough.

How we will measure this

- Balanced budget and savings identified in the Medium Term Financial Strategy (N)
- A minimum of two major services reviews and reporting on the savings and efficiencies achieved (PI)
- Increased commercial activity in areas that will promote the wellbeing of the Borough to assist with market weaknesses and make a contribution to the Council's budget (N&PI)
- Appropriate charges for Green Waste and Parking to help sustain services (PI)
- Contact those we know to be vulnerable with information, advice and as often as possible with direct contact to ensure the help available is reaching our residents (N&PI)
- Efficiently collect money due to the Council, whilst continuing to offer support (PI)
- Staff survey results (PI)
- Customer satisfaction (PI)

N – Narrative / PI – Performance Indicator

03

Safe, Liveable, Locally Focussed Communities

– feeling safe, place based enforcement, quality of life

Our Strategic Aims

North Warwickshire is a recognisable community with a distinctive sense of place. It is connected to but separate from the wider West Midlands area as well as the East Midlands and therefore benefits from public services based on its real geography rather than administrative convenience.

Key to our sense of place is **quality of life** - being able to enjoy the rurality and communities within North Warwickshire. **Feeling safe** is of paramount importance to this and as part of our **advocacy role** for the Borough we will work with the Police and other partners on the key safety issues of concern to local residents.

We will adopt a **placed based approach to enforcement** using our powers where appropriate to ensure the protections to residents' quality of life are used. As well as our professional powers in areas such as Planning, Housing and Environmental Health we will use a problem solving approach to cross cutting and multi agency issues to ensure people enjoy their homes and communities.



How will we achieve this

Continue to play a leading role in the North Warwickshire Community Safety Partnership working with the community, including the Police, Town and Parish Councils and people of all ages, background and areas, to improve public perception of crime and public confidence in feeling safe by contributing towards the achievement of the Partnership plan actions and targets for the current strategic priorities. This will be particularly important for those who have spent considerable periods of time shielding against the risk caused by COVID 19.

Advocate on behalf of the Borough to ensure sufficient levels of key services in the area, particularly Police and street lighting.

To introduce Civil Parking Enforcement into North Warwickshire at the earliest opportunity as part of steps to improve and increase, amongst other things, parking in our town centres, and work with partners on improving HGV parking.

Work with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour

Maintain a very high standard of street cleanliness throughout the Borough, tackling litter and flytipping as quickly as possible.

Ensure maximum coordination between enforcement teams to resolve complex social and environmental issues likely to significantly impact on quality of life.

How we will measure this

- Reporting on a range of Safer Communities indicators linked to Violent Crime (with a focus on domestic violence and abuse, sexual offences and drug and alcohol related), Anti-Social Behaviour, Road Safety (with a focus on road traffic accidents resulting in killed or serious injuries), Crime in Rural Areas (PI, N)
- Report on the cleanliness of the Borough (PI)
- Report on the work of our enforcement teams in Planning, Housing and Environmental Health (N)
- Satisfaction surveys with residents and key partners such as Town and Parish Councils. (N)



Key to our sense of place is quality of life, feeling safe and using our powers to protect residents' quality of life

04

Prosperous and healthy

– Jobs, Infrastructure, connectivity, health

Our Strategic Aims

The first two objectives may be regarded as ensuring the foundations for the organisation and Borough are as firm as possible – the Council should add value to the area and residents should feel at home and secure in their communities.

The next two objectives build on the **quality of life theme** to ensure our communities **thrive**, being **prosperous and healthy**.

Key to this theme is a **healthy and inclusive economy** with a good supply of jobs, including in emerging 'mega trend' sectors, prioritised in national and regional Industrial Strategies. Ensuring our residents can **acquire the skills** for new and existing jobs is important in this aim.

As part of the final aim, ensuring investment into North Warwickshire in terms of sufficient housing and employment for our residents is a generally shared aim as long as the **infrastructure that makes places work** comes with it.

The Council has established an ambitious growth and investment programme following years of low input to the area and we will continue to lead on the Borough's input into securing the improvements to roads, schools, community services and environmental assets to **bring quality to growth**.

A key component is ensuring we are **connected with the people, places and factors which influence our life** – in terms of transport and physical connection and also technology as COVID produces a generational shift to digital services.

Finally, but fundamentally, a number of **health outcomes need to significantly improve** within the Borough. Loss of economic opportunity can often be replaced eventually but reduced health prospects are more damaging.



We want our communities to thrive, being prosperous and healthy, and ensure we add quality to prosperity and growth



How will we achieve this

Produce a revised Economic Development Strategy linked to the UK and WM Industrial Strategies, including identifying projects to be supported from Government funding.

Use developer contributions and other funding to maximise opportunities for the employment of local people including addressing skills gaps as well as the improvement of the environment, leisure and other community services that add value to people's lives.

Manage development and work with partners to deliver its associated infrastructure, in line with the Infrastructure Delivery Plan

Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, improve transport links, including cycle links, footpath links, public transport, and all forms of rail provision.

We will work in partnership with other agencies to tackle health inequalities through implementation of the corporate Health and Wellbeing Action Plan and relevant Warwickshire North Place Plan priorities, as part of our advocacy work for the Borough within the health system as well as by ensuring access to leisure and other community service opportunities that promote active, healthy lifestyles.

Ensure our work through a number of services such as Planning, Environmental Health, Leisure and Community Development and Housing contribute to improving the wider determinants of health and to enhancing the physical and mental wellbeing of local residents.

How we will measure this

- A dashboard of economic indicators linked to the Economic Development Strategy including skill levels, employment rates, benefit claimant rates, wage/salary data (PI, N)
- Progress reports on the action plan for the Transport Strategy (N)
- Progress reports on the action plans for the corporate Health and Wellbeing Action Plan and JSNA and relevant Warwickshire North Place Plan priorities (N)
- A dashboard of health indicators on key health indicators, including life expectancy, access to mental health services, road mortality, and active lifestyle indicators (PI)

05

Sustainable growth, protected rurality

– Vibrant growth, sense of place, recognisably home

Our Strategic Aims

Linked to the last theme, one of the most important roles North Warwickshire Borough Council can play is to **shape the type of place** North Warwickshire is and ensure there is **a plentiful supply of houses, of the right type and quality.**

There is a housing crisis in the UK caused by insufficient properties being built over a long period of time. The Council will therefore play its part in providing **sustainable growth, facilitating investment in the Borough.** This will ensure the housing needs of the area are met and provide impetus through new jobs, and good quality facilities and services in North Warwickshire.

The growth however must not come at the expense of future generations and must seek to **retain the rurality of North Warwickshire.** The new necessary growth must integrate well with existing development and seek to retain a recognisable North Warwickshire, in particular protecting as far as possible our Green Belt and other strategic designations of land.

Working with partner organisations and advocating for the Borough for the infrastructure mentioned in the last objective is key to this aim.



How will we achieve this

We will ensure we have an up-to-date Local Plan, which remains the best way to provide the homes, jobs and other sustainable growth needed in the area. Crucially it also provides the best mechanism to ensure as far as we can that development only happens in the right areas, and for the protection of the Green Belt.

We will continue to work with regional partners to ensure our Plan fits into the wider regional context and that we all working together ensure the necessary supply of homes, jobs and infrastructure.

Use our Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character.

Seek to secure the protection of the best of the Borough's built and rural heritage, as well as our natural assets such as the Tame Valley Wetlands Partnership

To press for the maximum mitigation and benefits for the Borough arising from HS2, particularly during construction in partnership with other affected Councils and community action groups

Continue to implement the adopted North Warwickshire Leisure Facilities, Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans.

To implement our Homeless Strategy and work on private housing.

How we will measure this

- Report on progress of the Local Plan and subsequent reviews (N)
- Report on key planning and housing data such as the five year housing supply, percentage of affordable homes, amount of land built on brownfield and allocated sites. (PI)
- Report to the Planning and Development Board on pressures on the Green Belt, design and heritage issues including conservation areas (N)
- Report progress on Leisure Facilities, Playing Pitches and Green Space Strategies (N)
- Report progress on homelessness, private housing and other housing issues (N)



Sustainable growth providing sufficient houses and jobs, bringing investment into our places whilst keeping our recognisable rurality



Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.





North Warwickshire
Borough Council



www.northwarks.gov.uk



Performance Report



February 2022

PERFORMANCE REPORT FEBRUARY 2022

TRAFFIC LIGHT

Measure improving markedly

Measure improving

No/virtually no change, no trend or measure not “good” or bad”

Measure worsening

Measure worsening markedly

Corporate Plan key objectives:

Efficient organisation – financial management, lean and responsive organisation

Safe, Liveable, Locally Focussed Communities – feeling safe, place-based enforcement, quality of life

Prosperous and healthy – jobs, infrastructure, connectivity, health

Sustainable growth, protected rurality - vibrant growth, sense of place, recognisably home

EFFICIENT ORGANISATION – FINANCIAL MANAGEMENT, LEAN AND RESPONSIVE ORGANISATION

<p>EO 1 - Make the financial savings we need in ways which least affect our residents</p> <p>Identifying the resources needed to deliver the Council's plan to provide high-quality priority services to our communities</p>	<p><i>Balanced budget and savings identified in the Medium Term Financial Strategy (N)</i></p> <p><i>Increased commercial activity in areas that will promote the wellbeing of the Borough to assist with market weaknesses and make a contribution to the Council's budget (N&PI)</i></p> <p><i>Appropriate charges for Green Waste and Parking to help sustain services (PI)</i></p> <p><i>Efficiently collect money due to the Council, whilst continuing to offer support (PI)</i></p> <p>The Council's Medium Term Financial Strategy is reported to the Executive Board and the latest update can be found here</p> <p>Work on finding savings is ongoing, with the draft estimates for the 22/23 budget included on this agenda.</p> <p>Charging for Green Waste has been implemented, with income above projected levels. Further updates will continue to be reported to the Community and Environment Board</p> <p>We continue to offer support to those who need it and have extended the post of Financial Inclusion Officer to ensure this continues. Collection rates for the current year at the end of October are:</p> <ul style="list-style-type: none"> • Business rates - Target 85%, Collection 80% • Council Tax – Target 86.5%, Collection 82.74% • Sundry Debts – Collection rate 89%
<p>EO 2 - A robust transformation programme to ensure our services and processes are as lean as possible</p> <p>Consider new models of working and providing services</p>	<p>The Administration Unit has been subject to a full transformation review led by the Head of Corporate Services and the Transformation Manager (a new role created to lead this work). A revised structure for the Unit was approved by Members in March with expected savings in the region of £150,000 (around £50,000 than initially expected), the Central Services team has been restructured. All processes have been streamlined and efficiencies captured.</p> <p>Support has been given to the Environmental Health team in transforming the way they intend to work by looking at procuring and implementing a new modern Environmental Health and Licensing system. Our aim will be to have a system that can manage cases from end-to-end, i.e. from</p>

	<p>a receipt of a citizen request to closure and reporting. The system should enable officers on site, enabling processes to be electronic and reduce printing and paper and eliminate re-keying of information freeing up officers to focus on service delivery.</p> <p>The Council continues to deliver and develop accessible digital services with citizens to be able to report and apply for services online and promote a self-serve model of working for officers by streamlining and automating our internal processes, eliminating duplication, reducing unnecessary hand-offs and paperwork.</p> <p>Work continues to make better use of building space; this could be achieved by rationalising working patterns, sharing desks and could lead to the closure or reuse of Old Bank House. The migration of teams out of Old Bank House has started with Environmental Health having already moved and there is a programme for the other teams to move across.</p> <p>Work continues to develop and support hybrid working by:-</p> <p>Implementation of Hybrid Mail - this will enable staff to post correspondence to citizens from any location (home or office), supporting efficiencies and reflecting having a smaller team for incoming and outgoing post as a result of the Admin Review mentioned above.</p> <p>Enable and promote better communications in the use of Teams for internal ad-hoc communications from any location, using technology to support efficient gains.</p> <p>The Council also agreed to purchase the In Cab software solution for our waste and recycling collection vehicles to enable increased service efficiencies in key areas, improved quality and management of performance data, improved access for customers and staff to service information as well as enabling much better allocation of resources and improved communication.</p>
<p>EO 3 - Develop our staff in the new skills needed, properly supported by IT</p>	<p><i>Staff survey results (PI)</i></p> <p>Staff appraisals take place on an annual basis and lead to the production of a training plan</p>

	<p>During the Coronavirus pandemic, the Council undertook four staff surveys:</p> <ul style="list-style-type: none"> • July 2020 & January 2021 – for all employees covering the Council’s approach to the pandemic, health & wellbeing, working from home (if applicable) and support & suggestions; • June 2021 – for employees who had been working from home and covered future considerations for potential hybrid working; and • July 2021 – for all employees, to monitor levels of vaccination across the Council <p>The Coronavirus (Covid-19) Staff Survey undertaken in July 2020 was completed by a total of 224 employees, which is an overall response rate of 52%. Some results were:</p> <p><i>As an organisation I believe the Council has adapted quickly to changing working conditions</i> – 93.7% of respondents agreed/strongly agreed with this.</p> <p><i>During COVID-19 have you been working from home?</i> 67% of respondents said ‘yes’, 33% said ‘no’.</p> <p>For those that responded ‘yes’:</p> <p><i>The IT I have allows me to fulfil my role</i> – 92% of respondents agree/strongly agree with this.</p> <p><i>I am clear about what is expected of me at this time while working from home</i> – 97.9% of respondents agree/strongly agree with this.</p> <p>The Council is co-ordinating the Staff Survey 2021, which will be sent to all employees in November 2021. This survey will use the same survey format as in previous years, in order to undertake a comparison exercise to former results.</p> <p>The HR team will encourage responses to the 2021 survey to facilitate a high response rate, which in turn, ensures a more representative result base. The closing date for this survey has now passed and results will be collated shortly</p>
<p>EO 4 - Develop our vulnerability work from COVID 19 to provide additional assurance to residents who may be experiencing difficulties</p>	<p><i>Contact those we know to be vulnerable with information, advice and as often as possible with direct contact to ensure the help available is reaching our residents (N&PI)</i></p> <p>The Council has worked to minimise the likelihood and impact of financial exclusion in North Warwickshire through the provision of advice, support and project delivery in a co-ordinated manner that demonstrates value for money and maximises benefits to its communities.</p>

	<p>Support for those most vulnerable is coordinated through the Northern Warwickshire Financial Inclusion Partnership</p> <p>NWBC Financial Inclusion (FI) Initiatives include:</p> <ul style="list-style-type: none"> • NWBC Promotion Activity – social media campaigns • FI Training – staff/teams/partners/community attended • Financial Education in Secondary Schools / College • Community Events and Job Fairs • Customer Referral Form (inc Foodbank) • LA Support for Vulnerable Customers – non LA tenure / LA tenure (FISO work) • A Data Dashboard in conjunction with Warwickshire County Council • Reviews of Housing Benefit/Council Tax Support caseload performance <p>The Council has allocated around £190,000 of support from the Local Community Fund, almost £90,000 of which was related to work within the community to counteract the impacts of the pandemic, allied to direct work by Community Development in support of local community groups</p>
<p>EO 5 - Ensure as many services are based in North Warwickshire as possible to ensure they reflect and respond to the Borough.</p>	<p>The Council continues to advocate for as many services as possible to be delivered in the Borough.</p> <p>Recently a number of services have been co-located with leisure services, such as the phlebotomy service at Atherstone Memorial Hall and Coleshill Leisure Centre</p> <p>Our work on Community Safety continues to push for greater Police resource in the Borough and more continuity of service. Discussions are currently ongoing regarding an offer from the Police and Crime Commissioner regarding a focus on rural crime.</p>

SAFE, LIVEABLE, LOCALLY FOCUSSED COMMUNITIES – FEELING SAFE, PLACE BASED ENFORCEMENT, QUALITY OF LIFE

<p>COM 1 - Continue to play a leading role in the North Warwickshire Community Safety Partnership working with the community, including the Police, Town and Parish Councils and people of all ages, background and areas, to improve public perception of crime and public confidence in feeling safe by contributing towards the achievement of the Partnership plan actions and targets for the current strategic priorities. This will be particularly important for those who have spent considerable periods of time shielding against the risk caused by COVID 19.</p> <p>COM 2 - Work with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour</p>		<p><i>Reporting on a range of Safer Communities indicators linked to Violent Crime (with a focus on domestic violence and abuse, sexual offences and drug and alcohol related), Anti-Social Behaviour, Road Safety (with a focus on road traffic accidents resulting in killed or serious injuries), Crime in Rural Areas (PI, N)</i></p> <p>Updates regarding the key Safer Communities issues are reported to the Safer Communities Sub Group</p> <p>The latest agendas can be found here and here the latest performance data is attached to this report</p>
<p>COM 3 - Advocate on behalf of the Borough to ensure sufficient levels of key services in the area, particularly Police and street lighting.</p>		<p>See update on EO 5 above, pages 4-5</p>
<p>COM 4 - To introduce Civil Parking Enforcement into North Warwickshire at the earliest opportunity as part of steps to improve and increase, amongst other things, parking in our town centres, and work with partners on improving HGV parking.</p>		<p>Engagement with Government led to North Warwickshire being progressed for civil enforcement of parking after many years delay. The necessary Statutory Instrument was passed by the Department for Transport on 7th October. A decision on the arrangements for on street parking has now been made by Warwickshire County Council, and a decision on off street parking in respect of car parks owned or controlled by this Council was made by the Resources Board on the 8th November.</p>

		<p>The changes came into effect on 1st February with a 'soft launch' to the enforcement of the changes effective for the first few weeks.</p>
<p>COM 5 - Maintain a very high standard of street cleanliness throughout the Borough, tackling litter and fly tipping as quickly as possible</p>		<p><i>Report on the cleanliness of the Borough (PI)</i></p> <p>The latest position on fly tipping is reported to the Safer Communities Sub Group and can be found here and here with the fly tipping report attached to this report</p> <p>The clean up response to flytipping has remained very quick. Enforcement of flytipping has been impacted by Environmental Health staff's work on COVID and staff vacancies, however recruitment to the Environmental Health team is ongoing.</p> <p>Street cleanliness monitoring will recommence following a return to normal cleaning schedules affected by the COVID pandemic.</p>
<p>COM 6 - Ensure maximum coordination between enforcement teams to resolve complex social and environmental issues likely to significantly impact on quality of life.</p>		<p><i>Report on the work of our enforcement teams in Planning, Housing and Environmental Health (N)</i></p> <p>The Planning and Environmental Health teams continue to work together on cross cutting issues, which will increase as the work required on COVID 19, particularly in Environment Health, reduces. Staffing vacancies are being filled in Environmental Health following a restructure agreed by Special Sub Group on 8th June. This work has not progressed as planned as no suitable candidates were identified for the additional roles from the first recruitment exercise. This will be repeated in the Spring.</p> <p>The Chief Executive will chair joint working project groups on issues as necessary, for example on the Lea Marston Shooting Ground, and various fly tipping and anti social behaviour reports in Middleton. A further Abatement Notice has now been served with regard to the shooting ground and enforcement work on this case continues.</p> <p>A revised Planning Enforcement Policy has been drafted and discussed informally with Members. It will be formally reported to Members later in 2022.</p> <p>A request for supplementary funding to increase the number of planning enforcement officers is included on the agenda of this meeting.</p>

Prosperous and healthy –

Jobs, Infrastructure, connectivity, health

PROSPEROUS AND HEALTHY – JOBS, INFRASTRUCTURE, CONNECTIVITY, HEALTH

<p>PH 1 - Produce a revised Economic Development Strategy linked to the UK and WM Industrial Strategies, including identifying projects to be supported from Government funding.</p>	<p><i>A dashboard of economic indicators linked to the Economic Development Strategy including skill levels, employment rates, benefit claimant rates, wage/salary data (PI, N)</i></p> <p>A draft Economic Development Strategy, to complement the employment land strategy within the adopted Local Plan, was considered by Executive Board on 22nd November and will be subject of further work by a Member working group before a further report to the Executive Board, and then public consultation</p> <p>As part of this work draft economic development dashboard is being created with Warwickshire County Council and data from that will be included in future reports</p>
<p>PH 2 - Use developer contributions and other funding to maximise opportunities for the employment of local people including addressing skills gaps as well as the improvement of the environment, leisure and other community services that add value to people's lives.</p>	<p>The Council issues an Infrastructure Funding Report every year the latest of which can be viewed here</p> <p>The 2021 statement will be reported to Members and published shortly</p> <p>The County Council's statements can be viewed here</p> <p>There is an extensive Infrastructure Delivery Plan linked to the adopted Local Plan which will seek developer contributions on a range of issues IDP 2018</p> <p>Members will be asked to change the LDF Sub-committee into a board with part of its remit to look at the delivery of infrastructure. As part of this work the Council will draft and adopt a Supplementary Planning Document (SPD) on Developer Contributions</p> <p>Work continues to offer support to those seeking jobs and further training. In particular a skills plan is being developed with local partners to support the employment land allocation in the Local Plan for Horiba MIRA, and we are working also on skill support for a major employer at the Core 42 development in Dordon</p>

PH 3 - Manage development and work with partners to deliver its associated infrastructure, in line with the Infrastructure Delivery Plan

Following the adoption of the Local Plan the focus of the Forward Planning Team now moves towards delivery of the Plan. This is particularly important in relation to the strategic allocations.

The Local Development Scheme will be updated to reflect the work programme. This is currently being developed.

The high-level work programme is as follows and will be developed by the LDF Sub committee (to be renamed the Planning Policy and Delivery Group). A series of meeting for this Group has been arranged for the coming year:

- 1 Delivery of Strategic Allocations – in particular allocated sites H2, H4, E4
 - o Master Plans
 - o Design Codes
 - o Infrastructure delivery
- 2 Delivery of infrastructure
 - o A5 Phases 1 and 2 – HIG funded
 - o A5 Phases 3 and 4 – RIS3 pipeline project
 - o Other key facilities and services such as education, health and community facilities
- 3 Supplementary Planning Documents
 - o Residential Design SPD
 - o Open Space and Sports SPD
 - o Developer Contributions SPD
- 4 Gypsy, Romany and Traveller Development Plan Document
- 5 Neighbourhood Plans
 - o Advice and guidance to those preparing their NP's
- 6 Improve monitoring of Local Plan
 - o Reviewing current process and looking to improve use of IT
- 7 Review and keep evidence up to date
 - o HEDNA – Housing and Economic Development Needs Assessment
- 8 Conservation work
 - o Designation of Conservation Area for Caldecote
 - o Designation of Conservation Area for Frenzley

PH 4 - Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, improve

Progress reports on the action plan for the Transport Strategy (N)

transport links, including cycle links, footpath links, public transport, and all forms of rail provision.

Warwickshire County Council is developing a revised Transport Strategy and the strategy relating to North Warwickshire will now be contained within that document. Consultation and other work on that strategy is due to start in Spring 2022.

Nearly £80m was allocated for the first phase of improvements to the A5 in the March 2020 budget, one of only three schemes in the country allocated funding. Project meetings have started on that scheme and the wider upgrade from the M42 to the M69 is now thought more likely as a result of the funding for the first phase. That proposal will be submitted for inclusion in the next phase of the Government's Road Investment Strategy

PH 5 - We will work in partnership with other agencies to tackle health inequalities through implementation of the corporate Health and Wellbeing Action Plan and relevant Warwickshire North Place Plan priorities, as part of our advocacy work for the Borough within the health system as well as by ensuring access to leisure and other community service opportunities that promote active, healthy lifestyles.

