

**To: Leader and Members of the Executive Board
(Councillors Humphreys, Bell, Chambers, N Dirveiks, Farrell, Hayfield, Phillips, Reilly, Simpson and D Wright)**

For the information of other Members of the Council

For general enquiries please contact the Democratic Services Team on 01827 719221 or 719450 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

11 FEBRUARY 2019

The Executive Board will meet in the Committee Room at the Council House, South Street, Atherstone, Warwickshire on Monday 11 February 2019 at 6.30pm

AGENDA

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

- 4 **Minutes of the meeting of the Board held on 19 November 2018** – copies herewith to be agreed as a correct record and signed by the Chairman.

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am 2 working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact the Democratic Services Team on 01827 719221 or 719450 or email democraticservices@northwarks.gov.uk .

ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

- 6 **External Audit Plan 2018/2019** - Report of the Corporate Director - Resources

Summary

The purpose of this report is to inform Members of the external auditors plan for their work related to the 2018/19 financial year.

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

- 7 **Modern Slavery Act 2015 Charter** – Report of the Director of Corporate Services

Summary

This report informs Members about the Modern Slavery Act 2105 and seeks comments on and approval for the actions suggested to help implement the Act.

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

- 8 **Parental Leave for Councillors** – Report of the Corporate Director – Resources

Summary

This report looks at parental and adoption leave for Councillors and support for other caring commitments.

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

9 **Corporate Plan 2019/20 – Report of the Chief Executive.**

Summary

The Corporate Plan is updated on an annual basis. The purpose of this report is to recommend that the Council adopts the Corporate Plan and to agree the 2019-20 Service Plan for the Corporate Director - Environment.

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

10 **The Capital Strategy – Report of the Corporate Director – Resources**

Summary

This report updates the Capital Strategy approved by the Council in February 2018.

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

11 **The Proposed 3 Year Capital Programme 2019/20 – 2021/22 – 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)

12 **General Fund Revenue Estimates 2019/20 – Report of the Corporate Director - Resources**

Summary

This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

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

- 13 **General Fund Revenue Estimates 2019/20 and Setting the Council Tax 2019/20** - Report of the Corporate Director - Resources

Summary

This report sets out the proposed General Fund Revenue Estimate for 2019/20 and the options available when setting the 2019/20 Council Tax for the Borough in the context of the Authority's Revenue Support Grant settlement, and the effect on General Fund balances.

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

- 14 **Review of Polling Districts, Polling Places and Polling Stations** - Report of the Chief Executive

Summary

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

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

- 15 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2018 to December 2018** – Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to December 2018.

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

- 16 **Pay Policy Statement 2019/20** - Report of the Corporate Director - Resources

Summary

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

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

- 17 **Progress of the Local Plan - Report of the Corporate Director - Environment**

Summary

The report provides the latest information in relation to the progress of the Local Plan.

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

- 18 **Minutes of the meetings of the Safer Communities Sub-Committee held on 4 December 2018 (copy herewith) and 31 January 2019 (to be circulated), to be received and noted.**
- 19 **Minutes of the meeting of the Special Sub-Group held on 11 December 2018, copy herewith, to be received and noted.**
- 20 **Exclusion of the Public and Press**

Recommendation:

That under Section 110A(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.

EXEMPT INFORMATION (GOLD PAPERS)

- 21 **Sub-Regional Materials Recycling Facility – Report of the Director of Streetscape**

The Contact Officer for this report is Richard Dobbs (719440)

- 22 **Senior Management Changes - Report of the Chief Executive (TO FOLLOW)**

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

JERRY HUTCHINSON
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

19 November 2018

Present: Councillor Humphreys in the Chair

Councillors Bell, Chambers, N Dirveiks, Farrell, Hayfield, Phillips, Reilly, Simpson and D Wright

Councillors Clews, Symonds and Waters were also in attendance.

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

None were declared at the meeting.

39 **Minutes of the meeting of the Board held on 17 September 2018.**

The minutes of the meeting of the Board held on 17 September 2018, copies having been circulated, were approved as a correct record and signed by the Chairman.

40 **External Auditors' Report**

The Corporate Director - Resources presented the 2017/18 Annual Audit Letter received from the Council's external auditors, Ernst & Young LLP.

Recommended:

That the report presented as Appendix A be noted.

41 **Key Corporate Issues**

The Chief Executive drew Members' attention to the key Corporate issues facing the Council in the mid-term future. He sought to assist Members in addressing these issues during the finalisation of the 2019/20 Corporate Plan and Budget and further in the lead up to next year's Elections.

Recommended:

That the issues raised in the report of the Chief Executive be taken into consideration by Members when preparing the Corporate Plan and Budget for 2019/20 and beyond.

42 Council Tax Support Scheme

The Corporate Director - Community outlined the recommended Council Tax Support Scheme for 2019/20 and the Board was asked to agree a suggested course of action.

Recommended:

- a That the retention of a 91.5% reduction maximum Council Tax Support Scheme for all current working age customers, in 2019/20, be approved; and**
- b That the Council Tax Support Scheme adopted in 2019/20 be updated in line with the statutory increases as notified by the Department of Work and Pensions.**

43 Constitution Task and Finish Group and Constitution Changes

The Corporate Director - Environment advised Members of changes to the Constitution suggested by the Task and Finish Group and the Board was asked to agree a suggested course of action.

Recommended:

- a That changes to the Constitution highlighted in the report of the Corporate Director - Environment be agreed; and**
- b That a further meeting be arranged to consider an overview of different governance models.**

44 Calendar of Meetings 2019/20

The Board was asked to approve a calendar of meetings for 2019/20.

Recommended:

That the calendar of meetings for 2019/20 as submitted at Appendix A to the Chief Executive's report be approved.

45 Budgetary Control Report 2018/19 - Period Ended 31 October 2018

The Corporate Director - Resources reported on the revenue expenditure and income for the period from 1 April 2018 to 31 October 2018. The 2018/2019 budget and the actual position for the period, compared with the estimate at that date, was also given,

together with an estimate of the out-turn position for services reporting to the Board.

Resolved:

That the report be noted.

46 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2018

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to September 2018.

Resolved:

That the report be noted.

47 HS2 Update and Consultation

The Corporate Director - Environment sought delegated power to agree the Council's consultation response to the latest HS2 consultations.

Recommended:

That, in consultation with the two Group Spokespersons on HS2, the Corporate Director – Environment be given delegated power to respond to the Environmental Statement and Equality Impact Statement in respect of Phase 2b of HS2.

48 Gifts and Hospitality Policy

The Corporate Director - Environment submitted a revised Gifts and Hospitality Policy and a revised Employee Code of Conduct for approval.

Recommended:

- a That, subject to minor amendments to the text as discussed at the meeting, the Gifts and Hospitality Policy attached to the report Corporate Director - Environment be adopted; and**
- b That the Employee Code of Conduct attached to the report of the Corporate Director – Environment be adopted.**

49 Minutes of the meeting of the Special Sub-Group held on 9 October 2018

The minutes of the meeting of the Special Sub-Group held on 9 October 2018 were received and noted.

50 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.

51 Senior Management Changes

The Board was invited to consider the setting up a Sub-Committee to manage the process of putting succession arrangements in place, required by the Chief Executive's forthcoming retirement.

Recommended:

i) That a Sub-Committee be set up for the purposes of agreeing and managing the process of putting succession arrangements in place required by the forthcoming retirement of the Chief Executive, including:-

(a) any interim management or other staffing requirements/appointments, and

(b) selection processes and procedures, together with obtaining external consulting services, if required.

ii) That the Sub-Committee comprise Councillors Chambers, Farrell, D Humphreys, Symonds and D Wright.

52 Building Control Service

The Board was asked to approve an additional budget provision of £15,200 to be included in the 2019/20 budget to support the future provision of the Building Control service.

Recommended:

- a That an additional budget provision of £15,200 be included in the 2019/20 budget to support the future provision of the service; and**
- b That the Building Control function is delegated to Lichfield District Council as the host authority, with a continuing delegation to Nuneaton and Bedworth Borough Council to deal with any matters relating to the existing partnership.**

David Humphreys
Chairman

Agenda Item 6

Executive Board

11 February 2019

**Report of the
Corporate Director - Resources**

External Audit Plan 2018/19

1 Summary

- 1.1 The purpose of this report is to inform Members of the external auditors plan for their work related to the 2018/19 financial year.

Recommendation to the Council

That the contents of the external auditors plan and report be noted.

2 Recommendation to the Council

- 2.1 The Council's appointed auditors for 2018/19, Ernst & Young LLP, have considered the work they need to carry out relating to the financial year to meet their audit responsibilities. A report detailing the scope of their work and the audit approach that will be used is being prepared and will be circulated before the meeting.

3 Report Implications

3.1 Finance and Value for Money Implications

- 3.1.1 These are covered in the auditor's report.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 7

Executive Board

11 February 2018

Director of Corporate Services

Modern Slavery Act 2015 Charter

1 Summary

- 1.1 This report informs Members about the Modern Slavery Act 2015 and seeks comments on and approval for the actions suggested to help implement the Charter against Modern Slavery.

Recommendation to the Council

That the actions laid out in in the Charter (Section 4.2) are approved.

2 Consultation

- 2.1 The Chairs, Vice-Chairs and Spokespersons of Executive Board have been sent a copy of this report. The Chair and Spokesperson had the opportunity to comment on a briefing note on this subject, which has been used as the basis of this report.

3 Background

- 3.1 The Modern Slavery Act 2015 is legislation which sets out how modern slavery and human trafficking is dealt with in the UK. It gives law enforcement bodies tools to help fight modern slavery, ensure perpetrators can be punished appropriately and it enhances support and protection for victims.
- 3.2 The element of the act which this note focuses on is Section 54 (Transparency in Supply Chains provisions). This requires businesses over a certain size (turnover of at least £36m) to publish annually what action they have taken to ensure there is no modern slavery in their business or supply chain in a 'Slavery and human trafficking statement'.
- 3.3 The Council doesn't fall into this category, and is not required by legislation to publish a Slavery Statement. However, it already does a number of things, which are summarised in Appendix 1, to help prevent it from spending with, and thus supporting, slavers and human traffickers.
- ...

4 The Charter against Modern Slavery

- 4.1 The Council, after a motion from the Leader of the Labour group at December's Full Council, has signed up to the Co-operative Party's Charter against Modern Slavery, along with nearly 80 other Councils. 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 chains.
- 4.2 The Charter includes ten practical steps to help ensure suppliers and contractors are not exploiting or trafficking people or using modern day slaves to provide services or make goods. As can be seen in Appendix 1 the Council already has policies and processes which contribute to meeting the charter. There are also things the Council has planned or which could be done to meet the charter. The current or planned (▶) actions are listed below against each of the steps in the Charter.

By signing the Charter the Council says it will:

1. **Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.**
 - ▶ Corporate Procurement staff are CIPS qualified and will do the online course by the end of the 2018/19 Financial year. Other staff such as those working to procure in higher risk area will be trained during 2019/2020.
2. **Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.**
 - Compliance with the Modern Slavery Act is already required as part of the Tender process; its consideration is also a Contract Clause.
 - ▶ Contract termination is a sanction for suppliers who breach terms specified in the contract. We will however, review Contract Termination clauses and ensure they are specific enough with regard to Modern Slavery and other forms of discrimination or victimisation.
3. **Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.**
 - Abnormal tenders are covered in Contract Standing Orders (CSO's - Clause 11.4.1 (2)) and officers are required to ask the Tenderer to explain costings and clarify reasons.
 - ▶ We will review the wording used in this clause and make it clearer that the investigation of abnormally low tenders should include the consideration of potential slavery practices.

- 4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.**
 - ▶ The Procurement Manager will look at where best to include this information in the Council's procurement documentation, in its contract terms and in public information on the website.
- 5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.**
 - ☑ The Council has a Confidential Reporting Policy and system (whistle-blowing) which applies to all employees, contractors, agency staff and suppliers providing services under a contract.
 - ▶ This policy is due to be reviewed this year and we will ensure that suspicions about modern slavery or trafficking are explicit and that the policy is publicised internally.
- 6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.**
 - ▶ The Procurement Manager plans to review to Council's Invitation to Tender template document and will consider the inclusion of this in the "EQUAL OPPORTUNITIES & EMPLOYMENT POLICIES" section. The level of compliance with this will depend on the risk of slavery or trafficking associated with the procurement and the value of the contract.
- 7. Review its contractual spending regularly to identify any potential issues with modern slavery.**
 - ☑ Spend with suppliers is reported and reviewed each quarter by the Director of Corporate Services. Reports on what each Division spends are sent to the relevant Director and discussed with them by the Procurement Manager for planning, value for money and compliance.
 - ▶ The Procurement Manager will include the potential for modern slavery issues in the discussions with Directors.
 - ▶ Tcsreport.org (see point 10)) includes a Supplier dashboard to which you can upload your supplier list and check the compliance status of your suppliers via dashboard. We will submit the list of suppliers who the Council has spent more than £10,000 with during 2018/19 and review its use for checking other suppliers based on the quality of the output.
- 8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.**
 - ▶ We will risk assess our contractors and suppliers against the potential for slavery and human trafficking within their operations and make ourselves aware of the relevant agencies.

9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.

- ▶ This would be done in consultation with the Monitoring Officer and Chief Executive or in their absence other members of Management Team.

10. Report publicly on the implementation of this policy annually.

- ▶ We will include information on the Council's commitment to implement the Charter on the Council's website and publish the actions taken and plans once they are approved by Council.
- ▶ The LGA provides advice and guidance on statements which we will refer to and use.
- ▶ TISCreport.Org - Many organisations are publishing their statements on tiscreport.org which is an Open Data Register developed by a social enterprise and supported by the Home Office. Once complete we will publish the Council's on the site which is free at the basic level.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 Implementing the Charter will help improve the Council's processes around preventing and detecting modern slavery and help stop public funds going to slavers and traffickers.

5.2 Legal, Data Protection and Human Rights Implications

- 5.2.1 The Modern Slavery Act 2015 is built on upholding people's human rights and protecting them from becoming victims of slavery or trafficking. The Act also improves law enforcements agencies ability to prosecute slavers and traffickers and helps protect victims.
- 5.2.2 Under the Act, local authorities have a duty to notify the Home Office of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking.

5.3 Environment, Sustainability and Health Implications

- 5.3.1 Victims of slavery and trafficking are often denied basic freedoms and employment rights. They are often prevented from or have difficulty accessing benefits and service such as health care due to their immigration status.

5.3.2 Contracts which rely on services or goods being provided or made by exploited people, slaves or trafficked individuals may initially be cheaper. However, contracting organisations, such as the Council, have little control over quality, environmental measures or sustainability in these circumstances. Contracts based on cheap labour or goods are often unsustainable and may fail unexpectedly, which can pose a risk to council services.

5.4 Human Resources Implications

5.4.1 As part of its Recruitment and Selection Policy and Procedure, the Council has vetting and checking processes for permanent, temporary and agency staff which aim to ensure workers are legally eligible to work in the UK and suitable to do the work being asked of them.

5.4.2 Through its tendering and contracting processes the Council aims to ensure that its suppliers and contractors employ people who are legally eligible to work in the UK and suitable for the work required.

5.5 Risk Management Implications

5.5.1 One of the main aims of the Council's Contract Standing Orders and procurement practices is to help mitigate the risks that can arise through poor or illegal procurement practices; including using suppliers practicing slavery or human trafficking.

5.5.2 Under Step 8 of the Charter the Procurement Team has committed to risk assessing our contractors and suppliers against the potential for slavery and human trafficking within their operations.

5.6 Equalities Implications

5.6.1 The Council abides by legislation which guides its procurement activities including the Modern Slavery Act 2015.

5.6.2 The Local Government Association has highlighted that Councils have a key role to play in tackling modern slavery, including in identifying and supporting victims and working in partnership locally. Councils' role can be separated into four distinct areas:

1. Identification and referral of victims.
2. Supporting victims – this can be through safeguarding children and adults with care and support needs and through housing/homelessness services
3. Community safety services and disruption activities.
4. Ensuring that the supply chains councils procure from are free from modern slavery.

5.7 Safer Communities Implications

- 5.7.1 Complying with the Modern Slavery Act 2015 and implementing the steps in the Charter against Modern Slavery will make a significant contribution towards addressing the risk of harm posed to vulnerable individuals and those being exploited.
- 5.7.2 The Council is working in partnership with the Police and other partners to help address serious and organised crime, including that related to slavery and trafficking. A key aspect of this developing partnership work is to consider vulnerability of individuals in our day to day dealings and help identify those who maybe more at risk of being coerced or exploited in a number of ways.

5.9 Links to Council's Priorities

- 5.9.1 Good procurement and commissioning practices, as defined in Contract Standing Orders, support the Council's priority of achieving a balanced budget. However, the outcomes of the various procurement exercises could support and contribute to any one of the Council's priorities.

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

Modern Day Slavery - Current Actions

Current practices and safeguards

This appendix summarises some of the practices and safeguards already in place to help prevent the Council spending with, and thus supporting, slavers and traffickers.

1 Contract Standing Orders

Contract standing orders is the document which guides the Council's procurement practices and sets the rules for Officers and Members when purchasing and making buying decisions.

The Modern Slavery Act 2015 is specifically mentioned under the responsibilities section and as a piece of legislation procuring officer must consider when drawing up quotes and tenders. Senior Officers are also required to ensure that before we enter into a contract with a supplier they have confirmed compliance with legislation applicable to the specific contract, which may include the Modern Slavery Act.

Order 3.1 under 'Responsibilities and Conduct' states:

- Members and Officers shall be mindful of and must comply with relevant Legislation¹ and Directives and with Codes of Conduct, Protocols and Financial Regulations as set out in the Council's Constitution when dealing with procurement and contractual matters.

The legislation referred to in the footnote includes the Modern Slavery Act.

Order 8.1.1 under 'Before Tendering or Obtaining Quotes' states:

- Consider which legislation, guidance and Council Policy would be applicable to the requirement and with which compliance should, or must, be sought from the supplier and ensure it is referenced in the specification and subsequent contract.

The sub clause of this specifically refers to 'This includes compliance with the Modern Slavery Act 2015...'

2 Invitation to Tender template

Section H of the Council's Invitation to Tender, shown below, seeks assurances from prospective suppliers about their commitment to not practicing modern slavery.

H. Modern Slavery Act 2015

North Warwickshire Borough Council considers that the ethical treatment of all people is of paramount importance. All people without exception have the right to protection from abuse; and all suspicions and allegations of abuse will be taken seriously and responded to swiftly and appropriately. Tenderers must sign the following declaration of intent to comply with the Modern Slavery Act 2015:

H.1	<ul style="list-style-type: none"> • This organisation warrants that it has thoroughly investigated its labour practices, and those of its direct suppliers, to ensure there is no slavery or forced labour used anywhere in this organisation or by any of the direct suppliers to this organisation. 	YES/NO.
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Modern Day Slavery - Current Actions

H.2	<ul style="list-style-type: none"> This organisation has put in place all necessary processes, procedures, investigations and compliance systems to ensure that this situation will continue to be the case at all times from and after the date of the Statutory Declaration/contract. 	YES/NO.
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3 Contract Terms and Conditions

The Council has a set of standard Terms and Conditions for use when entering into contracts. If the procuring officer doesn't use the Council's T's & C's they must ensure that any contract used covers the sections and topics included in the Council's document. Below is the reference to the Modern Slavery Act 2015.

Contract Clause 1.4

Additional clauses will be added to these Terms and Conditions where it is appropriate to the Supply, including:-

- To account for the processing of information relating to individuals.
- Where there is a need to accommodate commercially sensitive data.
- If the Supply is deemed to be high risk with regard to areas of legislation including the Modern Slavery Act 2015 and the Bribery Act 2010.

4 Use of framework agreements and spend through Buying Organisations.

The Council buys goods and services through framework agreements set up by buying organisations such as ESPO, Scape (Regional construction frameworks) and CCS (Government procurement group). Each of these publish a Modern slavery and human trafficking statement and the Scape group which operates in the construction sector has resolved to signing up to the Gangmasters & Labour Abuse Authority ("GLAA") Construction Forum protocol which supports work against modern slavery in construction chains.

Supplier sector lead initiatives are also starting to provide information on and affect the supply chains, including the 'Know the Chains' sector reports, the Business and Human Rights Resource Centre's analysis of FTSE 100 companies and sector-led initiatives such as 'Tech Against Trafficking' and work being led by the Chartered Institute of Building (CIOB) to tackle modern slavery in construction supply chains.

Agenda Item No 8

Executive Board

11 February 2019

Report of the Corporate Director - Resources

Parental Leave for Councillors

1 Summary

- 1.1 This report looks at parental and adoption leave for Councillors and support for other caring commitments.

