

**To: Leader and Members of the Executive Board**  
**(Councillors Humphreys, Chambers, Farrell, Hayfield, Phillips, Reilly, Simpson, Smith, M Stanley and D Wright)**

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

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

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

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

## **EXECUTIVE BOARD AGENDA**

**7 FEBRUARY 2017**

The Executive Board will meet in the Committee Room at the Council House, South Street, Atherstone, Warwickshire on Tuesday 7 February 2017 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 21 November 2016** - copy 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 David Harris on 01827 719222 or email [democraticservices@northwarks.gov.uk](mailto:democraticservices@northwarks.gov.uk).

## **ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)**

- 6 **External Auditors' Annual Certification Report** - Report of the Deputy Chief Executive

**Summary**

The purpose of this report is to provide Members with the External Auditors' Annual Certification report.

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

- 7 **Corporate Plan 2017/18** – 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 2017-18 Service Plan for the Assistant Chief Executive & Solicitor to the Council.

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

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

**Summary**

This report updates the Capital Strategy approved by the Council in February 2015.

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

- 9 **The Proposed 3 Year Capital Programme 2017/18 – 2019/20** – 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)

- 10 **General Fund Fees and Charges 2017/18** – Report of the Assistant Chief Executive and Solicitor to the Council

**Summary**

The report covers the fees and charges for 2016/17 and the proposed fees and charges for 2017/18.

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

- 11 **General Fund Revenue Estimates 2017/18** – Report of the Deputy Chief Executive.

**Summary**

This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

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

- 12 **General Fund Revenue Estimates 2017/18 and Setting the Council Tax 2017/18** - Report of the Deputy Chief Executive.

**Summary**

This report sets out the proposed General Fund Revenue Estimate for 2017/18 and the options available when setting the 2017/18 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).

- 13 **Consultation on HS2 Phase 2b and Class Approvals for Phase 2** - Report of the Assistant Chief Executive and Solicitor to the Council.

**Summary**

This report brings to Members' the way forward in dealing with two current consultations relating to HS2.

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

- 14 **Scheme of delegation – Land issues** - Report of the Assistant Chief Executive and Solicitor to the Council.

### **Summary**

The report seeks the Board's approval for changes to the Constitution in the way set out in the report.

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

- 15 **Draft Infrastructure Delivery Plan** - Report of the Assistant Chief Executive and Solicitor to the Council.

### **Summary**

This report brings to Board a revised Draft Infrastructure Delivery Plan (IDP) following a meeting of Members.

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

- 16 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets – April 2016 to December 2016** – Report of the Chief Executive and the Deputy Chief Executive

### **Summary**

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to December 2016.

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

- 17 **Procurement and Commissioning Strategy 2017 - 2021** – Report of the Assistant Director (Corporate Services)

### **Summary**

This report presents the draft Procurement and Commissioning Strategy 2017 - 2021 to Members for their consideration, comment and approval.

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

- 18 **Revised Child Protection Policy and Update on Child Protection Work** – Report of the Assistant Director (Leisure and Community Development)

**Summary**

At its meeting held in June 2016, the Executive Board approved the latest version of the Borough Council's Child Protection Policy. Over the past 12 months, a variety of work relating to child protection has been undertaken, including the replacement of the Common Assessment Framework (CAF) to Early Help Single Assessment (EHSA). There has been a consequent need to amend the Child Protection Policy, a copy of which is appended to this report for the Board's consideration.

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

- 19 **Minutes of the meeting of the Safer Communities Sub-Committee held on 6 December 2016**, copy herewith, to be received and noted.

JERRY HUTCHINSON  
Chief Executive

## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE EXECUTIVE BOARD

21 November 2016

Present: Councillor Humphreys in the Chair

Councillors Farrell, Ferro, Hayfield, Phillips, Reilly, Simpson, M Stanley, Smith and D Wright

An apology for absence was received from Councillor Chambers (substitute Councillor Ferro)

Councillor Davey was also in attendance.

#### 43 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were declared at the meeting.

#### 44 **Minutes of the meeting of the Board held on 19 September 2016**

The minutes of the meeting of the Board held on 19 September 2016, copies having been circulated, were approved as a correct record and signed by the Chairman.

#### 45 **2015/16 Annual Audit Letter**

The Deputy Chief Executive presented the 2015/16 Annual Audit Letter received from the Council's external auditors', Ernst & Young LLP.

#### **Resolved:**

**That the report presented at Appendix A to the report of the Deputy Chief Executive be noted.**

#### 46 **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 2017/18 Corporate Plan and Budget and thereafter.

**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 2017/18 and beyond.**

**47 Budgetary Control Report 2016/17 - Period Ended 31 October 2016**

The Assistant Director (Finance and Human Resources) reported on the revenue expenditure and income for the period from 1 April 2016 to 31 October 2016. The 2016/2017 budget and the actual position for the period, compared with the estimate at that date, was given, together with an estimate of the out-turn position for services reporting to this Board.

**Resolved:**

**That the report be noted.**

**48 Council Tax Support Scheme 2017/18**

The Assistant Chief Executive (Community Services) reported further on the Council's proposed localised Council Tax Support Scheme to be implemented on 1 April 2017.

**Recommended:**

- a That the retention of a maximum Council Tax Support award of 91.5% in respect of all working age customers in respect of the 2017/18 Council Tax Support Scheme be approved; and**
- b That the technical changes to be made to the current Council Tax Support Scheme to fall in line with statutory changes as advised by the Department of Work and Pensions be approved.**

**49 Calendar of Meetings 2017/18**

The Chief Executive presented the calendar of meetings for 2017/18 for approval.

**Recommended:**

**That the calendar of meetings for 2017/18 as submitted at Appendix A to the Chief Executive's report be approved.**

50 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April – September 2016**

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 2016.

**Resolved:**

**That the report be noted.**

51 **Leader Loan Arrangements**

The Assistant Director (Leisure and Community Development) sought the Council's approval to operate an interest-free loan scheme for community and voluntary sector applicants for financial support through LEADER, which, otherwise, would be unable fund the cost of their project, in advance of receiving a grant. Members were asked to agree a suggested course of action.

**Recommended:**

- a **That the Council agrees to provide interest-free loans, when required, to community and voluntary sector organisations seeking support through the LEADER programme; and**
- b **That the Council agrees the process and conditions for providing interest-free loans, as identified in the main body of the report of the Assistant Director (Leisure and Community Development).**

52 **Submission of Arley Neighbourhood Plan for Adoption**

The Assistant Chief Executive and Solicitor to the Council reported on the progress of the Arley Neighbourhood Plan and, following the Referendum, sought approval for adoption in accordance with section 16 of the Neighbourhood Planning (General) Regulations 2012.

**Recommended:**

**That the Arley Neighbourhood Plan be adopted and form part of the Development Plan.**

**53 Minutes of the meeting of the Local Development Framework Sub-Committee held on 31 October 2016**

The minutes of the Local Development Framework Sub-Committee held on 31 October 2016 were presented.

**Resolved:**

**i) That Minute No 11 - Draft Infrastructure Delivery Plan be amended to read as follows**

**“a That a working party be set up to bring together the proposed changes to the Draft Infrastructure Delivery Plan and that the amended plan be brought to the next meeting of Executive Board for consideration; and**

**b That subject to Executive Board approval at that meeting the re-drafted Infrastructure Delivery Plan be included in the Draft Local Plan consultation.”**

**ii) That the minutes of the Local Development Framework Sub-Committee held on 31 October 2016, together with the recommendations contained therein as amended at i) above, be approved and adopted.**

**54 Minutes of the meetings of the Special Sub-Group held on 8 November 2016**

The minutes of the meeting of the Special Sub-Group held on 8 November 2016 were received and noted.

David Humphreys  
Chairman

**Agenda Item No 6**

**Executive Board**

**7 February 2017**

**Report of the  
Deputy Chief Executive**

**External Auditors' Certification  
Report**

**1 Summary**

- 1.1 The purpose of this report is to provide Members with a Certification report from the External Auditors'.

**Recommendation to Council**

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

**2 Annual Certification Report**

- 2.1 The Council's appointed auditors for 2015/16, Ernst & Young LLP, have completed their certification work on claims and returns for 2015/16. A report on the work undertaken by the auditors is attached as Appendix A.

**3 Report Implications**

**3.1 Finance and Value for Money Implications**

- 3.1.1 These are covered in the Auditors' report.

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

**Background Papers**

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

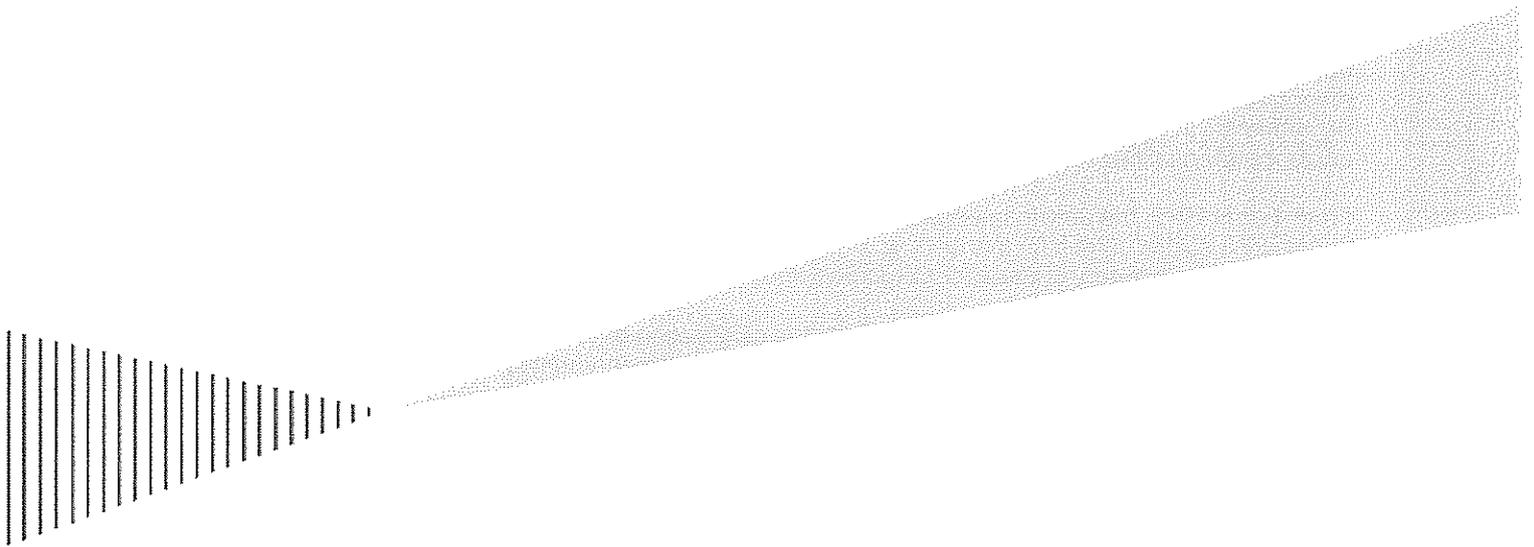
<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>

# Certification of claims and returns annual report 2015-16

North Warwickshire Borough Council

January 2016

Ernst & Young LLP



Building a better  
working world



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13 January 2017  
Ref: SC/AS/NWBC/01

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Dear Members

## **Certification of claims and returns annual report 2015-16 North Warwickshire Borough Council**

We are pleased to report on our certification and other assurance work. This report summarises the results of our work on North Warwickshire Borough Council's 2015-16 claims.

### **Scope of work**

Local authorities claim large sums of public money in grants and subsidies from central government and other grant-paying bodies and must complete returns providing financial information to government departments. In some cases these grant-paying bodies and government departments require appropriately qualified auditors to certify the claims and returns submitted to them.

From 1 April 2015, the duty to make arrangements for the certification of relevant claims and returns and to prescribe scales of fees for this work was delegated to the Public Sector Audit Appointments Ltd (PSAA) by the Secretary of State for Communities and Local Government.

For 2015-16, these arrangements required only the certification of the housing benefits subsidy claim. In certifying this we followed a methodology determined by the Department for Work and Pensions and did not undertake an audit of the claim.

In addition to this, we also acted as reporting accountants in relation to the Pooling of Housing Capital receipts return outside the PSAA's regime.

### **Summary**

Section 1 of this report outlines the results of our 2015-16 certification work and highlights the significant issues.

We checked and certified the housing benefits subsidy claim with a total value of £14,099,278. We met the submission deadline and no amendments or qualifications were issued.

We provided separate reports to the Council in relation to the Pooling of Housing Capital Receipts returns with a total value of £412,900. Our work found no errors which needed to be corrected by the Council.

Fees for certification and other returns work are summarised in section 3. The housing benefits subsidy claim fees for 2015-16 were published by the Public Sector Audit Appointments Ltd (PSAA) in March 2015 and are now available on the PSAA's website ([www.psaa.co.uk](http://www.psaa.co.uk)).



We welcome the opportunity to discuss the contents of this report with you at the 7 February 2017 Executive Board Meeting.

Yours faithfully

Stephen Clark  
Partner  
Ernst & Young LLP  
Enc

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## 1. Housing benefits subsidy claim

Scope of work	Results
Value of claim presented for certification	£14,099,278
Amended/Not amended	Not Amended
Qualification letter	No
Fee – 2015-16	£11,388

Local Government administers the Government's housing benefits scheme for tenants and can claim subsidies from the Department for Work and Pensions (DWP) towards the cost of benefits paid.

The certification guidance requires auditors to complete more extensive '40+' or extended testing if initial testing identifies errors in the calculation of benefit or compilation of the claim. 40+ testing may also be carried out as a result of errors that have been identified in the audit of previous years claims. We found no errors and carried out no extended testing.

## 2. Other assurance work

During 2015-16 we also acted as reporting accountants in relation to the following scheme:

- ▶ Pooling of Housing Capital Receipts

We have provided separate reports to the Council in relation to these returns. This work has been undertaken outside the PSAA regime. The fees for this are included in the figures in Section 3. They are referred to here to ensure to ensure Members have a full understanding of the various returns on which we provide some form of assurance.

We did not identify any significant issues from this work that need to be brought to the attention of Members

### 3. 2015-16 certification fees

The PSAA determine a scale fee each year for the audit of claims and returns. For 2015-16, these scale fees were published by the Public Sector Audit Appointments Ltd (PSAA's) in March 2015 and are now available on the PSAA's website ([www.psaa.co.uk](http://www.psaa.co.uk)).

Claim or return	2015-16	2015-16
	Actual fee £	Indicative fee £
Housing benefits subsidy claim	£11,338	£11,338
Pooling of Housing Capital Receipts	£2,000	£2,000

## 4. Looking forward

From 1 April 2015, the duty to make arrangements for the certification of relevant claims and returns and to prescribe scales of fees for this work was delegated to (PSAA) by the Secretary of State for Communities and Local Government.

The Council's indicative certification fee for 2016-17 is £10,005. This was prescribed by PSAA in March 2016, based on no changes to the work programme for 2015-16. Indicative fees for 2016/17 housing benefit subsidy certification work are based on final 2014/15 certification fees. PSAA reduced scale audit fees and indicative certification fees for most audited bodies by 25 per cent based on the fees applicable for 2014-15.

Details of individual indicative fees are available at the following web address:  
<http://www.psa.co.uk/audit-and-certification-fees/201617-work-programme-and-scales-of-fees/individual-indicative-certification-fees/>

We must seek the agreement of PSAA to any proposed variations to these indicative certification fees. We will inform management before seeking any such variation.

PSAA is currently consulting on the 2017-18 work programme. There are no changes planned to the work required and the arrangements for certification of housing benefit subsidy claims remain in the work programme. However, this is the final year in which these certification arrangements will apply. From 2018-19, the Council will be responsible for appointing their own auditor and this is likely to include making their own arrangements for the certification of the housing benefit subsidy claim in accordance with the requirements that will be established by the DWP.

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**Agenda Item No 7**

**Executive Board**

**7 February 2017**

**Report of the  
Chief Executive**

**Corporate Plan 2017-18**

**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 2017–18 Service Plan for the Assistant Chief Executive & Solicitor to the Council.

**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 14 March 2017, 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 2017-18 budget;**
- b That the Chief Executive be given delegated authority to finalise the format of the Plan; and**
- c That the Service Plan for the Assistant Chief Executive & Solicitor to the Council, as set out in Appendix B to the report, be agreed.**

**2 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 Appendix A sets out the proposed Corporate Targets for 2017/18. 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 14 March.
- 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 2016-17 Key Actions. Proposals for 2017-18 will form part of the 2017-18 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 Assistant Chief Executive & Solicitor to the Council comprises Appendix B to this report, as most of the programme relates to work carried out for this Board.
- 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 2017-18 will be achieved from within existing Board/Sub-Committee resources. Details of any additional funding are included in the right hand column of the table in Schedule A and in the Budget report and will be in appropriate cases, the subject of reports to the Board.

#### 3.2 Human Resources Implications

3.2.1 Any Human Resources implications resulting from the proposals in the Schedule will be the subject of further reports to the Board.

#### 3.3 Risk Management Implications

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

#### 3.4 Links to Council's Priorities

3.4.1 These are set out in the Appendices.

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

#### **Background Papers**

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

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

**CORPORATE PLAN  
2017 – 2018**

North Warwickshire Borough Council has a new Vision:-

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

The revised 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 2017-18, 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><b>PRIORITY 1</b></p> <p><b>RESPONSIBLE FINANCIAL &amp; RESOURCE MANAGEMENT</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To achieve the savings required by the Budget Strategy including the commitment to keep Council Tax as low as possible and to update the Strategy to reflect future developments by September 2017.</p>	<p>Executive Board/Special Sub/DCE/AD (F&amp;HR)</p>	<p>To be met within existing budgets.</p>
<p>To update the Medium Term Financial Strategy in September 2017 and February 2018, to take account of external funding changes relating to Business Rates.</p>	<p>Executive Board/DCE/AD (F&amp;HR)</p>	<p>To be met within existing budgets.</p>
<p>To report on the Council's debt and reserves and the Council's capital funding gap by February 2018.</p>	<p>Executive Board/DCE/AD (F&amp;HR)/AD (S)</p>	<p>To be met within existing budgets.</p>
<p>To continue to implement more efficient ways of working, including exploring opportunities for shared working that may arise, with a view to achieving savings and/or increasing capacity.</p>	<p>Executive Board/Management Team</p>	<p>To be met within existing budgets.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
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 2018.	Resources Board/AD (CS)	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"> <li>▪ Monitoring/managing sickness absence.</li> <li>▪ Ensuring compliance with employment legislation.</li> <li>▪ Health and Safety</li> <li>▪ Staff Development</li> </ul>	Special Sub/Management Team/AD (F&HR)	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.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<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.</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 (and dispose of as appropriate) any land or property which is surplus to requirements</p>	Resources Board/AD (S)	The financial implications of any project will be included in the report.
To revise the Asset Management Plan for the Council's own stock by June 2017.	Resources Board/AD (H)	To be met within existing budgets.
<p>To review the Housing Direct Works service to ensure it is efficient and provides good customer service.</p> <p>Review to be complete by September 2017.</p>	Resources Board/AD (H)	Any financial implications will be included in the report.



<p><b>PRIORITY 2</b></p> <p><b>CREATING SAFER COMMUNITIES</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<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/AD (CS)</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/AD (S)/ACE&amp;StC</p>	<p>Investigations to be carried out within existing budgets.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To consider the findings of the 2017-18 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 2017/2018 strategic priorities relating to Violence against the person, sexual offences, Anti-Social Behaviour, Crime in rural areas and road safety.	Safer Communities Sub-Committee/CE/ AD (L&CD)	The Council makes additional contributions to supplement the Community Safety Grant received from the Police and Crime Commissioner.
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/ AD (L&CD)	External funding is often required to undertake appropriate actions.
To report to the remaining meetings of the Safer Communities Sub-Committee on progress to tackle Rural Crime (including any initiatives aimed specifically at vulnerable people) together with partners during 2017/18.	Safer Communities Sub-Committee/CE	External funding has been sought to take initiatives forward specifically in relation to rural crime.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To implement the Borough Care Review recommendations, including promoting the service to increase customer take-up and working with the Borough Care Task and Finish Group to develop and shape the service and report on progress to the Resources Board from June 2017.	Resources Board/AD (H)	Any financial implications will be identified as part of the review.
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Children Board, 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 2018.	Community & Environment Board/AD (L&CD)	Internal "trainers" will continue to deliver the WSCB Level 1 course to relevant Members and colleagues throughout the Authority.
To carry out the Council's obligations as a member of the Warwickshire Safeguarding Adults Board. This will include delivering a comprehensive training programme for staff during 2017, to support the Council's policy and procedures.		
To carry out a review of the use and effectiveness of CCTV in the Borough, taking account of its role in creating a safer environment. The review to include the use and impact of the Nomad 3G Mobile CCTV cameras. To report by October 2017 on the current use of mobile CCTV, including whether any upgrades are required as a result of technological change.	Safer Communities Sub-Committee/CE	Any financial decisions will be reported as part of the decision-making process.

<p><b>PRIORITY 3</b></p> <p><b>PROTECTING OUR COUNTRYSIDE &amp; HERITAGE</b></p>	<p>Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities.</p>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To continue to:-</p> <p>(a) Manage development so as to deliver the priorities on the Council's Corporate Plan and in the Sustainable Community Strategy;</p> <p>(b) Use the Design Champions to ensure the best achievable designs are implemented and developed; and</p> <p>(c) To seek to secure the protection of the best of the Borough's built and rural heritage.</p> <p>To report on Growth pressures on the Borough and how to protect the Green Belt as far as possible by February 2018 and at least annually thereafter.</p> <p>To report on these approaches and their impact on sustaining the rurality of the Borough by March 2018.</p>	<p>Planning &amp; Development Board/Design Champions/ACE&amp;StC</p>	<p>To be met within existing budgets.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>(a) Whilst continuing to oppose HS2 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>(b) To continue to oppose the principle of Opencast Mining.</p>	Executive Board/ACE&StC	Should any additional funding be required, this will be subject to further report.
<p>(a) 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> <p>(b) Tackle fly-tipping in line with the Council's Action Plan through joint-working and increased promotion, monitoring &amp; enforcement</p>	<p>Community &amp; Environment Board/AD (S)/ AD (H)</p> <p>Safer Communities Sub-Committee/AD (S)</p>	Any requirement for additional funding will be reported.
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 (see also Safer Communities priorities).	Community & Environment Board/AD (S)/ Safer Communities Sub-Committee/CE	Any financial implications will be reported as part of the decision-making process.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To submit the revised Local Plan to the Planning Inspectorate in line with the Local Development Scheme.	Executive Board/Planning & Development Board/LDF Sub-Committee/ACE&StC	To be met within existing budgets.
To continue to take action to reduce the Council's carbon footprint and carbon emission in the Borough, in accordance with the Climate Change Strategy and Action Plan, and to report annually in March on progress. This will include acting on any Government led initiatives for domestic properties.	Community & Environment Board/ACE&StC	To be met within existing budgets.

<p><b>PRIORITY 4</b></p> <p><b>IMPROVING LEISURE &amp; WELLBEING OPPORTUNITIES</b></p>	<p>Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing.</p>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To commence implementation of the approved outcomes of the Review of Leisure &amp; Community Development Services and to report to relevant Boards on progress by March 2018.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>Any financial implications will be included in the reports.</p>
<p>Subsequent to completion of the process of Review of Leisure &amp; Community Development Services, to commence implementation of phase 9 of the new North Warwickshire Green Space and Playing Pitch Strategies, in accordance with their associated Action and Funding Plans and to report on progress by March 2018.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>The resource implications will be detailed in the supporting Action and Funding Plans.</p>



<p><b>PRIORITY 5</b></p> <p><b>PROMOTING SUSTAINABLE &amp; VIBRANT COMMUNITIES</b></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>
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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To report on options for reviewing local facilities and issues within individual Wards through a programme of Ward walks/audits (including engaging partner agencies) by March 2016.</p>	<p>Community &amp; Environment Board/CE</p>	<p>Any additional financial implications would be identified in the report.</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>Community &amp; Environment Board/CE/ ACE (CS)/AD (L&amp;CD)</p>	<p>To be met within existing budgets, unless new initiatives come along which will be the subject of separate reports.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
(b) In accordance with the approved new approach to Community Development work, will ensure the appropriate engagement of partners, community groups and individuals in the co-ordinated delivery of local activity that is designed to support and enhance community life and will report to Board on progress by March 2018.		
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	Community & Environment Board/AD (S)	Any financial implications will be reported as part of the decision-making process.
To work in partnership with the County Council and other agencies to agree and implement CPE and introduce a comprehensive new off-street parking strategy to ensure that the service is sustainable and continues to meet local demand	Resources Board/AD(S)	Any financial implications will be reported as part of the decision making process.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To work in partnership to develop the HEART (Home Environment & Assessment Response Team) shared service to meet the needs of residents so that they can remain independent in their own homes and to report annually on progress from September 2017. This will include proactive support for the work of the HEART Management Board and monitoring of Business Case actions and performance.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision-making process.
To report on changes to Homelessness Legislation and take action to implement new requirements, starting with a report to Resources Board following publication of the statutory consultation.	Resources Board/AD (H)	Any financial implications will be reported as part of the decision making process
To report in March 2018 on the work of the local Financial Inclusion Partnership including, for 2017/18, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme in order to maximise the collection of monies due to the Council.	Community & Environment Board/ACE (CS)	Any financial implications will be reported as part of the decision making process.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To report by September 2017 on progress on the delivery of the Customer Access Strategy, including the use of Community Hubs, the BOB bus, increased take-up of online services and the success of driving channel shift.	Community & Environment Board/ ACE (CS)/ACE&StC/AD (CS)	Any financial implications will be reported as part of the decision-making process.
To adopt an updated Customer Access Strategy (2018 to 2023) by March 2018.	Executive Board/ACE (CS)/ACE&StC/AD (CS)	
In partnership with Job Centre Plus, implement the ongoing roll-out of Universal Credit and input into the Universal Support/Delivery local agenda, to support residents impacted by providing support and advice.	Community & Environment Board/ ACE (CS)	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.

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
To work with public, voluntary and business partners to deliver ongoing food-related projects if a business case can be agreed to continue to support individuals and community organisations and report to Community & Environment Board by March 2018.	Community & Environment Board/ACE (CS)	To be met through existing budgets and external funding.
To ensure we communicate effectively to help inform residents, businesses and all sections of our communities of the Council's services and priorities and to make 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.	Executive Board/CE/AD (CS)/ACE&StC/ ACE (CS)	To be met within existing budgets.

<p><b>PRIORITY 6</b></p> <p><b>SUPPORTING EMPLOYMENT &amp; BUSINESS</b></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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<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To develop an action plan based on the Economic Review and Impact Assessment and report on progress by March 2018.</p>	<p>Executive Board/ACE&amp;StC</p>	<p>To be identified as part of consideration of the LGA report.</p>
<p>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.</p>	<p>Executive Board/CE/ACE&amp;StC</p>	<p>To be identified as part of the negotiating process.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
<p>To:-</p> <p>(a) Work with the County Council, Job CentrePlus and other partners to provide apprenticeships/training, including reporting by December 2017 on the feasibility and cost of directly employing more apprentices; 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.</p>	<p>Planning and Development Board/ACE&amp;StC/ ACE (CS)</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 &amp; 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 2018.</p>	<p>Community &amp; Environment Board/AD (L&amp;CD)</p>	<p>LEADER is a predominantly externally funded programme.</p>

<b>Target</b>	<b>Board/Lead Officer</b>	<b>Additional Training/ Financial Implications</b>
Looking to improve transport links to local employment and report on progress by March 2018.	Planning & Development Board/ACE&StC	Section 106 funding.
To work to improve broadband access for the people and businesses of North Warwickshire through the work of the Council and specifically the Coventry, Solihull and Warwickshire BDUK Project and report on progress by December 2017.	Resources Board/AD (CS)	BDUK funding and approved Council matched funding.

## FORWARD WORK PLAN 2017/18 – DEMOCRATIC SERVICES

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/ Training Implications
Service Boards/Committees/Sub-Committees and Area Forums as required	Democratic/ Community Engagement	D Harris	May 2017	April 2018	High	All agendas published within the statutory timetable and draft minutes available within 2 working days of the meeting.	Staff time
WCC Elections to be held on 4 May 2017	Democratic	D Harris	January 2017	July 2017	High	All activities concluded in accordance with timetable of events.	Staff time. Costs to be met by WCC
Neighbourhood Panning Referendums during 2017/18	Democratic	D Harris	May 2017	April 2018	High	All activities concluded in accordance with timetable of events	Staff time. Initial budget provision exists for NPR.

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/ Training Implications</b>
Individual Electoral Registration including the annual canvass and rolling registration	Democratic	D Harris	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	D Harris	Jan 2018	Jan 2018	High	All Absent Voters written to for information	Staff time
Consider arranging a local democracy event involving Members/Officers and schools in North Warwickshire	Democratic	D Harris	June 2017	Oct 2017	High	Carried out in accordance with agreed plan	Staff time
Arrange annual meeting between Borough and Town/Parish Councils.	Democratic/ Community Engagement	D Harris	October 2017	January 2018	Medium	Meeting held	Staff time
Assist with production of the Corporate Plan	Corporate	D Harris	Nov 2017	Feb 2018	High	Publication of Plan	Staff time

<b>Action</b>	<b>The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/ Training Implications</b>
To reassess all Display Screen Equipment Self-assessments, risk assessments and fire safety audits.	Health and Safety	D Harris	January 2018	February 2018	Medium	Assessments completed	Dependent on the outcome of assessments.
Continue to review processes and procedures within the Section in order to ensure compliance with all appropriate corporate policies and protocols including Health and Safety, Equalities and data quality requirements	Health and Safety High Quality Service Provision	D Harris	May 2017	April 2018	High	Processes and procedures that continue to comply with all internal policy requirements	Staff Time

## Policy Support Service Plan 2017-2018

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Equality</b>							
1. To assist in the Council meeting its duties as set out within the Equality Act including the setting and publishing of equality objectives.	Healthier Communities Tackling Poverty Promoting Sustainable & Vibrant Communities	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	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	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Equality Impact Analysis is carried out to demonstrate that we have used information, data and consultation results to inform our decisions, policies and service development	Training for staff on awareness and impact/needs assessment.
<b>Emergency Planning and Business Continuity</b>							
3. To maintain and revise the Major Emergency/ and Business Continuity Plans and ensure they are tested annually.	Healthier Communities  Creating Safer Communities	Chief Executive	April 17	March 18	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 2017-2018

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 17	March 18	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 17	March 18	High	Meeting the requirements of the Civil Contingencies Act.	County Council/NWBC provision
6. To support the Warwickshire Local Resilience Forum in delivering the 2017/18 Business Plan.	Healthier Communities  Creating Safer Communities	Chief Executive	April 17	March 18	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 2017-2018

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 17	March 18	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
<b>Performance Management</b>							
8. To collate the quarterly performance reports to Management Team and Boards	Responsible Financial & Resource Management	Assistant Chief Executive and Solicitor to the Council	April 17	March 17	High	Quarterly reports prepared	
10. To collate and submit the quarterly returns for the LG Inform and benchmarking group.	Responsible Financial & Resource Management	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Returns completed	

## Policy Support Service Plan 2017-2018

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Crime &amp; Disorder</b>							
11. To monitor and co-ordinate the implementation of the actions of the North Warwickshire Community Safety Partnership Plan 2017 – 2018.	Healthier Communities  Creating Safer Communities	Chief Executive	April 17	March 18	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 17	March 18	High	Addressing local community priorities Perceptions of crime and disorder improved	Revised partnership working arrangements
13. To implement the sustainable provision of locally based support services for victims of domestic abuse following a review of the current arrangements.	Healthier Communities  Creating Safer Communities	Chief Executive	April 17	March 18	High	Sustained provision of locally based support services for 17/18 Increase in victims making contact with support services.	Need for contribution from the Corporate Policy budget. Local provision subject to outcome of a review taking into account the new commissioning of the county wide service provision

## Policy Support Service Plan 2017-2018

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 17	March 18	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 Priority Families programme and the work of the Early Help Locality Panel.	Healthier Communities  Creating Safer Communities	Chief Executive	April 17	March 18	High	Outcomes achieved relating to criteria for programme including improved quality of life for problematic families.	
<b>Compliments and Complaints</b>							
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 complaints and compliments received including monitoring trends for service improvements.	Responsible Financial & Resource Management	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Reports prepared and service improvements implemented	

## Policy Support Service Plan 2017-2018

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Consultation</b>							
17. To assist in the implementation of the Council's Consultation Action Plan.	Tackling Poverty  Promoting Sustainable & Vibrant Communities	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Actions completed Revised approach to communication and consultation implemented.	Consultation budget
<b>Community Planning/Sustainability</b>							
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	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	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 17	March 18	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	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	Med	Feedback from users	

## Policy Support Service Plan 2017-2018

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.	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Sustainable Community Strategy 2009 – 2026 in place Progress with improvement of priorities being demonstrated	Community Strategy budget Use of reserve allocation in 2017/18.
22. To support the implementation of the Talent Match Programme for NEETS in North Warwickshire	Raising aspirations, education attainment and skills Promoting Sustainable & Vibrant Communities	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	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	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	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	Assistant Chief Executive and Solicitor to the Council	April 16	March 17	High	Strategy and action plan approved	

## Policy Support Service Plan 2017-2018

Action	The Community Plan Objective Corporate Objective Divisional Objective or Policy the task contributes to	Lead Officer	Start Date	End Date	Priority	Measurement of Success	Resource/Training Implications
<b>Information Requests</b>							
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 and the Environmental Information Regulations and the Data Protection Act and report quarterly to Management Team.	Responsible Financial & Resource Management	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Percentage of information requests dealt with within 20 working days No reported breaches of personal data to the Information Commissioner	There could be further training requirements to refresh awareness of the regulations.
26. To assist in ensuring that the Council's data security arrangements are appropriately in place in line with the Data Protection Policy.	Responsible Financial & Resource Management	Assistant Chief Executive and Solicitor to the Council	April 17	March 18	High	Risks of Data Security breaches are minimised	There could be training requirements to refresh awareness of the DPA and Data Security requirements.

**Agenda Item No 8**

**Executive Board**

**7 February 2017**

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

**The Capital Strategy**

**1 Summary**

- 1.1 This report updates the Capital Strategy approved by the Council in February 2016.

**Recommendation to the Council**

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

**2 Introduction**

- 2.1 The Council has an approved Capital Strategy, which is updated on a regular basis. This gives the opportunity to ensure that changes in the Council's overall priorities and circumstances are reflected.

**3 Capital Strategy**

- 3.1 The Capital Strategy describes the Authority's priorities and its approach to capital investment. It also describes how the use of capital resources will contribute to the achievement of the Council's objectives and desired outcomes.
- 3.2 The consultation used in choosing key objectives and priorities is also covered, as well as links to partners and the local community and to service plans. The strategy approved in February 2016 has been updated and is attached as Appendix A.

**4 Report Implications**

**4.1 Finance and Value for Money Implications**

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

**4.2 Legal and Human Rights Implications**

- 4.2.1 The Council has a duty to maintain its assets.

**4.3 Environment and Sustainability Implications**

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

#### 4.4 Risk Management Implications

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

#### 4.5 Equalities Implications

4.5.1 The capital strategy needs to be equality assessed for impact and needs. If and when decisions are made in relation to the Capital Programme, then individual bids will need to be Equality 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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
The Capital Strategy	NWBC	Report to Executive Board	9 Feb 2016

**1 Introduction**

1.1 The Council provides many services for the people who live or work in or visit the Borough, and aims to improve the quality of life in North Warwickshire. The Council is a member of the North Warwickshire Community Partnership, which works together to meet community needs. A long term vision was established in 2001 where seven priority themes were developed. Following on from successes in these themed areas and continual consultation, a new Sustainable Community Strategy 2009-2026 was developed with focus on 3 key areas. These are:

- **Raising aspirations, educational attainment and skills**  
North Warwickshire will exhibit a strong learning culture spanning all age groups. It will be a place where everyone has the greatest possible opportunity to recognise and achieve their potential, having the skills and education levels needed to be successful both personally and in the local economy.
- **Developing Healthier Communities**  
Health inequalities within and between communities in North Warwickshire will have been reduced. People will be living healthier and independent lives, making positive lifestyle choices to improve their well-being and that of their community and surroundings.
- **Improving Access to Services**  
North Warwickshire communities will be better connected and better served.

The Community Strategy priorities feed through to the Council's vision of "*protecting the rurality of North Warwickshire, supporting its communities and promoting the wellbeing of residents and businesses.*" To support this vision, the Council has six priorities. These are:

- **Responsible financial and 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 and heritage**  
Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities
- **Improving leisure and wellbeing opportunities**  
Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing
- **Promoting sustainable and 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 and business**  
Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities

1.2 The Council uses a Corporate Plan to set out its corporate and service objectives and to provide a framework for individual service plans over the next three years. The Corporate Plan for 2017/18 will form the basis of the Authority's approved three-year Capital Programme.

**2 Key Objectives and Priorities**

2.1 Within the above strategic framework, key priorities for capital investment and targets for completion over the next five years are, subject to availability of resources, as indicated below:

- to continue to comply with the Decent Homes Standard for Council housing. We are continuing to invest in the Council's stock in order to improve the properties and ensure they are maintained to modern standards – including energy efficiency. The Council's current housing stock at December 2016 is 2,655.
- to increase affordable housing within the Borough. The Council has a target for the provision of affordable housing, which comes from its assessment of local housing need. In addition to its enabling role, the Council is working with Waterloo Housing Association on schemes in Atherstone and Mancetter which will increase affordable housing. Some of the new housing will be managed by the Housing Association, whilst some will come into the Council's own housing stock.
- to address the problems of public and private sector dwellings, which are either unfit or in serious disrepair, fail the Decent Homes Standard or contains hazards under the Housing Health & Safety Rating System, which includes statutory overcrowding and the regulation of licensable and other 'Houses in Multiple Occupation' and mobile dwellings, and to achieve energy saving targets set by the Government. Within this objective, to maintain the maximum of six months for the length of time applicants remain on the waiting list for Disabled Facility Grants.
- to secure the long-term availability and viability of key facilities provided by the Council and, at the same time, ensure they meet the changing needs and demands of users.
- to deliver services in ways that will best fit the needs of its citizens, at an affordable cost. The key priorities are to look at ways of providing 'joined up' services and better access to services.
- to assess the options for implementing the action plan stemming from the Green Space Strategy, including the maximisation of external funding and partnership working.
- to meet the Authority's statutory duties, secure the safety of the public, its tenants and the Council's own employees, and meet operational requirements for information technology, vehicles and equipment. This includes meeting requirements of the Equalities Act.

### 3 **Approach to Prioritising Investment**

- 3.1 The main factors in determining the size of the capital programme are the requirements for capital spending, the availability of resources for capital projects and the impact of the programme on the Council's revenue budget. However, some resources are specific to a particular scheme or service, and this must also be taken into account.
- 3.2 The demand for capital spending is consistently higher than the funding available. In order to decide which schemes should be included in its capital programme, the Council prioritises the capital schemes put forward. An officer group, Extended Management Team (EMT), assesses and prioritises the competing claims taking this into account. The group is a corporate group, bringing together representatives of all service divisions. EMT agrees the assessment criteria to be used before bids are requested for the coming year. Examples include:
- the contribution to corporate and community plan priorities,
  - if spending enables a statutory obligation to be met;
  - if spending is to maintain an asset;
  - if external funding is available;
  - the revenue impact of individual schemes; and
  - the risk of not taking the scheme forward.
- 3.3 The contribution of individual schemes towards the achievement of the Authority's goals and targets is considered, together with their relative priority. The group also considers the expected resources over the foreseeable future. This allows a proposed capital programme to be considered by the Authority's Senior Management Team alongside the Corporate Plan.
- 3.4 The Service Boards consider their support for individual schemes. Subject to any comments from the Service Boards, the Senior Management Team then recommends a capital programme to the Executive Board for approval, with the intention of maintaining a small but balanced programme over a ten-year period. The Executive Board approves a three year programme, with the first year taken as being firm and schemes put in hand. The later two years are provisional and only preparatory work is allowed to go ahead.

3.5 The consistent shortfall in funding and the previous priority of achieving the Decent Homes for the Council housing stock has meant that the majority of non urgent general fund projects have been excluded from the programme. Some of these schemes will become more urgent as time passes, and the Council is taking steps to address the funding gap.