Progress reports on the action plans for the corporate Health and Wellbeing Action Plan and JSNA and relevant Warwickshire North Place Plan priorities (N)

A dashboard of health indicators on key health indicators, including life expectancy, access to mental health services, road mortality, and active lifestyle indicators(PI)

The Council's Health and Wellbeing Action Plan is reported to the Health and Wellbeing Working Party and the Community and Environment Board. The latest update report can be viewed [here](#)

PH 6 - Ensure our work through a number of services such as Planning, Environmental Health, Leisure and Community Development and Housing contribute to improving the wider determinants of health and to enhancing the physical and mental wellbeing of local residents

A health inequalities dashboard is being developed with Warwickshire County Council and data from that will be included in future reports.

The Warwickshire North Place partnership is also in the process of developing a dashboard which will be reported to Members when available.

The Warwickshire North Health and Wellbeing Board has identified four priorities, identified through workshops prior to the COVID 19 outbreak – Access to services; Reducing Health Inequalities; Housing and Health; and Reducing Obesity and Improving Lifestyles. Work has not progressed due to the outbreak and due to two of the three public health positions in Warwickshire North being vacant currently. Steps to recruit are ongoing with interviews scheduled for early March.

Work within the Housing and Health priority is progressing and reported to the Board and Partnership

Officers continue to attend the Local Estates Forum which looks at physical assets available to promote health and wellbeing

SUSTAINABLE GROWTH, PROTECTED RURALITY – VIBRANT GROWTH, SENSE OF PLACE, RECOGNISABLY HOME

<p>SG 1 - We will ensure we have an up-to-date Local Plan, which remains the best way to provide the homes, jobs and other sustainable growth needed in the area. Crucially it also provides the best mechanism to ensure as far as we can that development only happens in the right areas, and for the protection of the Green Belt.</p>	<p><i>Report on progress of the Local Plan and subsequent reviews (N)</i></p> <p><i>Report on key planning and housing data such as the five year housing supply, percentage of affordable homes, amount of land built on brownfield and allocated sites. (PI)</i></p> <p><i>Report to the Planning and Development Board on pressures on the Green Belt, design and heritage issues including conservation areas (N)</i></p> <p>The North Warwickshire Local Plan was adopted on 29th September</p> <p>Regular updates are reported to the Planning and Development Board on recent appeal decisions</p> <p>Monitoring information on the development provided during each year will be report to Board on an annual basis</p>
<p>SG 2 - We will continue to work with regional partners to ensure our Plan fits into the wider regional context and that we all working together ensure the necessary supply of homes, jobs and infrastructure.</p>	<p>The Duty to Cooperate was a key component in the North Warwickshire Local Plan and the housing allocations make a substantial contribution to the wider regional housing need, a requirement given that North Warwickshire is part of both the Coventry and Warwickshire and Greater Birmingham Housing Market Areas.</p> <p>Further work continues to refresh the evidence that sits behind the Local Plan with work on a Coventry and Warwickshire housing and economic needs assessment and a Housing and Employment Land Availability Assessment. Work to progress the West Midlands Strategic Employment Sites is also continuing.</p>
<p>SG 3 - Use our Design Champions to ensure the best achievable designs are implemented and</p>	<p>Members will be involved in Master Planning for the Strategic Allocations.</p>

<p>developed so as to reflect setting and local character.</p> <p>SG 4 - Seek to secure the protection of the best of the Borough's built and rural heritage, as well as our natural assets such as the Tame Valley Wetlands Partnership</p>		<p>Design Champions will continue to be involved with developers at both pre-application and application stages of the process</p> <p>Officers to continue to sit on the board of the Tame Valley Wetlands Partnership</p> <p>Opportunities for biodiversity net gain will be explored and developed, particularly as the Environment Act has been enacted. A report on the Government's consultation with regard to how this will be implemented will be reported to the Planning and Development Board in March</p>
<p>SG 5 - To press for the maximum mitigation and benefits for the Borough arising from HS2, particularly during construction in partnership with other affected Councils and community action groups</p>		<p>Officers continue to meet with HS2 regularly to discuss the project. In particular officers attend the Special Management Zone.</p> <p>HS2 have agreed to fund an officer to deal with consents under the HS2 Act as well as other development issues, and an appointment to this role was made in January. Recent work has included concerns regarding the Bromford Tunnel extension and the current position has been reported to the Planning and Development Board. This issue is now the subject of an appeal to the Planning Inspectorate and HS2 has also applied for a Transport and Works Act Order, which has been reported to Planning and Development Board earlier this month.</p> <p>Members will be consulted on the design of the Delta Junction viaducts</p> <p>Officers continue to be part of the national HS2 Planning Forum</p>
<p>SG 6 - Continue to implement the adopted North Warwickshire Leisure Facilities, Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans.</p>		<p><i>Report progress on Leisure Facilities, Playing Pitches and Green Space Strategies (N)</i></p> <p>Progress with regard to these strategies and plans are reported to the Community and Environment Board and the latest reports can be found here</p> <p>The Board has approved a new approach to the short-term delivery of leisure services in Polesworth, whilst significant developments to local open spaces and playing pitches are being undertaken in conjunction with the community and voluntary sector and a number of</p>

		<p>parish and town councils. A programme of improvements to local play areas has also been approved by Councillors.</p> <p>An Open Space and Sports SPD will be drafted</p>
<p>SG 7 - To implement our Homeless Strategy and work on private housing.</p>		<p>Report progress on homelessness, private housing and other housing issues (N)</p> <p>An update on the Countywide Homelessness Strategy and the HEART private sector housing service was given to Resources Board earlier this year</p> <p>The Housing Task and Finish Group has been established and has reviewed the regulatory framework for the Council's landlord's stock. It will be reviewing the Lettings Scheme as their first task.</p> <p>Other issues have been reported to Members, for example various green initiatives and the Domestic Abuse Safer Accommodation Strategy. A report on the HEART private sector housing strategy will be reported to the Resources Board in March .</p>

Agenda Item No 7

Executive Board

14 February 2022

**Report of the
Corporate Director Resources**

The Capital Strategy

1 Summary

- 1.1 This report updates the Capital Strategy approved by the Council in February 2021.

Recommendation to the Council

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

2 Introduction

- 2.1 The Prudential Code requires all authorities to produce a detailed Capital Strategy. The current Code includes requirements on non-treasury investments and especially on the purchase of property with the intention of generating income, as such purchases may involve undertaking external borrowing to finance these acquisitions or utilising cash balances which exposes the council to risk.
- 2.2 The Council has had an approved Capital Strategy, which is updated on a regular basis, for a number of years.

3 Capital Strategy

- 3.1 The Capital Strategy forms a key part of the Council's overall Corporate Planning Framework and Medium Term Financial Strategy. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned over a medium term planning horizon.
- 3.2 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.
- 3.3 The Strategy overlaps with the Treasury Management Policy, as it includes the limits for external borrowing. It also sets out the Council's approach to commercial activities and how risk will be assessed in taking opportunities forward.

- ... 3.4 The revised strategy is attached as Appendix A.

4 Report Implications

4.1 Finance and Value for Money Implications

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

4.1.2 The Public Works Loans Board (PWLB) is a good source of borrowing for local authorities. To access this funding in the future, the Council will need to ensure that the capital programme doesn't include any purely commercial schemes. Schemes that have both service and commercial elements are permitted.

4.2 Legal and Human Rights Implications

4.2.1 The Council has a fiduciary duty to its taxpayers maintain its assets and a duty to maintain a record of those assets as part of its accounting records. As indicated above, the Local Government Act 2003 requires the Council to have regard to the Prudential Code when reviewing its borrowing requirements. The proposed strategy has been prepared in accordance with the current Code.

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 Sue Garner (719374).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
The Capital Strategy	NWBC	Report to Executive Board	15 Feb 2021

THE CAPITAL STRATEGY 2022/23

1 Introduction

- 1.1 The Council's vision is to "*protect the rurality of North Warwickshire, support its communities and promote the wellbeing of residents and businesses.*" To do this we provide many services for the people who live or work in or visit the Borough, with the aim of improving the quality of life in North Warwickshire.
- 1.2 The Council has a number of plans and strategies relating to different areas of its business, including: the Housing Strategy and HRA Business Plan; the Local Development Framework; the Green Space Strategy; and the Playing Pitch and Play Strategy. 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 therefore provides the focus for the capital strategy and capital programme.
- 1.3 The purpose of the capital strategy is to show how the Council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite.

2 Capital Investment Programme

- 2.1 Capital Investment is the term used to cover expenditure which provides value for a period of more than one financial year. This includes expenditure on:
- property, plant and equipment – assets held for use in the production or supply of goods or services, or for administrative purposes;
 - heritage assets – these may relate to the Council's history or local area;
 - investment properties – properties used solely to earn rentals and / or for increases in value; and
 - intangible assets – spending where long term benefit is obtained, but a physical asset is not evident, such as computer software.
- 2.2 The Council is required to maintain both a General Fund Account and a Housing Revenue Account. The General Fund Account covers the majority of the services provided by the Council, with some funding from residents of the Borough through Council Tax. The Housing Revenue Account covers the management and maintenance of the Council's housing stock, and is funded by rental income from tenants. Capital investment for the two accounts is considered separately, due to the different funding arrangements.
- 2.3 Within the strategic framework, key priorities for capital investment over the medium term are, subject to availability of resources, as indicated below:
- 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.
 - to maintain the Council's existing housing stock to an acceptable standard, and to increase the stock where possible and cost effective.
 - to increase affordable housing within the Borough, through a variety of means. The Council may act as an enabler, or a direct provider.

- to address the problems of public and private sector dwellings, which are unfit for purpose.
- 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 assess the options for implementing the action plan stemming from the Green Space Strategy, including the maximisation of external funding and partnership working.

3 Funding for Capital Investment

3.1 The Capital Investment Programme can be funded from the following sources:

- Capital receipts from asset sales. The Council's main source of receipts come from the Right to Buy sales of council homes;
- Government grants. These may be government grants for specific purposes, such as Disabled Facilities Grant;
- External contributions, such as Section 106 developers' contributions towards the public services and amenities required for development. The Council can also attract partnership funding from other agencies;
- Capital Reserves. The Council has limited reserves which it has put aside for capital spending;
- Revenue contributions. Revenue balances from both the General Fund and Housing Revenue Account may be used to support capital expenditure (relating to the relevant account); and
- Borrowing (also known as the Capital Financing Requirement). The Council is allowed to borrow to support its capital expenditure as long as this is prudent, sustainable and affordable.

4 Approach to Prioritising Investment

4.1 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 budgets. However, some resources are specific to a particular scheme or service, and this must also be taken into account.

4.2 The expected resources available for capital spending are pulled together over both a three and ten year period and are shown in the table below. Looking at both time periods allows capital resources to be balanced over both a medium and longer term. Resources are recorded for both accounts, to ensure that spending for each account remains within the resources available to it.

	3 Years £000	10 Years £000
HRA	18,258	58,342
General Fund	6,762	11,967
TOTAL	25,020	70,309

- 4.3 Funding from Right to Buy receipts have been assumed in resource projections, but this source of funding has a degree of risk associated.
- 4.4 Funding for the construction of affordable houses will be generated from a number of sources which includes an annual contribution from rental income, receipts from the sale of land and houses, and grants received through partnership working. Right to Buy Sales above the forecast level in the HRA business plan can be used to offset the construction of new affordable housing.
- 4.5 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. The assessment criteria used 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.
- 4.7 The Service Boards consider their support for individual schemes. Subject to consideration of any comments from the Service Boards, the Executive Board approves a three year programme. The first year is taken as being firm and schemes are put in hand. The later two years are provisional and only preparatory work is allowed to go ahead. The aim is to maintain a small but balanced programme over a ten-year period.
- 4.8 The consistent shortfall in funding 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 will need to take steps to address the funding gap.
- 4.9 The proposed programme for the next three years is summarised below:

	3 Year Programme £000
HRA	16,598
General Fund	6,757
TOTAL	23,355

5 Revenue Implications of Capital Investment

- 5.1 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. These will include any borrowing costs (internal or external) as well as any increased operational costs.
- 5.2 The use of leasing to finance vehicle replacement was used in the past, however it is currently more cost effective to finance the expenditure through borrowing. External borrowing has therefore been assumed for the vehicle replacement programme. Any additional borrowing would only be added to the revenue budget, on a scheme by scheme basis.
- 5.3 Some projects may provide revenue savings, by reducing future running costs or by generating income. However others won't. The Authority will spend money to save money, and will seek the capital resources for investments that will increase efficiency or reduce revenue expenditure.

6 Managing and Monitoring the Capital Programme

- 6.1 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. 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.
- 6.2 The Council has a Corporate Property Officer who is responsible for the management and maintenance of the Council's portfolio of General Fund assets. This is the Council's Corporate Director of Streetscape. The Director of Housing is responsible for the management and maintenance of assets within the Housing Revenue Account.
- 6.3 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.

7 Disposal of Capital Assets

- 7.1 The Authority does not have a large portfolio of assets that can be used to fund future investment. We are subject to Right to Buy legislation for council housing and have assumed the sale of 30 properties in projecting the resources in this strategy until 2025/26. After this, the sale of 15 properties per annum has been assumed.
- 7.2 Any decision to dispose of other assets will be taken with full consideration of the economic position and requires the approval of the Resources Board. Decisions on the use of any additional receipts will be made by the Executive Board, taking into account the priorities of schemes that are currently excluded from the capital programme.

8 Commercial Activities

- 8.1 The Council has previously entered into some relatively low level commercial activity, in order to provide economic development opportunities for small businesses, through the provision of industrial units. These have worked well, and also provide a contribution towards the Council's overheads in the revenue budget. However additional spending on these assets is required in the future, which will require an assessment of the future value of the industrial units.
- 8.2 The Council is interested in looking at new commercial ventures, although investment must not be primarily for commercial returns. Investment must relate to a council function, although it may generate an income stream. Each investment opportunity will be assessed on an individual basis, by the appropriate Service Board and Executive Board. They will only be progressed where there is a viable business case, following consideration of the costs and risks involved. Where appropriate, the Council will procure additional external resource when either there is insufficient officer availability or when specialist advice and support is required.
- 8.3 The Council has started to identify possible commercial opportunities for investigation. In the event that a commercial vehicle is needed to progress any of the opportunities, the Council will need to take professional advice on both financial and legal issues.
- 8.4 Any commercial activity undertaken will be monitored by the Resources Board, as part of its budgetary control monitoring.

9 Risk Appetite

- 9.1 Financial risks are closely monitored as part of the corporate risk management framework. The Council's risk appetite for commercial activities is likely to evolve as opportunities are assessed.

Whilst recognising the importance of generating income to support services, the Council will seek to balance income from more commercial ventures against the overall level of risk and the amount of reserves available to mitigate this risk.

- 9.2 The assessment of each commercial activity will include: the level of risk inherent in the income stream, the security held, the ability to realise assets or other security should the need arise and the level of income likely to be received from the commercial activity. The assessment will be used to ensure that the Council is not exposed to unknown, unmanaged or unacceptable risks. In this way the Council can judge what level of risk it is willing to take to achieve strategic outcomes, on a case by case basis.
- 9.3 The Council has previously taken a low risk approach to investment decisions, but has started to move to a managed risk approach in light of its service aspirations. An example is the agreed investment in the Materials Recycling Facility project.

10 Debt and Borrowing and Treasury Management

- 10.1 The Capital Financing Requirement (CFR) is the outstanding capital expenditure which has not yet been paid for from either revenue or capital resources, it is essentially a measure of the Council's underlying borrowing need. Where borrowing is used to fund capital schemes, the Council may borrow externally. However, the Council manages its cash balances as a whole and may choose to use internal cash, generated by holding reserves and the timing of cash flows, to finance capital schemes. Where the Council decides to borrow to fund capital expenditure the annual cost of borrowing is included within the revenue budget.

CFR	Original 2022/23 £'000	Forecast 2023/24 £'000	Forecast 2024/25 £'000
HRA	42,041	39,696	37,280
General Fund	14,007	14,655	14,619
Total	56,048	54,351	51,899

- 10.2 External borrowing was taken out to fund the 'buy out' of the housing stock from the national subsidy system. This is currently being repaid in line with the agreed strategy, which will reduce a substantial part of the debt, whilst giving opportunities in later years to maintain some debt if borrowing is required. However, this repayment strategy is being re-assessed as the condition of some of the housing stock is expected to benefit from bringing forward some planned work.
- 10.3 In recent years, internal borrowing has been used by the General Fund to fund some spending. It is currently a cheaper alternative than borrowing externally and the Council has sufficient cash flow to allow this. As reserves get spent, this internal borrowing will need to be replaced by external borrowing. Market rates are monitored, so that external debt can be sourced when appropriate.
- 10.4 Treasury Management, including the Council's approach to Investments, is covered in more detail within the Authority's Treasury Management Strategy.

11 Authorised Limit and Operational Boundary

- 11.1 There are two limits on external debt: the Authorised Limit and the Operational Boundary.
- 11.2 The Authorised Limit is a statutory limit determined under section 3 (2) of the Local Government Act 2003, which sets a boundary for overall borrowing by the Council. It provides for some headroom in the event of unexpected activity which results in an increased call on the Council's budgets but is not sustainable in the longer term.

- 11.3 A key control for treasury activity is to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not (except in the short term) exceed the total of the CFR in the preceding year plus estimates of any additional capital borrowing in the years covered by the Medium Term Financial Strategy. The Operational Boundary is calculated using the expected activity included within the Council's budgets, with a small allowance for timing issues.
- 11.4 Both of these limits are monitored by the Resources Board as part of its monitoring of treasury management activity.

12 Provision for the repayment of debt

- 12.1 The Council is required to make prudent provision, by way of a charge to the revenue account, to repay the debt taken out. This must be over a period that is reasonably commensurate with that over which the capital expenditure provides benefit.
- 12.2 The Council has chosen to repay older General Fund debt using 4% per annum of the Capital Financing Requirement relating to the General Fund. Any borrowing taken out from 2011/12 onwards is repaid on a prudential basis, which requires an assessment of the life of the asset that the borrowing has been used for. Where possible the Council uses borrowing to fund longer dated spending, rather than assets with relatively short lives.
- 12.3 Repayment of HRA debt is currently in line with the external loans taken out, but this approach is being reassessed together with the condition of some of the stock.

13 Skills, Knowledge and Professional Advice

- 13.1 Internally the Council employs fully qualified and experienced staff such as accountants, surveyors and solicitors, and supports those staff to complete their Continuing Professional Development requirements.
- 13.2 The Council uses Link Asset Services, Treasury Solutions as its external treasury management advisors. They assist with advice on the management of cash flows, investments and borrowings and with market information. The Councils VAT advisers are PSTax.
- 13.3 Treasury Management training for members of the Resources Board is provided periodically, or when requested.

14 Long Term View of Capital Expenditure Plans and Financing

- 14.1 After programming in all previously approved schemes and those which have been deemed essential, the Council has a small deficit in General Fund capital resources over the next ten years, which will need to be addressed before year 4.
- 14.2 Major schemes such as replacing existing leisure facilities are not included in the proposed programme for 2022/23 onwards. As detailed in the Council's Medium Term Financial Strategy, the Council is facing a significant reduction in its anticipated financial resources for General Fund activities. Given the current financial position, borrowing to fund the shortfall won't be an option, unless individual capital schemes are self funding. In order to progress these schemes therefore, external funding from other sources will be essential.

Report of the Management Team

The Proposed 3 Year Capital Programme 2022/23 to 2024/25

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.

<p>Recommendations to the Board</p> <p>a That the Board adopts the Revised Capital Programme for 2021/22 as set out in Appendix A;</p> <p>b That the Board adopts the 3 Year Capital Programme for the period 2022/23 to 2024/25 as set out in Appendix B; and</p> <p>Recommendation to Council</p> <p>c That the prudential indicators set out in Section 9 are approved, subject to any changes that may be required as a result of decisions taken during this evening's meeting.</p>

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 purchase of vehicles from the vehicle renewal programme, the car parking structural maintenance programme and the works required to shops and flats at High Street, Colehill.
- 2.2 The majority of housing capital spending is funded 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, such as specific grant funding.
- 2.4 The Council has benefited from additional business rates above its baseline funding level and is able to retain a proportion of these. Whilst some of the

additional receipts are used to support the Council's General Fund annual budget, the level of business growth achieved will allow some to be used to fund the Material Recycling Facility, reducing the need to borrow.

3 2021/22 Revised Capital Programme

- ...
- 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2021/22 alongside the in-year movements. The revised position is £2,004,360 less than the approved programme.
 - 3.2 The revised budget for the HRA housing programme has been increased by £930,000 due to higher than anticipated costs in relation to the New Build scheme at Trinity Close, Warton, together with an increase in the number of properties obtained. In addition, there has been a virement of £200,000 made from the allocation for Kitchens and Bathrooms to the Adaptation budget.
 - 3.3 Within the General Fund programme, the external works on industrial buildings and the roof replacement at the Maya Restaurant have been moved into 2022/23, along with the Electrical Upgrade at the Old Bank House and the refurbishment of Council owned buildings.
 - 3.4 The roof replacement at the Atherstone Leisure Complex is dependent upon the outcome of the Strategic Leisure Review, and has been moved into 2022/23, whilst the majority of work required at High Street, Coleshill has been delayed to 2022/23, with a small provision retained in 2021/22.
 - 3.5 There is not expected to be any further demolition work required at the Depot in the current financial year, so the remaining budget has been moved into 2022/23. The Streetscape budget has been further reduced due to timings in the vehicle replacement programme.
 - 3.6 Within Information Services, there is not expected to be any further work required around systems and software used to 'back up' the Council's data in the current financial year. The remaining budget has been moved into the following year in relation to this. Due to continuing uncertainty regarding hybrid working, part of the computer hardware and software allocation has been delayed until 2022/23.
 - 3.7 Within Leisure Services, there have been delays to the planned replacement of play area facilities at Ansley Common, Abbey Green Park, Corley, Hurley, Dordon and Wood End. These works will commence on completion of the tender process, and £235,000 has been carried forward. There is also a reduction in the scheme to replace the gym equipment at the Atherstone Leisure Complex, £65,000 has been carried forward into 2022/23 in respect of this.
 - 3.8 The replacement of the Environmental Health System and the replacement of the Financial Management System have been delayed and will now take place in 2022/23.

- 3.9 The final actual expenditure out-turn for 2021/22 could still differ to the revised position shown. It is difficult to predict when some work will be completed and some schemes, like the 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 2022/23, once the final spend for 2021/22 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.
- 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 2031/32. However, as both expenditure and funding are difficult to predict so far in advance, a more detailed three-year programme has also been developed.

5 10-Year Capital Resource Forecast - 2022/23 to 2031/32

- 5.1 The resources for 2022/23 to 2031/32 have been estimated using the following assumptions:
- Capital receipts will be received from Right to Buy sales, with some receipts used to fund General Fund (GF) programmes. The Council has entered into an agreement with the government which allows the retention of a greater proportion of these receipts. The additional receipts retained must be used for the construction/purchase of new affordable properties within 3 years of receipt;
 - Future year estimates of the Disabled Facility Grant have not been included on the basis that all government funding in relation to this grant will be transferred from the Council to the Heart project;
 - The use of revenue contributions to fund the majority of HRA expenditure;
 - Borrowing will be used for the purchase of General Fund vehicles, essential refurbishment work to the shops and flats at High Street, Coleshill and for the car parking structural maintenance programme, amounting to £8,191,550 over the 10 year programme.