Recommendation to the Board

That consideration is given to the issues raised in the report.

2 Introduction

- 2.1 At the Council meeting held on 5 December 2018, it was resolved in principle to improve parental and adoption leave for Councillors and to ensure that councillors with children and other caring commitments are supported as appropriate. This report looks at the practical steps that need to be taken and identifies some issues for consideration.

3 Support for Caring Commitments

- 3.1 The existing Members Allowance scheme already gives the ability to claim an allowance in respect of childcare or elderly / disabled care, up to a maximum entitlement of 15 hours per week.
- 3.2 In order to claim the allowance, a Member would need to register that they have a dependant child living with them (under the age of 14), or an elderly/disabled person living with them. The allowance is dependant on the care being provided by a childminder or carer, and cannot be paid to a member of the immediate family or household. Members cannot claim for the employment of multiple carers for multiple dependants.
- 3.3 This is expected to provide reasonable support to Members with caring responsibilities, so no additional support is proposed in this area.

4 Parental Leave

- 4.1 In order to take parental leave forward, consideration needs to be given to a number of issues.

- 4.2 The Council has existing parental leave policies for employees of the Council. Consideration on how closely a Member scheme should align to that used for employees would be useful, for example, with regard to notification procedures, entitlement to leave and so on. For example, paternity leave for employees is only an entitlement provided the employee has 26 weeks continuous service by the end of the 15th week before the week in which the child is expected, and is expected to be taken in a continuous block of time. As the entitlement to paternity leave is for two weeks, it may be less relevant to Members. Maternity, adoption or shared parental leave are potentially for longer periods of time, and may be more relevant.
- 4.3 It would be possible for a replacement to be appointed to provide cover for a Member carrying out specific duties, who receives a Special Responsibility Allowance. Consideration needs to be given to payment of the appropriate Allowance: whether to pay both the original post holder and the replacement post holder; or whether to pay the replacement post holder only, during the period of leave. Members will also need to consider whether a Councillor on leave is entitled to come back to the same position of responsibility, as this could affect any changes a political group wish to put in place during a period of parental leave.
- 4.4 Attendance at Board meetings could be covered using the existing procedure for substitutes, including nominating a substitute for a series of meetings. However there would be an impact at Council meetings, as substitution is not an option.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 If a Councillor on parental leave continues to receive a Special Responsibility Allowance, in addition to the acting post holder, there will be an increase in the cost of Member Allowances.

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

Agenda Item No 9

Executive Board

11 February 2019

**Report of the
Chief Executive**

Corporate Plan 2019-20

1 Summary

- 1.1 The Corporate Plan is updated on an annual basis. The purpose of this report is to recommend that the Council adopts the Corporate Plan Targets and to agree the 2019–20 Service Plan for the Corporate Director - Environment

Recommendation to the Council

- a That the Corporate Plan Targets, as set out in Appendix A to the report, be agreed, subject to:**
- (i) Any amendments recommended by the Safer Communities Sub-Committee at its meeting on 12 March 2019, together with any amendments recommended by other Boards/Sub-Committees; and**
 - (ii) Any further amendments which may be needed as a result of the adoption of the 2019-20 budget;**
- b That the Chief Executive be given delegated authority to finalise the format of the Plan; and**
- c That the Service Plan for the Corporate Director - Environment to the Council, as set out in Appendix B to the report, be agreed.**

2 Report

- 2.1 Corporate Plan Targets and Divisional Service Plans are normally agreed in the January/February cycle of meetings and adopted by Full Council in February at the same time as the Budget.
- 2.2 At its December 2018 meeting the Council considered a report setting out the key corporate issues facing the Council in the mid term future, with a view to assisting Members in addressing those issues during the formulation of the 2019-20 Budget and in the run up to the 2019 Council Elections. This report makes proposals for dealing with ongoing business in the 2019-20 Corporate

Plan on the basis that the Corporate Plan is likely to be reviewed by the incoming administration post May 2019.

- ...
- 2.2 Appendix A sets out the proposed Corporate Targets for 2019/20. Members are requested to recommend to the Council that Appendix A is agreed, subject to the provisos set out in the recommendation, particularly that relating to Safer Communities Sub-Committee, which may well wish to recommend changes following its consideration of the North Warwickshire Strategic Assessment at its meeting on 12 March 2019.
- 2.3 A report will be presented to the Boards/Sub-Committees after the end of the financial year to show the year end out-turn on the 2018-19 Key Actions. Proposals for 2019-20 will form part of the 2019-20 Corporate Plan which covers the Council's top level priorities.
- 2.4 It is also important, however, that Members are aware of and agree the significant amount of work carried out within the Divisions to provide services to local people. This information appears in a single document for each Division, the Divisional Service Plan, which is the key management tool for ensuring that services deliver their annual work programme.
- ...
- 2.5 The Service Plan for the Corporate Director – Environment comprises Appendix B to this report, as most of the programme relates to work carried out for this Board.
- 2.6 Where there are any budget implications for another Board/Sub-Committee arising out of work programmes, those implications have been drawn to the attention of the relevant Board/Sub-Committee in the Budget report going to this cycle of meetings. Similarly, any budgetary implications for this Board from Divisional Plans being reported to other Boards are dealt with in the Budget Report also on this agenda.
- 2.7 Once the Corporate Plan Targets and Divisional Service Plans have been agreed, they will be subject to the following reporting procedures for monitoring performance:-
- Monthly reports are considered by Management Team;
 - A traffic light warning indicator is used:-
 - Red – target not likely to be achieved.
 - Amber – target currently behind schedule and requires remedial action in order to be achieved.
 - Green – target currently on schedule to be achieved;
 - Progress reports to each Board/Sub-Committee meeting.

3 Report Implications

3.1 Finance and Value for Implications

3.1.1 Where possible, Targets and indicators for 2019-20 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Appendix A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

3.2 Risk Management Implications

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

3.3 Other Report Implications

3.3.1 Any further implications resulting from the proposals in Appendix A will be the subject of further reports to the Board.

3.4 Links to Council's Priorities

3.8.1 These are set out in the Appendices.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

**CORPORATE PLAN
2019 – 2020**

North Warwickshire Borough Council's Vision is:-

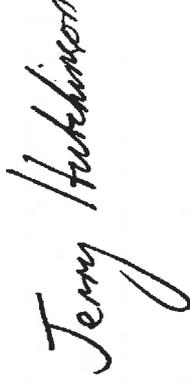
'Protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and business.'

The Corporate Plan sets out the Council's six priorities for achieving that Vision, in consultation and partnership with local communities and business, the County, Town and Parish Councils and other agencies.

It also sets out the key actions that we aim to take during 2019-20, to deliver on those priorities.



David Humphreys
Leader



Jerry Hutchinson
Chief Executive

OUR VISION

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

OUR 6 PRIORITIES

- **RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT**
Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.
- **CREATING SAFER COMMUNITIES**
Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.
- **PROTECTING OUR COUNTRYSIDE & HERITAGE**
Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.
- **IMPROVING LEISURE & WELLBEING OPPORTUNITIES**
Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.
- **PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES**
Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.
- **SUPPORTING EMPLOYMENT & BUSINESS**
Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.

PRIORITIES AND KEY ACTIONS

<p>PRIORITY 1</p> <p>RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT</p>	<p>Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To achieve the savings required by the Medium Term Financial Strategy including the commitment to keep Council Tax as low as possible.</p>	<p>Executive Board/Special Sub/CDR</p>	<p>To be met within existing budgets.</p>
<p>To update the Medium Term Financial Strategy in September 2019 and February 2020, to take account of external funding changes relating to Business Rates and the Fair Funding Review.</p>	<p>Executive Board/CDR</p>	<p>To be met within existing budgets.</p>
<p>To carry out a full review of the Council's Capital and Investment Strategy by February 2020.</p>	<p>Executive Board/CDR/DS</p>	<p>To be met within existing budgets.</p>
<p>To update the 30 Year HRA Business Plan by January 2020.</p>	<p>Resources Board/CDR/DH.</p>	<p>To be met within existing budgets.</p>
<p>To pursue potential commercial opportunities available to the Council, with a view to implementing beneficial schemes.</p>	<p>Executive Board/CDR/plus appropriate members of Extended Management Team, depending on the project.</p>	<p>To be reported at the time initiatives are taken forward.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To continue to contribute to the effective provision of services through implementing the actions and projects which help deliver the ICT Strategy and to report on progress to the Resources Board by March 2020.	Resources Board/DCS	To be met within existing budgets.
To continue to improve cyber security measures and implement the Action Plan developed from the 2018 LGA Cyber Security Stocktake and report progress to the Resources Board by March 2020.	Resources Board/DCS	To be met within existing budgets.
<p>To undertake work in line with the Human Resources Strategy, including:-</p> <ul style="list-style-type: none"> ▪ Monitoring/managing sickness absence. ▪ Ensuring compliance with employment legislation. ▪ Health and Safety ▪ Staff Development ▪ Staff Welfare 	Special Sub/Management Team/CDR	To be met within existing budgets.
To ensure that the Council is making best use of its staff and other resources when taking forward its priorities and to report on this issue when new initiatives, including budget savings, are considered.	Special Sub/Management Team	To be reported at the time initiatives are taken forward.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to seek opportunities to rationalise the Council's property portfolio, including:-</p> <p>(a) Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way, including delivery of the One Public Estate Programme. (See also (d) below.)</p> <p>(b) Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.</p> <p>(c) Identify any land or property which is surplus to requirements (and dispose of, as appropriate) but also look to identify opportunities to expand the Council's corporate property portfolio where that would generate additional revenue income.</p>	<p>Resources Board/DS</p>	<p>The financial implications of any project will be included in the report.</p> <p>The One Public Estate initiative is dependent on being awarded grant funding through the Programme.</p> <p>To be met through the Council's capital programme.</p> <p>Work in this area will be reported to Members through reports to Resources. Board.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
(d) Develop a Local Authority Housing Company and explore alternative housing development models such as Off-site Modular Housing.	Resources Board/DS/DH/CDR	Any financial implications will be reported to Board.
To deliver the agreed Asset Management Plan from April 2018 and report to Resources Board on progress annually.	Resources Board/DH	To be met within existing budgets.
To ensure good collection rates of rent revenue for the Council's Housing Revenue Account by taking action to mitigate risks to income from changes to welfare benefits and to report quarterly to Board.	Resources Board/DH	To be met within existing budgets.
To continue to ensure that all debts due to the Council, wherever possible, are recovered efficiently in accordance with the Council's Corporate Debt Framework.	Resources Board/CDC	The implementation of Universal Credit is bringing in new expectations and requirements of staff to better support customers impacted by changes, for which retraining is an ongoing requirement.
To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2019.	Resources Board/CDC	Any financial implications will be reported to Board.

<p>PRIORITY 2</p> <p>CREATING SAFER COMMUNITIES</p>	<p>Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March.</p>	<p>Executive Board/CE/DCS</p>	<p>To be met within existing budgets.</p>
<p>To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports.</p>	<p>Executive Board/DS/CDE</p>	<p>Investigations to be carried out within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To consider the findings of the 2019/20 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan actions and targets for the 2019/20 strategic priorities relating to:-</p> <p>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 including targeting emerging trends and hot spot locations.</p> <p>In addition to the above priorities vulnerability will be considered as a cross cutting theme and residential burglary and hate crime being areas of concern. Reducing re-offending is considered to be a key part of the actions to address the priorities identified above.</p>	<p>Safer Communities Sub-Committee/CE/ DL&CD</p>	<p>The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To work in partnership to improve referrals and engagement with treatment services for drug and alcohol abuse and support the local Police Safer Neighbourhood Teams in tackling drug related offences.	Safer Communities Sub-Committee/CE/DL&CD	Treatment services are commissioned by Warwickshire County Council. External funding is often required to undertake appropriate action
To continue working with partners to resolve Safer Neighbourhood issues, including, where necessary, taking action to address anti-social and nuisance behaviour.	Safer Communities Sub-Committee/CE/DL&CD	External funding is often required to undertake appropriate actions.
To deliver digitally compliant equipment in Boroughcare by the end of 2019.	Resources Board/DH	Any financial implications will be identified as part of reports on the transfer.
To carry out the Council's obligations as a member of the Local Safeguarding Partnership, including those relating to the Child Protection Policy and, where appropriate, to co-ordinate all related activity alongside the need to safeguard adults and other vulnerable people in the community and to report on progress by March 2020.	Community & Environment Board/DL&CD	Internal trainers will continue to deliver the Local Safeguarding Partnership Child Protection course to all colleagues and, in 2019, Councillors, throughout the authority. This course will include CSE training.
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board.	Community & Environment Board/DH	Any financial implications will be reported to Board.
To report on current CCTV camera usage and possible options for future deployment by December 2018.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

<p>PRIORITY 3</p> <p>PROTECTING OUR COUNTRYSIDE & HERITAGE</p>	<p>Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.</p>	
<p>Target</p>	<p>Board/Lead Officer</p>	<p>Additional Training/ Financial Implications</p>
<p>To continue to:-</p> <ul style="list-style-type: none"> (a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy; (b) Use the Design Champions to ensure the best achievable designs are implemented and developed so as to reflect setting and local character; (c) To seek to secure the protection of the best of the Borough's built and rural heritage; and (d) To continue to work with North Warwickshire Heritage Forum to protect, promote and develop the heritage and tourism of North Warwickshire in accordance with the priorities of the Destination Management Plan. <p>To report on Growth pressures on the Borough, how to protect the Green Belt as far as possible and sustain the rurality of the Borough by February 2020 and at least annually thereafter.</p>	<p>Planning & Development Board/ Design Champions/CDE/DL&CD</p>	<p>To be met within existing budgets.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Whilst continuing to oppose the route of HS2 Phase 2b in principle, to press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups; and</p> <p>To continue to oppose the principle of Opencast Mining and Mineral Extraction.</p>	Executive Board/CDE	Should any additional funding be required, this will be subject to further report.
<p>To maintain a very high standard of street cleanliness (95%) throughout the Borough and to continue to raise awareness (both of the public and other agencies) of the problems of litter, fly-posting and dog fouling.</p>	Community & Environment Board/DS/ DH	Any requirement for additional funding will be reported.
<p>To investigate and implement ways to improve the efficiency of the street cleaning service and target cleaning operations more effectively by October 2019.</p>	Community & Environment Board/DS	Any financial implications will be reported to Board
<p>To tackle fly-tipping in line with the Council's Action Plan through joint-working and cross-border co-operation with all relevant stakeholders and through increased promotion, monitoring, investigation and enforcement by October 2019.</p>	Safer Communities Sub-Committee/DS	Progress against the fly-tipping action plan will be regularly reported to the Safer Communities Sub-Committee.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To work in partnership with the Highways Authority, Highways England and other partners to improve both the appearance and safety of the Borough's main roads. To work with partners so as to reduce the number of fatalities and injuries on roads in North Warwickshire (see also Safer Communities priorities).</p>	<p>Community & Environment Board/DS/ Safer Communities Sub-Committee/CE</p>	<p>Any financial implications will be reported as part of the decision-making process.</p>
<p>To progress the Local Plan through Inquiry towards adoption and commence further work as agreed by the Local Development framework Sub-Committee.</p>	<p>Executive Board/Planning & Development Board/LDF Sub-Committee/CDE</p>	<p>To be met within existing budgets.</p>
<p>To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.</p>	<p>Community & Environment Board/CDE</p>	<p>To be met within existing budgets.</p>

PRIORITY 4	IMPROVING LEISURE & WELLBEING OPPORTUNITIES
Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.	

Target	Board/Lead Officer	Additional Training/ Financial Implications
In accordance with the priorities established by relevant Boards, continue to implement the approved outcomes of the Strategic Leisure Review process including, in particular, the need to determine the long-term future of leisure facility provision in Polesworth and report on progress by March 2020.	Community & Environment Board/DL&CD	Any financial implications will be included in the reports.
Subsequent to completion of the process of external review, commence implementation of the new North Warwickshire Green Space and Playing Pitch Strategies, and the accompanying Local Football Facilities Plan, in accordance with their associated Action and Funding Plans and report on progress by March 2020.	Community & Environment Board/DL&CD	The resource implications will be detailed in the supporting Action and Funding Plans.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the corporate Health and Wellbeing Action Plan (2017 to 2020), including the Borough Council's active engagement in and promotion of the "Year of Wellbeing" throughout 2019.</p>	<p>Community & Environment Board/DL&CD</p>	<p>External funding is sought, and often required, to undertake appropriate actions.</p>
<p>In conjunction with WCC and other partners, to ensure the success of North Warwickshire's involvement in the Tour of Britain, Velo Birmingham and Midlands event to be held in May 2019 and other similar events and initiatives within North Warwickshire, including taking account of the potential impact on local residents and the business community.</p>	<p>Community & Environment Board/ CDE/DS/DL&CD</p>	<p>This is subject to additional funding being approved.</p>

<p>PRIORITY 5</p> <p>PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES</p>	<p>Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle.</p>	
<p>Target</p> <p>In order to promote and support community life, the Borough Council:-</p> <p>(a) Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report annually in March on progress.</p> <p>(b) Will continue to implement the revised and focussed way of working in Community Development, through which activity will be targeted in locations determined by Members (Atherstone/Mancetter, Dordon and Arley and Whitacre) and in which communities are central to the identification of their own needs and the means by which those needs are met and to report on progress by March 2020.</p>	<p>Board/Lead Officer</p> <p>Community & Environment Board/CE/ CDC/DL&CD</p>	<p>Additional Training/ Financial Implications</p> <p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to review the refuse and recycling service with particular emphasis on options around recycling to ensure the sustainability & cost-effectiveness of the service while building sufficient capacity to accommodate future housing growth and explore how the use of in-cab technology can support more efficient service delivery by October 2019.</p>	<p>Community & Environment Board/DS</p>	<p>Any financial implications will be reported as part of the decision-making process.</p> <p>The Refuse & Recycling Task & Finish Group will oversee work in this area.</p>
<p>To explore ways in which the waste management service can operate more efficiently and cost-effectively through a more strategic and co-ordinated approach across the sub-region, especially through the development of sub-regional infrastructure to manage waste by June 2019.</p>	<p>Community & Environment Board/DS</p>	<p>Any financial implications will be reported as part of the decision-making process. The Community & Environment Board will receive regular reports and be asked to consider options for progress in this area.</p>
<p>To work in partnership with the County Council and other agencies to bring forward the timetable for CPE implementation in order to introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand by early 2010.</p>	<p>Resources Board/DS</p>	<p>Any financial implications will be reported as part of the decision making process.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
To participate in the review of the HEART Partnership and report to Board in September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
To deliver the actions set out in the Homelessness Strategy and report on progress by September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision making process.
To report on the implications of new legislation with regard to standards and licensing in the private sector by September 2019.	Resources Board/DH	Any financial implications will be reported as part of the decision-making process.
To report in March 2020 on the work of the local Financial Inclusion Partnership including, for 2019/20, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme and other economic changes in order to maximise the collection of monies due to the Council and best support customers to find solutions to help themselves.	Community & Environment Board/CDC	Any financial implications will be reported as part of the decision making process.
To report by September 2019 on progress on the take-up of on-line services, the increased take-up of online forms and the success of driving channel shift electronic payments and social media.	Resources Board/CDC/CDE/ DCS	Any financial implications will be reported as part of the decision-making process.

