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Date: 13th June 2025

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Dear Sir/Madam,

A meeting of the **Health and Corporate Resources Overview and Scrutiny Panel**
will be held in the Council Chamber, Town Hall, Nuneaton on
Thursday, 26 June 2025 at 6.00 p.m.

Yours faithfully,

Tom Shardlow

Chief Executive

To: All Members of the Health and
Corporate Resources Overview and
Scrutiny Panel

Councillors S. Dhillon (Chair), J. Hartshorn (Vice-
Chair), J. Bonner, T. Jenkins, M. Kondakor,
S. Markham, W. Markham, B. Pandher, C. Smith and
Mrs D. Ross.

AGENDA

PART 1 – PUBLIC BUSINESS

1. **ANNOUNCEMENTS AND EVACUATION PROCEDURE**

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

Please use the stairs and do not use the lifts. Once out of the building, please gather outside Lloyds Bank on the opposite side of the road.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.

2. **APOLOGIES** - To receive apologies for absence from the meeting.

3. **MINUTES** - To confirm the minutes of the Health and Corporate Resources Overview and Scrutiny Panel meeting held on 13th February 2025, attached (**Page 6**).

4. **DECLARATIONS OF INTEREST/PARTY WHIP** - To receive declarations of Disclosable Pecuniary and Other interests in accordance with the Members' Code of Conduct and of the Party Whip in accordance with the Overview and Scrutiny Procedure Rules 4E, Paragraph 16(b).

Declaring interests at meetings

If there is any item of business to be discussed at the meeting in which you have a disclosable pecuniary interest or non-pecuniary interest (Other Interests), you must declare the interest appropriately at the start of the meeting or as soon as you become aware that you have an interest.

Arrangements have been made so that interests that are declared regularly by members can be viewed in a schedule on the Council website ([Councillor Declarations of Interests](#)). Any interest noted in the schedule on the website will be deemed to have been declared and will be minuted as such by the Democratic Services Officer. As a general rule, there will, therefore, be no need for those Members to declare those interests as set out in the schedule.

There are, however, TWO EXCEPTIONS to the general rule:

1. When the interest amounts to a Disclosable Pecuniary Interest that is engaged in connection with any item on the agenda and the member feels that the interest is such that they must leave the room. Prior to leaving the room, the member must inform the meeting that they are doing so, to ensure that it is recorded in the minutes.
2. Where a dispensation has been granted to vote and/or speak on an item where there is a Disclosable Pecuniary Interest, but it is not referred to in the Schedule (where for example, the dispensation was granted by the Monitoring Officer immediately prior to the meeting). The existence and nature of the dispensation needs to be recorded in the minutes and will, therefore, have to be disclosed at an appropriate time to the meeting.

Note: Following the adoption of the new Code of Conduct, Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a Disclosable Pecuniary or a Deemed Disclosable Pecuniary Interest, the Member must withdraw from the room.

Where a Member has a Disclosable Pecuniary Interest but has received a dispensation from Audit & Standards Committee, that Member may vote and/or speak on the matter (as the case may be) and must disclose the existence of the dispensation and any restrictions placed on it at the time the interest is declared.

Where a Member has a Deemed Disclosable Interest as defined in the Code of Conduct, the Member may address the meeting as a member of the public as set out in the Code.

Note: Council Procedure Rules require Members with Disclosable Pecuniary Interests to withdraw from the meeting unless a dispensation allows them to remain to vote and/or speak on the business giving rise to the interest.

Where a Member has a Deemed Disclosable Interest, the Council's Code of Conduct permits public speaking on the item, after which the Member is required by Council Procedure Rules to withdraw from the meeting.

5. PUBLIC CONSULTATION - Members of the Public will be given the opportunity to speak on specific agenda items if notice has been received.

Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.

The chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the chair, the speaker persists, they will be asked to stop speaking by the chair. The chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.