- 5.2 The expected resources for the period 2022/23 to 2031/32 are shown in the table below:

	HRA £'000	Gen Fund £'000	Total £'000
Resources b/fwd	(3,041)	(2,095)	(5,136)
Use of earmarked reserves	-	(234)	(234)
Revenue Contributions to capital schemes	(43,449)	-	(43,449)
Borrowing/Leasing	-	(8,192)	(8,192)
Capital receipts	(6,015)	(1,446)	(7,461)
Capital receipts – New Build	(5,837)	-	(5,837)
Total	(58,342)	(11,967)	(70,309)

- 5.3 This gives a total of £70.309 million available resources over the ten-year period to 2031/32. HRA resources include an expected £5.837 million that will be limited to use on new build schemes, for up to 40% of the scheme cost. In the event that these cannot be used in the required timeframe, they would have to be returned to the government.
- 5.4 It must be emphasised that figures for 2023/24 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 – 2022/23 to 2031/32

- 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 an analysis of the general fund building maintenance requirements 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 Given the constraints on available funding, a draft 10 year capital programme commencing in 2022/23 has been compiled based on the approved schemes from 2021/22. 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 Extensive structural repair work will be required to the flats at Drayton Court in 2022/23, at an approximate cost of £2,000,000. A further £3,000,000 has been requested to undertake extensive structural repair work to the flats at Abbey Green Court in 2023/24. Extensive leaseholder consultation will be required before any work can commence. The provision for adaptations has been increased by £70,000 in 2022/23, to allow a further extension which will be needed at a property in Middleton.
- 6.4 Changes to working arrangements has led to a significant increase in the use of mobile devices. It will be necessary to replace approximately 100 devices on a 4 year cycle at a cost of £10,000, beginning in 2022/23. The replacement of the Environmental Health System is planned in 2022/23 and is now

expected to cost a further £30,000. The required upgrade to the website has been moved from the list of unapproved schemes into the approved list, as parts of the Council's website will become unsupported during the course of the next financial year. It is expected to cost £50,000 on a 5 year cycle, commencing in 2022/23.

- 6.5 The Car Park at the Maya Restaurant is in an extremely poor condition and requires a complete resurfacing. This scheme has been moved from the list of unapproved schemes into the approved list and is expected to cost £30,000. It is necessary to upgrade the energy efficiency of the Mobile Care Admin Facility at Innage Park. This will enable the Council to achieve the required Energy Performance Certificate rating and is expected to cost £30,000. These amounts have been added to the existing budget provision within 2022/23.

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

Initial Forecast 2022/23 to 2031/32	£000
HRA	47,849
General Fund	12,496
TOTAL	60,345

- 6.5 As shown in the previous section, the total estimated resources for the ten-year period are £70.309 million compared with the expenditure bids of £60.345 million. This expenditure reflects the total bids put forward for consideration that have been identified to ensure the continuity of current services.

- 6.6 Whilst this leaves a surplus of £9.640 million in overall terms, each Fund needs to be considered separately. The HRA anticipates a surplus of £10.493 million, although £5.837 million of this is subject to possible return. With regards to the General Fund, there is a potential deficit of £530,000 in the General Fund programme over the ten year period. The shortfall in resources is expected to start in 2025/26, with an in-year deficit of £322,560.

7 Unallocated Schemes

- 7.1 The level of schemes required for inclusion in the capital programme outweighs the General Fund resources available. As a consequence projects which have been assessed as non-essential or unaffordable have not been included in the proposed programme. These include the replacement of Atherstone Swimming Pool and improvement works at existing pavilions owned by the Council.

- 7.2 In addition, over the coming years there are also some IT systems that will need to be reviewed, to assess whether they still meet user needs, both corporate and service specific.

8 Three-Year Capital Spend and Resources to 2024/25

- 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 in more detail.
- 8.2 The table below highlights that there is an overall surplus generated over the 3 year period. However, looking at each Fund separately highlights a particular issue for the General Fund.

Potential 3 year programme	HRA £'000	Gen Fund £'000	Total £'000
Resources b/f	(3,041)	(2,095)	(5,136)
Total 3 year resources	(15,217)	(4,667)	(19,884)
Total 3 year expenditure	16,598	6,757	23,355
Total	(1,660)	(5)	(1,665)

- 8.3 If resources come in as expected, there will be just enough resource to fund the General Fund 3 year capital programme. The assumed resources include Right to Buy receipts, which have a degree of risk associated with them. Surplus balances would provide a level of cover as resources are not received consistently, however this is unlikely to be available. Any reduction in estimated receipts will leave the General Fund with a need to increase borrowing and will put further pressure on the revenue budget.

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 in 2011, which required the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives. The prudential code was updated in September 2018, and then again in December 2021.
- 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 a number of indicators to 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 2022/23, which was reported to Resources Board on 24th January 2022. These are:

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

External Debt/ Treasury Indicators	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
Authorised Limit for External Debt	79,441	79,715	78,302	76,277
Operational Boundary	56,337	56,048	54,351	51,899
Upper Limit for Fixed Interest Rate Exposure	60,000	58,000	56,000	54,000
Upper Limit for Variable Rate Exposure	30,000	29,000	28,000	27,000
Upper Limit for Total Principal Sums Invested for over 364 days (per maturity date)	50%	50%	50%	50%
Maturity Structure of New Fixed Rate Borrowing		Upper Limit		Lower Limit
Under 12 months		100%		0%
12 Months and within 24 months		100%		0%
24 months and within 5 years		100%		0%
5 years and within 10 years		100%		0%
10 years and above		100%		0%

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 2020/21 and the revised position for 2021/22.

	Actual 2020/21 £'000	Revised 2021/22 £'000	Original 2022/23 £'000	Forecast 2023/24 £'000	Forecast 2024/25 £'000
HRA	4,577	8,862	6,254	6,851	3,493
HRA - New Build	1,976	3,192	0	0	0
General Fund	1,915	3,560	5,474	417	867
Total	8,468	15,614	11,727	7,268	4,360

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 2021, the revised estimate for 2021/22 and estimates for the next three years are set out below. The method of calculation is set out as Appendix C.

	Actual 2020/21 £'000	Revised 2021/22 £'000	Original 2022/23 £'000	Forecast 2023/24 £'000	Forecast 2024/25 £'000
HRA	46,184	43,934	42,041	39,696	37,280
General Fund	12,756	12,403	14,007	14,655	14,619
Total	58,940	56,337	56,048	54,351	51,899

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 D.

	Actual 2020/21	Revised 2021/22	Original 2022/23	Forecast 2023/24	Forecast 2024/25
HRA	28.89%	30.44%	29.09%	28.72%	27.55%
General Fund	3.33%	3.72%	1.72%	1.82%	3.05%

9.7.1 HRA financing costs reflect the scheduled repayment of the debt taken out by the Council as part of the move to self financing. The reduction in the General Fund amount following 2021/22, reflects an expected increase in investment income, following the recent interest rate rise. A further interest rate rise is anticipated in 2022/23.

9.7.2 The five sets of indicators required by the Code may need to be amended, depending on the decisions on the capital programme taken by this Board.

9.8 **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 £46.489 million, well below the Capital Financing Requirement projections shown in Appendix C.

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 which score 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 for the HRA which is felt prudent as there are certain risks to some income streams and potentially unforeseen costs that may be unavoidable. However, all balances are allocated for the General Fund, leaving the 3 year programme at risk if estimated resources are not achieved.

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, are given below.

GENERAL FUND	2022/23 £	2023/24 £	2024/25 £
Financing costs	316,480	31,600	91,390

Not all of the financing costs are additional, as some relate to the replacement of existing vehicles. The maintenance costs of the vehicles are included with the existing revenue allocations.

HRA	2022/23 £	2023/24 £	2024/25 £
Financing costs	3,165,250	3,142,270	3,217,050

The majority of the financing costs for the HRA are funded through revenue contributions to capital expenditure.

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 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.

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 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. 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 Daniel Hogan (719337).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Expenditure Proposals	Approved Budget	In Year Virements	Moved to future year	Other Changes	Revised 2021/22
HRA Assets					
Staffing	278,860				278,860
Electrics	1,014,440				1,014,440
Kitchens and Bathrooms	314,440	(200,000)			114,440
Heating	888,000				888,000
Windows and Doors	155,040				155,040
Energy Saving Measures	759,140				759,140
Disabled Facilities Adaptations	280,780	200,000			480,780
Roofing	981,740				981,740
Improvement works to blocks of flats - external and common areas	3,288,280				3,288,280
Replacement of DLO vehicles	90,400				90,400
Replacement of Housing Inspectors vehicles	39,000				39,000
Replacement of Neighbourhood Warden vehicles	720				720
Multi Trade Contract	771,040				771,040
New Build	2,261,700			930,000	3,191,700
HRA TOTAL	11,123,580	0	0	930,000	12,053,580
General Fund Assets					
Decent Homes Grants & Works (Private Sector)	25,000			(5,000)	20,000
Borough Care Lifelines	23,000			(23,000)	-
Financial Management System Replacement	300,000		(300,000)		-
Computer Software	48,950		(23,950)		25,000
ICT Infrastructure Development	55,060				55,060
Backing Up	25,000		(20,000)		5,000
Network Infrastructure Replacement	25,600				25,600
Scanner/Plotter Replacement	10,000				10,000
Payment Management System Replacement	15,750				15,750
Environmental Health System Replacement	85,000		(85,000)		-
High Street, Coleshill	1,000,000		(970,000)		30,000
Atherstone Leisure Complex - Replacement Roof	252,170		(252,170)		-
External Works on Industrial Buildings	300,000		(300,000)		-
Refurbishment of Council Owned Buildings	45,000		(45,000)		-
Maya Restaurant Roof Replacement	120,000		(120,000)		-
Disabled Discrimination Adaptations	25,000				25,000
Water Orton Car Park	25,070				25,070
Car Parking, Pay and Display	120,000				120,000
Depot Works	32,450		(30,600)		1,850
Electrical Upgrade at Old Bank House	150,000		(150,000)		-
Materials Recycling Facility	2,666,000				2,666,000
Replacement of Street Cleaning Vehicles	163,310		(163,310)		-
Replacement of Horticulture Vehicles	161,030		(94,940)		66,090
Replacement of Leisure Services Vehicles	15,720		(15,720)		-
Replacement of Borough Care Scheme Vehicles	75,670			(75,670)	-
Play Area Development	395,040		(235,000)		160,040
Playing Pitch Strategy	29,950				29,950
Wood End Recreation Ground	650				650
Polesworth Sports Centre Accommodation	-			40,000	40,000
Atherstone Leisure Complex - Gym Equipment	250,000		(65,000)		185,000
Leisure Equipment	35,800				35,800
Capital Salaries - Management	18,300				18,300
GENERAL FUND	6,494,520	0	(2,870,690)	(63,670)	3,560,160
OVERALL TOTAL	17,618,100	0	(2,870,690)	866,330	15,613,740

Draft Capital Programme - HRA Housing

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2022/23	2023/24	2024/25	2025/26 to 2031/32	10 Year Programme
Electrics	A scheduled programme to replace consumer units and to bring wiring in Council properties up to date.	900,000	600,000	300,000	3,572,980	5,372,980
Staffing	Housing officers who deliver the capital programme to Council properties.	280,020	285,430	292,580	2,228,490	3,086,520
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	426,870	600,000	600,000	4,735,430	6,362,300
Heating	To replace heating systems which are at the end of their component life time, can't be repaired or to provide for controllable systems to meet the Decent Homes Standard.	900,000	500,000	300,000	2,367,690	4,067,690
Windows and Doors	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	-	250,000	300,000	2,367,690	2,917,690
Energy Saving Measures	External Wall Insulation & Loft Insulation programmes will be required to ensure properties meet the necessary levels for energy usage.	350,000	250,000	250,000	824,670	1,674,670
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	261,280	200,000	200,000	1,649,160	2,310,440
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	300,000	400,000	400,000	3,156,930	4,256,930
Improvement works for blocks of flats - external and common areas	In 2019 we started a rolling priority programme of remedial works to blocks of flats. The works deal with blocks of flats that require extensive structural repairs.	2,300,000	3,350,000	500,000	6,323,300	12,473,300
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	235,411	66,000	-	676,500	977,911
Replacement of Housing Inspectors Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	118,800	118,800
Replacement of Neighbourhood Warden Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	99,000	99,000
Multi Trade Contract	To cover a range of capital works including remedial work following fire risk assessments and schemes for garages and sheltered scheme communal rooms as well as external works and structural works.	300,000	350,000	350,000	3,130,930	4,130,930
HRA TOTAL		6,253,581	6,851,430	3,492,580	31,251,570	47,849,161

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2022/23	2023/24	2024/25	2025/26 to 2031/32	10 Year Programme
Decent Homes Grants and Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	20,000	20,000	20,000	140,000	200,000
Computer hardware and software, purchase and replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft Software licenses.	53,950	30,000	40,000	230,000	353,950
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.	-	-	-	10,000	10,000
Replacement Financial Management System (FMS)	The current Financial Management System (TOTAL) is time limited and will be withdrawn in a few years time. As the software has not been developed for some time, this is increasingly causing issues. A replacement system is needed.	300,000	-	-	-	300,000
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Council's aspirations of home and mobile working and self service delivery are possible.	20,000	20,000	20,000	140,000	200,000
Network Infrastructure	Replacement of the existing network infrastructure.	-	-	40,000	-	40,000
Telephone System	Replacement of the existing telephone system.	20,000	-	20,000	20,000	60,000
Server Virtualisation	Replacement of the existing virtual server.	-	-	-	50,000	50,000
Backing Up	Primarily used at two levels; the day to day use of the recovery of lost data or damaged systems that need to be rolled back to a previous state. The major use is in the event of fire or theft where the backups we hold would be used to restore systems.	20,000	-	-	25,000	45,000
Mobile Devices	Due to Covid the Council has greatly increased the use of mobile devices over and above the use of PC's and laptops. 100 devices will have to be replaced on a 4 year cycle. This will also be used to replace the Housing direct works equipment.	10,000	-	-	20,000	30,000
Replacement Planning and Enforcement and Local Land Charges Systems	To review and assess system to ensure it still meets user needs and replace if required.	32,550	-	-	-	32,550
Web Development (Internet, Intranet and Extranets)	To review and assess systems to ensure they still meet user needs and replace if required.	50,000	-	-	50,000	100,000
Payment Management System Upgrade	Upgrade to Payment Management System to meet new encryption standards and introduce contact less payments.	-	15,000	-	60,000	75,000
Replacement Environmental Health System	The current system will be unsupported by Civica. A new system is required in 2022/23 to enable Environmental Health to work more efficiently and potentially improve customer satisfaction.	115,000	-	-	-	115,000
Uninterruptable Power Supply	A large 'battery' which ensures power to all systems. This supply is unaffected by power cuts etc.	10,000	-	-	-	10,000

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2022/23	2023/24	2024/25	2025/26 to 2031/32	10 Year Programme
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.	252,170	-	-	-	252,170
External Works on Industrial Buildings	Replacement of the roof cladding.	300,000	-	-	-	300,000
Maya Resturant (Bear and Ragged Staff)	To replace the roof covering the building.	120,000	-	-	-	120,000
Refurbishment of Council Owned Buildings	To carry out improvements to all council owned property.	45,000	-	45,000	45,000	135,000
Electrical Upgrade at Old Bank House	The electrical system at Old Bank House is 30 years old and will be in need of updating to comply with current legislation.	150,000	-	-	-	150,000
Disabled Discrimination Adaptations	To undertake work where appropriate to improve access to and around our facilities for disabled users of the service.	137,310	-	-	-	137,310
Works required at High Street, Coleshill	Refurbishment works to shops and flats.	970,000	-	-	-	970,000
Depot - Demolition Works	To undertake work to demolish the single storey building currently used as the main Housing office and archive store.	30,600	-	-	-	30,600
Structural Maintenance Programme of Car Parks and 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.	345,000	-	-	-	345,000
Maya Restaurant - Resurface Car Park	The car park at the facility is in poor condition and requires a complete re-construction.	30,000	-	-	-	30,000
Innage Park - Mobile Care Admin Facility	Upgrades are required to the energy efficiency of the building, to enable the Council to acquire the necessary Energy Performance Certificate rating.	30,000	-	-	-	30,000
Replacement of Pool Vehicles	Replacement as per the vehicle replacement schedule.	-	28,600	33,000	35,200	96,800
Replacement of Refuse Vehicles	Replacement as per the vehicle replacement schedule.	1,572,582	-	343,200	2,713,700	4,629,482
Replacement of Cesspool Vehicles	Replacement as per the vehicle replacement schedule.	-	138,600	-	170,500	309,100
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	192,049	24,200	171,677	571,659	959,585
Replacement of Horticulture Vehicles	Replacement as per the vehicle replacement schedule.	287,881	7,887	46,354	500,907	843,029
Replacement of Leisure Services Vehicles	Replacement as per the vehicle replacement schedule.	17,292	-	-	21,263	38,555
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	150,000	210,000

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2022/23	2023/24	2024/25	2025/26 to 2031/32	10 Year Programme
Leisure Centre Fitness Suite Equipment Replacement	Planned full replacement of the fitness centre equipment at the three leisure centres in the Borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	65,000	-	-	250,000	315,000
Play Area Replacement Programme	Planned replacement of play facilities - Year 1 at Abbey Green Park, Corley, Hurley, Wood End; Year 2 at Mancetter and Kitwood Avenue (Dordon); Year 3 at Atherstone.	240,000	95,000	50,000	400,000	785,000
Capital Salaries - Management	General Fund staffing.	17,140	17,410	17,810	135,710	188,070
		5,473,524	416,697	867,041	5,738,939	12,496,201
		11,727,105	7,268,127	4,359,621	36,990,509	60,345,362

Capital Financing Requirement

APPENDIX C

	HRA (£)	GF (£)	GF Prudential Borrowing (£)	Grand Total
Fixed Assets	173,958,007	23,734,994		197,693,001
Revaluation Reserve	(20,278,097)	(4,461,617)		(24,739,714)
Capital Adjustment Account	(107,495,487)	(6,517,565)		(114,013,051)
Actual CFR as at 31-3-21	46,184,423	12,755,812	0	58,940,236
Repayment of HRA borrowing	(2,250,000)			(2,250,000)
Repay Principal - K'bury Link			(2,682)	(2,682)
Repay Principal - Vehicles			(750)	(750)
Repay Principal - Lower House Farm			(9,117)	(9,117)
Repay Principal - Coleshill LC			(40,914)	(40,914)
Repay Principal - Recycling Containers			(1,939)	(1,939)
Repay Principal - Office Accommodation			(80,735)	(80,735)
Repay Principal - Play Areas			(17,905)	(17,905)
Repay Principal - Vehicles 15/16			(134,346)	(134,346)
Repay Principal - Vehicles 21/22			(2,500)	(2,500)
New prudential borrowing - Vehicles			25,000	25,000
MRP		(87,426)		(87,426)
Estimated CFR as at 31-3-22	43,934,423	12,668,386	(265,888)	56,336,922
Repayment of HRA borrowing	(2,260,000)			(2,260,000)
Repay Principal - K'bury Link			(2,682)	(2,682)
Repay Principal - Vehicles			(750)	(750)
Repay Principal - Lower House Farm			(9,117)	(9,117)
Repay Principal - Coleshill LC			(40,914)	(40,914)
Repay Principal - Recycling Containers			(1,939)	(1,939)
Repay Principal - Office Accommodation			(80,735)	(80,735)
Repay Principal - Play Areas			(17,905)	(17,905)
Repay Principal - Vehicles 15/16			(58,527)	(58,527)
New prudential borrowing - Vehicles	395,043		2,056,428	2,451,471
Repay Principal - Vehicles 21/22			(5,000)	(5,000)
Repay Principal - Vehicles 22/23	(28,217)		(150,295)	(178,512)
MRP		(83,929)		(83,929)
Estimated CFR as at 31-3-23	42,041,249	12,584,457	1,422,676	56,048,383
Repayment of HRA borrowing	(2,350,000)			(2,350,000)
Repay Principal - K'bury Link			(2,682)	(2,682)
Repay Principal - Vehicles			(750)	(750)
Repay Principal - Lower House Farm			(9,117)	(9,117)
Repay Principal - Coleshill LC			(40,914)	(40,914)
Repay Principal - Recycling Containers			(1,939)	(1,939)
Repay Principal - Office Accommodation			(80,735)	(80,735)
Repay Principal - Play Areas			(17,905)	(17,905)
Repay Principal - Vehicles 21/22			(5,000)	(5,000)
New prudential borrowing - Vehicles	66,000		223,487	289,487
Repay Principal - Vehicles 22/23	(56,435)		(300,589)	(357,024)
Repay Principal - Vehicles 23/24	(4,714)		(15,963)	(20,677)
New prudential borrowing - Coleshill Shops and Flats			1,000,000	1,000,000
Coleshill Shops and Flats - repay 21/22			(20,000)	(20,000)
MRP		(80,572)		(80,572)
Estimated CFR as at 31-3-24	39,696,100	12,503,885	2,150,569	54,350,555

Capital Financing Requirement

APPENDIX C

	HRA (£)	GF (£)	GF Prudential Borrowing (£)	Grand Total
Repayment of HRA borrowing	(2,350,000)			(2,350,000)
Repay Principal - K'bury Link			(2,682)	(2,682)
Repay Principal - Vehicles			(750)	(750)
Repay Principal - Lower House Farm			(9,117)	(9,117)
Repay Principal - Coleshill LC			(40,914)	(40,914)
Repay Principal - Office Accommodation			(80,735)	(80,735)
Repay Principal - Play Areas			(17,905)	(17,905)
Repay Principal - Vehicles 21/22			(5,000)	(5,000)
Repay Principal - Vehicles 22/23	(56,435)		(300,589)	(357,024)
New prudential borrowing - Vehicles			594,440	594,440
Repay Principal - Vehicles 23/24	(9,429)		(31,927)	(41,356)
Repay Principal - Vehicles 24/25			(43,558)	(43,558)
Coleshill Shops and Flats - repay 21/22			(20,000)	(20,000)
MRP			(77,349)	(77,349)
Estimated CFR as at 31-3-25	37,280,236	12,426,536	2,191,832	51,898,605

	Actual 2020/21 £000	Revised 2021/22 £000	Original 2022/23 £000	Forecast 2023/24 £000	Forecast 2024/25 £000
HRA					
Interest and Investment Income	(21)	(10)	(18)	(28)	(31)
External Interest Costs	1,504	1,460	1,406	1,348	1,284
Repayment of Borrowing	2,000	2,250	2,288	2,411	2,416
Total	3,483	3,700	3,676	3,731	3,669
Net Revenue Stream	12,057	12,154	12,638	12,993	13,316
Ratio	28.89%	30.44%	29.09%	28.72%	27.55%
General Fund					
External Interest Costs	10	10	10	10	10
Investment Income	(145)	(102)	(323)	(449)	(402)
Repayment of Borrowing	300	291	368	496	553
MRP	92	87	84	81	77
Total	257	286	139	138	238
Council Tax	4,563	4,579	4,784	4,965	5,150
New Homes Bonus	738	578	723	0	0
NDR	2,422	2,522	2,580	2,618	2,658
Net Revenue Stream	7,723	7,679	8,087	7,583	7,808
Ratio	3.33%	3.72%	1.72%	1.82%	3.05%

Agenda Item No 9

Executive Board

14 February 2022

Report of the Corporate Director - Resources

General Fund Revenue Estimates 2022/23

1 Summary

- 1.1 This report covers the revised budget for 2021/22 and an estimate of expenditure for 2022/23, together with forward commitments for 2023/24, 2024/25 and 2025/26.