#### **4 Revenue Implications of Capital Investment**

4.1 The revenue impact of capital expenditure is itself a key factor in capital investment and is considered as part of any bid for capital resources. When approving the capital programme, the Executive Board is made aware of the revenue implications of each scheme and these are built into the budget, which is considered at the same time.

4.2 However, the Authority will spend money to save money, and will seek the capital resources for investments that will increase efficiency or reduce revenue expenditure.

#### **5 Managing and Monitoring the Capital Programme**

5.1 The Executive Board approves the capital strategy of the Authority and subsequently a three-year expenditure programme. The Resources Board undertakes the monitoring and management of the capital programme throughout the year.

5.2 With all schemes, the aims and targets of each scheme must be clearly identified before it is included within the programme. Once a programme is underway, the responsible officer monitors expenditure on capital schemes on a monthly basis. EMT also receives monthly monitoring reports on the whole capital programme, which allows issues to be raised and appropriate action taken, if necessary.

5.3 Progress against the programme is reported to Resources Board, together with the explanations for any variances. The Resources Board also review the outcomes of the spending undertaken.

5.4 Resources Board manage the majority of the Authority's own property portfolio including Council housing, the potential disposal of surplus land and the efficient use of property. The Community and Environment Board also have a property management role, where it relates to leisure facilities.

#### **6 Performance Measurement**

6.1 As well as managing the capital programme, EMT is responsible for monitoring and assessing the effectiveness of expenditure, in comparison with the original aims and targets. All required outcomes are linked to corporate and service objectives and are collected on the capital bid forms. Schemes will not be included in the capital programme without them. Once capital schemes are completed, the lead officer is responsible for reviewing the actual outcomes against targets, and providing feedback to EMT.

6.2 Both quantitative and qualitative outcomes are used to assess performance, and the achievement of targets is monitored in a number of ways. Examples include both direct and indirect measures, such as:

- performance indicators
- statistics showing service performance
- surveys
- user / focus groups
- benchmarking & consultation

6.3 Management Team monitors all corporate plan targets and performance indicators on a quarterly basis, with the Deputy Chief Executive monitoring directly with Assistant Directors in the intervening months, to allow more responsive management. Progress against Corporate Plan targets and performance indicators is also reported to Boards, with the further detail monitored by Divisions through service plans.

6.4 Due to the weighting of the housing element of capital spending, a lot of emphasis has been placed on performance measurement in this area. The Housing Division monitors progress in a variety of ways, and the satisfaction of tenants with the housing service is tested through surveys, which are generally very positive.

- 6.5 Despite lower levels of resources available for other projects, increasing emphasis is being placed on performance measures in these areas. Performance information has been used to inform capital bids in a number of areas.
- 6.6 Different methods are used for communicating the results of performance measurement with stakeholders. These include: the Authority's own publication 'North Talk', which goes to all residents of the Borough three/four times per year, the Council's website, posting the results of user surveys at leisure facilities, the Housing Revenue Account Business Plan and local tenant meetings. The Borough Wide Tenants Forum is increasingly being used to give feedback and gauge priorities for expenditure on the housing stock.

## 7 **Cross-cutting Activity**

- 7.1 The Authority is taking a positive approach to cross cutting issues, as can be seen from the innovative solutions to tackle some of the problems within the Borough. Increasingly the Council is working with other authorities and agencies to provide more holistic services. The extension of the Council's reception area to provide access for local residents to voluntary services is an example, as is the use of a community bus.
- 7.2 Limited financial ability to contribute directly in many areas has led to the use of other routes. In partnership with other Government agencies, the Authority has given Private Sector renewal and energy efficiency grants to assist homeowners to make their properties more sustainable.

## 8 **Work with Key Partners**

- 8.1 The Council is working increasingly with partner organisations to achieve its aims and objectives, either where it is more efficient, or where it will maximise resources by enabling additional funding to be brought in through outside agencies. Examples of some of the key partners we work with are:
- **Housing Associations / Housing Corporations** – The Council works with Waterloo Housing to redevelop parts of the Borough.
  - **Warwickshire County Council** – The County Council make use of the one-stop reception area in the Council House and rent surplus accommodation which is no longer required by the Council.
  - **Other District Councils** – The Council works closely with other District Councils within Warwickshire and with neighbouring Boroughs to assist in maximising the use of its assets and capital resources.
  - **Parish / Town Councils** – The works to replace the play areas throughout the Borough have been carried out in conjunction with the relevant parish councils and have resulted in various contributions from them to enhance the facility provided within their localities.
  - **Warwickshire Police** - The Police have rationalised their accommodation in Atherstone and rent office space from the Council in Old Bank House.
  - **The Coleshill School** – A dual use agreement exists between the Council and The Coleshill School to ensure the provision of services to students and the wider community in Coleshill.
  - **External Funding Agencies** – Grant funding from DEFRA and the European Union have been secured for the LEADER project, in conjunction with Hinckley and Bosworth District Council. This allows local community groups to bid for funding, with the Council acting as the accountable body.

### **Local businesses / Voluntary Sector / Community Groups**

The Authority has also recognised opportunities for obtaining indirect funding for the area by working with other organisations which can access funding not open to the Council, or which are willing to invest their own resources. A cross-divisional group was used to build knowledge within the organisation and to help identify alternative sources of funding, which could be accessed directly or by other partners. The sharing of information is now done on a more informal basis. Examples of these partners are shown below.

- Apply to other outside bodies such as Sport England and the Arts Council of England for leisure facilities funding, on behalf of community organisations. In addition, assistance continues to be given to community groups who wish to apply for funding for specific activities.

- The Council will continue to work with local young people to provide appropriate leisure opportunities. All funding opportunities will be considered, including sponsorship from local businesses.
- The Council has worked over the last 5 years with an external supplier on refurbishing some of its play areas. This has allowed greater works to be undertaken than would have been the case under a more traditional arrangement
- The Council has obtained funding from private developers for transport initiatives through planning gains under section 106 agreements. Schemes for traffic calming measures and rail links from commercial developments will assist in a number of community plan priorities: improving transport and employment, training and recruitment opportunities in the Borough, and addressing community safety concerns.

## 9 **Details of Consultation**

- 9.1 The development of the Sustainable Community Strategy involves a range of consultation to gain as wide a response as possible. Involving the community has included local public meetings, staff visits to village shops and local markets to hear from people, consulting the North Warwickshire Citizens' Panel about services, and a Young People's Forum.
- 9.2 The Council periodically undertakes a wide-ranging consultation exercise with a People's Panel of 1,000 local residents. Their concerns about specified issues and their views regarding improvements to enhance the quality of life in their area have been taken into account in proposing and evaluating new capital schemes. The capital strategy reflects the aims of local people for service delivery and provision. Conflict between aims is dealt with by consulting on specific issues.

## 10 **Links to Other Relevant Strategies and Plans**

- 10.1 The Council's capital investment strategy is set within the framework of the Corporate Plan, together with other strategy documents. In developing its Corporate Plan and performance management systems, the Authority has taken care to reflect national guidance and regional strategies for housing, planning, leisure and economic development, as well as the Sustainable Community Strategy. Other strategies most relevant to capital investment are:
- Housing Strategy and the HRA Business Plan – this links directly with the capital strategy, going into greater detail on how the priorities on Decent Homes and affordable housing will be met.
  - Local Development Framework – research on Local Housing needs and Structure Plan targets suggest a relatively high local need for new socially rented housing.
  - Play Strategy – looks at the organisational and physical requirements to provide a co-ordinated approach to play provision in the Borough.
  - Partnership Plan – this highlights the work undertaken with partners to tackle crime, and fear of crime. Due to limited resources, capital schemes generally need to lever in additional funding.
  - Procurement Strategy – a strategy has been produced to guide the procurement of goods and services. There is greater opportunity in the capital programme, given the higher volumes of spending.
  - Service Plans – changes in methods of service provision can influence the bids put forward for capital schemes.
  - Green Space Strategy – the Strategy identified a significant shortfall in resources and looks to assess the options for narrowing this gap and to prioritise the areas of work identified.

## 11 **Disposal of Capital Assets**

- 11.1 Overall and comparatively the Authority does not have a large portfolio of assets that can be used to fund future investment. However, any proceeds will help the Council to meet its capital priorities. Any decision to dispose of assets will be taken with full consideration of the economic position. Decisions on the generation of any additional receipts will be made, taking into account the priorities of schemes that are currently excluded from the capital programme.

## 12 **Funding the Capital Programme**

- 12.1 After programming in all previously approved schemes and those which have been deemed essential, the Council has a small surplus in General Fund capital resources over the next ten years. However funding pressures remain.

- 12.2 Some schemes are part funded from contributions from General Fund revenue budgets. Funding from Right to Buy receipts have been assumed in resource projections, but this source of funding has a degree of risk associated.
- 12.3 From April 2012 the Council has moved to a self financing system, with funding for the housing capital programme generated through the rent received from the tenants, and capital receipts from the Right to Buy sales of council dwellings.
- 12.4 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 grants received through partnership working with Waterloo Housing. Additionally, Right to Buy Sales above the forecast level in the HRA business plan can be used to offset the construction of new affordable housing.

### 13 **Conclusion**

- 13.1 In producing the current capital programme, the Authority has had to defer a number of schemes, to keep a balanced programme. It is keen therefore to maximise all potential resources, including additional external funding. Increased public consultation and the use of area committees has raised expectations, and if participation is to be maintained and further increased, the Council must meet the needs identified.

## **Agenda Item No 9**

### **Executive Board**

**7 February 2017**

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

#### **The Proposed 3 Year Capital Programme 2017/18 to 2019/20**

### **1 Summary**

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

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

- a That the Board adopts the Revised Capital Programme for 2016/17 as set out in Appendix A;**
- b That the Board adopts the 3 Year Capital Programme for the period 2017/18 to 2019/20 as set out in Appendix B; and**

#### **Recommendation to Council**

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

### **2 Background**

- 2.1 The Council is permitted to borrow to fund capital expenditure, but no longer receives government support for any new borrowing. The Council has the ability to undertake unsupported borrowing and have forecast the use of this in order to fund the purchase of vehicles from the vehicle renewal programme.
- 2.2 Since 1 April 2012 the Authority is no longer part of a national housing subsidy system and has moved to a self financing system. The new arrangements enable the Council to fund housing capital spending from the revenue generated through the Housing 30 Year Business Plan.
- 2.3 Other sources of finance are required to enable the Council to fund the Capital Programme and we will continue to be dependent on the use of capital receipts from the sale of Council Houses and land, together with external sources, such as specific grant funding.

### **3 2016/17 Revised Capital Programme**

...

- 3.1 In relation to capital expenditure, Appendix A shows the originally approved programme for 2016/17 alongside the in year movements. The revised position is £381,436 less than the approved programme.
- 3.2 The revised budget for HRA housing has risen due to an increase in planned expenditure on New Build Schemes, following approval by this Board for the purchase of properties at Spon Lane and Grendon. This has been offset as some expenditure on roofing, kitchens and bathrooms, electrical work and vehicle renewal has been pushed back into 2017/18.
- 3.3 Projected underspends of £150,000 on the roofing programme have been re-allocated to the heating programme to support additional properties in need of essential heating upgrades.
- 3.4 On the General Fund Housing schemes, there is a reduction of £146,235, as £126,235 is no longer needed. The remaining £20,000 has been moved back, as the identified project will not occur until 2017/18.
- 3.5 Underspends on the Disabled Discrimination Adaptation scheme of £288,507 have been pushed back into 2017/18 whilst work is in progress to revise the Council's Asset Management Plan in order to identify areas of greatest need and those schemes which will deliver the best improvements to Council property.
- 3.6 The cost of the Innage Park Phase 1 Roof Replacement programme is less than expected by £35,000.
- 3.7 Changes in the timing of vehicle replacements have increased costs by £25,128.
- 3.8 The final actual expenditure out-turn for 2016/17 could still differ to the revised position shown. It is difficult to predict when some work will be completed and some schemes, like the Disabled Facility Grants and Decent Homes Grants for Private Sector Housing are reliant on the timing of client claims for works over which the Council has no control. In line with normal practice, the Executive Board may be asked to approve the carry over of some of these budgets into 2017/18, once the final spend for 2016/17 is established.

#### **4 Formulating the Capital Programme**

- 4.1 The Council needs to control its capital programme carefully, firstly to ensure that available resources are targeted effectively towards meeting corporate targets and secondly, to take into account the effect that capital expenditure has on revenue budgets. The Capital Strategy, which outlines our capital spending criteria, is included as a separate agenda item at this Board's meeting.
- 4.2 The capital programme, by its nature, is long term and therefore the initial programme drawn up is for a ten year period to 2026/27. 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 - 2017/18 to 2026/27**

5.1 The resources for 2017/18 to 2026/27 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 of new affordable properties within 3 years of receipt;
- Future year estimates of the Disabled Facility Grant have been removed on the basis that funding will go 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 £5,007,930 over the 10 year programme.

5.2 The expected resources for the period 2017/18 to 2026/27 are shown in the table below:

	<b>HRA £'000</b>	<b>Gen Fund £'000</b>	<b>Total £'000</b>
Resources b/f	(7,119)	(3,321)	<b>(10,440)</b>
Use of earmarked reserves	-	(663)	<b>(663)</b>
Revenue Contributions to capital schemes	(36,596)	(1,190)	<b>(37,786)</b>
Borrowing/Leasing	-	(5,008)	<b>(5,008)</b>
Capital receipts	(12,453)	(1,341)	<b>(13,794)</b>
Grant or other income	(386)	-	<b>(386)</b>
<b>Total</b>	<b>(56,554)</b>	<b>(11,523)</b>	<b>(68,077)</b>

5.3 This gives a total of £68.077 million available resources over the ten-year period to 2026/27. However, it must be emphasised that figures for 2018/19 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 – 2017/18 to 2026/27

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 2017/18 has been compiled based on the approved schemes from 2016/17. 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 completion of the full stock condition survey in December 2016 has helped guide the direction of the HRA Capital Programme for the next 10 years and has identified a range of essential works required at Alder and Heather Court Flats, expenditure for which has been built into the programme. The remainder of the HRA programme is based on the cyclical maintenance and replacement of the housing stock across the Borough.
- 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 in Atherstone, Mancetter, Grendon and Polesworth in 2017/18 to 2019/20.
- ... 6.5 The draft programme is summarised below and the details are shown in Appendix B:

<b>Initial Forecast 2017/18 to 2026/27</b>	<b>£000</b>
HRA	48,422
General Fund	9,523
<b>TOTAL</b>	<b>57,945</b>

- 6.6 As shown in the previous section, the total estimated resources for the ten-year period are £68.077 million compared with the expenditure bids of £57.945 million. This leaves a surplus of £10.132 million. This expenditure reflects the total bids put forward for consideration that have been identified to ensure the continuity of current services.
- 6.7 Included within the expenditure on the General Fund is work to the roof at Atherstone Leisure Complex and expenditure at Innage Park, The Pavilions and Maya Restaurant (previously the Bear & Ragged Staff). Currently no provision has been made for any potential replacement costs of Polesworth Sports Centre.
- 6.8 Any schemes relating to leisure assets will be considered within the overarching review of leisure provision in North Warwickshire which will be completed early in the new financial year.

## 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.

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

- £1m of refurbishment or replacement has been identified for the Memorial Hall in Atherstone, for which there is currently no specific funding available. This will be considered as part of the leisure review mentioned above.
- £770k 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.
- £1.6m of external and internal works at Arley Sports Centre have been identified in the unapproved Capital Programme. This will also be considered as part of the leisure review.

## 8 Three-Year Capital Spend and Resources to 2019/20

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	(7,119)	(3,321)	<b>(10,440)</b>
Total 3 year resources	(13,316)	(1,628)	<b>(14,944)</b>
Total 3 year expenditure	15,307	2,728	<b>18,035</b>
<b>Total</b>	<b>(5,128)</b>	<b>(2,221)</b>	<b>(7,349)</b>

8.3 It is prudent to have a capital programme with surplus balances. The incoming resources include Right to Buy and sale of land within the resources total, both of which have a degree of risk associated with them. In addition, resources are not received consistently, and the surplus will be needed to fund 2020/21 onwards.

## 9 Prudential Indicators for Capital Investment

- 9.1 The introduction of the Local Government Act 2003 resulted in a change in the capital finance system for Local Authorities, and established a prudential framework for capital investment. Under this system, Councils are free to determine the affordability of their capital investment proposals and of any borrowing required to finance those proposals.
- 9.2 A prudential code was developed which requires the Council to consider the affordability of its proposals, their prudence and sustainability, value for money, asset management planning, practicality and service objectives.
- 9.3 In addition to the information already provided within this report, the Council is required to set and review regularly a range of indicators that have been developed as part of the Code, which will be used to support capital investment decision-making. As risk and uncertainty form a key part of capital investment planning, the Code requires three year integrated capital and revenue spending plans to determine the indicators. These need to be set as part of the overall budget-setting process.
- 9.4 The Code requires six sets of indicators be set. Two sets of these indicators have already been detailed within the Treasury Management Strategy statement, MRP Policy statement and Annual Investment Strategy for 2017/18, which was reported to Resources Board on 30 January 2017. These are:

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

Each of the remaining sets of indicators is covered in the paragraphs below.

- 9.5 **Capital Expenditure Indicators** – the Council is required to make a reasonable estimate of the capital expenditure it plans to incur in each of the next three years, and report actual expenditure incurred at year-end. Using the proposals contained within this report, these are set out below, together with the actual position for 2015/16 and the revised position for 2016/17.

	<b>Actual 2015/16 £'000</b>	<b>Revised 2016/17 £'000</b>	<b>Original 2017/18 £'000</b>	<b>Forecast 2018/19 £'000</b>	<b>Forecast 2019/20 £'000</b>
<b>HRA</b>	3,324	4,564	4,524	3,314	3,121
<b>HRA - New Build</b>	1,077	4,895	3,304	45	1,000
<b>General Fund</b>	3,017	1,297	1,021	1,054	653
<b>Total</b>	<b>7,418</b>	<b>10,756</b>	<b>8,849</b>	<b>4,413</b>	<b>4,774</b>

9.6 **Capital Financing Requirement Indicators** – these indicators measure the Council’s underlying need to borrow to fund capital expenditure, which is the normal level of borrowing expected. The actual capital financing requirement as at 31 March 2016, the revised estimate for 2016/17 and estimates for the next three years are set out below. The method of calculation is set out as Appendix D.

	<b>Actual 2015/16 £'000</b>	<b>Revised 2016/17 £'000</b>	<b>Original 2017/18 £'000</b>	<b>Forecast 2018/19 £'000</b>	<b>Forecast 2019/20 £'000</b>
HRA	55,430	53,980	52,380	50,680	48,930
General Fund	15,685	15,345	15,437	15,102	14,660
<b>Total</b>	<b>71,115</b>	<b>69,325</b>	<b>67,817</b>	<b>65,782</b>	<b>63,590</b>

\* The Capital Financing Requirement for the HRA may need amending once the full impact of the Housing Bill is known.

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

	<b>Actual 2015/16</b>	<b>Revised 2016/17</b>	<b>Original 2017/18</b>	<b>Forecast 2018/19</b>	<b>Forecast 2019/20</b>
HRA	23.48%	24.78%	26.40%	27.02%	27.49%
General Fund	1.58%	3.66%	4.77%	5.96%	5.99%

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 2016/17 onwards reflects the additional financing costs required to replace the Authority’s existing vehicles.

9.8 **Incremental Impact Indicators** – A further indication of affordability is the estimate of the incremental impact on Council Tax and Housing Rents, over and above the capital financing decisions that have previously been taken by the Council. These are shown in the tables below:

<b>General Fund</b>	<b>Original 2016/17 £</b>	<b>Forecast 2017/18 £</b>	<b>Forecast 2018/19 £</b>	<b>Forecast 2019/20 £</b>
Council Tax at Band D	1.39	3.27	1.32	0.67

<b>HRA</b>	<b>Original 2016/17 £</b>	<b>Forecast 2017/18 £</b>	<b>Forecast 2018/19 £</b>	<b>Forecast 2019/20 £</b>
Average Weekly Rent	0.08	0.13	0.00	0.03

9.9 A summary of all six sets of indicators is given as Appendix F, as these will need to be approved by the Council. However, these may need to be

amended, depending on the decisions on the capital programme taken by this Board.

- 9.10 **Net debt and the capital financing requirement** – an indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the Authority must ensure that external debt does not exceed the total capital financing requirement for the preceding year and the estimates for the next two financial years. Current external borrowing is £54.989 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.

<b>GENERAL FUND</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Financing costs	185,410	146,150	132,890

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.

<b>HRA</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Financing costs	3,880,890	3,358,740	3,610,850

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. There is a degree of uncertainty regarding the land sales budgeted for in the next few years; however this risk is small given the limited inclusion of receipts. Risk will be managed through the production of regular budgetary control reports, assessing the impact of variances and reporting on the need to take any further action.

The Contact Officer for this report is 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

# Revised 2016/17 Capital Programme

# Appendix A

Expenditure Proposals	Approved Budget	In year Virements	Supplementary Bids	Moved to future year	Other Movements	Revised 2016/17
<b>HRA Assets</b>						
Staffing	118,310				31,260	149,570
Electrics	150,000			- 100,000		50,000
Kitchens and Bathroom	450,000			- 300,000		150,000
Heating	1,070,000	150,000				1,220,000
Energy Saving Measures	1,127,212					1,127,212
Adaptations	175,000					175,000
Roofing	1,675,488	- 150,000		- 660,220		865,268
Alder & Heather Court Flats	300,000					300,000
Replacement of DLO Vehicles	113,009			- 65,349		47,660
Multi Trade Contract	479,266					479,266
New Build	3,743,571		1,151,879			4,895,450
<b>HRA TOTAL</b>	<b>9,401,856</b>	<b>-</b>	<b>1,151,879</b>	<b>- 1,125,569</b>	<b>31,260</b>	<b>9,459,426</b>
<b>General Fund Assets</b>						
Decent Homes Grants & Works (Private Sector)	203,735			- 20,000	- 126,235	57,500
Disabled Facilities Grants (Private Sector)	464,425				- 4,005	460,420
Borough Care Lifelines	23,000					23,000
Computer Hardware & Software Purchase	30,000					30,000
ICT Infrastructure Development	20,000	- 2,950				17,050
CRM Customer Access Solutions	11,870					11,870
Academy Server Replacement	15,000	2,950				17,950
Backing Up	25,000					25,000
Innage Park Phase I - Replace Asbestos Cladding	270,000				- 35,000	235,000
Refurbishment of Council Owned Buildings	86,442					86,442
Disabled Discrimination Adaptations	318,507			- 288,507		30,000
Replacement of Pool Vehicles	12,000					12,000
Replacement of Refuse Vehicles	20,000				- 20,000	-
Replacement of Cesspool Vehicles	-				102,658	102,658
Replacement of Rodent Control Vehicles	30,000				5,990	35,990
Replacement of Street Cleaning Vehicles	43,620				- 24,520	19,100
Replacement of Horticulture Vehicles	44,000				- 39,000	5,000
Leisure Equipment	20,000					20,000
Play Area Development Programme (3)	29,670					29,670
Hurley Daw Mill Sports Ground Work with Hurley Kings FC	10,285					10,285
Improvements to Abbey Green Park, Polesworth					7,552	7,552
Improvements to Long Street Recreation Ground, Dordon	7,290					7,290
Improvements to Bretts Hall Recreation Ground, Ansley Common	30,000					30,000
Mobile CCTV Replacement					5,311	5,311
Capital Salaries - Management	21,570				- 3,250	18,320
<b>GENERAL FUND</b>	<b>1,736,414</b>	<b>-</b>	<b>-</b>	<b>- 308,507</b>	<b>- 130,499</b>	<b>1,297,408</b>
<b>OVERALL TOTAL</b>	<b>11,138,270</b>	<b>-</b>	<b>1,151,879</b>	<b>- 1,434,076</b>	<b>- 99,239</b>	<b>10,756,834</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
		2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
Electrics	A scheduled programme to replace consumer units and bring wiring in Council properties up to date.	409,000	477,410	491,730	3,880,840	5,258,980
Staffing	Housing officers who deliver the capital programme to Council properties.	130,270	113,030	115,820	881,440	1,240,560
Kitchens and Bathrooms	Replacement programme to ensure these facilities meet the Decent Homes Standard.	763,500	716,110	737,590	5,821,350	8,038,550
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.	309,000	318,270	163,910	1,293,610	2,084,790
Windows and Doors	Programmes of window and door replacements to address older installations that are not energy efficient and those that are defective.	257,500	530,450	546,360	4,312,040	5,646,350
Energy Saving Measures	External Wall Insulation & Loft Insulation programmes to ensure properties meet the necessary levels for energy usage.	103,000	106,090	109,270	862,430	1,180,790
Adaptations	Undertake adaptations to properties to improve accessibility in accordance with recommendations from social care assessors.	180,250	185,660	191,230	1,509,310	2,066,450
Roofing	To replace roofs (flat or pitched) which do not meet the Decent Homes Standard and cannot be repaired to extend their use.	1,065,000	530,450	546,360	4,312,040	6,453,850
Alder & Heather Court Flats - Essential Works	A range of essential works are required to these properties, for example, the replacement of defective windows, the soil pipes which are at the end of their useful life, removal of asbestos materials from communal areas and to remediated defective roofing.	831,220	106,090	-	-	937,310
Replacement of DLO Vehicles	Replacement as per the vehicle replacement schedule.	99,000	18,000	-	414,220	531,220
Replacement of housing Inspectors Vehicles	Replacement as per the vehicle replacement schedule.	74,000	-	-	90,000	164,000
Replacement of neighbourhood warden vehicles	Replacement as per the vehicle replacement schedule.	96,000	-	-	120,000	216,000
Multi trade Contract	To cover a range of capital works including remedial work following fire risk assessments and schemes for garages and sheltered scheme communal rooms as well as external works and structural works.	206,000	212,180	218,550	1,724,880	2,361,610
New Build	Redevelopment of Lister Rd and Church Walk. Includes purchase of 34 New Homes in Polesworth and 18 New Homes in Grendon.	3,304,060	45,000	1,000,000	7,892,360	12,241,420
		<b>7,827,800</b>	<b>3,358,740</b>	<b>4,120,820</b>	<b>33,114,520</b>	<b>48,421,880</b>

**Draft Capital Programme - General Fund**

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
CCTV Replacement	The scheduled replacement of the existing CCTV cameras.	-	136,700	-	-	136,700
Decent Homes Grants & Works (Private Sector)	Assistance with repairs and replacements targeted at vulnerable households on a means tested basis to prevent deterioration and associated health effects.	77,500	57,500	57,500	402,500	595,000
Disabled Facilities Grants (Private Sector)	Mandatory adaptations delivered in accordance with legislative requirements and following a recommendation from a social care assessor and in accordance with a means test.	-	-	-	-	-
Borough Care Lifelines	Provide new lifelines and replace units that are beyond repair and/or are obsolete.	23,000	23,000	23,000	161,000	230,000
Computer hardware & software purchase & replacement	To continue to provide PC's that meet the requirements of the increasingly complex software that is used to deliver Council services and back office functions. This budget includes the renewal of the Microsoft Software licenses.	30,000	40,000	40,000	250,000	360,000
Replacement of scanner/plotter	Replacement of the existing separate scanner and plotter with a single solution.	-	-	10,000	10,000	20,000
ICT Infrastructure Development	To further develop the network and hardware structures to ensure that the Councils aspirations of home and mobile working and self service delivery are possible.	20,000	20,000	20,000	140,000	200,000
Network Infrastructure	Replacement of the existing network infrastructure.	-	-	40,000	40,000	80,000
Telephone System	Replacement of the existing telephone system.	-	-	-	40,000	40,000
Server Virtualisation	Replacement of the existing virtual server.	-	-	50,000	50,000	100,000
CRM Customer Access Solutions	To continue the development of the CRM, One Stop Shop and Customer Access technology in partnership with other Warwickshire Councils where appropriate.	-	-	-	-	-
Academy Server Replacement	To replace the Server at the end of its useful life.	-	-	-	40,000	40,000
Operating System Upgrade	The operating programmes used by some systems are becoming old and in need of replacement.	-	5,000	-	-	5,000
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	-	-	-	50,000	50,000
Payment Management System	Upgrade to Payment Management System to meet new encryption standards and introduce contact less payments.	40,000	-	-	-	40,000
Uninterruptable Power Supply	A large 'battery' which ensures power to all systems. This supply is unaffected by power cuts etc.	-	-	-	10,000	10,000

**Draft Capital Programme - General Fund**

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
Atherstone Leisure Complex - Replacement Roof	The leisure complex has a single ply flat roof covering virtually all of the facility that has an estimated life span of around 10 years and will need replacing in 2018/19.	15,000	285,000	-	-	300,000
Innage Park Phase I - replace asbestos cladding	Asbestos has been identified and is manageable on a day to day basis however, it may require replacement.	-	-	-	-	-
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 necessary improvements to all council owned property.	30,000	15,000	-	90,000	135,000
Disabled Discrimination Adaptations	To undertake work where appropriate to improve access to and around our facilities for disabled users of the service.	288,510	-	-	-	288,510
Electrical upgrade at Old Bank House	The electrical system at OBH is almost 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.	-	-	-	63,000	63,000
Replacement of Refuse Vehicles	Replacement as per the vehicle replacement schedule.	258,000	-	-	2,972,000	3,230,000
Replacement of Cesspool Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	126,000	126,000
Replacement of Rodent Vontrol Vehicles	Replacement as per the vehicle replacement schedule.	-	-	-	44,000	44,000
Replacement of Street Cleaning Vehicles	Replacement as per the vehicle replacement schedule.	73,100	122,740	38,950	509,700	744,490
Replacement of Horticulture Vehicles	Replacement as per the vehicle replacement schedule.	47,440	25,000	33,870	504,980	611,290
Replacement of Leisure Services Vehicles	Replacement as per the vehicle replacement schedule.	-	14,820	-	18,230	33,050
Replacement of Warden Call Scheme Vehicles	Replacement as per the vehicle replacement schedule.	70,000	-	-	86,100	156,100
Easyline replacement at Atherstone Leisure Complex	Planned replacement of the Easyline equipment at Atherstone Leisure Complex.	10,000	-	-	20,000	30,000

## Draft Capital Programme - General Fund

Name of the Scheme	Basic Details of the Scheme	Year 1	Year 2	Year 3	Year 4 - 10	Total
		2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
Leisure Equipment	To replace the equipment used in the execution of various activity programmes in each of the leisure centres that conforms to industry and market standards relating to customer needs and safety requirements. The proposed investment protects significant levels of income. Whilst fitness equipment has been replaced over the last few years, there is other sports equipment that is in need of renewal.	20,000	20,000	20,000	140,000	200,000
Leisure Centre Fitness Suite Equipment Replacement	Planned full replacement of the fitness centre equipment at the four leisure centres in the Borough. This replacement will take place once the fund has built up sufficient funding for the work to take place.	-	-	-	180,000	180,000
Play Area Replacement Programme (10)	Planned replacement of play facilities - Year 8 at Austrey, Polesworth, Coleshill (Cole End), Piccadilly; Year 9 at Ansley Common, Corley, Hurley, Wood End; Year 10 at Mancetter and Dordon (Kitwood Avenue).	-	-	-	700,000	700,000
Play Area Development Programme (3)	Completion of the Play Area Development Programme through an approved scheme in the Memorial Park in conjunction with Coleshill Town Council.	-	-	-	-	-
Hurley Daw Mill Sports Ground Work with Hurley Kings FC	Provision of changing facilities, boundary fences, improvements to the three existing pitches (primarily drainage) and the creation of a new five-a-side football pitch.	-	-	-	-	-
Piccadilly sports fields and Baddesley Ensor church and community hall grounds	Fencing and environmental improvement works.	-	-	-	-	-
Improvements to Abbey Green Park Polesworth	Carry out comprehensive refurbishment / development of Abbey Green Park in accordance with the approved management plan.	-	-	-	-	-
Improvements to Long Street Recreation Ground, Dordon	Carry out comprehensive refurbishment / development of the recreation ground in accordance with the approved management plan.	-	-	-	-	-
Improvements to Bretts Hall Recreation Ground, Ansley Common	Carry out improvements in accordance with the management plan that is currently being developed, including second phase of play provision.	-	-	-	-	-
Mobile CCTV Replacement	The introduction of mobile CCTV cameras in the Borough.	-	-	-	-	-
Capital Salaries - Management	General Fund staffing.	18,580	19,040	19,490	148,270	205,380
		<b>1,021,130</b>	<b>1,053,800</b>	<b>652,810</b>	<b>6,795,780</b>	<b>9,523,520</b>
		<b>8,848,930</b>	<b>4,412,540</b>	<b>4,773,630</b>	<b>39,910,300</b>	<b>57,945,400</b>

Name of the Scheme	Basic Details of the Scheme	Essential or Non Essential?	Year 1	Year 2	Year 3	Year 4 - 10	Total
			2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
Replacement Financial Management System (FMS)	The current financial system (TASK/TOTAL) will be more than 10 years old and it is Council practice to review and assess systems to ensure they still meets user needs	Non Essential	-	-	70,000	-	70,000
Replacement Revenues and Benefits	The Academy system is likely to need reviewing and potentially a major upgrade. However, this will be dependant on the outcome of the proposed changes to benefits.	Non Essential	-	100,000	-	-	100,000
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 meets user needs	Non Essential	-	-	100,000	-	100,000
Electronic Document & Record Management System (EDRMS) - Development & Corporate roll-out	To review and assess systems to ensure they still meets user needs and replace if required	Non Essential	-	-	70,000	-	70,000
Web Development (Internet, Intranet & Extranets)	To review and assess systems to ensure they still meets user needs and replace if required	Non Essential	-	-	-	50,000	50,000
Customer Relationship Management Renewal	To review and assess system to ensure they still meets user needs and replace if required	Non Essential	-	-	-	80,000	80,000
CRM Customer Access Solutions	To continue the development of the CRM, One Stop Shop and Customer Access technology following the Warwickshire direct partnership.	Non Essential	12,290	12,720	13,170	105,510	143,690
Replacement Leisure System	To review and assess systems to ensure they still meets user needs and replace if required	Non Essential	-	-	-	70,000	70,000
Replacement Planning System	To review and assess systems to ensure they 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	-	200,000	-	-	200,000
Arley Sports Centre - Full replacement	If a review shows a need to retain the sports service in Arley, there would be a need to rebuild the facility. This would include a requirement to improve the storage facilities within the building.	Non Essential	1,576,000	-	-	-	1,576,000
Memorial Hall-Refurbishment & Structural Works	If a review shows a need to retain the Memorial Hall, there would be a need to carry out internal refurbishment and structural works to the facility including the leaking roof.	Non Essential	1,000,000	-	-	-	1,000,000
Maya Restaurant - Resurface Car Park	The car park at the facility is looking tired 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
Carlyon Road - resurface car park	The streetscape in the area of the industrial units will start to look tired and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non Essential	-	-	250,000	-	250,000
Innage Park Phase 1-resurface forecourt	The streetscape in the area of the industrial units will start to look tired and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	Non Essential	-	-	80,000	-	80,000
Innage Park Phase 2-resurface forecourt	The streetscape in the area of the industrial units will start to look tired and there is an increased risk of injury or accident as the condition of the forecourt surface diminishes.	Non Essential	-	40,000	-	-	40,000

Name of the Scheme	Basic Details of the Scheme	Essential or Non Essential?	Year 1	Year 2	Year 3	Year 4 - 10	Total
			2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
Innage Park Phase 2 - full replacement of roof	The roof will erode to the point that there is water ingress which will have a detrimental effect on the tenants occupancy in the units and may result in either unbudgeted repairs or put rental income at risk.	Non Essential	-	-	400,000	-	400,000
Polesworth Sports Centre - Roofing and Cladding	If a review shows a need to retain Polesworth Sports Centre, over time the cladding may fall into disrepair and cause structural damage to those parts of the building that are the responsibility of the Borough Council.	Non Essential	50,000	-	-	-	50,000
Car Parking Meters	To provide car parking meters at all of the councils car parks, to assist in parking enforcement but then providing the potential to introduce parking fees if required. The programme will start at Atherstone and Water Orton where there are train stations to regulate the correct use of car parking spaces. This will then be rolled out to Polesworth and Coleshill.	Non Essential	80,000	-	-	-	80,000
The Depot-Refurbishment	This is a basic refurbishment of the office areas.	Non Essential	-	-	325,000	-	325,000
The Depot-Replace asbestos cladding and roofing	Although the asbestos has been identified and is manageable on a day to day basis, it may soon reach the point where it erodes or becomes damaged and it's replacement will be costly	Non Essential	-	-	250,000	-	250,000
The Depot - Car Park	The streetscape in the area of the depot will start to look tired and there is an increased risk of injury or accident as the condition of the car park surface diminishes.	Non Essential	-	-	100,000	-	100,000
Surface Marking and Signage to Public Car Parks	Replace car park signage at all council car parks as these have passed their useful lives and re-mark the parking bays in each of the council car parks. This will be even more important if the car parking meters are introduced	Non Essential	-	-	-	-	-
Structural Maintenance Programme of Car parks & Unadopted Roads	A detailed analysis of the councils car parks and unadopted roads has been carried out and has identified that the thickness of many of the surfaces is below the required levels.	Non Essential	1,500,000	-	-	-	1,500,000
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	-	-	25,000	-	25,000
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	-	-	-	35,000	35,000
Improvements to Ansley Hall Sports Ground to include refurb of Pavilion	If a review shows a need to retain Ansley 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
Improvements to Mancetter Brook Walk Rec Ground to include replacement of Sports Pavilion	If a review shows a need to retain Mancetter Brook Walk Rec Ground, there will be a need for a new pavilion / changing facilities. The current facility needs refurbishment, does not meet accessibility standards and is inappropriately located within the site.	Non Essential	350,000	-	-	-	350,000
Improvements to Arley Recreation Ground to include MUGA	Carry out improvements to the infrastructure at Old Arley Recreation Ground, including the car park and MUGA in accordance with the site management plan.	Non Essential	50,000	-	-	-	50,000
Playing Pitch Development	Facilitate improvements to playing pitches, including drainage, in accordance with the priorities set out in the adopted North Warwickshire Playing Pitch Strategy	Non Essential	-	-	-	-	-

Name of the Scheme	Basic Details of the Scheme	Essential or Non Essential?	Year 1	Year 2	Year 3	Year 4 - 10	Total
			2017/18	2018/19	2019/20	2020/21 to 2026/27	10 Year Programme
Improvements to Cole End Park Coleshill	Implement the provisions of the outline Management Plan, in accordance with a priority identified in the Green Space Strategy.	Non Essential	30,000	-	-	-	30,000
<b>Total</b>			<b>4,648,290</b>	<b>352,720</b>	<b>1,733,170</b>	<b>469,510</b>	<b>7,203,690</b>

	HRA (£)	GF (£)	GF Prudential Borrowing (£)	Grand Total
Fixed Assets	118,867,321	24,681,940		143,549,261
Long Term Receivables	-	1,000,000		1,000,000
Revaluation Reserve	(2,933,621)	(3,829,465)		(6,763,086)
Capital Adjustment Account	(60,503,262)	(6,167,628)		(66,670,891)
<b>Actual CFR as at 31-3-16</b>	<b>55,430,438</b>	<b>15,684,847</b>	<b>-</b>	<b>71,115,285</b>
Repayment of HRA borrowing	(1,450,000)			(1,450,000)
Repay Principal - K'bury Link			(2,682)	(2,682)
Repay Principal - Vehicles			(750)	(750)
Repay Principal - Borough Care			(5,077)	(5,077)
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			(7,005)	(7,005)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(146,391)	(146,391)
Repay Principal - Vehicles 16/17			(5,149)	(5,149)
New prudential borrowing - Vehicles			72,091	72,091
MRP		(110,697)		(110,697)
<b>Estimated CFR as at 31-3-17</b>	<b>53,980,438</b>	<b>15,574,150</b>	<b>(229,223)</b>	<b>69,325,365</b>
Repayment of HRA borrowing	(1,600,000)			(1,600,000)
Repay Principal - K'bury Link			(2,682)	(2,682)
Repay Principal - Vehicles			(750)	(750)
Repay Principal - Borough Care			(5,077)	(5,077)
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			(7,005)	(7,005)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(146,391)	(146,391)
Repay Principal - Vehicles 16/17			(10,299)	(10,299)
Repay Principal - Vehicles 17/18			(39,563)	(39,563)
New prudential borrowing - Vehicles			544,540	544,540
MRP		(106,269)		(106,269)
<b>Estimated CFR as at 31-3-18</b>	<b>52,380,438</b>	<b>15,467,881</b>	<b>(30,710)</b>	<b>67,817,609</b>
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 - Borough Care			-	-
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			(7,005)	(7,005)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(146,391)	(146,391)
Repay Principal - Vehicles 16/17			(10,299)	(10,299)
Repay Principal - Vehicles 17/18			(79,125)	(79,125)
Repay Principal - Vehicles 18/19			(15,118)	(15,118)
New prudential borrowing - Vehicles			162,560	162,560
MRP		(102,018)		(102,018)
<b>Estimated CFR as at 31-3-19</b>	<b>50,680,438</b>	<b>15,365,863</b>	<b>(263,780)</b>	<b>65,782,521</b>
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			(7,005)	(7,005)
Repay Principal - Vehicles 14/15			(1,555)	(1,555)
Repay Principal - Vehicles 15/16			(146,391)	(146,391)
Repay Principal - Vehicles 16/17			(10,299)	(10,299)
Repay Principal - Vehicles 17/18			(79,125)	(79,125)
Repay Principal - Vehicles 18/19			(30,237)	(30,237)
Repay Principal - Vehicles 19/20			(6,026)	(6,026)
New prudential borrowing			72,820	72,820
MRP		(97,937)		(97,937)
<b>Estimated CFR as at 31-3-20</b>	<b>48,930,438</b>	<b>15,267,926</b>	<b>(607,735)</b>	<b>63,590,629</b>

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## Capital Financing Costs Indicator

## Appendix E

	Actual 2015/16 £000	Revised 2016/17 £000	Original 2017/18 £000	Forecast 2018/19 £000	Forecast 2019/20 £000
<b>HRA</b>					
Interest and Investment Income	-43	-72	-41	-37	-67
External Interest Costs	1,624	1,611	1,593	1,569	1,539
Repayment of borrowing	1,300	1,450	1,600	1,700	1,750
<b>Total</b>	<b>2,881</b>	<b>2,989</b>	<b>3,152</b>	<b>3,232</b>	<b>3,222</b>
Net Revenue Stream	12,272	12,064	11,939	11,961	11,722
<b>Ratio</b>	<b>23.48%</b>	<b>24.78%</b>	<b>26.40%</b>	<b>27.02%</b>	<b>27.49%</b>
<b>General Fund</b>					
External Interest Costs	3	10	10	10	10
Investment Income	-173	-120	-80	-50	-70
Repayment of borrowing	187	301	346	396	417
MRP	115	111	106	102	98
<b>Total</b>	<b>132</b>	<b>302</b>	<b>382</b>	<b>458</b>	<b>455</b>
Council Tax	4,190	4,240	4,429	4,572	4,748
Council Tax - Special Grant	46	-	-	-	-
Other Grants	709	993	980	730	700
RSG/NDR	3,398	3,008	2,604	2,388	2,146
Net Revenue Stream	8,343	8,241	8,013	7,690	7,594
<b>Ratio</b>	<b>1.58%</b>	<b>3.66%</b>	<b>4.77%</b>	<b>5.96%</b>	<b>5.99%</b>

## Summary Of Prudential Indicators

Appendix F

### 1) Capital Expenditure Indicators

	Actual 2015/16 £000	Revised 2016/17 £000	Original 2017/18 £000	Forecast 2018/19 £000	Forecast 2019/20 £000
Housing Revenue Account	3,324	4,564	4,524	3,314	3,121
Housing Revenue Account : New Build	1,077	4,895	3,304	45	1,000
General Fund	3,017	1,297	1,021	1,054	653
<b>Total</b>	<b>7,418</b>	<b>10,756</b>	<b>8,849</b>	<b>4,413</b>	<b>4,774</b>

### 2) Capital Financing Indicators

	Actual 2015/16 £000	Revised 2016/17 £000	Original 2017/18 £000	Forecast 2018/19 £000	Forecast 2019/20 £000
Housing Revenue Account	55,430	53,980	52,380	50,680	48,930
General Fund	15,685	15,345	15,437	15,102	14,660
<b>Total</b>	<b>71,115</b>	<b>69,325</b>	<b>67,817</b>	<b>65,782</b>	<b>63,590</b>

### 3) Capital Financing Cost Indicators

	Actual 2015/16	Revised 2016/17	Original 2017/18	Forecast 2018/19	Forecast 2019/20
Housing Revenue Account	23.48%	24.78%	26.40%	27.02%	27.49%
General Fund	1.58%	3.66%	4.77%	5.96%	5.99%

### 4) Incremental Impact Indicators

General Fund	Original 2016/17 £	Forecast 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
Council Tax at Band D	1.39	3.27	1.32	0.67

Housing Revenue Account	Original 2016/17 £	Forecast 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
Average Weekly Rent	0.08	0.13	-	0.03

## Treasury Indicators

Treasury Indicator	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Authorised Limit for External Debt	85,528	84,304	82,655	80,856
Operational Boundary	68,528	67,024	65,089	62,997
Upper Limit for Fixed Interest Rate Exposure	67,000	67,000	67,000	67,000
Upper Limit for Variable Rate Exposure	31,000	31,000	31,000	31,000
Upper Limit for Total Principal Sums Invested for over 364 days (per maturity date)	50%	50%	50%	50%

<b>Maturity Structure of New Fixed Rate Borrowing</b>	<b>Upper Limit</b>	<b>Lower Limit</b>
Under 12 months	100%	0%
12 Months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

## Agenda Item No 10

### Executive Board

7 February 2017

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

#### General Fund Fees and Charges 2017/18

### 1 Summary

- 1.1 The report covers the fees and charges for 2016/17 and the proposed fees and charges for 2017/18.