6. QUESTIONS TO CABINET – In accordance with Overview & Scrutiny Procedure Rule 4.E.8 c) 20 minutes shall be set aside for questions to a member of the Cabinet from the Panel in relation to matters in respect of which the Panel has powers or duties.
7. HEALTH AND WELLBEING BOARD – A presentation and update will be provided.
8. FEES AND CHARGES POLICY – A report of the Assistant Director – Finance, attached **(Page 13)**.
9. INTEGRATED PERFORMANCE REPORT – THIRD AND FOURTH QUARTERS 2024/25 – a summary report of the Risk Management and Performance Officer, attached **(Page 29)**. The full Integrated Performance Report is available on the website only via a link in the report.
10. CORPORATE PLAN AND DELIVERY PLAN 2025-2029 – an item for information. The main themes and strategic aims are provided in every Overview and Scrutiny Panel agenda **(Page 4)** and the delivery plan for this panel is attached **(Page 37)**
11. FORWARD PLAN – attached for information **(Page 39)**.
12. WORK PROGRAMME 2025/26 – for approval, attached **(Page 48)**.
13. ANY OTHER ITEMS which in the opinion of the Chair should be considered as a matter of urgency because of special circumstances (which must be specified).

THIS PAGE IS FOR INFORMATION ONLY

Nuneaton and Bedworth Borough Council
Corporate Plan
Building Communities 2025 – 2029
United in Achievement.

Theme 1: Place and Prosperity

Strategic Aims:

1. Regenerate Nuneaton Town Centre; completing the Transforming Nuneaton Programme.
2. Establish an increased number of residential properties within the Town Centres
3. Help local businesses thrive, support new business incubation and reduce the number of vacant units.
4. Continue to promote and enable events across the Borough.
5. Continue to develop and help our markets to thrive.
6. Work with the business community to strengthen business in the whole Borough
7. Deliver a regeneration plan for Bedworth Town Centre.
8. Promote, and support our Town Centre economies.

Theme 2: Housing, Health and Communities

Strategic Aims:

1. Deliver the construction and opening of the Bedworth Physical Activity Hub (BPAH).
2. Focus on awareness and promotion of support services for mental health and wellbeing.
3. Facilitate warm, safe, sustainable and affordable housing.
4. Work with public health colleagues and partners to address community inequalities.
5. Promote active travel across the Borough.
6. Extend the housing home building programme to provide more Council homes.
7. Work with partners to prioritise community safety and empowerment.

Theme 3: Green Spaces and Environment

Strategic Aims:

1. Review the grounds maintenance contract for the Borough.
2. Celebrate the heritage within our green spaces, including museums, George Eliot and local industry.
3. Decarbonise our housing stock and promote the decarbonisation of homes in the private sector.
4. Support our residents to recycle more of their household waste.
5. Promote and develop play area facilities in line with the Parks and Green Space Strategy.
6. Reduce the carbon footprint of the Pingles Leisure Centre by 2026.
7. Establish a Climate Change Strategy and Delivery Plan by 2026.
8. Work with partners to improve air quality across the Borough.
9. Explore opportunities to promote, protect and enhance biodiversity in the borough.

Theme 4: Your Council

Strategic Aims:

1. Conduct a Local Government Association Peer Review by 2026.
2. Increase the level of resident engagement and consultation.
3. Deliver a refreshed Council change plan to modernise services.
4. Focus on civic pride, celebrating rich heritage and diverse communities.
5. Deliver continued forward financial planning to safeguard the finances of the Council.
6. Set ambitious and challenging budgets, to ensure taxpayers money is respected, and high-quality services are delivered.
7. Deliver a modern organisation with agile and effective structure that meet the needs of residents.
8. Strive for transparency and accountability in all that we do. Increase public scrutiny

NUNEATON AND BEDWORTH BOROUGH COUNCIL

**HEALTH AND CORPORATE RESOURCES
OVERVIEW & SCRUTINY PANEL**

13th February 2025

A meeting of the Health and Corporate Resources Overview & Scrutiny Panel was held on Thursday, 13th February 2025 in the Council Chamber, Town Hall Nuneaton.

Present

Councillor S. Dhillon (Chair)

Councillors: J. Hartshorn (Vice-Chair), B. Hughes, A. Khangura, M. Kondakor, B. Pandher, T. Venson, K. Wilson and C. Smith (substituting for Councillor J. Bonner).

Apologies: Councillor J. Bonner and Mrs D. Ross.

PART I – PUBLIC BUSINESS

HCR 20 **Minutes**

RESOLVED that the minutes of the Health and Corporate Services Overview and Scrutiny Panel meeting held on 24th October 2024 be approved and duly signed by the Chair.