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>In partnership with Job Centre Plus, manage the ongoing migration of existing benefit customers onto Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice and to report on progress by March 2020.</p>	<p>Community & Environment Board/ CDC</p>	<p>Any funding implications will be the subject of discussion with DWP and staffing capacity and roles will be reviewed in light of the impact of the additional works undertaken.</p>
<p>To work with public, voluntary and business partners to deliver ongoing food-related projects to continue to support individuals and community organisations supported by Ediblelinks. This will also incorporate support to veterans via the Armed Forces Covenant work. Quarterly reports on progress will be made to the North Warwickshire Community Partnership and an annual report will be made to the Community & Environment Board in March 2020.</p>	<p>Community & Environment Board/CDC</p>	<p>To be met through existing budgets and external funding applications.</p>
<p>To ensure that, as part of the Council's corporate communications strategy, we effectively engage residents, businesses and all sections of our communities to inform them of the Council's services and priorities and make clear the opportunities for them to be involved in decision making via consultation and social media.</p>	<p>Executive Board/CE/DCS</p>	<p>To be met within existing budgets.</p>

<p>PRIORITY 6</p> <p>SUPPORTING EMPLOYMENT & BUSINESS</p>	<p>Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities.</p>
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Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and West Midlands Combined Authority and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy.</p>	<p>Executive Board/CE/CDE</p>	<p>To be identified as part of the negotiating process.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide and promote apprenticeships/training opportunities; and</p> <p>(b) Administer funding provided by developers and through other funding sources to maximise opportunities for employment of local people including employment engagement activity, development of work clubs and bespoke training and to report annually.</p> <p>To work with the County Council, Town/Parish Councils and other partners to maximise section 106/CIL contributions for infrastructure, biodiversity offsetting and community improvements.</p>	<p>Planning & Development Board/CDE</p>	<p>Use of Section 106 funding and any financial implications identified in the report on employing apprentices.</p>
<p>In partnership with the Local Action Group and Hinckley & Bosworth Borough Council, to continue to ensure the successful delivery of the LEADER programme (2015 to 2020) in accordance with the priorities identified in the approved Local Development Strategy and Business Plan and to report on progress by March 2020.</p>	<p>Community & Environment Board/DL&CD</p>	<p>LEADER is a predominantly externally funded programme.</p>

Target	Board/Lead Officer	Additional Training/ Financial Implications
<p>Progress the North Warwickshire Transport Strategy to improve strategic roads such as the A5 and A446, transport links, including cycle links, footpath links, public transport and HGV parking to local employment and report on progress by March 2020.</p>	<p>Planning & Development Board/CDE</p>	<p>Section 106 funding. Potential national funding through the HIF Programme, plus regional and sub-regional funding through CWLEP and WMCA.</p>
<p>To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2018.</p>	<p>Resources Board/DCS</p>	<p>BDUK funding and approved Council matched funding.</p>

FORWARD WORK PLAN 2019/20 – DEMOCRATIC SERVICES

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
Service Boards/Committees and Sub-Committees as required	Democratic/ Community Engagement	Democratic Services Manager	May 2019	April 2020	High	All agendas published within the statutory timetable and draft minutes available within 2 working days of the meeting.	Staff time
Borough and Parish elections to be held on 2 May 2019	Democratic	Democratic Services Manager	October 2018	September 2019	High	All activities concluded in accordance with timetable of events.	Staff time. Costs to be met by NWBC and Parish and Councils
Begin preparations for the Police and Crime Commissioner Elections to be held in May 2020	Democratic	Democratic Services Manager	October 2019	June 2020	High	All activities concluded in accordance with timetable of events.	Staff time. Costs to be met by the Government

Neighbourhood Panning Referendums during 2019/20	Democratic	Democratic Services Manager	May 2019	April 2020	High	All activities concluded in accordance with timetable of events	Staff time. Budget provision exists for NPR.
Polling Station Review	Democratic	Democratic Services Manager	Feb 2019	Dec 2019	High	All activities concluded in accordance with timetable of events	Staff time

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
Individual Electoral Registration including the annual canvass and rolling registration	Democratic	Democratic Services Manager	Ongoing	Ongoing	High	Carried out in accordance with agreed plan	Staff time
Carry out Absent Vote refresh for personal identifiers – signatures/dates of birth	Democratic	Democratic Services Manager	Jan 2020	Jan 2020	High	All Absent Voters written to for information	Staff time
Assist with Member Induction Programme following the May 2019 elections	Democratic	S Maxey/ Democratic Services Manager	May 2019	April 2020	High	Carried out in accordance with agreed plan	Staff Time
Consider arranging a local democracy event involving Members/Officers and schools in North Warwickshire	Democratic	Democratic Services Manager	June 2019	Oct 2019	High	Carried out in accordance with agreed plan	Staff time
Assist with the arrangement of the annual meeting between Borough and Town/Parish Councils.	Democratic/ Community Engagement	Democratic Services Manager	October 2019	January 2020	Medium	Meeting held	Staff time

Assist with production of the Corporate Plan	Corporate	Democratic Services Manager	Nov 2019	Feb 2020	High	Publication of Plan	Staff time
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Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
To reassess all Display Screen Equipment Self-assessments, risk assessments and fire safety audits.	Health and Safety	Democratic Services Manager	January 2020	February 2020	Medium	Assessments completed	Dependent on the outcome of assessments.
Continue to review processes and procedures within the Section in order to ensure compliance with all appropriate corporate policies and protocols including Health and Safety, Equalities and data quality requirements	Health and Safety High Quality Service Provision	Democratic Services Manager	May 2019	April 2020	High	Processes and procedures that continue to comply with all internal policy requirements	Staff Time

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Equality							
1. To assist in the Council meeting its duties as set out within the Equality Act including the setting and publishing of equality objectives.	Healthier Communities Tackling Poverty Promoting Sustainable & Vibrant Communities	Corporate Director Environment	April 19	March 20	High	Updated Equality Objectives which shows the Council meeting its aims and statutory responsibilities.	Training for staff on the Equality Act
2. To monitor and ensure that equality impact analysis is undertaken and that the identified actions are implemented within service plans.	Healthier Communities Tackling Poverty Promoting Sustainable & Vibrant Communities	Corporate Director Environment	April 19	March 20	High	Equality Impact Analysis is carried out to demonstrate that we have used information, data and consultation results to inform our decisions, policies and service development	Training for staff on awareness and impact/needs assessment.
Emergency Planning and Business Continuity							
3. To maintain and revise the Major Emergency/ Business Continuity Plans and ensure they are tested annually.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Plan updated at least every 6 months Updated Corporate Business Continuity Plan	County Council/NWBC provision training on emergency planning and business continuity best practice.

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
4. To monitor and assist departments reviewing their service continuity plans annually.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Updated Service Level Business Continuity Plans	Corporate training on business continuity best practice. CSWR support
5. To identify any support required from a work programme with the CSWR Emergency Planning Unit.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Meeting the requirements of the Civil Contingencies Act.	County Council/NWBC provision New proposal being considered
6. To support the Warwickshire Local Resilience Forum in delivering the 2019/20 Business Plan.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Meeting the requirements of the Civil Contingencies Act. The identification of risks and threats and control measures to either mitigate the effect of the risks or to ensure an effective emergency response.	County Council/NWBC provision Cabinet Office funds

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
7. To assist in the development of measures to minimise the impact of flooding on local communities including mitigation schemes and provision of property protection measures.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Meeting the requirements of the Civil Contingencies Act. The identification of risks and threats and control measures to either mitigate the effect of the risks or to ensure an effective emergency response.	County Council/NWBC provision
Performance Management							
8. To collate the quarterly performance reports to Management Team and Boards	Responsible Financial & Resource Management	Corporate Director Environment	April 19	March 20	High	Quarterly reports prepared	
10. To collate and submit the quarterly returns for the LG Inform and benchmarking group.	Responsible Financial & Resource Management	Corporate Director Environment	April 19	March 20	High	Returns completed	

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Crime & Disorder							
11. To monitor and co-ordinate the implementation of the actions of the North Warwickshire Community Safety Partnership Plan 2019 – 2020.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Police and Crime Commissioner community safety grants Local funding provision.
12. To support the Safer Neighbourhoods Teams and to ensure that the Council contributes effectively to this.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Addressing local community priorities Perceptions of crime and disorder improved	Revised partnership working arrangements
13. To contribute towards the sustainable provision of locally based support services for victims of domestic abuse taking into account the Countywide commissioning of support services	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Sustained provision of locally based support services for 18/19 Increase in victims making contact with support services.	Need for contribution from the Corporate Policy budget. Police and Crime Commissioner community safety grants

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
14. To support the work of the Safer Communities Sub Committee in achieving its objectives for the priority of creating safer communities.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Reduction targets and actions being achieved. Perceptions of crime and disorder improved.	Need for contribution from the Corporate Policy budget.
15. To support the work of the Early Help Locality Panel.	Healthier Communities Creating Safer Communities	Chief Executive	April 19	March 20	High	Outcomes achieved relating to criteria for programme including improved quality of life for problematic families.	
Compliments and Complaints							
16. To manage the Council's Compliments and Complaints Procedure to ensure that it is effectively implemented and report quarterly to Management Team on the compliments and complaints received including monitoring trends for service improvements.	Responsible Financial & Resource Management	Corporate Director Environment	April 19	March 20	High	Reports prepared and service improvements implemented	

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Consultation							
17. To assist in the implementation of the Council's Consultation Action Plan.	Tackling Poverty Promoting Sustainable & Vibrant Communities	Corporate Director Environment	April 19	March 20	High	Actions completed Revised approach to communication and consultation implemented.	Consultation budget
Community Planning/Sustainability							
18. To develop and carry out the preparations for Partnership task and finish group events and partnership days.	Developing Healthier Communities Raising aspirations, education attainment and skills Tackling Poverty and all six Council priorities	Corporate Director Environment	April 19	March 20	High	Partnership Task and Finish group events held.	Community Strategy budget
19. To support the function and co-ordination of the North Warwickshire Community Partnership and its associated structures.	Developing Healthier Communities Raising aspirations, education attainment and skills Tackling Poverty and all six Council priorities	Chief Executive	April 19	March 20	High	Local strategic partnership responsibilities being met. Improvements in the agreed priorities being achieved.	Community Strategy budget
20. To maintain and develop the North Warwickshire Community Partnership website.	Developing Healthier Communities Raising aspirations, education attainment and skills Tackling Poverty and all six Council priorities	Corporate Director Environment	April 19	March 20	Med	Feedback from users	

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
21. To support the implementation of the Sustainable Community Strategy 2009 – 2026 and the associated scs funding if agreed.	Developing Healthier Communities Raising aspirations, education attainment and skills Tackling Poverty and all six Council priorities.	Corporate Director Environment	April 19	March 20	High	Sustainable Community Strategy 2009 – 2026 in place Progress with improvement of priorities being demonstrated	Community Strategy budget Use of reserve allocation in 2018/19.
22. To support the Talent Match Programme for NEETS in North Warwickshire	Raising aspirations, education attainment and skills Promoting Sustainable & Vibrant Communities	Corporate Director Environment	April 19	March 20	High	Target number of NEETS with successful outcomes	External funding
23. To support the Council's contribution towards achieving increased opportunities for employment and training for local residents	Promoting Sustainable & Vibrant Communities Supporting Employment & Business	Corporate Director Environment	April 19	March 20	High	Increase in job and training opportunities	External funding opportunities e.g ESIF
24. Support the implementation of a Climate Change strategy and action plan.	Developing Healthier Communities and all six priorities	Corporate Director Environment	April 19	March 20	High	Strategy and action plan approved	

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
Information Governance							
25. To monitor the responses to requests for information to ensure requests are dealt with by 20 working days and to ensure the Council meets its requirements under the Freedom of Information Act 2000 and the Environmental Information Regulations and report quarterly to Management Team.	Responsible Financial & Resource Management	Corporate Director Environment Data Protection Officer	April 19	March 20	High	Percentage of information requests dealt with within 20 working days	There could be further training requirements to refresh awareness of the regulations.
26. To assist and coordinate the Council's action plan for on going compliance with the GDPR and Data Protection Act 2018 requirements.	Responsible Financial & Resource Management	Corporate Director Environment Data Protection Officer	April 19	March 20	High	Risks of Data Security breaches are minimised Compliance with the regulations and associated legal frameworks Reporting breaches of personal data to the Information Commissioner in line with their guidance.	There will be training requirements to refresh awareness of the GDPR and Data Protection Act 2018 requirements.

Policy Support Service Plan 2019-2020

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
27 To assist in the collation and responses to individual's rights under the GDPR and Data Protection Act 2018 requirements.	Responsible Financial & Resource Management	Corporate Director Environment Data Protection Officer	April 19	March 20	High	Risks of Data Security breaches are minimised Compliance with the regulations and associated legal frameworks	There will be training requirements to refresh awareness of the GDPR and Data Protection Act 2018 requirements
27 To assist in the Council's management and governance of the use of CCTV across services.	Responsible Financial & Resource Management	Corporate Director Environment Data Protection Officer	April 19	March 20	High	Compliance with the regulations and associated legal frameworks	There will be training requirements to refresh awareness of the Legal requirements and guidance prepared by the Information Commissioner and the Surveillance Camera Commissioner.

Agenda Item No 10

Executive Board

11 February 2019

**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 2018.

Recommendation to the Council

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

2 Introduction

- 2.1 In December 2017, CIPFA issued a revised Prudential Code with a focus on non-treasury investments and especially on the purchase of property with the intention of generating income. Such purchases may involve undertaking external borrowing to finance these acquisitions or utilising cash balances which exposes the council to risk. The revised code now requires all authorities to produce a detailed Capital Strategy.
- 2.2 The Council has had an approved Capital Strategy, which is updated on a regular basis, for a number of years. This year the Strategy has been revised to take into account the new requirements from the Code.

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 now 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.

4.2 Legal and Human Rights Implications

4.2.1 The Council has a duty to maintain its assets.

4.3 Environment and Sustainability Implications

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

4.4 Risk Management Implications

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

4.5 Equalities Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
The Capital Strategy	NWBC	Report to Executive Board	7 Feb 2017

THE CAPITAL STRATEGY 2019/20

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 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	20,376	56,667
General Fund	5,240	11,929
TOTAL	25,616	68,596

- 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 with Waterloo Housing. 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	14,558
General Fund	4,104
TOTAL	18,662

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 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.
- 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, which will assist in service delivery and provide revenue income streams. Each commercial 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 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 currently takes a low risk approach to investment decisions, but may review this approach in light of its service aspirations.

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 2019/20 £'000	Forecast 2020/21 £'000	Forecast 2021/22 £'000
HRA	48,394	46,354	44,065
General Fund	13,679	14,137	13,574
Total	62,073	60,491	57,639

- 10.2 External borrowing was taken out to fund the 'buy out' of the housing stock from the national subsidy system. This is 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.
- 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 in line with the external loans taken out.

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 Council's 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 surplus in General Fund capital resources over the next ten years. However, funding pressures remain.
- 14.2 Major schemes such as replacing existing Leisure Facilities and maintaining the Council's car parks are not included in the proposed programme for 2019/20 onwards. It may be possible to fund an element of these schemes from section 106 contributions, but the larger requirement for funding would need to come from other sources.
- 14.3 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 is unlikely to 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.

1 Summary

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

Recommendation to the Board

- a That the Board approves the addition of £45,000 for the Borough Care Equipment upgrade and adopts the Revised Capital Programme for 2018/19 as set out in Appendix A;**
- b That the Board adopts the 3 Year Capital Programme for the period 2019/20 to 2021/22 as set out in Appendix B; and**

Recommendation to Council

- 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.**

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.
- 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.

3 2018/19 Revised Capital Programme

- 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2018/19 alongside the in year movements. The revised position is £864,350 less than the approved programme.

- 3.2 The revised budget for HRA Housing has reduced to reflect the timing of work required to progress the next New Build Scheme, the demolition and rebuild of flats at Long Street and Coleshill Road, Atherstone. Only the preparatory work will be possible in 2018/19, with the main project works to be undertaken in 2019/20.
- 3.3 The staffing budget has increased by £137,390 to reflect the increased time that the Housing Maintenance section expect to spend on capital schemes.
- 3.4 Within the General Fund Housing schemes, the Borough Care Control Centre Equipment will require an upgrade, in anticipation of the termination of the UK's analogue public telephone network by 2025. A sum of £45,000 has been identified to fund this upgrade, and is supported by the Resources Board.
- 3.5 Some provision has been left in the Disabled Discrimination Act budget for a possible toilet replacement in Atherstone, with the remaining budget of £156,650 being moved into 2019/20.
- 3.6 Part of the upgrade of the Payment Management System has been delayed as the functionality currently available in the Call Secure Solution from Capita doesn't meet the Council's needs. £18,000 has been moved into 2019/20 in relation to this.
- 3.7 Changes in the timing of vehicle replacements have moved costs of £122,740 into 2019/20.
- 3.8 The final actual expenditure out-turn for 2018/19 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 2019/20, once the final spend for 2018/19 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 2028/29. However, as both expenditure and funding is difficult to predict so far in advance, a more detailed three-year programme has also been developed.

5 10-Year Capital Resource Forecast - 2019/20 to 2028/29

- 5.1 The resources for 2019/20 to 2028/29 have been estimated using the following assumptions:

- Capital receipts will be received from Right to Buy sales (30 properties per annum), 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 been removed on the basis that all government funding in relation to this grant will be transferred from the Council to the Heart project;
- A general revenue contribution will be used for General Fund projects, as well as revenue contributions for specific projects such as the pool sinking fund contributions;
- The use of revenue contributions to fund the majority of HRA expenditure;
- Borrowing will be used for the purchase of General Fund vehicles, amounting to £5,831,930 over the 10 year programme.

5.2 The expected resources for the period 2019/20 to 2028/29 are shown in the table below:

	HRA £'000	Gen Fund £'000	Total £'000
Resources b/f	(6,210)	(2,817)	(9,027)
Use of earmarked reserves	-	(663)	(663)
Revenue Contributions to capital schemes	(37,394)	(1,190)	(38,584)
Borrowing/Leasing	-	(5,832)	(5,832)
Capital receipts	(13,063)	(1,404)	(14,467)
Grant or other income	-	(23)	(23)
Total	(56,667)	(11,929)	(68,596)

5.3 This gives a total of £68.596 million available resources over the ten-year period to 2028/29. However, it must be emphasised that figures for 2020/21 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 – 2019/20 to 2028/29

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 A draft 10 year capital programme commencing in 2019/20 has been compiled based on the approved schemes from 2018/19. The opportunity has been taken to assess any new schemes and review schemes previously classed as non-essential, to assess whether this classification is still valid. The review also gave the opportunity to reconsider the timing of existing schemes.
- 6.3 The HRA stock condition survey will be updated in early 2019 and the results of this will be used to drive a review of the key areas of focus for the remainder of the 10 year programme.
- 6.4 There is a continuation of the scheme to increase new build homes in the HRA. This is required under the Section 11 agreement that the Council has entered into with the Government to retain some of the capital receipts relating to the sale of Council houses. This expenditure will be focused on specific schemes at Long Street and Coleshill Road, Atherstone in 2019/20.
- 6.5 Notification has been received that support for the current Financial Management System (TOTAL) is time limited, and will be withdrawn in a few years. However, there is no certainty on the length of time that the current system will be available for. The software has not been developed for some time and is causing increasing issues, particularly with our external auditors. Additional staff time is being required to meet audit requirements. A procurement exercise is therefore planned for 2019/20, with a view to implementing a new system in 2020/21. The cost of a replacement system is expected to be in the region of £300,000, and this has been added to the proposed programme.
- 6.6 The Leisure Centre Fitness Equipment was initially planned to be replaced every five years, as this was the industry accepted anticipated lifespan of this heavily used product. However, a recent review of this equipment has determined that it is in better condition after 4 years of use than was initially expected. Therefore, the sum of approximately £250,000 required to replace the equipment at Atherstone Leisure Complex and Coleshill Leisure Centre at the same time, in order to ensure best value for money, has been delayed by 1 year from 2019/20 to 2020/21.
- 6.7 The draft programme is summarised below and the details are shown in Appendix B:

Initial Forecast 2019/20 to 2028/29	£000
HRA	51,331
General Fund	10,521
TOTAL	61,852

- 6.8 As shown in the previous section, the total estimated resources for the ten-year period are £68.596 million compared with the expenditure bids of £61.852 million. This leaves a surplus of £6.744 million. This expenditure reflects the total bids put forward for consideration that have been identified to ensure the continuity of current services.

6.9 Included within the expenditure on the General Fund is the Disabled Discrimination Adaptations scheme, work to the roof at Atherstone Leisure Complex and expenditure at Innage Park, The Pavilions. Before these schemes commence, a detailed report will be taken to Board for approval.

7 Unallocated Schemes

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

7.2 £370,000 of works have been identified at the various industrial units that the Council owns. As part of the Asset Management Plan process, a financial and operational review will be carried out. Until this analysis is carried out, commitment to expenditure would not be advisable, but should the review show that the Council should retain the assets, investment will need to be made.

7.3 Following a detailed analysis of the Council's car parks and unadopted roads, it has been determined that the thickness of many surfaces is below the required levels. A sum of £1.5m has been identified to fund a structural maintenance programme for these, for which there is currently no specific funding available.

8 Three-Year Capital Spend and Resources to 2021/22

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 for both the General Fund and the HRA.

Potential 3 year programme	HRA £'000	Gen Fund £'000	Total £'000
Resources b/f	(6,210)	(2,817)	(9,027)
Total 3 year resources	(14,166)	(2,423)	(16,589)
Total 3 year expenditure	14,554	4,101	18,655
Total	(5,822)	(1,139)	(6,961)

8.3 It is prudent to have a capital programme with surplus balances. The incoming resources include Right to Buy within the resources total, which has a degree of risk associated with it. In addition, resources are not received consistently, and the surplus will be needed to fund 2022/23 onwards.