Recommendation to the Board

- a To accept the revised budget for 2021/22; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2022/23, as submitted, for their inclusion in the overall budget considered in a later agenda item.**

2 Introduction

- 2.1 In consultation with other Directors, the Corporate Director - Resources has prepared an estimate of net expenditure for 2022/23 and this, together with a revised budget for 2021/22, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2020/21 are shown.

- 2.2 At its meeting in September 2021, the Executive Board agreed the budget strategy for 2022-2026, which required savings of £2.1 million over a four-year period. This required budget savings of £1.5 million in 2022/23 with additional savings of £500,000 in 2023/24 and £100,000 in 2024/25. A savings target was not included for 2025/26 at that time. Some limited growth was built into the strategy in specific areas.

- 2.3 Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income.

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

	Original Budget 2021/22 £	Revised Budget 2021/22 £	Original Budget 2022/23 £
Employee Costs	281,440	272,390	260,800
Premises	410	410	410
Supplies and Services	137,380	122,380	144,750
Earmarked Reserves	(11,860)	(11,860)	(11,860)
Gross Expenditure	407,370	383,320	394,100
Income	(3,280)	-	(3,060)
Net Controllable Expenditure	404,090	383,320	391,040
Departmental Support	158,120	158,120	204,340
Central Support	177,630	177,630	167,230
Capital Charges	9,710	9,710	9,870
Net Expenditure	749,550	728,780	772,480

2.5 The Council values all of its assets using a five-year rolling programme, and this can affect the level of capital charges that are made to services and can therefore significantly affect the net service cost. Although few assets are used for the services within this Board, changes in net service expenditure that are as a result of increases or decreases in capital charges are shown below net operating expenditure in the following pages.

3 **Comments on the 2021/22 Revised Budget**

3.1 The revised budget for 2021/22 is estimated to be £728,780, a reduction of £20,770 on the original budget. The main reasons for variations are set out below.

3.2 **Outreach and Access to Services** **(£4,690)**

3.2.1 There is a saving in internet access and telephone costs, as the number of active hubs requiring support has reduced.

3.3 **Corporate Communications** **(£14,770)**

3.3.1 There is a saving in the printing and delivery costs of North Talk, partly offset by a loss of advertising income, as the North Talk publication will be produced electronically .

4 **Comments on the 2022/23 Estimates**

4.1 The 2022/23 estimates have been prepared, taking into account the following assumptions:

- A 2% pay award from 1 April 2022

4.2 The estimated budget for 2022/23 is £772,480; an increase of £22,930 on the 2021/22 approved budget, and an increase of £43,700 on the revised 2021/22 budget. The main variations from the revised budget are set out below:

4.3 **Outreach and Access to Services** **(£38,850)**

4.3.1 The reduction is due to the removal of direct financial support for the remaining community hubs and the deletion of the Community Projects Officer post.

4.4 **Corporate Communications** **£24,990**

4.4.1 Savings realised in 2021/22 have been reinstated and inflationary increases applied on those budgets.

4.5 **North Warwickshire Local Development Framework** **£18,790**

4.5.1 There is an increase in the budget for the Local Development Framework to match the anticipated work programme.

4.6 **Departmental and Central Support Services** **£35,820**

4.6.1 Departmental support has increased as some of the time of the Financial Inclusion Officer has been included in the Outreach budget, together with pay awards and some other smaller allocation changes. Central Support costs have decreased, due to a reduction in allocations from Customer Services, the restructure in the Central Administration unit which has reduced costs and a reallocation of some staff time. This has been partially offset by increased charges from Internal Audit based on the annual audit plan and the costs of pay awards and increments.

5 **Income**

5.1 There are no fees and charges for services under the responsibility of this Board.

6 **Risks to Services**

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

	Likelihood	Potential impact on Budget
The Local Plan process is becoming more costly due to the Duty to Cooperate and also needs to be repeated more often as national guidance requires.	High	High
The Emergency Planning budget may be insufficient to cover the costs of any major local emergency.	Low	High

7 Future Year Forecasts

7.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2022/23. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £
Employee Costs	266,330	273,520	281,000
Premises	420	420	420
Supplies and Services	73,300	93,490	135,060
Earmarked Reserves	(5,000)	(5,000)	(5,000)
Gross Expenditure	335,050	362,430	411,480
Income	(3,130)	(3,200)	(3,270)
Net Controllable Expenditure	331,920	359,230	408,210
Departmental Support	207,690	212,040	216,900
Central Support	170,190	174,110	178,460
Capital Charges	9,870	9,870	9,870
Net Expenditure	719,670	755,250	813,440

7.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2023/24 to 2025/26, increases in contracts and general increases in supplies and services of 2% in 2023/24 and 2025/26. In total, net expenditure is expected to reduce by 6.8% in 2023/24, increase by 4.9% in 2024/25, and increase by 7.7% in 2025/26. These movements mainly relate to the varying nature of spend on the Local Development Framework budget.

7.3 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.

8 Report Implications

8.1 Finance and Value for Money Implications

8.1.1 As detailed in the body of the report.

8.2 Environment, Climate Change & Health Implications

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

8.3 Risk Management Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

NORTH WARWICKSHIRE BOROUGH COUNCIL

EXECUTIVE BOARD SUMMARY

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2020/21 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
2000	Housing Strategic Service Review	1,987	-	-	-
2001	Outreach and Access to Services	54,472	45,840	41,150	2,300
2002	Corporate Communications	41,846	51,830	37,060	62,050
2003	Community Strategy	47,017	42,710	41,180	43,970
2007	Emergency Planning	7,861	6,160	6,160	6,160
2009	North Warwickshire Local Development Framework	199,352	257,550	257,770	276,560
5050	Support to Parishes	162	-	-	-
	Net Controllable Expenditure	352,697	404,090	383,320	391,040
	Departmental Support	150,089	158,120	158,120	204,340
	Central Support	158,552	177,630	177,630	167,230
	Capital Charges	5,046	9,710	9,710	9,870
.	EXECUTIVE BOARD TOTAL	666,384	749,550	728,780	772,480

2000 - HOUSING STRATEGIC SERVICE REVIEW

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

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	1,987	-	-	-
NET CONTROLLABLE EXPENDITURE	1,987	-	-	-
Departmental Support	29,780	31,140	31,140	33,570
Central Support	1,025	1,050	1,050	1,100
NET EXPENDITURE	32,793	32,190	32,190	34,670

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

2001 - OUTREACH AND ACCESS TO SERVICES

This budget covers the costs of creating and maintaining the Community Hubs and administering the referral process to Edible Links.

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	45,352	36,910	36,910	-
Premises	-	-	-	-
Supplies and Services	13,216	15,790	11,100	9,160
Transport	358	-	-	-
Earmarked Reserves	(4,455)	(6,860)	(6,860)	(6,860)
NET CONTROLLABLE EXPENDITURE	54,472	45,840	41,150	2,300
Departmental Support	17,509	19,210	19,210	57,200
Central Support	58,933	64,960	64,960	52,340
Capital Charges	5,046	9,710	9,710	9,870
NET EXPENDITURE	135,960	139,720	135,030	121,710

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

- Improving leisure and wellbeing opportunities

2002 - CORPORATE COMMUNICATIONS

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

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	41,795	46,110	37,060	56,330
Supplies and Services	51	8,780	-	8,780
GROSS EXPENDITURE	41,846	54,890	37,060	65,110
GROSS INCOME	-	(3,060)	-	(3,060)
NET CONTROLLABLE EXPENDITURE	41,846	51,830	37,060	62,050
Central Support	8,197	12,910	12,910	10,070
NET EXPENDITURE	50,043	64,740	49,970	72,120

Contributes to corporate priority :

- Promoting sustainable and vibrant communities

2003 - COMMUNITY STRATEGY

The Council is working in partnership to deliver improvements in the quality of life for local communities by the implementation of a Sustainable Community Strategy. This includes addressing priorities relating to health, anti poverty, raising aspirations and attainment. The budget is used to deliver projects and initiatives to support the priorities.

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	47,017	41,180	41,180	42,440
Supplies and Services	1,500	6,530	5,000	6,530
Miscellaneous Expenditure	-	-	-	-
Earmarked Reserves	(1,500)	(5,000)	(5,000)	(5,000)
NET CONTROLLABLE EXPENDITURE	47,017	42,710	41,180	43,970
Departmental Support	33,580	35,090	35,090	36,490
Central Support	54,175	56,400	56,400	53,160
NET EXPENDITURE	134,772	134,200	132,670	133,620

Contributes to corporate priority :

- Creating safer communities
- Protecting our countryside and heritage
- Improving leisure and wellbeing opportunities
- Promoting sustainable and vibrant communities

2007 - EMERGENCY PLANNING

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

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	2,197	-	-	-
Supplies and Services	5,665	6,160	6,160	6,160
NET CONTROLLABLE EXPENDITURE	7,861	6,160	6,160	6,160
Departmental Support	29,190	30,380	30,380	29,940
Central Support	11,160	13,560	13,560	3,990
NET EXPENDITURE	48,212	50,100	50,100	40,090

Contributes to corporate priority :

- Protecting our countryside and heritage
- Creating safer communities

2009 - NORTH WARWICKSHIRE LOCAL DEVELOPMENT FRAMEWORK

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

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	165,192	157,240	157,240	162,030
Premises Related Expenditure	-	410	410	410
Supplies and Services	34,160	100,120	100,120	114,120
GROSS EXPENDITURE	199,352	257,770	257,770	276,560
GROSS INCOME	-	(220)	-	-
NET CONTROLLABLE EXPENDITURE	199,352	257,550	257,770	276,560
Departmental Support	39,420	41,670	41,670	46,570
Central Support	22,813	26,390	26,390	44,090
NET EXPENDITURE	261,585	325,610	325,830	367,220

Contributes to corporate priority :

- Protecting our countryside and heritage
- Promoting sustainable and vibrant communities

5050 - SUPPORT TO PARISHES

To assist Parish Councils on parish plans and provide match funding for projects.

DESCRIPTION	ACTUALS 2020/2021	APPROVED BUDGET 2021/2022	REVISED BUDGET 2021/2022	ORIGINAL BUDGET 2022/2023
Employee Expenditure	162	-	-	-
NET CONTROLLABLE EXPENDITURE	162	-	-	-
Departmental Support	610	630	630	570
Central Support	2,248	2,360	2,360	2,480
NET EXPENDITURE	3,019	2,990	2,990	3,050

Contributes to corporate priorities :

- Protecting our countryside and heritage
- Promoting sustainable and vibrant communities

Agenda Item No 10

Executive Board

14 February 2022

**Report of the
Corporate Director - Resources**

**General Fund Revenue Estimates
2022/23 and Setting the Council
Tax 2022/23**

1 Summary

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2022/23 and the options available when setting the 2022/23 Council Tax for the Borough in the context of the Authority's Finance Settlement, and the effect on General Fund balances.

Recommendation to the Council

- a To approve the savings of £525,520 shown in Appendix H;**
- b To approve the revised estimate for the year 2021/22 and the revenue estimates for 2022/23;**
- c To note the Council Tax base for 2022/23, as set out in Appendix G;**
- d To approve a Council Tax increase of £5 for 2022/23;**
- e That the Corporate Director Resources, in consultation with the Chair of Executive Board and Leader or the Opposition, be given delegated powers with regard to a Discretionary Policy for the Energy Price Council Tax Rebate highlighted in paragraph 7.7;**
- f To approve the use of the Business Rate Reserve to fund capital expenditure on the MRF scheme;**
- g To note the Corporate Director - Resources comments on the minimum acceptable level of general reserves;**
- h To approve the workforce estimates for the year 2022/23 in Appendix L; and**
- i 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 2022/23, and these are shown in Appendices A – E, along with the revised requirements for 2021/22.

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

	2021/22 Original Estimate £	2021/22 Revised Estimate £	2022/23 Original Estimate £
Board Summary	9,727,700	10,093,880	9,617,370
Contingencies	4,660	3,350	141,000
Covid-19 Grants	(359,580)	(359,580)	-
Use of Earmarked Reserves	(300,000)	(300,000)	-
Financing Adjustment	(763,150)	(917,920)	(772,510)
Investment Interest Income	(80,000)	(102,000)	(323,000)
Service Summary	8,229,630	8,417,730	8,662,860

2.3 Appendix F sets out the figures as presented to the Boards, adjusted for proposed reductions in the base budget.

3 The Council's 2021/22 Estimated Out-turn

3.1 The Council's revised net expenditure requirement for 2021/22 amounts to £8,417,730 which is £180,100 more than the original estimate. The major changes in expenditure were included in the summary report taken to Resources Board on a service basis and a high level summary is set out below, for Members information.

	£000
Increased waste collection costs	110,570
Deferral of debt recovery action during the pandemic	129,900
Cost of Borough Care from April to June 2021	111,510
Vacancy savings above vacancy factor assumed	(97,970)
Borrowing for capital schemes was not required in year	(149,900)
Total	104,110

4 The Council's 2022/23 Expenditure Requirement

4.1 The Council's net expenditure requirement for 2022/23 amounts to £8,662,860, which is £433,230 more than the approved estimate for 2021/22 and £245,130 more than the revised estimate. The main variations between the 2022/23 original budget and the 2021/22 revised budget are set out below.

4.2 The Financial Strategy required reductions in baseline expenditure of £1,500,000 for 2022/23. A summary of proposed reductions can be found in Appendix H. These total £525,520 and are included where appropriate within the other variance lines below.

- 4.3 Provision has been made for those posts that were vacant in 2021/22, the payment of annual increments, a pay award of 2% and the increase in the national insurance rate of 1.25%.
£170,280
- 4.4 An increase in leisure centre income has been included in the estimates, based on increases in membership back to somewhere near pre pandemic levels. Whilst some associated costs have increased, there is still a significant improvement in financial terms.
(£145,670)
- 4.5 Waste collection costs are expected to reduce, primarily as a result of removing the additional agency costs needed during the pandemic for covid-19 cover. Some other costs should also reduce, such as transport costs. In addition income levels on cesspool emptying are expected to return to more normal levels.
(£176,400)
- 4.6 Both Council Tax legal fee income and income from the recovery of housing benefit overpayments has been reinstated, as recovery action has recommenced. This will be offset by the removal of the one-off grant received for Council Tax Support.
(£144,770)
- 4.7 The Covid-19 grant received for 2021/22 was a one-off grant, so has been taken out of the budget, together with the removal of the use of earmarked reserves agreed for 2021/22.
£659,580
- 4.8 An increase in the financing adjustment to cover the repayments needed for the prudential borrowing assumed in the draft capital programme presented in another report on the agenda.
£145,4150
- 4.9 A higher level of investment income is expected to be generated, as interest rates have started to rise. In addition, some additional investment income will be due relating to the MRF.
(£221,000)
- 4.10 The part year costs of the Borough Care service have been removed.
(£111,510)
- 4.11 An increase in costs related to the introduction of Civil Parking Enforcement and the commencement of chargeable parking for periods exceeding 2 hours. In addition, the contingency has been increased to include some allowance for potential increases relating to waste collection services, private sector housing and planning enforcement.
£156,750

5 Budget Projections

- 5.1 In addition to preparing the 2022/23 budget, the three following years have been forecast.
- 5.2 Pay awards of 2% have been included for each year. Utility costs have been increased annually, although other premise and supplies and services costs have only been given an increase in alternate years. Only limited growth has been included relating to refuse and recycling costs. The growth included reflects the additional capacity needed to match the anticipated new properties in the Borough.
- 5.3 As mentioned above some limited provision has also been included for parking, private sector housing and planning enforcement.
- 5.4 The forecast has been summarised and is shown below.

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Spending Requirement	8,663	9,010	9,256	9,596

An increase in the expenditure requirement of £0.933 million is expected over the forecast period.

6 Summary of the 2022/23 Finance Settlement

- 6.1 The Government's calculation of an authority's Core Spending Power includes the Settlement Funding Assessment, together with an assumed level of council tax and some other grant income. The Settlement Funding Assessment is made up of two elements: Revenue Support Grant and Business Rates.
- 6.2 An authority's settlement funding assessment is added to their Council Tax and then reduced by a given percentage to keep within the national control total. From this total the Council's Business Rates baseline and Council Tax income are deducted to arrive at the level of RSG. In years where an authority's entitlement to RSG is zero, increases to business rate tariffs were planned in order to reduce the amount of income retained by an authority.

- 6.3 The provisional settlement for 2022/23 is for one year only. Our figures are shown below:

	2021/22 £'000	2022/23 £'000
NDR Baseline Funding	1,922	1,922
RSG / Tariff Adjustment	-	-
Sub-total - SFA	1,922	1,922
Assumed Council Tax	4,628	4,728
S31 Grant – Business rates multiplier	100	158
New Homes Bonus	578	723
Lower tier Grant	82	86
Services Grant	-	132
Total Core Spending Power	7,310	7,749

- 6.4 The provisional one-year settlement for 2022/23 has left the business rates multiplier unchanged at 2020/21 levels but has confirmed that an inflationary increase will be paid to Councils through a section 31 grant. For this forecast, it has been assumed that for 2023/24 onwards an inflationary increase in NDR Baseline funding will be received, and that the section 31 grant to compensate for lost inflation in previous years will continue.
- 6.5 The Council had previously been informed of a negative RSG sum from 2019/20 onwards. The Government decided that negative RSG would not be deducted in 2019/20, 2020/21 and 2021/22. This decision has been repeated in the Provisional Finance Settlement for 2022/23.
- 6.6 The Government's calculation of core spending power assumes that all District Councils will increase their Band D Council Tax in line with the referendum limit for 2022/23, by whichever is the greater of £5 or 2%. No information around potential Council Tax increases from 2023/24 onwards is currently available.
- 6.7 Notification of New Homes Bonus of £722,970 has been received for 2022/23. This includes the final legacy payment of £208,100 for 2019/20 and a one year allocation of £514,870 for 2022/23. As the New Homes Bonus scheme is being withdrawn and no indications around a potential alternative have yet been provided, no income has been assumed for 2023/24 onwards.
- 6.8 The Lower Tier grant received in 2021/22 has been continued and a new Services Grant has been included in the 2022/23 settlement. It has been assumed that these funding streams will continue in some form going forwards.
- 6.9 The settlement provided only limited indications of funding after 2022/23. Whilst overall resources for local government have increased, individual allocations are uncertain, due to the lack of progress on the Fair funding Review and the current emphasis on Levelling Up. The assumptions made around the continuation of some income streams increase the financial risk for the Council.

7 Council Tax

- ...
- 7.1 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 2022/23 and is attached as Appendix G.
- 7.2 A review of potential new build in the tax base has taken place, along with a review of exemptions and discounts. Balancing the growth in properties against an expected increase in exemptions and discounts, a growth rate of 2.13% in the tax base has been used in projecting Council Tax income for 2022/23, with 1.5% assumed for 2023/24 onwards.
- 7.3 The Authority has estimated the Council Tax position that will be brought forward from 2021/22, which is an expected surplus. All major precepting authorities have been notified of the amounts they will receive. North Warwickshire Borough Council will receive a sum of £79,720 for 2022/23.
- 7.4 In general terms, an inflationary increase in Council Tax is built into the budget on an annual basis. Given the significant pressure on the Council's budget, this budget forecast has used the permitted increase of £5 in 2022/23 and has assumed a further £5 increase each year in subsequent years.
- 7.5 A Council Tax increase of £5 per annum for ratepayers gives the Council an additional £107,600 in income in 2022/23. The Council could choose to opt for a different Council Tax increase; however, a lower tax increase would not be sustainable. Previous decisions to freeze Council Tax have had an ongoing and cumulative effect on the Council's financial position, reducing council tax income by around £1 million per annum.
- 7.6 The Government wants to ensure that Council Taxpayers are protected against authorities that impose excessive Council Tax rises. A referendum will be required for any District that proposes a Council Tax increase over £5.
- 7.7 A scheme to provide support for energy prices using a council tax rebate was announced on 3 February. Funding will be provided to billing authorities to give all households whose primary residence is valued in council tax bands A - D a one off council tax energy rebate payment of £150. This will operate outside of the council tax system. Funding for councils to operate a discretionary fund for households in need who would not otherwise be eligible will also be made available. Detailed guidance has not yet been received, so it suggested that delegated powers are approved, so that any necessary arrangements can be made to administer the Discretionary Fund.

8 Expected Resources

- 8.1 Expected Resources from the sources covered above are set out in the table below:

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Council Tax	(4,784)	(4,965)	(5,150)	(5,340)
New Homes Bonus	(723)	-	-	-
Business Rates	(1,922)	(1,961)	(1,999)	(2,040)
S31 Compensation (Business Rates)	(158)	(158)	(158)	(158)
Additional Business Rates	(500)	(500)	(500)	(500)
Lower Tier Grant	(86)	(88)	(90)	(91)
Services Grant	(132)	(135)	(138)	(141)
Collection Fund Deficit / (Surplus)	(80)	(97)	(109)	(114)
Total	(8,385)	(7,904)	(8,144)	(8,384)

- 8.2 Even with Council Tax increases in line with expected Government guidelines, overall resources are not expected to increase over the life of the forecast, due to the expected loss of New Homes Bonus. This increases the gap between expenditure and income, leaving unfunded expenditure as follows:

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Unfunded Expenditure	278	1,106	1,112	1,212

9 Requirement to Reduce Annual Expenditure

- 9.1 In September 2021, this Board agreed that reductions to the budget of £2.1 million would need to be identified over 2022/23 and the following three years. Directors were tasked with reviewing their service areas, with the aim of producing proposals to meet this challenging target.
- 9.2 The target for reducing the budget was set at £1.5 million for 2022/23. Amounts totalling £525,520, have been reported to Service Boards and are built into the 2022/23 estimates. Reductions in the budget are summarised in Appendix H.
- 9.3 Although the target of £1.5 million was not reached for 2022/23, the draft financial settlement is better than expected and will cover the immediate shortfall. The revised forecasts still require budget reductions of £1.25 million over the remainder of the strategy period and some proposals are currently being assessed, such as changes to the operation of the streets and grounds maintenance teams.
- 9.4 Any decision not to increase Council Tax by the assumed £5 will lead to a direct loss of funding and would increase the required reduction in expenditure in future years by a further £107,000. Given the expenditure reductions highlighted above, this is not sustainable.

10 Performance Against the Budget Strategy

- 10.1 The budget strategy agreed at the September meeting envisaged reductions in expenditure and the following use of balances over the next four years.

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Use of / (Contribution to) Balances	101	69	(75)	61
Level of Balances 31 March	1,471	1,402	1,477	1,416
Reduction in Expenditure needed	1,500	500	100	-

- 10.2 Each Board has projected its expenditure requirements up to and including 2025/26, together with financing and other adjustments. Including the reductions in 2022/23 already identified, the expenditure forecast has been summarised and is shown in the table below, together with expected resources:

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
Spending Requirement	8,663	9,010	9,256	9,596
Cumulative Reduction in Expenditure needed	-	(1,000)	(1,100)	(1,250)
Expected Resources	(8,385)	(7,904)	(8,144)	(8,384)
Use of / (Contribution to) Balances	278	106	12	(38)
Level of Balances 31 March	1,526	1,420	1,408	1,446

Net expenditure reductions will need to be found in line with the plan to ensure that there are sufficient balances at the end of 2025/26. Additional detail is given in Appendix M.

...