HCR 21 **Declarations of Interest**

As Councillor C. Smith was a substitute Councillor for this meeting, his Declarations of Interest were not detailed in the Schedule attached to the agenda.

RESOLVED that the Declarations of Interest are as set out in the Schedule attached to these minutes, with the addition of the Declarations of Interest for Councillor C. Smith.

HCR 22 **Questions to Cabinet**

The Portfolio Holder for Resources and Customer Services (Councillor S. Hey) and the Portfolio Holder for Housing (Councillor C. Watkins) were in attendance at the meeting.

Councillor Kondakor asked the Portfolio Holder for Resources and Customer Services:

What discussions and progress is being made in bringing healthcare facilities to the town centre, because with the new redevelopment and things that would really help footfall. I know obviously the Council don't do that per se, but they have a strong influence and obviously have been at meetings regarding future healthcare provision.

The Portfolio Holder for Resources and Customer Services replied:

We are just seeing some of this in the budget next week, but I mean this is going on all the time. We want to make sure that we get all this stuff into the town centre, we want to revitalise the town centre. I mean, I know you agree with this on that and we're doing it all the time. It is a bit difficult at the moment because of course the building work and everything is going on, but I think it's important that we build into all that, the events and what have you.

Is that what you're talking about, Michelle?

Councillor Kondakor followed up with:

Having some sort of healthcare facility, you know, the new town centre is very sort of limited in terms of space for, where they do all the blood tests and things there. So having some new sort of medical centre type thing within the town centre would really bring people in, you know, and help footfall alongside everything else.

The Portfolio Holder for Housing replied:

The talks are ongoing with the healthcare all the time and if something comes to it, we'll let you know when it comes around.

Councillor Kondakor asked the Portfolio Holder for Resources and Customer Services:

Have you got managed to recruit to the legal department? Because the legal things underpin so many things across a lot of the stuff that the Council is responsible for, you know, from Planning, Housing, what have you, and they all need legal backup and things. So I just wondered how the recruitment is going on that.

The Portfolio Holder for Resources and Customer Services replied:

You're quite right to raise this. It's something that's worrying me quite a bit because everything we do at some point has to go through, usually some sort of contract or legal. We have struggled to recruit two Solicitors to the Council. There's a report going I think to Cabinet next week, and that says how we can arrange a system whereby we can actually share facilities with other authorities, and actually get some of the work done more quickly and get specialist expertise in when we need, perhaps don't need some expertise in all the time. So it is something I am actively engaged in.

Councillor Kondakor asked the Portfolio Holder for Resources and Customer Services:

Will the organisation chart be restored to the Members section on the website? It's really useful to know who has what role and things. For example, if I send in a Members inquiry about things and get a response, but with just a name, it's very hard to know where that person fits into the hierarchy. It used to be there, I just got an error message the last time I tried it, said it was being sorted with IT and now it's disappeared altogether. There's not even the button that sends you to an error message. There is the organisation chart on the public website, but that doesn't give any names other than the Directors.

The Portfolio Holder for Resources and Customer Services replied:

There are a number of things that I've been doing with the Officers to improve whole areas of IT and services to Members and what have you. The old sort of organisation chart was on a system called Dash, which is being phased out in favour of using a new Microsoft system called SharePoint, which everybody would be able to get to. So that's being sorted out and on top of that, the Members inquiry form system is also being revamped and I'm told that after I've seen the next version of

it, it will be available in early March. So we'll have a better system for that. I am trying with all these things.

Councillor Kondakor asked the Portfolio Holder for Resources and Customer Services:

How is the hotel trading now it's up and running. It's been nearly five months and is there going to be a subsidy required next year or is it sort of holding its own?

The Portfolio Holder for Resources and Customer Services replied:

I cannot answer that question, Councillor Kondakor. My understanding is of course, that the next Shareholders Committee, which so far has been considering NABCEL business, that will be coming to that next. I'm not going to comment on that before all that's available, sorry.

HCR 23

Healthwatch

A presentation of the Chief Executive and Company Secretary, and the Engagement and Outreach Worker (Healthwatch) provided the Panel with information including a background, the objectives, feedback received, the impact and the priorities of Healthwatch.