9 Prudential Indicators for Capital Investment

9.1 The introduction of the Local Government Act 2003 resulted in a change in the capital finance system for Local Authorities, and established a prudential framework for capital investment. Under this system, Councils are free to

determine the affordability of their capital investment proposals and of any borrowing required to finance those proposals.

9.2 A prudential code was developed 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.

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 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 2019/20, which was reported to Resources Board on 28 January 2019. These are:

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

External Debt/ Treasury Indicators	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000
Authorised Limit for External Debt	83,562	82,089	79,582	79,240
Operational Boundary	63,656	62,073	60,491	57,639
Upper Limit for Fixed Interest Rate Exposure	65,000	64,000	62,000	60,000
Upper Limit for Variable Rate Exposure	32,500	32,000	31,000	30,000
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 2017/18 and the revised position for 2018/19.

	Actual 2017/18 £'000	Revised 2018/19 £'000	Original 2019/20 £'000	Forecast 2020/21 £'000	Forecast 2021/22 £'000
HRA	2,549	6,394	3,575	3,398	3,498
HRA - New Build	3,963	312	1,930	1,061	1,093
General Fund	195	1,366	1,188	2,418	494
Total	6,707	8,072	6,693	6,877	5,085

- 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 2018, the revised estimate for 2018/19 and estimates for the next three years are set out below. The method of calculation is set out as Appendix D.

	Actual 2017/18 £'000	Revised 2018/19 £'000	Original 2019/20 £'000	Forecast 2020/21 £'000	Forecast 2021/22 £'000
HRA	51,589	49,889	48,394	46,354	44,065
General Fund	13,926	13,767	13,679	14,137	13,574
Total	65,515	63,656	62,073	60,491	57,639

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

	Actual 2017/18	Revised 2018/19	Original 2019/20	Forecast 2020/21	Forecast 2021/22
HRA	25.61%	26.43%	26.85%	28.67%	29.42%
General Fund	4.44%	3.27%	3.42%	4.31%	4.96%

- 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 increase in the General Fund amount from 2019/20 onwards reflects the additional financing costs required to replace the Authority's existing vehicles.

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 £51.939 million, well below the Capital Financing Requirement projections shown in paragraph 9.6.

10 Conclusion

- 10.1 Some sources of funding are specific to particular types of expenditure. The proposed programme takes this into account, so Members need to be mindful of this should they wish to vary the proposed programme.
- 10.2 Only those schemes that either meet a statutory duty or 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 which is felt prudent as there are certain risks to some income streams and potentially unforeseen costs that may be unavoidable.

11 Report Implications

11.1 Finance and Value for Money Implications

- 11.1.1 The financial implications of this 3 Year Capital programme, in terms of the cost of funding, are given below.

GENERAL FUND	2019/20 £	2020/21 £	2021/22 £
Financing costs	179,289	279,667	131,358

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	2019/20 £	2020/21 £	2021/22 £
Financing costs	3,162,541	3,009,958	3,143,085

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 Movements	Revised 2018/19
HRA Assets					
Staffing	148,720			137,390	286,110
Electrics	706,410	(100,000)			606,410
Kitchens and Bathrooms	1,249,440	(688,280)			561,160
Heating	388,270				388,270
Windows and Doors	637,660	(300,000)			337,660
Energy Saving Measures	281,940	718,060			1,000,000
Disabled Facilities Adaptations	185,660	24,340			210,000
Roofing	1,217,090				1,217,090
Alder & Heather Court Flats	1,187,310				1,187,310
Multi Trade Contract	269,580	330,420			600,000
New Build	1,196,910	15,460	(900,000)		312,370
HRA TOTAL	7,468,990	0	(900,000)	137,390	6,706,380
General Fund Assets					
Decent Homes Grants & Works (Private Sector)	57,500				57,500
Borough Care Lifelines	23,000			45,000	68,000
CCTV System Replacement	136,700				136,700
Revenues and Benefits System	150,120				150,120
Computer Software	54,440				54,440
ICT Infrastructure Development	22,920				22,920
Operating System Upgrade	5,000				5,000
Payment Management System	50,000		(18,000)		32,000
Atherstone Leisure Complex - Replacement Roof	15,000				15,000
Refurbishment of Council Owned Buildings	30,000				30,000
Disabled Discrimination Adaptations	275,050		(156,650)		118,400
Depot Works	120,000				120,000
Replacement of Refuse Vehicles	263,200				263,200
Replacement of Street Cleaning Vehicles	122,740		(122,740)		0
Replacement of Horticulture Vehicles	6,180				6,180
Landscape Works, Recreation Grounds	30,400				30,400
Parks and Playing Fields	150,000				150,000
Leisure Equipment	20,000				20,000
Improvements to Bretts Hall Recreation Ground, Ansley Common	68,800				68,800
Capital Salaries - Management	16,910			250	17,160
GENERAL FUND	1,617,960	0	(297,390)	45,250	1,365,820
OVERALL TOTAL	9,086,950	0	(1,197,390)	182,640	8,072,200

Appendix B

Draft Capital Programme - HRA Housing

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2019/20	2020/21	2021/22	2022/23 to 2028/29	10 Year Programme
Electrics	A scheduled programme to replace consumer units and to bring wiring in Council properties up to date.	390,650	402,370	414,440	3,270,900	4,478,360
Staffing	Housing officers who deliver the capital programme to Council properties.	295,430	302,560	309,920	2,359,410	3,267,320
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	390,650	402,370	414,440	3,270,900	4,478,360
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.					
Windows and Doors	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	240,400	247,610	255,040	2,012,860	2,755,910
Energy Saving Measures	External Wall Insulation & Loft insulation programmes will be required to ensure properties meet the necessary levels for energy usage.	240,400	247,610	255,040	2,012,860	2,755,910
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	90,150	92,850	95,640	754,870	1,033,510
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	180,300	185,710	191,280	1,509,660	2,066,950
Improvement works to blocks of flats - external and common areas	In 2019/20 we will start a rolling priority programme of remedial works to blocks of flats. The works will deal with blocks of flats that require extensive structural repairs.	390,650	402,370	414,440	3,270,900	4,478,360
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	691,150	711,900	733,240	5,786,950	7,923,240
Replacement of Housing Inspectors Vehicles	Replacement as per the vehicle replacement schedule.	131,360	-	-	456,220	588,180
Replacement of Neighbourhood Warden Vehicles	Replacement as per the vehicle replacement schedule.	65,780	-	-	81,000	146,780
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.	76,380	-	-	96,000	172,380
New Build - Unallocated	New Build funds to be allocated.	390,650	402,370	414,440	3,270,900	4,478,360
		1,930,000	1,060,900	1,092,730	8,624,210	12,707,840
		5,504,550	4,458,620	4,590,650	36,777,640	51,331,460

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year				Total
		2019/20	2020/21	2021/22	2022/23 to 2028/29	
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.	40,000	40,000	40,000	280,000	400,000
Borough Care Lifelines	Provide new lifelines and replace units that are beyond repair and/or obsolete.	23,000	23,000	23,000	161,000	230,000
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.	40,000	40,000	30,000	240,000	350,000
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.	-	10,000	-	10,000	20,000
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	80,000
Telephone System	Replacement of the existing telephone system.	-	20,000	-	20,000	40,000
Server Virtualisation	Replacement of the existing virtual server.	-	50,000	-	50,000	100,000
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.	-	-	25,000	25,000	50,000
Payment Management System	Upgrade to Payment Management System to meet new encryption standards and introduce contact less payments.	18,000	-	10,000	20,000	48,000
Uninterruptible Power Supply	A large 'battery' which ensures power to all systems. This supply is unaffected by power cuts etc.	-	-	-	10,000	10,000
Atherstone Leisure Complex - Replacement Roof	The leisure complex has a single ply flat roof covering virtually all of the facility that has an estimated life span of around 10 years and will need replacing in 2019/20.	285,000	-	-	-	285,000
The Pavilions - Cladding/roof works	Replacement of the roof cladding.	-	105,000	-	-	105,000
Innage Park Phase 2 - Cladding/roof works	Replacement of the roof cladding.	195,000	-	-	-	195,000
Maya Restaurant (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	90,000	135,000

Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year				Total
		2019/20	2020/21	2021/22	2022/23 to 2028/29	
Disabled Discrimination Adaptations	To undertake work where appropriate to improve access to and around our facilities for disabled users of the service.	156,650	-	-	-	156,650
Electrical upgrade at Old Bank House	The electrical system at OBH is 30 years old and will be in need of updating to comply with current legislation.	-	150,000	-	-	150,000
Replacement of Pool Vehicles	Replacement as per the vehicle replacement schedule.	-	-	20,000	60,000	80,000
Replacement of Refuse Vehicles	Replacement as per the vehicle replacement schedule.	-	771,000	-	3,144,000	3,915,000
Replacement of Cesspool Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	126,000	126,000
Replacement of Rodent Control Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	22,000	22,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	228,820	119,050	-	464,950	812,820
Replacement of Horticulture Vehicles	Replacement as per the vehicle replacement schedule.	55,500	122,010	32,650	467,560	677,720
Replacement of Leisure Services Vehicles	Replacement as per the vehicle replacement schedule.	15,260	-	-	18,770	34,030
Replacement of Borough Care Scheme Vehicles	Replacement as per the vehicle replacement schedule.	73,710	-	-	90,650	164,360
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.	-	-	-	-	-
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.	20,000	20,000	30,000	150,000	220,000
Play Area Replacement Programme	Planned replacement of play facilities - Year 2 at Anstley Common, Austrey, Coleshill Piccadilly; Year 3 at Polesworth, Corley, Hurley, Wood End; Year 4 at Mancetter and Dordon (Kitwood Avenue).	-	250,000	-	250,000	500,000
Capital Salaries - Management	General Fund staffing.	17,530	17,990	18,420	140,200	194,140
		1,188,470	2,418,050	494,070	6,420,130	10,520,720
		6,693,020	6,876,670	5,084,720	43,197,770	61,852,180

Draft Capital Programme - Not Currently in the Approved Programme

Appendix C

Name of the Scheme	Basic Details of the Scheme	Essential or Non Essential?	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 - 10 2022/23 to 2028/29	Total 10 Year Programme
Replacement Housing/Rents	The current system (IBS) will be more than 10 years old and it is Council practice to review and assess systems to ensure they still meet user needs.	Non Essential	-	-	100,000	-	100,000
Electronic Document and Record Management System (EDRMS) - Development and Corporate roll-out	To review and assess system to ensure it still meets user needs and replace if required.	Non Essential	-	70,000	-	-	70,000
Web Development (Internet, Intranet and Extranets)	To review and assess systems to ensure they still meet user needs and replace if required.	Non Essential	-	-	-	50,000	50,000
Replacement Leisure System	To review and assess system to ensure it still meets user needs and replace if required.	Non Essential	-	-	-	70,000	70,000
Replacement Planning System	To review and assess system to ensure it still meets user needs and replace if required.	Non Essential	-	-	-	50,000	50,000
Mobile CCTV Replacement	The introduction of mobile CCTV cameras in the borough.	Non Essential	-	-	-	44,000	44,000
Atherstone Leisure Complex - Heating	Replacement of the heating and other M&E systems at the Leisure Complex (additional to the boiler system for which there is funding set aside).	Non Essential	-	-	-	-	-
Maya Restaurant - Resurface Car Park	The car park at the facility is looking shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non Essential	200,000	-	-	-	200,000
Carlton Road - Resurface Car park	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non Essential	-	50,000	-	-	50,000
Image Park Phase 1 - Resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	Non Essential	-	250,000	-	-	250,000
Image Park Phase 2 - Resurface forecourt	The streetscape in the area of the industrial units will start to look shabby and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	Non Essential	-	80,000	-	-	80,000
Car Parking Meters	To provide car parking meters at all of the councils car parks, to assist in parking enforcement.	Non Essential	40,000	-	-	-	40,000
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.	Non Essential	175,000	-	-	-	175,000
Sports Pavilion - Grendon - Hard standing area replacement and internal refurbishment	If a review shows a need to retain Grendon Sports Pavilion, there will be a need to carry out improvement at the sports pavilion, particularly to meet accessibility standards.	Non Essential	1,500,000	-	-	-	1,500,000
Internal refurbishment of Piccadilly Sports Pavilion and replacement of hard standing areas	If a review shows a need to retain Piccadilly Sports Pavilion, there will be a need to carry out improvement works at the sports pavilion, particularly to improve energy efficiency, the extent and nature of which will be determined once future management options for the site have been agreed.	Non Essential	-	25,000	-	-	25,000
Improvements to Anasley Hall Sports Ground to include refurb of Pavilion	If a review shows a need to retain Anasley Hall Sports Ground, there will be a need to carry out improvement works at the sports pavilion, the extent and nature of which will be determined once future management options for the site have been agreed.	Non Essential	-	-	-	35,000	35,000
Total			1,915,000	475,000	135,000	249,000	2,774,000

	HRA (£)	GF (£)	GF Prudential Borrowing (£)	Grand Total
Fixed Assets	132,836,180	22,803,534		155,639,714
Revaluation Reserve	(4,696,621)	(3,728,063)		(8,424,683)
Capital Adjustment Account	(76,550,566)	(5,149,544)		(81,700,110)
Actual CFR as at 31-3-18	51,588,994	13,925,928	0	65,514,921
Repayment of HRA borrowing	(1,700,000)			(1,700,000)
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			(17,906)	(17,906)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(146,391)	(146,391)
Repay Principal - Vehicles 18/19			(18,524)	(18,524)
New prudential borrowing - Vehicles			259,332	259,332
MRP		(98,070)		(98,070)
Estimated CFR as at 31-3-19	49,888,994	13,827,858	(61,181)	63,655,670
Repayment of HRA borrowing	(1,750,000)			(1,750,000)
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			(17,906)	(17,906)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(146,391)	(146,391)
Repay Principal - Vehicles 18/19			(37,047)	(37,047)
Repay Principal - Vehicles 19/20	(19,580)		(27,488)	(47,068)
New prudential borrowing - Vehicles	274,120		373,290	647,410
MRP		(94,150)		(94,150)
Estimated CFR as at 31-3-20	48,393,534	13,733,708	(54,415)	62,072,826
Repayment of HRA borrowing	(2,000,000)			(2,000,000)
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			(17,906)	(17,906)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(144,383)	(144,383)
Repay Principal - Vehicles 18/19			(37,047)	(37,047)
Repay Principal - Vehicles 19/20	(39,160)		(54,977)	(94,137)
Repay Principal - Vehicles 20/21			(72,290)	(72,290)
New prudential borrowing - Vehicles			1,012,060	1,012,060
MRP		(90,380)		(90,380)
Estimated CFR as at 31-3-21	46,354,374	13,643,328	493,350	60,491,051
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			(17,906)	(17,906)
Repay Principal - Vehicles 15/16			(134,346)	(134,346)
Repay Principal - Vehicles 18/19			(37,047)	(37,047)
Repay Principal - Vehicles 19/20	(39,160)		(54,977)	(94,137)
Repay Principal - Vehicles 20/21			(144,580)	(144,580)
Repay Principal - Vehicles 21/22			(3,761)	(3,761)
New prudential borrowing - Vehicles			52,650	52,650
MRP		(86,770)		(86,770)
Estimated CFR as at 31-3-22	44,065,214	13,556,558	17,246	57,639,017

Capital Financing Costs Indicator

Appendix E

	Actual 2017/18 £000	Revised 2018/19 £000	Original 2019/20 £000	Forecast 2020/21 £000	Forecast 2021/22 £000
HRA					
Interest and Investment Income	(58)	(79)	(80)	(103)	(122)
External Interest Costs	1,593	1,569	1,539	1,504	1,460
Repayment of Borrowing	1,600	1,700	1,770	2,039	2,289
Total	3,135	3,190	3,229	3,440	3,627
Net Revenue Stream	12,242	12,068	12,026	11,999	12,328
Ratio	25.61%	26.43%	26.85%	28.67%	29.42%
General Fund					
External Interest Costs	0	10	10	10	10
Investment Income	(64)	(166)	(200)	(227)	(228)
Repayment of Borrowing	307	321	367	464	529
MRP	108	98	94	90	87
Total	351	263	271	337	398
Council Tax	4,349	4,396	4,409	4,561	4,740
New Homes Bonus	959	902	921	870	890
RSG/NDR	2,604	2,738	2,591	2,391	2,391
Net Revenue Stream	7,912	8,036	7,921	7,822	8,021
Ratio	4.44%	3.27%	3.42%	4.31%	4.96%

Agenda Item No 12

Executive Board

11 February 2019

Report of the Corporate Director - Resources

General Fund Revenue Estimates 2019/20

1 Summary

- 1.1 This report covers the revised budget for 2018/19 and an estimate of expenditure for 2019/20, together with forward commitments for 2020/21, 2021/22 and 2022/23.

Recommendation to the Board

- a To accept the revised budget for 2018/19; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2019/20, 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 2019/20 and this, together with a revised budget for 2018/19, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2017/18 are shown.
- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2019-2023 which required savings of £1.25 million over a four year period. This required budget savings of £200,000 in 2019/20 with additional savings of £450,000 in 2020/21, £300,000 in 2021/22 and 2022/23 respectively. 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. No savings have been identified for this Board.

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

	Approved Budget 2018/19 £	Revised Budget 2018/19 £	Original Budget 2019/20 £
Employee Costs	276,320	263,020	267,680
Premises	2,890	2,890	2,980
Supplies and Services	109,870	193,340	235,850
Transport	1,560	1,390	1,450
Miscellaneous Expenditure	2,060	2,060	2,060
Earmarked Reserves	(99,660)	(164,510)	(46,430)
Gross Expenditure	293,040	298,190	463,590
Income	(6,470)	(4,720)	(26,560)
Net Controllable Expenditure	286,570	293,470	437,030
Departmental Support	159,480	167,220	169,900
Central Support	161,300	161,540	160,420
Capital Charges	8,330	8,870	8,980
Net Expenditure	615,680	631,100	776,330

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 2018/19 Revised Budget**

3.1 The revised budget for 2018/19 is estimated to be £631,100, an increase of £15,420 on the approved provision. The main reasons for variations are set out below.

3.2 **Outreach and Access to Services £3,590**

3.2.1 There is an increase of £3,390 on internet access due to greater internet usage at the Community Hub sites across the Borough, which is expected to be ongoing. This increase has been funded by a reduction in the internet access budget on the Revenues and Benefits Central Support budget.

3.3 **North Warwickshire Local Development Framework £3,100**

3.3.1 The earmarked reserve held to fund the Local Development Framework is not sufficient to fund the full increase in costs of delivering the Framework in the current year, so there is an increase in the net cost to the General Fund.

3.4 Departmental and Central Support £7,980

3.4.1 Departmental Support charges have increased as a result of the Planning Control restructure.

4 Comments on the 2019/20 Estimates

4.1 The 2019/20 estimate has been prepared, taking into account a 2% pay award from 1 April 2019 and the revised pay structure.

4.2 The total estimated net expenditure for 2019/20 is £776,330; an increase of £160,650 on the 2018/19 approved budget and an increase of £145,230 on the revised 2018/19 budget. The main variation is set out below:

4.3 North Warwickshire Local Development Framework £143,880

4.3.1 The earmarked reserve used to fund the costs of the North Warwickshire Local Development Framework was fully used in 2018/19, so expenditure for 2019/20 onwards will impact directly on general balances. In addition, provision to cover the inspector's fees has also been included.

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 2019/20. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £
Employee Costs	274,440	280,680	287,750
Premises	3,040	3,110	3,170
Supplies and Services	133,400	100,240	85,430
Transport	1,530	1,590	1,620
Miscellaneous Expenditure	2,060	2,060	2,060
Earmarked Reserves	(16,850)	(18,110)	(19,160)
Gross Expenditure	397,620	369,570	360,870
Income	(6,690)	(6,820)	(6,950)
Net Controllable Expenditure	390,930	362,750	353,920
Departmental Support	173,330	177,130	180,400
Central Support	163,760	168,620	172,370
Capital Charges	8,980	8,980	8,980
Net Expenditure	737,000	717,480	715,670

7.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2020/21 to 2022/23, increases in contracts and general increases in supplies and services of 2% in 2021/22. In total, net expenditure is expected to decrease by 5.07% in 2020/21, 2.65% in 2021/22 and 0.25% in 2022/23. The decrease in net expenditure is based on the assumption that there will be a decrease in the North Warwickshire Local Development Framework professional fees from 2020/21.