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

**That the schedule of fees and charges for 2017/18, set out in the report be accepted.**

### 2 Consultation

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

### 3 Introduction

- ... 3.1 Attached for the Board's consideration at Appendix A are details of present and proposed fees and charges for the financial year 2017/18. Prices have been increased by 2% in line with the budget strategy for 2017/21 as agreed by this Board in September 2015.

### 4 Report Implications

#### 4.1 Finance and Value for Money Implications

- 4.1.1 Minimal income is obtained from the fees and charges contained in this report.

#### 4.2 Risk Management

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

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

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**EXECUTIVE BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2017**

	<b>2016/2017 TOTAL CHARGE £</b>	<b>2017/2018 TOTAL CHARGE £</b>	<b>VAT RATING</b>
<b>NORTH WARWICKSHIRE LOCAL PLAN ADOPTED 2006</b>			
Full document	42.60	43.50	Outside Scope
Text only (no folder)	18.40	18.80	"
Maps only (no folder)	27.50	28.10	"
Large maps	6.20	6.30	"
A3 / A4 maps	3.70	3.80	"

**Documents will incur an additional postage charge.**

**OTHER DOCUMENTS**

Urban housing capacity study	19.30	19.70	Outside Scope
Housing needs study 2003	20.60	21.00	"
Annual monitoring report	3.10	3.20	"
Local development scheme	3.20	3.30	"
Statement of community involvement (adopted version only)	6.50	6.60	"
Father Hudson's development brief	3.50	3.60	"
Holly Lane design brief	3.50	3.60	"
Britannia Works design brief	3.50	3.60	"
Strategic Housing Land Availability Assessment	20.60	21.00	"
Industrial market assessment	12.70	13.00	"
Labour market profile	3.10	3.20	"
Understanding employer needs in Coventry & Warwickshire	20.60	21.00	"
Warwickshire economic update	3.10	3.12	"
Industrial & commercial building study	5.50	5.60	"
Employment policy options and updated economic land availability requirements	5.50	5.60	"
Gypsy & traveller accommodation assessment	19.80	20.20	"
Housing market assessment	12.70	13.00	"
Renewable and low carbon feasibility study	19.80	20.20	"
Children and young peoples plan	5.50	5.60	"
Coventry, Solihull and Warwickshire Employment Land Study	19.80	20.20	"
Strategic flood risk assessment	12.70	13.00	"
Water cycle strategy	19.80	20.20	"
Sub-regional green infrastructure study	5.50	5.60	"

**NORTH WARWICKSHIRE BOROUGH COUNCIL**  
**EXECUTIVE BOARD**  
**FEES AND CHARGES FROM 1 APRIL 2017**

	<b>2016/2017 TOTAL CHARGE £</b>	<b>2017/2018 TOTAL CHARGE £</b>	<b>VAT RATING</b>
<b>ADOPTED SUPPLEMENTARY PLANNING GUIDANCE</b>			
Checklist for applicants submitting planning applications	2.60	2.70	Outside Scope
Guide for shop front design	2.60	2.70	"
Guide for the design of lighting schemes	1.20	1.20	"
Guide for the design of householder developments	2.60	2.70	"
Affordable Housing Supplementary Planning Document	3.40	3.50	"
<b>CONSERVATION AREA DESIGNATION REPORTS</b>			
Whole set	11.10	11.30	Outside Scope
Atherstone	1.60	1.60	"
Watling Street, Atherstone	0.80	0.80	"
Coleshill	1.10	1.10	"
Kingsbury	0.70	0.70	"
Mancetter	0.60	0.60	"
Newton Regis	1.00	1.00	"
Polesworth	1.10	1.10	"
Water Orton	1.10	1.10	"
<b>CORE STRATEGY CONSULTATION DOCUMENTS</b>			
Core strategy	5.50	5.60	Outside Scope
Environmental Impact assessment	0.50	0.50	"
Rural proofing statement	0.50	0.50	"
Habitat Regulations Assessment	1.00	1.00	"
Sustainability Assessment (non-technical summary)	1.60	1.60	"
Full Sustainability assessment report	12.60	12.90	"
<b>All items will incur an additional postage charge</b>			
<b>Any other documents- price on request</b>			
CD ROM	1.60	1.60	"
CD ROM with postage	2.40	2.40	"

## Agenda Item No 11

### Executive Board

7 February 2017

#### Report of the Deputy Chief Executive

#### General Fund Revenue Estimates 2017/18

### 1 Summary

- 1.1 This report covers the revised budget for 2016/17 and an estimate of expenditure for 2017/18, together with forward commitments for 2018/19, 2019/20 and 2020/21.

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

- a To accept the revised budget for 2016/17; and**
- b To accept or otherwise vary the Estimates of Expenditure for 2017/18, as submitted, for their inclusion in the overall budget considered in a later agenda item.**

### 2 Introduction

- 2.1 In consultation with other Assistant Directors, the Assistant Director (Finance and Human Resources) has prepared an estimate of net expenditure for 2017/18 and this, together with a revised budget for 2016/17, appears in Appendices A and B. To provide a more complete picture of the spending pattern of the service, the actual figures for 2015/16 are shown.

- 2.2 At its meeting in September, the Executive Board agreed the budget strategy for 2017-2021 which required savings of £2.3 million over a four year period. This required budget savings of £730.00 in 2017/18 with additional savings of £500,000, £500,000 and £550,000 in 2018/19, 2019/20 and 2020/21 respectively. Some limited provision for growth was built into the strategy in specific areas.

- 2.3 Assistant Directors were asked to identify areas where savings could be made, either by a reduction in expenditure or through the generation of additional income. No savings have been identified for this Board.

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

	<b>Approved Budget 2016/17 £</b>	<b>Revised Budget 2016/17 £</b>	<b>Original Budget 2017/18 £</b>
Employee Costs	259,700	239,450	247,070
Premises	2,010	2,550	2,600
Supplies and Services	105,990	161,660	134,750
Transport	1,800	-	-
Miscellaneous Expenditure	2,000	2,000	2,000
Earmarked Reserves	(87,470)	(87,590)	(112,070)
<b>Gross Expenditure</b>	<b>284,030</b>	<b>318,070</b>	<b>274,350</b>
Income	(4,600)	(54,020)	(6,300)
<b>Net Controllable Expenditure</b>	<b>279,430</b>	<b>264,050</b>	<b>268,050</b>
Departmental Support	160,440	138,140	140,960
Central Support	132,680	143,800	152,000
Capital Charges	7,780	8,330	8,330
<b>Net Expenditure</b>	<b>580,330</b>	<b>554,320</b>	<b>569,340</b>

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 2016/17 Revised Budget**

3.1 The revised budget for 2016/17 is estimated to be £554,320, a decrease of £26,010 on the approved provision. The main reasons for variations are set out below.

#### 3.2 **Outreach and Access to Services (£17,490)**

3.2.1 Employee budgets have decreased due to a reallocation of the Benefits & Financial Inclusion Shared Services Manager to departmental support.

#### 3.4 **Departmental and Central Support (£11,180)**

3.4.1 Departmental support charges have decreased as a result of changes in Service allocations of the Corporate Services Officer partially offset by an increase in central support charges as a result of Customer Contact allocations.

### 4 **Comments on the 2017/18 Estimates**

4.1 The 2017/18 estimate has been prepared, taking into account the following assumptions:

- A 1% pay award from 1 April 2017;
- Increases in the Council's pension contribution rate for current employees of 0.75% per annum up to 2020/21;

- An increase in income to reflect the increases included in the fees and charges report elsewhere on this agenda;

4.2 The total estimated net expenditure for 2017/18 is £569,340; a decrease of £10,990 on the 2016/17 approved budget and an increase of £15,020 on the revised 2016/17 budget. The main variation is set out below:-

**4.4 Departmental and Central Support £11,020**

4.4.1 Central and Developmental Support charges have increased as a result of changes in Services allocations of the Corporate Services Officer and Financial Services.

**5 Growth Items**

5.1 Some unavoidable growth was built into the Council's Budget Strategy, approved in September 2016. There are no growth items relating to the services covered by this board

**6 Income**

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

**7 Risks to Services**

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

	Likelihood	Potential impact on Budget
The Emergency Planning budget of £5,850 may be insufficient to cover the costs of any major local emergency.	Low	High

**8 Future Year Forecasts**

8.1 In order to assist with medium-term financial planning, Members are provided with budget forecasts for the three years following 2017/18. The table below provides a subjective summary for those services reporting to this Board:

	Forecast Budget 2018/19 £	Forecast Budget 2019/20 £	Forecast Budget 2020/21 £
Employee Costs	253,400	259,880	265,790
Premises	2,650	2,700	2,750
Supplies and Services	103,100	105,000	105,000
Miscellaneous Expenditure	2,000	2,000	2,000
Earmarked Reserves	(19,420)	(20,520)	(18,980)
<b>Gross Expenditure</b>	<b>341,730</b>	<b>349,060</b>	<b>356,560</b>

Income	(6,420)	(6,540)	(6,670)
<b>Net Controllable Expenditure</b>	<b>335,310</b>	<b>342,520</b>	<b>349,890</b>
Departmental Support	143,840	146,990	149,840
Central Support	155,650	159,460	162,420
Capital Charges	8,330	8,330	8,330
<b>Net Expenditure</b>	<b>643,130</b>	<b>657,300</b>	<b>670,480</b>

8.2 The forecasts given above have used a number of assumptions, which include pay awards of 2% in 2018/19 to 2020/21, increases in contracts and general increases in supplies and services of 2% in 2019/20. In total, net expenditure is expected to increase by 12.9% in 2018/2019, due to the end of the earmarked reserve to fund the Local Plan, 2.2% in 2019/20 and 2.0% in 2020/2021.

8.3 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.

## 9 Report Implications

### 9.1 Finance and Value for Money Implications

9.1.1 As detailed in the body of the report.

### 9.2 Environment and Sustainability Implications

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

### 9.3 Risk Management Implications

9.3.1 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**

<b>Code</b>	<b>Description</b>	<b>Actual 2015/2016 £</b>	<b>Approved Budget 2016/2017 £</b>	<b>Revised Budget 2016/2017 £</b>	<b>Original Budget 2017/2018 £</b>
2000	Housing Strategic Service Review	1,760	-	-	-
2001	Outreach and Access to Services	64,418	58,320	40,830	41,250
2002	Corporate Communications	52,388	51,510	51,920	52,830
2003	Community Strategy	40,756	36,010	36,420	36,980
2007	Emergency Planning	7,684	5,790	5,790	5,850
2009	North Warwickshire Local Development Framework	137,796	127,800	129,090	131,140
5050	Support to Parishes	469	-	-	-
	<b>Net Controllable Expenditure</b>	<b>305,270</b>	<b>279,430</b>	<b>264,050</b>	<b>268,050</b>
	<b>Departmental Support</b>	<b>165,537</b>	<b>160,440</b>	<b>138,140</b>	<b>140,960</b>
	<b>Central Support</b>	<b>123,969</b>	<b>132,680</b>	<b>143,800</b>	<b>152,000</b>
	<b>Capital Charges</b>	<b>8,273</b>	<b>7,780</b>	<b>8,330</b>	<b>8,330</b>
	<b>EXECUTIVE BOARD TOTAL</b>	<b>603,049</b>	<b>580,330</b>	<b>554,320</b>	<b>569,340</b>

**2000 - HOUSING STRATEGIC SERVICE REVIEW**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	1,760	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,760</b>	<b>-</b>	<b>-</b>	<b>-</b>
Departmental Support	26,859	27,220	26,730	26,940
Central Support	5,078	5,630	5,440	5,500
<b>NET EXPENDITURE</b>	<b>33,697</b>	<b>32,850</b>	<b>32,170</b>	<b>32,440</b>

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).

<b>DESCRIPTION</b>	<b>2015/2016</b>	<b>APPROVED 2016/2017</b>	<b>REVISED 2016/2017</b>	<b>ORIGINAL 2017/2018</b>
Employee Expenditure	54,735	50,780	28,450	32,680
Premises	1,865	2,010	2,550	2,600
Supplies and Services	24,018	11,610	20,450	14,450
Transport	1,070	1,800	1,570	1,550
Earmarked Reserves	-	(7,880)	10,650	(10,030)
<b>GROSS EXPENDITURE</b>	<b>81,688</b>	<b>58,320</b>	<b>63,670</b>	<b>41,250</b>
GROSS INCOME	(17,270)	-	(22,840)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>64,418</b>	<b>58,320</b>	<b>40,830</b>	<b>41,250</b>
Departmental Support	16,648	16,060	15,070	16,930
Central Support	39,016	40,240	49,880	51,780
Capital Charges	8,273	7,780	8,330	8,330
<b>NET EXPENDITURE</b>	<b>128,355</b>	<b>122,400</b>	<b>114,110</b>	<b>118,290</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	49,396	46,380	46,760	47,550
Supplies and Services	8,267	10,270	11,580	11,820
Earmarked Reserves	-	(750)	(450)	(450)
<b>GROSS EXPENDITURE</b>	<b>57,663</b>	<b>55,900</b>	<b>57,890</b>	<b>58,920</b>
GROSS INCOME	(5,275)	(4,390)	(5,970)	(6,090)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>52,388</b>	<b>51,510</b>	<b>51,920</b>	<b>52,830</b>
Departmental Support	3,550	3,560	3,530	3,580
Central Support	7,421	6,580	6,940	7,320
<b>NET EXPENDITURE</b>	<b>63,359</b>	<b>61,650</b>	<b>62,390</b>	<b>63,730</b>

**Contributes to corporate priority :**

- Promoting sustainable and vibrant communities

**2003 - COMMUNITY STRATEGY**

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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	40,756	34,530	34,940	35,490
Premises	-	-	-	-
Supplies and Services	15,071	16,480	23,980	8,990
Miscellaneous Expenditure	5,850	-	-	-
Earmarked Reserves	(5,921)	(15,000)	(22,500)	(7,500)
<b>GROSS EXPENDITURE</b>	<b>55,756</b>	<b>36,010</b>	<b>36,420</b>	<b>36,980</b>
GROSS INCOME	(15,000)	-	-	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>40,756</b>	<b>36,010</b>	<b>36,420</b>	<b>36,980</b>
Departmental Support	49,740	48,450	29,990	30,290
Central Support	40,069	48,170	50,920	54,920
<b>NET EXPENDITURE</b>	<b>130,565</b>	<b>132,630</b>	<b>117,330</b>	<b>122,190</b>

**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

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	1,893	-	-	-
Supplies and Services	1,366	5,790	5,790	5,850
Miscellaneous Expenditure	1,975	2,000	2,000	2,000
Earmarked Reserves	2,449	(2,000)	(2,000)	(2,000)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>7,684</b>	<b>5,790</b>	<b>5,790</b>	<b>5,850</b>
Departmental Support	27,240	27,110	26,870	27,310
Central Support	6,987	6,840	8,680	8,770
<b>NET EXPENDITURE</b>	<b>41,910</b>	<b>39,740</b>	<b>41,340</b>	<b>41,930</b>

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.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	137,796	128,010	129,300	131,350
Premises Related Expenditure	-	-	-	-
Supplies and Services	29,710	61,840	91,840	93,640
Earmarked Reserves	(29,710)	(61,840)	(91,840)	(93,640)
<b>GROSS EXPENDITURE</b>	<b>137,796</b>	<b>128,010</b>	<b>129,300</b>	<b>131,350</b>
GROSS INCOME	-	(210)	(210)	(210)
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>137,796</b>	<b>127,800</b>	<b>129,090</b>	<b>131,140</b>
Departmental Support	40,950	37,490	35,400	35,360
Central Support	25,299	25,110	21,740	21,970
<b>NET EXPENDITURE</b>	<b>204,044</b>	<b>190,400</b>	<b>186,230</b>	<b>188,470</b>

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. To provide Parish Councils with match funding for projects.

<b>DESCRIPTION</b>	<b>ACTUALS 2015/2016</b>	<b>APPROVED BUDGET 2016/2017</b>	<b>REVISED BUDGET 2016/2017</b>	<b>ORIGINAL BUDGET 2017/2018</b>
Employee Expenditure	36	-	-	-
Premises	-	-	-	-
Supplies and Services	433	-	8,020	-
Earmarked Reserves	15,000	-	16,980	-
<b>GROSS EXPENDITURE</b>	<b>15,469</b>	<b>-</b>	<b>25,000</b>	<b>-</b>
GROSS INCOME	(15,000)	-	(25,000)	-
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>469</b>	<b>-</b>	<b>-</b>	<b>-</b>
Departmental Support	550	550	550	550
Central Support	100	110	200	1,740
<b>NET EXPENDITURE</b>	<b>1,118</b>	<b>660</b>	<b>750</b>	<b>2,290</b>

**Contributes to corporate priorities :**

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

**Agenda Item No 12**

**Executive Board**

**7 February 2017**

**Report of the  
Deputy Chief Executive**

**General Fund Revenue Estimates  
2017/18 and Setting the Council  
Tax 2017/18**

**1 Summary**

- 1.1 This report sets out the proposed General Fund Revenue Estimate for 2017/18, and the options available when setting the 2017/18 Council Tax for the Borough in the context of the Authority's Revenue Support Grant settlement, and the effect on General Fund balances.

**Recommendation to the Council**

- a That the Executive Board approves the savings of £739,220 shown in Appendix I;**
- b That the Executive Board approves the revised estimate for the year 2016/17 and the revenue estimates for 2017/18;**
- c That the Executive Board notes the Council Tax base for 2017/18, as set out in Appendix G;**
- d That the Executive Board identifies the preferred Council Tax option for 2017/18;**
- e That the Executive Board notes the Deputy Chief Executive's comments on the minimum acceptable level of general reserves;**
- f That the manpower estimates for the year 2017/18 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 2017/18, and these are shown in Appendices A – E, along with the revised requirements for 2016/17.
- 2.2 Board requirements are summarised in the table below, together with other items, such as investment interest and contingencies.

	<b>2016/17 Approved Estimate £</b>	<b>2016/17 Revised Estimate £</b>	<b>2017/18 Original Estimate £</b>
<b>Board Summary</b>	<b>9,768,410</b>	<b>9,630,860</b>	<b>9,141,820</b>
Contingencies	176,710	11,710	59,450
Growth	7,340	-	1,400
Financing Adjustment	(888,010)	(973,420)	(876,900)
Investment Interest Income	(180,000)	(120,000)	(80,000)
Revenue Cont. to Capital Expend	119,000	119,000	119,000
<b>Service Summary</b>	<b>9,003,450</b>	<b>8,668,150</b>	<b>8,364,770</b>

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

### 3 The Council's 2016/17 Estimated Out-turn

- 3.1 The Council's revised net expenditure requirement for 2016/17 amounts to £8,668,150 which is £335,300 less than the approved estimate. The major changes in expenditure are set out below.

- 3.2 There has been a significant reduction in employee costs, for a number of reasons. Vacancy levels have been above the vacancy factor, largely as a result of some staffing savings that have been found early. In addition there has been a reduction in superannuation resulting from staffing changes, some national insurance provision that isn't required, the deletion of some posts and staff car savings. These were partially offset by the use of agency staffing and increased costs on refuse and recycling.

(£194,310)

- 3.3 Premise costs have decreased at Innage Park due to lower utility costs and NDR as a result of lower vacancy levels. In addition there are savings in wheeled bin costs and utility costs at leisure centres. These have been partially offset by additional asbestos removal costs on Amenity Cleaning.

(£46,100)

- 3.4 Premise costs have been incurred relating to the old Coleshill Leisure Centre site prior to its sale and the Atherstone Guide Hut.

£43,350

- 3.5 Supplies and services costs have increased due to appeal costs within Development Control and payments to NBBC for the shared management arrangements in Revenues and Benefits (covered from salary savings).

These have been partially offset by a saving from the Building Control Partnership due to an improved financial trading position.

£81,680

3.6 There has been an increase in the haulage costs on recycling, partly offset by an increase in recycling credits.

£36,090

3.7 There has been a reduction in vehicle fuel costs.

(£13,850)

3.8 There is a one off saving on members' allowances.

(£11,050)

3.9 Additional income has been generated from the introduction of charging for Borough Care. In addition some vacant units have been let at Innage Park and higher legal fee income from Council Tax collection is expected. There is also a contribution received for Local Authority Data Share Programme funding for Revenues and Benefits work and some income relating to the Revenues and Benefits shared service with NBBC. These have been partially offset by a reduction in planning fee income.

(£142,320)

3.10 A lower level of investment income has been generated due to falls in interest rates.

£40,210

3.11 A lower level of prudential borrowing repayments has been required due to the delay in replacing vehicles.

(£130,610)

#### **4 The Council's 2017/18 Expenditure Requirement**

4.1 The Council's net expenditure requirement for 2017/18 amounts to £8,364,770, which is £638,680 less than the approved estimate for 2016/17 and £303,380 less than the revised estimate. The main variations between the 2017/18 original budget and the 2016/17 revised budget are set out below.

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

4.3 Provision has been made for those posts that were vacant in 2016/17, a pay award of 1%, an increase of 0.75% in the superannuation rate and the payment of annual increments. This has been partially offset by increasing the vacancy factor back to its original level, the reductions due to deleted posts and a reduction in some agency budgets.

£57,680

- 4.4 A number of one off costs have been removed, such as the provision for planning appeals, the car park survey, the strategic leisure review and Her Majesty's Birthday. (€168,190)
- 4.5 Reinstatement of the full members allowances. €16,800
- 4.6 Additional income has been generated due to the full year effect of charging for Borough Care, as well as income generated as a result of the decision to charge for new and replacement bins. There are also inflationary increases on other services. These have been offset by a small reduction in legal fee income on business rates. (€290,770)
- 4.7 Additional costs of borrowing to fund the proposed capital programme. €44,710
- 4.8 Additional provision has been included within the contingency. €47,740
- 4.9 There has been an increase in the net cost of housing benefit, together with a loss of administration grant for housing benefit and council tax support. €32,270
- 4.10 Lease costs have reduced due to the full year effect of closing the toilets, however there has been an increase in the lease payment relating to Innage Park. (€17,960)

## 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 future years, where an authority's entitlement to RSG is zero, increases to business rate tariffs are made 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:

	<b>2016/17</b> <b>£'000</b>	<b>2017/18</b> <b>£'000</b>	<b>2018/19</b> <b>£'000</b>	<b>2019/20</b> <b>£'000</b>
NDR Baseline Funding	1.759	1.793	1.846	1.905
Tariff Adjustment	-	-	-	(0.109)
RSG	0.899	0.461	0.191	-
<b>Sub-total - SFA</b>	<b>2.658</b>	<b>2.254</b>	<b>2.037</b>	<b>1.796</b>
Council Tax	4.148	4.312	4.481	4.654
New Homes Bonus	0.972	0.959	0.730	0.700
<b>Total</b>	<b>7.778</b>	<b>7.525</b>	<b>7.248</b>	<b>7.150</b>

The Council's settlement funding assessment will reduce by £862,000 (32%) by 2019/20. Indicative figures are not yet available for 2020/21, so the 2019/20 level of SFA has been assumed for 2020/21.

- 5.4 Core spending power is due to reduce by £648,000 or 8.3% over the period to 2019/20, however, this assumes that Council Tax will be increased each year by £5. If this does not happen, a further £0.5 million of funding will be lost, increasing the reduction to 14.8%.
- 5.5 The total equivalent to core spending power that was included in the September Strategy update:

	<b>2016/17</b> <b>£'000</b>	<b>2017/18</b> <b>£'000</b>	<b>2018/19</b> <b>£'000</b>	<b>2019/20</b> <b>£'000</b>
<b>Total</b>	<b>7.860</b>	<b>7.550</b>	<b>7.140</b>	<b>7.000</b>

- 5.6 The NDR/RSG shown above includes a number of areas which were previously identified separately, including Council Tax Support, Council Tax Freeze and Homelessness Prevention, hence these grants are being reduced in line with the overall percentage reduction.
- 5.7 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 2017/18 and subsequent years by £350,000. This equates to £2.143 million in 2017/18.
- 5.8 Notification of New Homes Bonus of £958,970 has been received for 2017/18, 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 250 properties per annum will be eligible for New Homes Bonus.
- 5.9 The government have made a number of changes to the New Homes Bonus scheme for 2017/18 onwards. These include:
- Reducing the number of years that payments would be made for, from six years. A payment for 5 years will be received in 2017/18, meaning that the last payment for 2012/13 will not be received. There will be a further reduction to 4 years from 2018/19, when payments for 2013/14 and 2014/15 will fall out of grant; and

- The introduction of a national baseline of 0.4% for 2017/18, so that authorities only receive bonus on growth above 0.4%.

5.10 Government figures for New Homes Bonus included in Core Spending Power exceed the Council's forecast figures in the last couple of years of the Strategy. This is because the government has taken an average of previous years grants, which doesn't reflect the introduction of the national baseline mentioned above in paragraph 5.9.

5.11 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 also plan to revisit the issue of withholding payments for areas without a local plan in place for 2018/19 and will 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 2017/18 and is attached as Appendix G.

6.2 As mentioned above, the review of potential new build in the Core Strategy has taken place. A growth rate of 1.5% in the tax base has therefore been used in projecting Council Tax income for 2017/18 onwards.

6.3 In general terms, an inflationary increase in Council Tax is built into the budget on an annual basis. The government's calculation of core spending power assumes an increase in Council Tax of £5 for District Councils.

6.4 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 2011/12 has been calculated to the end of the current strategy period. This is detailed in Appendix H and shows that by March 2021, the Council Tax lost would amount to £4.361 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 £3.021 million. The annual income loss for 2017/18 onwards amounts to £491,000 per annum.

6.5 The budget strategy assumed a £5 increase in Council Tax in 2017/18, with further £5 increases in subsequent years. This is in line with the permitted increase without the need for a referendum.

## 7 Budget Savings

7.1 In September, this Board agreed that savings of £2.28 million would need to be identified over 2017/18 and the following three years. Assistant Directors

were tasked with reviewing their service areas, with the aim of producing proposals to meet this challenging target. A number of savings have been found as a result of increasing the vacancy factor, reducing posts where possible, altering service procurement or amending how services are provided. These savings amounting to £739,220 are summarised in Appendix I, and have been incorporated into the 2017/18 estimates. The savings still required for the years 2018/19 to 2020/21 amount to £1.35 million.

- 7.2 If additional growth or a Council Tax increase between 0 – £5 is approved, this may require a further increase in the savings targets over those three years.
- 7.3 Even with these savings, the Council will still be drawing £659,770 from balances in 2020/21, indicating that further savings will be required beyond 2021/22.
- 7.4 As savings are increasingly difficult to find, some early consideration was given to possible areas where the savings for 2017/18 and future years may be found, as some of the areas will take a period of time to review. Savings found will be brought in as early as possible, as the earlier this happens, the more beneficial the impact on our balances.

## **8 Growth Items**

- 8.1 Limited provision for growth was included within the Council's Budget Strategy, approved by this Board in September 2016, to cover additional haulage costs faced by the recycling service, additional insurance premiums and a further increase in insurance premium tax. These have been included within the 2017/18 Board summary figures presented.

## **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.

	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
Use of Balances	596	693	490	392
<b>Level of Balances 31 March</b>	<b>2,913</b>	<b>2,220</b>	<b>1,730</b>	<b>1,338</b>
Savings	730	500	500	550

- 9.2 Each Board has projected its expenditure requirements up to and including 2020/21, together with budget reductions, financing and other reductions. This has altered the use of balances and savings expected over the next few years and is shown below:

	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>
Use of Balances	351	437	499	660
<b>Level of Balances 31 March</b>	<b>3,305</b>	<b>2,868</b>	<b>2,369</b>	<b>1,709</b>
Savings	739	450	450	450

Additional detail is given in Appendix O.

- 9.3 This predicted use of balances is based on limited growth and a £5 increase in Council Tax for 2017/18, with increases of £5 for 2018/19, 2019/20 and 2020/21. The anticipated General Fund balance at 1 April 2017 is £3,656,000, which is higher than expected in the Budget Strategy. This is due to the reduced use of balances in 2016/17. The level of balances at the end of each following year is higher than assumed in the strategy, however the use of balances in 2019/20 and 2020/21 still indicates the requirement for further savings after 2020/21.

## 10 Availability of Reserves

- 10.1 The Local Government Act 2003 requires the Deputy Chief Executive to make an annual statement on the adequacy of financial reserves. General reserves or balances are held to provide a general contingency for unavoidable or unforeseen expenditure, and also give stability for longer term planning. The level of general reserves held is based on an assessment of the financial risks attached to the budget, and this is covered in section 11 below.
- 10.2 In addition to its general financial reserves, the Council holds a number of earmarked reserves, for both revenue and capital purposes. It also holds some reserves on behalf of other organisations.
- 10.3 General Council policy is not to use earmarked reserves to fund ongoing service activity, but for specific one-off expenditure, so that the base budget position is not understated. So for example, external grant received in advance for specific projects will be held in an earmarked reserve until the activity takes place and the grant is spent. Some timing differences on particular activities are also dealt with through earmarked reserves, to remove unnecessary fluctuations in the base budget, whilst ensuring sufficient budget provision is available. This approach has been used for the Local

Development Framework, where expenditure can vary significantly between years, but where the total funding required can be estimated.

- 10.4 The Council also uses earmarked reserves to set aside funding for capital schemes and projects. A Major Repairs Reserve has been used to hold any unspent MRA received through the housing subsidy system. The Council also uses reserves to build up funding for the future replacement of assets and equipment, such as play areas and CCTV equipment.
- 10.5 Where earmarked reserves are used for revenue activities, the expenditure is included within the appropriate service budget, together with the contribution from the reserve to offset this. These movements are highlighted in the budget reports considered by Members.
- 10.6 The expected position on earmarked reserves at the end of 2016/17 relating to the General Fund is outlined below, with more detail on the larger reserves given in Appendix J.

<b>Earmarked Reserves</b>	<b>Expected Balance 31 March 2017 £000</b>
Capital	963
Revenue	4,197
<b>Total</b>	<b>5,160</b>

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. Projections anticipate an ongoing benefit of £350,000 per annum, and this has been included in the budget. However 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 this figure. There is likely to be a significant increase in appeals going forward, as business reacts to the 2017 Valuation results.

- 11.3 In addition should construction start on HS2 within the borough in the timeframe of this strategy 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 by £493,000 in 2020/21 before the safety net comes into effect. There are also future risks around the implementation of 100% local retention of business rates. The actual implementation date is not yet known, but is likely to affect the latter part of the strategy period.
- 11.4 **New Homes Bonus scheme** – although a scheme for 2017/18 has been announced, there are still uncertainties around the potential scheme for 2018/19 onwards.
- 11.5 **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. An assessment of additional resources required will be needed.
- 11.6 **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.
- 11.7 An overall risk assessment for 2017/18 has been completed to determine the minimum level of general reserve that the Deputy Chief Executive considers it is appropriate for the Authority to hold, and this is shown in Appendix K. This is based on the expected or ‘most likely’ position and the assumption that not all risks will occur within the next year.
- ...
- 11.8 As can be seen, the balance between future risks and the adequacy of general reserves held by the Council is a key part in establishing a medium-term financial strategy. The level of balances is expected to remain above £1.4 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.
- 11.9 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.
- 11.10 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.

11.12 Although not all risks are likely to occur in 2017/18, 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 2017/18, the Authority would have the opportunity to adjust its financial strategy, and manage any changes required. Budgets are monitored throughout the year, with the budgetary position reported to Boards on a regular basis, so the Authority is in a good position to identify risks as they occur.

## 12 Council Tax Options

12.1 The Authority has estimated the Council Tax surplus and notified all major precepting authorities of the amounts they will receive. It has been estimated that North Warwickshire Borough Council will receive a sum of £118,170 for 2017/18. 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 £5 will lead to a direct loss of funding.

	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
<b>Use of Balances</b>	<b>351</b>	<b>437</b>	<b>499</b>	<b>660</b>
Loss of £5 CT increase	101	103	105	107
Additional savings	-	(100)	(100)	(100)
<b>Revised Use of Balances</b>	<b>452</b>	<b>440</b>	<b>504</b>	<b>667</b>
<b>Potential Level of Balances</b>	<b>3,204</b>	<b>2,764</b>	<b>2,260</b>	<b>1,593</b>

12.3 The Council could cover the on going shortfall of that level of Council Tax income lost as a result of the freeze in 2017/18 from balances initially. However there would be a need to increase savings targets in later years, to ensure that balances remained at the required level at the end of 2020/21. The alternative of a higher increase in Council Tax in 2018/19 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 £5 when it was updating its financial strategy in September. This level of increase has been used in compiling the figures in this report.

12.5 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 £42,098, 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 2016/17 actual Band D amount of £207.30 as a base, and are shown below, together with the impact on the level of balances.

Increase on Band D %	Band D Council Tax Payable £	Cash Increase On 2015/16 £	Impact on Balances - CT £
Base 2016/17	207.30	-	(101,539)
0.5	208.34	1.04	(80,490)
1.0	209.37	2.07	(59,441)
1.5	210.41	3.11	(38,392)
2.4 (£5)	212.30	5.00	-

- 12.7 There is no impact on balances if a £5 increase is chosen, as this is what has been assumed in the figures within this report. If Members choose to freeze Council Tax at 2016/17 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 £5, 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 of £5 or above.

### 13 **Budget Consultation**

- 13.1 A meeting for Non-Domestic Rate Payers has been arranged for 2 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 2017/18**

- ... 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 2017/18, compared with 2016/17.

## 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 £1.35 million, which will inevitably impact on service levels, and to draw on reserves to meet the Council's budgetary requirement. However, current forecasts indicate that reserves will remain above the minimal acceptable level of £1.4 million by the end of 2020/21, 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 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 £335,300 less than our approved budget, due to some 2016/17 savings found early, and additional income.
- The ability to earn income from investments is uncertain at the moment. The Council is faced with the need to make further budgetary savings so that the Council can effectively manage its financial position. Undoubtedly this will continue in the future as new issues and initiatives emerge.
- The council may not be able to deliver the necessary savings.

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

## 18 **Report Implications**

### 18.1 **Financial Implications**

- 18.1.1 As detailed in the body of the report.