Public Speaker: Mr K. Kondakor

Following the presentation, the Panel discussed and asked questions on the following:

- People contact Healthwatch when they have issues and things are not going well.
- Getting provisions in Town Centres and outreach work.
- Government priorities shifting – hospital to community, from treatment to prevention.
- Concerns are fed back to the Integrated Care Board.
- Surgeries in special measures – what is being done to ensure GP surgeries are working effectively and are sustainable. GMC is responsible for concerns about specific GP practitioners.
- Healthwatch can put pressure on relevant groups, but have no powers to compel action (but they can advise and use pressure).
- Need to increase knowledge of Healthwatch – more information will be sent to all panel members from the Engagement and Outreach Worker (via Democratic Services).
- Pharmacy prescribing – need to build confidence, some concerns discussed but there are many positives.
- NHS app – disparity between different GP Practices – a need to standardise. Some people may be digitally excluded.
- The mental health 'legacy' from COVID, the effects are still being felt from delayed treatments etc.
- Work with veterans and working with/getting views from diverse communities is ongoing.
- Comments on social media and reports to Healthwatch are more likely to be negative – people are less likely to comment and report positive experiences.

RESOLVED that the report be noted and the representatives of Healthwatch be thanked for their presentation and for attending.

HCR 24 **George Eliot Hospital Update**

The Chief Strategy, Service Improvement and Partnerships Officer presented a report which provided Members with an update which included NHS planning guidance, the challenges being faced and their objectives for 2025/26. Information and updates on the effect of winter and the coronavirus, the Trust's financial position, quality and safety, and hospice beds were also covered.

Public Speaker: Mr K. Kondakor

The Panel discussed and asked questions on the following:

- Ongoing work with veterans.
- The new Community Diagnostics Centre – led to improvements relating to diagnostics and is a real asset with benefits being seen.
- Award winning volunteer programme and how this impacts on service.
- Care in the Community – need to look at prevention to reduce the numbers needing to go to hospital (e.g. vaccinations and health checks).
- Pushing positive messages about how people can help themselves and where the best place is they can go to get help if needed. The need to education people.
- NHS111 referrals and the numbers advised to go to A&E from this service and GP's.
- Appointment wait times, including for tests meaning slower results and diagnosis – work is taking place around this area.
- Waiting times for treatments – the 'COVID' impact and improving patient experiences.

RESOLVED that the report be noted and the representative from George Eliot Hospital be thanked for their presentation and for attending.

HCR 25 **Integrated Performance Report – Second Quarter 2024-25**

A report of the Risk Management and Performance Officer provided Panel Members with appropriate performance measures, budget information and risk data for service areas within the scope of the Panel. The report has been adapted to reduce the volume of data (as previously reported under the former scrutiny panel arrangements), whilst still providing the Panel with sufficient information to monitor results to address issues arising.

Public Speaker: Mr K. Kondakor

RESOLVED that the contents of the report be considered and noted.

HCR 26 **Forward Plan**

The Forward Plan showing the key decisions that will be made in the four months commencing 1st March 2025, was provided to the Panel for information.

Public Speaker: Mr K. Kondakor

RESOLVED that the Forward Plan be noted.

HCR 27 **Work Programme 2024-2025**

The Panel were presented with the Work Programme for the municipal year 2024-2025.

Public Speaker: Mr K. Kondakor

RESOLVED that the 2024-2025 work programme be noted.

Chair

Health and Corporate Resources – Schedule of Declarations of Interests – 2024/2025

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
	General dispensations granted to all members under s.33 of the Localism Act 2011			<p>Granted to all members of the Council in the areas of:</p> <ul style="list-style-type: none"> - Housing matters - Statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992 - An allowance, payment given to members - An indemnity given to members - Any ceremonial honour given to members - Setting council tax or a precept under the Local Government Finance Act 1992 - Planning and Licensing matters - Allotments - Local Enterprise Partnership
	J. Bonner	Employed by Etone College (Matrix Academy Trust) - Teacher	<p>The Labour Party (sponsorship)</p> <p>Member of:</p> <ul style="list-style-type: none"> - The Labour Party - National Education Union 	
	S. Dhillon	Employed by UHCW NHS Trust	<p>Member (Rep) at Unison – UHCW Trust</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> • Warwickshire Adult Social Care and Health Overview and Scrutiny Committee • Camp Hill Urban Village: Pride in Camp Hill Board • Committee of Management of Hartshill and Nuneaton Recreation Ground • George Eliot Hospital NHS Trust – Public/User Board • West Midlands Combined Authority Wellbeing Board 	
	J. Hartshorn	Employed by Asda Nuneaton	Member of Nuneaton Conservatives	
	B. Hughes	Full Time Carer	<p>Member of the Labour Party.</p> <p>Member of the National Trust.</p> <p>Member of the Caravan and Motorhome Club</p> <p>Member of CAMRA</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> - George Elliot Hospital NHS Foundation Trust Governors 	