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 and Sustainability 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 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
2000	Housing Strategic Service Review	3,671	-	-	-
2001	Outreach and Access to Services	73,988	40,940	44,530	44,650
2002	Corporate Communications	52,422	55,570	57,610	54,260
2003	Community Strategy	78,368	39,210	40,060	40,110
2007	Emergency Planning	13,969	5,850	3,170	6,030
2009	North Warwickshire Local Development Framework	231,078	145,000	148,100	291,980
5050	Support to Parishes	271	-	-	-
	Net Controllable Expenditure	453,767	286,570	293,470	437,030
	Departmental Support	163,544	159,480	167,220	169,900
	Central Support	166,283	161,300	161,540	160,420
	Capital Charges	5,074	8,330	8,870	8,980
	EXECUTIVE BOARD TOTAL	788,668	615,680	631,100	776,330

2000 - HOUSING STRATEGIC SERVICE REVIEW

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

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	3,671	-	-	-
NET CONTROLLABLE EXPENDITURE	3,671	-	-	-
Departmental Support	27,468	27,930	29,040	29,790
Central Support	5,255	5,660	950	1,070
NET EXPENDITURE	36,394	33,590	29,990	30,860

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, Food Banks and the Branching out Bus (BOB).

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	50,588	34,030	34,110	35,130
Premises	145	2,490	2,490	2,570
Supplies and Services	24,389	11,380	16,540	18,590
Transport	1,166	1,560	1,390	1,450
Earmarked Reserves	-	(8,520)	(10,000)	(13,090)
GROSS EXPENDITURE	76,288	40,940	44,530	44,650
GROSS INCOME	(2,300)	-	-	-
NET CONTROLLABLE EXPENDITURE	73,988	40,940	44,530	44,650
Departmental Support	26,857	28,700	28,340	29,130
Central Support	65,066	60,800	65,860	62,670
Capital Charges	5,074	8,330	8,870	8,980
NET EXPENDITURE	170,985	138,770	147,600	145,430

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 three times a year and is distributed to all households in the Borough and to businesses, voluntary organisations and other partners.

DESCRIPTION	ACTUALS 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	41,025	49,930	50,000	48,110
Supplies and Services	14,257	12,340	12,560	12,940
Earmarked Reserves	-	(450)	(450)	(450)
GROSS EXPENDITURE	55,282	61,820	62,110	60,600
GROSS INCOME	(2,860)	(6,250)	(4,500)	(6,340)
NET CONTROLLABLE EXPENDITURE	52,422	55,570	57,610	54,260
Departmental Support	3,827	3,770	4,020	4,080
Central Support	8,905	7,570	8,250	8,430
NET EXPENDITURE	65,154	66,910	69,880	66,770

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 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	49,378	37,720	38,570	38,580
Supplies and Services	746	33,430	33,430	29,360
Miscellaneous Expenditure	39,000	-	-	-
Earmarked Reserves	744	(31,940)	(31,940)	(27,830)
GROSS EXPENDITURE	89,868	39,210	40,060	40,110
GROSS INCOME	(11,500)	-	-	-
NET CONTROLLABLE EXPENDITURE	78,368	39,210	40,060	40,110
Departmental Support	33,619	32,090	33,960	34,410
Central Support	51,726	54,440	52,900	53,670
NET EXPENDITURE	163,713	125,740	126,920	128,190

Contributes to corporate priorities :
- 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 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	3,920	-	-	-
Supplies and Services	3,550	5,850	3,170	6,030
Miscellaneous Expenditure	1,250	2,060	2,060	2,060
Earmarked Reserves	5,249	(2,060)	(2,060)	(2,060)
NET CONTROLLABLE EXPENDITURE	13,969	5,850	3,170	6,030
Departmental Support	29,287	28,820	29,830	30,220
Central Support	7,152	7,160	6,690	6,850
NET EXPENDITURE	50,408	41,830	39,690	43,100

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 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	161,623	154,640	140,340	145,860
Premises Related Expenditure	574	400	400	410
Supplies and Services	99,048	46,870	122,640	145,930
Earmarked Reserves	(4,387)	(56,690)	(115,060)	-
GROSS EXPENDITURE	256,858	145,220	148,320	292,200
GROSS INCOME	(25,780)	(220)	(220)	(220)
NET CONTROLLABLE EXPENDITURE	231,078	145,000	148,100	291,980
Departmental Support	41,890	37,590	41,430	41,670
Central Support	26,307	23,680	24,620	25,460
NET EXPENDITURE	299,275	206,270	214,150	359,110

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 2017/2018	APPROVED BUDGET 2018/2019	REVISED BUDGET 2018/2019	ORIGINAL BUDGET 2019/2020
Employee Expenditure	272	-	-	-
Supplies and Services	12,313	-	5,000	23,000
Earmarked Reserves	67,686	-	(5,000)	(3,000)
GROSS EXPENDITURE	80,271	-	-	20,000
GROSS INCOME	(80,000)	-	-	(20,000)
NET CONTROLLABLE EXPENDITURE	271	-	-	-
Departmental Support	596	580	600	600
Central Support	1,872	1,990	2,270	2,270
NET EXPENDITURE	2,739	2,570	2,870	2,870

Contributes to corporate priorities :

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

Agenda Item No 13

Executive Board

11 February 2019

**Report of the
Corporate Director - Resources**

**General Fund Revenue Estimates
2019/20 and Setting the Council
Tax 2019/20**

1 Summary

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2019/20 and the options available when setting the 2019/20 Council Tax for the Borough in the context of the Authority's Settlement Funding Assessment, and the effect on General Fund balances.

Recommendation to the Council

- a To approve the savings of £338,300 shown in Appendix I;**
- b To approve the revised estimate for the year 2018/19 and the revenue estimates for 2019/20;**
- c To note the Council Tax base for 2019/20, as set out in Appendix G;**
- d That the Executive Board identifies the preferred Council Tax option for 2019/20;**
- e To note the Corporate Director - Resources comments on the minimum acceptable level of general reserves;**
- f That the manpower estimates for the year 2019/20 in Appendix N are approved; and**
- g That a Council Tax resolution be prepared for consideration by the Council, using the recommendations agreed by this Board.**

2 The Council's Budget Requirement

- 2.1 All Service Boards have now considered their individual budget requirements for 2019/20, and these are shown in Appendices A – E, along with the revised requirements for 2018/19.
- 2.2 Board requirements are summarised in the table below, together with other items, such as investment interest and contingencies.

	2018/19 Approved Estimate £	2018/19 Revised Estimate £	2019/20 Original Estimate £
Board Summary	8,888,250	9,287,380	9,759,870
Contingencies	122,610	4,520	4,520
Growth	104,310	-	-
Financing Adjustment	(849,240)	(875,430)	(788,020)
Investment Interest Income	(180,000)	(245,000)	(280,000)
Revenue Cont. to Capital Expend	119,000	119,000	119,000
Service Summary	8,204,930	8,290,470	8,815,370

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

3 The Council's 2018/19 Estimated Out-turn

- 3.1 The Council's revised net expenditure requirement for 2018/19 amounts to £8,290,470 which is £85,540 more than the approved estimate. The major changes in expenditure are set out below.
- 3.2 Within Planning Control employee costs have increased due to the use of agency staffing to cover vacant posts. This has been partly offset by vacancy savings within Heritage and Conservation and Public Health.
£67,630
- 3.3 A one-off saving in Building Control partnership fees
(£10,000)
- 3.4 An increase of £75,770 in North Warwickshire Local Development Framework professional fees to support a range of studies and hearings. This has been partly offset by the use of earmarked reserves of £58,370.
£17,400
- 3.5 Income at Arley Sports Centre has reduced by £55,000 due to the transfer to Elite Sports Development. This has been partially offset by employee savings of £14,670 and Supplies and Services savings of £11,890.
£28,440
- 3.6 Employee costs at other leisure centres have increased £84,160 due to additional lessons and classes, the provision for sickness cover at the industry standard and the virement of training and recruitment budgets.

Income has also decreased by £44,510 particularly in Direct Debit income, squash, badminton, and reduced hall hire. Some of the decrease relates to the partial closure of Coleshill Leisure Centre, whilst maintenance work was undertaken. This has been partially offset by reduced premises costs.

£117,250

- 3.7 Within the Refuse and Recycling, Grounds Maintenance and Amenity Cleaning Services there have been employee savings as a result of vacant posts. There have also been savings in transport costs as a result of lower fuel prices and lower than expected repairs and maintenance. These have been partially offset by an increase in recycling disposal costs and a reduction in income from the sale of paper and card.
- (£130,820)
- 3.8 A reduction in income from the recovery of housing benefit overpayments and reduction in Council Tax legal fee income
- £76,220
- 3.9 A reduction in Private Sector Housing Income as no income is expected in 2018/19 from the HEART partnership.
- £25,000
- 3.10 A reduction in Borough Care income due to a number of life line customers going into care, moving in with relatives or passing away.
- £25,860
- 3.11 A reduction in Members basic and special responsibility allowances, software maintenance and Members training not required in 2018/19.
- (£15,990)
- 3.12 Reduced insurance costs across the portfolio of industrial estates, reduced business rates at Innage Park and an increase in rental income due to a lower vacancy level at Innage Park.
- (£15,470)
- 3.13 A higher level of investment income has been generated due to increases in interest rates. The General Fund only retains a proportion of the increase.
- (£55,200)
- 3.14 A change in the level of Prudential Borrowing for funding replacement vehicles.
- (£41,600)

4 The Council's 2019/20 Expenditure Requirement

4.1 The Council's net expenditure requirement for 2019/20 amounts to £8,815,370, which is £610,440 more than the approved estimate for 2018/19 and £524,900 more than the revised estimate. The main variations between the 2019/20 original budget and the 2018/19 revised budget are set out below.

... 4.2 A list of savings can be found in Appendix I. Savings are included where appropriate within the other variance lines below.

4.3 Provision has been made for those posts that were vacant in 2018/19, the payment of annual increments, a pay award of 2% and the revised pay structure. This has been partially offset by increasing the vacancy factor back to its original level, and a reduction in agency budgets.

£92,650

4.4 The earmarked reserve used to fund the costs of the North Warwickshire Local Development Framework professional fees has been fully used, so expenditure for 2019/20 onwards will impact directly on general balances. In addition, provision to cover the inspector's fees has also been included.

£145,230

4.5 Planning fee income has been reduced to reflect the removal of some large applications and the expectation of lower income due to economic uncertainties.

£100,000

4.6 Premise costs have increased due to the reinstatement of Non Domestic Rates for the Council Offices and inflationary increases, partially offset by a saving in the Building Maintenance Fund as a result of the transfer of Arley Sports Centre to Elite Sports Development.

£46,910

4.7 Software maintenance costs have increased due to the replacement of Microsoft Office and Windows 10, partially offset by a reduction in the GDPR budget.

£19,300

4.8 The Refuse and Recycling, Grounds Maintenance and Amenity Cleaning Services vacant posts have been reinstated. There is also an increase due to the new bulky waste contract, and the recycling income equalisation reserve was fully used in 2018/19.

£190,620

- 4.9 The reduction in costs from the full year effect of transferring Arley Sports Centre, removal of the one off growth approved for Bank Holiday working at Atherstone Leisure Complex in 2018/19 and the reduction of Polesworth Leisure Centre rent payable to the School. These have been partially offset by pay and inflationary increases across all Leisure Centres budgets.
(£100,430)
- 4.10 An increase in the financing adjustment to repay prudential borrowing on vehicle replacements.
£37,790
- 4.11 A higher level of investment income is expected to be generated, due to increases in interest rates. The General Fund only retains a proportion of the increase.
(£7,000)

5 Summary of the Finance Settlement

- 5.1 A proposed finance settlement for the Council was issued in December 2015, which provided indicative figures for 2016/17 and the following 3 years. Authorities were given the opportunity to apply for the four year settlement, on the basis that this would give some certainty in resources over the medium term. The Council successfully applied for the four year settlement.
- 5.2 The Settlement Funding Assessment is made up of two elements: Revenue Support Grant and Business Rates. 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.
- 5.3 The government includes the Settlement Funding Assessment in calculating an authority's Core Spending Power. Our figures are shown below:

	2019/20 £'000
NDR Baseline Funding	1,891
RSG / Tariff Adjustment	-
Sub-total - SFA	1,891
Council Tax	4,518
Other Grants	921
Total	7,330

The Council had previously been informed of a negative RSG sum of £109,000 for 2019/20. This is no longer included in the figures above, following the government's decision that negative RSG would not be deducted in 2019/20.

- 5.4 The Council's settlement funding assessment will have reduced by £787,840 (29%) from 2016/17 to 2019/20. Indicative figures are not yet available for 2020/21 onwards, so the 2019/20 level of SFA has been assumed for 2020/21, 2021/22 and 2022/23.
- 5.5 A Fair Funding Review is currently underway and will inform finance settlements for 2020/21 onwards. One of the aims of the review is to simplify the funding mechanism for local government, with a reduced number of cost drivers taken into the calculations. As Adult Social Care and Children's Services are expected to feature separately in any revised allocation methodology, there is likely to be pressure on the general funding available and the allocations for district councils. The SFA assumed in the forecast in this report could reduce.
- 5.6 Our business rate assessment for each year is highly fluid, as appeals and refunds can have a major impact at any point in the year. Given the expected improvement in rateable income in some areas, it has been assumed that once section 31 grant has been received, we will exceed our baseline funding level in 2019/20 by £1,000,000. This equates to £2.891 million in 2019/20.
- 5.7 The government's calculation of core spending power assumes that all district councils will increase their Band D council tax in line the referendum limit for 2019/20, by which ever is the greater of £5 or 3%. Given the lack of information around potential council tax increases from 2020/21 onwards, the lower value of a £5 increase has been assumed in the forecasts.
- 5.8 Notification of New Homes Bonus of £921,170 has been received for 2019/20, and this has been used as a base for projecting grant income for the rest of the strategy period. The projection has also assumed that 300 properties per annum will be eligible for New Homes Bonus.
- 5.9 The government currently pay bonus for 4 years. Although there was a discussion about increasing the threshold for paying bonus, there has been no change to the existing methodology. Authorities will therefore continue to receive bonus on growth above 0.4% in 2019/20.
- 5.10 The government has retained the option to make adjustments to the baseline in future years to reflect significant and unexpected growth, which would allow the baseline to be altered to ensure that national control totals are not exceeded. They could also revisit the issue of withholding payments for areas without a local plan in place and could consider withholding payments for homes that are built following an appeal.

6 Council Tax

- 6.1 As part of the budget setting process, the tax base for the Borough is updated each year to reflect new properties, demolitions and changes to the valuation bands of existing properties. Allowances are also made for properties which are exempt from Council Tax, or where the residents receive discounts. The tax base has been updated for 2019/20 and is attached as Appendix G.

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- 6.2 As mentioned above, the review of potential new build in the Core Strategy has taken place. A growth rate of 1.28% in the tax base has therefore been used in projecting Council Tax income for 2019/20, with 1.5% from 2020/21 onwards.
- 6.3 In general terms, an inflationary increase in Council Tax is built into the budget on an annual basis. The budget strategy assumed a 2.99% increase in Council Tax in 2019/20, with a further £5 increase in subsequent years. The permitted increase of 3% has been used for 2019/20.
- 6.4 There have been no increases in Council Tax since 2010/11. Decisions to freeze Council Tax have an on going and cumulative effect on the Council's financial position and the impact of the decisions to freeze Council Tax in each year since has been calculated to the end of the current strategy period. This is detailed in Appendix H and shows that by March 2023, the Council Tax lost would amount to £7.113 million. As grant funding has been reduced in line with the settlement funding assessment, the net funding foregone by the end of the strategy period will be in the region of £5.590 million. The annual income loss for 2019/20 onwards amounts to £776,000 per annum.

7 Budget Savings

- 7.1 In September, this Board agreed that savings of £1.25 million would need to be identified over 2019/20 and the following three years. Directors were tasked with reviewing their service areas, with the aim of producing proposals to meet this challenging target.
- 7.2 A number of savings have been found towards the target of £200,000 for 2019/20, as a result of altering service procurement or amending how services are provided. These savings amounting to £338,300 are summarised in Appendix I, and have been incorporated into the 2019/20 estimates.
- 7.3 Despite exceeding the savings target for 2019/20, the remaining target of £1.05 million will need to rise, to cover the increasing cost pressures identified in section 4. The savings still required for the years 2020/21 to 2022/23 amount to £1,350,000.
- 7.4 If additional growth or a Council Tax increase between 0% - 3% is approved, this may require a further increase in the savings targets over those three years.

8 Growth Items

- 8.1 Limited provision for growth was included within the Council's Budget Strategy, approved by this Board in September 2018, to cover the replacement of Microsoft Office and Windows.

8.2 In addition, Community and Environment Board have supported an ongoing growth bid of £10,000 for the new bulky waste collection service. The new service increases the collection days available for residents with minimal changes to charges, so the net cost of the service has increased. This is already included within the Board's figures.

9 Performance Against the Budget Strategy

9.1 The budget strategy agreed at the September meeting envisaged the following use of balances and savings over the next four years.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Use of Balances	454	463	481	441
Level of Balances 31 March	2,888	2,425	1,944	1,503
Savings	200	450	300	300

9.2 Each Board has projected its expenditure requirements up to and including 2022/23, together with financing and other adjustments. The expenditure forecast has been summarised and is shown in the table below, together with expected resources:

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Spending Requirement	8,815	9,225	9,718	10,141
Expected Resources	(8,379)	(7,953)	(8,154)	(8,338)
Use of Balances	436	1,272	1,564	1,803

9.3 Even with Council Tax increases in line with government assumptions, overall resources are expected to decrease by £41,000 over the life of the strategy, due to uncertainties around business rates income and new homes bonus. This is in addition to the expected increase in spending requirement of £1.326 million over the same period.

9.4 This expected use of balances is unsustainable, even if the savings targets previously identified are included, so a revised savings plan is required.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Use of / (Cont to) Balances	436	572	414	453
Level of Balances 31 March	2,855	2,283	1,869	1,416
Savings Required		700	450	200

Savings will need to be found in line with the plan to ensure that there are sufficient balances at the end of 2022/23. Additional detail is given in Appendix O.

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9.5 This predicted use of balances is based on limited growth and a 3% increase in Council Tax for 2019/20, with increases of £5 for 2020/21 onwards. The anticipated General Fund balance at 1 April 2019 is £3,291,000, which is lower than expected in the Budget Strategy. This is due to the increased use of balances in 2018/19. The level of balances at the end of each following year is lower than assumed in the strategy.

10 Availability of Reserves

10.1 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 below.

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

10.3 General Council policy is not to use earmarked reserves to fund ongoing service activity, but for specific one-off expenditure, so that the base budget position is not understated. So for example, external grant received in advance for specific projects will be held in an earmarked reserve until the activity takes place and the grant is spent. Some timing differences on particular activities are also dealt with through earmarked reserves, to remove unnecessary fluctuations in the base budget, whilst ensuring sufficient budget provision is available.

10.4 The Council also uses 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 play areas and CCTV equipment.

10.5 Where earmarked reserves are used for revenue activities, the expenditure is included within the appropriate service budget, together with the contribution from the reserve to offset this. These movements are highlighted in the budget reports considered by Members.

10.6 The expected position on earmarked reserves at the end of 2018/19 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix J.

Earmarked Reserves	Expected Balance 31 March 2019 £000
Capital	1,541
Revenue	3,338
Total	4,879

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

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 Council's 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 anticipate a benefit of £1,000,000 in 2019/20. A business rate reset is expected in 2020/21, which could remove the growth mentioned above. However in this event, the Volatility Reserve will be used to provide an additional £500,000 in 2020/21 2021/22 and 2022/23, and this has been included in the Strategy.
- 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. The expected increase in appeals from businesses reacting to the 2017 valuation results has not yet materialised, but this is being affected by changes to the appeal process.
- 11.5 A further consideration is the construction on HS2 within the Borough that has now started, 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. There are also future risks around the implementation of 75% local retention of business rates, which is expected in 2020/21.
- 11.6 **Fair Funding Review** – a national review is currently underway, which may adversely change the assumed spending need of the council, and therefore the level of government support that is received.
- 11.7 **New Homes Bonus scheme** – although a scheme for 2019/20 has been announced, there are still uncertainties around the potential scheme for 2020/21 onwards.

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 an extra refuse round has been built into the figures for 2020/21 and a further round in 2021/22, but the actual timing of the additional resources required will need to be monitored and assessed.

11.9 **Other Risks** – Further deterioration in the economic position could increase demand for services such as benefits and homelessness, 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 2019/20 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 K. This is based on the expected or 'most likely' position and the assumption that not all risks will occur within the next year.