### 18.2 **Safer Communities Implications**

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

### 18.3 Environment and Sustainability Implications

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

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

### 18.4 Equality Implications

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

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

## Background Papers

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

<b>Background Paper No</b>	<b>Author</b>	<b>Nature of Background Paper</b>	<b>Date</b>
Financial Strategy 2017/21	NWBC	Report to Executive Board	19 Sept 2016

## NORTH WARWICKSHIRE BOROUGH COUNCIL

## PLANNING AND DEVELOPMENT BOARD

## SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
4009	Planning Control	(25,056)	(41,250)	91,310	(72,210)
4010	Building Control	23,475	50,000	4,580	20,000
4012	Conservation and Built Heritage	20,417	32,230	30,560	32,090
4014	Local Land Charges	(31,751)	(34,520)	(33,940)	(23,180)
4018	Street Naming and Numbering	1,870	900	900	920
	<b>Net Controllable Expenditure</b>	<b>(11,045)</b>	<b>7,360</b>	<b>93,410</b>	<b>(42,380)</b>
	<b>Departmental Support</b>	<b>108,922</b>	<b>118,540</b>	<b>109,260</b>	<b>105,500</b>
	<b>Central Support</b>	<b>165,252</b>	<b>179,640</b>	<b>171,730</b>	<b>173,370</b>
	<b>Capital Charges</b>	<b>14,201</b>	<b>16,390</b>	<b>16,390</b>	<b>16,390</b>
	<b>Planning and Development Board Total</b>	<b>277,330</b>	<b>321,930</b>	<b>390,790</b>	<b>252,880</b>

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

<b>Codes</b>	<b>Description</b>	<b>Actual 2015/2016 £</b>	<b>Approved Budget 2016/2017 £</b>	<b>Revised Budget 2016/2017 £</b>	<b>Original Budget 2017/2018 £</b>
3072	Polesworth Sport Centre	87,856	67,660	72,130	65,550
3074	Arley Sports Centre	133,804	120,180	121,210	84,840
3075	Coleshill Leisure Centre	134,596	104,990	111,080	112,440
3077	Atherstone Leisure Complex	185,438	148,090	130,000	120,570
3082	Memorial Hall	91,247	95,440	93,530	95,520
4,002	Public Health (Commercial Pollution Control)	199,893	196,220	197,170	200,630
4003	Public Health (Domestic Pollution Control)	38,328	46,150	53,170	47,280
5000	Domestic Refuse Collection	762,677	634,900	670,030	652,490
5001	Streetscene Grounds Maintenance	66,634	31,620	5,050	18,030
5002	Trade Refuse Collection	(40,175)	(51,570)	(36,650)	(37,760)
5003	Cesspool Emptying	(59,540)	(64,800)	(59,450)	(64,770)
5004	Recycling	668,489	659,800	694,540	714,210
5010	Amenity Cleaning	491,048	483,230	472,130	478,890
5013	Unadopted Roads	3,352	7,600	7,600	7,750
5014	Flooding And Land Drainage	778	-	-	-
5015	Street Furniture	956	1,280	1,280	1,310
5016	Atherstone Market	2,163	1,640	1,700	1,680
5019	Green Space Budget	424,167	387,790	399,040	397,810
5021	Public Health (Control of Disease) Act 1984 Burials	6,110	-	1,430	-
5023	Consultation	614	4,470	4,470	4,560
5025	Corporate Policy	15,487	13,390	39,320	40,410
5030	Rural Regeneration	17,584	17,020	23,110	27,750
5034	Landscape	8,684	8,800	8,800	8,800
5040	Marketing and Market Research	8,658	63,600	63,600	8,510
5044	Support to Voluntary Organisations	84,822	82,140	67,100	53,100
5051	Young People and Intergeneration	20,363	38,260	28,200	-
5052	Community Development Environment	9,158	27,880	18,060	-
5054	Social Inclusion and Sport	24,795	31,690	18,430	-
5055	Community Development Health Improvement	33,249	27,570	41,090	39,940
5056	Community Development Safer Communities	28,252	50,870	48,760	59,520
5059	Allotments and Biodiversity	110	-	-	-
5064	QE - Artificial Grass Pitch	(6,987)	(7,620)	(7,440)	(7,120)
7700	Stronger & Safer Communities	-	-	-	-
7856	High Street Innovation Grants	-	-	-	-
	<b>Net Controllable Expenditure</b>	<b>3,442,610</b>	<b>3,228,290</b>	<b>3,288,490</b>	<b>3,131,940</b>
	<b>Departmental Support</b>	<b>598,034</b>	<b>617,410</b>	<b>615,240</b>	<b>636,920</b>
	<b>Central Support</b>	<b>514,263</b>	<b>533,250</b>	<b>505,330</b>	<b>513,000</b>
	<b>Capital</b>	<b>1,294,899</b>	<b>919,630</b>	<b>920,020</b>	<b>919,030</b>
	<b>Net Expenditure</b>	<b>5,849,806</b>	<b>5,298,580</b>	<b>5,329,080</b>	<b>5,200,890</b>

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

<b>Code</b>	<b>Description</b>	<b>Actual 2015/2016 £</b>	<b>Approved Budget 2016/2017 £</b>	<b>Revised Budget 2016/2017 £</b>	<b>Original Budget 2017/2018 £</b>
4000	Licensing Authority	(43,667)	(45,240)	(45,190)	(44,970)
4001	Licences and Registration	(9,942)	(16,160)	(15,280)	(8,700)
4008	Hackney Carriages	(32,184)	(25,200)	(25,680)	(9,540)
4019	Gambling Act Authority	(9,720)	(9,900)	(9,900)	(9,900)
	<b>Net Controllable Expenditure</b>	<b>(95,513)</b>	<b>(96,500)</b>	<b>(96,050)</b>	<b>(73,110)</b>
	<b>Departmental Support</b>	<b>51,366</b>	<b>54,330</b>	<b>54,780</b>	<b>55,810</b>
	<b>Central Support</b>	<b>34,937</b>	<b>37,850</b>	<b>34,450</b>	<b>35,250</b>
	<b>Licensing Committee Total</b>	<b>(9,210)</b>	<b>(4,320)</b>	<b>(6,820)</b>	<b>17,950</b>

APPENDIX D1

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (REMAINING)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
3000	Cost of Democratic Services	387,131	387,800	360,090	377,250
3001	Election Expenses	50,685	5,220	5,170	5,220
3002	Registration of Electors	7,816	33,590	33,590	32,500
3003	Non Domestic Business Rates	(43,413)	(51,260)	(25,360)	(36,280)
3004	Council Tax Collection	(28,327)	34,010	89,740	61,890
3050	Finance Miscellaneous	5,180	-	20,000	20,000
3051	Compensation and Pension Increases	525,973	545,960	538,040	532,930
3052	Assisted Car Purchase	(844)	(490)	(260)	(260)
3054	Electricity at Work	19,281	18,000	18,000	18,360
3059	Finance Unused Land	26,282	-	43,350	2,730
3060	Corporate and Democratic Core	36,422	36,310	40,280	41,090
3061	Unallocated Central Support Services	497	103,470	30,340	105,440
3065	Coleshill Shops and Flats	(68,476)	(68,050)	(61,910)	(65,290)
3067	The Pavilions, Holly Lane	(80,596)	(80,860)	(81,240)	(81,190)
3068	Carlyon Road Industrial Estate	(99,027)	(98,460)	(97,320)	(97,640)
3069	Innage Park Industrial Estate	(109,881)	(112,690)	(152,360)	(156,400)
3070	Polesworth Workspace Units	(4,171)	(4,900)	(3,110)	(2,980)
3079	Maya Bar & Restaurant	(12,053)	(12,050)	(11,640)	(11,590)
3080	Football Stadium	-	-	-	-
3084	Homeless Persons	70,024	71,600	62,270	62,670
3089	Public Conveniences	21,774	(177,870)	(175,120)	40,630
3094	Customer Contact	6,662	15,070	13,370	15,170
3097	Rent Allowances	(59,394)	(41,450)	(99,580)	(81,900)
3098	Housing Benefit Administration and Rent Rebates	(94,427)	(49,760)	(67,850)	(65,690)
3099	Concessionary Fares	12,306	(470)	2,070	-
3101	Council Tax Support	127,576	105,660	82,630	84,170
3102	Car Parks	36,887	66,110	66,310	44,930
3111	Broadband Delivery UK	100,011	50,000	50,000	50,000
5005	Animal Control	49,679	39,040	41,700	37,830
5006	Abandoned Vehicles	1,959	1,650	1,660	1,690
5008	Private Sector Housing Assistance	21,669	3,480	3,410	4,240
5035	CCTV	7,868	(1,760)	490	(1,830)
5036	Community Support	455,604	454,650	331,000	205,470
7361	England's Rural Heart LEADER Partnership	(2,666)	(4,040)	(4,160)	(2,850)
	<b>Net Controllable Expenditure</b>	<b>1,367,984</b>	<b>1,267,510</b>	<b>1,053,600</b>	<b>1,140,310</b>
	<b>Recharged to Services</b>	<b>(268,160)</b>	<b>(274,000)</b>	<b>(269,530)</b>	<b>(269,020)</b>
	<b>Departmental Support</b>	<b>946,781</b>	<b>969,410</b>	<b>945,900</b>	<b>1,010,390</b>
	<b>Central Support</b>	<b>994,064</b>	<b>1,077,150</b>	<b>1,051,270</b>	<b>1,076,110</b>
	<b>Capital Charges</b>	<b>163,918</b>	<b>611,450</b>	<b>581,630</b>	<b>259,790</b>
	<b>Resources Board (Remaining) Total</b>	<b>3,204,587</b>	<b>3,651,520</b>	<b>3,362,870</b>	<b>3,217,580</b>

APPENDIX D2

NORTH WARWICKSHIRE BOROUGH COUNCIL

RESOURCES BOARD (RECHARGED)

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

Code	Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
Various	Chief Executive	197,180	187,380	186,350	188,700
Various	Deputy Chief Executive	3,853,896	4,427,420	4,354,900	4,318,840
Various	Assistant Chief Executive and Solicitor to the Council	1,245,976	1,328,480	1,339,090	1,358,620
Various	Assistant Chief Executive (Community Services)	1,283,118	1,342,120	1,327,910	1,316,680
3006-3039	Building Maintenance Fund	229,647	230,360	231,930	236,370
3040-3041	Council Offices	201,434	202,560	201,800	202,010
3043	Central Telephones	26,612	22,550	17,480	23,000
3045	Recruitment	23,934	21,710	21,710	22,140
3046	Printing and Stationery	62,690	70,270	69,790	71,930
3047	Training	18,495	88,400	29,420	90,220
3048	Depot and Stores	65,199	71,000	66,390	67,270
3110	Postal Services	65,129	68,550	68,530	69,850
3226	Central Services	258,357	271,830	250,980	247,740
3290	Information Services	666,738	678,670	668,990	684,690
3291	Procurement	64,702	66,130	67,190	67,980
3292	Staff Welfare	25,418	20,180	32,840	29,270
3300	Transport Management Account	843,370	711,630	718,480	693,880
	<b>Net Controllable Expenditure</b>	<b>9,131,895</b>	<b>9,809,240</b>	<b>9,653,780</b>	<b>9,689,190</b>
	<b>Recharged to Services</b>	<b>(10,902,450)</b>	<b>(11,805,960)</b>	<b>(11,495,000)</b>	<b>(11,578,160)</b>
	<b>Departmental Support</b>	<b>33,322</b>	<b>29,490</b>	<b>29,000</b>	<b>27,330</b>
	<b>Central Support</b>	<b>1,438,585</b>	<b>1,494,230</b>	<b>1,405,520</b>	<b>1,454,940</b>
	<b>Capital</b>	<b>254,521</b>	<b>473,000</b>	<b>406,700</b>	<b>406,700</b>
	<b>Resources Board (Recharged) Total</b>	<b>(44,127)</b>	<b>-</b>	<b>-</b>	<b>-</b>

Resources Board Summary

Description	Actual 2015/2016 £	Approved Budget 2016/2017 £	Revised Budget 2016/2017 £	Original Budget 2017/2018 £
Totals - Recharged Services	(44,127)	-	-	-
Totals - Services Remaining	3,086,337	3,651,520	3,362,870	3,217,580
Central Vacancy Factor	-	(150,000)	(70,000)	(175,820)
Increase in Insurance Premium Tax	-	7,340	-	1,400
<b>Resources Board Total</b>	<b>3,042,210</b>	<b>3,508,860</b>	<b>3,292,870</b>	<b>3,043,160</b>

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

<b>Code</b>	<b>Description</b>	<b>Actual 2015/2016 £</b>	<b>Approved Budget 2016/2017 £</b>	<b>Revised Budget 2016/2017 £</b>	<b>Original Budget 2017/2018 £</b>
2000	Housing Strategic Service Review	1,760	-	-	-
2001	Outreach and Access to Services	64,418	58,320	40,830	41,250
2002	Corporate Communications	52,388	51,510	51,920	52,830
2003	Community Strategy	40,756	36,010	36,420	36,980
2007	Emergency Planning	7,684	5,790	5,790	5,850
2009	North Warwickshire Local Development Framework	137,796	127,800	129,090	131,140
5050	Support to Parishes	469	-	-	-
	<b>Net Controllable Expenditure</b>	<b>305,270</b>	<b>279,430</b>	<b>264,050</b>	<b>268,050</b>
	<b>Departmental Support</b>	<b>165,537</b>	<b>160,440</b>	<b>138,140</b>	<b>140,960</b>
	<b>Central Support</b>	<b>123,969</b>	<b>132,680</b>	<b>143,800</b>	<b>152,000</b>
	<b>Capital Charges</b>	<b>8,273</b>	<b>7,780</b>	<b>8,330</b>	<b>8,330</b>
	<b>EXECUTIVE BOARD TOTAL</b>	<b>603,049</b>	<b>580,330</b>	<b>554,320</b>	<b>569,340</b>

## SUMMARY OF REVENUE REQUIREMENTS

2016/2017				2017/2018		
Gross Expenditure	2016/2017 Gross Income	2016/2017 Net Expenditure		Gross Expenditure	2017/2018 Gross Income	2017/2018 Net Expenditure
£	£	£		£	£	£
8,043,340	2,715,010	5,328,330	Community and Environment	8,138,940	2,938,050	5,200,890
1,000,320	678,390	321,930	Planning and Development	889,580	636,700	252,880
126,780	131,100	(4,320)	Licensing	126,770	108,820	17,950
19,614,820	16,135,960	3,478,860	Resources	18,996,520	15,953,360	3,043,160
584,930	4,600	580,330	Executive	575,640	6,300	569,340
12,133,510	12,133,510	-	Council Housing	11,980,230	11,980,230	-
176,710	-	176,710	Contingencies	59,450	-	59,450
-	-	-	Growth	-	-	-
-	180,000	(180,000)	Interest on balances	-	80,000	(80,000)
-	888,012	(888,012)	Financing adjustment	-	876,901	(876,901)
119,000	-	119,000	RCCO (Revenue Contribution to Capital Outlay)	119,000	-	119,000
70,620	-	70,620	Grant payments to Parish Councils (CTS)	59,000	-	59,000
<b>41,870,030</b>	<b>32,866,582</b>	<b>9,003,448</b>		<b>40,945,130</b>	<b>32,580,361</b>	<b>8,364,769</b>
-	762,968	(762,968)	Use of balances	-	351,429	(351,429)
<b>41,870,030</b>	<b>33,629,550</b>	<b>8,240,480</b>		<b>40,945,130</b>	<b>32,931,790</b>	<b>8,013,340</b>
910,829	-	910,829	Special items - Parish precepts	-	-	-
<b>42,780,859</b>	<b>33,629,550</b>	<b>9,151,309</b>		<b>40,945,130</b>	<b>32,931,790</b>	<b>8,013,340</b>
		(898,920)	Revenue Support Grant			(460,790)
		(2,108,670)	Business Rates			(2,143,260)
		(21,100)	Transaction Grant			(21,020)
		(972,200)	New Homes Bonus			(958,970)
		(91,870)	Surplus / Deficit on Collection Fund			(117,970)
		<b>5,058,549</b>				<b>4,311,330</b>



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

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		Total
Grant Income - 2011/12 CT freeze		-111,746	-96,437	-87,372	-74,965	-62,521	-51,017	-42,140	-37,589	-32,402	-32,402		-628,589
Grant Income - 2012/13 CT freeze			-112,220										-112,220
Grant Income - 2013/14 CT freeze				-44,650	-38,310	-31,950	-26,071	-21,535	-19,209	-16,558	-16,558		-214,842
Grant Income - 2014/15 CT freeze					-44,850	-37,405	-30,522	-25,212	-22,489	-19,385	-19,385		-199,248
Grant Income - 2015/16 CT freeze						-44,850	-36,598	-30,230	-26,965	-23,244	-23,244		-185,129
<b>Grant Income</b>		<b>-111,746</b>	<b>-208,657</b>	<b>-132,022</b>	<b>-158,125</b>	<b>-176,726</b>	<b>-144,208</b>	<b>-119,116</b>	<b>-106,252</b>	<b>-91,589</b>	<b>-91,589</b>		<b>-1,340,029</b>
Loss of CT 2011/12		134,012	136,003	120,040	121,389	123,588	125,608	126,550	127,499	128,455	129,419		1,272,563
Loss of CT 2012/13			92,539	81,678	82,596	84,092	85,467	86,108	86,753	87,404	88,060		774,696
Loss of CT 2013/14				83,312	84,247	85,774	87,176	87,830	88,488	89,152	89,821		695,800
Loss of CT 2014/15					85,932	87,489	88,919	89,586	90,258	90,935	91,617		624,738
Loss of CT 2015/16						87,008	88,430	89,094	89,762	90,435	91,113		535,842
Loss of CT 2016/17							90,155	90,831	91,512	92,198	92,890		457,586
Loss of CT 2017/18								0	0	0	0		0
Loss of CT 2018/19									0	0	0		0
Loss of CT 2019/20										0	0		0
Loss of CT 2020/21											0		0
<b>CT Lost</b>		<b>134,012</b>	<b>228,542</b>	<b>285,030</b>	<b>374,164</b>	<b>467,952</b>	<b>565,755</b>	<b>569,998</b>	<b>574,273</b>	<b>578,580</b>	<b>582,919</b>		<b>4,361,225</b>
<b>Net Revenue Impact</b>		<b>22,266</b>	<b>19,885</b>	<b>153,008</b>	<b>216,039</b>	<b>291,226</b>	<b>421,546</b>	<b>450,882</b>	<b>468,021</b>	<b>486,991</b>	<b>491,331</b>		<b>3,021,196</b>

**POTENTIAL IMPACT OF AN ADDITIONAL COUNCIL TAX FREEZE IN 2017/18**

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		Total
Grant Income - 2011/12 CT freeze		-111,746	-96,437	-87,372	-74,965	-62,521	-51,017	-42,140	-37,589	-32,402	-32,402		-628,589
Grant Income - 2012/13 CT freeze			-112,220										-112,220
Grant Income - 2013/14 CT freeze				-44,650	-38,310	-31,950	-26,071	-21,535	-19,209	-16,558	-16,558		-214,842
Grant Income - 2014/15 CT freeze					-44,850	-37,405	-30,522	-25,212	-22,489	-19,385	-19,385		-199,248
Grant Income - 2015/16 CT freeze						-44,850	-36,598	-30,230	-26,965	-23,244	-23,244		-185,129
<b>Grant Income</b>		<b>-111,746</b>	<b>-208,657</b>	<b>-132,022</b>	<b>-158,125</b>	<b>-176,726</b>	<b>-144,208</b>	<b>-119,116</b>	<b>-106,252</b>	<b>-91,589</b>	<b>-91,589</b>		<b>-1,340,029</b>
Loss of CT 2011/12		134,012	136,003	120,040	121,389	123,588	125,608	126,550	127,499	128,455	129,419		1,272,563
Loss of CT 2012/13			92,539	81,678	82,596	84,092	85,467	86,108	86,753	87,404	88,060		774,696
Loss of CT 2013/14				83,312	84,247	85,774	87,176	87,830	88,488	89,152	89,821		695,800
Loss of CT 2014/15					85,932	87,489	88,919	89,586	90,258	90,935	91,617		624,738
Loss of CT 2015/16						87,008	88,430	89,094	89,762	90,435	91,113		535,842
Loss of CT 2016/17							90,155	90,831	91,512	92,198	92,890		457,586
Loss of CT 2017/18								100,792	101,548	102,309	103,077		407,725
Loss of CT 2018/19									0	0	0		0
Loss of CT 2019/20										0	0		0
Loss of CT 2020/21											0		0
<b>CT Lost</b>		<b>134,012</b>	<b>228,542</b>	<b>285,030</b>	<b>374,164</b>	<b>467,952</b>	<b>565,755</b>	<b>670,790</b>	<b>675,821</b>	<b>680,889</b>	<b>685,996</b>		<b>4,768,951</b>
<b>Net Revenue Impact</b>		<b>22,266</b>	<b>19,885</b>	<b>153,008</b>	<b>216,039</b>	<b>291,226</b>	<b>421,546</b>	<b>551,674</b>	<b>569,569</b>	<b>589,300</b>	<b>594,407</b>		<b>3,428,922</b>

**Increase in Net Revenue Impact for Council Tax Freezes in 2017/18**

**407,725**

## SAVINGS / ADDITIONAL INCOME

Board	Description	2017/2018
Planning	Reduced contribution to the Building Control Partnership	30,000.00
All	Pay Award 2016/17	85,920.00
All	Pay Award 2017/18	88,320.00
C & E	Reduced operation - ASC	34,950.00
C & E	Remove additional CAB grant	15,000.00
C & E	Charge for replacement bins	45,000.00
Res	Shared Service Restructure	12,100.00
Res	Assistant Central Services Officer post	25,370.00
Res	Borough care Charges	265,040.00
Res	Community Development restructure	70,640.00
Res	Assistant Management Team and Civic Support Officer	5,600.00
Res	Lease Car Allowance	13,850.00
Res	Cost of Democratic Service – Journals & Newspapers	510.00
Res	Cost of Democratic Service – Advertising and Promotion	1,000.00
Res	Cost of Democratic Service – Telephones	1,100.00
Res	Cost of Democratic Service – Conference Fees	150.00
Res	Cost of Democratic Service – Corporate Subs	2,640.00
Res	Cost of Democratic Service – Members Subsistence	230.00
Res	Corporate & Democratic Core - Advertising	720.00
Res	Compensation and Pensions – reduced contributions on past pension payments	9,030.00
Res	NDR Reduction for Council Offices/ Old Bank House	2,900.00
Res	Compensation and Pensions – reduced contributions on past pension payments	3,330.00
Res	IT Support Officer	25,820
	<b>Overall Total</b>	<b>739,220.00</b>

## EARMARKED RESERVES

Purpose of Reserve	Balance March 2017 £000
<b>Revenue Reserves</b>	
<b>Business Rates</b> – a volatility reserve to cover fluctuations in the level of appeals and rating income	1,740
<b>External Grants Received</b> – Resources received towards specific projects, such as homelessness, housing benefit and anti-fraud initiatives, crime and disorder prevention, community development and environmental sustainability, which will be spent in future years	796
<b>HRA Reimbursement to General Fund</b> – to compensate the General Fund for the loss of investment income	340
<b>Planned Work</b> - the Council has set priorities and initiatives where work is planned and may have been started, but has not yet been completed. Provision has been made from existing budgets to fund this work in future periods. This includes work on conservation, amenity cleaning and Broadband UK.	279
<b>Approved growth not yet spent</b> – to cover Corporate Communications, Borough Care and work on Parish Plans	102
<b>Invest to Save</b> – This reserve is to provide ‘pump priming’ for the initial costs that arise from new initiatives, which will ultimately reduce existing costs. Savings achieved will be used to repay the contribution from the Reserve, so that other services will have similar opportunities to implement new schemes.	36
<b>Other</b> – A number of other reserves are held to cover areas such as additional pension costs and Sickness fund	290
<b>Contingencies</b> – to cover possible costs arising from contaminated land issues, non recovery of VAT and provision for emergency planning issues.	198
<b>Local Development Framework</b> – planning fees over an agreed base position have been set aside for future expenditure on the Local Development Framework	114
<b>Maintenance of Assets</b> – To cover future maintenance requirements on some council owned assets	145
<b>Training</b> –These funds have been set aside to provide resources for one off training requirements in the future, for both staff and members.	94
<b>Human Resources</b> – This is held to cover specialist employment law advice that may be required from time to time.	20
<b>Consultation</b> – for consultation with residents of the Borough and service users. The requirement to consult varies from year to year and the reserve allows fluctuations between years to be managed, without affecting other revenue expenditure.	43
<b>Capital Reserves</b>	
<b>Equipment Replacement</b> – These funds are earmarked for the future replacement of leisure equipment, environmental health equipment, CCTV equipment, Play Area equipment, Refuse Freighters and the replacement of PC's.	644
<b>General Fund Capital</b> - Some funding has been set aside for capital spending.	319

## COUNCIL WIDE - RISK ANALYSIS

	Likelihood	Provision
Income Generation – decrease in fees and charges of 5% (5% = approx £108,000)	Medium	54,000
Reduction in planning income	Medium	50,000
Lower vacancies than expected (provision for vacancies = £150k)	Medium	75,000
Investment Income – loss of cash flow (£10m @ 0.5% = £50k)	Medium	25,000
Investment Income – fall in interest rates (£20m @ 0.25% = £50k)	Low	5,000
Further Public Inquiries (potential £100k)	High	100,000
Housing Benefit – reduction in reimbursement (approx £15m @ 5% = £750k)	Low	75,000
Possibility of overspending the agreed budget by 1% (Gross Expend = £29m)	Low	29,000
Contaminated Land	Low	5,000
Increasing cost of Refuse and Recycling	Medium	60,000
Housing Benefit – Local Authority error & Overpayments (£500k)	Low	50,000
Increased cost of maintaining mechanical equipment	Low	20,000
Additional costs on fuel and utilities	Medium	20,000
NDR payments of vacant Industrial Units (£24k)	Medium	12,000
Additional New Homes Bonus not achieved	Medium	100,000
Impact of continuing / increasing NDR appeals	Medium	240,000
General Contingency		500,000
<b>Total</b>		<b>1,420,000</b>

## Likelihood of Risk

High	100%
Medium	50%
Low	0 –10%

## ALTERNATIVE SCENARIOS – GENERAL BALANCES

## Best Case

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Estimated use of balances</b>	<b>351</b>	<b>437</b>	<b>499</b>	<b>660</b>
Reduced pay award of 1%	-	(80)	(80)	(80)
Additional staffing vacancies	(30)	(30)	(30)	(30)
Improvement in letting of industrial units	(20)	(20)	(20)	(20)
Additional income from services	(50)	(50)	(50)	(50)
Recovery of benefit overpayments better than anticipated	(30)	(30)	(30)	(30)
1% increase in investment rates	(50)	(50)	(50)	(50)
Additional business rates	(100)	(100)	(100)	(100)
<b>Potential Use of/ (Cont to) Balances</b>	<b>71</b>	<b>77</b>	<b>139</b>	<b>300</b>
<b>Potential Balances at Year End</b>	<b>3,585</b>	<b>3,508</b>	<b>3,369</b>	<b>3,069</b>

## Worst Case

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Estimated use of balances</b>	<b>351</b>	<b>437</b>	<b>499</b>	<b>660</b>
Reduction in business rates	493	493	493	493
Reduction in expected income	50	50	50	50
Increase in planning appeals	100	100	100	100
Reduction in New Homes Bonus scheme	-	200	200	200
<b>Potential Use of/ (Cont to) Balances</b>	<b>994</b>	<b>1,280</b>	<b>1,342</b>	<b>1,503</b>
<b>Potential Balances at Year End</b>	<b>2,662</b>	<b>1,382</b>	<b>(40)</b>	<b>(1,463)</b>

**COUNCIL TAX INCREASES**

	Original 2016/17	2017/18	2017/18	2017/18	2017/18	2017/18
Council Tax - Band D	207.30	207.30	208.34	209.37	210.41	212.30
Council Tax Increase		0%	0.5%	1.0%	1.5%	£5
Council Tax Base	20,008.29	20,307.71	20,307.71	20,307.71	20,307.71	20,307.71
<b>Net Expenditure</b>	<b>8,860</b>	<b>8,364</b>	<b>8,364</b>	<b>8,364</b>	<b>8,364</b>	<b>8,364</b>
External Funding	(3,979)	(3,563)	(3,563)	(3,563)	(3,563)	(3,563)
Collection Fund (Surplus)/Deficit	(92)	(118)	(118)	(118)	(118)	(118)
Council Tax	(4,148)	(4,210)	(4,231)	(4,252)	(4,273)	(4,311)
Government Protection	(21)	(21)	(21)	(21)	(21)	(21)
<b>Use of Balances</b>	<b>620</b>	<b>452</b>	<b>452</b>	<b>431</b>	<b>410</b>	<b>351</b>
Balances 1 April 2017		3,656	3,656	3,656	3,656	3,656
Use of Balances		(452)	(452)	(431)	(410)	(351)
Balances 1 April 2018		3,204	3,204	3,225	3,246	3,305
Use of Balances		(540)	(519)	(497)	(476)	(437)
Balances 1 April 2019		2,664	2,685	2,728	2,770	2,868
Use of Balances		(604)	(416)	(560)	(539)	(499)
Balances 1 April 2020		2,060	2,269	2,168	2,231	2,369
Use of Balances		(767)	(745)	(723)	(700)	(660)
Balances 1 April 2021		1,293	1,524	1,445	1,531	1,709

**MANPOWER BUDGET**

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

	<b>2016/17 Estimate (original) FTE</b>	<b>2017/18 Estimate FTE</b>
Monthly Paid	<b>363</b>	<b>355</b>
<b>Total</b>	<hr/> <b>363</b> <hr/>	<hr/> <b>355</b> <hr/>

## APPENDIX O

### REVISED MEDIUM TERM FINANCIAL FORECAST

	2016/17 Revised £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000	2020/21 Estimate £000
<b>Net Service Expenditure</b>	<b>9,572</b>	<b>9,143</b>	<b>9,292</b>	<b>9,693</b>	<b>9,988</b>
Growth	-	-	-	-	-
Investment Income	(120)	(80)	(50)	(70)	(120)
Financing Adjustment	(923)	(827)	(788)	(746)	(529)
e/m res - contribution from HRA	-	(50)	(50)	(50)	(50)
Revenue Contribution to Capital Spending	119	119	119	119	119
Savings – 18/19	-	-	(450)	(450)	(450)
Savings – 19/20	-	-	-	(450)	(450)
Savings – 20/21	-	-	-	-	(450)
<b>Net Expenditure</b>	<b>8,598</b>	<b>8,305</b>	<b>8,073</b>	<b>8,046</b>	<b>8,058</b>
Council Tax	(4,148)	(4,311)	(4,479)	(4,651)	(4,827)
New Homes Bonus	(972)	(959)	(730)	(700)	(620)
Transaction Grant	(21)	(21)	-	-	-
RSG	(899)	(461)	(191)	-	-
NDR	(2,109)	(2,143)	(2,196)	(2,146)	(1,896)
CTS Grant to Parishes	71	59	53	47	47
Collection Fund Surplus	(92)	(118)	(93)	(97)	(102)
<b>Use of Balances</b>	<b>428</b>	<b>351</b>	<b>437</b>	<b>499</b>	<b>660</b>
<b>Balances at the Year End</b>	<b>3,656</b>	<b>3,305</b>	<b>2,868</b>	<b>2,369</b>	<b>1,709</b>

## **Agenda Item No 13**

### **Executive Board**

**7 February 2017**

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

#### **Consultation on HS2 Phase 2b and Class Approvals for Phase 2**

### **1 Summary**

- 1.1 This report brings to Members' the way forward in dealing with two current consultations relating to HS2.

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

- a That the consultation responses in relation to the Phase 2b announcement be delegated to the Assistant Chief Executive and Solicitor to the Council in consultation with the HS2 Spokesperson and Shadow HS2 Spokesperson; and**
- b That no objection is raised In relation to the Draft Class Approvals for para 4 of Schedule 17.**

### **2 Consultation**

- 2.1 A copy of this report has been circulated to Councillor Reilly

### **3 The Consultations**

- 3.1 There are currently two consultations taking place. These are:
1. HS2 Phase 2b route announcement
  2. Class Approvals for Phase 2

### **4 HS2 Phase 2b**

- 4.1 As Members' will recall the Government announced on 30 November 2015, a suggested route for Phase Two of HS2. A further announced was made relating to a section of this route called 2a which would take the route on the western leg up to Crewe. On 15 November 2016 the government announced the preferred route for Phase 2b. The announcement supersedes all of the maps produced in 2013.
- 4.2 Phase 2b forms a 'Y' shape from the West Midlands up towards Manchester and the north-west with proposed stations at Manchester Airport and Manchester Piccadilly (western leg); and up towards Leeds and the North East with proposed stations in Leeds, the East Midlands and Sheffield

Meadowhall (eastern leg). It is the eastern leg which falls within North Warwickshire and continues the Phase 2 route northwards from Marston through Kingsbury Water Park, under junction 10 of the M42 /A5, through parts of Birchmoor and then on to Austrey and out of the Borough towards Measham.

- 4.3 It is anticipated that Phase Two of HS2 will begin operating trains around 2033 as part of the integrated HS2 network and with the rest of the UK rail network. The Government wants part of Phase Two – the route between the West Midlands and Crewe – to open in 2027. This will be subject to its own hybrid Bill, which the Government hopes to deposit in parliament in 2017.
- 4.4 The latest maps can be accessed via <https://www.gov.uk/government/collections/hs2-phase-two-from-the-west-midlands-to-leeds-and-manchester>.
- 4.5 The consultation runs until the 9 March 2017.

#### *Response*

- 4.6 As Members are aware the route is essentially the same as announced in 2013 except for the section close to Austrey. Due to the line now being south-east of Measham instead of north-east this means that the line has come closer to Austrey. It would appear that the benefit of not going through an industrial site at Measham comes at the expense of residents. This is extremely disappointing. It is particularly disappointing that in the many years that the Borough Council has been working with and meeting HS2 that they did not think that this was a major issue that had to be highlighted to the Borough Council prior to the route announcement.
- 4.7 Some information has already been received from one of the Action Groups but further discussions need to take place with the Parish Councils and Action Groups to refine the response. It is therefore proposed to seek delegated authority to the Assistant Chief Executive and Solicitor to the Council in consultation with the HS2 Spokesperson and Shadow HS2 Spokesperson.

## **5 Class Approvals**

- 5.1 Clause 20 of the High Speed Rail (London – West Midlands) Bill grants deemed planning permission for the works authorised by the Bill. The permission requires that certain approvals are obtained from relevant planning authorities under the planning regime established by Schedule 17 of the Bill. A class approval is a route-wide or area-wide approval of construction arrangements. It allows the Secretary of State to approve appropriate measures to apply to the HS2 Phase One works and removes the need for repeated individual approvals from planning authorities. The making of a class approval does not alter the level of protection for communities or the environment. Qualifying authorities will also retain the ability to take planning enforcement action with respect to the arrangements approved by a

class approval. One of these approvals relates to how seven matters ancillary to development are managed during construction.

5.2 Paragraph 5 of the Schedule 17 of the Bill allows for the Secretary of State to make a class approval for six of these matters. However before making a class approval the Secretary of State must consult with planning authorities who have indicated they wish to be a qualifying authority.

5.3 Paragraph 4 of Schedule 17 requires approvals of matters ancillary to development, otherwise known as construction arrangements. This is how certain matters are managed during the works. This draft Class Approval is seeking approval of the following:

- handling of re-useable spoil or topsoil;
- storage sites for construction materials, spoil or topsoil;
- works screening;
- artificial lighting;
- dust suppression; and,
- road mud control measures.

Construction camps, although covered by paragraph 4 of Schedule 17, are not covered by the proposed Class Approval.

5.4 For each of these matters the draft class approval sets out the measures that the nominated undertaker will be obliged to implement in order to comply with the planning approval. The measures in the draft class approval are consolidated from the relevant sections of the Code of Construction Practice (CoCP). The CoCP will be approved as part of the Bill and so will become a statutory requirement.

5.5 Environmental Health officers have been involved in the development of the CoCP and are content that the draft class approval mirrors the CoCP. It is therefore proposed to send a letter of no objection.

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

**Agenda Item No 14**

**Executive Board**

**7 February 2017**

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

**Scheme of Delegation – Land  
Issues**

**1 Summary**

- 1.1 The report seeks the Board's approval for changes to the Constitution in the way set out in the report.

**Recommendation to the Council**

**That the Assistant Director (Streetscape) and the Assistant Director (Housing) be given delegated powers to approve requests to rent Council land in respect of rental values below £1,000 per annum and to approve requests to grant licences to cross/utilise Council land and that the Constitution be amended accordingly.**

**3 Report**

- 3.1 At its meeting on 11 November 2016, the Resources Board considered a number of land issues. As part of its decision, the Resources Board resolved to recommend to this Board that the constitution be amended so that the Assistant Director (Streetscape) and Assistant Director (Housing) be given delegated powers to approve certain, lower value matters.
- 3.2 It is proposed therefore that the Constitution be amended accordingly as set out in the recommendation above.

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

**Agenda Item No 15**

**Executive Board**

**7 February 2017**

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

**Draft Infrastructure Delivery Plan  
(IDP)**

**1 Summary**

- 1.1 This report brings to Board a revised Draft Infrastructure Delivery Plan (IDP) following a meeting of Members.

**Recommendation to the Board**

**That the Draft Infrastructure Delivery Plan go out for consultation and comments be considered by Members before returning to Board.**

**2 Updated Infrastructure Delivery Plan**

- 2.1 Members asked at the last meeting of the Executive Board for a group of members to consider the Draft IDP in more detail prior to being brought back to this meeting for consideration.

- 2.2 Since the meeting of the LDF Sub-Committee in 31 October 2016 further information has been received from the consultants carrying out the Leisure Strategy Review and WCC Education. The latest draft is attached as Appendix A which shows the changes underlined.

...

- 2.3 This updated Draft IDP was discussed at a members working group meeting on Tuesday 17 January 2017.

**3 Working Group**

- 3.1 Members, at the working group meeting appreciated the attendance of Janet Neale, WCC Infrastructure Officer. This meant that she could both explain the draft table of education requests as well as answer any questions about the delivery of infrastructure. At the meeting the focus was on the provision of education from early years to post 16.

- 3.2 Members have requested that the working group reconvenes. It was suggested that where possible future meetings are focussed on subject areas and in particular discuss health, highways and leisure (to include open spaces).

## 4 Draft IDP

4.1 It is important to note that the document is a draft and will remain in draft form until submitted to the Secretary of State alongside the Local Plan. Even after this time it will develop and become more detailed. Only when sites are finally developed will the full details of the infrastructure be absolutely clear. This is because there may be different ways to deliver services and facilities that cannot be foreseen today. Meetings and discussions will continue to refine and improve the information contained within the document. Consultation responses during the current Draft Local Plan consultation will be a key part of that updating prior to submission.

4.2 As expected stakeholders are able to supply more detailed information during the current consultation period because the proposed allocations are known. It makes the requests for infrastructure easier to determine. The table for education provision is attached as Appendix B and is a good example of the type of information we will encourage other stakeholders to provide.

...

### *Health*

4.3 Health colleagues from the CCG (Clinical Commissioning Group), WCC Public Health and NHS England, including the hospitals, have been working together to develop their infrastructure requirements as a result of the proposed development. Information for previous plans has been minimal mainly because health colleagues felt any growth could be accommodated within the services and facilities already available or made specific requests as a result of planning applications. For the current Plan this is not the case and it is now best practice that more detailed information is provided for inclusion in the IDP. Health colleagues have not yet completed this work. A further meeting of the Local Estates Forum took place on 25 January where this was discussed. It is envisaged that by the close of the consultation period information on health requirements will be available. Due to the changing nature of health provision this will be indicative rather than being prescribed.

### *Highways*

4.4 A Draft Strategic Transport Assessment (STA) has been received but requires further work. Details of schemes and when they are required are not sufficiently developed and so cannot be included in the Draft IDP at this stage. Further work is taking place to finalise the information and to ensure that the information is clear about when it is required. From the Draft STA certain major schemes will need to be implemented to achieve the full amount of development within the Draft Local Plan. The most substantial is works to the A5. As a result phasing of development and a phasing policy may need to be included in the Draft Local Plan. Once all of the information is available and following the close of the consultation period detailed consideration can take place in relation to this issue.

## **5 Next Steps**

- 5.1 As Members are aware the current consultation opened on 10 November 2016 will close on 31 March 2017. Following the close of the consultation the responses to the Draft Local Plan, the Draft IDP and the Sustainability Appraisal will all be collated and discussed with Members. A further round of consultation will then take place prior to the Local Plan being submitted to the Secretary of State along with all of the accompanying evidence.
- 5.2 Subject to Member approval the Draft IDP along with the Sustainability Appraisal will form part of the current consultation which runs until 31 March 2017. It is proposed to carry out further work to publicise the additional documents that accompany the Draft Local Plan. This will include:
- A further series of consultation events will take place in Atherstone, Ansley Common, Coleshill, Dordon, Hartshill and Polesworth;
  - Letters and emails (around 2000) out to all those on our mailing list. This includes individuals, agents, Town and Parish Councils and other organisations;
  - A Twitter and Facebook campaign to emphasis the events and to remind people of the closing date and where possible coincide with peak usage;
  - Footers to all Council emails; and,
  - An additional edition of North Talk in the form of a A5 booklet to go out to all dwellings in the Borough subject to quotes and ensuring delivery is possible within the time available.