	Name of Councillor	Disclosable Pecuniary Interest	Other Personal Interest	Dispensation
			- Governor of Stockingford Maintained Nursery School	
	A. Khangura	Self-Employed		
	M. Kondakor		<ul style="list-style-type: none"> - Member of the Green Party - Member of Nuneaton Harriers AC - Chair – Bedworth Symphony Orchestra 	
	B. Pandher		<ul style="list-style-type: none"> - Member of Warwickshire County Council. - Member of the Conservative Party - President & Trustee of Nanaksar Gurdwara Gursikh Temple Coventry; - Coordinator of Council of Sikh Temples in Coventry; - Secretary of Coventry Indian Community; - Trustee of Sikh Monument Trust - Vice Chair Exhall Multicultural Group 	
	T. Venson	Employed by Freightliner Heavy Haul	<p>ASIEF Trade Union The Labour Party</p> <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> - Building Control Partnership Steering Group - Warwickshire Joint Overview and Scrutiny Committee 	
	K.D. Wilson	Delivery Manager, Nuneaton and Warwick County Courts & West Midlands and Warwickshire Bailiffs, HMCTS, Warwickshire Justice Centre, Nuneaton	<ul style="list-style-type: none"> - Deputy Chairman – Nuneaton Conservative Association - Nuneaton Conservative association (sponsorship) - Board Member of the Conservative Councillors' Association. <p>Representative on the following Outside Bodies:</p> <ul style="list-style-type: none"> - LGA People & Places Board (Member) 	

AGENDA ITEM NO. 8

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Health and Corporate Resources Overview & Scrutiny Panel

From: Assistant Director - Finance

Subject: Fees and Charges Policy

Portfolio: Resources and Central Services

Corporate Plan – Theme: Your Council

Corporate Plan – Aim: Ensuring Value for Money for our Taxpayers

1. Purpose of Report

To provide the panel with the overview of the Fees and Charges Policy to be adopted from August 2025.

2. Recommendations

1. To review the Fees and Charges Policy and note the contents within the document.
2. To recommend the policy to Cabinet for approval and adoption from August 2025.

3. Background

Council's have always been allowed to charge for services provided to the members of the public providing additional funding for both the General Fund and Housing Revenue Account.

Fees and charges are mainly statutory or discretionary with few being subsidised. Within Nuneaton and Bedworth Borough Council fees and charges are currently reviewed in-line with the budget setting process.

4. Body of Report

In recent years uplifts have been applied to discretionary charges, but thorough reviews are needed to ensure we offer value for money for our taxpayers whilst also not subsidising all fees and charges through under delivery of other services.

The Fees and Charges Policy sets a corporate approach to effective management of the Councils fees and charges to ensure maximisation of opportunities to generate income.

The key objectives of the policy are:

- Ensure all decisions in relation to fees and charges will be taken with reference to and support of Council priorities
- Ensure fees and charges are reviewed annually
- Ensure full cost recovery is the default for discretionary charges unless decided otherwise

5. Conclusion

The Council needs a corporate approach to ensure reviews, calculation and decision making for fees and charges is consistent across the organisation.

This policy underpins the principles of setting and reviewing fees and charges for the council providing clear guidance for all stakeholders.

6. Appendices

Appendix A – Fees and Charges Policy NBBC 2025



Fees and Charges Policy

A corporate approach to effective management of fees and charges will ensure the Council maximises commercial opportunities to generate income on the delivery of chargeable services

This Policy underpins Nuneaton and Bedworth Borough Council's principles of setting and reviewing fees and will be subject to review to ensure that it continues to reflect the needs and aspirations of the Council

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Introduction

As with other Local Authorities, the Council is facing continuing financial pressures following years of reduced funding and the need to generate income locally. Being more commercially minded where fees and charges are concerned will enable the Council to be in a better place to continue to meet these funding challenges.