11.11 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 savings are found in line with the targets identified, the level of balances is expected to remain above £1.4 million over the next four years, although careful monitoring of this will still be necessary. Although it would be possible for the Council to use earmarked reserves to cover unforeseen events, if a particularly serious situation arose, this should be used as a last resort.

11.12 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 2019/20, there is a real possibility that the position could be worse than that anticipated. It could also be better. Best and worst case scenarios are indicated in Appendix L, and show that in the event of the worst case scenario being realised in 2019/20, the Authority would need to adjust its financial strategy, and manage any changes required in 2021/22. Budgets are monitored throughout the year, with the budgetary position reported to Boards on a regular basis, so the Authority is in a good position to identify risks as they occur.

12 Council Tax Options

- 12.1 The Authority has estimated the Council Tax surplus and notified all major precepting authorities of the amounts they will receive. It has been estimated that North Warwickshire Borough Council will receive a sum of £93,200 for 2019/20. This will reduce the Council's use of balances.
- 12.2 The Government have clearly assumed an increase in Council Tax, in calculating the Core Spending Power of the authority. Any decision not to increase council tax by 3% will lead to a direct loss of funding.

	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Use of Balances	436	572	414	453
Loss of 3% CT increase	130	131	133	135
Additional savings	-	-	-	-
Revised Use of Balances	566	703	547	588
Potential Level of Balances	2,725	2,022	1,475	887

- 12.3 The Council could cover the on going shortfall of that level of Council Tax income lost as a result of the freeze in 2019/20 from balances initially. However there would be a need to increase savings targets in later years, to ensure that the use of balances remains viable over the longer term. The alternative of a higher increase in Council Tax in 2020/21 is unlikely to be an option, given the current rules around tax increases and the need for local referendums.
- 12.4 The Authority used an increase of 2.99% in 2019/20 and £5 from 2020/21 onwards when it was updating its financial strategy in September. This level of increase has been amended to 3% in 2019/20 and £5 from 2020/21 onwards when compiling the figures in this report.
- 12.5 The Council could choose to opt for a different Council Tax increase. In general terms, a 1% increase in Council Tax would generate around an additional £43,090, and would mean an additional £2.07 increase in Council Tax rates per annum.
- ... 12.6 A range of Council Tax increases is shown in Appendix M, together with the resulting impact on balances. These use the 2018/19 actual Band D amount of £207.30 as a base, and are shown below, together with the impact on the level of balances.

Increase on Band D	Band D Council Tax Payable	Cash Increase In 2019/20	Impact on Balances - CT
%	£	£	£
Base 2018/19	207.30	-	(129,281)
0.5	208.34	1.04	(107,630)
1.0	209.37	2.07	(86,812)
1.5	210.41	3.11	(64,536)
3.0	213.42	6.12	-

12.7 There is no impact on balances if a 3% increase is chosen, as this is what has been assumed in the figures within this report. If Members choose to freeze Council Tax at 2018/19 levels, or a lesser increase is chosen, there will be a reduction in balances as shown in the table above. If the Council opted to go for an increase of more than 3%, there would be an annual improvement of balances.

12.8 The Government wants to ensure that Council Tax payers 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 3%.

13 **Budget Consultation**

13.1 A meeting for Non-Domestic Rate Payers has been arranged for 4 February, and a verbal update will be given at the meeting.

14 **Council Tax Resolution**

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

15 **Manpower Estimate for the Year 2019/20**

15.1 Within the Authority's revenue and capital estimates, allowances have been made for the required manpower provision. Appendix N sets out the manpower estimates for 2019/20, compared with 2018/19.

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16 **Delivering Value for Money Agenda**

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

17 **Conclusion**

17.1 It is clear that whichever option in respect of Council Tax increases is adopted, it will still be necessary to make savings of at least £1,350,000, which will inevitably impact on service levels, and to draw on reserves to meet the Council's budgetary requirement. However, current forecasts indicate that

reserves will remain above the minimal acceptable level of £1.4 million by the end of 2022/23, although this is subject to the uncertainties inherent in budgetary forecasting, and subject to the level of Council Tax increase agreed.

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

- The Council may not be able to deliver the necessary savings.
- The Council currently has no external borrowing. However, there is an underlying borrowing requirement, which may increase costs in the future.
- The Council, through sound budgetary control, has always spent within its budget. This year our anticipated net expenditure is £85,540 more than our approved budget, due to changes in expenditure as set out in section 3 of this report.
- The ability to earn income from investments is uncertain at the moment. The Council is faced with the need to make further budgetary savings so that the Council can effectively manage its financial position. Undoubtedly this will continue in the future as new issues and initiatives emerge.

17.3 The options available to the Council to meet these future pressures are rather restricted: increases in Government funding or higher increases in Council Tax which can be mitigated by the identification of further savings than those included in the budget strategy. Rather than increases in government funding, local authorities have been made aware of further reductions. Also as service delivery pressures increase, the options for savings decrease.

18 Report Implications

18.1 Financial Implications

18.1.1 As detailed in the body of the report.

18.2 Safer Communities Implications

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

18.3 Environment and Sustainability Implications

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

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

18.4 Equality Implications

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

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
Financial Strategy 2019/23	NWBC	Report to Executive Board	17 Sept 2018

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

Codes	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
3072	Polesworth Sport Centre	109,856	75,530	97,510	92,880
3074	Arley Sports Centre	79,972	81,680	110,240	-
3075	Coleshill Leisure Centre	134,565	127,900	163,760	172,800
3077	Atherstone Leisure Complex	333,194	133,840	179,030	187,300
3082	Memorial Hall	150,781	113,480	127,700	124,830
4002	Public Health (Commercial Pollution Control)	211,781	218,370	196,620	225,860
4003	Public Health (Domestic Pollution Control)	105,795	54,140	57,410	59,710
5000	Domestic Refuse Collection	773,773	673,730	609,030	649,890
5001	Streetscene Grounds Maintenance	85,469	23,740	(4,480)	13,710
5002	Trade Refuse Collection	(49,810)	(43,690)	(45,330)	(43,600)
5003	Cesspool Emptying	(48,630)	(53,450)	(47,690)	(47,600)
5004	Recycling	743,507	737,710	743,090	807,820
5005	Animal Control	52,945	12,100	13,400	16,210
5006	Abandoned Vehicles	2,410	1,690	1,690	1,740
5010	Amenity Cleaning	503,724	506,770	457,730	524,570
5013	Unadopted Roads	4,404	7,750	7,750	7,900
5014	Flooding And Land Drainage	2,647	-	-	-
5015	Street Furniture	2,067	1,310	1,310	1,350
5016	Atherstone Market	2,331	1,830	1,680	1,720
5019	Green Space Budget	412,198	405,530	406,400	414,970
5021	Public Health (Control of Disease) Act 1984 Burials	6,310	-	(160)	-
5023	Consultation	1,041	4,650	-	4,650
5025	Corporate Policy	125,197	41,940	42,000	43,580
5030	Rural Regeneration	29,385	29,500	26,700	26,980
5034	Landscape	8,771	8,980	8,980	9,250
5040	Marketing and Market Research	11,224	8,510	8,510	8,760
5044	Support to Voluntary Organisations	54,405	53,100	53,100	54,620
5055	Community Development Health Improvement	28,621	28,810	29,360	30,210
5056	Community Development Safer Communities	65,357	62,380	60,950	62,140
5064	QE - Artificial Grass Pitch	(5,303)	(9,330)	(9,560)	(12,890)
7361	England's Rural Heart LEADER Partnership	3,258	(1,360)	1,200	1,520
7365	Armed Forces Covenant Vetran Hubs Development	-	-	-	-
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	Net Controllable Expenditure	3,941,245	3,307,140	3,297,930	3,440,880
	Departmental Support	608,140	613,490	657,660	660,330
	Central Support	613,926	665,280	652,280	647,280
	Capital	1,021,550	923,700	924,430	888,160
	Net Expenditure	6,184,861	5,509,610	5,532,300	5,636,650

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

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
4009	Planning Control	(490,078)	(207,680)	(94,670)	(106,990)
4010	Building Control	(3,571)	20,000	10,000	35,200
4012	Conservation and Built Heritage	2,866	34,410	7,400	48,500
4014	Local Land Charges	(26,007)	(24,900)	(24,230)	(24,430)
4018	Street Naming and Numbering	(1,940)	710	710	910
	Net Controllable Expenditure	(518,730)	(177,460)	(100,790)	(46,810)
	Departmental Support	158,034	102,570	93,590	106,670
	Central Support	163,644	173,310	172,710	182,610
	Capital Charges	2,780	16,390	16,390	16,390
	Planning and Development Board Total	(194,272)	114,810	181,900	258,860

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

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
4000	Licensing Authority	(34,271)	(40,150)	(37,210)	(36,780)
4001	Licences and Registration	(10,579)	(9,240)	(11,430)	(12,810)
4008	Hackney Carriages	(10,136)	(20,860)	(21,620)	(22,110)
4019	Gambling Act Authority	(9,602)	(9,370)	(9,830)	(9,830)
	Net Controllable Expenditure	(64,588)	(79,620)	(80,090)	(81,530)
	Departmental Support	40,497	37,770	37,270	37,090
	Central Support	34,776	35,190	43,830	45,620
	Licensing Committee Total	10,685	(6,660)	1,010	1,180

APPENDIX D1

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
3000	Cost of Democratic Services	392,822	375,720	359,730	374,990
3001	Election Expenses	6,497	5,220	5,140	90,290
3002	Registration of Electors	30,187	27,900	27,250	29,920
3003	Business Rates	13,495	(31,430)	(27,650)	(29,690)
3004	Council Tax Collection	99,179	59,940	71,890	63,970
3050	Finance Miscellaneous	(33,623)	-	-	-
3051	Compensation and Pension Increases	229,124	290,950	291,010	356,780
3052	Assisted Car Purchase	(502)	(620)	(760)	(320)
3054	Electricity at Work	18,595	18,360	18,360	18,920
3059	Finance Unused Land	12,971	830	700	720
3060	Corporate and Democratic Core	90,334	67,100	64,550	66,200
3061	Unallocated Central Support Services	690	122,570	29,920	111,170
3065	Coleshill Shops High Street	(68,311)	(67,320)	(69,670)	(69,610)
3067	The Pavilions, Holly Lane	(79,776)	(80,100)	(81,580)	(81,470)
3068	Carlyon Road Industrial Estate	(108,710)	(126,260)	(127,840)	(127,720)
3069	Innage Park Industrial Estate	(160,469)	(173,630)	(182,780)	(181,870)
3070	Polesworth Workspace Units	(7,839)	(7,820)	(8,730)	(8,520)
3079	Maya Bar and Restaurant	(10,705)	(10,740)	(11,060)	(10,990)
3084	Homeless Persons	54,873	62,780	66,000	72,540
3089	Public Conveniences	42,277	42,700	38,300	36,370
3094	Customer Contact	22,492	15,460	12,050	12,550
3097	Rent Allowances	28,104	5,560	78,280	98,710
3098	Housing Benefit Administration and Rent Rebates	(63,152)	(53,010)	(61,460)	(53,740)
3101	Council Tax Support	110,461	98,480	103,580	111,440
3102	Car Parks	60,319	47,630	50,220	44,820
3111	Broadband Delivery UK	50,051	47,870	47,870	-
5008	Private Sector Housing Assistance	41,971	(60)	28,210	15,790
5035	CCTV	11,631	330	1,690	(480)
5036	Community Support	273,605	146,780	172,640	198,680
	Net Controllable Expenditure	1,056,591	885,190	895,860	1,139,450
	Recharged to Services	(213,190)	(221,310)	(230,440)	(241,980)
	Departmental Support	990,730	1,005,440	1,050,170	1,098,570
	Central Support	1,046,396	1,055,310	991,640	1,056,950
	Capital Charges	440,618	252,800	253,040	243,860
	Resources Board (Remaining) Total	3,321,145	2,977,430	2,960,270	3,296,850

APPENDIX D2

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

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
Various	Chief Executive	188,423	192,830	196,840	197,370
Various	Corporate Director - Resources	940,321	1,008,650	931,880	996,010
Various	Corporate Director - Environment	1,354,458	1,362,170	1,530,270	1,515,320
Various	Corporate Director - Community	1,337,137	1,384,270	1,406,290	1,459,870
Various	Director of Housing	2,205,209	2,181,130	2,215,960	2,314,330
Various	Director of Streetscape	498,202	488,560	447,310	459,570
Various	Director of Leisure and Community Development	928,283	596,130	611,920	621,200
3006-3039	Building Maintenance Fund	231,760	232,660	232,750	225,310
3040-3041	Council Offices	187,588	207,520	150,330	204,890
3043	Central Telephones	15,779	16,940	16,600	17,390
3045	Recruitment	39,515	25,390	25,390	26,160
3046	Printing and Copying	69,897	71,750	71,670	74,070
3047	Training	19,026	90,220	30,060	93,610
3048	Depot and Stores	69,247	67,690	68,100	70,160
3110	Postage and Franking	60,725	71,960	66,340	68,490
3226	Central Services	256,142	259,940	267,650	277,870
3290	Information Services	674,458	690,760	719,590	757,820
3291	Procurement	70,461	71,600	71,540	73,770
3292	Staff Welfare	23,668	27,200	27,720	27,160
3300	Transport	724,103	717,580	658,930	678,130
	Net Controllable Expenditure	9,894,402	9,764,950	9,747,140	10,158,500
	Recharged to Services	(11,672,494)	(11,604,250)	(11,609,190)	(12,106,100)
	Departmental Support	27,860	26,160	20,950	21,530
	Central Support	1,451,169	1,478,650	1,428,530	1,512,200
	Capital	667,069	406,700	412,570	413,870
	Resources Board (Recharged) Total	368,006	72,210	-	-

Resources Board Summary

Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
Totals - Recharged Services	368,006	72,210	-	-
Totals - Services Remaining	3,321,145	2,977,430	2,960,270	3,296,850
Central Vacancy Factor	-	(210,000)	(19,200)	(210,000)
Resources Board Total	3,689,151	2,839,640	2,941,070	3,086,850

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

Code	Description	Actual 2017/2018 £	Approved Budget 2018/2019 £	Revised Budget 2018/2019 £	Original Budget 2019/2020 £
2000	Housing Strategic Service Review	3,671	-	-	-
2001	Outreach and Access to Services	73,988	40,940	44,530	44,650
2002	Corporate Communications	52,422	55,570	57,610	54,260
2003	Community Strategy	78,368	39,210	40,060	40,110
2007	Emergency Planning	13,969	5,850	3,170	6,030
2009	North Warwickshire Local Development Framework	231,078	145,000	148,100	291,980
5050	Support to Parishes	271	-	-	-
	Net Controllable Expenditure	453,767	286,570	293,470	437,030
	Departmental Support	163,544	159,480	167,220	169,900
	Central Support	166,283	161,300	161,540	160,420
	Capital Charges	5,074	8,330	8,870	8,980
	EXECUTIVE BOARD TOTAL	788,668	615,680	631,100	776,330

SUMMARY OF REVENUE REQUIREMENTS

2018/2019 Gross Expenditure	2018/2019 Gross Income	2018/2019 Net Expenditure		2019/2020 Gross Expenditure	2019/2020 Gross Income	2019/2020 Net Expenditure
£	£	£		£	£	£
8,490,660	2,958,360	5,532,300	Community and Environment	8,535,920	2,899,270	5,636,650
993,780	811,880	181,900	Planning and Development	971,980	713,120	258,860
117,670	116,660	1,010	Licensing	119,780	118,600	1,180
17,815,740	14,874,670	2,941,070	Resources	18,198,110	15,111,260	3,086,850
635,820	4,720	631,100	Executive	802,890	26,560	776,330
12,193,210	12,193,210	-	Council Housing	12,106,330	12,106,330	-
4,520	-	4,520	Contingencies	4,520	-	4,520
-	-	-	Growth	-	-	-
-	245,000	(245,000)	Interest on balances	-	280,000	(280,000)
-	875,430	(875,430)	Financing adjustment	-	788,020	(788,020)
119,000	-	119,000	RCCO (Revenue Contribution to Capital Outlay)	119,000	-	119,000
40,370,400	32,079,930	8,290,470		40,858,530	32,043,160	8,815,370
-	254,980	(254,980)	Use of balances	-	436,260	(436,260)
40,370,400	32,334,910	8,035,490		40,858,530	32,479,420	8,379,110
982,375.65	-	982,375.65	Special items - Parish precepts	-	-	-
41,352,775.65	32,334,910	9,017,865.65		40,858,530	32,479,420	8,379,110
		(191,470)	Revenue Support Grant			-
		(2,546,160)	Business Rates			(2,919,850)
		-	Transitional Grant			-
		(902,240)	New Homes Bonus			(921,170)
		(134,390)	Surplus / Deficit on Collection Fund			(93,200)
		5,243,605.65				4,444,890

APPENDIX H

IMPACT OF COUNCIL TAX FREEZES IN 2011/12, 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18 and 2018/19

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Grant Income Received	-111,746	-208,657	-132,022	-158,125	-176,726	-144,208	-119,116	-106,252	-91,589	-91,589	-91,589	-91,589	-1,523,207
Council Tax Lost	134,012	228,542	285,030	374,164	467,952	565,755	675,760	831,880	867,736	880,752	893,964	907,373	7,112,921
Net Loss of Revenue	22,266	19,885	153,008	216,039	291,226	421,546	556,644	725,629	776,148	789,164	802,375	815,784	5,389,714

POTENTIAL IMPACT OF AN ADDITIONAL COUNCIL TAX FREEZE IN 2019/20

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Grant Income Received	-111,746	-208,657	-132,022	-158,125	-176,726	-144,208	-119,116	-106,252	-91,589	-91,589	-91,589	-91,589	-1,523,207
Council Tax Lost	134,012	228,542	285,030	374,164	467,952	565,755	675,760	831,880	997,032	1,011,987	1,027,167	1,042,575	7,641,856
Net Loss of Revenue	22,266	19,885	153,008	216,039	291,226	421,546	556,644	725,629	905,443	920,399	935,578	950,986	6,118,649

Additional Loss of Revenue if Council Tax Frozen in 2019/20

528,935

SAVINGS INCLUDED WITHIN 2019/2020

Board	Description	2019/2020 £
C & E	Reduction in Polesworth Sports Centre Rent	8,940
C & E	Reduction in Safer Communities Transport Costs	1,010
C & E	Transfer of Arley Sports Centre to Elite Sports Development	55,800
C & E	Reduction in Refuse & Recycling Bin Purchases	9,790
C & E	Additional Income from Bulky Collections and Bins	8,270
C & E	Additional Income from Replacement Bins and the Charge for Additional Green Bins	26,530
C & E	Additional Income from Recycling Credits	8,130
C & E	Reduction in Transport Fuel and Repair and Maintenance Costs	53,800
C & E	Reduction in Grounds Maintenance Equipment	4,460
C & E	Reduction in Grounds Maintenance Materials	1,180
C & E	Reduction in Grounds Maintenance Professional Fees	1,850
C & E	Public Health Additional Income	1,420
Resources	Reduction in Software Maintenance - Business Rates and Council Tax	19,630
Resources	Reduction in Council Tax Advertising Costs	1,280
Resources	Cost of democratic Services – room hire	310
Resources	Cost of democratic Services – Special Responsibility Allowances	5,680
Resources	Past employees pension costs reduction	2,360
Resources	Reduction in Public Conveniences Business Rates	4,150
Resources	Reduction in Public Conveniences utility costs	2,500
Resources	Reduction Coleshill Shops and Flats Repairs and Maintenance	1,390
Resources	Reduction in Innage Park Business Rates	5,610
Resources	Reduction on Contact Centre Overtime	3,250
Resources	Cost of democratic Services – reduction on hired transport	1,510
Resources	Reduction in Printing Costs	3,000
Resources	Reduction in Essential Travel Allowances	1,330
Resources	Reduction in Development Control Mobile Phone Costs	260
Resources	Reduction in Train Travel	340
Resources	Reduction in Payroll Costs	5,980
Resources	Reduction in Overtime Costs	2,150
Resources	Reduction in Postage Costs	5,980
Resources	Reduction in Internet Access Costs	2,060
Resources	Reduction in Printer Consumables	3,840
Resources	Reduction in Building Maintenance Fund due to the transfer of Arley Sports Centre	14,000
Resources	Reduction in Lease Car Allowances	15,820
All	Reduction on Insurance Premiums	54,690
	Overall Total	338,300