## **6 Report Implications**

### **6.1 Environment and Sustainability Implications**

- 6.1.1 An updated Sustainability Appraisal is required to be prepared to accompany the Draft Local Plan to ensure that it does not have any adverse effects. This document will form part of the consultation and comments will be referred back to Members.

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

**NORTH WARWICKSHIRE  
BOROUGH COUNCIL**

**AMENDED**  
**DRAFT INFRASTRUCTURE  
DELIVERY PLAN**

**FEB 2017**

## Contents

### ADDITIONAL TEXT ADDED JANUARY 2016

#### *Chapter*

1. Introduction and Context
2. Policy Context
3. Local Context
4. Funding
5. Definitions and Assumptions used in the IDP
6. Methodology adopted for the IDP
7. Monitoring of the IDP
8. Conclusions
9. Appendices
  - Appendix A** - Infrastructure Details By Topic
  - Appendix B** - Summary Infrastructure DELIVERY TABLE
  - Appendix C** – Summary of Identified Infrastructure Borough wide and then by Settlement
  - [Appendix D – Education requirements](#)

## 1. Introduction and Context

- 1.1 Infrastructure planning is an essential element in ensuring that the Local Plan for North Warwickshire is robust and deliverable. It forms part of the evidence base helping to ensure that the plans are 'sound'.
- 1.2 The term infrastructure is broadly **used** ~~used for planning purposes~~ to define all of the requirements that are needed to make places function efficiently and effectively and in a way that creates sustainable communities **and where people want to live**. Infrastructure is commonly split into three main categories, defined as:
- **Physical:** the broad collection of systems and facilities that house and transport people and goods, and provide services e.g. transportation networks, housing, energy supplies, water, drainage and waste provision, ICT networks, public realm and historic legacy.
  - **Green:** the physical environment within and between our towns and villages. A network of multi-functional open spaces, including formal parks, gardens, woodland, green corridors, waterways, street trees and open countryside.
  - **Social & Community:** the range of activities, organisations and facilities supporting the formation, development and maintenance of social relationships in a community. It can include the provision of community facilities (education, healthcare, community centres, sports & leisure facilities), local networks, community groups, small scale funding to assist local projects, skills development and volunteering.
- 1.3 In general, infrastructure requirements can also be divided into strategic and local:
- **Strategic infrastructure** refers to facilities or services serving a wider area that may be the whole Borough or beyond - for example improvements to trunk roads or investment in water, sewerage, gas and electricity networks. It may be needed where broader strategies are required to accommodate the cumulative impacts of growth, for example in a sub-region, rather than simply to accommodate the needs of the development proposals of a particular town or village.
  - **Local infrastructure** is about facilities or services that are essential in meeting day-to-day needs of the population - for example schools, affordable housing, community facilities and local green spaces. These are often essential for a development to occur and/or are needed to mitigate the impact of development at the site or neighbourhood level.
- 1.4 Improvements to infrastructure will be fundamental to achieving our ambitions for shaping the Borough to 2031. They are considered necessary to cater for a growing and changing population. It is recognised that any proposed growth within North Warwickshire must be supported by improvements to physical, social and green infrastructure, and where necessary, be delivered in advance of development. This infrastructure will include facilities needed for development to function and to ensure the integration and creation of sustainable communities.
- 1.5 It should be recognised that the delivery of the full range of infrastructure needs of existing and new communities is dependent on partnership working between a variety of public and private sector agencies. Where new

development creates a need for new or improved infrastructure, contributions from developers will be sought to make the development acceptable in planning terms. Contributions will be assessed in accordance with the provisions of Circular 05/2005 to ensure that they are fairly and reasonably related in scale and kind to the proposed development, and to the contribution to the cumulative impact arising from the relevant scheme.

- 1.6 The new Local Plan (made up of the Core Strategy, Site Allocations and Development Management Plan) will set out, where development will be located up to 2031.
- 1.7 The Local Plan must be capable of being delivered to agreed timescales, in a way which addresses the vision, so that it properly meets the needs and aspirations of the local community as well as providing for more strategic needs. In order to do this, developments must be supported by the appropriate infrastructure, which can range from improvements to road networks to the provision of a new school or community centre. A sound infrastructure plan can therefore only be effectively developed through extensive consultation alongside the consultation on the emerging Local Plan for North Warwickshire.
- 1.8 The engagement process for infrastructure needs within North Warwickshire commenced in 2010 with a wide range of stakeholders being consulted on topics that covered environmental, social, community and physical issues.
- 1.9 Government funding has been reviewed through the Government Spending Review. It is clear that this will impact on the ability of public sector organisations to support capital projects, including the delivery of infrastructure. This requires us to look at innovative approaches to delivery and make an assessment on which infrastructure projects should be afforded particular priority.
- 1.10 The Infrastructure Delivery Plan will need to be regularly reviewed and monitored for its effectiveness.

## **2 Policy context**

- 2.1 The production of an Infrastructure Delivery Plan (IDP) is an essential part of the evidence base in developing and delivering a sound Local Plan.
- 2.2 The National Planning Policy Framework (NPPF) states that local planning authorities should work with other authorities and providers to: Assess the quality and capacity of infrastructure for transport, water supply , waste water and its treatment, energy (including heat), telecommunications, utilities, waste, health, social care, education, flood risk and coastal change management, and its ability to meet forecast demands; and take account of the need for strategic infrastructure including nationally significant infrastructure within their areas.
- 2.3 The NPPF also places considerable emphasis upon viability and ensuring that the cumulative impact of proposals and policies 'should not put implementation of the plan at serious risk, and should facilitate development through the economic cycle'. Viability assessment is a key element of evidence relating to the delivery of the Local Plan, including the delivery of infrastructure
- 2.3 The consistent themes throughout the various guidance documents is the importance of the upfront identification of infrastructure necessary to support the development proposed in the Local Plan, testing the risks associated with that infrastructure and setting out contingencies to ensure that there is sufficient flexibility when required to overcome any future delivery problems that may be experienced.
- 2.4 NWBC considers that its IDP fully reflects the requirements set down for infrastructure planning, and responds to the guidance available.

**3. Local context**

- 3.1 The context in which spatial planning and infrastructure delivery takes place in North Warwickshire is important to consider. The socio-economic profile, the economy, geographical location and urban structure are all important factors which influence the approach taken to infrastructure planning.
- 3.2 Existing infrastructure provision within North Warwickshire is to a great extent related to the settlement pattern and population centres that already exist. Infrastructure and services are concentrated more within the Market Towns, with lower levels of accessibility within the remaining settlements. This infrastructure pattern is not likely to change significantly over the lifetime of the emerging Local Plan for North Warwickshire.

## 4 **Funding**

4.1 Infrastructure requirements will be funded by a variety of different mechanisms which will vary over the plan period. The following set out infrastructure needs and indicate potential sources of funding for each where this is possible, based upon appropriate available evidence, together with timescales for the phasing of delivery.

4.2 The key sources of funding over which the planning system can have a direct influence are as follows.

**Community Infrastructure Levy** - The Community Infrastructure Levy (CIL) provides a fair and consistent mechanism for pooling contributions from all eligible developments. It provides certainty so that developers can calculate, prior to land deals taking place, the level of contribution necessary.

**Section 106 Agreements** - Section 106 contributions can only be obtained when they meet three statutory tests. They must be:

- necessary to make the development acceptable in planning terms;
- directly related to the development; and
- fairly and reasonably related in scale and kind to the development

4.3 In addition, from April 2015 the pooling of contributions for S106 funding is not allowed i.e. no piece of infrastructure is able to be funded by more than five separate S106 obligations. This will have an impact upon the ability to deliver strategic infrastructure such as roads, open spaces, or educational facilities for example. Affordable housing will continue to be delivered through Section 106 obligations and are not subject to the pooling restrictions

## **5. Definitions and assumptions used in the IDP**

- 5.1. Infrastructure has a very broad definition and infrastructure in which the Council is involved in delivering can cover anything from large scale transport schemes to streetscape improvements. It is important to be clear about what infrastructure is needed to support the emerging Local Plan and what is not, in order to be able to prioritise and manage funding and resources
- 5.2 This IDP therefore considers infrastructure requirements within the following service headings:

### **Transport**

- Road Network
- Rail Network
- Public Transport
- Cycling and Walking Infrastructure

### **Green Infrastructure**

- Canal towpath improvements
- Improved pedestrian and cycle routes
- Parks, Open Spaces and Play Areas

### **Housing**

- Affordable Housing
- Gypsy and Traveller Sites

### **Education**

- Provision of new schools/classrooms

### **Health**

- Provision of primary, secondary and community care

### **Social Infrastructure**

- Community, Arts, Culture and Leisure
- Sports Centres and Pitches
- Village Halls, Community Facilities/Services

### **Public Services**

- Libraries
- Cemeteries and Places of Worship
- Emergency Services
- Waste Management

### **Utility Services**

- Water and Waste Water
- Energy Supply (gas, electricity and renewable energy)
- Flood Defences

### **Digital Technology**

- Broadband
- Digital Infrastructure

- 5.3 These service areas have been used as the basis for the detailed schedules in this IDP.
- 5.4 NWBC recognises that whereas some infrastructure types such as essential utility infrastructure, schools etc are critical to ensuring that sufficient services are available to meet the needs of existing and future residents, there are other infrastructure categories that are more directly related to quality of life and biodiversity enhancement objectives. NWBC recognises that whilst it may wish to secure the delivery of all infrastructure items, prioritisation may be required particularly at the development control stage on applications for development in the emerging Local Plan to reflect development viability, availability of public sector funding sources and service priorities at that time.
- 5.5 In light of this, the IDP has adopted a categorisation for each infrastructure item, to reflect its importance to the delivery of the Local Plan in terms of the level of risk it poses to the Local Plan. The categories used are:

<b>CRITICAL</b>	The identified infrastructure is <b>critical</b> , without which development cannot commence.
<b>NECESSARY</b>	The identified infrastructure is <b>necessary</b> to support new development, but the precise timing and phasing is less critical and development can commence ahead of its provision.
<b>PREFERRED</b>	The delivery of the identified infrastructure is <b>preferred</b> in order to build sustainable communities. Timing and phasing is not critical over the plan period.

## **6. Methodology adopted for the IDP**

- 6.1 The methodology adopted for the IDP comprised the following stages.
- 6.2 NWBC identified relevant service providers for each infrastructure type. In most cases, this was building upon earlier discussions regarding infrastructure which had taken place during the earlier stages of the Core Strategy and Site Allocations process with infrastructure providers. This has subsequently been updated again alongside the Local Plan.
- 6.3 Draft schedules were compiled for each infrastructure service area, to identify:
  - responsible delivery bodies
  - existing plans and strategies
  - existing infrastructure provision
  - planned infrastructure provision
  - Costs (where possible) and funding mechanisms
- 6.4 The draft schedules were sent to the relevant infrastructure service providers to review and comment on.
- 6.5 Service providers were requested to consider opportunities to deliver new infrastructure or opportunities for expanding existing provision, including costs where known.
- 6.6 The information from service providers was all compiled into the draft final Infrastructure Topic Schedules and Infrastructure Delivery Schedules.
- 6.7 These draft schedules were sent out to the service providers in a consultation process for their comments. Amendments were made to the schedules, as appropriate, following which the IDP was finalised (the final schedules are enclosed in the Appendices).
- 6.8 The final element of the IDP is the identification of mechanisms to ensure that it remains as a living document and is subject to regular monitoring and periodic review. The monitoring proposals are set out in Chapter 7 .

**7. Monitoring of the IDP**

- 7.1 NWBC already has a duty to undertake regular monitoring through annual monitoring.
- 7.2 It is considered that the most appropriate mechanism for ensuring that the IDP is regularly monitored will be to incorporate this into the annual monitoring process. The annual monitoring would then include a separate section specifically on the IDP, reviewing the progress made against the IDP Delivery Schedules and identifying whether this gives rise to concerns such that a more formal periodic review of the IDP is necessary.
- 7.3 It will be important to ensure that there is liaison with the service providers as part of the monitoring process each year.
- 7.4 The annual monitoring is reported to relevant Board of the Council. This process ensures there is corporate and political recognition of the progress that has been made on infrastructure planning in the preceding year, and commitment to any corrective or additional actions necessary to ensure the continued delivery of the Local Plan.
- 7.5 The annual monitoring is published on NWBC's website, ensuring that the information on progress on infrastructure delivery is publicly available.

## **8. Conclusions**

- 8.1 This is a revised IDP taking forward the information that has been updated following consultation with stakeholders. It considers that the methodology that it has adopted reflects Government and other guidance and is proportionate to the scale and infrastructure development identified as necessary to support the development strategy set out within the Local Plan.
- 8.2 The detailed Infrastructure Topic Schedules set out in Appendix A identify the existing plans and strategies already in place to facilitate and secure the delivery of necessary infrastructure in North Warwickshire. They also identify the requirements arising from the Local Plan development proposals.
- 8.3 The detailed Infrastructure Delivery Schedules in Appendix B and C identify the individual items of infrastructure that will underpin the implementation of the Local Plan. The schedules identify responsibilities and funding for the items of infrastructure.
- 8.4 It will be essential that the IDP is regularly monitored, in close consultation with service providers, to ensure that any implications for the IDP arising from changes in funding or service delivery methods are identified at an early stage and, where appropriate, action taken.
- 8.5 This revised IDP now accompanies the Local Plan and will be submitted as part of the Evidence Base.

9. **Appendices**

<b>Appendix A</b>	Infrastructure Details By Topic
<b>Appendix B</b>	Summary Infrastructure DELIVERY TABLE
<b>Appendix C</b>	Summary of Identified Infrastructure Borough wide and then by Settlement
<b><u>Appendix D</u></b>	<b><u>Education Requirements (based on current data)</u></b>

APPENDIX A	INFRASTRUCTURE DETAILS BY TOPIC
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**TRANSPORT**

ROAD NETWORK	
RESPONSIBLE DELIVERY BODIES	Highways England WCC
EXISTING PROVISION	North Warwickshire lies at the crossroads of the country, with the M6, M42 and A5 forming part of the Strategic Road Network which is managed by the Highways England. The numerous A, B and C roads across the Borough are the responsibility of Warwickshire County Council. The A5 is an important Strategic route through the Borough
PLANNED PROVISION	Improvements have been made at the A5/A444 Royal Redgate junction as part of the proposed redevelopment/expansion of the MIRA site.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	Improvements to the highway network, especially the A5 will be crucial in facilitating the development included in the Local Plan. These will take place alongside the promotion of sustainable means of travel, with the intention of reducing congestion and emissions. Work has been undertaken by WCC and Highways England to identify what highway improvements will be required to support the delivery of the Local Plan. Improvements to the A5 will be subject to them being identified in the Road Infrastructure Strategy (RIS), with the next on being RIS 2020-2025. This is assessed at a national scale and will need to demonstrate how it meets Highways England's 5 key business objectives
ROLE OF THE LOCAL PLAN	<p>Local Plan Policy <b>LP2</b> focuses development within the Market Towns where the extent and capacity of supporting infrastructure, services and facilities is greatest to facilitate walking, cycling and the use of public transport in order to reduce car dependence and increasing congestion on the road network.</p> <p>NWBC will seek contributions towards off-site improvements such as new and improved highway infrastructure including a through road in Dordon as development takes place, and in Hartshill if the preferred site at Church Road/Nuneaton Road is approved and a traffic calming, lighting and associated landscaping to mitigate the potential transport impact of a development.</p> <p>NWBC is part of the A5 Steering Group, which comprises of MP's, local councillors, Local Authority representatives and Highways England which is a forum</p>

	promoting future investment on the route
COSTS	TBC
FUNDING	Developer contributions, LTP funding, HE funding (not committed) , Single Local Growth Fund, RIS

<b>RAIL NETWORK</b>	
<b>RESPONSIBLE DELIVERY BODIES</b>	DfT Rail, Network Rail, Train Operators (passenger and freight), WCC
<b>EXISTING PROVISION</b>	<p>Atherstone and Polesworth are located on the Trent Valley section of the West Coast Main Line. Atherstone is served by hourly semi-fast trains on the Crewe - London Euston corridor provided by London Midland. Polesworth is only served by one train per day towards Tamworth.</p> <p>A regular rail service was restored to Atherstone in December 2008 following completion of the West Coast Main Line upgrade. Car parking at the station was increased by Network Rail and now totals 18 spaces. Network Rail also provided a drop off point on the western side of the station. The station no longer has a footbridge which has been removed by Network Rail for safety reasons.</p> <p>Water Orton and Coleshill Parkway are located on the Birmingham - Derby and Birmingham - Leicester line, and are served by Arriva Cross Country services between Birmingham, the East Midlands and Stansted Airport.</p> <p>The junction at Kingsbury serves the adjacent oil terminal, as well as the Birmingham Intermodal Freight Terminal (BIFT) at Birch Coppice.</p>
<b>PLANNED PROVISION</b>	<p><b>Committed</b></p> <p>The DfT's July 2007 White Paper 'Delivering a sustainable railway' proposed the development of a Strategic Freight Network (SFN) in England and Wales as part of its high level strategy to address the growing demands on the network for moving passengers and freight. The SFN will provide an enhanced core trunk network capable of accommodating more and longer freight trains, with a selective ability to handle wagons with higher axle loads and greater loading gauge. To support the development of the SFN a scheme is being progressed in Control Period 4 to enhance the gauge clearance between Doncaster and Water Orton to W12. This will enable 9'6" wagons to be transported on the route. The scheme is planned to be delivered in 2014.</p> <p><b>Recommended but currently undergoing further development and still unfunded</b></p> <p>The West Midlands and Chilterns RUS made recommendations to meet forecast passenger and freight demand on the line between Derby and Birmingham New Street and between Nuneaton and Birmingham New Street up to 2020.</p>

	<p>The RUS recommends an additional local service per hour between Tamworth and Birmingham New Street and an additional hourly local service between Nuneaton and Birmingham New Street. There is also a requirement to facilitate forecast freight growth on these lines. The RUS recommends infrastructure interventions on the line between Water Orton and Wichnor Junction to enable the recommended passenger and freight services to operate.</p> <p>In order to accommodate the additional passenger and freight services infrastructure improvements are being considered. The recommended improvements will be considered as part of the planning work currently being undertaken for CP5. The infrastructure works are being assessed as a package of interventions known as 'Water Orton Capacity Enhancements', and those under consideration include a turnback facility at Tamworth and improved access to both Kingsbury oil terminal and Birch Coppice from the north. The results of this analysis work will determine what infrastructure interventions are required and their priority status for funding bids for CP5.</p> <p>Detailed work has now been completed on behalf of Centro, Birmingham City Council, Warwickshire and Staffordshire County Councils into the feasibility and business case for a <b>longer term</b> enhancement of local passenger services between Birmingham, Water Orton and Tamworth (known as TASLs – Tamworth and Sutton Lines). The best performing TASLs scheme would provide a half-hourly service from Birmingham Moor Street calling at the existing stations at Water Orton, Coleshill Parkway, Wilnecote and Tamworth and new stations at Fort Parkway, Castle Bromwich and Kingsbury. This scheme includes the provision of:</p> <ul style="list-style-type: none"> <li>- The Camp Hill Chords in central Birmingham to allow access to Birmingham Moor Street from the Tamworth line; and</li> <li>- An upgrade to the Whitacre Loop (the rail line between Whitacre Junction and Kingsbury Junction) to allow Tamworth services to call at Coleshill Parkway.</li> </ul> <p>This scheme is currently unfunded. Gaining funding support for this major project in these difficult financial times is clearly going to be challenging.</p> <p>The County Council is continuing to pursue the delivery of a new station at Kingsbury.</p>
<p>INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN</p>	<p>Suggested rail improvements:</p> <p>Provision of a new rail station at Kingsbury;</p> <p>Provision of a new footbridge at Atherstone rail station;</p>

	<p>Provision of additional parking at Atherstone station;</p> <p>Provision of a new footbridge and car park at Polesworth station;</p> <p>Expansion of Coleshill Parkway car park;</p> <p>Refurbish and improve DDA access at Water Orton rail station; and</p> <p>Contribution towards the TASLs scheme – North Warwickshire elements include Kingsbury station (if this has not been delivered before implementation of TASLs), Water Orton station improvements and infrastructure improvements to the Whitacre Loop.</p> <p>Improved freight access to Kingsbury oil terminal and Birch Coppice.</p>
ROLE OF THE LOCAL PLAN	
COST	TBC (Arley Station £8m, Kingsbury Station £8m)
FUNDING	NETWORK RAIL, DEVELOPERS

<b>PUBLIC TRANSPORT</b>	
<b>RESPONSIBLE DELIVERY BODIES</b>	WCC, Bus and train operators, Community/Voluntary Transport Providers, DfT Rail, Network Rail
<b>EXISTING PROVISION</b>	<p>The public transport network within the Borough consists of a combination of rail, bus and community transport services. Rail services within the Borough are described in the relevant section of the IDP above. Bus services within the Borough consist of a mixture of inter-urban services (e.g. Nuneaton - Tamworth), intra-urban town services and services which link the smaller villages with the main towns. Whilst a number of routes are provided on a commercial basis by Stagecoach and Arriva, many are operated on contract to the County Council. Community Transport services are principally provided by the voluntary sector with some financial support from the County Council. These supplement the Flexibus network which operates on certain days of the week in lieu of conventional bus services.</p>
<b>PLANNED PROVISION</b>	<p>The LTP process provides the opportunity to reduce transport related carbon emissions by encouraging residents to use their private cars less and increase their use of sustainable transport modes such as walking, cycling, public transport and more sustainable car based travel (e.g. car clubs and car sharing). The provision of hard and soft transport measures, for example, school and workplace travel plans, provision of new cycle lanes, improved signing for pedestrians and improved public transport facilities can all contribute to a reduction in overall car use</p> <p><b>Bus</b> - The County Council will continue to support the existing minimum level of bus service provision within North Warwickshire, in order to sustain and increase level of access to key facilities and thus reduce social exclusion. Along with improvements to bus services which will come forward as part of new development, the main proposal in this area of the County is for a further inter-urban Quality Bus Corridor between Nuneaton, Atherstone and Tamworth. It is envisaged that this scheme will be implemented in partnership with Staffordshire County Council.</p> <p><b>Community Transport</b> - The following specific interventions are proposed within North Warwickshire</p> <ul style="list-style-type: none"> <li>• Enhance facilities for community transport passengers at Atherstone Railway Station and Atherstone Bus Station, consistent with the aims set out in the Public Transport Interchange Strategy; and</li> <li>• Incorporate community transport service</li> </ul>

	<p>information where relevant, at existing and new Bus Information Points (see below).</p> <p><b>Taxis and Private Hire Vehicles</b> - Enhanced facilities for taxis and private hire vehicles will be provided at key interchanges consistent with the aims set out in the Public Transport Interchange Strategy. The County Council will develop Taxibus services to meet specific demand in the County where conventional public transport is neither operationally or economically appropriate.</p> <p><b>Public transport information</b> - Bus Information Points have been delivered to date at a number of locations within the area. Further new Bus Information Points are proposed at Chapel End and Water Orton Railway Station.</p>
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	Bus service improvements and better infrastructure and facilities at stops will help to deliver a sustainable Local Plan. These will be implemented in conjunction with WCC, transport operators and developers.
ROLE OF THE LOCAL PLAN	The Local Plan will provide a framework to enable the Council to seek to improve public transport networks and thus provide a greater and more reliable travel choice.
COST	TBC
FUNDING	LTP, Developer Contributions

<b>CYCLING AND WALKING INFRASTRUCTURE</b>	
RESPONSIBLE DELIVERY BODIES	WCC, NWBC, Sustrans
EXISTING PROVISION	Current facilities for pedestrians in the main towns of the Borough consist of footways, controlled and uncontrolled crossings, dropped kerbs, raised table crossings and some limited areas of pedestrian priority (e.g. Market Square, Atherstone). Cycle facilities within the Borough are limited to some bespoke cycleway provision (including Safer Routes to School schemes), signage and cycle parking at key facilities (e.g. libraries). Kingsbury Water Park is served by a network of routes which are suitable for both pedestrians and cyclists. Parts of the Sustrans National Cycle Network also pass through the Borough. There is also the North Arden Heritage Trail
PLANNED PROVISION	Improvements for cyclists and pedestrians in North Warwickshire's principal towns will be sought as and when opportunities arise from new development. To maximise the use of the cycling facilities installed at Coleshill Parkway (which include a cycle lane over the bridge), the County Council will keep under review the need for further improvements to the local cycle network to provide employees at Hams Hall with better links to/from the interchange. <a href="#"><u>Recreational cycling is increasing in popularity and is an affordable and accessible activity. Strategic commuting and recreational cycling routes are important for health and wellbeing as well as sustainable transport, and new routes into and around the larger settlements will be identified through the Development Plan including development briefs and applications for larger housing sites.</u></a> Opportunities to secure funding towards these improvements from further development in the area will be pursued where possible. Improved access for pedestrians and cyclists to Birch Coppice and MIRA will also be sought through the planning process. In addition to the pedestrian and cycle improvements identified, the County Council will invest in Safer Routes to School schemes within North Warwickshire on a priority basis as resources permit.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	Infrastructure to support walking and cycling will need to be implemented across the Borough to ensure that new development is delivered in a sustainable way. LP29 of the Draft Local Plan highlights the need to develop a Walking and Cycling Strategy.
ROLE OF THE LOCAL PLAN	The Local Plan focuses the majority of development to the market towns where the extent and capacity of supporting infrastructure, services and facilities is greatest to facilitate cycling and walking <a href="#"><u>and that new facilities should be provided to meet the identified needs arising from growth. Larger developments will, where appropriate,</u></a>

	<a href="#"><u>need to provide on-site and/or make a contribution to, local and strategic recreational and commuting cycling routes.</u></a>
COST	TBC
FUNDING	LTP, Developer contributions, <a href="#"><u>developers on-site provision, external grants</u></a>

## GREEN INFRASTRUCTURE

<b>GREEN INFRASTRUCTURE</b>	
RESPONSIBLE DELIVERY BODIES	<p>NWBC WCC Town and Parish Councils Voluntary and Community Sector Warwickshire Wildlife Trust. (WWT is also the lead partner on the Tame Valley Wetlands Partnership, of which there are 18 partner organisations, including NWBC). RSPB. Natural England (NE) The Canal &amp; River Trust (formerly British Waterways) Forestry Commission, Environment Agency, Landowners/developers</p>
EXISTING PROVISION	<p><u><a href="#">The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Wellbeing and Leisure Strategy) will identify the up to date existing provision.</a></u> The 2008 PPG17 Study identifies existing parks, open spaces; play area and allotment provision in 11 sub-areas of the Borough and identifies areas of need. The Green Space Strategy, Play Strategy (currently being updated) and Allotments Policy set out frameworks to address those needs, focusing primarily on improving quality and accessibility A Sub Regional GI has been undertaken and identifies assets within North Warwickshire. The HBA identifies any GI Assets such as linear corridors and local sites</p>
PLANNED PROVISION	<p><u><a href="#">The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Wellbeing and Leisure Strategy) will identify the up to date planned provision and costed and phased future needs.</a></u> The 2008 Green Space Strategy prioritises improvements to 19 specific parks and open spaces and proposes the establishment of 6 Local Nature Reserves. The 2008 Green Space and Play Strategies also prioritise 14 play areas for replacement/refurbishment and identify a need for 5 new play facilities. Play area provision is advanced through the Play Area Development Programme, which also provides for the replacement of facilities on a 15 year cycle. The Borough Council will be preparing a Tree Management Policy in respect of its own tree stock. The Tame Valley Wetlands Landscape Partnership Scheme (TVWLPS, focusses on a 104km<sup>2</sup> area of landscape (NCA 69 &amp; 97) following the River Tame, its floodplain and the Birmingham &amp; Fazeley Canal in North Warwickshire and south-east Staffordshire (between Birmingham and Tamworth). Between 2014 and 2018, the TVWLPS will deliver projects that aim to conserve, enhance and restore built and natural heritage, reconnect local people with the landscape,</p>

	<p>improve access and learning, and provide training opportunities (see the TVWLPS LCAP for more information and outputs).</p> <p>There will be enhancement of the Arden Landscape Area which will focus especially on the wooded landscape</p>
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	<p><u><a href="#">The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Wellbeing and Leisure Strategy) will identify the up to date planned provision and costed phased future needs. These needs will inform the Development Plan Policy development and the master planning and all planning applications for new development (especially new larger housing sites) are required to take these into account and these will also inform developers on-site provision and /or off site contributions.</a></u> Delivery of the Green Space Strategy  Delivery of the Play Strategy and the Play Area Development Programme  Delivery of the Allotments Development Programme  A range of projects need to be identified, based on the identified GI baseline data – <u><a href="#">these will need to be identified in the NWBC development briefs for housing and other development and also costed and phased for delivery through the various funding mechanisms and where relevant through on site provision.</a></u></p>
ROLE OF THE LOCAL PLAN	<p>The Local Plan recognises the importance of creating a strong network of well-connected and multi-functional green infrastructure to provide an attractive environment, providing benefits for health and opportunities for formal and informal recreation <u><a href="#">and that new facilities should be provided to meet the identified needs arising from growth.</a></u> The Local Plan also seeks to improve the biodiversity value of existing/new Green Infrastructure.</p>
COST	<p>Delivery of the Play Area Development Programme - £950K  Delivery of the Allotments Development Programme - £20K  Delivery of the TVWLPS - £2.5 million (including in-kind and volunteer support, other funding <i>TBC</i> and £1.7 million from the Heritage Lottery Fund).</p>
FUNDING	<p>NWBC, Developer Contributions, <u><a href="#">developer's on-site provision</a></u>, Environment Agency External Grants (including the Heritage Lottery Fund for the TVWLPS).</p>

## **HOUSING**

<b>AFFORDABLE HOUSING</b>	
RESPONSIBLE DELIVERY BODIES	NWBC, Developers, RSL's
EXISTING PROVISION	NWBC has responsibility for enabling the provision of new affordable housing, which includes properties to rent from Housing Associations, low cost or shared ownership options.
PLANNED PROVISION	<p>Housing seeks to achieve a wide choice of high quality homes including both affordable and market housing to meet the needs of the community and stipulates that Local Development Documents should set an overall target for affordable housing. Funding for affordable housing is available from a variety of sources.</p> <p>The Council have now built 20 x 2 bed bungalows in Atherstone and are currently building Phase 2 of Lister Road, which will see 3 new shops and 4 maisonettes consisting of 3 x 2 bed and 1 x 1 bed along with 11 houses consisting of 4 x 2 bed houses and 7 x 3 bed houses.</p> <p>The Council has also been purchasing additional properties on S106 sites for Spon Lane, Grendon and St Helena Road, Polesworth. At Spon Lane, the Council will be purchasing 9 x 2 bed houses, 4 x 3 bed houses and 3 x 4 bed houses and at St Helena Road, we will be purchasing 20 x 2 bed houses, 2 x 4 bed houses, 8 x 1 bed maisonettes and 4 x 3 bed houses.</p> <p>The Council are constantly reviewing land and working with partners to increase council stock and affordable housing throughout the borough.</p>
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	<p>Affordable housing is to be provided as part of well-designed mixed tenure schemes helping to create sustainable mixed inclusive communities.</p> <p>In the countryside the Council will continue to operate the Government's rural exception site policy to meet the specific housing needs of small settlements.</p>
ROLE OF THE LOCAL PLAN	<p>Affordable housing is fundamental to the creation of balanced communities</p> <p>Policy LP9 of the Draft Local Plan provides the policy framework to enable the Council to seek an affordable housing contribution from residential development proposals that fall within the size site thresholds specified in that Policy.</p>
COST	Various
FUNDING	Developer Contributions

<b>GYPSY AND TRAVELLER NEEDS</b>	
RESPONSIBLE DELIVERY BODIES	NWBC, WCC
EXISTING PROVISION	<p>NWBC in conjunction with WCC share a range of responsibilities concerning Gypsies &amp; Travellers, broadly including accommodation, health and welfare, which are delivered through a breadth of the services provided to the community.</p> <p>North Warwickshire has one socially rented gypsy site and three private sites. The site at Alvecote is managed by the County Council, providing 17 permanent pitches for settled accommodation. Of the three remaining sites, one provides 3 pitches, one provides 7 pitches and one has recently been granted planning permission for 4 pitches.</p> <p>A temporary stopping provision due to be managed by the County Council for 12 caravans has recently been granted planning permission.</p>
PLANNED PROVISION	The GTAA identified the need for an additional 9 residential pitches and for 5 transit pitches for Gypsies and Travellers within North Warwickshire during the plan period. Planning permission has recently been granted for 6 of these residential pitches and for all of these transit pitches required
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	The Council will undertake work to identify suitable sites to meet GTAA requirements working in partnership with the travelling community and other relevant bodies. Specific sites will then be allocated within that Plan.
ROLE OF THE LOCAL PLAN	The role of the LDF is to identify preferred locations for new gypsy and traveller residential pitches.
COST	TBC
FUNDING	WCC, NWBC

## **EDUCATION**

	<b>EDUCATION</b>
RESPONSIBLE DELIVERY BODIES	WCC, NWBC School Academies Private and Voluntary Sector providers
EXISTING PROVISION	<p>North Warwickshire is currently served by 5 secondary schools and 24 schools serving primary age pupils. In addition, there is a maintained Nursery School in Atherstone and a Special Educational needs School in Coleshill.</p> <p>Seven of the 24 primary schools have nursery classes.</p> <p>In addition, there are 32 early years' providers across North Warwickshire who work in the private, voluntary or independent sector, and 80 childminders.</p> <p>The Governance of the schools is varied with Local Authority Schools, Church Aided Schools and a growing number of Academy Schools all serving the communities of the Borough.</p> <p>A number of the schools currently admit pupils from outside the County, as do many of the early years' providers.</p>
PLANNED PROVISION	<p>Current pupil forecasts suggest that the birth rate across the majority of North Warwickshire hasn't seen an upward trend as in other parts of the county. However, planned residential development will impact on existing school provision and it is likely that expansion of places will be required longer term.</p> <p>Queen Elizabeth School in Atherstone has been rebuilt as part of the Government's Priority Schools Building Programme. The school has been developed on one site to better meet the needs of the local community.</p> <p>There are a number of schools within the Borough which attract a significant number of pupils from outside the area. We believe this will mean that for a number of schools at least, future small scale housing development is unlikely to require of additional school places. Schools affected would simply not be able to accept as many pupils from outside their own priority areas.</p> <p>With The Borough bordering a number of other Local Planning Authorities, discussions with neighbours is crucial to ensure planned housing development in other areas doesn't have an unexpected impact on the provision of places within North Warwickshire.</p>
INFRASTRUCTURE	The Local Plan is likely to require the provision of an

REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	additional <b>147</b> pre-school, <b>1032</b> primary school places together with <b>737</b> secondary and <b>144</b> post 16 places. In addition there are likely to be <b>XX(To be updated)</b> pupils who present with Additional educational Needs who will either require a place at a Special School or will require an adapted place at a mainstream setting
ROLE OF THE LOCAL PLAN	The Local Plan seeks to improve the skills and education of all the Borough's communities by providing adequate training and educational facilities and services, protecting and enhancing, existing education and childcare facilities including nurseries/crèches, schools, adult and higher education premises, and encouraging nursery providers and businesses to establish additional childcare facilities.
COST	The anticipated cost of the additional pupil places <b>at Primary and Secondary</b> required as a result of new housing development is likely to be in the order of <b>£21.2</b> million at current price levels. <b>Cost for early Years and Post 16 is still to be determined (See Appendix D for further information)</b>
FUNDING	WCC Capital Funding, Developer contributions, CIL

## HEALTH

HEALTH	
RESPONSIBLE DELIVERY BODIES	<ul style="list-style-type: none"> <li>Warwickshire North Clinical Commissioning Group (WNCCG)</li> <li>George Eliot Hospital (GEH) Trust</li> <li>NHS England</li> <li>Coventry and Warwickshire Partnership Trust (CWPT)</li> <li>South Warwickshire Foundation Trust (SWFT)</li> <li>University Hospital Coventry and Warwickshire (UHCW)</li> <li>Warwickshire County Council (WCC)</li> <li>North Warwickshire Borough Council (NWBC)</li> </ul>
EXISTING PROVISION	<p>At present North Warwickshire Borough hosts the following:</p> <p><b><u>GP Practices</u></b> There are 7 GP practices within the Borough, 4 of which have branch surgeries making a total of 11 GP premises</p> <p><b><u>Opticians</u></b> There does not appear to be a shortfall in optometry services in the area. Below is a list of current optometry services in the district: <i>J&amp;B S Breakwell, T/A Whitehouse &amp; Son Opticians, 35 Long Street, Atherstone, Warwickshire</i> <i>Maginnis Opticians 163 Long Street, Atherstone, Warwickshire</i> <i>A B Optics Ltd, 25 Bridge Street, Polesworth, Warwickshire</i> <i>Scrivens Opticians, 91 High Street, Coleshill</i></p> <p><b><u>Dental provision</u></b> Below is a list of current dental provision:- <i>Dental Surgery, 165 Long Street, Atherstone, Warwickshire, CV9 1AD</i> <i>Dental Surgery, 60 Long Street, Atherstone, Warwickshire, CV9 1AU</i> <i>Coleshill Dental Centre, Dental Surgery, 118-120 High Street, Coleshill, Birmingham, B46 3BJ</i> <i>Kingsbury Dental Surgery, 5 Jubilee Court, Kingsbury, Staffordshire, B78 2LL</i> <i>Polesworth Dental Centre, 11 Bridge Street, Polesworth, Staffordshire, B78 1DR</i> <i>Dental Surgery, 76 New Road, Water Orton, Birmingham, B46 1QU</i> <i>Dental Surgery, 5 Station Buildings, Birmingham Road, Water Orton, B46 1SR</i></p> <p><b><u>Pharmacies</u></b> A Pharmaceutical Needs Assessment produced by the Warwickshire Health and Wellbeing Board is produced every two years. The latest update was published in March 2015 and for North Warwickshire did not highlight any significant serious barriers to access in this locality. In summary the assessment concluded that:</p> <ul style="list-style-type: none"> <li>Pharmaceutical services are relatively easy to access from 08.30 until 18.00 from Monday to Friday. A service can be accessed somewhere in the locality from 06.00 until at least</li> </ul>

22.00.

- A service is accessible all day on a Saturday and from 07.00 until 20.00 on a Sunday.
- There are currently 29 contractors per 100,000 population, including dispensing GPs which is considered adequate in relation to the local geography and size of locality.
- The pharmaceutical service provided by community pharmacies in the locality is supplemented by five dispensing GP practices serving the more rural areas
- Cross border availability of pharmaceutical services is significant in this locality

### **Hospitals**

There are no hospitals within the borough. George Eliot Hospital is in the neighbouring borough of Nuneaton and Bedworth and serves the population of North Warwickshire.

### **George Eliot Hospital**

George Eliot Hospital NHS Trust (GEH) is an integrated acute, community and primary care service provider. The GEH is a small busy district general hospital on a 32 acre site based on the outskirts of Nuneaton. The hospital has 300 acute beds and provides a range of clinical services. As well as being a A&E department, the GEH offers a range of primary care services including:

- Blood Tests
- Cardiology
- Colorectal
- Diabetes
- GP Services
- Orthopaedics
- Paediatrics
- Physiotherapy

It also hosts a range of community services:

- Community Dental Service
- GUM (Genital Urinary Medicine)
- Nuneaton and Bedworth Health and Wellbeing Service
- Sexual Assault Referral Centre (SARC)
- Stop smoking service

### **University Hospital Coventry & Warwickshire**

UHCW is one of the largest acute teaching hospitals in the UK. It provides both local and acute services to around 500,000 people from Coventry and Rugby. The hospital also provides further tertiary and secondary specialty hospital services to over 1 million people from Coventry, Warwickshire, West Midlands, Leicestershire, Worcestershire and Northamptonshire.