- 10.3 This predicted use of balances is based on limited growth and a £5 increase in Council Tax for 2022/23, with increases of £5 for subsequent years. The anticipated General Fund balance at 1 April 2022 is £1,804,000, which is higher than expected in the Budget Strategy. This is due to a lower use of balances in 2020/21.
- 10.4 In order to keep the level of balances in each following year broadly in line with the strategy, the need to reduce expenditure in 2023/24 has increased significantly, from £500,000 to £1 million. A further reduction of £100,000 in 2024/25 and £150,000 in 2025/26 will also be needed. This takes the reductions still needed for 2023/24 onwards to £1.25 million.

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. The individual estimate reports to each Board have included a range of potential risks that could impact upon the budgetary position of services. In addition to these specific service risks, there are a number of risks that could impact more generally on the Council's financial position. The major risks to the Councils budget are highlighted below.

- 11.2 **Business Rates** - 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. We currently anticipate collecting more business rates than assumed in our baseline funding level. This means that we will retain a proportion of any additional rates collected.
- 11.3 Projections include a benefit of £500,000 in 2022/23. Plans to reset business rates have been delayed but are still expected, and this could remove the growth mentioned above. In this event, the Volatility Reserve will be used to provide an additional £500,000 in 2023/24, 2024/25 and 2025/26, and this has been included in the Strategy. The figures used in this report have also assumed that capital spending on the Material Recycling Facility (MRF) will be funded from additional business rate income received. This reduces the borrowing costs that would otherwise need to be included in the General Fund.
- 11.4 Any major changes to the Council's tax base through successful appeals, or removal of premises from the rating list over and above those allowed for, could impact on the additional rating income figures mentioned above. Given the current economic uncertainty, this risk has increased.
- 11.5 A further consideration is the construction of HS2 within the Borough that is now underway, so there is the potential for reductions in rateable income due to successful appeals for disruption and demolition of premises. The resources in this strategy could reduce before the safety net comes into effect.
- 11.6 **Fair Funding Review** – a national review is planned, which may adversely change the assumed spending need of the council, and therefore the level of government support that is received. The additional resources received in 2022/23 may not continue, or at a different level to that assumed in this forecast.
- 11.7 **New Homes Bonus scheme** – although a scheme for 2022/23 has been announced, there is no detail for further years. The indications seem to be that if it continues, funding will be allocated using a different mechanism.
- 11.8 **Growth in the Borough** – if new homes and estates are delivered in line with expectations, there will be a significant impact on some Council services, for example, refuse and recycling and grounds maintenance. Provision for extra refuse collection has been built into the figures but the actual timing of the additional resources required will need to be monitored and assessed.
- 11.9 **Other Risks** – If the post pandemic recovery does not continue demand for services such as benefits and homelessness could increase, whilst reducing demand in income generating areas. Unexpected changes in the remuneration

of the workforce could impact on the financial position, as could any significant loss of employees which required additional resources to complete statutory functions.

... 11.10 An overall risk assessment for 2022/23 has been completed to determine the minimum level of general reserves that the Corporate Director Resources considers it is appropriate for the Authority to hold, and this is shown in Appendix J. This is based on the expected or 'most likely' position and the assumption that not all risks will occur within the next year.

11.11 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. Provided that expenditure is reduced in line with the targets identified, the level of balances is expected to remain around £1.4 million over the next four years, although careful monitoring of this will still be necessary. The Council has used some earmarked reserves in 2021/22 to offset some of the additional costs of the pandemic which has reduced the ability to do this again in the future.

11.12 As already mentioned, 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.

11.13 However, if a general reserve of £1.4 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.

... 11.14 Although not all risks are likely to occur in 2022/23, 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 K, and show that in the event of the worst case scenario being realised in 2022/23, the Authority would need to adjust its financial strategy, and manage any changes required in 2022/23. 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 **Availability of Reserves**

12.1 The Local Government Act 2003 requires the Corporate Director Resources to make an annual statement on the adequacy of financial reserves. General reserves or balances are held to provide a general contingency for unavoidable or unforeseen expenditure, and also give stability for longer term planning. The level of general reserves held is based on an assessment of the financial risks attached to the budget, and this is covered in section 11.

- 12.2 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.
- 12.3 General Council policy has been not to use earmarked reserves to fund ongoing service activity, so that the base budget position is not understated. An exception to this has been made with regards to the pandemic. However going forward, further use will not be assumed. 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. Timing differences on particular activities will also be dealt with through earmarked reserves, to remove unnecessary fluctuations in the base budget, whilst ensuring sufficient budget provision is available.
- 12.4 The Council will use earmarked reserves to set aside funding for capital schemes and projects. The Council uses reserves to build up funding for the future replacement of assets and equipment, such as leisure fitness equipment.
- 12.5 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. As mentioned above, it was agreed to use a number of earmarked reserves in order to reduce the call on general balances in 2021/22. These are shown in Appendix N.
- 12.6 The expected position on earmarked reserves at the end of 2021/22 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix I.

Earmarked Reserves	Expected Balance 31 March 2022 £000
Capital	3,978
Revenue	6,384
Total	10,362

Some of the reserves set aside for capital are for specific equipment replacement and are not yet due to be spent.

13 **Budget Consultation**

- 13.1 It is planned to use electronic means to carry out budget consultation for 2022/23, in place of the usual meeting set up for business ratepayers.

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 **Workforce Estimate for the Year 2022/23**

- 15.1 Within the Authority's revenue and capital estimates, allowances have been made for the required workforce provision. Appendix L sets out the workforce estimates for 2022/23, compared with 2021/22.

16 **Delivering Value for Money**

- 16.1 All Councils will be looking for reductions in net expenditure in the coming year, to sustain their financial position. Efficiencies will be introduced wherever possible to minimise the impact on service provision.

17 **Conclusion**

- 17.1 It is clear that even with Council Tax increases of £5, there is an imperative need to reduce the net expenditure of the Council. Reductions of around £1.25 million will inevitably impact on service levels. However if these expenditure reductions can be achieved, current forecasts indicate that reserves will remain above the minimal acceptable level of £1.4 million by the end of 2025/26, although this is subject to the uncertainties inherent in budgetary forecasting, and subject to the level of Council Tax increase agreed.

- 17.2 There are a number of factors that could affect these forecasts. The major factors are set out in section 11. In addition:

- The Council may struggle to deliver the necessary reductions in the required timeframe.
- The General Fund currently has no external borrowing. However, there is an underlying borrowing requirement, which may increase costs in the future.
- The pandemic has affected some service areas such as Leisure Facilities income and Refuse and Recycling costs in 2021/22. As normality returns, an improvement in leisure income and reduction in waste collection costs has been assumed. If these are not achieved, there will be an impact on the council's financial position.
- The ability to earn income from investments reduced significantly during the pandemic. This has been taken into account in the budget forecast, along with assumptions on future improvements. Any difference in actual experience will affect the financial projections; this could be beneficial or detrimental and will be reliant on how the economy performs.

- 17.3 The options available to the Council to meet these future pressures are restricted: increases in Government funding, higher increases in Council Tax (subject to a referendum) and reductions in service costs. As service delivery pressures increase, the options for reducing expenditure whilst maintaining existing service levels 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

Background Paper No	Author	Nature of Background Paper	Date
Financial Strategy 2021/26	NWBC	Report to Executive Board	20 Sept 2021

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

Code	Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
4009	Planning Control	99,092	(67,960)	(60,970)	(61,680)
4010	Building Control	36,031	35,900	35,200	35,900
4012	Conservation and Built Heritage	45,325	43,260	43,260	44,580
4014	Local Land Charges	(24,610)	(18,480)	(30,360)	(45,080)
4018	Street Naming and Numbering	(765)	(5,520)	(5,520)	(5,830)
	Net Controllable Expenditure	155,073	(12,800)	(18,390)	(32,110)
	Departmental Support	94,783	108,970	108,970	156,890
	Central Support	151,665	172,140	172,140	127,400
	Capital Charges	1,481	16,390	16,390	16,390
	Planning and Development Board Total	403,001	284,700	279,110	268,570

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

Codes	Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
3072	Polesworth Sport Centre	272,571	171,370	177,250	117,180
3075	Coleshill Leisure Centre	537,663	321,520	318,650	285,450
3077	Atherstone Leisure Complex	727,289	411,140	401,820	341,640
3081	Leisure Facilities Strategic Outcome Plan	53,200	-	-	-
3082-3	Memorial Hall	116,021	127,530	113,900	121,680
4002	Public Health (Commercial Pollution Control)	219,662	247,070	258,050	337,700
4003	Public Health (Domestic Pollution Control)	26,430	25,400	36,730	960
5000	Domestic Refuse Collection	710,577	633,090	802,540	682,330
5001	Streetscene Grounds Maintenance	30,993	18,160	8,370	21,240
5002	Trade Refuse Collection	(78,831)	(44,250)	(54,330)	(60,020)
5003	Cesspool Emptying	(19,669)	(49,410)	(19,540)	(57,670)
5004	Recycling	1,206,691	791,310	712,640	699,820
5005	Animal Control	34,036	23,220	32,310	10,290
5006	Abandoned Vehicles	2,752	2,050	2,050	2,240
5010	Amenity Cleaning	545,010	559,090	542,060	558,080
5013	Unadopted Roads	1,779	8,050	8,520	8,050
5014	Flooding And Land Drainage	1,508	-	-	-
5015	Street Furniture	1,372	1,380	1,380	1,380
5016	Atherstone Market	2,741	1,880	1,860	1,900
5019	Green Space Budget	425,669	431,330	442,770	448,060
5021	Public Health (Control of Disease) Act 1984 Burials	2,637	-	1,640	1,670
5023	Consultation	8,776	4,650	4,650	4,740
5025	Corporate Policy	47,644	47,790	48,130	49,190
5030	Rural Regeneration	21,113	27,980	27,980	37,980
5034	Landscape	10,652	10,780	10,780	10,780
5040	Marketing and Market Research	12,250	8,930	8,930	8,930
5044	Support to Voluntary Organisations	54,163	55,710	56,350	56,430
5047	Community Fund for Local Projects	-	-	-	-
5055	Community Development Health Improvement	22,440	33,550	41,260	42,550
5056	Community Development Safer Communities	50,081	64,740	65,800	61,810
5064	QE - Artificial Grass Pitch	7,686	(9,870)	(9,870)	(10,610)
7361	England's Rural Heart LEADER Partnership	(877)	660	40	-
7365	AFC Veterans Hubs Development	(0)	-	-	-
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
72xx	Covid Related Expenditure	0	-	-	-
	Net Controllable Expenditure	5,054,027	3,924,850	4,042,720	3,783,780
	Departmental Support	668,655	708,960	708,960	702,590
	Central Support	604,382	688,260	688,260	628,100
	Capital	909,802	888,760	888,760	888,950
	Net Expenditure	7,236,866	6,210,830	6,328,700	6,003,420

NORTH WARWICKSHIRE BOROUGH COUNCIL
ALCOHOL & GAMBLING LICENSING COMMITTEE SUMMARY
SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £
4000	Licensing Authority	(32,675)	(36,090)	(36,560)
4019	Gambling Act Authority	(8,260)	(9,310)	(8,420)
	Net Controllable Expenditure	(40,935)	(45,400)	(44,980)
	Departmental Support	34,839	37,590	37,590
	Central Support	12,355	15,970	15,970
	Licensing Committee Total	6,259	8,160	8,580

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

Code	Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £
4001	Licences and Registration	(6,004)	(6,240)	(9,070)
4008	Hackney Carriages	(2,638)	(22,890)	(12,730)
	Net Controllable Expenditure	(8,642)	(29,130)	(21,800)
	Departmental Support	36,082	38,600	38,600
	Central Support	21,285	24,340	24,340
	Licensing Committee Total	48,725	33,810	41,140

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
Various	Chief Executive	211,194	220,390	220,390	226,620
Various	Corporate Director Resources	982,614	1,063,910	1,078,540	1,092,930
Various	Chief Executive - Other Services	1,059,850	1,111,510	1,111,510	1,230,970
Various	Corporate Director Resources - Community Services	1,386,497	1,501,810	1,501,810	1,371,350
Various	Director of Housing	2,344,399	2,446,350	2,446,350	1,912,320
Various	Corporate Director Streetscape	863,800	942,880	942,880	1,053,530
Various	Director of Leisure and Community Development	518,545	572,020	572,020	596,780
3006-3039	Building Maintenance Fund	227,791	231,250	231,250	232,670
3040-3041	Council Offices	150,605	181,430	181,430	183,380
3043	Central Telephones	19,055	18,100	18,100	11,030
3045	Recruitment	12,708	25,200	25,200	25,200
3046	Printing and Copying	59,598	71,230	71,230	42,040
3047	Training	11,755	84,200	84,200	84,250
3048	Depot and Stores	73,349	81,830	81,830	83,660
3110	Postage and Franking	49,491	70,050	70,050	55,060
3226	Central Services	250,610	286,290	286,290	-
3290	Information Services	757,253	786,140	786,140	760,430
3291	Procurement	32,904	74,300	74,300	99,990
3292	Staff Welfare	24,741	26,730	26,730	26,730
3300	Transport	740,358	837,840	824,070	847,070
	Net Controllable Expenditure	9,777,117	10,633,460	10,634,320	9,936,010
	Recharged to Services	(11,452,609)	(12,557,720)	(12,558,580)	(11,916,980)
	Departmental Support	21,453	22,030	22,030	25,610
	Central Support	1,350,224	1,482,720	1,482,720	1,539,040
	Capital	(211,812)	419,510	419,510	416,320
	Resources Board (Recharged) Total	(515,627)	-	-	-

Resources Board Summary

Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
Totals - Recharged Services	(515,627)	-	-	-
Totals - Services Remaining	1,012,986	3,273,590	3,177,660	2,750,430
Central Vacancy Factor	-	(393,500)	(491,470)	(200,000)
Resources Board Total	497,359	2,880,090	2,686,190	2,550,430

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2020/2021 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
3000	Cost of Democratic Services	354,891	357,880	343,610	369,760
3001	Election Expenses	7,074	5,510	5,510	5,620
3002	Registration of Electors	26,779	27,360	27,360	28,010
3003	Non Domestic Business Rates	(37,909)	(23,100)	(20,730)	(32,770)
3004	Council Tax Collection	196,285	78,300	197,540	87,080
3050	Finance Miscellaneous	(2,183,510)	-	(22,880)	-
3051	Compensation and Pension Increases	333,348	343,230	336,690	345,000
3052	Assisted Car Purchase	(388)	(350)	(350)	(180)
3054	Electricity at Work	17,982	19,300	16,100	19,300
3059	Finance Unused Land	874	720	2,080	790
3060	Corporate and Democratic Core	130,220	79,550	78,730	78,730
3061	Unallocated Central Support Services	(176)	102,930	102,930	120,610
3065	Coleshill Shops and Flats	(67,878)	(68,100)	(66,740)	(70,700)
3067	The Pavilions, Holly Lane	(75,927)	(86,260)	(75,900)	(80,360)
3068	Carlyon Road Industrial Estate	(126,138)	(131,530)	(131,250)	(130,170)
3069	Innage Park Industrial Estate	(201,618)	(235,030)	(225,070)	(226,290)
3070	Polesworth Workspace Units	(7,265)	(5,260)	1,010	-
3079	Maya Bar & Restaurant	(12,906)	(13,930)	(17,140)	(18,830)
3080	Football Stadium	26	-	480	-
3084	Homeless Persons	74,109	68,290	77,490	77,050
3085	Meadow House Young People Support	(12,713)	-	(4,800)	-
3086	Homeless Project Watling Street Dordon	-	-	-	-
3089	Public Conveniences	31,198	35,310	33,180	2,580
3094	Customer Contact	18,953	33,270	34,080	35,540
3097	Rent Allowances	83,414	(4,950)	111,010	7,760
3098	Housing Benefit Administration and Rent Rebates	7,732	41,220	45,270	46,740
3101	Council Tax Support	97,209	97,500	(7,800)	61,140
3102	Car Parks	65,027	52,130	55,790	117,070
5008	Private Sector Housing Assistance	36,645	10,330	35,610	37,180
5035	CCTV	(9,447)	(17,500)	23,980	21,670
5036	Community Support	263,776	275,850	111,510	-
72xx	Covid Related Expenditure	(2,486)	-	-	-
	Net Controllable Expenditure	(992,821)	1,042,670	1,067,300	902,330
	Recharged to Services	(249,130)	(258,760)	(256,880)	(266,890)
	Departmental Support	1,016,008	1,114,790	1,001,040	967,470
	Central Support	1,078,322	1,087,430	1,142,220	905,490
	Capital Charges	160,606	287,460	223,980	242,030
	Resources Board (Remaining) Total	1,012,986	3,273,590	3,177,660	2,750,430

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

Code	Description	Actual 2020/21 £	Approved Budget 2021/2022 £	Revised Budget 2021/2022 £	Original Budget 2022/2023 £
2000	Housing Strategic Service Review	1,987	-	-	-
2001	Outreach and Access to Services	54,472	45,840	41,150	2,300
2002	Corporate Communications	41,846	51,830	37,060	62,050
2003	Community Strategy	47,017	42,710	41,180	43,970
2007	Emergency Planning	7,861	6,160	6,160	6,160
2009	North Warwickshire Local Development Framework	199,352	257,550	257,770	276,560
5050	Support to Parishes	162	-	-	-
	Net Controllable Expenditure	352,697	404,090	383,320	391,040
	Departmental Support	150,089	158,120	158,120	204,340
	Central Support	158,552	177,630	177,630	167,230
	Capital Charges	5,046	9,710	9,710	9,870
.	EXECUTIVE BOARD TOTAL	666,384	749,550	728,780	772,480

SUMMARY OF REVENUE REQUIREMENTS

2021/2022 Gross Expenditure	2021/2022 Gross Income	2021/2022 Net Expenditure		2022/2023 Gross Expenditure	2022/2023 Gross Income	2022/2023 Net Expenditure
£	£	£		£	£	£
9,341,840	3,013,130	6,328,710	Community and Environment	9,279,880	3,276,460	6,003,420
956,140	677,030	279,110	Planning and Development	997,150	728,580	268,570
152,080	102,360	49,720	Licensing	131,990	109,520	22,470
17,586,960	14,900,770	2,686,190	Resources	13,268,850	10,718,420	2,550,430
728,780	-	728,780	Executive	775,540	3,060	772,480
15,209,640	15,209,640	-	Council Housing	12,637,560	12,637,560	-
3,350	-	3,350	Contingencies	141,000	-	141,000
-	338,200	(338,200)	Covid-19 Grants	-	-	-
(300,000)	-	(300,000)	Use of Earmarked Reserves	-	-	-
-	102,000	(102,000)	Interest on balances	-	323,000	(323,000)
-	917,920	(917,920)	Financing adjustment	-	772,510	(772,510)
43,678,790	35,261,050	8,417,740		37,231,970	28,569,110	8,662,860
-	666,810	(666,810)	Use of balances	-	277,660	(277,660)
43,678,790	35,927,860	7,750,930		37,231,970	28,846,770	8,385,200
-	-	-	Special items - Parish precepts	-	-	-
#####	35,927,860	7,750,930.00		37,231,970	28,846,770	8,385,200
		(2,421,660)	Business Rates			(2,421,960)
		(100,120)	S31 Grant - Business Rate Multiplier			(157,890)
		(577,680)	New Homes Bonus			(722,970)
		(81,840)	Lower tier Grant			(86,200)
		-	Services Grant			(132,470)
		9,110	(Surplus) / Deficit on Collection Fund			(79,720)
		4,578,740.00				4,783,990

APPENDIX G

North Warwickshire Taxbase 2022/23

	Band A disabled	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
No. of dwellings		6,694.00	7,420.00	6,339.00	3,978.00	2,526.00	1,340.00	759.00	81.00	29,137.00
Plus additions		-	37.00	74.50	26.25		8.00	2.00	-	147.75
Less reductions		-	-	-	-	-	-	-	-	-
Less exemptions		(144.00)	(138.00)	(64.00)	(46.00)	(20.00)	(10.00)	(7.00)	-	(429.00)
Less orig. band for disabled		(28.00)	(42.00)	(52.00)	(45.00)	(28.00)	(13.00)	(13.00)	(3.00)	(224.00)
Plus new band for disabled	28.00	42.00	52.00	45.00	28.00	13.00	13.00	3.00	-	224.00
(a) Chargeable dwellings	28.00	6,564.00	7,329.00	6,342.50	3,941.25	2,491.00	1,338.00	744.00	78.00	28,855.75
25% discounts	4.00	3,345.00	2,836.00	1,905.00	948.00	459.00	224.00	102.00	18.00	9,841.00
50% discounts	1.00	6.00	7.00	6.00	3.00	4.00	5.00	6.00	7.00	45.00
Total discounts	6.00	2,474.00	2,319.00	1,731.00	802.00	446.00	223.00	112.00	30.00	7,837.00
(b) Discount deduction	(1.50)	(839.25)	(712.50)	(479.25)	(238.50)	(116.75)	(58.50)	(28.50)	(8.00)	(2,482.75)
Former A exemptions (25%)		3.00	5.00	1.00	-	1.00	1.00	1.00	-	12.00
Former C exemptions (2 weeks)		17.00	15.00	4.00	3.00	3.00	2.00	1.00	1.00	46.00
Total former exemptions (single equivalent)		1.40	1.83	0.40	0.12	0.37	0.33	0.29	0.04	4.78
Long Term Empty Premium		12.00	9.00	9.00	2.00	4.00	7.00	5.00	2.00	50.00
Council Tax Support	11.05	1,235.47	867.83	368.68	130.92	52.71	30.23	10.24	-	2,707.13
Band D equivalent	6.14	823.65	674.98	327.72	130.92	64.42	43.67	17.07	-	2,088.57
(c) Adjustments	-	-	-	-	-	-	-	-	-	-
(a)-(b)+(c) Net dwellings	15.20	4,515.25	5,751.22	5,498.67	3,572.71	2,354.17	1,252.44	707.47	70.96	23,738.09
Band D equivalents	8.44	3,010.17	4,473.17	4,887.70	3,572.71	2,877.32	1,809.08	1,179.12	141.92	21,959.63
Total Band D		21,959.63								
Collection rate		98.00%								
Taxbase		20,521.41								

SAVINGS INCLUDED WITHIN 2022/2023

Board	Description	2022/2023 £
C&E	Additional income from the Garden Waste service	160,310
C&E	Leisure service move to Polesworth Workspace Units	34,420
C&E	Additional income from the adaptation of Coleshill Leisure Centre	17,000
C&E	Reduced support for mobile CCTV	4,000
Resources Recharged	Completion of the central administration review	53,200
Resources Recharged	Software saving	10,500
Resources Recharged	Recruitment to a lower graded post in the Financial Services team	37,810
Resources Recharged	Revised postage arrangements	9,000
Resources Remaining	Additional rental income from council property	7,160
Resources Remaining	closure of the public conveniences in Atherstone	32,120
Executive	Removal of Outreach support post	37,000
Corporate	Investment income from the Material Recycling Facility	123,000
	Total Savings Included	525,520