EARMARKED RESERVES

Purpose of Reserve	Balance March 2019 £000
Revenue Reserves	
Business Rates – a volatility reserve to cover fluctuations in the level of appeals and rating income	399
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	1,218
HRA Reimbursement to General Fund – to compensate the General Fund for the loss of investment income	240
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, health and wellbeing and Broadband UK.	349
Approved growth not yet spent – to cover Corporate Communications, Borough Care and HS2.	53
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.	123
Other – A number of other reserves are held to cover areas such as additional pension costs and Sickness fund	211
Contingencies – to cover possible costs arising from contaminated land issues, non recovery of VAT and provision for emergency planning issues.	219
Maintenance of Assets – To cover future maintenance requirements on some council owned assets	243
Training – These funds have been set aside to provide resources for one off training requirements in the future, for both staff and members.	106
Human Resources – This is held to cover specialist employment law advice that may be required from time to time.	20
Consultation – for consultation with residents of the Borough and service users. The requirement to consult varies from year to year and the reserve allows fluctuations between years to be managed, without affecting other revenue expenditure.	43
Insurance – to cover costs arising from changes to excess levels	56
LAMS – some of the interest received has been set aside to cover potential defaults	58
Capital Reserves	
Equipment Replacement – These funds are earmarked for the future replacement of leisure equipment, environmental health equipment, CCTV equipment, Play Area equipment, Refuse Freighters and the replacement of PC's.	901
General Fund Capital - Some funding has been set aside for capital spending.	640

COUNCIL WIDE - RISK ANALYSIS

	Likelihood	Provision
Income Generation – decrease in fees and charges of 5% (5% = approx £115,550)	Medium	57,750
Reduction in planning income	Medium	50,000
Lower vacancies than expected (provision for vacancies = £210k)	Medium	105,000
Investment Income – loss of cash flow (£15m @ 0.5% = £75k)	Medium	37,500
Further Public Inquiries (potential £100k)	High	100,000
Housing Benefit – reduction in reimbursement (approx £13m @ 5%= £650k)	Low	65,000
Possibility of overspending the agreed budget by 1% (Gross Expend = £28.8m)	Medium	144,000
Increasing cost of Refuse and Recycling	Medium	60,000
Housing Benefit – Local Authority error & overpayments (£400k)	Low	40,000
Increased cost of maintaining mechanical equipment	Low	20,000
Additional costs on fuel and utilities	Medium	20,000
Additional New Homes Bonus not achieved	Medium	100,000
Impact of continuing / increasing NDR appeals	Medium	250,000
General Contingency		400,000
Total		1,449,250

Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

ALTERNATIVE SCENARIOS – GENERAL BALANCES

Best Case

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Estimated use of balances	436	572	414	453
An increase in New Homes Bonus	-	(60)	(120)	(180)
Increased tax base (new homes)	-	(21)	(43)	(66)
Sustained improvement in planning income	(100)	(100)	(100)	(100)
Improvement in other service income	(50)	(50)	(50)	(50)
Additional surplus in the Collection Fund	-	(20)	(20)	(20)
0.25% increase in investment rates	(50)	(50)	(50)	(50)
Additional business rates	-	-	(200)	(200)
Potential Use of/ (Cont to) Balances	236	271	(169)	(213)
Potential Balances at Year End	3,055	2,784	2,953	3,166

Worst Case

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Estimated use of balances	436	572	414	453
Additional 1% on the pay award in 2020/21	-	106	106	106
Increase in planning appeals	100	100	100	100
Planning Income is not sustained	100	100	100	100
Additional recycling costs	60	60	60	60
Reduction in expected income	50	50	50	50
Reduction in New Homes Bonus scheme	-	100	200	300
Loss of business rates ????				
Potential Use of/ (Cont to) Balances	746	1,088	1,030	1,169
Potential Balances at Year End	2,545	1,457	427	(742)

NORTH WARWICKSHIRE BOROUGH COUNCIL

Appendix M

COUNCIL TAX INCREASES

	Original 2018/19	2019/20	2019/20	2019/20	2019/20	2019/20
Council Tax - Band D	207.30	207.30	208.34	209.37	210.41	213.42
Council Tax Increase		0%	0.5%	1.0%	1.5%	2.95%
Council Tax Base	20,555.86	20,818.16	20,818.16	20,818.16	20,818.16	20,818.16
Net Expenditure	8,205	8,815	8,815	8,815	8,815	8,815
External Funding	(3,640)	(3,841)	(3,841)	(3,841)	(3,841)	(3,841)
Collection Fund (Surplus)/Deficit	(134)	(93)	(93)	(93)	(93)	(93)
Council Tax	(4,262)	(4,315)	(4,337)	(4,359)	(4,380)	(4,445)
Use of Balances	169	566	544	522	501	436
Balances 1 April 2019		3,291	3,291	3,291	3,291	3,291
Use of Balances		(566)	(544)	(522)	(501)	(436)
Balances 1 April 2020		2,725	2,747	2,769	2,790	2,855
Use of Balances		(703)	(681)	(659)	(637)	(572)
Balances 1 April 2021		2,022	2,066	2,110	2,153	2,283
Use of Balances		(547)	(525)	(503)	(481)	(414)
Balances 1 April 2022		1,475	1,541	1,607	1,672	1,869
Use of Balances		(588)	(565)	(543)	(520)	(453)
Balances 1 April 2023		887	976	1,064	1,152	1,416

MANPOWER BUDGET

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

	2018/19 Estimate (original) FTE	2019/20 Estimate FTE
Monthly Paid	351	346
Total	351	346

APPENDIX O

REVISED MEDIUM TERM FINANCIAL FORECAST

	2018/19 Revised £000	2019/20 Estimate £000	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000
Net Service Expenditure	9,292	9,764	10,104	10,538	10,784
Growth	-	-	-	-	-
Investment Income	(245)	(280)	(330)	(350)	(250)
Financing Adjustment	(826)	(738)	(618)	(539)	(462)
e/m res - contribution from HRA	(50)	(50)	(50)	(50)	(50)
Revenue Contribution to Capital Spending	119	119	119	119	119
Savings – 20/21	-	-	(700)	(700)	(700)
Savings – 21/22	-	-	-	(450)	(450)
Savings – 22/23	-	-	-	-	(200)
Net Expenditure	8,290	8,815	8,525	8,568	8,791
Council Tax	(4,261)	(4,445)	(4,617)	(4,794)	(4,974)
New Homes Bonus	(902)	(921)	(870)	(890)	(890)
RSG	(192)	-	-	-	-
NDR – Baseline	(1,846)	(1,891)	(1,891)	(1,891)	(1,891)
NDR – Additional rates	(700)	(1,029)	(500)	(500)	(500)
Collection Fund Surplus	(134)	(93)	(75)	(79)	(83)
Use of / (Contribution to) Balances	255	436	572	414	453
Balances at the Year End	3,291	2,855	2,283	1,869	1,416

Agenda Item No 14

Executive Board

11 February 2019

Report of the Chief Executive

Review of Polling Districts, Polling Places and Polling Stations

1 Summary

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

Recommendation to Council

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

2 Consultation

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

3 Background

- 3.1 The Council is required by the EAA to undertake and complete a review of all polling districts, polling places and polling stations by 31 January 2020. Reviews took place in 2007, 2011, 2015 and the next review is required to be completed by 31 January 2020.
- 3.2 Members will be aware that polling districts and polling stations have been in place for many years and changes have been made as required following changes to Borough warding arrangements, County Electoral Divisions or when premises no longer become available or suitable. These changes have always been made in consultation with Ward Councillors and political parties.

4 Definitions

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

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

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

5 The Process

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

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

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

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

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

6 Report Implications

6.1 Legal and Human Rights Implications

6.1.1 The review must be completed by 31 January 2020.

6.2 Equalities

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

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

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	Electoral Commission	Guidance Note	October 2013

Agenda Item No 15

Executive Board

11 February 2019

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2018

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to December 2018.

Recommendation to Council

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

2 Consultation

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

3 Background

- 3.1 This report shows the third quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2018/19. This is the third report showing the progress achieved so far during 2018/19.

4 Progress achieved during 2018/19

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the national and local performance indicators during April to December 2018/19 for the Executive Board.
- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

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

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

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

5 Performance Indicators

- 5.1 The current performance indicators have been reviewed by each division and Management Team for monitoring for the 2018/19 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 100% of the Corporate Plan targets and 20% of the State of Borough Indicators performance indicator targets and 33% of the Council Indicators are currently on schedule to be achieved. The report shows the individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	11	100%
Amber	0	0%
Red	0	0%
Total	11	100%

Performance Indicators

State of the Borough Indicators

Status	Number	Percentage
Green	1	20%
Amber	4	80%
Red	0	0%
Total	5	100%

Council Performance Indicators

Status	Number	Percentage
Green	1	33%
Amber	1	33%
Red	1	33%
Total	3	100%

7 Summary

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

8 Report Implications

8.1 Safer Communities Implications

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

8.2 Legal, Data Protection and Human Rights Implications

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

8.3 Environment and Sustainability Implications

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

8.4 Risk Management Implications

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

8.5 Equality Implications

- 8.5.1 There are a number of contributions towards equality related targets and indicators including, informing customers about opportunities to influence decision making, customer access, consultation, domestic abuse and financial inclusion highlighted in the report.

8.6 Links to Council's Priorities

- 8.6.1 There are a number of targets and performance indicators contributing towards the priorities of protecting our countryside and heritage, creating safer communities, responsible financial and resource management, supporting employment and businesses and promoting sustainable and vibrant communities.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Executive Board 18/19								
	Action	Priority	Reporting Officer	Quarter 1	Quarter 2	Quarter 3	Status	Direction
17	To progress the Local Plan through Inquiry towards adoption by October 2018	Protecting our Countryside & Heritage	Dorothy Barratt	The Local Plan was submitted to Government in March 2018. Progress is out of the Borough Council's control. The Local Plan is now at examination being led by an independent Inspector. The first set of hearing dates is 25th, 26th and 27th September. Adoption is now expected in early 2019.	First hearings for the examination process have taken place. Awaiting interim response from Inspector as to progression of the Local Plan.	An interim response has been received and the examination continues with further hearings being planned.	Green	↑
18	Whilst continuing to oppose a) the route of HS2 Phase 2b in principle, to press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups and; b) To continue to oppose the principle of Opencast Mining and Mineral Extraction	Protecting our Countryside & Heritage	Dorothy Barratt	Work is progressing with the Draft Environmental Statement for Phase 2B expected in the Autumn.	Work is progressing with the Draft Environmental Statement for Phase 2B expected in late 2018.	A consultation response has been submitted on the Draft Environmental Assessment for Phase 2B.	Green	↑
19	To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act; and to review both the emergency and business continuity plans annually in March	Creating Safer Communities	Robert Beggs	A Recovery workshop has been arranged by the Warwickshire Local Resilience Forum to consider how the recovery plan will work across multi agencies. More work on preparing recovery responses will take place. Discussions are taking place with the CSWR team about their potential support our local resilience plans.	A WLRP recovery working group has been set up. This group will oversee progress with improving the recovery plans for Warwickshire and for individual agencies. Discussions are taking place with the CSWR team about their potential support of our local resilience plans. A refresh of our business continuity plans is being requested via each division. A number of staffing changes need to be refreshed for the plans.	A refresh of the call out cascade has been circulated via Extended Management Team during December. This has highlighted a number of changes in key personnel with more changes taking place in the next quarter. Further consideration of our resilience to carry out the specific roles during an emergency incident will be undertaken by Management Team. A update to the Emergency Plan has been prepared to take into account the staffing changes. A similar update will also be prepared for the Corporate Business Continuity Plan.	Green	↑
20	To achieve the savings required by the Budget Strategy including the commitment to keep Council Tax as low as possible and to update the Strategy to reflect future developments by September 2018	Responsible Financial & Resource Management	Sue Garner	Work on identifying savings for 2019/20 is progressing. Work to update the financial strategy will commence shortly.	Work on identifying savings for 2019/20 is progressing. The financial strategy was updated and reported to Executive Board in September.	Work on identifying savings for 2019/20 is progressing. The financial strategy was updated and reported to Executive Board in September.	Green	↑
21	To report on the Council's debt and reserves and the Council's capital funding gap by February 2019	Responsible Financial & Resource Management	Sue Garner	Some initial work has commenced.	Some initial work has commenced.	Work is in progress.	Green	↑
22	To update the Medium Term Financial Strategy in September 2018 and February 2019, to take account of external funding changes relating to Business Rates	Responsible Financial & Resource Management	Sue Garner	Work to update the financial strategy will commence shortly.	The financial strategy was updated and reported to Executive Board in September.	The financial strategy was updated and reported to Executive Board in September. A further update, including the draft finance settlement figures, is being prepared.	Green	↑
23	To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy	Supporting Employment & Business	Steve Maxey	The main focus of this work continues to be the West Midlands Combined Authority. The Leaders of the Council has recently been appointed to the Strategic Economic Plan Board. A Coventry/Warwickshire/South Leicestershire Joint Committee meeting is likely later in the year in order to take forward our coordinated approach to strategic planning issues	The main focus of this work continues to be the West Midlands Combined Authority. The Leader of the Council has recently been appointed to the Strategic Economic Plan Board and we continue to discuss a number of projects with the WMCA. A Coventry/Warwickshire/South Leicestershire Joint Committee meeting has been arranged for 30th November to take forward our coordinated approach to strategic planning issues	The main focus of this work continues to be the West Midlands Combined Authority. The Leader of the Council has recently been appointed to the Strategic Economic Plan Board and we continue to discuss a number of projects with the WMCA. A Coventry/Warwickshire/South Leicestershire Joint Committee meeting on 30th November agreed to take forward a coordinated approach to strategic planning issues	Green	↑
24	To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports	Creating Safer Communities	Richard Dobbs/Steve Maxey	Local flood prevention work continues with input provided to specific schemes such as Fillongley and also practical support to communities and parish councils in areas prone to flooding.	Local flood prevention work continues with input provided to specific schemes (most recently in Polesworth) and also practical support to communities and parish councils in areas prone to flooding.	Local flood prevention work continues. A review of stock levels of flood protection materials such as sand bags and aqua sacks is underway	Green	↑

25	<p>To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and made clear the opportunities for them to be involved in decision making via consultation. To take into account the LGA Communications Health-Check and the commitments in the Council's Customer Access Strategy in all aspects of work in this area and to report on progress by May 2018</p>	Promoting Sustainable & Vibrant Communities	Linda Bird/Steve Maxey/Bob Trahem	<p>Work to take account of the LGA Communications Health Check has progressed well and will be complete at the end of July when the new Corporate Communication Post is filled and an initial Communications Framework has been produced. We continue to get strategic communications support from WCC and work has started to review consultation. A report will now be brought to Board in November.</p>	<p>Actions arising from the LGA Communications Health Check have been completed and a Corporate Communication Officer is in post and an Initial Communications Framework has been produced by WCC. We continue to get strategic communications support from WCC and work has started to review consultation.</p>	<p>The actions arising from the LGA Communications Health Check have been completed. Work to review and improve consultation is underway.</p>	<p>Green</p>
26	<p>To implement, and then maintain, any changes required by the General Data Protection Regulations by May 2018</p>	Responsible Financial & Resource Management	Steve Maxey	<p>An Officer working group has been working for many months and the following outcomes have been achieved: each division has a register of its sources of data, basis for collecting it and control arrangements; updated corporate policies and reporting arrangements; e-training for Officers and Members (further training to be offered to Members). Work continues on issues such as CCTV and specific issues within Division.</p>	<p>An Officer working group has been working for many months and the following outcomes have been achieved: each division has a register of its sources of data, basis for collecting it and control arrangements; updated corporate policies and reporting arrangements; e-training for Officers and Members (further training is being looked into for Members). Work continues on issues such as CCTV and specific issues within Division. The Data Protection Officer and Assistant Data Protection Officer meet regularly to review breaches, to do a deep dive audit of Divisions asset registers and are attending team meetings to refresh initial training</p>	<p>Green</p>	
27	<p>To develop a North Warwickshire Transport Strategy, together with Warwickshire County Council, by March 2019</p>	Supporting Employment & Business	Steve Maxey	<p>Work continues, principally on the A5 bid to the Housing and Infrastructure Fund.</p>	<p>The first meeting of the North Warwickshire Transport Strategy Project Board met on 15th October to consider a draft 'Issues and Opportunities' scoping document. A further draft will be issued following comments and the next meeting will take place in early December. A report will be taken to the Executive Board to advise Members. In addition, work continues on the A5 HIF bid</p>	<p>Green</p>	

2

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Dec Performance	Traffic Light	Direction of Travel	Comments
	Council Performance Indicators								
NWLPI 158	To respond to all complaints and requests for service within three working days	Env Health (C, L & HP)	Public Services and Council Tax	99	98	86	Amber	↔	Performance is now satisfactory but the figures have been seriously affected by the staff shortages in the Pollution and Domestic teams over the period. These shortages have now been resolved.
NWLPI 162	Percentage of Freedom of Information replies dealt with within 20 days	Policy Support	Public Services & Council Tax	100	96%	98%	Red	↗	622 Freedom of Information requests received, 611 completed within 20 days, 7 over 20 days, 2 requests failed to reply and 2 outstanding
New	The number of LG & Housing Ombudsman complaints determined as maladministration	Policy Support	Public Services & Council Tax	0	0	0	Green	↗	The Local Government & Social Care Ombudsman is currently investigating one complaint regarding a planning and environmental health related complaint. Information requested by the Ombudsman is being collated.
	State of the Borough Indicators								
NWLPI 153	Number of residential burglaries in the Local Authority area	Policy Support	Crime and Disorder	270	271	202	Amber	↔	The third quarter has seen an increase of 26 residential burglaries compared to quarter 2. Over the last 12 months this is showing an increase of 8% compared to 2017/18 year. The current hot spot locations will be considered at the next meeting of the NWSIG on the 16 January 19.
NWLPI 154	Number of violent offences and sexual offences in the local authority area	Policy Support	Crime and Disorder	1416	1417	1207	Amber	↔	The levels have increased during quarter three with 34 more offences than previous quarter. Overall the levels are nearly 13 % higher compared to 2017/18. The meeting of the NWSIG highlighted above will need to consider the profile of the recent increases.
NWLPI 155	The number of vehicle crimes in the local authority area	Policy Support	Crime and Disorder	602	603	461	Amber	↔	The overall levels of vehicle crime are showing signs of decreasing in the third quarter. Overall theft from vehicles are about 5% higher. Theft of vehicles are nearly 1% lower. The quarter 3 performance report shows the best areas of Curdworth, Hurley & Wood End and Water Orton with the largest increases. The NWSIG meeting will consider responses within the target areas.

Ref	Description	Section	Priority	Year End Target 2018/19	Outturn 2017/18	April - Dec Performance	Traffic Light	Direction of Travel	Comments
@NW:NI032	Violence Against the person with injury related to Domestic Violence Offences	Policy Support	Crime and Disorder	149	150	136	 Amber		The levels of violence with injury related to domestic violence show a very small decrease in quarter 3. The overall levels are 33% of the total violence offences.
@NW:NI047	People killed or seriously injured in road traffic accidents	Policy Support	Crime and Disorder	70	71	40	 Green		The figures collated are for April to November only. The third quarter is showing a decrease of KSI's subject to the December figures being confirmed.

Agenda Item No 16

Executive Board

11 February 2019

**Report of the
Corporate Director - Resources**

Pay Policy Statement 2019/20

1 Summary

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

Recommendation to Council

To adopt the Pay Policy Statement 2019/20.

2 Introduction

- 2.1 The purpose is to provide transparency by identifying:

- The methods by which the salaries of all employees are determined;
- The detail and level of remuneration of the Council's most senior staff.

- 2.2 The policy has been reviewed in line with the requirements and is attached at Appendix A.

- 2.3 Since the policy was adopted at Full Council on 4 July 2012, it has been reviewed and updated on an annual basis.

3 Report Implications

3.1 Human Resources Implications

- 3.1.1 As detailed in the report.

3.2 Links to Council's Priorities

- 3.2.1 This policy statement ensures that the Council meets its obligation under Section 38 of the Localism Act 2011 for Councils and therefore ensuring compliance with legislation.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

North Warwickshire Borough Council

PAY POLICY STATEMENT 2019/20

Introduction and Purpose

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

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

This policy statement is subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

Legislative Framework

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

Pay Structure

Based on the application of the Job Evaluation process, the Council uses the nationally negotiated pay spine as the basis for its local grading structure. This determines the salaries of the large majority of the workforce, together with the use of other nationally defined rates where relevant. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine. The pay award for 2019/20 was agreed as part of the two year deal for 2018/19 to 2019/20. The pay award for 2019/20 consists of:

- A redefinition of the national pay spine throughout to reintroduce a consistent differential between pay points, that will see all staff on current SCP 29 and above receive a pay award of 2.0% and staff on current SCPs 6-28 incl. receive a higher percentage pay award in order to meet the National Living Wage provisions for full implementation.