There is a strong relationship between GEH and UHCW and patients may be referred between the two hospitals for certain clinical pathways patients such as:

- Maternity, children and young people
- Cardiovascular, including cardiac, stroke, renal and diabetes
- Mental Health, dementia and neurological conditions
- Cancer Care
- End of Life care

**Sir Robert Peel Community Hospital**

The Sir Robert Peel Community Hospital offers a range of healthcare services including:

- 24/7 minor injuries unit
- x-rays
- ultrasound scans
- Endoscopy unit
- Day surgery for non-complex procedures

The hospital also provides rehabilitation, care of older people, general medical care and palliative care.

**Coventry and Warwickshire Partnership Trust (CWPT)**

CWPT offer a range of age-independent mental health services for adults in both community and acute services

**Mental Health Support Services**

Warwickshire Wellbeing hubs are available in local communities and offer support if people are stressed, worried, or concerned about their mental health through the following services:

**Specialist Mental Health Support Services**

Mental health services are offered across Warwickshire and include inpatient and community focused services. The services are organised into Integrated Practice Units (IPUs), which are teams of clinical staff working more closely with patients to meet their individual needs. In relation to North Warwickshire local residents are most likely to be using cross-border mental health services.

These are located in:

<b>Type of service</b>	<b>Location</b>
Inpatient Services	Pembleton Unit, Manor Court Avenue, Nuneaton, CV11 5HX (mixed gender, 12 bed ward for patients suffering from a functional mental illness, and physical complexity)
Community Mental Health	Avenue House, Manor Court Road
Teams	Nuneaton, CV11 5HX Mirah House, Manor Court Road, Nuneaton, CV11 5HX
Crisis Resolution and Home	North Warwickshire Crisis

	<p>Treatment Teams Resolution and Home Treatment team, Mirah House, Manor Court Avenue, Nuneaton, CV11 5HX</p> <p>Day Treatment Facilities Oakwood Day Treatment Service, 3 Manor Court Avenue, Nuneaton, CV11 5HX</p> <p>Rehabilitation and Recovery Highfield House, 55 Highfield Road, Services Nuneaton, CV11 4PW (mixed gender, 8 beds)</p> <p><b><u>Mental Health Services and Support for Young People</u></b></p> <p>Child Adolescent Mental Health Services (CAMHS) offer services to children and young people up to their 17<sup>th</sup> birthday. Children and young people are referred to the service through professionals such as GPs and educational psychologists. The team working across Warwickshire North CCG is located in the Whitestone Centre, Magyar Crescent, Nuneaton, CV11 4SG. The service is open Monday to Friday 8.30am to 5pm.</p> <p><b>South Warwickshire Foundation Trust (SWFT)</b> SWFT offer Children, Young People and Family Services across North Warwickshire:</p> <ul style="list-style-type: none"> <li>• Community Children Nursing</li> <li>• Child Development Service</li> <li>• Physiotherapy</li> <li>• Family Nurse Partnership</li> <li>• Dietetics</li> <li>• Community Paediatricians</li> <li>• School Health</li> <li>• Occupational Therapy</li> <li>• Looked After Children</li> <li>• Speech and Language Therapy</li> <li>• Health Visiting</li> <li>• Birth to Three Portage</li> </ul> <p>Many of the services also offer home visits to families and offer support and expertise in improving family's needs, protection and well-being. The children's community services in North Warwickshire are listed below</p> <p>Atherstone Clinic – Long Street, Atherstone, CV9 3AY, - 01827 722983 Atherstone Clinic – Kings Avenue, Atherstone, CV9 1JZ, - 01827 717204</p>
PLANNED PROVISION	The growth in population arising from new housing developments across North Warwickshire will inevitably place increased demand upon healthcare services within the Borough.

	<p><u>Plans for developing primary, secondary and community health care provision in North Warwickshire over the Plan period are being progressed with all key responsible bodies through the Local Estates Forum and through strategic discussions on estates utilisation and capacity.</u></p> <p>There is a new Extra Health Care Facility in <u>Mancetter is now complete</u></p>
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	The Council will continue to engage with all key responsible bodies to understand the site specific implications the planned growth will have on healthcare services across the Borough.
ROLE OF THE LOCAL PLAN	The Local Plan seeks to provide adequate health care facilities and services in partnership with the NHS. The monitoring of this will ensure that provision meets these targets.
COST	The costs of additional infrastructure requirements are still to be determined

## SOCIAL INFRASTRUCTURE

<b>COMMUNITY, ARTS, CULTURE AND LEISURE, SPORTS, PARKS, OPEN SPACE AND PLAY AREAS</b>	
RESPONSIBLE DELIVERY BODIES	NWBC WCC Schools and Academies Town and Parish Councils Voluntary and Community Sector Sport England
EXISTING PROVISION	<a href="#"><u>The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Well-being and Leisure Strategy) will identify the up to date provision.</u></a> The latest 2008 PPG17 Study identifies 8 sports halls, 2 swimming pools and 22 village halls and community buildings in the Borough and highlights some deficiencies in sports hall and swimming pool provision. The PPG17 Study also identifies existing outdoor sports pitch provision in 11 sub-areas of the Borough comprising 63 football pitches, 16 cricket pitches, 11 rugby pitches, 10 bowling greens, 30 tennis courts and 9 netball courts (8 on school sites). An Artificial Grass Pitch, accommodating football and hockey and available for community use, has recently been installed in Atherstone. There are also 8 golf courses and the Aston Villa training ground in the Borough
PLANNED PROVISION	<a href="#"><u>The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Well-being and Leisure Strategy) will identify the up to date planned provision and costed and phased future needs. The latest position is that</u></a> Coleshill Leisure Centre has been rebuilt. Refurbishments will also be required for Atherstone Leisure Complex and Memorial Hall, Arley Sports Centre and Kingsbury and Polesworth Sports Halls. The 2010 North Warwickshire Outdoor Sports Assessment Report provides a qualitative analysis of outdoor sports provision and a detailed supply and demand analysis, which informs the priorities for action set out in the North Warwickshire Playing Pitch Strategy. These principally comprise pitch improvements, refurbishment / replacement of changing facilities and more community use of school facilities.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	<a href="#"><u>The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Well-being and Leisure Strategy) will identify the up to date planned provision and costed and phased future needs. These needs will inform the Development Plan policy development and the master planning and all planning applications</u></a>

	<p><u>for new development (and especially new larger housing sites) are required to take these into account and these will also inform developers' on-site provision and /or off-site contributions. The extant strategies identify the</u> Delivery of a programme of refurbishments at leisure centres and sports halls Delivery of the Playing Pitch Strategy</p>
ROLE OF THE LOCAL PLAN	<p>The Local Plan identifies that existing community facilities should be protected and enhanced and that there should be no overall loss of community facilities <u>and that new facilities should be provided to meet identified needs arising from growth</u></p>
COST	<p><u>The new leisure strategies (including the Playing Pitch Strategy, Leisure Services Strategy, Green Space Strategy and Health, Well-being and Leisure Strategy) will identify the up to date infrastructure costs and phasing of delivery. The extant policies identify</u> Leisure Centres and Sports Halls - £4.9 million Delivery of the Playing Pitch Strategy - £1.5 million</p>
FUNDING	<p>NWBC, Developers Contributions, <u>developers' on-site contributions</u>, External grants</p>

**PUBLIC SERVICES**

LIBRARIES	
RESPONSIBLE DELIVERY BODIES	WCC
EXISTING PROVISION	<p>Warwickshire Library Service was reconfigured following the implementation of the Library and Information Service Transformation 2010/2014. County run libraries have been re-branded under the Warwickshire Direct banner as part of the Council's One Front Door Policy which aims to provide a wider range of services under one roof.</p> <p>In North Warwickshire there are 3 County run libraries: Atherstone, Coleshill and Polesworth. In addition, infrastructure and on-going support is given to Community Managed Libraries. In NW community managed libraries were established at Baddesley, Dordon, Hartshill and Water Orton.</p> <p>The Library direct service also comprises of an on-line library service which is accessible 24/7, plus mobile, outreach and housebound reader services.</p> <p>The Library Service purchases and manages stock in a wide range of formats. IT facilities are available at all libraries and a programme of events and activities is delivered at most libraries. In order to provide attractive and accessible community spaces, there has been a programme of building works and the 3 North Warwickshire libraries have benefitted from significant building refurbishment.</p> <p>The library service is focussed on supporting and delivering locally the Universal Offer framework. This framework covers four essential key areas:</p> <ul style="list-style-type: none"> <li>• Health- contributing to the health and wellbeing of local communities.</li> <li>• Reading - planning a framework to develop, deliver and promote reading services within libraries</li> <li>• Digital Offer- recognising that the development of digital services, skills and access underpins so much of a modern library service. This objective supports the Government's "Digital by Default" agenda.</li> <li>• Information offer- enabling people to access information &amp; on-line services in life critical areas such as careers, job searching, health, personal financial information and benefits. A core thread will be assisting people to use vital government online information and services.</li> </ul> <p>The LIS has a long history of successfully working with volunteers and this role will continue to expand</p> <p>Warwickshire Direct and Libraries objectives are aligned</p>

	to the Council's core purpose and priorities. Targeted provision of services will contribute to the development and sustainability of a society that looks after its most vulnerable members, delivers appropriate, quality services at the right time, and seeks opportunities for economic growth and innovation.
PLANNED PROVISION	WCC has reviewed all library premises and the service will continue to explore opportunities to share space or co-locate with partners in other buildings thus resulting in benefits for local people and providing cost efficiencies. The service continues to explore external funding. Sub-regional working already exists with Solihull and there is constant engagement with other neighbouring authorities to identify opportunities to deliver shared services.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	Infrastructure needs are identified by the Library Management team when service priorities are determined.
ROLE OF THE LOCAL PLAN	The County Council is tasked with making savings whilst targeting resources at those with the greatest need and creating opportunities for growth. Libraries remain an important community facility.
COST	TBC when needs are identified
FUNDING	WCC, Developer contributions, CIL

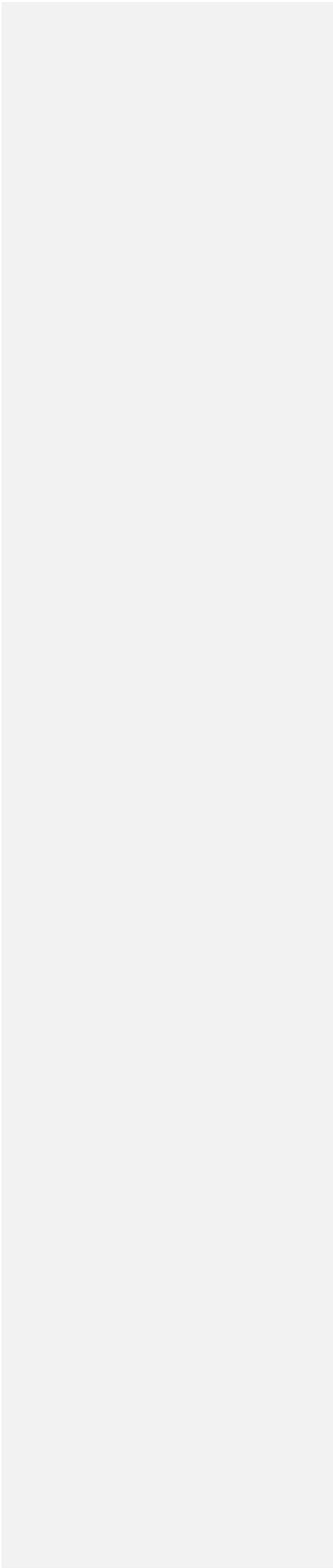
CEMETRIES AND PLACES OF WORSHIP	
RESPONSIBLE DELIVERY BODIES	Parish and Town Councils
EXISTING PROVISION	<p><b>Places of Worship</b> Places of worship are managed by the individual faith groups and in most instances the buildings are also owned by the respective faith organisations e.g. the Church Commissioners in the case of Church of England Churches. Some faith groups' lease or rent rooms in other buildings, including school halls used for evening or weekend worship.</p> <p><b>Cemeteries</b> There are numerous cemeteries throughout North Warwickshire that are generally publicly provided and managed by the respective town and parish councils.</p>
PLANNED PROVISION	The Council has not been made aware of any significant proposals to increase provision of cemeteries within the District or to provide new places of worship. The new Local Plan has allocated a site which could be potentially be used by Coleshill TC. Coleshill Town Council have identified the need to purchase land in order to extend their burial ground and Ansley Parish will need additional land within 10 years.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	The Council will continue to work closely with Town and Parish Councils. Any future requirement for additional land for burial space that is identified by Town and/or Parish Councils over the Plan period will need to be brought to the attention of NWBC. Consideration will then be given in assisting its delivery through a review of the Local Plan or other planning document. The main costs associated with cemeteries are the land and associated infrastructure (road network, footpaths). Crematoria tend to be provided as part of a public/private partnership.
ROLE OF THE LOCAL PLAN	The Infrastructure Delivery Schedule will be regularly updated and reviewed. Any requirements that arise over the Plan period will be met through the preparation of an appropriate planning document or subsequent reviews of the LDF.
COST	None identified as yet
FUNDING	Town and Parish Councils, Developer contributions

## EMERGENCY SERVICES

<b>EMERGENCY SERVICES</b>	
RESPONSIBLE DELIVERY BODIES	<b>WCC, Warwickshire Police</b>
EXISTING PROVISION	<p><b>Fire</b> – there are 3 fire stations within North Warwickshire, none of which are manned 24 hours of the day. Atherstone and Coleshill both have day crews, whilst Polesworth operates as a retained station</p> <p><b>Police</b> – Policing in the Borough is delivered by 4 Safer Neighbourhood Teams (SNTs), which are based within the Council House in Atherstone. These 4 SNTs form part of the wider North Warwickshire Policing Area, along with SNTs in Nuneaton &amp; Bedworth and Rugby. Other local services are provided from the Leamington Justice Centre, and call management and the co-ordination of incident responses is carried out through an Operational Command and Control Centre currently based at Leek Wootton. Additional police services are provided from Hindlip Park in Worcester as part of a strategic alliance between Warwickshire Police and West Mercia Police.</p> <p><b>Ambulance</b> – there are no Ambulance stations in North Warwickshire.</p>
PLANNED PROVISION	<p><b>Police</b> As the number of households and population increases there will be an increasing need for police infrastructure to supplement the existing Safer Neighbourhood Teams. Key requirements will be for the equipping of officers and the provision of vehicles to enable increased provision to police the proposed new developments. There may also be a need for Automatic Number Plate Recognition (ANPR) cameras in the Borough as development increases</p>
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	Infrastructure related to key ‘emergency services’ provided by the Police, Fire and Ambulance services constitutes an essential element in the creation of well functioning, safe and sustainable communities
ROLE OF THE LOCAL PLAN	The Local Plan seeks to facilitate the delivery of infrastructure in line with new development, and to ensure that all new development is designed so as to create safe environments, prevent crime and contribute to community safety
COST	<p><b>Fire Station</b> upgrades £121 per dwelling</p> <p><b>Police</b> – the costs of police infrastructure, including equipment and vehicles, will be assessed for each development and requests for developer contributions will be directly related to the developments proposed</p>
FUNDING	WCC, developer contributions, CIL

	<b>Waste Management</b>
RESPONSIBLE DELIVERY BODIES	Warwickshire County Council North Warwickshire Borough Council
EXISTING PROVISION	North Warwickshire is currently served Lower House Farm Household Recycling Facility.
PLANNED PROVISION	Further housing growth in the Borough and the adjoining Council areas is likely to have a cumulative impact on the capacity of the infrastructure at the current facility during the period of the IDP. Therefore, redesign of the facility to improve capacity, or additional capacity elsewhere, may be to be required to meet the demands of housing growth.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	<p>The Waste Disposal Authority is required to make arrangements for the disposal of waste collected by the Waste Collection Authority Summary.</p> <p>The role of Local Plan is to provide places where the public can take their own household waste for disposal.</p> <p>A need for expanded or more efficient (redesigned) waste infrastructure at the existing and/or other location(s) to serve future development has been identified with developer contributions being secured through the Local Plan and IDP.</p> <p>At our present day costs based on average visits, we expect the cost of disposing of waste increase by about £149,148, without staff cost for extended hours estimated at increasing the opening hours to 6.30pm for 6 days, so increasing the hours of opening by 1/3. Estimated cost for extra cover to be in the region of £58,000.</p> <p>Waste generated is based on population of area, so each added person within the catchment will generate extra waste and recyclables. Approximately 1 tonne per household is generated per year.</p> <p>Using experience of comparable expansions elsewhere in the County to identify the likely size and cost of increased capacity required for each new household leads to an average cost of £43.92 per new household.</p>
ROLE OF THE LOCAL PLAN	The role of Local Plan is to provide for infrastructure required to support growth, including infrastructure for the management of collected waste and places where the public can take their own household waste for disposal.
COST	£ 43.92 per new household
FUNDING	Developer Contributions

	Community Infrastructure Levy WCC Capital Funding
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## UTILITY SERVICES

<b>ENERGY SUPPLY (GAS/ELECTRIC/RENEWABLE)</b>	
RESPONSIBLE DELIVERY BODIES	National Grid
EXISTING PROVISION	
PLANNED PROVISION	No needs identified
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	<p><b>Renewable Energy</b> installations in North Warwickshire are likely to be incorporated into new development rather than being commercially run energy plants (eg wind farms etc). The nature of demand may result in surplus electricity generation at certain times of the day or at the week-end when electricity demand in offices drops. In order to benefit from future changes in "feed in" tariffs, connection to the grid will be required.</p> <p><b>Gas</b></p> <p><b>Electric</b></p> <p>The distribution of new development in North Warwickshire, as set out in the Local Plan, should not have a significant effect on the Grid's infrastructure, both gas and electricity transmission. The network should be able to cope with this additional demand.</p>
ROLE OF THE LOCAL PLAN	The Council intends to maintain an Infrastructure Delivery Plan identifying any key infrastructure projects required to support the delivery of the Local Plan.
COST	NA
FUNDING	

<b>WATER SUPPLY</b>	
RESPONSIBLE DELIVERY BODIES	Severn Trent
EXISTING PROVISION	Severn Trent are the statutory water undertakers for the majority of the North Warwickshire area, however South Staffordshire Water cover areas to the west and the north of the district. As a statutory water undertaker there is an obligation to provide a supply for domestic purposes in the STW area. <b>Water supply</b> is concerned with the delivery of the available water resource to the end user and can tackle issues regarding infrastructure requirements potentially based on hydraulic modelling and connections to mains supply.
PLANNED PROVISION	As part of the Water Resource Management plan, Severn Trent has developed the high level strategy to meet forecast demand up to 2035. For providing water to specific developments, the requirements are more localised and subject to network modelling. It is usual therefore that the infrastructure is identified on a site by site basis.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	There is no hydraulic capacity at Atherstone STW to accommodate growth, and STW need to confirm when capacity can be provided. The phasing of development in Atherstone/Mancetter will be influenced by the timing of infrastructure provision. There are also issues at Hartshill and to the West of Dordon and STW will need to confirm capacity issues here which may also influence the timing and phasing of development in these locations.
ROLE OF THE LOCAL PLAN	STW is keen to work with NWBC to keep up to date with development proposals so that water supply issues are known in advance
COST	The funding of water supply infrastructure is provided by the Water Act 1991. It is usual that costs are met by developers and STW through the requisitioning procedure and scheme of charges
FUNDING	Severn Trent, Initial Studies to be funded by developers

<b>FLOOD DEFENCES</b>	
RESPONSIBLE DELIVERY BODIES	Environment Agency
EXISTING PROVISION	The EA has statutory responsibility for flood management and defence in England, responsible for forecasting and mapping flood risk, providing warnings, building and keeping defences in good order and taking part in emergency planning and response
PLANNED PROVISION	The River Tame Strategy identifies a proposed project at Whitacre Heath which is scheduled for 2013/2014 at the earliest. Within the Trent CFMP and the Mid Staffs and Lower Tame area we plan to set a framework to deliver a sustainable approach to flood risk management that considers the natural function of the river and reduces long term dependence on raised flood defences. This includes identifying opportunities to better utilise areas of natural floodplain to store floodwaters and to attenuate rainwater that will reduce flood risk within this sub area and downstream
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	No infrastructure needs identified as yet
ROLE OF THE LOCAL PLAN	The Local Plan ensures that flood risk associated with new development is considered both when land is allocated for new development and in development control decisions taken on individual planning applications, in accordance with NPPF
COST	Varied
FUNDING	Environment Agency and Developers. Developers will be required to fund and submit individual site specific FRA's. Level 1 SFRA, funded by LPA. This will apply the basis for applying the Sequential Test. Level 2 SFRA's are required when LPAs are considering allocation of sites within the floodplain.

## DIGITAL TECHNOLOGY

<b>BROADBAND</b>	
RESPONSIBLE DELIVERY BODIES	NWBC, WCC, Telecoms Infrastructure Companies
EXISTING PROVISION	North Warwickshire's broadband infrastructure is largely delivered and managed by private sector. The availability, quality and costs of broadband vary substantially across the Borough. Based on the Government's assessment and known supplier plans (up to 2015), North Warwickshire has 11020 premises, out of 28792 (both residential and commercial) who have slow (less than 2mbps) or no Broadband service. This is particularly an issue in the rural areas.
PLANNED PROVISION	Telecoms providers have already set out their superfast broadband development plans to 2015 as part of their response to the Open Market Review that was undertaken for the CSW Broadband Project <a href="http://www.cswbroadband.org.uk">http://www.cswbroadband.org.uk</a> The detail of that information is subject to commercial confidence. The planned delivery is unlikely to include new sites and so it is recommended that dialogue with Openreach and other Communications Infrastructure providers should take place at the earliest opportunity.
INFRASTRUCTURE REQUIREMENTS TO SUPPORT THE DELIVERY OF THE LOCAL PLAN	<p>Developers should ensure that their future home owners have access to a sustainable communications infrastructure giving appropriate thought to the choice/availability of UK communications providers which can offer High Speed data connections</p> <p>The policy expects homes, employment uses and main town centre uses to be able to connect to fibre optic broadband infrastructure. It is recognised that the availability of such infrastructure will vary considerably across the district. The expectation is that even where such infrastructure is not readily available that provision is made for local infrastructure of ducting and cabinets to enable connection when the strategic connections are put in place.</p> <p>Proposals including homes, employment or main town centre uses should support and help implement the aims and objectives of the CSW Broadband initiative. This will be achieved through provision of on-site infrastructure, including open access networks to industry standards, to enable all premises and homes to be directly served by fibre optic broadband technology. Exceptions will only be considered where it can be demonstrated that making such provision would render the development unviable.</p>
ROLE OF THE LOCAL PLAN	NWBC will seek to work with infrastructure providers to identify and deliver any necessary infrastructure needed to support the level of growth proposed within North

	Warwickshire  The Council can only determine applications on planning grounds and will not seek to prevent competition between different operators, question the need for the telecommunications system, or determine health safeguards if the proposal meets International Commission guidelines for public exposure.
COST	Varied
FUNDING	Developer

**APPENDIX B**

**SUMMARY INFRASTRUCTURE DELIVERY TABLE**

INFRASTRUCTURE TYPE	LOCATION	LEAD DELIVERY	SOURCE OF FUNDING	COST	RISK
<b>TRANSPORT</b>					
Traffic Modelling will be needed to assess <del>some</del> -all sites	Borough Wide	Highways England WCC	Highways England (not committed), Developer contributions		NECESSARY
Improvements to A5 (Dordon roundabout)	Dordon	Highways England WCC	Highways England (not committed), Developer contributions	TBC	CRITICAL ( <del>Dependant on evidence at time of development</del> )
Improvements to A5 (Birch Coppice)	Dordon	Highways England WCC	Highways England (not committed), Developer contributions	TBC	NECESSARY ( <del>Dependant on evidence at time of development</del> )
Improvements to Island at Spon Lane/Boot Hill (Grendon)	Grendon	Highways England WCC	Highways England (not committed), Developer contributions	TBC	NECESSARY ( <del>Dependant on evidence at time of development</del> )
Improvements to Island at Holly Lane (Atherstone)	Atherstone	Highways England WCC	Highways England (not committed), Developer contributions		NECESSARY ( <del>Dependant on evidence at time of development</del> )
<u>Improvements to Holly Lane Bridge</u>	<u>Atherstone</u>	<u>Highways England, WCC,</u>	<u>Developer Contributions</u>	<u>TBC</u>	<u>NECESSARY</u>
Creation of through road in Dordon/Polesworth as development takes place (first part of road already started)	Dordon/Polesworth	NWBC WCC	Developer Contributions		Critical
Creation of through road at Church Road-Nuneaton/Camp Hill Rd allocated site	Hartshill	NWBC, Highways England (advisory)	Developer Contributions	TBC	Critical

Improved services including provision of a footbridge and parking facilities at Polesworth Railway Station	Polesworth	Network Rail	Developer contributions	TBC	PREFERRED
Improved car parking at Atherstone Railway Station	Atherstone	Network Rail	Developer contributions	TBC	PREFERRED
<u>Improved facilities at station – footbridge, ticket office</u>	<u>Atherstone</u>	<u>Network Rail</u>	<u>WCC, Network Rail,</u>	<u>At least £1.5m</u>	
Improvements to bus services	Borough wide	WCC, Voluntary Sector	Developer contributions, WCC	TBC	NECESSARY
Arley Station	Arley		WCC, Network Rail,	£8M	PREFERRED
Kingsbury Station	Kingsbury	<u>NWBC owns part of site</u>	WCC, Network Rail,	£8M	PREFERRED
Walking and Cycling	Borough Wide	NWBC, WCC	Developer contributions	TBC	PREFERRED
<b>GREEN INFRASTRUCTURE</b>					
Canal Towpath improvements	Borough wide	British Waterways NWBC	Developer contributions	TBC	PREFERRED
Improved green linkages Borough wide	Borough wide	NWBC	Developer contributions	TBC	PREFERRED
Delivery of Play Area Development Programme	Borough wide	NWBC	Developer contributions, NWBC, Grant Aid	£950K	NECESSARY
Delivery of a a hub containing retail, community and health facilities	Dordon/Polesworth	NWBC	Developer contributions	TBC	PREFERRED
Delivery of Allotments Development Programme	Borough wide	NWBC	Developer contributions, NWBC, Grant Aid	£20K	PREFERRED
TVWLPS	Tame Valley	WWT plus 18 partner organisations including NWBC	NWBC, Developer Contributions, Environment Agency	£2.5 million (£1.7 million from the Heritage Lottery)	PREFERRED

			External Grants (including the Heritage Lottery Fund for the TVWLPS).	Fund).	
<b>HOUSING</b>					
Affordable Housing	Borough wide	NWBC Housing Association Preferred Partners	Developer contributions (land at nil cost or off-site financial contributions) Housing Associations (private finance) HCA ( Social Housing Grant) CSW Sub-region - various enabling grants)	TBC	CRITICAL
Requirement of 9 residential and 5 transit gypsy and traveller pitches	Borough wide	NWBC, WCC, Private	Developer Contributions, Government Grant, WCC		CRITICAL
Requirement of 1 pitch for travelling showpeople to be allocated within Warwickshire Districts	Within Warwickshire	CSW Local Authorities, Private, WCC	Developer Contributions, Government Grant, WCC	TBC	CRITICAL
Extra Care Accommodation	Borough Wide	WCC, RSLs/SDC	WCC, Developer Contributions	TBC	PREFERRED
Housing for Vulnerable Adults	Borough Wide	WCC	WCC, Developer Contributions	TBC	PREFERRED
<b>EDUCATION</b>					
<a href="#">New Primary Schools</a>	<a href="#">Atherstone, 2 x Polesworth/Dordon</a>	<a href="#">WCC</a>	<a href="#">WCC, Developer Contributions</a>	<a href="#">TBC</a>	<a href="#">NECESSARY</a>
Additional school places	Borough Wide	WCC	WCC, Developer Contributions	<a href="#">£21.2M</a>	NECESSARY
<a href="#">Water Orton (Primary School)</a>	<a href="#">Water Orton</a>	<a href="#">WCC,HS2</a>	<a href="#">HS2</a>	<a href="#">TBC</a>	<a href="#">NECESSARY</a>

Hartshill School	Hartshill	WCC	WCC, Developer Contributions	TBC	PREFERRED
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<b>HEALTH</b>					
<a href="#"><u>Additional health care facilities to include additional clinical rooms</u></a>	<a href="#"><u>Borough wide</u></a>	<a href="#"><u>CCG, NHS England</u></a>	<a href="#"><u>Developer contributions</u></a>	<a href="#"><u>Yet to be determined</u></a>	
<b>SOCIAL INFRASTRUCTURE</b>					
Community Venue(upgrade or new facility)	Borough Wide	NWBC	Developer contributions	Will vary on scale and detail	PREFERRED
Replacement/refurbishment of other Leisure Facilities	Atherstone, Arley, Kingsbury and Polesworth	NWBC	NWBC, Developer contributions, grant aid	£4.9M	PREFERRED
<b>PUBLIC SERVICES</b>					
Fire Station Upgrades	Borough Wide	WCC	WCC, Developer contributions	£121 (per new dwelling)	CRITICAL (BUT will be dependant on evidence at time of development)
Waste Management	Borough Wide	WCC	WCC, Developer contributions	£43.92 (per new dwelling)	PREFERRED
<b>UTILITY SERVICES</b>					
Hydraulic Modelling will be needed at some sites	Borough Wide	SEVERN TRENT	Severn Trent,	Varying	NECESSARY
Additional capacity will/may be required to accommodate future expansion	Atherstone and Mancetter, Hartshill, Shustoke and West Dordon	SEVERN TRENT	Severn Trent,	Varying	CRITICAL/PREFERRED
Broadband	All locations	NWBC, WCC, Telecoms Infrastructure Companies	Developers	VARIOUS	PREFERRED

<b>APPENDIX C</b>	<b>SUMMARY OF IDENTIFIED INFRASTRUCTURE BOROUGH WIDE AND THEN BY SETTLEMENT</b>	
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Settlement	Infrastructure Needs Identified	Provider
<b>Borough Wide</b>		
	<b>Traffic Modelling will be needed to assess all sites</b>	<b>Highways England, Developer Contributions</b>
	Improvements to bus services	Developer Contributions, WCC
	Canal Towpath improvements	Developer contributions
	Improved green linkages Borough wide (including improved connectivity between railway stations to ensure integrated facilities for buses, walking and cycling)	Developer contributions
	Delivery of Play Area Development Programme	Developer contributions, NWBC, Grant Aid
	Delivery of Allotments Development Programme	Developer contributions, NWBC, Grant Aid
	Delivery of Landscape restoration and countryside access improvements along the Tame Valley	Tame Valley Wetlands Partnership. NWBC, Developer Contributions, Environment Agency External Grants including the Heritage Lottery Fund for the TVWLPS.
	Requirement of 9 residential and 5 transit gypsy and traveller pitches	NWBC / Developer Contributions / WCC / Central Government grant and Private Delivery
<b>Within Warwickshire</b>	<b>Requirement of 1 pitch for travelling showpeople to be allocated within Warwickshire Districts</b>	<b>NWBC / Developer Contributions / WCC / Central Government grant and Private Delivery</b>

	Affordable Housing	Developer contributions (land at nil cost or off-site financial contributions) Housing Associations (private finance) HCA ( Social Housing Grant) CSW Sub-region - various enabling grants)
	Extra Care Accommodation	WCC, Developer Contributions
	Housing for Vulnerable Adults	WCC, Developer Contributions
	Additional school places	WCC, Developer Contributions
	Delivery of Playing Pitch Strategy	NWBC, Developer contributions, grant aid
	Fire Station Upgrades	WCC, Developer contributions
	Waste Management	WCC, Developer contributions
	Broadband	Developer contributions
	<a href="#">Health Facilities (including additional clinical rooms)</a>	Developer contributions, CCG, NHS England
	Community Venue(upgrade or new facility)	NWBC/Developer Contributions
	Sewerage Capacity - Hydraulic Modelling will be needed at some sites (to assess the impact of proposed development on the existing infrastructure).	Severn Trent/Developer Contributions
	Walking & Cycling – all developments should consider what improvements can be made to encourage safe and fully accessible walking and cycling	Developer Contributions
<b>Atherstone/Mancetter</b>		
	Improvements to Holly Lane Bridge	WCC, Developer Contributions
	Refurbishment of Leisure Facilities	NWBC, Developer contributions, grant aid
	<a href="#">Holly Lane Island A5 - Widen to extent right turn facilities</a>	<a href="#">Highways England (not committed), Developer contributions</a>
	<a href="#">Primary School</a>	<a href="#">WCC, Developer Contributions</a>
	Additional school places	WCC, Developer Contributions

	Additional capacity will/may be required to accommodate future expansion	Severn Trent,
	Improved car parking at Atherstone Railway Station	Network Rail/ Rail Operators (London Midland)/Developer Contributions
	<u>Improved facilities at Station – footbridge, ticket office</u>	<u>Network Rail/ Rail Operators /Developer Contributions</u>
	Sewerage capacity - Additional capacity will/may be required to accommodate future expansion	Severn Trent

<b>Dordon/Polesworth</b>		
	<a href="#">Primary School (x2)</a>	<a href="#">WCC, Developer Contributions</a>
	<a href="#">Additional school places</a>	<a href="#">WCC, Developer Contributions</a>
	Traffic Modelling will be needed to assess sites	Highways England (not committed), Developer contributions
	Improvements to A5 (Dordon roundabout)	Highways England (not committed), Developer contributions
	Improvements to A5 (Birch Coppice)	Highways England (not committed), Developer contributions
	Sewerage capacity - Additional capacity will/may be required to accommodate future expansion at West Dordon	Severn Trent
	Replacement/refurbishment of Leisure Facilities	NWBC, Developer contributions, grant aid
	Improved services including provision of a footbridge and parking facilities at Polesworth Railway Station	Developer Contributions
	Delivery of a hub containing retail, community and health facilities	Developer Contributions
<b>Coleshill</b>		
	Traffic Modelling will be needed to assess some sites	Highways England (not committed), Developer contributions
	<a href="#">Additional school places</a>	<a href="#">WCC, Developer Contributions</a>
<b>Hartshill</b>		
	Traffic Modelling will be needed to assess some sites	Highways England (not committed), Developer contributions
	Replace Hartshill School	WCC, Developer Contributions, Grant Aid
	<a href="#">Additional school places</a>	<a href="#">WCC, Developer Contributions</a>

	Distributor road for site – Land between Church Road and Nuneaton Road/ <u>Camp Hill Road</u> , Hartshill	Developer contributions
	Sewerage capacity - Additional capacity will/may be required to accommodate future expansion	Severn Trent
<b>Grendon/Baddesley</b>		
	Improvements to Island at Spon Lane/Boot Hill	Highways England, WCC

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<b>Old and New Arley</b>		
	Replacement/refurbishment of Leisure Facilities	NWBC, Developer contributions, grant aid
	Arley Station	WCC, Network Rail,
<b>Kingsbury</b>		
	Kingsbury Station	WCC, Network Rail,
	Replacement/refurbishment of Leisure Facilities	NWBC, Developer contributions, grant aid
	<a href="#"><u>Additional school places</u></a>	<a href="#"><u>WCC, Developer Contributions</u></a>
<b>Water Orton</b>		
	New Primary School	HS2, WCC
<b>Ansley</b>		
	<a href="#"><u>Additional school places</u></a>	<a href="#"><u>WCC, Developer Contributions</u></a>
<b>Austrey</b>		
<b>Newton Regis</b>		
	<a href="#"><u>Additional school places</u></a>	<a href="#"><u>WCC, Developer Contributions</u></a>
<b>Shuttington</b>		
	<a href="#"><u>Additional school places</u></a>	<a href="#"><u>WCC, Developer Contributions</u></a>
<b>Warton</b>		
	<a href="#"><u>Additional school places</u></a>	<a href="#"><u>WCC, Developer Contributions</u></a>
<b>Curdworth</b>		
<b>Fillongley</b>		
<b>Hurley</b>		
<b>Piccadilly</b>		

<b>Shustoke</b>		
	Sewerage capacity - Additional capacity will/may be required to accommodate future expansion	Severn Trent
<b>Whitacre Heath</b>		
<b>Wood End</b>		
	<a href="#"><u>Additional school places</u></a>	<a href="#"><u>WCC, Developer Contributions</u></a>

## Appendix D – Education Requirements

	Site Name	Estimated Pupil Yield *					Possible Income		Initial thoughts re Education requirements	
		Dwellings	Pre-school	Primary	Secondary	Post 16	Primary	Secondary		
Atherstone & Mancetter	Land to north-west of Atherstone off Whittington Lane	1282	28	194	138	27	£ 2,265,389	£ 2,022,704	Land and financial contributions	Across the area the proposed growth suggests the need for a new primary school on the land off Whittington Lane. We would achieve this by securing land and financial contributions. At secondary there is likely to be need for additional build at Queen Elizabeth School. WCC will request financial contributions to support this.
	Land at Holly Lane Atherstone (ATH20)	531	11	80	57	11	£ 938,317	£ 837,797	Financial contributions	
	Land off Sheepy Road, (football ground)	46	1	7	5	1	£ 81,285	£ 72,578	Financial contributions	
	Britannia Mill redevelopment site, Coleshill Rd	54	1	8	6	1	£ 95,422	£ 85,200	Permission already granted	
	<b>Total</b>	<b>1913</b>	<b>41</b>	<b>289</b>	<b>207</b>	<b>40</b>	<b>£ 3,380,413</b>	<b>£ 3,018,278</b>		
Polesworth & Dordon	Land to east of Polesworth & Dordon	2000	43	302	216	42	£ 3,534,149	£ 3,155,544	Land and financial contributions	Across the area the proposed growth suggests the need for a new primary school on the land East of Polesworth. We would achieve this by securing land and financial
	Land west of Woodpack Farm, Polesworth	32	1	5	3	1	£ 56,546	£ 50,489	Financial contributions	
	Land off Fairfields Hill, Polesworth	9	0	1	1	0	£ 15,904	£ 14,200	Financial contributions	

	Former Polesworth Learning Centre, High St, Polesworth	14	0	2	2	0	£ 24,739	£ 22,089	Financial contributions	contributions. At secondary there will be need for additional build at Polesworth School. WCC will request financial contributions to support this.
	Land at Windridge Dunns Lane, Dordon	9	0	1	1	0	£ 15,904	£ 14,200	Financial contributions	
	Former Chapel House site, Dordon	7	0	1	1	0	£ 12,370	£ 11,044	Financial contributions	
	<b>Total</b>	<b>2071</b>	<b>45</b>	<b>313</b>	<b>224</b>	<b>44</b>	<b>£ 3,659,611</b>	<b>£ 3,267,566</b>		
Coleshill	Grimstock Hill (COL 1)	12	0	2	1	0			To be determined	The relatively small level of growth and the current cross county border movement means that it might not be necessary to increase the current number of school places. This will be kept under review.
	Police station and Leisure Centre site (COL3)	25	1	4	3	1			To be determined	
	Land at Blythways (COL6)	27	1	4	3	1			To be determined	
	Allotments adjacent to Memorial Park, Coleshill	30	1	5	3	1			To be determined	
	<b>Total</b>	<b>94</b>	<b>2</b>	<b>14</b>	<b>10</b>	<b>2</b>	<b>£ -</b>	<b>£ -</b>		
Settlements adjoining District	Land west of Robey's Lane, adjacent Tamworth	1191	26	180	129	25	£ 2,104,586	£ 1,879,126	Land and financial contributions	Secondary contributions towards additional provision at The Polesworth School
	Site at Lindridge Road adj. Langley SUE, Wishaw	141	3	21	15	3	£ 249,157	£ 222,466	Financial contributions	
	<b>Total</b>	<b>1332</b>	<b>29</b>	<b>201</b>	<b>144</b>	<b>28</b>	<b>£ 2,353,743</b>	<b>£ 2,101,592</b>		
Gr endo	Land at Church Farm, Baddesley	47	1	7	5	1			To be determined	The relatively small level of growth means that it

	Land north of Grendon Community Hall (former Youth Centre) Boot Hill Grendon	7	0	1	1	0			To be determined	might not be necessary to increase the current number of school places at primary. Additional places will be required at secondary schools and financial contributions will be requested. This will be kept under review.
	Former Sparrowdale School site, Spon Lane Grendon	39	1	6	4	1			To be determined	
	Former Recycling centre site, Spon Lane Grendon	5	0	1	1	0			To be determined	
	<b>Total</b>	<b>98</b>	<b>2</b>	<b>15</b>	<b>11</b>	<b>2</b>	<b>£ -</b>	<b>£ -</b>		
Hartshill & Ansley Common	Land between Church Rd and Nuneaton Rd, Hartshill (HAR 3)	400	9	60	43	8	£ 706,830	£ 631,109	Land and financial contributions	While development in this area does not produce a full form of entry at Primary, given the relation to developments across the border in Nuneaton and Bedworth and the lack of available capacity within schools in this area we could consider requesting land for a 1FE Primary School. However, further work needs to take place with Nuneaton and Bedworth Borough Council to understand the potential impact of their Local Plan.
	Land off Coleshill Rd, Ansley Common (ANSCOMM 1)	38	1	6	4	1	£ 67,149	£ 59,955	financial contributions	
	Land north of Coleshill Road, Ansley Common	355	8	54	38	8	£ 627,311	£ 560,109	financial contributions	
	Land south of Coleshill Road, Ansley Common	230	5	35	25	5	£ 406,427	£ 362,888	financial contributions	
	<b>Total</b>	<b>1023</b>	<b>22</b>	<b>155</b>	<b>110</b>	<b>22</b>	<b>£ 1,807,717</b>	<b>£ 1,614,061</b>		

Kingsbury	Land north of Kingsbury Hall, Kingsbury	41	1	6	4	1			To be determined	The relatively low levels of growth mean that it is unlikely that there will be a significant impact on school provision. However, this will be kept under review and financial contributions will be requested as necessary.
Water Orton	Former School redevelopment site (excluding original historic school building)	48	1	7	5	1			To be determined	HS2 mitigation includes the relocation of the existing school into a new building. Funds to support this will be provided by HS2 Ltd. The impact of development on school places will be kept under review and financial contributions requested as necessary.
Ansley	Land at Village Farm, Birmingham Road	12	0	2	1	0			To be determined	The relatively low levels of growth mean that it is unlikely that there will be a significant impact on school provision. However, this will be kept under review and financial contributions will be requested as necessary.
	Land rear of Village Hall, Birmingham Road	31	1	5	3	1			To be determined	
	<b>Total</b>	<b>43</b>	<b>1</b>	<b>7</b>	<b>5</b>	<b>1</b>	<b>£ -</b>	<b>£ -</b>	To be determined	

Newton Regis	Manor Farm	21	0	3	2	0			To be determined	The relatively low levels of growth mean that it is unlikely that there will be a significant impact on school provision. However, this will be kept under review and financial contributions will be requested as necessary.
Shuttington	Land south of Shuttington Village Hall	24	1	4	3	1			To be determined	The relatively low levels of growth mean that it is unlikely that there will be a significant impact on school provision. However, this will be kept under review and financial contributions will be requested as necessary.
Warton	Land north of Orton Rd, Warton (part WAR8)	88	2	13	10	2			to be determined	The relatively low levels of growth mean that it is unlikely that there will be a significant impact on school provision. However, this will be kept under review and financial contributions will be requested as necessary.