EARMARKED RESERVES

Purpose of Reserve	Balance March 2022 £000
Revenue Reserves	
Business Rates – a volatility reserve to cover fluctuations in the level of appeals and rating income	3,816
External Grants Received – Resources received towards specific projects, such as homelessness, welfare reform, neighbourhood plans, delivery of housing sites (local plan), community development and environmental sustainability, which will be spent in future years	1,457
HRA Reimbursement to General Fund – to compensate the General Fund for the loss of investment income	90
Planned Work - the Council has set priorities and initiatives where work is planned and may have been started, but has not yet been completed. Provision has been made from existing budgets to fund this work in future periods. This includes work on conservation, amenity cleaning, recycling promotion and Broadband UK.	266
Approved growth not yet spent – to cover Environmental Issues, HS2 and Health and Wellbeing.	67
Invest to Save – This reserve is to provide ‘pump priming’ for the initial costs that arise from new initiatives, which will ultimately reduce existing costs. Savings achieved will be used to repay the contribution from the Reserve, so that other services will have similar opportunities to implement new schemes.	107
Other – A number of other reserves are held to cover areas such as corporate communications and Sickness fund	65
Contingencies – to cover possible costs arising from non-recovery of VAT.	90
Maintenance of Assets – To cover future maintenance requirements on some council owned assets	225
Training – These funds have been set aside to provide resources for one off training requirements in the future, for both staff and members.	106
Consultation – for consultation with residents of the Borough and service users. The requirement to consult varies from year to year and the reserve allows fluctuations between years to be managed, without affecting other revenue expenditure.	22
Insurance – to cover costs arising from changes to excess levels	73
Capital Reserves	
Equipment Replacement – These funds are earmarked for the future replacement of leisure equipment, CCTV equipment, Play Area equipment, Refuse Freighters and the replacement of PC’s.	667
General Fund Capital - Some funding has been set aside for capital spending.	3,311

COUNCIL WIDE - RISK ANALYSIS

	Likelihood	Provision
Income Generation – decrease in fees and charges of 10% (10% = approx £296,520)	High	296,520
Revised leisure income not achieved	Medium	50,000
Reduction in planning income	Medium	50,000
Lower vacancies than expected (provision for vacancies = £200k)	Medium	100,000
Investment Income – loss of cash flow (£20m @ 0.5% = £100k)	Medium	50,000
Further Public Inquiries (potential £100k)	High	100,000
Housing Benefit – reduction in reimbursement (approx £8.9m @ 5%= £445k)	Low	44,500
Possibility of overspending the agreed budget by 1% (Gross Expend = £24.6m)	Medium	123,000
Increasing cost of Refuse and Recycling	Medium	100,000
Housing Benefit – Local Authority error & overpayments (£278k)	Medium	139,000
Increased cost of maintaining mechanical equipment	Low	50,000
Additional costs on fuel and utilities	Medium	50,000
General Contingency		250,000
Total		1,403,020

Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

ALTERNATIVE SCENARIOS – GENERAL BALANCES

Best Case

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Estimated use of balances	278	106	12	(38)
Increased tax base (new homes)	-	(24)	(48)	(72)
Sustained improvement in planning income	(100)	(100)	(100)	(100)
Improvement in leisure income	-	(179)	(179)	(179)
Additional surplus in the Collection Fund	-	(20)	(20)	(20)
0.25% increase in investment rates	(100)	(90)	(70)	(70)
Alternative to New Homes Bonus	-	(200)	(200)	(200)
Potential Use of/ (Cont to) Balances	78	(507)	(605)	(679)
Potential Balances at Year End	1,726	2,233	2,838	3,517

Worst Case

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Estimated use of balances	278	106	12	(38)
Additional 0.5% on the pay award in 2022/23	51	51	51	51
Increase in planning appeals	100	100	100	100
Planning Income is not sustained	100	100	100	100
Improvement in leisure income is not achieved	263	263	263	263
Additional waste collection costs	245	250	255	260
Reduced recovery of housing benefits	100	100	100	100
S31 Grant for business rate multiplier is not maintained		158	158	158
2022/23 Service Grant is a one off		135	138	141
Potential Use of/ (Cont to) Balances	1,137	1,263	1,177	1,135
Potential Balances at Year End	667	(596)	(1,773)	(2,908)

WORKFORCE BUDGET

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

	2021/22 Estimate (original) FTE	2022/23 Estimate FTE
Monthly Paid	345	313
Total	<hr/> 345 <hr/>	<hr/> 313 <hr/>

APPENDIX M

REVISED MEDIUM TERM FINANCIAL FORECAST

	2021/22 Revised £000	2022/23 Estimate £000	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000
Net Service Expenditure	10,076	9,758	10,057	10,160	10,459
Covid-19 Grants	(338)	-	-	-	-
Use of Earmarked Reserves	(300)	-	-	-	-
Investment Income	(102)	(323)	(449)	(402)	(418)
Financing Adjustment	(868)	(722)	(558)	(502)	(445)
e/m res - contribution from HRA	(50)	(50)	(40)	-	-
Requirement to reduce expenditure – 23/24			(1,000)	(1,000)	(1,000)
Requirement to reduce expenditure – 24/25				(100)	(100)
Requirement to reduce expenditure – 25/26					(150)
Net Expenditure	8,418	8,663	8,010	8,156	8,346
Council Tax	(4,579)	(4,784)	(4,965)	(5,150)	(5,340)
NDR – Baseline	(1,922)	(1,922)	(1,961)	(1,999)	(2,040)
NDR – Additional rates	(500)	(500)	(500)	(500)	(500)
Section 31 Grant – business rate multiplier	(100)	(158)	(158)	(158)	(158)
New Homes Bonus	(577)	(723)	-	-	-
Lower Tier Grant	(82)	(86)	(88)	(90)	(91)
Services Grant	-	(132)	(135)	(138)	(141)
Collection Fund (Surplus) / Deficit	9	(80)	(97)	(109)	(114)
Use of / (Contribution to) Balances	667	278	106	12	(38)
Balances at the Year End	1,804	1,526	1,420	1,408	1,446

Use of Earmarked Reserves

Earmarked Reserve		Use in 2021/22
8389	Benefits	57,890.17
8360	Council Tax Reform	164,092.96
	Total External Funding	221,983.13
8425	Environmental Issues	15,140.84
	Total Approved Growth	15,140.84
8354	Consultation Fund	21,581.00
8358	Amenity Cleaning Fund	24,885.00
8407	Customer Contact	620.00
8466	Legal Advice	15,445.98
8487	Narrowing the Gap - Dig In	345.00
	Total Other	62,876.98
	Grand Total	300,000.95

Agenda Item No 11

Executive Board

14 February 2022

Report of the Head of Development Control

Planning Service Staffing Resource

1 Summary

- 1.1 This report seeks financial provision for a new Planning Enforcement Investigation Officer be added to the permanent staffing structure.

Recommendation to the Board

That resource be allocated to fund the creation of the post of Planning Enforcement Investigation Officer within the Planning Enforcement Team. The post is anticipated to be at Scale 7 (subject to job evaluation).

2 Background

- 2.1 The 6 December 2021 meeting of the Planning and Development Board Councillors considered matters relating to the staffing resource of the Planning Enforcement Team.
- 2.2 A subsequent report to the Special Sub-Group on 7 December 2021 resolved: 'That an additional Planning Enforcement Officer be added to the permanent staffing structure, subject to the budgetary implications being considered by the Executive Board'.

3. The Planning Department Staffing Resource Issues

3.1 a) Planning Enforcement

3.1.1 With oversight from the Head of Development Control and the Development Control Manager, the Planning Enforcement Team presently comprises one Principal Officer and one Senior Officer.

3.1.2 All complaint investigation and subsequent pursuit of enforcement action is carried out by these two officers. With high work volumes and some complex enforcement cases currently in progress, routine case investigation is taking away from capacity to deal as effectively and efficiently as the team desire to work.

3.1.3 Members may be aware that the postholder of the Senior Planning Enforcement role recently left the employ of the Council. In recent years we have struggled

to find good candidates for permanent enforcement positions, however, I am very pleased to advise that we have successfully recruited an experienced candidate to the role. The new postholder will commence employment with us towards the end of March. The post holder comes to us with the skill set to take on the investigation of more serious or complex breaches and will free up time for the Principal Enforcement Officer to concentrate more exclusively on cases requiring enforcement action.

3.1.4 What the enforcement service now requires is a more junior role that will primarily take on the investigation and processing of the more minor breaches of planning control. Planning Enforcement caseloads are consistently high and, with an ever more engaged public, it is anticipated that caseloads will remain high. The post holder will assist in the clearing of case backlogs that have been created as a consequence of caseload outstripping capacity within the current staffing structure, and will, significantly, free up the capacity of more senior officers to advance the more complex enforcement cases.

3.2 b) Development Control

3.2.1 Members also queried the resourcing needs of the Development Control element of the Planning Service. At this moment in time we have taken some measures to improve capacity. We have recruited an officer, through internal secondment, to fill an HS2 Consents role that has been externally funded through a Funding Agreement with HS2 Limited. We have recruited, again through secondment, to fill the Planning Assistant role vacated by the new HS2 Officer and we are, in turn, currently out to advertisement, with known interest from at least one candidate, for recruitment to the vacated Planning Technical Officer post.

3.2.2 Until this new structure has bedded in and can be reliably assessed it is considered that the resourcing of the Development Control Team is currently adequate.

4 **Conclusion**

4.1 At this moment in time it is considered that the primary service need is for the investigation of planning complaints.

5 **Report Implications**

5.1 **Finance and Value for Money Implications**

5.1.1 Provision for this post has been made in the contingency included within the General Fund estimates for 2022/23, which are detailed in another report on this agenda. At a scale 7, the cost of this post would be around £33,500 at the top of the grade.

5.2 Legal Implications

5.2.1 The Council has a legal responsibility to enforce breaches of Planning control and other contraventions. The integrity of the whole planning system fails without adequate and effective enforcement of breaches of planning control. Proper preparation of cases requires attention to detail and can be time-consuming, which sometimes requires officers' full attention in order to achieve an effective outcome.

5.3 Environment, Climate Change and Health Implications

5.3.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community and the economic prosperity of the area.

5.4 Risk Management Implications

5.4.1 There is a risk to the effective delivery of planning control from continuing to operate with inadequate staffing levels to address the volume of complaint cases received. There is a reputational risk if the Council's Planning Service is perceived to be failing to regulate breaches of planning control.

The Contact Officer for this report is Erica Levy (719294).

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 12

Executive Board

14 February 2022

**Report of the Director of
Leisure and Community Development**

Safeguarding Policy

1 Summary

- 1.1 The Borough Council's Safeguarding Policy and Procedure (September 2019 to March 2022) has been reviewed and, in line with Warwickshire's integrated model for safeguarding children and adults, a slightly revised draft policy has been produced for consideration by the Board. A copy of the revised draft Policy is attached at Appendix A.

Recommendation to the Board

That the Safeguarding Policy and Procedure (April 2022 to March 2025), attached at Appendix A to the report, be adopted and implemented with immediate effect.

2 Consultation

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

3 Introduction

- 3.1 Safeguarding is everyone's responsibility and the Borough Council seeks to ensure that its employees, elected Members and everyone associated with the provision of its services take reasonable steps to protect and safeguard children, young people and vulnerable adults from harm, discrimination or degrading treatment and that their rights, wishes and feelings are respected.
- 3.2 In 2019, the Borough Council adopted its first integrated Safeguarding Policy, which incorporated provisions for the protection of children, young people and vulnerable adults. This Policy has subsequently been reviewed and revised in line with national and local guidance, including from Warwickshire Safeguarding, of which the Authority is an active partner ("Relevant Agency").
- 3.3 The Authority provides a wide range of services to the local community, many of which involve Borough Council employees and Members coming into direct contact with children, young people and vulnerable adults. The public has the right to expect high standards of conduct and integrity from the Authority in the provision of these services. The Borough Council has a related responsibility to conduct its affairs with the highest possible standards of care

for all concerned. The development and implementation of the appended Safeguarding Policy, in part, seeks to ensure that the Authority fulfils its obligations in this regard.

4 Policy Update – Front Door

- 4.1 There have been very few changes to the revised draft Policy appended to the report. Warwickshire Safeguarding, however, has introduced a new “Front Door” approach through which to access related services and this is reflected in the revised Policy document. The Children and Families Front Door, which went live on 28 September 2021, has replaced the Multi Agency Safeguarding Hub (MASH) as the first point of contact for safeguarding concerns for children and young people.
- 4.2 The Front Door brings together Early Help and Children’s Social Care to ensure that children and young people receive the right support at the right time. It incorporates the former MASH function and is a partnership between the County Council, Warwickshire Police, Health and other key organisations, such as the Drug and Alcohol service (“Change, Grow, Live”) and Refuge (the domestic violence and abuse service). Referrals are made by telephone or by using a Multi-Agency Contact Form (MAC).

5 Training

- 5.1 Members will be aware that, in previous years, the Borough Council has offered all employees and Members training relating to child protection and vulnerable adults. The training was delivered as two separate courses, with child protection training being delivered by internal staff and vulnerable adult training delivered through a neighbouring authority.
- 5.2 Due to the Coronavirus pandemic, no safeguarding training has been undertaken since February 2019. The Borough Council’s training offer is currently being reviewed to ensure that it is aligned to the revised draft Policy and Procedure, and it is anticipated that training will resume from April 2022. The resumption of the training programme will include the pursuance of the Borough Council’s long-held commitment to train all of its employees on a regular (minimum of once every three years) basis and to train all Councillors once during each four-year political term.

6 Conclusion

- 6.1 The Borough Council takes its responsibility to protect all vulnerable people, and to safeguard them from harm, extremely seriously. Staff are made aware of their responsibilities throughout the period of their employment, through the recruitment process, the contractual agreement they sign upon commencing their duties and through the training they receive from the Authority. Additionally, through their involvement in the related regular training programme, all members of staff and Councillors know how to make a referral in response to a related concern.

7 Report Implications

7.1 Finance and Value for Money Implications

- 7.1.1 There is no financial implication arising directly from this report. Budgetary provision already exists to support the training and DBS checks to which both this report and the revised draft Policy refer.
- 7.1.2 The Borough Council currently makes a financial contribution of approximately £4,145 per annum to support the activities of Warwickshire Safeguarding from the corporate training budget.

7.2 Safer Communities Implications

- 7.2.1 The protection of children, young people and vulnerable adults from all forms of abuse, and the safeguarding of those Borough Council employees and Members who come in to contact with these groups, are the primary aims of the revised draft Safeguarding Policy.

7.3 Legal, Data Protection and Human Rights Implications

- 7.3.1 The Borough Council has a duty under Section 11 of the Children Act 2004 to ensure that it considers the need to safeguard and promote the welfare of children and young people when carrying out its functions. The 2004 Act was amended in 2017 to reinforce the Council's safeguarding responsibilities, including the need to work with other agencies.
- 7.3.2 The draft Safeguarding Policy seeks to ensure that the Authority takes reasonable steps to protect children, young people and vulnerable adults from harm, discrimination and/or degrading treatment. It also ensures that the Borough Council is taking appropriate action in line with its duties as a "Safeguarding Warwickshire Relevant Agency".

7.4 Environment, Climate Change and Health Implications

- 7.4.1 All vulnerable people have the right to protection from abuse, regardless of their gender, ethnicity, disability, sexuality or beliefs. The appended draft Policy helps to ensure that appropriate action is taken and recognises that the protection and safeguarding of children, young people and vulnerable adults are of paramount importance to the Authority. The draft Policy identifies various procedures that need to be followed to ensure that vulnerable people in the care of the Authority are protected from abuse.
- 7.4.2 The draft Safeguarding Policy seeks to ensure that vulnerable people can live healthy, abuse-free lives. All staff and Councillors have a responsibility to be aware of the signs and symptoms of abuse and to act upon any allegations or suspicions.

7.5 Human Resources Implications

- 7.5.1 The Safeguarding Policy seeks to protect all staff and Councillors that work or engage with vulnerable people. Members of staff who are engaged in “regulated activity” will be subjected to a DBS check prior to their formal appointment. All North Warwickshire Borough Council employees and Members, regardless of their role, are required to undertake the Authority’s safeguarding training to ensure that they are alert to abuse, know how to respond to any perceived concerns and understand that safeguarding is everyone’s responsibility.
- 7.5.2 Additional protection for vulnerable people is provided through implementation of the Borough Council’s Safer Recruitment Policy.

7.6 Risk Management Implications

- 7.6.1 The risks associated with the protection of vulnerable people have been identified within the context provided by the corporate Strategic Risk Management process and have previously been reported to the Board.

7.7 Equalities Implications

- 7.7.1 The Borough Council, its Members and staff have a responsibility to protect children, young people and vulnerable adults from harm and abuse.
- 7.7.2 People who have committed offences towards children, young people or vulnerable adults will only be considered for employment or volunteering opportunities in accordance with the Rehabilitation of Offenders Act, 1974. This will require a risk assessment and a Disclosure and Barring Service check to be undertaken in order to ensure that ex-offenders are not considered for work or activities that would pose a risk of harm to vulnerable people.

7.8 Links to Council’s Priorities

- 7.8.1 The draft Safeguarding Policy has positive and direct links to the following corporate priorities:
- Responsible financial and resource management
 - Creating safer communities
 - Improving leisure and wellbeing opportunities
 - Promoting sustainable and vibrant communities
- 7.8.2 Additionally, the draft Policy also has a positive impact upon the Sustainable Community Strategy objectives to:
- Raise aspirations, educational attainment and skills
 - Develop healthier communities
 - Improve access to services

The Contact Officer for this report is Becky Evans (719346).

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	North Warwickshire Borough Council	Safeguarding Policy and Procedure	2019 to 2022

Safeguarding Policy and Procedure

DRAFT

April 2022 to March 2025



North Warwickshire
Borough Council

CONTENTS

- 1 **Introduction**
- 2 **Definitions**
 - 2.1 Child Protection
 - 2.2 Adult Safeguarding
- 3 **Responsible Officers and Partnership Arrangements**
 - 3.1 Safeguarding Partnership Boards
 - 3.2 Front Door Referrals
 - 3.3 Relevant Legislation
- 4 **Types of Abuse**
 - 4.1 Physical
 - 4.2 Emotional
 - 4.3 Sexual
 - 4.4 Neglect
 - 4.5 Institutional
 - 4.6 Discriminatory
 - 4.7 Financial
 - 4.8 Child Sexual Exploitation (CSE), Missing Persons
 - 4.9 County Lines
 - 4.10 Harmful Practices
 - 4.11 Modern Slavery and Human Trafficking
 - 4.12 Domestic Abuse
 - 4.13 Prevent
- 5 **Equality**
- 6 **Good Practice for Staff, Members and Volunteers**
 - 6.1 Duty of Care
 - 6.2 Professional Curiosity
 - 6.3 Safe Working Practices
- 7 **Reporting Procedures**
 - 7.1 Child Protection
 - 7.2 Safeguarding Adults at Risk
 - 7.3 Escalation Procedure
- 8 **Safer Recruitment**
 - 8.1 Recruitment and Selection
 - 8.2 Disclosure and Barring Service (DBS)
 - 8.3 Supervision and Appraisal
 - 8.4 Induction and Training
 - 8.5 External Clubs / Organisations Using Borough Council Facilities
 - 8.6 Use of Contractors

9 **Allegations Against a Member of Staff**

9.1 Allegations Against People Who Work with Children / Young People

9.2 Allegations Against People Who Work with Adults at Risk

10 **Dealing with a Disclosure**

10.1 How to Respond

10.2 Looking after Yourself

11 **Uncollected Children**

12 **Marketing and Promotion**

12.1 GDPR

12.2 Photographs

12.3 Social Media and Website Articles

Appendix A One Stop Shop Flowchart

Appendix B Leisure Facilities Flowchart

1 Introduction

North Warwickshire Borough Council is committed to the protection and safeguarding of children, young people and adults at risk. This Policy documents the arrangements for safeguarding activity and outlines the Authority's responsibilities and procedures for its employees and elected Members.

Safeguarding is everyone's responsibility, and the Borough Council will ensure that its employees, elected Members and everyone associated with the provision of its services will take all reasonable steps to protect and safeguard children, young people and adults at risk from harm, discrimination or degrading treatment and ensure that their rights, wishes and feelings will be respected.

This Policy should be read in conjunction with the following policies and procedures:

- Working Together to Safeguard Children 2018
- Children and Social Work Act 2017
- The Care Act 2014
- Mental Capacity Act (Including Deprivation of Liberty Safeguards) 2005
- Children Act 2004
- Human Rights Act 1998
- Warwickshire Safeguarding Strategic Plan
- Warwickshire Safeguarding Exploitation Strategy

The Policy will be reviewed annually, and related reports will be presented to the Executive Board.

2 Definitions

2.1 Child Protection

Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- Taking action to enable all children to have the best outcomes

(Source: Working Together 2018 and the Children and Social Work Act 2017)

A "child" is defined as any young person under the age of 18 years (including unborn children).

2.2 Adult Safeguarding

This involves people and organisations working together to stop abuse and neglect occurring and intervening effectively in situations where there is risk of abuse or neglect, or where abuse is seen to be taking place. The Care Act 2014 sets out a clear legal framework for how local authorities and other parts of the system should protect adults at risk of abuse or neglect. An “adult at risk” is any adult, aged 18 years or over, who:

- Has a need for care and support (whether or not the local authority is meeting any of those needs) and;
- Is experiencing, or at risk of, abuse or neglect; and
- As a result of those care and support needs, is unable to protect themselves from either the risk, or the experience, of abuse or neglect

“Care and support” are the mixture of practical, financial and emotional support for adults who need extra help to manage their lives and be independent, including older people, people with a disability or long-term illness, people with mental health problems and carers. Care and support include an assessment of people’s needs, provision of services and the allocation of funds to enable a person to purchase their own care and support. It could include care home, home care, personal assistants, day services, or the provision of aids and adaptations (Care Act 2014).

When supporting an adult at risk it is essential that their wishes are understood and acknowledged. This is critical to ensuring that the approach that an Officer or an organisation takes is the right one. This is called “making safeguarding personal”. Making safeguarding personal is about talking people through the options they have and what they want to do about their situation. Before deciding what needs to be done, the views of the adult at risk need to be explored and understood.

3 Responsible Officers and Partnership Arrangements

Whilst safeguarding is everyone's responsibility, the Authority has named Responsible Officers who undertake specific corporate roles:

Officer	Responsibility
Director of Leisure and Community Development	<p>Ensures that the organisation deals with allegations relating to children in accordance with the Warwickshire Safeguarding and the Borough Council's policies</p> <p>Attendance at the Warwickshire Safeguarding meetings and lead on related partnership working</p> <p>Liaison with Warwickshire Safeguarding regarding allegations made against staff</p>
Director of Housing	<p>Ensures that the organisation deals with allegations relating to adults in accordance with the Warwickshire Safeguarding and the Borough Council's policies</p> <p>Attendance at the Warwickshire Safeguarding meetings and lead on related partnership working</p> <p>Liaison with Warwickshire Safeguarding regarding allegations made against staff</p>
Community Development Manager	<p>Responsible for leading on the internal delivery of Child Protection training for all employees and elected Members</p> <p>Monitor child safeguarding referrals and provide advice and support to staff making a referral</p>
Housing Strategy and Development Officer and Housing Services Manager	<p>Provide briefings and, where appropriate, training on safeguarding arrangements for the Council's own staff and elected Members</p> <p>Monitor adult safeguarding referrals and provide advice and support to staff making a referral</p>

Elected Members

The Council has a Member Safeguarding Champion. It is the role of the Member Champion to assist in ensuring that elected Members are aware of the Council's safeguarding responsibilities and that Councillors evidence leadership in all aspects of the safeguarding and protection of children, young people and adults at risk. This includes ensuring that all elected Members attend the internal safeguarding training once within each four-year political cycle.

3.1 Safeguarding Partnership Boards

The countywide arrangements for safeguarding adults and children are overseen by the Warwickshire Safeguarding Partnership. This is an integrated arrangement for children and adults within a single model to allow for a family focussed approach to working across the safeguarding landscape. The Partnership's strategic priorities are effective Safeguarding, Prevention and Early Intervention and Exploitation.