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

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

Senior Management Remuneration

For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 31 January 2019;

a) Chief Executive

The current salary of the post is £104,171. The salary falls within a range of four incremental points between £96,820, rising to a maximum of £104,171. The current post holder does not work full time, so is paid £90,093.

b) Corporate Director (Environment)

The current salary of the post is £75,990. The salary falls within a range of four incremental points between £70,635, rising to a maximum of £75,990. The Corporate Director (Environment) has Monitoring Officer responsibilities included in the evaluation of the role.

c) Corporate Director (Resources)

The current salary of the post is £67,830. The salary falls within a range of four incremental points between £67,830, rising to a maximum of £72,928. The Corporate Director (Resources) is the Council's Section 151 Officer and this was included in the evaluation of the role.

d) Corporate Director (Community)

The current salary of the post is £72,928. The salary falls within a range of four incremental points between £67,830, rising to a maximum of £72,928.

e) Directors

The salaries of posts designated as Directors fall within a range of four incremental points between £60,690 rising to a maximum of £65,280.

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

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

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

Recruitment of Chief Officers

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

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

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

Additions to Salary of Chief Officers

The Council does not apply any bonuses or performance related pay to its Chief Officers.

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

- All Chief Officers were entitled to a lease car. Following consultation this was phased out by April 2015. There is some protection in that when the car was returned the Chief Officer received the 'spot value' less 10% as a travel allowance so long as he/she remains in the role.

The 'spot value' depends on the officer's grade. The 'spot values' for each grade are detailed at Appendix 1.

Newly appointed Chief Officers will use their own vehicle, and receive an Essential User Allowance. Employees who are not Chief Officers may also receive the Essential User allowance. Essential User Allowances are also detailed at Appendix 1.

The Chief Executive is the Council's Returning Officer and the Electoral Registration Officer (who also manages the elections service) and receives an Election Allowance. The relevant bodies set this allowance. It varies each year depending on the number and type of elections in each year. There are Borough, Town and Parish Council elections during 2019/20.

A Chief Officer may be awarded an honorarium when they 'act up' in a role. The Special Sub Group of Executive Board can authorise these. An honorarium either is a one off payment or can be a monthly allowance for a temporary period. As the current Chief Executive retires on 31 March 2019, there may be a need for honoraria in 2019/20. This will depend on the interim arrangements put in place, whilst a recruitment process is undertaken.

Payments on Termination

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

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

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

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

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

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

Increases to Pay

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

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

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

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

Thereafter, all Chief Officers will receive increments annually on 1st April.

Chief Officers' pay will be measured against the market, normally on a three to five yearly basis, to ensure we maintain consistency with peer local authorities. Where there are significant changes in market rates then a pay benchmarking assessment will be carried out for Chief Officers. The last pay benchmarking on Chief Officers was completed in August 2018 as part of the review of the senior management structure, when the role of Deputy Chief Executive was removed. Salary increases were made at this time to all Chief Officer posts, with the exception of the Chief Executive post. The Council's Executive Board approves increases to Chief Officers pay.

Publication

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

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

This policy will be available on our web site www.northwarks.gov.uk

Lowest Paid Employees

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

market rates. Some of our lower paid posts were given a supplement to bring them up to the Government's new National Living Wage.

Whilst we may employ apprentices on a lower wage, i.e. the minimum wage, during their apprenticeship they do have a structured training plan leading to a qualification.

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

Relationship Between Remuneration of our Chief Officers and Other Employees

Currently the average (mean) of our Chief Officers pay is 3.02 times that of the rest of our employees. Our top earning Chief Officer earns 4.60 times the mean of the rest of our employees.

Currently the average (mean) of our Chief Officers pay is 4.16 times that of our lowest paid employees. Our top earning Chief Officer earns 6.35 times the mean of our lowest paid employees.

Currently the median Chief Officers pay is 3.44 times that of the rest of our employees. Our top earning Chief Officer earns 5.26 times the median salary of the rest of our employees.

These figures are as at 31 January 2019 and do not include travel allowances, essential car user allowances.

Our policy for 2019/20 is to maintain Chief Officers pay within the following maximums:

Ratio of mean pay (Chief Officers: rest of employees) = 3.31

Ratio of median pay (Chief Officers: rest of employees) = 3.67

And not to exceed the following multipliers for our top earning Chief Officer:

5.5 X mean pay of other employees

5.5 X median pay of other employees

Accountability and Decision Making

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

RELATED DOCUMENTS

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

Date of this review	February 2019
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Appendix 1

Annual Spot Value Less 10%

Chief Executive	£6,048
Corporate Director (Resources)	£3,456
Corporate Director (Environment)	£3,456
Corporate Director (Community)	£3,456
Directors	£3,456

Annual Essential Car User Allowance

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

Agenda Item No 17

Executive Board

11 February 2019

**Report of the Corporate Director -
Environment**

Progress of Local Plan

1 Summary

- 1.1 The report provides the latest information in relation to the progress of the Local Plan

Recommendation to the Board

That the report be noted

2 Consultation

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

3 Examination of Local Plan

- 3.1 The North Warwickshire Local Plan was formally submitted to the Secretary of State on 27 March 2018 for independent examination. Inspector Tom Bristow BA MSc MRTPI was appointed to conduct the examination to determine whether the Local Plan is sound. He can recommend that the Plan is not sound, sound but with modifications or sound. The second option is the most likely outcome. Kerry Trueman was appointed as the Programme Officer. Her role is to liaise between the Inspector, the Council and the representors to run the examination process for the Inspector.

- 3.2 The Inspector identified 10 key matters that needed to be discussed at the hearings. These were:

- Matter 1** The Duty to Co-operate
- Matter 2** Other legal requirements
- Matter 3** Housing needs and requirements (including objectively assessed housing needs for all members of the community, traveller site provision, redistribution from other areas, and five year land supply requirement)
- Matter 4** Strategic approach, distribution of development and justification (including Sustainability Appraisal, spatial vision, strategic objectives, settlement hierarchy, assessment of reasonable alternatives)
- Matter 5** Employment needs and requirements

- Matter 6** Planning and environmental constraints (including the Green Belt, Meaningful Gap, heritage, flooding, climate change, and biodiversity)
- Matter 7** Infrastructure provision
- Matter 8** Viability and delivery
- Matter 9** Allocations and supply of land for development requirements
- Matter 10** Development management policies

3.3 The first four matters have been heard during three days of hearings in September 2018. Additional information was then provided to the Inspector in early October. The Inspector provided an initial note on 20 December 2018 (Appendix 1) outlining some additional work for the Council. The Inspector's note is generally good news in that he saw the Examination could continue as long as certain pieces of work were provided either before or at the end of the hearings.

3.4 There were five key points that needed to be addressed. The table below outlines each of these and then provides a timetable as to when this information is expected to be sent to the Inspector.

(i)	<i>Additional Sustainability Appraisal work to assess the relative effects of providing for 5,808, 7,963 and 9,598 homes in the Borough.</i>	By the end of February 2019
(ii)	<i>Suggested policy LP6 to establish a single figure, i.e. 9,598, as a minimum housing requirement.</i>	By the end of February 2019
(iii)	<i>Suggested stepped or phased housing requirement figures.</i>	By the end of February 2019
(iv) a	<i>Note setting out the extent of agreement and remaining dispute between the Council and the Environment Agency and any potential remedies</i>	By 30 January
(iv) b	<i>Note setting out the extent of agreement and remaining dispute between the Council and Historic England and any potential remedies.</i>	By 30 January
(v)	<i>Note setting out the latest evidence in respect of traveller needs relative to supply</i>	By 25 January 2019

3.5 In addition, the Inspector requested that the Settlement Sustainability Assessment be updated. This was already in hand and was completed in December 2018. The updated document has been added to the Examination website and is referenced as CD/6/3C.

4 **Next Steps**

Hearings

4.1 The Inspector has produced an updated timetable for the next stage of the examination process. For Matters 5 to 8, where papers have already been submitted, hearings will take place on 26, 27 and 28 February. In addition the Inspector has set out indicative timings for the publication of further matters, issues and questions (MIQ's) and the timings in respect of matters 9 and 10, site allocations and development management policies. MIQ's are to be heard in weeks commencing the 1 and 8 April and this is likely to be formally published on the 8 February 2019. A timeline is attached as Appendix 2.

After the Hearings

- 4.2 Following all of the hearings the Inspector will prepare a set of Main Modifications. These will be the changes that he considers are necessary to make the Local Plan sound. A working draft of the main modifications is available on the examination pages of the Council's website as document NWBC20. These are an aide to the Inspector who will consider all of the representations including those not directly heard at the hearings and prepare his report incorporating a final set of Main Modifications. Consultation will then take place on these. If required, further hearings could take place. Once the consultation or hearings have taken place the Inspector may prepare a further report on any outstanding issues otherwise the Council will be able to continue towards adoption of the Plan. These final stages could go in a number of directions so this progression could alter but it gives an indication of the likely process.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 The Local Plan budget will cover the cost of the Examination process.

5.2 Human Resources Implications

- 5.2.1 The Local Plan process is resource hungry and much of the time of the team is spent directly or indirectly servicing the process.

5.3 Links to Council's Priorities

- 5.3.1 The Local Plan is directly or indirectly to all of the Council's priorities.

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

DOCUMENT REF: INSP12

NORTH WARWICKSHIRE BOROUGH COUNCIL
LOCAL PLAN EXAMINATION

PROGRESS NOTE FOLLOWING INITIAL EXAMINATION HEARINGS

1. This note follows the first week of examination hearings in respect of certain strategic matters addressed in the Local Plan. It covers several areas where, at this point in time, I consider that the plan as submitted is not fully justified and further work is necessary. Whilst informed by everything that I have read and heard, any reasoning is interim and without prejudice to the outcome of the examination. The full reasoning for any conclusions will be set out in my final report.

Housing

2. Policy LP6 sets out the intention to provide a minimum of 5,808 dwellings to 2033. That figure reflects household projections, market factors, and a contribution of 540 dwellings towards unmet needs likely to arise in the Coventry and Warwickshire Housing Market Area. Policy LP6 also sets out the aspiration to deliver 10% of Birmingham's housing needs which the City Council is unlikely to be able to accommodate within its administrative boundaries to 2031. That 10% equates to 3,790 homes.
3. Whilst determining housing needs is not an exact science, I conclude that the combined total of a minimum of 9,598 dwellings to 2033 represents an appropriate figure for the housing needs of the Borough recognising its wider strategic context (i.e. 5,808 plus 3,790). However, subject to subsequent elements of this note, including in respect of reasonable alternatives, policy LP6 should refer to making provision for a single minimum housing requirement of 9,598.
4. That clarity is necessary for the plan to establish unambiguously a housing requirement, and to set a clear basis for what will be permitted and where. A lower housing requirement, or one phrased as an aspiration, would potentially result in some identified housing needs within the Borough's housing market areas being unprovided for.
5. A requirement of 9,598 homes to 2033 averages to 463 dwellings a year. That compares to 264 a year based on a requirement of 5,808 as in the submitted plan. The effect of the plan period starting at 2011 is to establish what should have been provided relative to a requirement year-on-year since. Therefore the extent of the shortfall is likely to be significantly greater than the 576 figure given by the Council.
6. It will only be following the hearing sessions concerning site allocations that I will be able to determine whether or not the plan provides for an adequate supply of deliverable and developable sites for housing. However, in view of the significant step-change in delivery proposed by the plan compared to the Core

Strategy, shortfall in the early years of the plan period set out above, and the realities of delivery in the future, it may be that stepped housing requirement figures across the plan period and/ or recovering past shortfall over the lifetime of the plan (known as the Liverpool method) would be justified.

7. Consequently I request that the Council consider possible options for such an approach. At the present time I consider that the five year land supply requirement should include a 5% buffer.

Strategic approach and reasonable alternatives

8. Aside from the option of accommodating none of Birmingham's likely unmet needs, no alternative levels of provision to the 3,790 homes figure cited above have been assessed in the Sustainability Appraisal [CD1/2]. In order to ensure that a requirement proposed via policy LP6 is justified, the Council should undertake a comparative assessment of the impacts of the plan making provision to deliver a minimum requirement of 5,808, 7,963 and 9,598 homes.
9. The middle figure of 7,963 homes is on the basis of accommodating approximately 2,155 dwellings for Birmingham based on 2011 Census data related to the functional commuting relationship between the two areas [AD24, PS.M3.01]. That assessment should be by way of an update to the Sustainability Appraisal, and must be undertaken without a predetermined outcome in mind. **Clearly, should the additional SA work indicate that a housing requirement figure of 9,598 is not the most appropriate in the light of reasonable alternatives, it would likely be necessary for me to significantly alter my interim findings in this note.**
10. Work to address the concerns of the Environment Agency and Historic England [SLP302, SLP341] should be made available in advance of hearings on examination matter 6 'planning and environmental constraints', and may inform the Sustainability Appraisal work referred to above. I may need to request further information thereafter in the event that there are significant issues remaining. In advance of hearings into site allocations, the Council's Settlement Sustainability Assessment ('SSA')[CD6/3B], updated to reflect present circumstances, should also be made available as supporting evidence.

Gypsies and Travellers

11. Both the evidence in support of, and targets set by, the Local Plan in relation to travellers are the same as in respect of the Core Strategy adopted in 2014, since which there is some evidence of traveller sites having been provided in response to applications [NWBC2]. Whilst I understand that the Council intend to undertake further assessment work in respect of traveller needs at some point, they now have no intention of bringing forward allocations directly. That does not appear to accord with the approach in Planning Policy for Traveller Sites published in 2015 ('PPTS'), broadly that traveller sites should be allocated in much the same way as for the settled community.
12. In order that I am able to determine whether or not the plan is sound in relation to the accommodation needs of travellers, I request that the Council provide a note which, having regard to PPTS, sets out the detailed justification for the approach proposed in the plan. This should detail the latest available

evidence in respect of traveller needs relative to supply, and may draw from secondary sources such as planning applications and caravan counts.

Future work and examination progress

13. In summary I ask the Council to undertake the following work:

- i. Additional Sustainability Appraisal work to assess the relative effects of providing for 5,808, 7,963 and 9,598 homes in the Borough.
- ii. Subject to the outcome of the SA work, policy LP6 should be modified to establish a single figure, i.e. 9,598, as a minimum housing requirement.
- iii. In that context the Council are asked to propose, if necessary, a stepped or phased housing requirement figures. Alongside the updated SSA, that should be available before hearings on site allocations in order to provide a suitable basis for determining the appropriateness of supply.
- iv. Before hearings on strategic matter 6 'planning and environmental constraints' [INSP5], the Council should seek to address, and to produce notes setting out the extent of agreement and remaining dispute between them and the Environment Agency and Historic England (and potential remedies for the latter).
- v. The Council should also provide a note setting out the latest evidence in respect of traveller needs relative to supply before hearings conclude.

14. Provided the Council agree to undertaking (i) through (iv), those actions need not necessarily delay proceeding to further hearings. It will, however, likely be necessary to provide the opportunity for representors to comment on any outcomes if they do not logically fall within hearings currently indicated in the programme [INSP4] or if written representations and main modifications would not provide suitable opportunity. I would ask the Council to explain how they intend that such further work would best be addressed in the course of the examination.

15. I acknowledge that the contents of this note will be met with some disappointment, and I appreciate that the Council is keen to make progress as quickly as possible. If the Council is agreed to the above, I will put arrangements in place for the next hearings into other strategic matters. As with previous correspondence I would ask that the Council acknowledges receipt, and I would welcome an indication of when the above work will be completed and submitted. Whilst I am not inviting comments on this note, I would be happy to provide clarification to the Council if necessary.

Thomas Bristow

INSPECTOR

14 December 2018

Timeline for Local Plan Examination
(as of January 2019)

January	
By 25 January	<i>Note setting out the latest evidence in respect of traveller needs relative to supply</i>
By 30 January	<i>Note setting out the extent of agreement and remaining dispute between the Council and the Environment Agency and any potential remedies</i>
By 30 January	<i>Note setting out the extent of agreement and remaining dispute between the Council and Historic England and any potential remedies.</i>

February	
8 February	<i>Provisional date for MIQ's for Allocations and Development Management Policies</i>
26 February	Matter 5 , Employment needs and requirements Matter 6 , Planning and environmental constraints (including the Green Belt, Meaningful Gap, heritage, flooding, climate change, and biodiversity)
27 February	Matter 7 , Infrastructure provision Matter 8 , Viability and delivery
28 February	Reserve day for strategic matters
By end February	<i>Additional Sustainability Appraisal work to assess the relative effects of providing for 5,808, 7,963 and 9,598 homes in the Borough.</i>
By end February	<i>Suggested policy LP6 to establish a single figure, i.e. 9,598, as a minimum housing requirement.</i>
By end February	<i>Suggested stepped or phased housing requirement figures.</i>

March	
8 March	<i>Provisional date for papers for Allocations and Development Management Policies</i>

April	
2 to 4 April	<i>Provisional - Matter 9, Allocations and supply of land for development requirements</i>
9 to 11 April	<i>Provisional - Matter 10, Development management policies</i>

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SAFER COMMUNITIES SUB-COMMITTEE

4 December 2018

Present: Councillor Reilly in the Chair

Councillors Clews, L Dirveiks, Jarvis, Jenns, Phillips, E Stanley, M Stanley and Symonds.

Apologies for absence were received from Councillors Davis and Payne.

Councillor M Humphreys was also in attendance.

9 **Disclosable Pecuniary and Non-Pecuniary Interests**

Councillor M Stanley declared a non-pecuniary interest in Minute No 11, North Warwickshire Community Safety Partnership Update, by reason of being a member of Polesworth Parish Council.

10 **Minutes of the Meeting of the Sub-Committee held on 17 July 2018**

The minutes of the meeting of the Sub-Committee held on 17 July 2018, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

It was proposed by Councillor Reilly and seconded by Councillor Jarvis; and

Resolved:

That a further meeting take place prior to the next Sub-Committee to look in more depth at crime levels and trends.

11 **North Warwickshire Community Safety Partnership Update**

Members were provided with an update on recent activities with the North Warwickshire Community Safety Partnership. The report also included information about the quarter two 2018/19 crime statistics and updates about actions in the partnership plan 2018/19.

Resolved:

a That the report be noted; and

b That progress made with the implementation of a new CCTV scheme for Polesworth, be noted.

12 Fly Tipping Progress Report and Review of Action Plan

Members were provided with an update on progress on the action plan for tackling fly tipping across the Borough. A review of the actions within the plan was also proposed.

Resolved:

That the report be noted.

13 Progress Report on Achievement of Corporate Plan Targets – April – September 2018

The Chief Executive informed Members of the progress with the achievement of the Corporate Plan targets relevant to the Sub-Committee for April to September 2018.

Resolved:

That the report be noted.

Councillor Reilly
CHAIRMAN

NORTH WARWICKSHIRE BOROUGH COUNCIL**MINUTES OF THE SPECIAL SUB-GROUP****11 December 2018**

Present: Councillor Hayfield in the Chair

Councillors: Chambers, Jenns, Singh and M Stanley.

An apology for absence was received from Councillor D Humphreys.

Councillor Jarvis was also in attendance.

10 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

11 Update Report on Human Resources Issues

The Corporate Director (Resources) reported on the work done by the Human Resources team in 2018/19 and highlighted further work to be undertaken. In addition, the report provided details of the sickness levels for the period of April 2018 to September 2018 and the action taken in managing absence.

Resolved:

That the report be noted.

12 Exclusion of the Public and Press**Resolved:**

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

13 Borough Care

The Director of Housing reported on the proposed extension to the temporary contract for the Borough Care Promotional Officer in order that she could help deliver a specific project to help reduce delayed discharge from hospital. The Sub-Group was asked to approve the proposal.

Resolved:

- a That the contract of the Borough Care Promotion Officer be extended from 1 April 2019 to 30 November 2019; and**

- b That a report on the progress and outcome of the project be presented to a future meeting of the Resources Board.**

Colin Hayfield
Chairman

Agenda Item No 20

Executive Board

11 February 2019

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Board

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

Agenda Item No 21

Sub-Regional Materials Recycling Facility – Report of the Director of Streetscape and the Corporate Director - Resources

Paragraph 3 – by reason of the report containing financial information

Agenda Item No 22

Senior Management Changes – Report of the Chief Executive

Paragraph 1 - by reason of the report relating to an individual

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