Wood End	Land south of Islington Farm, r/o 115 Tamworth Rd	28	1	4	3	1			To be determined	The relatively low levels of growth mean that it is unlikely that there will be a significant impact on school provision. However, this will be kept under review and financial contributions will be requested as necessary.
<b>Total</b>		<b>6824</b>	<b>147</b>	<b>1032</b>	<b>737</b>	<b>144</b>	<b>£ 11,201,485</b>	<b>£10,001,497</b>		

\* The birth rate multiplier used for this exercise is 2.16 children per school year per 100 homes

Pre-school calculation is currently based on 1 year group - this is under review following legislative change for individual free entitlement.

Primary calculation is based on 7 year groups (4-11)

Secondary calculation is based on 5 year groups (11-16)

Post 16 is based on past staying on rates. This is currently under review following the raising of the participation age.

We also request contributions to support adaptations to schools for pupils with special needs, again this is currently under review.

Financial contributions will be based on Department for Education rates and these will be subject to change. The rates in use at January 2017 are

Pre school           £11,687.00   per pupil place

Primary             £11,687.00   per pupil place

Secondary          £14,609.00   per pupil place

Post 16             £15,794.00   per pupil place

In order to ensure CIL compliance we will only be able to request contributions which are fair and reasonable in kind and scale and directly related to the proposed development.

We can pool contributions from different developments but we are restricted to no more than 5 contributions being pooled for any one piece of infrastructure.

For small developments it might not be deemed appropriate to request financial contributions when the amount we could request would be low in terms of capital costs but could have an adverse impact on the viability of the scheme.

## Agenda Item No 16

### Executive Board

7 February 2017

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

#### Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - December 2016

### 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 2016.

#### **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 2016/17. This is the third report showing the progress achieved so far during 2016/17.

### 4 Progress achieved during 2016/17

- 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 2016/17 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 2016/17 year.

## 6 Overall Performance

6.1 The Corporate Plan performance report shows that 100% of the Corporate Plan targets and 0% of the performance indicator targets are currently on schedule to be achieved. Six of the indicators relating to community safety are currently on amber status. The information for the indicator for killed and serious injuries shows the April to October 2016 position only. The quarter 3 information is currently not available. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

### Corporate Plan

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

### Performance Indicators

Status	Number	Percentage
Green	0	0%
Amber	6	86%
Red	1	14%
Total	7	100%

## 7 Summary

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

## 8 Report Implications

### 8.1 Safer Communities Implications

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

## 8.2 Legal and Human Rights Implications

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

## 8.3 Environment and Sustainability Implications

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

## 8.4 Risk Management Implications

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

## 8.5 Equality Implications

8.5.1 There are a number of 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

NWCP Executive Board 16/17

	Action	Priority	Reporting Officer	Update	Quarter 2 update	Quarter 3 Update	Status	Direction
NWCP 004	To submit final Development Plan documents relating to Development Management Community Infrastructure Levy and Gypsy and Travellers by November 2016	Protecting our Countryside & Heritage	Dorothy Barratt	This action has been superceded by the production of the draft Local Plan. As a result of the increase in development CIL viability work will need to be updated and then an updated CIL Charging Schedule prepared.	CIL charging schedule will be considered once the Local Plan viability work has been completed.	CIL charging schedule will be considered once the Local Plan viability work has been completed.	★ Green	➡
NWCP 005	Whilst continuing to oppose a) HS2 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	Protecting our Countryside & Heritage	Dorothy Barratt	a) The Borough Council has now agreed to become a Qualifying local authority. The first applications are expected in the New Year following royal assent. B) no change	a) Awaiting announcement of Phase 2b b) no change	a) Announcemnet has now been made for Phase 2b. Consultation response being drafted. B) comments on Minerals Local Plan being drafted	★ Green	➡
NWCP 008	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	Work on an internal audit review is taking place currently. Updates to the call out cascade are being collated. An emergency centre battle box has been moved to Coleshill Leisure Centre. This is to help improve our local resilience. Project Argus presentation and exercise has been held to inform our awareness and plans for terrorist attacks.	The internal audit review has been completed with a substantial assurance outcome on the systems and procedures used. Meetings with each Division are taking place to discuss their business continuity plan arrangements. At the Warwickshire Local Resilience Forum level plans are being made to carryout exercises and training.	Updates to divisional continuity plans have been made and confirmation will be sought before the year end. Call out cascade sheet updated and circulated. Briefing on the plans being prepared for February Extended Management Team. A test of setting up the emergency centre will be arranged as part of Exercise Sahara in March.	★ Green	➡
NWCP 009	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 2016	Responsible Financial & Resource Management	Sue Garner	Work on finding the savings for 2017/18 has begun.	The MTFS was updated and reported to Executive Board in September. Work on savings is ongoing.	The MTFS was updated and reported to Executive Board in September. Work on savings is ongoing.	★ Green	➡
NWCP 010	To continue to implement more efficient ways of working, including exploring opportunities for shared working that may arise, with a view to achieving savings and/or increasing capacity	Responsible Financial & Resource Management	Chris Brewer	Continue to consider opportunities for shared working wherever possible.	Continue to consider opportunities for shared working wherever possible.	Continue to consider opportunities for shared working wherever possible.	★ Green	➡
NWCP 042	To report on the Council's debt and reserves and options for narrowing the Council's capital funding gap by February 2017	Responsible Financial & Resource Management	Sue Garner	Work will commence later in the year	Work on the estimates has commenced.	Estimate work is on target.	★ Green	➡
NWCP 076	To update the Medium Term Financial Strategy in September 2016 and February 2017, to take account of external funding changes relating to Business Rates	Responsible Financial & Resource Management	Sue Garner	The MTFS will be updated in August	The MTFS was updated and reported to Executive Board in September. Work on expected funding changes is ongoing.	The MTFS was updated and reported to Executive Board in September. Work on the provisional finance settlement is ongoing.	★ Green	➡
NWCP 078	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 Council has now resolved to be a non constituent Member of the West Midlands Combined Authority. Negotiations for devolution deal 2 will start shortly and officers and Members are attending meetings to try to influence the work of the CA. The Coventry and Warwickshire Joint Committee continues, mainly concentrating on forward planning work around the duty to cooperate.	The Council has now resolved to be a non constituent Member of the West Midlands Combined Authority. Negotiations for devolution deal 2 will start shortly and officers and Members are attending meetings to try to influence the work of the CA. The Coventry and Warwickshire Joint Committee continues, mainly concentrating on forward planning work around the duty to cooperate.	The Council has now resolved to be a non constituent Member of the West Midlands Combined Authority. Negotiations for devolution deal 2 will start shortly and officers and Members are attending meetings to try to influence the work of the CA. The Coventry and Warwickshire Joint Committee continues, mainly concentrating on forward planning work around the duty to cooperate.	★ Green	➡
NWCP 080	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 report annually in September	Creating Safer Communities	Richard Dobbs/Steve Maxey	Liason with the local flood groups in Austrey, Fillongley and Nether Whitacre is on going. A revised agreement for the use of a pump installed by the EA has been prepared. A strategic flood group at a county level is helping to co-ordinate the partnership work across Warwickshire.	Liason with the local flood groups in Austrey, Fillongley and Nether Whitacre continues. A multi agency flood response plan has been prepared at a county level. This helps to co-ordinate actions between partners and to identify escalation points. A strategic flood group at a county level is helping to co-ordinate the partnership work across Warwickshire.	A proposal to move the telemetry monitoring equipment at Fillongley has been supported. A site survey for this has been arranged for January. The Council is funding the works on the basis that the flood group bid for ongoing provision via the County Council. Work at Grendon to provide property protection measures and identify upstream alleviation scheme works is being arranged with the County Council.	★ Green	➡
NWCP 092	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, in line with the commitments in the Council's Customer Access Strategy and report on progress by February 2017	Promoting Sustainable & Vibrant Communities	Linda Bird/Steve Maxey/Bob Trahern	Communicated extensively with regard to recent consultations on Borough Care, Arley Leisure Centre and North Talk/Area Forums. Where appropriate customers have been contacted individually with information and to get their comments.	The Council Tax Support consultation was undertaken in quarter two using on line, social media and north talk to promote. The summer edition of North Talk also continued to carry a lot of information promoting opportunities for all parts of the community to become greater engaged and informed about local schemes, as well as help and support available	The December edition of North Talk carried a lot of information promoting opportunities for all parts of the community to become greater engaged and informed about local help and support available in respect of work, health and debt. This is part of the wider engagement approach being adopted that seeks to provide consistent messages across a range of mediums including on line and face to face. This also formed part of the LGA case study undertaken a a recent pilot with NBBC.	★ Green	➡

	Action	Priority	Reporting Officer	Update	Quarter 2 update	Quarter 3 Update	Status	Direction
NWCP 110	To develop an action plan based on the Economic Review and Impact Assessment and report on progress by March 2017	Supporting Employment & Business	Steve Maxey	A baseline assessment is being finalised following which an action plan will be drawn up. Work on the economic development of the area continues	A baseline assessment is being finalised following which an action plan will be drawn up. Work on the economic development of the area continues. The publication of the draft Local Plan includes a number of key employment sites	The final report has been produced and we are working with partners to take the suggested actions forward. The publication of the draft Local Plan includes a number of key employment sites	 Green	

NWPI Executive Board 16/17

Ref	Description	Section	Priority	Year End Target 2016/17	Outturn 2015/16	April - Dec Performance	Traffic Light	Direction of Travel	Comments
<b>Council Performance Indicators</b>									
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	96	97	 Amber		Considerably more demand for the service is affecting performance.
NWLPI 162	Percentage of Freedom of Information replies dealt with within 20 days	Policy Support	Public Services & Council Tax	100	95%	94	 Red		179 Freedom of Information Requests received, 168 completed within 20 days, 4 over 20 days, 7 outstanding which 5 are overdue
<b>State of the Borough Indicators</b>									
NWLPI 153	Number of domestic burglaries in the Local Authority area	Policy Support	Crime and Disorder	244	245	195	 Amber		The levels of domestic burglary increased in the third quarter compared to quarter 2. November was a peak month with 33 burglaries. Each victim of burglary receives a follow up visit from the Police to provide reassurance and issue a crime prevention pack. The pack is supported by the Community Safety partnership and the Council.
NWLPI 154	Number of violent offences and sexual offences in the local authority area	Policy Support	Crime and Disorder	955	956	941	 Amber		Increases in the recording of violence and sexual offences are continuing to be seen. The Chief Constable has recently reported on the recording changes which include improved data integrity, new crime categories, more historical reporting of sexual offences and increased reports via partnership agencies.
NWLPI 155	The number of vehicle crimes in the local authority area	Policy Support	Crime and Disorder	432	433	369	 Amber		There was a small spike in vehicle crimes in November. Analysis of the emerging increases will be prepared for the NW Special Interest Group on the 18 January 17.

Ref	Description	Section	Priority	Year End Target 2016/17	Outturn 2015/16	April - Dec Performance	Traffic Light	Direction of Travel	Comments
@NW:NI032	Violence Against the person with injury Offences related to Domestic Violence	Policy Support	Crime and Disorder	132	131	113	 Amber		Increases are being recorded in line with the changes in recorded crimes. Victims are being encouraged to report incidents of domestic abuse. Local support services are being provided by the Warwickshire Domestic Abuse Counselling Services in addition to the county wide commissioned services.
@NW:NI047	People killed or seriously injured in road traffic accidents	Policy Support	Crime and Disorder	51	52	35	 Amber		Information available for April to October only.

## Agenda Item No 17

### Executive Board

7 February 2017

#### Report of the Assistant Director (Corporate Services)

#### Procurement and Commissioning Strategy 2017 - 2021

#### 1 Summary

- 1.1 This report presents the draft Procurement and Commissioning Strategy 2017 - 2021 to Members for their consideration, comment and approval.

#### Recommendation to the Council

**That the draft Strategy provided at Appendix A1 be approved.**

#### 2 Report

- 2.1 The Procurement and Commissioning Strategy was considered by Resources Board at its meeting on 30 January 2017. Any comments received from Member consultation or Resources Board will be reported verbally.

- 2.2 A copy of the Resources Board report, which provides an overview of the Strategy, is attached as Appendix A, with the Strategy forming an appendix to that report.

...

#### 3 Report Implications

- 3.1 These are set out in the attached report to Resources Board.

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

#### 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
Procurement and Commissioning Strategy 2017 -2021	Linda Bird	Resources Board Report	30/1/2017

## **Agenda Item No 14**

### **Resources Board**

**30 January 2017**

**Report of the Assistant Director  
(Corporate Services)**

**Procurement and Commissioning  
Strategy 2017 - 2021**

#### **1 Summary**

- 1.1 This report presents the draft Procurement and Commissioning Strategy 2017 - 2021 to Members for their consideration, comment and approval.

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

**That the Board approves the draft Strategy provided as Appendix A.**

#### **2 Consultation**

- 2.1 Both Councillors D Wright and J Chambers have been sent a copy of the Strategy and comments received from them will be incorporated into this report or reported verbally to the Board.

#### **3 Background**

- 3.1 This Strategy provides an update on what has been achieved through the implementation of the 2013 – 2017 Strategy and the actions in Annual Service Plans which have supported it. However, its main purpose is to describe how the Council will procure and commission goods, services and works over the next five years.
- 3.2 The main change to the procurement landscape has come as a result of the European Union's review of public procurement. New EU Procurement Directives published in 2014, which were brought into UK law as the Public Contracts Regulations 2015 meant we had to update our Contract Standing Orders, Contract Terms and Conditions and some procurement documents and practices during 2015/16. The implications of the Regulations have been incorporated into new Strategy.
- 3.3 Britain's decision to withdraw from the EU will have implications for public sector procurement as it is based on EU Treaty principles and operates within a framework developed by the European Commission. However, as EU Directives have been made into UK law, it is unlikely that there will be any major changes that will affect the Strategy in the short to medium term.

3.4 The need to deliver savings and efficiencies will continue to be essential over the period of the Strategy. Procurement and commissioning is one of the tools the Council has available to it to help it achieve savings, implement different service delivery models, create capacity and deliver good value for money.

#### **4 The Procurement and Commissioning Strategy 2017 - 2021**

4.1 The Strategy provides direction and sets out high level aims to help achieve good quality commissioning, procurement and purchasing of goods, services and works. It articulates the Council's commitment to collaboration, equality and sustainability through procurement. Good procurement and commissioning helps the Council to achieve its priorities and to deliver positive outcomes for local people, businesses and our communities.

4.2 The Procurement Principles that we have been using to guide the development of procurement have been reviewed and updated and are:

- Procure and commission strategically, compliantly and fairly.
- Deliver choice, good quality and positive social outcomes.
- Seek Best Value through Procurement.
- Build skills and capacity.

4.3 The high level objectives and aims for the next 5 years are described in Section 5 of the Strategy (Appendix A). These will be reviewed each year and specific, measurable tasks or actions; with timescales, named responsible officers and outcomes, will be included in Annual Service Plans which are provided to Boards and Members as part of the Corporate Plan.

#### **5 Report Implications**

##### **5.1 Finance and Value for Money Implications**

5.1.1 There are no financial implications arising from this report or from the implementation of the Strategy. However, procurement and commissioning activities will deliver savings and efficiencies that will contribute to savings targets.

##### **5.2 Legal and Human Rights Implications**

5.2.1 The Strategy includes up to date information on compliance with Procurement Legislation and legislation which touches on procurement activities. Any procurement which has staffing implications must be carried out in consultation with Human Resources and approved appropriately.

### 5.3 Environment and Sustainability Implications

5.3.1 The Strategy includes specific aims which encourage the Council to procure sustainably and with regard to the environment and reducing carbon emissions and their impact climate change.

### 5.4 Risk Management Implications

5.4.1 The management of procurement risk needs a proportionate and informed approach. One method of achieving this is to balance the value of the goods, services or works against risk and/or the complexity of the needs. The Strategy includes a section covering how the consideration of risk influences our approach to procurement options and decisions (Appendix A - section 3.2).

5.4.2 Section 6 of the Strategy identifies the risks that may affect its implementation and the achievement of the benefits expected from the Strategy.

### 5.5 Equality Implications

5.5.1 The Strategy makes a commitment to be consistent with meeting the Public Sector Equality Duty as set out in the Equality Act 2010 as this relates to procurement. We will use best practice guidance such as that published by the Equality and Human Rights Commission and work with the Policy Team to ensure the goods and services we procure are fit for purpose and meet the needs of their users.

### 5.6 Links to Council's Priorities

5.6.1 Good procurement and commissioning practices specifically support the Council's priority of responsible financial and resource management. However, the outcomes of the Council's various procurement exercises could support and contribute to anyone of its priorities. Officers are encouraged to identify the priority being supported by major procurements.

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

### 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

## Procurement and Commissioning Strategy

**2017 - 2021**



North Warwickshire  
Borough Council

Draft v2: Dec 2016

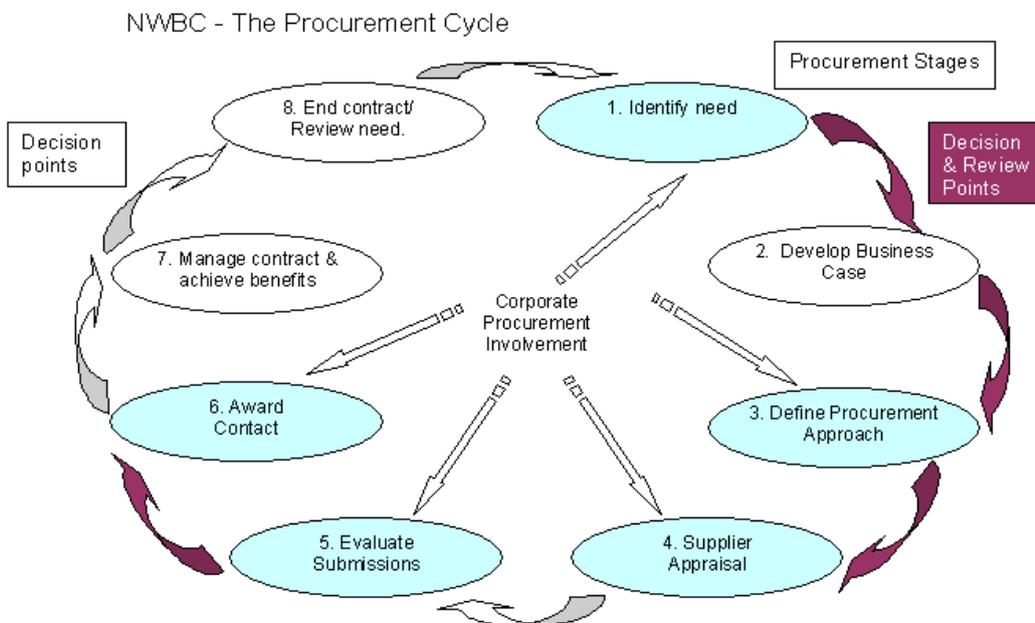
## 1. INTRODUCTION

The purpose of the strategy is to communicate to staff, members, partners and suppliers the Council’s aim to deliver excellence in the procurement and commissioning of goods, services and works. It supports the delivery of the Council’s priorities and strategies in other areas such as equality and asset management.

The need to respond to the changing demographic of the Borough and Government reforms, whilst delivering savings and efficiencies is challenging and essential. The anticipated level of saving required mean the Council will have to continue to change and question what we do and how we do it. Procurement and commissioning can be used to help achieve change and are tools the Council can use to help it meet its objectives and deliver on priorities for the area.

**Procurement** covers the buying process from agreeing there is a need for a good or service through to eventually disposing of an asset or ending a contract. This procurement process is described in the diagram below.

Figure 1.



**Commissioning** usually includes procurement activities, but it also encourages the consideration of wider social, economic and environmental impacts and outcomes from procurement decisions. Commissioning also stresses the need to include the public, customers and people who are the ultimate users of services in their design, selection and delivery, where appropriate.

The Council has a good track record of working in partnership with others such as the County Council, other District Councils, professional buying organisations and specialist procurement consultants. The Procurement Team will continue to encourage working in partnership on procurement and raising awareness of the opportunities this provides.

## 2. WHERE ARE WE NOW?

Procurement is one of the areas Assistant Directors (AD's) are expected to plan for and include in their Division's Annual Service Plans. The Procurement Manager provides information on areas of spend where a contract may be needed and on contracts which are coming to an end. Progress against the 2013 - 2017 Procurement and Commissioning Strategy is summarised below.

### 2.1 PROGRESS AGAINST THE 2013 - 2017 STRATEGY.

The 2013 – 2017 Strategy identified actions to deliver efficiencies and improvement, the majority of which were achieved:-

#### PROVIDING LEADERSHIP AND BUILDING CAPACITY

- **Roles and Responsibilities** – The Procurement Team lead on corporate procurements and assist with service specific tenders. EMT provides strategic direction and help to set priorities.
- **Legislative changes** – Contract Standing Orders and the Council's Standard Contract Terms were updated and approved in 2016 to take account of the Public Contract Regulations 2015 and other relevant legislation.
- **Contract Register** – The Council's Contract Register is now updated quarterly and discussed with Assistant Directors to help manage existing contracts and plan future procurements.
- **Equality** – The Procurement Team has reviewed the Council's procurement documentation to ensure it is consistent with meeting the Public Sector Equality Duty.
- **Networking** – Participate in Procurement networking groups, such as the Worcester & Warwickshire District Council group, to share good practice and identify joint opportunities.
- **Challenge** – Officers are encouraged to challenge buying behaviour and the Procurement Team helps to discourage "spend to keep" and "business as usual" approaches. Challenging initial costs for simple purchases, such as train travel, has saved £3,600 in 18 months.
- **Standard Procurement Documentation** – Procurement documentation including the Invitation to Tender, Evaluation Guidance and our standard letters have been reviewed and updated.
- **Skills** – Staff were briefed on the updated Contract Standing Orders. The Procurement Team provides training to teams on request. The Procurement Manager is trained to Level 6 MCIPS (Member of the Chartered Institute of Procurement and Supply) and the Procurement Officer to 4 NVQ MCIPS.
- **Spend Profile** – Spend by supplier is updated quarterly and analysed by type of spend and supplier profile annually.
- **Transparency** – The Council meets the government's mandatory Transparency requirements.
- **Expertise** – The Council has fewer than 2 staff dedicated to Corporate Procurement and only a few other officers who have Procurement as a major part of their job. Therefore, we have sourced and use experts to assist with procurements when specific skills and advice is needed.

#### PARTNERING AND COLLABORATION

- **Savings** – Procuring Officers are asked to record savings made, where possible.

- **Collaboration** – Collaborated to procure and implemented partnerships and shared service arrangements where they provide capacity and deliver benefits. Examples include the Housing Assessment Team and shared Revenues and Benefits staff.
- **Supplier Relationships** – Procuring Officers are encouraged to put in place supplier and contract management processes for major or corporate procurements. Regular contract management meetings are help with key suppliers
- **Consortia & Frameworks** – Used framework agreements setup by Professional Buying Organisations, such as ESPO<sup>1</sup>, CCS and EMPA to buy works, goods and services, where they deliver value. For example a supplier from the EMPA framework was used to build Coleshill Leisure Centre and the Contact Centre software was purchased off the Government’s G-Cloud .
- **Council Standards** - Ensure partners who provide services on the Councils behalf adhere to our standards, aims and values as laid out in Council strategy, standing orders and policy.

#### DOING BUSINESS ELECTRONICALLY

- **E-tendering** – We have implemented the sub-regional CSW-Jets system for advertising procurement opportunities and receiving supplier responses; and for recording and publishing contact award information.
- **E-Ordering** – Orders and statements are emailed to suppliers when we can.
- **Procurement Information** – Procurement and “Supplying to the Council” information on the website has been updated and information is held on the sub-regional CSW-Jets tendering system.
- **E-payments** – Authorised Officers use Council credit cards for some purchases from online retailers or when paying to an invoice isn’t possible or is less cost effective. The Council has made significant progress in the use of e-payment methods for its customers and suppliers.

#### STIMULATING MARKETS AND ACHIEVING COMMUNITY BENEFIT

- **Carbon Reduction** – We have worked to reduce the number of deliveries by suppliers and at the routes taken by our own fleet as part of Council’s commitments on Carbon Reduction.
- **Climate Change** – A number of projects including those commissioned as part of the Accommodation Project helped reduced energy use and as such decreased carbon emissions.
- **Sustainability Accreditation & Criteria** – We have specified environmental improvement criteria, purchased goods with sustainability/”green” accreditations and commissioned works and services to improve energy efficiency. For example energy saving lighting, fuel efficient vehicles and works which result in better energy efficiency in our housing stock.
- **Local Suppliers (SME’s)** - Worked with Worcestershire and Warwickshire District and Borough Councils on meet the buyer events for local businesses and helped companies register with CSW-Jets so that they are aware of and able to bid for work. Contracts let through EMPA included the requirement for main contractors to use local sub-contractors and suppliers.

<sup>1</sup> ESPO – Eastern Shires Purchasing Organisation, CCS – Crown Commercial Services, EMPA – East Midlands Property Alliance.

### 3. PROCUREMENT PRINCIPLES AND APPROACH

#### 3.1 PROCUREMENT THEMES & PRINCIPLES

Good procurement helps the Council achieve its priorities. If procurement is ineffective there will be less capacity, fewer goods, limited benefits, financial uncertainty and/or poorer outcomes.

For a number of years we have used the four objectives, listed below, to focus our Procurement Strategy, Plans and actions:-

- Providing Leadership and Building Capacity
- Partnering and Collaboration
- Stimulating Markets and Achieving Community Benefit
- Doing Business Electronically

In this Strategy we are replacing these old objectives with the similar, but clearer, themes used in the National Procurement Strategy (NPS) for Local Government in England (2014), which are:

#### 2017 – 2021 THEMES

- **Leadership**
- **Making Savings**
- **Supporting Local Economies**
- **Modernisation**

#### 2017 – 2021 PROCUREMENT PRINCIPLES

In addition to the Themes we have a set of principles to guide how we procure. The Procurement Principles are:-

- **Procure and Commission Strategically, Compliantly and Fairly** - We will procure:
  - To support the delivery of the Council's priorities.
  - Using fair, transparent and open processes and systems.
  - Compliantly in-line with legislation, recognised good practice and Council policy.
- **Deliver Choice, Good Quality and Positive Social Outcomes** – We will procure:
  - By involving customers, staff and specialists, where appropriate, in the design and selection processes to help ensure that we get it right for the Council and the Borough.
- **Seek Best Value** – We will procure:
  - Goods, works and services which are fit for purpose and based on value for money criteria (cost and quality) and where relevant whole life cost.
  - Collaboratively with other organisations and internal to get savings and efficiencies.
- **Build Skills and Capacity** – We will:
  - Develop the skills and capacity needed to procure well and ensure it contributes to priorities and aids corporate governance.
  - Support suppliers so that they have the opportunity to bid for our opportunities.



## 4. STRATEGIC ISSUES INFLUENCING THE PROCUREMENT STRATEGY

There are a number of laws, issues and initiatives that impact on this Strategy and which will influence how we commission and procure goods, services and works over the next 5 years.

### 4.1 LEGISLATION

The Council must continue to develop its approach to procurement in order to reflect, accommodate and comply with legislation and good practice. Currently the main legislation that guides how the public sector purchases is the Public Contracts Regulations 2015.

#### 4.1.1 EU PROCUREMENT DIRECTIVES

Public sector procurement is based on European Treaty principles and operates within a legal framework developed by the European Commission. Britain's decision to withdraw from the European Union will have implications for public procurement. However, as EU Directives have been made into UK law, it is unlikely that there will be any major changes that will affect this Strategy in the short to medium term.

The review of public procurement that led to the EU Public Contracts Directive 2014 also resulted in the publication of two additional Directives which were transposed into UK law as The Concession Contracts Regulations 2016 and The Utilities Contracts Regulations 2016. Neither of these is particularly relevant to how the Council purchase goods, services or works but any procurement in these areas would have to be carried out under these Regulations. The implications of the new Regulations are incorporated in this Strategy.

The EU sets monetary thresholds above which procurements have to be advertised in the Official Journal of the European Union (OJEU). The thresholds are relatively high and so the Council carries out few OJEU procurements. Guidance on the OJEU thresholds and process is provided by the Procurement Team.

#### 4.1.2 PUBLIC SERVICES (SOCIAL VALUE ACT) 2012

This Act places a duty on Councils to consider how services being procured could improve the economic, social and environmental well-being of their areas. Social value is about getting additional benefits from procuring or commissioning services, above and beyond the benefit of the services themselves. The Act requires social value to be considered at the pre-procurement stage but only for the procurement of services valued above the OJEU thresholds. However, the government promotes the consideration of social value in relevant contracts as best practice.

#### 4.1.3 DATA PROTECTION ACT 1998 AND FOI

Both the Data Protection Act and the Freedom of Information Act (FOI) have implications for procurement. Under the DPA we are required to keep personal information private. Under FOI we are required to make non-personal information available to the public. Guidance on how these Acts relate to procurement and contract information is available on the Council's Internet / Intranet and from the Procurement Team and Policy Section.

#### 4.1.4 EQUALITY AND DIVERSITY LEGISLATION – EQUALITY ACT 2010

The Public Sector Equality Duty covers age, sex disability, race, sexual orientation, religion or belief, pregnancy and maternity, gender reassignment and marriage and civil partnership.

To comply with the Equality Duty the Council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relationships between different groups.

To comply with the Equality Duty our procurement systems and processes should be fair, accessible to all and transparent. Our approach to procurement will be guided by best practice advice such as the Equality and Human Rights Commission's "Buying Better Outcomes."

#### 4.1.5 LOCALISM ACT 2011

This Act has wide ranging implications for public services; the element that affects procurement is the "Community Right to Challenge". Under the Act bodies such as voluntary and community organisations, charities, parish councils and staff groups can submit an "expressions of interest" in providing services. If the Council receives an expression of interest it must consider whether accepting it will promote or improve the social, economic or environmental well-being of the area and if it decided it will the Council must run a procurement exercise. Guidance and regulation on this is complex and advice should be sought from Legal Services and the Procurement Team if a community challenge is received.

#### 4.1.6 LOCAL GOVERNMENT TRANSPARENCY CODE 2014

The Government believes that data held and managed by local authorities should be made available to local people, unless there are specific sensitivities, so that they can play a bigger role in society and help shape their local services.

The Local Government Transparency Code sets out the information that Councils are mandated to publish. This includes data about how the Council spends public money, the contracts it lets and the management of some assets. The Council complies with the mandatory parts of the code.

## 4.2 GOVERNMENT INITIATIVES AND NATIONAL ISSUES

In addition to the impact of legislation a number of Government and regional initiatives will affect our Procurement Strategy and practices.

### 4.2.1 EMPLOYMENT, SKILLS AND LOCAL BUSINESSES

The Council is a major local employer and purchaser. It is important that the Council is mindful of the impact purchasing decisions can have on local traders and small businesses.

The Public Contracts Regulations 2015 included reforms to make public procurement more accessible to businesses, in particular, Small and Medium-Sized Enterprises (SME's). The reforms support SME's by introducing prompt payment policies, simplifying tendering and making it easier for companies to find opportunities to supply to the public sector.

The Council is a signatory to the Federation of Small Businesses, Small Business Friendly Procurement Charter. We will continue to review and implement its recommendations and other good practice as appropriate.

#### 4.2.2 PUBLIC SECTOR FINANCE AND FRAUD PREVENTION.

The Council is continually updating its plans to deliver a balanced budget and achieve savings targets whilst delivering on its priorities. Good procurement is one of the routes for delivering cash savings and achieving efficiencies. The Council also looks to collect income for services to help offset cost and reduce savings targets.

The Public Contracts Regulations 2015 introduced mandatory grounds for excluding suppliers convicted of specific crimes including bribery, corruption, terrorism, fraud and money laundering. It also introduced exclusions for suppliers who have not met tax or social security obligations.

In addition to good procurement practices, the management of creditors helps protect public finances. Under National Fraud Initiatives we have to submit creditor information to assist in the prevention and detection of fraud.

#### 4.2.3 SERVICE PROVISION, PARTNERSHIPS AND THE VOLUNTARY SECTOR

The government, through the Social Value Act and the Localism Act has put the need to consider the rights and needs of communities and the benefits of working with the third sector on to a statutory basis.

Current good practice in procurement recommends that smaller councils work in partnership and take advantage of contracts established by larger councils and professional buying organisations to achieve efficiencies. This strategy supports this approach for commodity items, but also recognises the need for flexibility and the opportunity to encourage local, small businesses to bid.

A number of Councils are pursuing commissioning or commercialisation strategies. It is anticipated that decisions about how the Council chooses to provide services (in-house, shared, outsourced etc.) and which services it provides will become increasingly important during the life of this Strategy as it strives for savings, efficiencies and social and economic outcomes.

The Government's Devolution Agenda has led to the formation of the West Midlands Combined Authority (WMCA). The Council is a non-constituent member of the WMCA, which along with the Welfare Reform Agenda, is likely to result in changes to how we work in partnership and ultimately how services are procured and delivered.

#### 4.2.4 SUSTAINABILITY AND CARBON REDUCTION

Sustainable procurement aims to balance getting value for money for goods, work and services for an organisation with generating additional benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

The Council will consider sustainability in all relevant procurements, but will focus on those over the Tender limit (£45,001 in 2016/17) and those which have specific environmental impact e.g. water, energy, fuel, paper, waste and recycling and building material.

The re-use, recovery, recycling and disposal of assets is part of sustainable procurement. The WEEE directive (Waste from Electronic and Electrical Equipment) impacts on what we can do with certain items coming to the end of their life and on the recycling services we provide to our residents and customers.

## 5. OBJECTIVES AND AIMS

As a council we want to carry procurement which delivers value for money and helps us provide good quality services.

The Council's procurement activity will be driven by:

- Developing procurement to meet Council priorities and service needs.
- Delivering actions which address the Strategic issues identified in Section 4 of this Strategy.
- Realising the Council's Procurement Principles.

The main objectives and aims are summarised below and the detailed tasks and projects to achieve them will be included in Division's Annual Service Plans which are approved by Boards.

### 5.1 LEADERSHIP

Objectives in this theme cover the Council's commitment to good procurement by promoting and managing procurement strategically and resourcing and skilling it appropriately. We will:

- **Roles and Responsibilities** - Continue to develop the role of the Corporate Procurement Team and procurement specialist in services. EMT and AD's to oversee procurement planning, help set priorities and support compliance.
- **Legislative changes** – Ensure relevant changes to legislation and good practice advice are incorporated in Standing Orders and in procurement strategy, policy and practices. Ensure that staff are made aware of any such change.
- **Safeguarding** – Where appropriate ensure our contracts and supplier relationships recognise the Council's duty to safeguard children and vulnerable adults.
- **Expertise** - Recognise our limitations and source experts, brokers or agents where they are needed to provide specific procurement advice.
- **Procurement Planning** – Maintain the Council's Contract Register and use it to plan and prioritise future quotes and tenders. Officers must plan procurements to give suppliers time to respond and ensure that evaluation and award is done in a timely manner.
- **Equality** – The Procurement Team will review the Council's procurement processes and documentation to ensure they are consistent with meeting the Public Sector Equality Duty.
- **Networking** – Participate in Procurement networking groups to share good practice and identify joint buying opportunities.
- **Challenge** – Challenge poor buying behaviour and discourage "spend to keep" and "business as usual" approaches.
- **Standard Procurement Documentation** – Develop, promote and where necessary enforce the use of standard procurement documentation
- **Training & Skills** – Ensure staff are trained in how to procure effectively and briefed, as necessary, in procurement practices and legislative requirements.
- **Partnering** – Continue to investigate and enter into collaborations, sustainable partnerships and shared services arrangements where they provide capacity and deliver efficiencies and service benefits.

- **Council Standards** - Ensure partners who provide services on the Councils behalf adhere to our standards, aims and values as laid out in Council strategy, standing orders and policy.
- **Transparency** – Continue to provide information that meets government’s requirements for transparency
- **Process Improvement** – Review and develop procurement processes, documents and practices to ensure efficiency and effectiveness.
- **Contract Standing Orders** - Ensure Contract Standing Orders are up to date and fit for purpose and that they are being followed and compliance monitored.

## 5.2 MAKING SAVINGS

The objectives in this theme cover continuous improvement in the procurement of goods and delivery of services and works to help generate savings and efficiencies. We will:

- **Efficiencies** – Use and improve mechanisms for realising and measuring efficiencies, cost avoidance, savings and benefits.
- **Understand our spend** – Maintain an understanding of the Council’s spend and supplier profile and use this information to help with planning and decision making.
- **Savings** – Identify, monitor and deliver savings through procurement exercises.
- **Benchmarking** – Carry out cost benchmarking and market testing to understand value for money and help identify savings.
- **Robust Procurement** – Ensure procurement processes are robust to help mitigate the risk of supplier challenge.
- **Supplier Relationships** – Continue to implement supplier and contract management processes whereby we manage the relationships as well as the contract.
- **Joint Working** - Procure and commission jointly where possible and practical.
- **Consortia & Frameworks** - Where they deliver value and efficiencies we will make use of contracts and framework agreement established by professional buying organisations such as ESPO, CCS and EMPA.
- **Service Delivery** – Consider the options for delivering services (public, private, third sector, outsourced etc.) so that they give the desired outcomes.
- **Income Generation** – Consider commercial approaches for service delivery and income management where appropriate.
- **Whole Life Costing** - The Council will work toward the identification of whole life costs and benefits for purchases at or above Band C (£45,001 to £110,000).

## 5.3 MODERNISATION

The objectives in this theme support the development and use of technology and modern work practices to get improvements and efficiencies in the procurement cycle including reducing the time and cost of purchasing. We will:

- **Innovation** – Maintain an awareness of innovative procurement approaches and technology.
- **TOTAL Ordering** – Encourage the use of TOTAL for orders not covered by a Finance exemption.