Warwickshire Safeguarding has an Executive Board, four sub-groups (Education, Safeguarding Reviews, Exploitation and Prevention and Early Intervention), as well as two Partnership groups, one for children and one for adults. The Partnership groups are responsible for ensuring quality of provision, learning and improvement work.

3.2 Warwickshire Children and Families Front Door (Front Door)

In Warwickshire, a new integrated "Front Door" has replaced the Multi Agency Safeguarding Hub (MASH) as the first point of contact for safeguarding concerns for children and young people.

This brings together Early Help and Children's Social Care to ensure that children and young people receive the right support at the right time. The "Front Door" incorporates the MASH function and is a partnership between the County Council, Warwickshire Police, Health and other key partners.

Referrals can be made by telephone or using the Multi Agency Contact Form (MAC), which should be sent to TriageHub@Warwickshire.gov.uk

Information is available at safeguardingwarwickshire.co.uk

Contact details for Front Door referrals:

01926 414144 (Monday to Thursday 8.30am to 5.30pm, Friday 8.30am to 5.00pm)
01926 886922 (out of hours)

3.3 Relevant Legislation

The Children and Social Work Act 2017 introduced new, flexible arrangements for safeguarding children. The County Council, Chief Officer for Police and Clinical Commissioning Groups have an equal and shared duty to work together in partnership with other relevant agencies to safeguard and promote the welfare of all children in a local area.

The Borough Council has a duty under Section 11 of the Children Act 2004 to ensure that it considers the need to safeguard and promote the welfare of children when carrying out its functions and that it will act as part of the Warwickshire Safeguarding arrangements.

The Care Act 2014 requires the establishment of a Safeguarding Adults Board comprising the County Council, Chief Officer for Police and Clinical Commissioning Groups to assure itself that local safeguarding arrangements and partners act to help and protect adults in the locality.

4 Types of Abuse

Within child protection and adult safeguarding, there are various forms of abuse:

Child Protection	Adult Safeguarding
Physical Abuse	Physical Abuse
Emotional Abuse	Emotional Abuse
Sexual Abuse	Sexual Abuse
Neglect	Neglect (both self-neglect and neglect by others)
	Institutional Abuse
	Discriminatory Abuse
	Financial Abuse

4.1 Physical Abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm.

Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

4.2 Emotional Abuse

Emotional abuse is persistent emotional maltreatment such as to cause severe and persistent adverse effects.

It may involve conveying someone as worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving them the opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate.

It may involve seeing or hearing the ill-treatment of another. It may involve humiliation, harassment, verbal abuse, serious bullying (including cyber bullying), causing someone to frequently feel frightened or in danger, or exploitation or corruption.

Some level of emotional abuse is involved in all types of maltreatment but it may occur alone.

4.3 Sexual Abuse

Sexual abuse involves forcing or enticing a person to take part in sexual activities, not necessarily involving a high level of violence, whether or not they are aware of what is happening.

The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts, such as masturbation, kissing, rubbing and touching outside of clothing.

It may also include non-contact activities, such as involving someone in looking at, or in the production of, sexual images, watching sexual activities, encouraging a person to behave in sexually inappropriate ways, or grooming a child or vulnerable adult in preparation for abuse.

Sexual abuse can take place online and technology can be used to facilitate offline abuse.

4.4 Neglect

Neglect is the persistent failure to meet physical and / or psychological needs, likely to result in the serious impairment of health or development. Neglect may occur during pregnancy as a result of maternal substance abuse.

Neglect may involve a parent or carer failing to:

- Provide adequate food, clothing or shelter (including exclusion from home or abandonment)
- Protect a child or vulnerable adult from physical or emotional harm or danger
- Ensure adequate supervision (including the use of inadequate care-givers)
- Ensure access to appropriate medical care or treatment

It may also include neglect of, or unresponsiveness to, basic emotional needs.

4.5 Institutional Abuse

Institutional abuse is the neglect and poor care practice within an institution or specific care setting, such as a hospital or care home, or in relation to care provided in one's own home. This may range from a one-off incident to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation.

4.6 Discriminatory Abuse

Discriminatory abuse is the harassment, slurs or similar treatment because of race, gender and gender identity, age, disability, sexual orientation or religion.

4.7 Financial Abuse

Financial or material abuse is theft, fraud, internet scamming or coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.

4.8 Child Sexual Exploitation (CSE), Missing Persons

Child sexual exploitation is a form of child abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity in exchange for something the victim needs or wants, and / or for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.

Sexual exploitation often involves a grooming stage. Grooming describes the variety of methods that are used to manipulate and control victims, including:

- the giving of gifts or presents
- the giving of rewards, such as like mobile phone top-ups or games credits
- false promises of love and / or affection
- the supply of alcohol and / or drugs

It is common for the grooming of children and young people to take place online. Children and young people can make themselves vulnerable through their online activities, which abusers are quick to exploit. Victims may have been persuaded or coerced into posting indecent images or performing sexual acts on a webcam. Online grooming can also progress to meeting face-to-face.

As a result of the grooming process, children and young people will rarely recognise the coercive and abusive nature of the relationship in which they are involved and they will often prioritise their attachment or loyalty to the offender over their own safety.

The perpetrators of sexual exploitation are skilled at driving a wedge between a child and their family and they will also isolate them from their usual friends and support networks.

Sexually exploited children also suffer physical, psychological, behavioural and attitudinal changes, all of which present severe challenges to their parents and carers.

Remember that:

- Boys and girls are equally vulnerable to becoming victims of child sexual exploitation
- Coercers and perpetrators are usually adults, of either gender, in a position of power, but can be other children and young people
- Young people may exchange or sell sex as a result of constrained circumstances, such as poverty, isolation and historic abuse
- Parents / carers may be involved in the sexual exploitation of their children, or fail to prevent / protect their children from abuse
- Groups of children and young people and multiple perpetrators may be involved
- No child under 13 years of age nor a child with a learning disability will be assessed as low risk if their behaviours indicate involvement in CSE
- Children and young people with additional needs, up to and including those aged 24 years, will require special consideration
- Disclosure of information may take time and evident risks may only emerge during an on-going assessment, support and intervention with the young person and / or their family.

If you suspect a child is a victim of CSE, you should contact the Front Door (see 3.2).

4.9 County Lines

County Lines is the name given to drug dealing where organised criminal groups use phone lines to move and supply drugs, usually from cities into smaller towns and rural areas.

The criminal groups exploit vulnerable people, including children and those with mental health or addiction issues, by recruiting them to distribute the drugs, often referred to as “drug running”.

There are several signs to look out for that may indicate that someone is involved in County Lines activity:

- Repeatedly going missing from school or home and being found in other areas
- Having money, new clothes or electronic devices and they cannot explain how they paid for them
- Getting high numbers of texts or phone calls, being secretive about to whom they are speaking
- Decline in school or work performance
- Significant changes in emotional or physical wellbeing

Organised criminal groups often use high levels of violence and intimidation to protect the County Line and control those involved. One of these forms of control exploits vulnerable people by using their home as a base for dealing drugs, a process known as “cuckooing”. Dealers often convince the vulnerable person to let their home be used for drug dealing by giving them free drugs or offering to pay for food or utilities.

Often the criminal groups target people who are lonely, isolated, or have addiction issues. It is common for them to use a property for a short amount of time, moving address frequently to reduce the chance of being caught.

There are several signs to look out for that may indicate that someone is a victim of cuckooing:

- Frequent visitors at unsociable hours
- Changes in household daily routines
- Unusual smells coming from a property
- Suspicious or unfamiliar vehicles outside an address

If you have any suspicions or information that could help in identifying any form of County Lines activity they should be reported to the Police on 101.

4.10 Harmful Practices

Harmful practices include Female Genital Mutilation (FGM), Honour Based Violence (HBV) and Forced Marriage.

Female Genital Mutilation

FGM involves the partial or total removal of the external female genitalia or other damage to the genital organs for supposed cultural, religious or non-medical reasons. FGM, also known as female circumcision (cutting or sunna), can affect females from birth to pregnancy. It inflicts severe physical and psychological damage, which can last a lifetime. While there is intelligence to suggest that FGM is being physically performed in the UK, most victims are usually taken abroad, commonly on flights in the holiday periods of Easter, summer and Christmas.

If it suspected that a child has been a victim of FGM, or there are concerns that a child is at risk of FGM, contact Warwickshire Police on 101. In an emergency call 999.

Honour Based Violence

HBV is a crime or incident that has or may have been committed to protect or defend the honour of the family and / or community. If this is suspected, no contact should be made with the family. HBV has the potential to be both a domestic abuse and child abuse concern. There are specific behaviours, attitudes and actions that may constitute dishonour and they are wide ranging. Individuals, families and communities may take drastic steps to preserve, protect or avenge their honour, which can lead to substantial human rights abuses.

If it is suspected that a child or adult has been a victim of HBV, it should be reported to Warwickshire Police on 101. In an emergency call 999.

Forced Marriage

Unlike an arranged marriage, where the prospective spouses may choose whether or not they wish to accept the partnership, a forced marriage is an arrangement in which one or both spouses do not consent to the marriage, or when consent is extracted through duress. From June 2014, forcing someone to marry against their will is crime and anyone found guilty can face up to seven years in prison.

If it is suspected that a child or adult has been a victim of forced marriage, it should be reported to Warwickshire Police on 101. In an emergency call 999.

4.11 Modern Slavery and Human Trafficking

Modern slavery or human trafficking is the movement of a person(s) from one place to another (this could be country to country, town to town, or even as simple as one room in a building to another) into conditions of exploitation, using deception, coercion, abuse of power or the abuse of the person's vulnerability. It can include slavery, servitude and forced or compulsory labour. Even if a victim consents and is willing to be moved, trafficking could still be taking place. It involves either the threat of harm or actual harm to the person themselves or their family.

National Referral Mechanism (NRM)

There is a national framework, known as the National Referral Mechanism, to assist in the formal identification of modern slavery victims and to help co-ordinate their referral to appropriate services. Certain public bodies, such as local authorities, have a statutory duty to refer potential victims to the NRM.

In England and Wales, a "First Responder" organisation is a body that is authorised to refer a potential victim of modern slavery into the National Referral Mechanism. As a Local Authority, the Borough Council is a First Responder organisation.

First Responder organisations have the following responsibilities:

- To identify potential victims of modern slavery and recognise the indicators of modern slavery
- To gather information in order to understand what has happened to potential victims
- To refer victims into the NRM (in England and Wales, this includes notifying the Home Office if an adult victim does not consent to being referred)
- To provide a point of contact for the Single Competent Authority (SCA) to assist with decisions and to request a reconsideration, where a First Responder believes it is appropriate to do so

The Borough Council has various considerations within its procurement processes that help to prevent spending with, and thus supporting, slavers and human traffickers. The Authority has also signed up to the Charter Against Modern Slavery. The Charter relates specifically to local authorities' approach to preventing modern

slavery and exploitation in their procurement practices, by their suppliers and in the supply chain.

If it is suspected that a child or adult is a victim of Modern Slavery, it should be reported to Warwickshire Police on 101. In an emergency call 999. Alternatively, advice can be sought from the Council's Director of Housing.

4.12 Domestic Abuse

The Domestic Abuse Act 2021 states that the behaviour of a person towards another person is domestic abuse if they are personally connected to each other and the behaviour is abusive. Behaviour is defined as abusive if it consists of physical or sexual abuse, violent or threatening behaviour, controlling or coercive behaviour, economic abuse or psychological, emotional or other abuse.

Local authorities and the Police have duties to protect and support individuals who experience domestic abuse. They provide these duties both as individual organisations and collaboratively. They include ensuring that safe accommodation is available for households.

Controlling behaviour is defined as:

“A range of acts designed to make a person subordinate and / or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour”.

Coercive behaviour is defined as:

“An act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim”.

Threatening behaviour includes threats of violence, threats of suicide or threats to take the children from the abused person.

Domestic abuse affects people of all ages, social backgrounds, gender, religion, sexual preference or ethnicity, and in a range of relationships: married, separated, divorced, living together, dating, heterosexual, gay or lesbian, and includes child on parent abuse and elder abuse. Domestic abuse that causes serious physical injury is mainly committed by men against women. Male victims of domestic abuse may find it harder to seek help. Domestic abuse affects children who witness the abuse and may require safeguarding action to be taken.

If you have any concern that a person may be at risk from domestic abuse, either directly or indirectly (in the case of children and young people), you should ring 101.

4.13 Prevent

Warwickshire is a relatively safe place to live and most crime types are continuing to reduce. We also live in a global community, however, which means that we are affected by trends and events that occur at an international level. At present, there is a need to consider the international threat of terrorism and those people who are pulled into groups that support extremist causes.

In Warwickshire, authorities and communities are working together to deliver the Government's Prevent Strategy. Prevent is one of four objectives that make up the Government's Strategy for Countering Terrorism – CONTEST.

The Prevent Strategy has three key objectives:

- 1) Respond to the ideological challenge of terrorism and the threat faced from those who promote it
- 2) Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
- 3) Work with sectors and institutions where there are risks of radicalisation that need to be addressed

The Strategy challenges all forms of terrorism, including the influence of far right and far left extremists. It defines extremism as “vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs”.

Prevent operates in a pre-criminal space, providing support and re-direction to vulnerable individuals at risk of being groomed into terrorist activities before any crimes are committed. Radicalisation could be comparable to other forms of harm and abuse. It is, therefore, considered to be a safeguarding issue and is considered alongside the wider safeguarding agenda.

If you require support from the Local Authority Prevent Officer, telephone 01926 412432. If you are unable to make contact with the Prevent Officer, telephone 01926 412338 to contact the Administrator for the Community Safety Team. In an emergency, call 999.

5 Equality

All people, regardless of their background, should be given the same level of support and protection. Regard should always be given to a person's religion or belief. It should be noted that people with disabilities, migrant adults and children, unaccompanied asylum-seeking children (UASC), victims of trafficking, domestic abuse and bullying may have additional care needs and this should be remembered when considering the behavioral indicators.

Additional guidance is available in the procedures manual for children at <https://www.safeguardingwarwickshire.co.uk/safeguarding-children/i-work-with-children-and-young-people/interagency-safeguarding-procedures> and in the policy and procedures manual for adults at

6 Good Practice for Staff, Members and Volunteers

6.1 Duty of Care

It is possible to limit the situations where the abuse of children, young people and adults at risk may occur, by promoting safe working practices to all staff, Members, volunteers and contractors.

The following basic guidelines will help safeguard children, young people and adults; our staff, Members, volunteers and contractors; the Borough Council and other concerned organisations. The guidelines aim to promote positive practice and are examples of care, which should be exercised by everyone while working with children, young people and adults at risk.

6.2 Professional Curiosity

Professional curiosity is the capacity and skill for proactive questioning and challenge (rather than making assumptions or professional optimism not based on an assessment of history and current circumstances). Never be frightened to ask the obvious question and share concerns with colleagues or your supervisor. A fresh pair of eyes looking at a case can really help practitioners and organisations maintain good practice standards and develop a critical mindset.

6.3 Safe Working Practices

- When working with children and adults at risk, avoid situations where you and an individual are alone and unobserved
- Do not take children or adults with needs for care and support alone on a car journey, however short
- Children or young people should never be left unattended. For example, it is the parent / carer's responsibility to supervise any children in their care when they are visiting the Council offices, or when any member of staff, elected Member, volunteer or contractor is carrying out a home visit
- Children and adults with need for care and support have the right to privacy, respect and dignity. Respect the individual and provide a safe and positive environment
- If supervision in changing rooms or a similar environment is required, ensure staff work in pairs and never enter opposite sex changing rooms without appropriate warning
- With mixed groups, supervision should be by a male and female member of staff, where possible

Staff, Members and volunteers should **never**:

- Engage in rough physical games, including horseplay
- Engage in sexually provocative games
- Allow or engage in inappropriate touching of any form

- Allow children or adults to use inappropriate language unchallenged, or use it yourself
- Make sexually suggestive comments about or to a child or adult with needs for care and support, even in fun
- Let any allegation a child or adult makes be ignored or go unrecorded
- Do things of a personal nature for children or adults that they can do for themselves, e.g. assist with changing
- Take a child or adult to the toilet, unless this is an emergency and a second, same-sex member of staff is present
- Use a mobile phone, camera or other recording device in any changing area or other single sex location, such as toilets, when the area is occupied

DRAFT

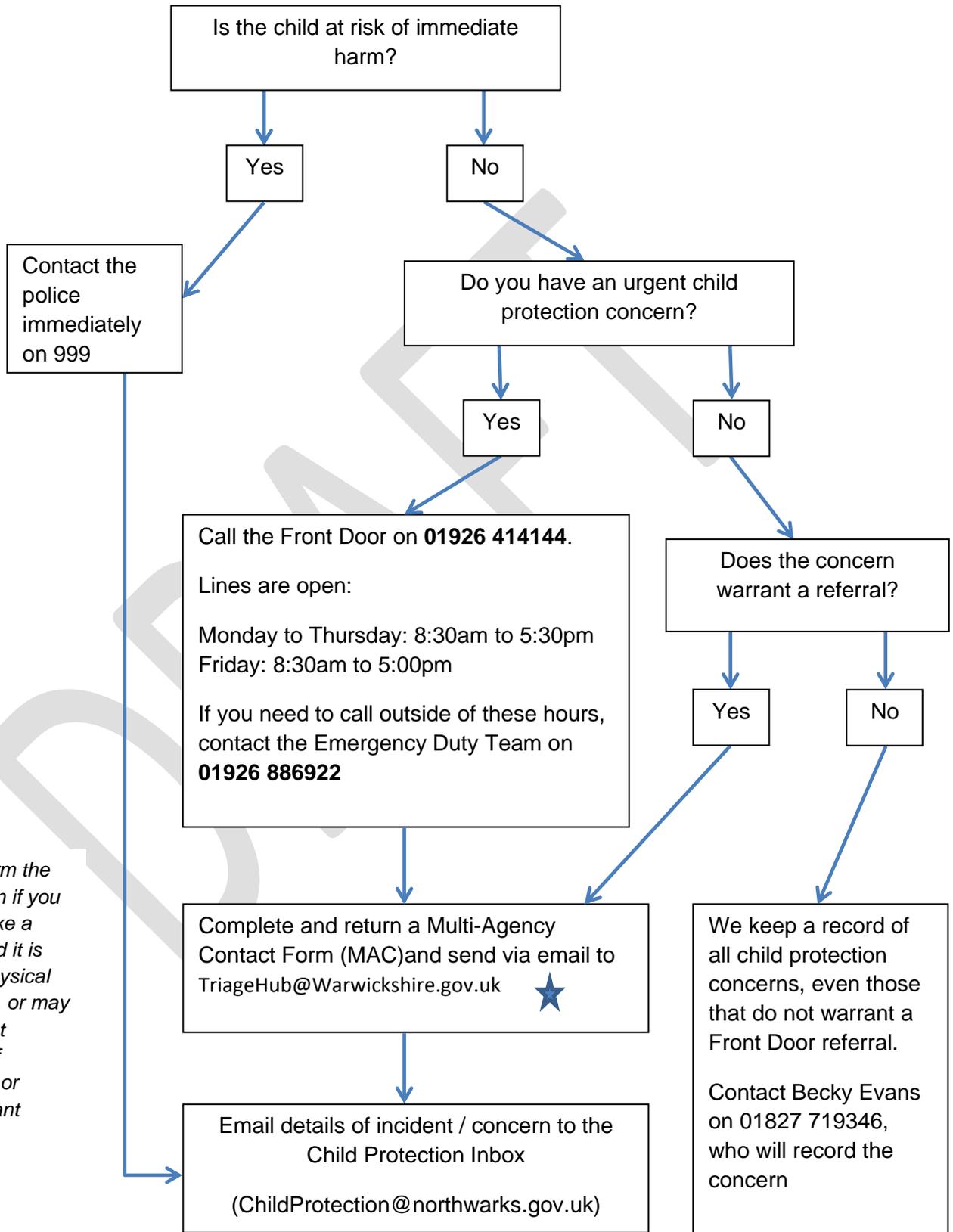
7 Reporting Procedures

7.1 Child Protection

Below is the Borough Council's Child Protection Referral Process. There is a separate flowchart for concerns presenting in the One Stop Shop (Appendix A) and the Authority's Leisure Facilities (Appendix B).

DRAFT

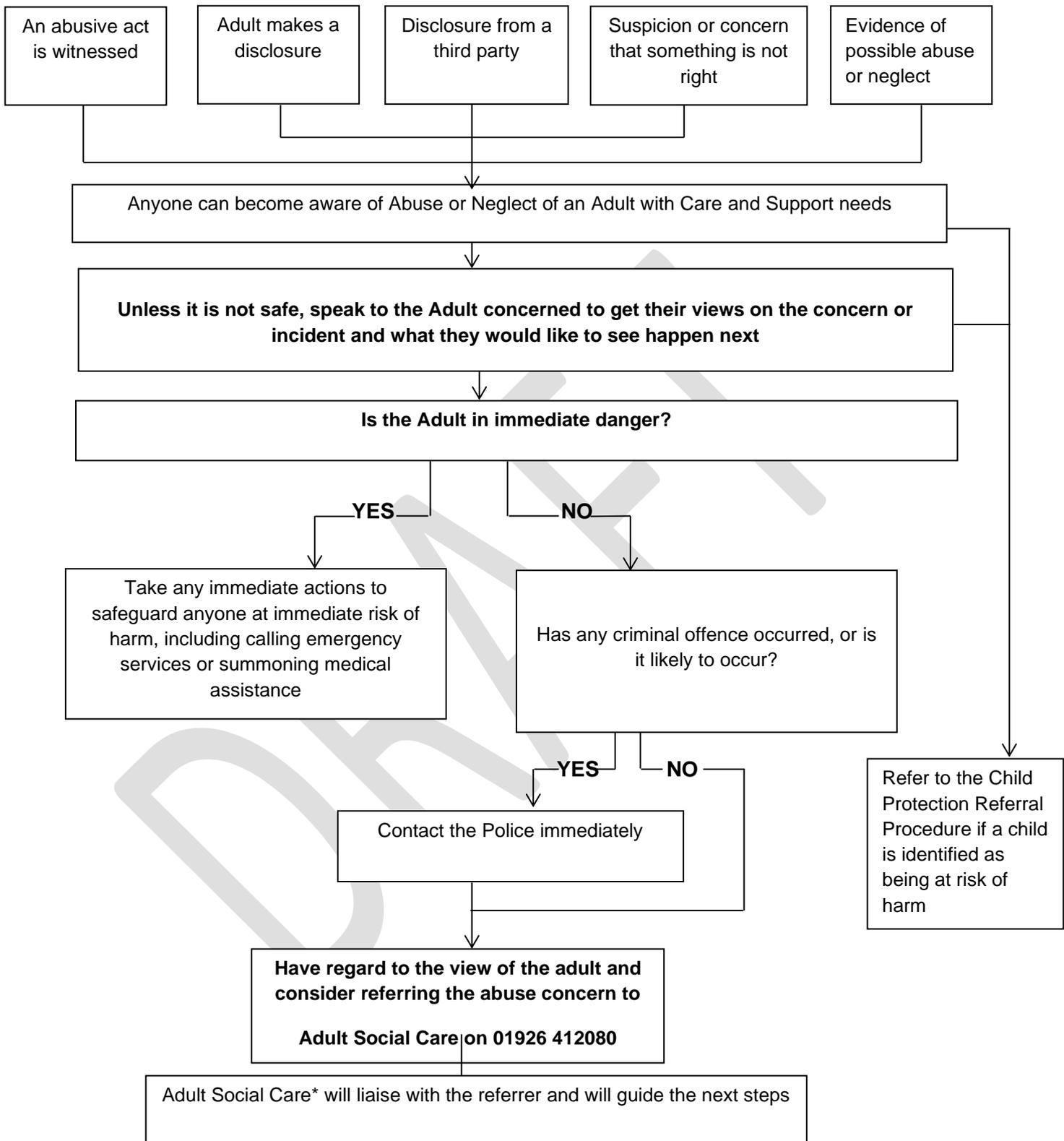
Child Protection Referral Procedure



★ You should inform the parent / guardian if you are going to make a referral, provided it is not related to physical or sexual abuse, or may place the child at increased risk of significant harm or cause a significant delay

If you have any concerns about making a referral, or are unsure if a concern warrants a referral, please contact Becky Evans (01827 719346) or Simon Powell (01827 719352).