The purpose of this Fees and Charges Policy is to provide a consistent approach in setting, monitoring, and reviewing fees and charges, and applies to fees and charges for discretionary services and trading activities across the Council. This Policy specifies the processes for fees and charges, and provides what factors need to be taken into consideration when charges are initially set and consequently reviewed annually.

A corporate approach to commercial activity in terms of setting fees and charges ensures that chargeable services represent best value to the residents of the Council's local authority area.

Statement

This Fees and Charges Policy sets out the policy position of the Council when it comes to fees, charges, and establishes some key principles to apply when creating or reviewing any fees or charges.

The key objectives of this Policy are to ensure that:

- all decisions on fees and charges for services and income generating activities will be taken with reference to and in support of Council priorities
- all fees and charges, and the scope for charging, will be reviewed at least annually by the Directorate concerned in consultation with Finance as part of the budget setting process
- the full cost of delivery to be calculated and documented to enable full consideration to be given to the opportunities for improving efficiency and income from a service
- in general, fees and charges income from discretionary services should recover the full cost of delivery, except where:
 - it is not appropriate to do so, for example where services provide support to service users that helps prevent the need to access more costly or complex services later therefore it is in the interest of the Council not to apply full cost recovery
 - it is prevented by government legislation to do so
- any approach to not apply full cost recovery will be approved by Cabinet as per the governance structure for fees and charges. Changes to fees and charges will be reviewed by Full Council in line with the budget setting process.

Corporate Approach

This Fees and Charges Policy sets out the Council's corporate approach that will be taken on fees and charges where the Council has discretion on what charges are set for services provided.

It is corporate led to ensure that there is an overview of all fees and charges, with clear roles and responsibilities for their management in terms of setting, annual review, cost recovery, and where applicable, agreed discounts.

A corporate approach to effective management of fees and charges will ensure the Council maximises commercial opportunities to generate income on the delivery of chargeable services.

Fees and Charges

The Council receives fees and charges from a diverse range of users that include large organisations and individual residents. This revenue is either a result of fees and charges under statutory powers (set by government) or discretionary (set by the Council).

When fees and charges are implemented, service users pay some, or all, of the cost of delivery. But when no charges are made, council taxpayers in general are subsidising the cost of delivery – potentially at the expense of the provision of another essential service to other Council residents. Fees and charges for services are therefore considered individually, taking into account local circumstances, such as market conditions and service users.

All decisions on fees and charges for services and trading activities should support the delivery of the Council's priorities and to be approved as per the governance structure.

The Localism Act 2011 introduced the General Power of Competence (GPC) which permits councils to charge for Discretionary Services (non-statutory services) at a level that recovers the cost of delivery. This however does not permit a local authority to charge for any services rendered to an individual for which it has a statutory duty to provide unless legislation permits a specific charge to be made.

Governance Structure for Fees and Charges

Having a robust governance structure for fees and charges is imperative to ensure that fees and charges are reviewed and administered in line with the Council's priorities. This Policy sets out that any approach to either:

- not apply full cost recovery to a fee or charge
- change the nature of a fee or charge
- or introduce a new fee or charge

must be approved by Cabinet.

Upon Cabinet approval, any changes in fees and charges will be reviewed at Full Council in line with the annual budget setting process. Price increases of fees and charges in line with full cost recovery, via annual reviews, will be based on the relevant inflation indices.

Where changes need to be made outside the annual budget setting process via Cabinet and Full Council, adequate notice will be given to all affected parties.

Types of Fees and Charges

The decision on any level of fees and charges should be transparent and open to scrutiny.

It is recognised that it will not always be appropriate to seek to recover the full cost of delivery, including relevant amount of organisational overhead, but should be set as a subsidised, or concession, or nominal charge. However, such decisions should be subject to prior approval as per the governance structure. An example of not applying full cost recovery is where services provide support to service users that helps prevent the need to access more costly or complex services later therefore it is in the interest of the Council to not apply full cost recovery.