- **E-Ordering** – Continue to develop the electronic distribution of orders and electronic communication with suppliers.
- **Electronic Catalogue** – Maintain and develop the TOTAL e-catalogue and look to integrate it with suppliers catalogues to make price and item maintenance easier.
- **Procurement Information** – Continue to develop procurement and “Supplying to the Council” information on the website, social media and Intranet.
- **E-tendering** – Use an e-tendering system, currently CSW-Jets, for advertising opportunities to supply to the Council and for receiving online tender and quotation responses.
- **E-auctions** – Take advantage of opportunities to participate in e-auctions organised by larger councils and consortia.
- **E-payments** – Continue to develop the use of e-payment services and reduce costly payment methods such as cheque payment.

#### 5.4 SUPPORTING LOCAL ECONOMIES

Objectives in this theme focus on working with suppliers and using procurement to help deliver the Council’s priorities and targets and delivering economic, social and environmental outcomes. We will:

- **Climate Change Reduction** – We will aim to consolidate supplier deliveries and seek carbon reduction in the supply chain and through our own vehicle fleet and fuel purchasing.
- **Sustainability Accreditation** - Look for suppliers and goods with sustainable or “green” accreditations and who comply with standards and have good energy efficiency ratings.
- **Sustainability Criteria** - Include environmental and sustainability requirements and implications in the procurement process, documentation and selection criteria for relevant procurements
- **Re-use, Recycling and Disposal** – Re-use goods and recycle assets where possible or dispose of them appropriately.
- **Local and small suppliers (SME’s)** - Encourage a diverse and competitive supply market including small firms, local firms, social enterprises and the voluntary and community sector.
- **Staff Implications** - Where procurement impacts on staff employment, we will ensure the procurement process includes staff consultation in line with Council employment policy and that contracts address workforce matters.
- **Community Benefits** - Where it would be possible and practical we will encourage procuring officers to invite costed proposals for the delivery of community benefits.
- **Customer Choice** - Assess the implications of the ongoing move towards customer choice and its impact on supplier and service selection.
- **Contract and supplier management** – Work with key suppliers to ensure contracts are delivered and expected outcomes achieved.

## 6. RISKS AND MAINTAINING THE STRATEGY

### 6.1 RISKS

The main risks that may prevent us from achieving our objectives and getting the benefits from better procurement include:

- Using poor data as the basis for procurement decisions.
- Cash savings get swallowed up and are not ring fenced or re-deployed to meet corporate priorities.
- The need to achieve savings may impact on quality, sustainability and outcomes.
- There is a risk that we could fail to meet the public sector equality duty in the procurement of goods, services or works.
- Lack of support for corporate buying and non-adoption of standard documents and processes.
- New procurement processes, documents and standards are unworkable and processes become non-compliant.
- Insufficient resource to achieve the objectives set or carry out actions in Service Plans.
- Collaborative procurements have an adverse effect on local suppliers.
- Failure of staff to adhere to set procedure or follow Contract Standing Orders.

It is anticipated that the actions identified in this strategy will help mitigate against the impacts of these risks. Specific risks to individual procurements will be identified as part procurement projects.

### 6.2 OWNERSHIP AND MAINTAINING THE STRATEGY

This Strategy covers the period 2017 – 2021, minor changes will be made if required and a major review will take place in 2020/21.

Corporate Services Division takes a lead role in procurement; developing the strategy and overseeing its implementation.

The Procurement Team focuses on developing good practice, establishing corporate contracts and providing advice and support.

Management Team (MT), Extended MT (EMT), Service Managers and Members, particularly through Resources Board, have an important role in approving and, if necessary, challenging procurement decisions and ensuring benefits are achieved. The Procurement Cycle diagram, figure 1 page 2, identifies a number of decision and review points where challenge can take place.

However, good procurement and delivering value for money from the Council's spend is our collective responsibility with certain services such as Financial Services, Legal and Audit playing specific and crucial roles

Tasks and actions to take the Strategy forward will be included in Divisions' Annual Service Plans.

## **Agenda Item No 18**

### **Executive Board**

**7 February 2017**

**Report of the  
Assistant Director  
(Leisure and Community Development)**

**Revised Child Protection Policy  
and Update on Child Protection  
Work**

## **1 Summary**

- 1.1 At its meeting held in June 2016, the Executive Board approved the latest version of the Borough Council's Child Protection Policy. Over the past 12 months, a variety of work relating to child protection has been undertaken, including the replacement of the former Common Assessment Framework (CAF) with Early Help Single Assessment (EHSA). There has been a consequent need to amend the Child Protection Policy, a copy of which is appended to this report for the Board's consideration.

### **Recommendation to the Council:**

- a That the revised Child Protection Policy, attached at Appendix A to this report, be adopted and implemented with immediate effect; and**
- b That the Board notes the child protection work that has been undertaken over the last 12 months.**

## **2 Consultation**

- 2.1 The Chairman, Vice-Chairman and Opposition Spokesperson for the Executive and Community and Environment Boards and the Safer Communities Sub-Committee, together with Members with responsibility for Health, Well-being and Leisure and Young People, have all had an opportunity to comment on the content of this report. Any comments received will be reported verbally at the meeting.

## **3 Introduction and Background**

- 3.1 In 2003, the Borough Council adopted its first Child Protection Policy. This initial version of the Policy was subsequently revised in February 2010 and, following changes in national and local guidance, was further developed in both June 2015 and June 2016.
- 3.2 The Authority provides a wide range of services to the local community, many of which involve Borough Council employees coming into contact with children and young people.

- 3.3 Members of the public have the right to expect high standards of conduct, integrity and service provision from the Borough Council. Accordingly, the Authority recognises that in the provision of its services, it has both a moral and legal obligation to ensure that it provides both service users, including children and young people, and its staff with the highest possible standards of care. The development and implementation of its Child Protection Policy, along with the associated training for all Councillors and staff, in part ensures that the Authority fulfils its obligations in this regard.
- 3.4 It has, however, been necessary for the Authority to recognise that “abuse” in its various forms can occur within many situations, including the home, school, work and in voluntary, community and other organisations. It is known that certain individuals will actively seek employment or voluntary work with children and young people in order to harm them. All organisations providing services for children and young people, including the Borough Council, have a role to play in safeguarding the health and welfare of those people in their care.
- 3.5 The Authority’s Child protection Policy identifies the procedures through which its Councillors and staff operate to protect children and young people throughout the Borough.

#### **4 Child Protection Policy Revisions**

- 4.1 The Common Assessment Framework (CAF), through which “low level” concerns were reviewed by agencies, has been replaced by an Early Help Single Assessment (EHSA). This, alongside internal staff changes, has given rise to a consequent need to amend and update the Borough Council’s Child Protection Policy (2015 to 2019). The revised Policy is attached at Appendix A. Amendments to Section 3 reflect the replacement of CAF with EHSA, and include new contact details for the service.
- 4.2 In May 2016, the Multi Agency Safeguarding Hub (MASH), to which reference was made in the report to the Board in June 2016, became operational, and section 1.3 of the Child Protection Policy has been amended to reflect the revised reporting procedures.
- 4.3 It is mandatory for all Borough Council staff, regardless of whether or not they come into contact with children or young people in the normal course of their duties, to attend the Authority’s Child Protection and Child Sexual Exploitation training course within three months of commencing their employment and on a regular basis thereafter (minimum of once every three years). This update to the Policy is detailed in Section 4.3.
- 4.4 Due to the recruitment of a new Community Development Manager in October 2016, contact details within Sections 3.2 and 6.2 of the Policy have been amended.

#### **5 Child Protection Work Undertaken Over the Last 12 Months**

5.1 A range of child protection activity has been undertaken over the last 12 months. The Child Protection Policy was revised and adopted by the Borough Council in June 2016. The website was refreshed and all documentation relating to child protection has been reviewed and updated.

5.2 At its request, a report has been completed for the Warwickshire Safeguarding Children Board (WSCB) on the following topic:

"What contribution might partner agencies make to recognising and responding to bullying and supporting families affected by it?

What help is available to tackle bullying behaviour? Is it sufficient?"

5.3 A total of 12 training sessions have been delivered by the Authority's team of in-house trainers, two of which were multi-agency sessions. The internal courses also covered Child Sexual Exploitation. Two training sessions have also been held for Councillors. Additionally, a "Train the Trainer" session was delivered in order to enable two further Officers to deliver the training courses. The Authority now has four Officers who deliver Child Protection Training to Councillors and staff.

5.4 Feedback received from a training session delivered in November 2016 raised concerns about the level of detail given to high profile serious case reviews. This has resulted in the following amendments to the internal training course:

- The email sent to delegates prior to the training highlights the reason for their attendance and makes it clear that some people may find the content distressing
- At the start of the training, attendees are warned that the content may be upsetting for some people
- Internal training now gives attendees an option to leave the session whilst serious case reviews are being discussed
- Delegates are invited to discuss any concerns prior to, or after, their training course

5.5 Further to concerns highlighted in a local Serious Case Review, it has been agreed that when evicting families that include children under the age of 18 in the household, a referral will be completed and sent to the MASH. Over the past 12 months, this has resulted in one such referral locally.

## 6 **Conclusion**

6.1 The Borough Council takes its responsibility to protect all vulnerable people, and to safeguard them from harm, extremely seriously. Staff are made aware of their responsibilities throughout the period of their employment, through the recruitment process, the contractual agreement they sign upon commencing

their duties and through the training they receive from the Authority. All members of staff and Councillors know how to make a referral in response to a related concern. A single incidence of child abuse is one too many and can have implications for the individual concerned for many years. Whilst it can never afford to be complacent, the Authority is making a genuine and concerted effort to safeguard and protect all children, young and vulnerable people from harm and potential harm.

## **7 Report Implications**

### **7.1 Finance and Value for Money Implications**

7.1.1 There is no financial implication arising directly from this report. Budgetary provision already exists to support the training and DBS checks to which both this report and the revised Policy refer.

7.1.2 The Borough Council currently makes a financial contribution of approximately £2,700 per annum to support the activities of the Warwickshire Safeguarding Board. The level of contribution made by partner agencies to the Board, however, is subject to review. Any proposal to amend the level of contribution made by the Authority will be the subject of a future report to the Board.

### **7.2 Safer Communities Implications**

7.2.1 The protection of children and young people from all forms of abuse, and the safeguarding of those Borough Council employees who work with children and young people, are the primary aims of the Child Protection Policy.

### **7.3 Legal and Human Rights Implications**

7.3.1 The Child Protection Policy seeks to ensure that the Authority takes all reasonable steps to protect children and young people from harm, discrimination and / or degrading treatment, whilst respecting their rights, wishes and feelings and those of the staff who work with them. It also ensures that the Council is taking appropriate action in line with its duties as a statutory partner on the Warwickshire Safeguarding Children Board.

### **7.4 Environment and Sustainability Implications**

7.4.1 All children, without exception, have the right to protection from abuse, regardless of gender, ethnicity, disability, sexuality or beliefs. The Child Protection Policy helps to ensure that appropriate action is taken and recognises that the safety and protection of children are of paramount importance to the Authority.

### **7.5 Health, Well-being and Leisure Implications**

7.5.1 The Child Protection Policy is in place to protect young people so that they can live a healthy, abuse-free childhood. All staff have a responsibility to be

aware of the signs and symptoms of abuse and to act upon any allegations or suspicions. Additionally, the Policy identifies various procedures that need to be followed to ensure that young people in the care of the Borough Council are protected from abuse.

## **7.6 Human Resources Implications**

7.6.1 The revised Child Protection Policy seeks to protect all staff that work with children and young people. Members of staff who are engaged in “regulated activity” will be subjected to a DBS check prior to their formal appointment. All North Warwickshire Borough Council employees and Members, regardless of their role, are required to undertake the Authority’s Child Protection and Child Sexual Exploitation training to ensure that they are alert to child abuse, know how to respond to any perceived concerns and understand that child protection is everyone’s responsibility.

## **7.7 Risk Management Implications**

7.7.1 The risks associated with this report have previously been identified within the context provided by the corporate Strategic Risk Management process and have been reported to the Board accordingly.

## **7.8 Equalities Implications**

7.8.1 The Borough Council, its Members and staff have a responsibility to protect children and young people from harm and abuse. Particular regard needs to be given to vulnerable disabled young people, who are almost three and a half times more likely than other children and young people to become a victim of abuse.

7.8.2 People who have committed offences towards children and young people will only be considered for employment or volunteering opportunities in accordance with the Rehabilitation of Offenders Act, 1974. This will require a risk assessment and a Disclosure and Barring Service check to be undertaken in order to ensure that ex-offenders are not considered for work or activities that would pose a risk of harm to young people.

## **7.9 Links to Council Priorities**

7.9.1 The Child Protection Policy has positive and direct links to the corporate priorities in respect of:

- Responsible financial and resource management
- Creating safer communities
- Improving leisure and well-being opportunities
- Promoting sustainable and vibrant communities

7.9.2 Additionally, health improvement activity directly links to all three Sustainable Community Strategy priorities:

- Raising aspirations, educational attainment and skill levels
- Developing healthier communities
- Improving access to services

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

### **Background Papers**

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

Background Paper No	Author	Nature of Background Paper	Date
1	Warwickshire Safeguarding Children Board	Inter-agency Safeguarding Procedures (Website)	Current
2	HM Government	Working Together to Safeguard Children: A guide to Inter-agency Working to Safeguard and Promote the Welfare of Children	March 2015

# **CHILD PROTECTION POLICY**

**Keeping children and young people  
safe is everyone's responsibility**

**June 2015 to March 2019**  
(February 2017 Update)



**North Warwickshire  
Borough Council**



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# 1 INTRODUCTION

Abuse can occur within many situations including the home, at school and within all forms of clubs and societies. It is known that some individuals actively seek employment or voluntary work with children in order to harm them. Safeguarding children – the action we take to promote the welfare of children and protect them from harm – is everyone’s responsibility. Everyone who comes into contact with children and their families has a role to play in safeguarding all vulnerable people.

All North Warwickshire Borough Council staff who come into contact with children and young people during the normal course of their duties should be able to identify the signs and symptoms of abuse and neglect; know how and with whom to share that information and work together to provide children and young people with the help they need. In addition, the Borough Council recognises that it has both a moral and legal obligation to ensure that when staff are given responsibility for children, they should provide them with the highest possible standard of care. This Policy has been developed on the basis of guidelines established by the Warwickshire Safeguarding Children Board (WSCB), of which the Authority is a member and with which it has a statutory duty to cooperate.

## 1.1 Policy Statement:

**North Warwickshire Borough Council will ensure that its Councillors, staff and everyone associated with the provision of its services will take all reasonable steps to protect children and young people from harm, discrimination or degrading treatment and that their rights, wishes and feelings will be respected.**

This will be achieved by adopting the following key principles:

- Promoting an understanding that **safeguarding is everyone’s responsibility**. For services to be effective, each professional has to play their full part
- Services must develop a **child-centred approach**. For services to be effective, they must be based on a clear understanding of the needs and views of children and young people

## 1.2 Safeguarding Champion and Named Senior Officer

In recognising the importance of protecting children and young people from harm, the Borough Council has a nominated “Safeguarding Champion”.

### **Young Persons’ Safeguarding Champion – Member Lead**

The Young Person’s Champion is also the Young Persons Safeguarding Champion.

The Champion’s role is to assist in ensuring that elected Members are aware of the Council’s safeguarding responsibilities and that Councillors evidence leadership in all aspects of the safeguarding and protection of children and young people.

## **Named Senior Officer – Officer Lead for Child Protection and Allegations**

The Borough Council also has a “Named Senior Officer” – The Assistant Director (Leisure and Community Development), who has overall responsibility for:

- Ensuring that the organisation operates procedures for dealing with allegations in accordance with the guidance in Sections 3 and 6 of WSCB Inter-agency Safeguarding Procedures;
- Resolving any inter-agency issues
- Liaison with the WSCB
- Promoting the need to safeguard and protect children and young people from harm, discrimination or degrading treatment and for ensuring the Borough Council’s engagement in the work of the WSCB, including in respect of child sexual exploitation

### **1.3 Safeguarding Contacts - Assistant Director / Head of Service**

Assistant Directors / Heads of Service have a responsibility to ensure that staff are following safeguarding procedures and that any concerns are reported through to the Multi-Agency Safeguarding Hub and the Assistant Director (Leisure and Community Development).

## **2 RECOGNISING ABUSE**

### **2.1 Being Alert to Children's Welfare**

Safeguarding and promoting the welfare of children for the purposes of this Policy is defined as:

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

This Policy applies to all children who have not yet reached their eighteenth birthday. The fact that a child has reached sixteen years of age, is living independently, is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change his or her status or entitlements to services or protection.

Whilst this Policy applies to children who have not yet reached 18 years of age, support through the Early Help Single Assessment (see Section 3) includes children up to 24 years of age if the young person has a learning difficulty or disability.

Child protection is part of safeguarding and promoting their welfare. It refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm.

### **2.2 Assessing Children in Need**

The Department of Health "Framework for the Assessment of Children in Need and their Families" provides a systematic basis for collecting and analysing information to support professional judgements by Children's Teams about how to help children and families in the best interests of the child.

### **2.3 Background Factors Influencing the Vulnerability of Children**

Many families under considerable stress manage to raise their children in a warm, loving and supportive environment, in which the children's needs are met and they are kept safe from harm. Sources of stress within families may, however, have a negative impact on children's health, development and well-being, either directly, or because they adversely affect the capacity of parents to respond to their children's needs. Research tells us that such sources of stress may include the following:

#### **Social Exclusion**

Including racism and poverty (causing issues such as poor housing / education / health).

#### **Domestic Abuse**

Noting the inter-relationship between domestic abuse and the neglect of children, the emotional abuse they suffer from witnessing abuse and sometimes may become physically abused themselves.

### **Mental Health**

Parental illness may markedly restrict children's social and recreational activities. Where severe, children may have age inappropriate caring responsibilities placed upon them. Children may become targets for aggression or rejection or may be neglected as a result of a parent's illness.

### **Drug and / or Alcohol Misuse**

As with mental ill-health, it is important not to generalise, or make assumptions, about the impact on a child of parental drug and / or alcohol misuse. It is, however, important that the implications for the child are properly assessed.

### **Parental Learning Disability**

Where a parent has a learning disability it is important not to make assumptions about their parental capabilities. They may need support to develop the understanding, resources, skills and experience to meet the needs of their children.

### **Children Who Are Disabled**

The particular needs of children with disabilities may make initial recognition of abuse more difficult. Disclosures of abuse may be less likely from children who are disabled because of communication difficulties, isolation or a lack of awareness.

### **Child Victims of Trafficking**

Trafficking is the control, movement and exploitation of children or adults (trafficking does not need to be between countries, it can be from one village to another).

### **Female Genital Mutilation**

Female Genital Mutilation, also regarded as physical abuse, is a collective term for procedures that include the removal of part or all of the external genitalia for cultural or non-therapeutic reasons.

### **Sexual Exploitation**

The sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

### **Additional consideration also needs to be given to children who are:**

- Young carers
- Asylum seekers
- Looked after by the Local Authority (Warwickshire County Council)
- Otherwise living away from home (such as in a private fostering arrangement)
- Vulnerable to being bullied, or engaging in bullying behaviours
- Living in temporary accommodation
- Living transient lifestyles
- Living in chaotic and unsupportive home situations
- Vulnerable to discrimination and maltreatment on the grounds of race, ethnicity, religion, disability or sexuality
- Speaking a language other than English as a first language
- At risk of becoming radicalised, involved in gangs and / or subject to violent extremism

## **2.4 Significant Harm**

The Children Act 1989 introduced the concept of “significant harm” as the threshold that justifies compulsory intervention in family life in the best interests of children. The County Council is under a duty to make enquiries, or cause enquiries to be made, where it has reasonable cause to suspect that a child is suffering, or likely to suffer significant harm (Section 47).

The legal definition of significant harm is contained within the WSCB Inter-agency Safeguarding Procedures (<http://www.warwickshire.gov.uk/wscbresources>), but there are no absolute criteria on which to rely when assessing what constitutes significant harm.

## **2.5 Definitions of Abuse**

The following definitions of abuse and the guidance on recognition are given to assist staff and those providing services to children in assessing whether abuse may have occurred.

### **Abuse**

A form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the internet). They may be abused by an adult or adults, or another child or children.

### **Neglect**

The persistent failure to meet a child’s basic physical and/or psychological needs, likely to result in the serious impairment of the child’s health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

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

It may also include neglect of, or unresponsiveness to, a child’s basic emotional needs.

### **Physical Abuse**

A form of abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

### **Sexual Abuse**

Involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a

child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.

### **Emotional Abuse**

The persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to a child that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond a child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber bullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

### **2.6 The Impact of Abuse and Neglect**

The sustained abuse or neglect of children, physically, emotionally or sexually, can have major long-term effects on all aspects of a child's health, development and well-being.

The harm may be physical, such as neurological damage, physical injuries, impaired growth, disability or, in the extreme, death.

The harm may be emotional and impact on a developing child's mental health, behaviour and self-esteem, which is especially damaging in infancy. Domestic violence, adult mental health problems and substance misuse may feature in the families where children suffer emotional harm.

The harm may be psychological, manifesting itself in behaviour problems, such as aggression, long-term difficulties with social functioning and relationships, educational difficulties or intellectual impairment.

Sexual abuse can lead to disturbed behaviour, including self-harm or inappropriate sexualised activity, that may endure into adulthood. The severity of the harm increases the longer the abuse occurs, the more extensive the abuse and the older the child. The severity of harm is also linked to the extent of premeditation and the degree or threat of coercion. The child's ability to cope with the experience of sexual abuse, once recognised or disclosed, is strengthened by the support of a non-abusive adult or carer who believes the child, offers protection and helps the child to understand the abuse from which they are suffering.

### 3 LOW LEVEL CONCERNS

#### 3.1 Early Help Single Assessment (Previously Known as a Common Assessment Framework (CAF))

In April 2016, Warwickshire County Council's Early Help and Safeguarding teams merged to create the Children and Families Business Unit. As part of this merger, the Common Assessment Framework (CAF) was reviewed and the decision was taken to redesign the assessment to better reflect the Single Assessment used by the Children's Teams, meaning that families, young people and practitioners only have to be familiar with one system of assessment. To reflect this change, the CAF was replaced with the Early Help Single Assessment from December 2016.

There are circumstances in which Officers may be concerned about the well-being of a child, although it is NOT a child protection concern. Under these circumstances, trained professionals can initiate an Early Help Single Assessment (EHSA). The intention is to ensure that any child or young person in Warwickshire with needs that do not meet the thresholds for intervention by statutory services is provided with access to support.

Any child or young person up to 19 years of age (or 24 if the young person has a learning difficulty or disability), is entitled to an EHSA to support them or their families, particularly where:

- There are worries about how a child or young person is progressing, for example concerns relating to their health, development, welfare, behaviour or any other aspect of their well-being
- A child or young person or their parent / carer raise a concern
- The child or young person's needs are unclear, or not being met by their current service provision

The EHSA process can address emerging needs, which may include (but are not limited to):

- A significant change in the child's behaviour and / or appearance
- Children at risk of exclusion from school
- A routine visit (e.g. housing) that gives cause for concern about the welfare of an unborn child or a visit that may lead to a concern about a child's circumstances
- Low attendance / frequent absences from a club
- Worries that a child is being affected by factors at home
- The impact on children of a family breakdown
- Children and young people exhibiting signs of anti-social behaviour
- Concerns about a child or young person's physical and / or mental health
- The impact of a family member being imprisoned
- A child who may be a young carer

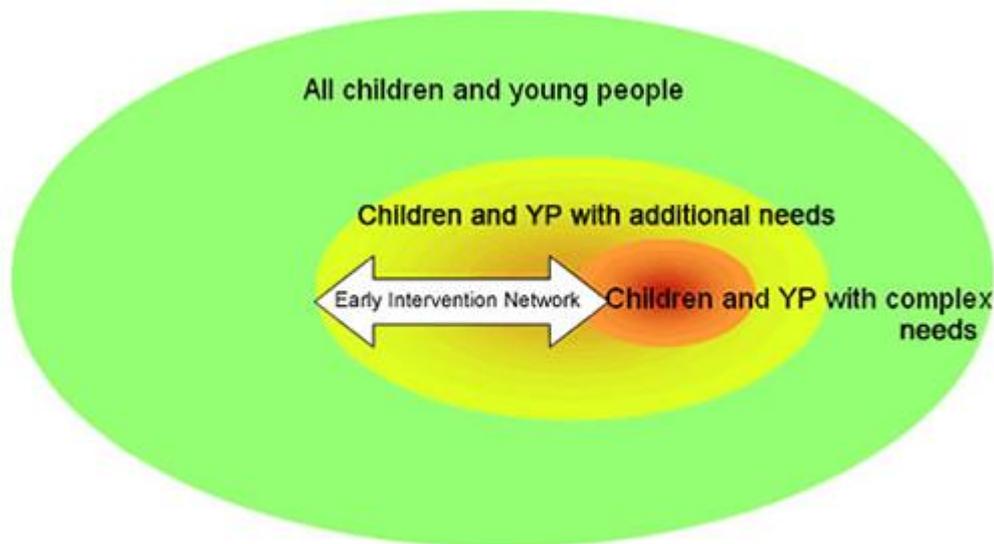
An EHSA can be used in respect of an unborn baby.

The EHSA is based on an assessment document that is designed to establish an early and complete picture of a child's additional needs (i.e. before problems become exacerbated and need more intensive support).

The EHSA ensures that, irrespective of the agency in which the initiating practitioner works, an holistic assessment of the child / young person's situation is undertaken. This prevents young people and their families from having to repeat their story as they move from one agency to another and facilitates much more effective sharing of information between agencies.

The EHSA is an entirely voluntary and consensual process, in which the young people and their families are actively engaged in the assessment and planning stages, thereby retaining ownership of any subsequently agreed actions. The assessment is the starting point to co-ordinate a multi-agency action plan, which also includes actions for the young person and their family.

EHSA is the bridge between universal services and specialist intensive support services. The aim is to build resilience and independence to enable families to respond to the changes and challenges that life brings.



### 3.2 EHSA Training and Contacts

Currently, staff within the Housing Division have received relevant training. If any Officer would like to discuss EHSA, enquiries should be forwarded to:

#### **NWBC Contact:**

Community Development Manager

(01827) 719346

#### **Early Help Single Assessment**

**Early Help Team**

[feedback@warwickshire.gov.uk](mailto:feedback@warwickshire.gov.uk)

**01926 414147**

**Saltisford Office Park**

**Ansell Way**

**Warwick**

**CV34 4UL**

## **4 GUIDELINES FOR MANAGERS - Recruitment and Training**

### **4.1 Reducing Opportunities for Allegations / Abuse to Occur**

By following the Council's Recruitment and Selection Policy, the risk of recruiting someone who may pose a risk to children and young people is significantly reduced. Unfortunately, however, that risk can never be eliminated; which is why it is important that staff are appropriately inducted, trained and managed.

Managers must be aware of the need to reduce the opportunities for allegations of child abuse being made against staff. This can be achieved through adherence to appropriate induction and training processes and ensuring that staff are aware of the Council's Code of Conduct.

Managers delivering services directly to children and young people must ensure that they are aware of the Safe Working Procedures relating to Child Protection - Sessional Guidelines for Managers.

Housing Officers must ensure that they are fully conversant with the content of the Warwickshire Protocol for Assessing and Managing the Housing Needs of Homeless Young People.

### **4.2 Recruitment and Criminal Records Checks (Disclosure and Barring Service Checks)**

All staff who have unrestricted access to children will be required to undergo a criminal records (DBS) check before the commencement of their employment with the Borough Council. Please refer to the Council's Recruitment and Employment of Ex-offenders Policy.

The Borough Council will also undertake DBS checks, on a risk-based approach, for certain positions held by elected Councillors. These positions will include the Mayor and Deputy Mayor, Young Person's Champion (and Shadow), the Spokesperson and Opposition Spokesperson for Health, Well-being and Leisure and the Lead Councillor on CCTV (and Shadow).

### **4.3 Child Protection Training**

All members of Borough Council staff, regardless of whether or not they come into contact with children and young people during the normal course of their duties, must attend the Borough Council's Child Protection and Child Sexual Exploitation training course within three months of commencing their employment and on a regular (minimum of once every three years) basis thereafter. All Councillors will be trained during each four-year political term. All members of staff and Members must understand their responsibilities towards protecting children and young people, and must be aware of the procedures to follow should they have a related concern.

### **4.4 Clubs and Organisation Using Borough Council Facilities**

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

### **4.5 Contracting Individuals and Organisations**

If the Borough Council is contracting an individual or organisation to work directly with children, or on a site where children will be present, it must be determined whether or not the contractor and its employees (if any) will be engaging in "Regulated Activity" (check with Human Resources) in order to determine whether DBS checks are required.

The key questions to ask in order to ascertain whether or not checks are required are:

- Does the activity give the opportunity for contact with children?
- Is the activity carried out regularly or frequently (i.e. once a week or more or on more than three days in a 30 day period)?

Contractors and their employees for whom an appropriate DBS check has not been undertaken will be supervised at all times if they have contact with children.

If a self-employed contractor has contact with children, officers will obtain the DBS check because self employed people are not able to make an application directly to the DBS on their own account.

Should it be determined that a DBS check is required, relevant staff should not only have an up-to-date (less than three years old) DBS check; they should also have completed appropriate child protection training within the last three years. This should be factored in as part of the initial contractual arrangement and subsequent contract monitoring process.

**It is the responsibility of the Officer engaging the contractor to ensure that appropriate checks have been made and that relevant supervision arrangements are in place at all times.**

## **5 ALLEGATIONS AGAINST ADULTS**

### **5.1 Managing Concerns in Relation to Adults - Concerns / Allegations Regarding People Who Work with Children (Staff and Volunteers)**

This procedure is concerned with the management of allegations that indicate the a person would pose a risk of harm if they continue to work, in any capacity, in regular or close contact with children and young people. It should be used in respect of all cases in which it is alleged that an individual who works with children has:

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

The procedure applies to a wider range of allegations than those in which there is reasonable cause to believe that a child is suffering, or likely to suffer, significant harm, including any allegations or concerns that might indicate that an individual is unsuitable to continue working with children in any capacity.

Experience has shown that children can be subject to abuse by those who work with them in a wide variety of settings. All allegations of abuse of children by an adult in a position of trust, e.g. staff member or volunteer, should be taken seriously and treated in accordance with these procedures.

Where an allegation is made, or where there are concerns about an individual's suitability to work with children, a subsequent investigation is likely to involve one or more of the following three strands of activity:

- The Police investigation of a possible criminal offence
- Enquiries and assessment by Children's Social Care as to whether the child is in need of protection or in need of services
- Consideration by an employer of disciplinary action in respect of the individual.

**Any concerns or allegations should be reported immediately to the Assistant Director (Leisure and Community Development),** who will ensure that the response is based upon the guidance detailed in Section 6 of the WSCB Inter-agency Safeguarding Procedures document, rather than being dealt with as a complaint or any other form of representation. In the absence of the Assistant Director (Leisure and Community Development), the report should be escalated to the Deputy Chief Executive and ultimately the Chief Executive.

Within one working day, all allegations brought to the attention of the Assistant Director (Leisure and Community Development) will be reported to Warwickshire County Council's Local Authority Designated Officer (LADO).

All allegations will be dealt with quickly, thoroughly and in a fair and consistent manner that provides effective protection for the child / children, whilst at the same time providing support for the person who is the subject of the allegation.

The procedure for dealing with allegations needs to be applied with common sense and good judgement. The LADO will advise the Borough Council about the most appropriate course of action to take. Some allegations may be sufficiently serious that they require immediate intervention by Children's Social Care and / or the Police. The LADO will still be informed of all such allegations within one working day, ensuring consultation between the Police, Children's Social Care and the LADO.

## **5.2 Confidentiality**

When an allegation is made, it is extremely important that the Council makes every effort to maintain confidentiality and guard against unwanted publicity whilst it is being considered and / or investigated.

The Assistant Director (Leisure and Community Development) will take advice from the LADO, the Police and Children's Social Care to agree the following:

- Who needs to know and, importantly, exactly what information can be shared and with whom
- How to manage speculation, leaks and gossip
- What, if any, information can reasonably be given to the wider community to reduce speculation
- How to manage press interest, if and when it should arise.

If there is any indication of actual, or potential, media attention the LADO and the Assistant Director (Leisure and Community Development) will liaise with Management Team and the Communications and Public Relations Officer.

## 6 MAKING A CHILD PROTECTION REFERRAL [SEE 6.2]

### 6.1 In What Circumstances to Refer

It is particularly important that all those whose work either brings them into contact with children or contact with adults who have children, are alert to the definitions and indicators of child abuse. In circumstances where **you** have concerns that a child is suffering, or is likely to suffer, significant harm to his or her health or development, or where a child gives information detailing abuse, you must adhere to the following principles:

- a) All concerns and allegations, whatever their origin, must be taken seriously and considered with an open mind that does not pre-judge the situation
- b) In circumstances where a child volunteers / discloses information about abuse, listen to the child. Ask sufficient questions to verify your concern, but **do not interrogate him / her**
- c) Never stop a child who is freely recalling significant events
- d) The child should **not** be asked to repeat their story or asked to write it down
- e) In circumstances where a child has an injury but no explanation is volunteered, it is acceptable to enquire how the injury was sustained
- f) If there are concerns about the explanation given for the cause of any injury, these must be referred to Children's Services
- g) As soon as possible, always make a written record of any information volunteered to you. The record must include the time it was written, the setting, personnel present, as well as what was said (you can use the Appendix to assist as this will need completing)
- h) Record all subsequent events up to the time of Children's Services / Police intervention
- i) Do not promise confidentiality
- j) **ACT NOW – DO NOT DELAY.** If you are at all unsure, contact your Divisional Officer / Head of Service

It is the responsibility of the individual professional who identifies a concern to ensure that the matter is referred without delay.

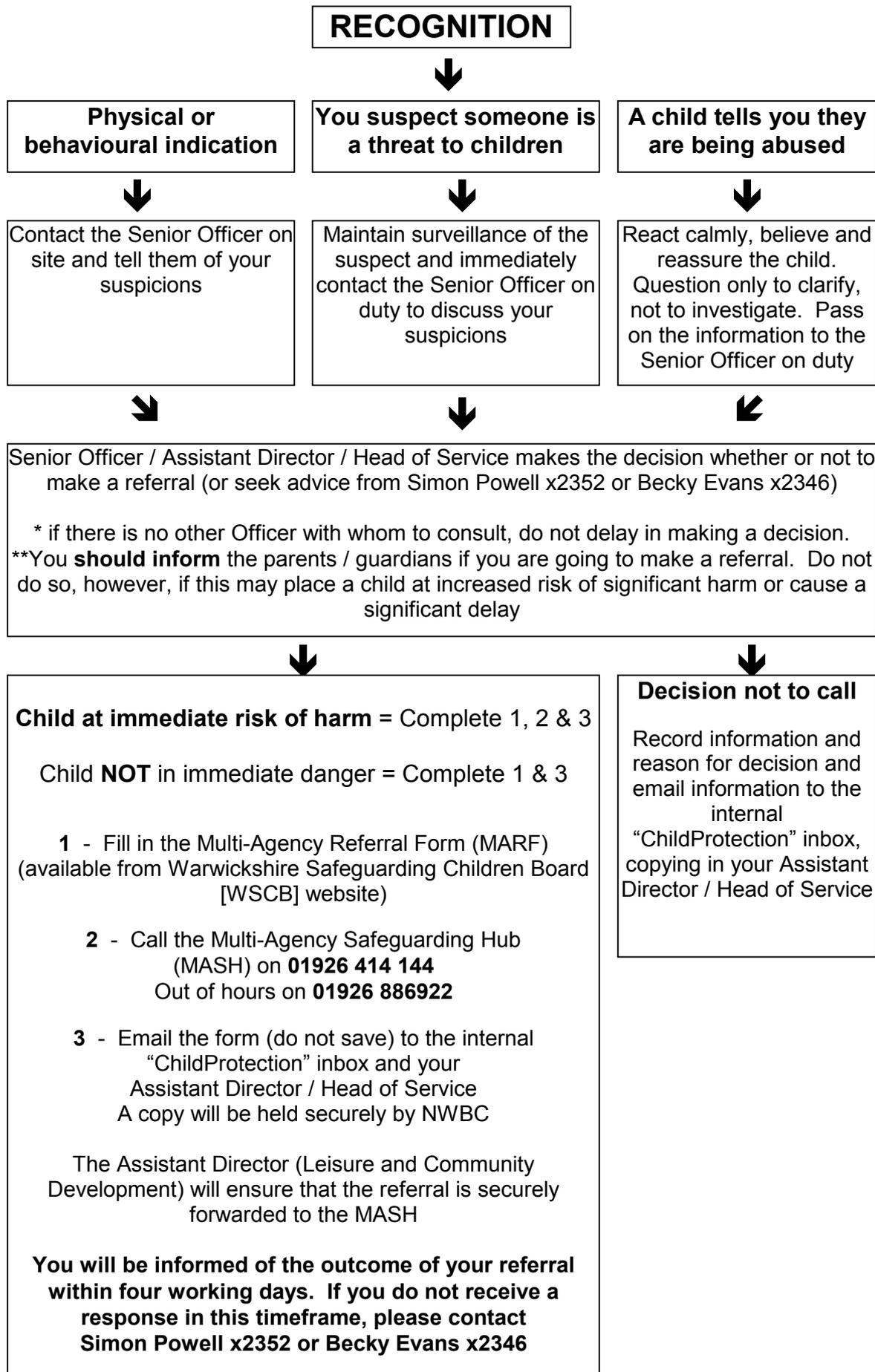
Whilst professionals should, in general, seek to discuss any concerns with the family and where possible seek agreement to make a referral to the MASH, **this should only be done where such discussions will not place a child at increased risk of significant harm or cause any significant delay.**

Whilst advice can be sought from a senior officer, this should not unduly delay the referral process. Concern need not be related to a single specific incident. It may also arise from the accumulation of minor concerns.

**PLEASE FOLLOW THE FLOWCHART AT 6.2  
TO REPORT YOUR CONCERN**

**Flowchart on next page**

## 6.2 Child Protection Referral Procedure



## NORTH WARWICKSHIRE BOROUGH COUNCIL

### MINUTES OF THE SAFER COMMUNITIES SUB-COMMITTEE

6 December 2016

Present: Councillor Reilly in the Chair

Councillors Clews, Davey, Davis, Ferro, Jarvis, Jones, E Stanley, M Stanley and A Wright

Councillor Humphreys was also in attendance

An apology for absence was received from Councillor Payne (substitute Councillor Davey).

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

None were declared at the meeting.

#### 8 **Minutes of the Meeting of the Sub-Committee held on 19 July 2016**

The minutes of the meeting of the Sub-Committee held on 19 July 2016, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

#### 9 **Plan to Tackle Fly Tipping Progress Report**

The Chief Executive presented a draft action plan for tackling fly tipping across the Borough and sought approval for a formal consultation on considering a Public Spaces Protection Order in Fillongley.

##### **Resolved:**

- a **That the progress report and update on the formal consultation on a potential approval of a Public Spaces Protection Order for Fillongley be noted; and**
- b **The Chief Executive be requested to prepare a report on the results of the consultation for the next meeting of the Sub-Committee.**

10 **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.**

11 **Environmental Health Resources for Fly Tipping Investigations**

The Assistant Chief Executive & Solicitor to the Council reported on a proposal to increase the staffing and capability resources within the Environmental Health (Commercial and Licensing Team) for investigations of fly tipping incidents. The Sub-Committee was asked to agree a suggested course of action.

**Resolved:**

**That the proposal set out in the report the Assistant Chief Executive & Solicitor to the Council to approve the additional staffing resources requested be endorsed.**

At this point in the meeting the public and press were re-admitted to the meeting.

12 **North Warwickshire Road Safety Partnership Update**

The Chief Executive provided an update on recent activities with the North Warwickshire Community Safety Partnership.

**Resolved:**

**That the progress to date be noted.**

13 **Progress Report on Achievement of Corporate Plan Targets – April – September 2016**

Members were informed of progress with the achievement of the Corporate Plan targets relevant to the Safer Communities Sub-Committee for April – September 2016.

**Resolved:**

**That the report be noted.**

14 **Chairman's Update**

The Chairman gave a verbal update on boy racers, a planned meeting with the Fire Service in December regarding home safety and road accidents and the report produced by West Mercia Police in August 2016 "Looking to 2020".

David Reilly  
Chairman