7.2 Safeguarding Adults at Risk Referral Procedure



*For certain groups of adults with mental health needs, the Coventry and Warwickshire NHS Partnership Trust integrated Mental Health Service will lead the response to adult safeguarding concerns

7.3 Escalation Procedure

All organisations should have a policy for internal escalation of disagreements about safeguarding issues. This policy will be made known to staff in their induction and safeguarding training.

If a member of staff has an issue about how a safeguarding concern about a child has been dealt with internally they should contact the Director of Leisure and Community Development. If the issue relates to a decision made by the Director of Leisure and Community Development, they should seek advice from the Front Door referral service directly on 01926 414144. If a member of staff has an issue about how a safeguarding concern has been dealt following a Front Door referral, they should follow the Warwickshire Safeguarding Partnership Escalation Process at https://www.proceduresonline.com/covandwarksscb/files/escalation_warks.pdf

If a member of staff has an issue about how an adult safeguarding concern has been dealt with internally they should contact the Director of Housing. If the issue relates to a decision made by the Director of Housing, they should contact the Manager of Warwickshire County Council's Safeguarding Team on 01926 412080. If a member of staff has an issue about how a safeguarding concern has been dealt with externally, by the Safeguarding Team, they should contact the Director of Housing, who will take action to escalate it if appropriate.

8 Safer Recruitment

8.1 Recruitment and Selection

All of the Borough Council's staff will be appointed in line with the Authority's Recruitment and Selection Policy and procedures to ensure that all of the necessary checks are carried out on individuals expected to work with children and vulnerable adults.

Pre-selection checks must include the following:

- Completion of an application form, including a self-disclosure about criminal records
- Where appropriate, consent to obtain information from the Disclosure and Barring Service in order to assess an applicant's suitability to work with children and adults at risk in accordance with legislation
- Receipt of two relevant references, one of which, where possible, must be from a previous employer engaged in work with children, young people and / or adults at risk
- Confirmation of qualifications
- Confirmation of identity

8.2 Disclosure and Barring Service (DBS)

In line with the Borough Council's Recruitment and Selection Policy, Disclosure and Barring Service (DBS) checks will be carried out on all staff involved in 'Regulated Activity' relating to children and adults at risk. Guidance for managers is available from Human Resources.

The following Elected Member roles will be subject to a Basic DBS check:

- Spokesperson and Shadow Spokesperson for Health, Wellbeing and Leisure
- Young Persons Champion and Shadow Champion
- Lead Councillor on CCTV and Shadow Lead
- Mayor and Deputy Mayor

8.3 Supervision and Appraisal

All staff and volunteers work more effectively when they are well informed, trained and supported. Line managers should be sensitive to any concerns about abuse, act on them at an early stage and offer support to those who report it. It is the responsibility of line managers to monitor good practice. This can be done in a number of ways:

- Direct observation of the activity or service
- Staff appraisals, one-to-one meetings, mentoring and providing feedback on performance
- Participant feedback on the activities or services

All staff working, or having regular contact, with children, young people and adults at risk should have safeguarding as a standing item on the agenda for their one-to-one meetings.

8.4 Induction and Training

It is important that the recruitment and selection process is followed up by relevant induction and training in order to further protect children, young people and adults at risk from possible abuse. Appropriate training will enable individuals to recognise their responsibilities with regard to their own good practice and the reporting of suspected poor practice and concerns or allegations of abuse.

A Training and Skills Development Record will be kept and monitored by the Human Resources Section to ensure that training is undertaken and refreshed as necessary by staff and Councillors across the Authority.

All members of Borough Council staff, regardless of whether or not they come into contact with children, young people or adults at risk during the normal course of their duties, must attend the Authority's Safeguarding training course(s) within three months of commencing their employment and on a regular (minimum of once every three years) basis thereafter. All Councillors will be trained during each four-year political term.

All members of staff must understand their responsibilities towards protecting children and adults at risk and must be aware of the procedures to follow should they have a related concern.

8.5 External Clubs / Organisations Using Borough Council Facilities

All clubs and organisations working with children and young people that use Borough Council facilities must have an acceptable Child Protection Policy in place. If a club or organisation does not have its own policy, a copy of this Policy will be distributed with the Terms and Conditions of Hire. The club / organisation will then be required to accept and commit to adhere to the provisions of this Policy and the standards of care outlined herein. It is the responsibility of the manager of any such facility to ensure that compliance is achieved.

8.6 Use of Contractors

The Council and its staff, Members and volunteers should exercise reasonable care to ensure that contractors undertaking work on behalf of the Authority are appropriately supervised and monitored.

Any contractor or sub-contractor engaged by the Borough Council in areas where workers are likely to come into contact with children or adults at risk, should have their own equivalent Safeguarding Policy. Failing this, it must demonstrate that they will comply with the terms of this Policy.

Where there is potential for contact with children or adults at risk, it is the responsibility of the manager who is using the services of the contractor to check that a policy is in place and any necessary Disclosure and Barring Service checks have been satisfactorily completed.

9 Allegations Against a Member of Staff

9.1 Allegations Against People Who Work with Children / Young People

The procedure relates to all Borough Council employees, elected Members and contractors.

Any concerns should be raised immediately with the Director of Leisure and Community Development. In the absence of the Director of Leisure and Community Development, the Chief Executive should be informed. It is the responsibility of the Director of Leisure and Community Development to inform the Local Authority Designated Office (LADO) within **one working day**.

Referrals to the Local Authority Designated Office (LADO) should be made where there are concerns that someone who works with children may have:

- Behaved in a way that has harmed, or may have harmed, a child
- Possibly committed a criminal offence against, or related to, a child
- Behaved towards a child or children in a way that indicates that they may pose a risk of harm to children

These behaviours should be considered within the context of the four categories of abuse (physical, sexual and emotional abuse and neglect). These include concerns relating to inappropriate relationships between members of staff and children or young people, for example:

- Having a sexual relationship with a child under 18 years of age if in a position of trust in respect of that child, even if it is consensual
- 'Grooming', i.e. meeting a child under 16 years of age with intent to commit a relevant offence
- Other grooming behaviour giving rise to concerns of a broader child protection nature (e.g. inappropriate text / email messages or images, gifts, socialising, etc.)
- Possession of indecent photographs / pseudo-photographs of children

If concerns arise about a person's behaviour towards her / his own children, the standard Child Protection Referral Process identified within this Policy should be followed.

The accused member of staff should:

- Be treated fairly and honestly and helped to understand the concerns expressed and processes involved
- Be offered appropriate sources of support
- Be kept informed of the progress and outcome of any investigation and the implications for any disciplinary or related process

These referrals should be made on the Position of Trust Multi-Agency Contact Form (POT MAC) and emailed to the LADO at their direct email address, which is lado@warwickshire.gov.uk. Direct contact with the LADO Support Officer should also be made on 01926 743433.

If an allegation is substantiated and the person is dismissed or the employer ceases to use the person's service, or the person resigns or otherwise ceases to provide his / her services, the LADO should discuss with the employer whether a referral should be made to the Disclosure and Barring Service (DBS).

Allegations of historical abuse should be responded to in the same way as contemporary concerns.

9.2 Allegations Against People Who Work with Adults at Risk

All concerns should be reported to the Director of the service in which the Officer works and to the Human Resources Manager.

If the allegation is against an Officer in the Council's employment:

- Once information of the allegation has been clarified, the Director will consult with Human Resources
- Once Human Resources has been notified, a safeguarding referral must be made to Warwickshire County Council and / or the Police

10 Dealing with a Disclosure

10.1 How to Respond

Listening to a disclosure can be difficult, and although it is not expected that employees will actively seek or probe people for disclosures, if someone does disclose information about abuse you should:

- Listen carefully
- Take the person seriously
- Write down, as soon as you can, what has been said (using their words) and any extra information about their actions whilst giving the information (for example, if someone said “they hurt my arm” but pointed to their leg you would need to record both elements)
- Follow the safeguarding procedures outlined within this Policy
- Tell the person what you are going to do next
- Do not promise to keep anything a secret. Remember, it is a statutory duty to report safeguarding concerns
- Do not ask leading questions

If you do not feel comfortable, confident or the situation is having a negative impact on your emotional wellbeing, seek support from an Officer with a responsibility for safeguarding (Section 3).

10.2 Looking After Yourself

Receiving a disclosure can have a significant impact on your emotional wellbeing. If you are affected by anything you have read or heard with regard to safeguarding you can:

- Inform your line manager (without disclosing any of the details regarding the disclosure)
- Access counselling through the Authority (which Human Resources will need to authorise)
- Talk through the issue with any of the Officers responsible for safeguarding (see Section 3)
- Access local mental health services (see <https://www.warwickshire.gov.uk/mentalhealth> for details)

11 Uncollected Children

If there are any uncollected children at the end of a structured session at a leisure facility the following action should be taken:

- 15 minutes after the child should be collected call the emergency contact details provided at registration
- If contact is made, establish a collection time
- If no contact is made, try second contact if one has been given

- If no one is answering the emergency contact number(s), continue to try every five minutes
- If contact has not been made within half an hour after the time the child should have been collected, the Operations Officer should be made aware
- Continue to try emergency contact number(s) every five minutes
- If the children have not been collected within one hour and no contact has been established with a parent / guardian, call 101

The uncollected child / children should be supervised by the Duty Officer until they are collected

12 Marketing and Promotion

12.1 UK General Data Protection Regulations (UK GDPR)

The UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 supersede the Data Protection Act 1998. Practitioners must have due regard to the relevant data protection principles that allow them to share personal information.

The UK GDPR and Data Protection Act 2018 place greater significance on the need for organisations to be transparent and accountable in relation to their use of data. All organisations handling personal data must ensure that they have in place comprehensive and proportionate arrangements for collecting, storing and sharing information. This also includes arrangements on informing service users about the information that they will collect and how this may be shared.

The UK GDPR and Data Protection Act 2018 **does not** prevent, or limit, the sharing of information for the purposes of keeping children and young people safe.

To effectively share information:

- All practitioners should be confident of the processing conditions that allow them to store and share the information that they need to carry out their safeguarding role. Information that is relevant to safeguarding will often be data which is considered to be “special category personal data”, meaning that it is sensitive and personal
- Where practitioners need to share special category personal data, they should be aware that the Data Protection Act 2018 includes 'safeguarding of children and individuals at risk' as one of conditions that allows practitioners to share information with others without consent
- Information can be shared legally without consent, if a practitioner is unable to, or cannot be reasonably expected to gain consent from the individual, or if to gain consent could place a child at risk
- Relevant personal information can also be shared lawfully if it is to keep a child or individual at risk safe from neglect or physical, emotional or mental harm, or if it is protecting their physical, mental or emotional wellbeing

Practitioners looking to share information without consent should consider which processing condition in the Data Protection Act 2018 is most appropriate in the particular circumstances of the case. This may be the safeguarding processing condition or another relevant provision.

The Borough Council will use personal data for a limited number of purposes and always within the rules set out in the GDPR and Data Protection Act 2018. The Authority will process data to protect individuals from harm or injury.

12.2 Photographs

With regard to the taking photographs of children or adults at risk:

- Avoid taking pictures if individuals can be identified
- To take pictures of children you need written permission from their parent / guardian
- To take pictures of adults you need to get verbal permission
- A photograph should be retained for no longer than is necessary for the purpose of which it was taken, otherwise for a maximum of twelve months
- Images should be stored on Content Manager and under no circumstances should images of children or adults at risk be stored on an employee's personal or work mobile / other handheld device

At any Authority-led event in a public area, it would be deemed unreasonable to request consent from everyone present. The taking photographs of children / adults at risk at a public event, therefore, is acceptable. These images can only be used in promotional material relating to the event and must not be passed to third parties.

The Borough Council is not responsible for collating consent for external organisations or individuals (e.g. journalists) who are not employed by the Authority when they are taking photographs at Borough Council run events.

12.3 Social Media and Website Articles

Even without the use of photographs, if an article or social media post includes a child's full name, verbal consent must be sought from the parent / guardian.

Agenda Item No 13

Executive Board

14 February 2022

Report of the Director of Housing

West Midlands Combined Authority No Homeless Veterans Campaign

1 Summary

- 1.1 This report provides the Board with information about the West Midlands Combined Authority's No Homeless Veterans Campaign and recommends that North Warwickshire Borough Council signs up as a participant.

Recommendation to the Executive Board

That the Director of Housing, as the Lead Champion, be given the authority to sign-up North Warwickshire Borough Council for the 'No Homeless Veterans Campaign'.

2 Consultation

- 2.1 Consultation has taken place with the Council's Management Team in regard to the proposal set out in this report.
- 2.2 Councillors Clews and Parsons, as the Member Armed Forces Champions, have been sent an advanced copy of this report for comment. Any comments received will be reported verbally at the meeting.
- 2.3 Consultation has also taken place with the Armed Forces Champions within different Divisions of the authority. There have been discussions with the Veterans Contact Point in Nuneaton, who have been our partners in this work helping to provide services within North Warwickshire for Veterans. The West Midlands Regional Employer Engagement Team, who are responsible for looking at our accreditation status have also been contacted.

3 Background

- 3.1 In February 2020, North Warwickshire Borough Council was asked to present at the West Midlands Combined Authority's No Homeless Veterans Campaign on the work that the authority had been doing for Veterans who were homelessness and had support issues. They were particularly interested in the work that was being done in the hubs that were set up in North Warwickshire to help any Veterans.

- 3.2 At the event, over 40 agencies, many of which were local authorities were asked to consider how we could improve services for Veterans. As a result of this event, 16 pledges were put together and the West Midlands Combined Authority is asking for all participants to sign up to the pledges.
- 3.3 In November 2019, North Warwickshire Borough Council was presented with a Gold Award accreditation to recognise the good work done with Veterans. The accreditation lasts for 5 years. We are due to re-apply for the Gold Award in 2024. Signing up to the pledges will help the authority in their evidence gathering when renewing their application for gold status.

4 **Pledges**

- 4.1 Below are the 16 pledges that authorities are being asked to sign up to as part of the campaign and an explanation has been provided as to where we currently are on delivering the pledges.

1. We will engage with the service charities such as Royal British Legion, when veterans are at risk of eviction (Universal Protection)

North Warwickshire is a leading example in regard to working with Veterans and has a good track record of ensuring that accommodation is available for veterans and making sure that they receive wraparound support from the service charities including Royal British Legion, SSAFA and Veterans Contact Point. This can be to find funds to prevent the eviction or to help them settle into new accommodation if necessary.

2. We will undertake staff training in Veterans awareness (Universal Protection)

We have used the e-learning module which was developed by Warwickshire County Council as a training tool for staff in veteran awareness. We have also provided training for frontline staff on the issues that veterans can face when they are transitioning to civilian life and highlighting issues that are relevant to veterans so that staff have a better understanding of those issues. We also have 11 Armed Forces Champions within the authority and training has also been provide for them in regard to the role that they have undertaken. We will also be getting involved in the refreshing of the e-learning module as Warwickshire County Council has secured funding to update the modules.

3. We will encourage “life skills” briefings prior to discharge from the services (Universal Prevention)

North Warwickshire Borough Council is actively involved with the Armed Forces Covenant Strategic Partnership for Coventry, Solihull and Warwickshire and is also represented on the Co-ordinating Group which sits below to carry out the actions. As part of those actions, we will be looking to work with potential

service leavers on a range of issues to include housing and what options that may have on discharge. We have also signed up to the Guaranteed Interview Scheme for veterans if they meet the criteria for the role.

4. We will involve those with lived experience whenever possible (both being a veteran and homelessness) (Universal Protection)

We work with veterans within the hubs that were set up in North Warwickshire and any veterans contacting the authority are signposted to the nearest hub to be able to socialise with other veterans and get any support that they need whilst going through their journey. We have also worked with veterans in our Watling Street Project and have managed to house two veterans through the project into a more sustainable tenancy due to the support that they received. We can also use the hubs and Veteran Contact Point to conduct consultation with veterans in regard to their lived experience when accessing services.

5. We will ensure that our commissioning and contracting includes reference to and encourages use of the Armed Forces Covenant (Universal Prevention)

Currently, we do not mention the Armed Forces Covenant within our standard ITT documents and this may be something that we should consider doing before we resubmit our application for the gold award in 2024.

6. We will “Ask the Question” of everyone accessing our services to identify veterans in our system (Targeted Prevention)

All front-line services now ask the question in regard to having served in the forces as a matter of course which helps us to identify additional services that may be applicable, if needed. We also have an indicator on the case management system which records that the applicant is a veteran so that we are aware when they contact us.

7. We will actively support veterans in accessing appropriate support (Targeted Prevention)

North Warwickshire excels in this area as we work in partnership with Veterans Contact Point, we have two active hubs within the Borough, in Atherstone and Dordon, where veterans can be signposted for support and then be referred to services like SSAFA and Royal British Legion for financial support, TILS which is the mental health service specifically for veterans, Veterans Gateway if there is a service that we cannot provide and of course, the local authority if it a service that we can provide. We are also part of the Co-ordinating Group which has partners such as the Poppy Factory who look for employment for veterans and specific services such as the Naval Families Federation.

8. We will train our staff in Veterans awareness by completing e learning available on the Armed Forces Covenant Website (Targeted Prevention)

Training has been covered in point 2 and all employees have been encouraged to complete the e-learning module to understand better the issues that veterans may face. The e-learning module is now being refreshed and North Warwickshire will be actively involved in that refresh with regards to veterans and homelessness, for which we have an excellent track record.

9. We will promote knowledge of the Veterans Gateway to our staff and service users (Crisis Prevention and Relief)

Staff are aware of the Veterans Gateway and it is included as a referral point on our CRM system. We have provided Veterans Gateway with services in our area so that they are more aware of local services that we are able to provide.

10. We will do all we can to speed up of the verification process for veterans with the Armed Forces (Crisis Prevention and Relief).

We work in partnership with the Veterans Contact Point to help speed up the verification process for veterans, but it is still a slow process due to staffing with the Ministry of Defence.

11. We will promote development of Veterans Hubs as a physical space for one stop shop support (Crisis Prevention and Relief)

North Warwickshire Borough Council, in partnership with Veterans Contact Point, have developed two hubs within the Borough, based in Atherstone and Dordon, and both are very active. We are extremely grateful that the hubs are there as a support system and this is apparent by how many attend the hubs whilst in session.

12. We will undertake more partnership working to promote better outcomes for veterans (Crisis Prevention and Relief)

North Warwickshire excels in partnership working to promote better outcomes, as demonstrated in the information given above. We are always open to new partners coming on board and working with them if the services are for the benefit of veterans. We are also part of the Gold Award Association which introduces us to other organisations that have the gold award and this means that we can get to know about job opportunities and services within the health and leisure industries to help with veterans' health.

13. We will work with other local authorities and organisations to recognise and promote best practice (Move on Support)

We are actively involved with the Coventry, Solihull and Warwickshire Armed Forces Covenant Co-ordination Group which consist of 7 local authorities, as well as Warwickshire County Council and other partner organisations who are also actively involved in working with veterans. The Co-ordinating Group is the operational group and we are also part of the Strategic Group who oversee the action plan devised by the Co-ordinating Group to ensure that we are on target. We have also worked with the No Homeless Veterans Campaign and West Midlands Combined Authority which has resulted in these pledges coming to fruition and North Warwickshire, along with Veterans Contact Point, were invited to an event in February 2020 to promote the good work that we were doing to other local authorities within the West Midlands.

14. We will collaborate to form better pathways to settled accommodation (Settled Home).

We work with veterans to ensure that they can start to get their life in order and deal with any issues that they are struggling with and this is done whilst they are in temporary accommodation or staying with family and friends, so that we can work on the triggers that have caused them to become homeless or threatened with homelessness. Because of the strong partnerships that we have developed with other organisations, we are able to refer their issues to the most appropriate service. We have also set up with the Council's Leisure Services for veterans to have discount at all of our leisure centres, which can help with their mental health. We also encourage volunteer work at the hubs, Veterans Contact Point and Ediblelinks.

15. We will work pro-actively with other providers to provide assistance to maintain tenancy (Settled Home).

All officers are aware of which tenants are veterans as the information is recorded on the IMS system and all staff within the Council should be aware of who the veteran champions are within the authority if they need to talk the case through. This will help us to advise the most appropriate services for the veteran to maintain their tenancy. We are also piloting the Tenancy Ready booklet (produced by the Financial Inclusion Team) with veterans at the Watling Street Project. As well as working with them at the Project, we also provide 12 months of emotional support when they get their tenancy, to ensure that they settle in and become part of the community.

16. We will develop aftercare and peer support with veterans (Settled Home)

Throughout the pledges we have mentioned the training that officers have received, the hubs that are specifically for veterans to provide support and the support that is provided by the Watling Street Project if they have been a resident with the project. Veterans Contact Point encourages participation at

the hubs and also arrange transport for any veteran who would find it difficult to get to the hubs. The hubs are run by veteran volunteers and Veterans Contact Point provides events such as Show to deal with sleep deprivation, Relaxation Techniques, How to deal with Stress, as well as social events like Brew and Banter, Weekend Breakfast Clubs, etc. We have mentioned all of the other services that we are able to access to provide aftercare.

5 Report Implications

5.1 Finance and Value for Money Implications

5.1.1 Sufficient budget is in place to cover the pledges listed.

5.2 Environment, Climate Change and Health Implications

5.2.1 Extensive work undertaken directly and with our partner agencies means that the health and wellbeing of veterans is a priority for the Council. Early intervention and support when problems arise can help to save monies on the public purse by reacting quickly to any issues raised.

5.3 Human Resources Implications

5.3.1 There has been some additional work in this area with Human Resources putting together the Guaranteed Interview Scheme which was agreed in 2021.

5.4 Safer Communities Implications

5.4.1 The work that is being completed within the pledges help towards improving the individual's quality of life, dealing with the possibility of increased danger of abuse/violence and generally encouraging and supporting safer streets.

5.5 Links to Council's Priorities

5.5.1 This support work links to the corporate priorities for Improving Leisure & Wellbeing Opportunities; Promoting Sustainable & Vibrant Communities; Supporting Employment & Business.

The Contact Officer for this report is Paul Roberts (719459).

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 14

Executive Board

14 February 2022

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

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

Agenda Item No 15

Confidential Extract of Minutes of the Executive Board held on 22 November 2021

Paragraph 1 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

In relation to the item listed above members should only exclude the public if the public interest in doing so outweighs the public interest in disclosing the information, giving their reasons as to why that is the case.

The Contact Officer for this report is Amanda Tonks (719221)