There are a range of different types of charges against different types of services, supported by individual objectives which, for the purpose of this Policy, fall across the following:

- Statutory Services
- Discretionary Services
- Commercially Trading Discretionary Services

Statutory Services <i>Services that the Council has a duty to provide. Fees and charges set nationally.</i>	
Type	Objective
Statutory	Charges are set by legislation
Statutory prohibition	No charges can be made against these services
Discretionary Services <i>Non-statutory services that the Council is not obliged to provide. Fees and charges set by the Council. Must not generate a surplus.</i>	
Type	Objective
Full Cost Recovery	The Council wishes to make the service generally available but does not wish to allocate resources to the service. All costs fully recovered.
Subsidised	<p>The Council believes access to the service should be widely available and is prepared to subsidise the service to ensure target groups have access.</p> <p>Could also be due to adverse impact a full cost recovery or commercial charging policy would have on other council services.</p> <p>Funding support will come from the revenue budget, meaning council taxpayers are subsidising this service.</p>

Concession	<p>The service should be widely available, with users of the service making some contribution from their own resources, but not to the full value of cost recovery. For example, organisations whose purpose is to assist the Council in meeting specific objectives in its priorities and policy framework, or which contribute to the aims of local partnerships in which the Council has a leading role.</p> <p>The funds to make up the difference are not from revenue budget and might instead come from grant funding or other fundraising.</p> <p>Concessions might also be applied as a temporary discount by generating less income in the short term but linked to a better outcome, e.g., encourage growth of a new product, increase overall uptake, in the future.</p>
Nominal	The Council wishes the service to be fully available but sets a charge to limit inappropriate or over-use of services that would otherwise be Fully Funded.
Fully Funded	Fully Funded services are free for service users as the Council funds them. As these services present a direct and full cost to the Council, knowing their value is critical.

Commercially Trading Discretionary Services

Discretionary services provided as a commercial trading activity. The power to trade permits an authority to generate a surplus provided the activity occurs under a trading model, e.g., Local Authority Trading Company (LATC). Fees and charges set by the Council considering competitor pricing, demand, and the Council's market position

Type	Objective
Full Commercial	The Council seeks to maximise revenue within an overall objective of generating surplus as large as possible from this service. Full cost recovery model.
Commercial with Discounts	As above, but with discounted concessions being given to enable disadvantaged groups to access the service. Full cost recovery model.
Constrained Commercial (Full Cost Recovery)	The Council seeks to maximise income but is subject to a defined constraint – policy, competition, commitment to service users, political. Full cost recovery model.

Charging for Discretionary Services

Where the Council provides a service that goes above the statutory requirement, that additional provision may be charged for as a discretionary service.

When setting fees and charges, the following should be considered:

1. Service users must have agreed to receive and pay for the service
2. Charges may be set differentially, allowing people to be charged different amounts
3. The income must not provide an overall surplus to the Council
4. Horizon scan other Local Authorities fees and charges
5. The market in which services are operating
6. Any market changes and whether the services need to be adapted to reflect changes
7. Introducing a new chargeable service, will require an Equalities Impact Assessment to identify and consider any impact on vulnerable groups.

The Council's position is that charges for discretionary services are to be set at the appropriate level to fully recover their costs of delivery unless there is a specific decision approved by cabinet to subsidise the service provision for policy reasons. Where setting a charge to recover full costs of delivery would lead to a negative impact on vulnerable groups, any discounts must be prior agreed as per the governance structure.

Full Cost Recovery as Standard

For charges to cover the actual cost of providing the service, including support services' charges and other overheads, the true cost of service delivery should be calculated, considering all aspects of service provision. When estimating the cost of providing a service, the previous year's actual results (in terms of activity levels and expenditure) must be considered.

What to Consider When Calculating the Cost of Delivery		
Cost arising as a direct result of the service being delivered.		
Staff hours / salaries (incl.NI and pension contributions)	Employee travel	All materials and equipment needed to deliver the service
Indirect costs required to deliver the service.		
Facilities (Energy costs, routine maintenance, repairs)	Corporate support services (Finance, HR, IT, etc)	

The overheads required to deliver the services can be estimated based on the previous year's internal charges plus an inflationary uplift. Consult with Finance for support with these estimates. The cost areas quoted in the above table may need to be broken down into variable and fixed costs to model how, for example, the cost of delivery varies with the level of service demand. Where costing assumptions are made based on variables such as increased usage, this should be evidenced by an action plan detailing how this will be achieved.

Portfolio Approach

While income from fees and charges should not generate an overall surplus, in some instances, services may wish to look at the income from all their products combined and take a “portfolio approach.” This would allow some products to be offered at a loss, with the desired overall cost recovery position achieved from other products from within the same service that are priced more commercially. Equally, where it is not appropriate or cost effective to calculate the cost of delivery at an individual user level, charges may be set so that there is an overall full cost recovery from the delivery of a product or service.

Administration and Notification of Charges

Once set, Service areas must apply fees and charges to all service users.

Service users should be aware in advance that a fee is payable, and the level of the fee. This means all charges must be published on the Council’s website and at any point of sale.

The Council is required to charge VAT to service users where the product or service being supplied is subject to VAT.

The most economic, efficient, and effective method of income and debt collection should be used and must comply with the requirements of Financial Regulations. When collecting fees and charges income, services should use the most cost-effective method available, i.e., online or with card, thus minimising the use of cash and cheque payments and invoicing as a method of collection wherever possible.

Payment should, wherever possible, be taken in advance. If collection in arrears is necessary, invoices should be issued promptly and clearly. Additionally, an allowance for cost recovery and bad debt write-offs should be included in calculations when setting any charges that are collected in arrears.

Central Schedule of Fees and Charges

Finance shall maintain the central Schedule of Fees and Charges. All fees and charges (including subsidies, waivers, and exemptions) must be identified, not just discretionary ones.

The central Schedule of Fees and Charges will be updated annually by Finance, with the service areas concerned, and clearly include the date on which it was last revised.

Regular Price Reviews

Reviews to be conducted annually for all services fees and charges in time to inform the budget setting process.

It is the responsibility of all Service managers to ensure that these reviews are undertaken by service areas that offer chargeable services. For business planning purposes, the standard assumption is that all fees and charges will be increased each year based on a reasoned and careful consideration of the level of inflation to be applied. Although charges within the same service area may need reviewing at separate times in the year. Annual reviews should consider the following factors:

- Inflationary pressures, and when a flat rate uplift might not be the most appropriate option due to specific changes to the cost-of-service delivery.
- Service-level budget targets, with the context of council-wide targets and advice from Finance Business Partners

- Cost of administration
- Scope for new charging areas, this might be entirely new discretionary service to deliver, or existing services that are currently not charged for.
- Use stakeholder engagement and comparative data, where appropriate, to ensure that charges do not adversely affect the take up of services or restrict access to services (other than where this is a desirable outcome)
- Must not generate an unlawful surplus.

If a decision is taken to not increase some fees and charges the budget shortfall that this creates will need to be bridged through other operational and cost savings. Conversely, if charges are increased above inflation this can contribute to Directorate savings targets.

Service users should be given a reasonable period of notice before the introduction of new or increased charges.

To ensure cost effectiveness and efficiency when setting and amending charging levels, the following are to be considered:

- The desirability of increasing the Council's market share, particularly in fully commercial charges, e.g., temporarily reducing a fee or charge in order to stimulate demand for a service, leading to increased income generation.
- Obstacles to maximising full cost recovery when providing the service.
- Future investment required to improve or maintain the service.
- If full cost recovery would require a sudden and large uplift and may reduce market share, it may be prudent to phase-in that price rise over a longer period with a temporary Agreed Discount
- The desirability of reducing the uptake of a given service, i.e., raising charges during peak times

Annual Fees and Charges Schedule Updates

The Schedule for Fees and Charges template will be circulated annually by Finance to the relevant business areas as part of the budget planning process. It must be completed in full, to include:

- A description of the charge
- The current price of all discretionary and statutory fees and charges
- New cost of the charge with the correct inflation rate applied
- Whether the charge is Full Cost Recovery or an Agreed Discount (or a statutory limit)

Finance will keep the central record of the Schedule for Fees and Charges on all service area's fees and charges for the purpose of ensuring statutory and discretionary fees are recorded accurately and set and reviewed in accordance with this Policy.

Legislation

The following legislation stipulates what local authorities can and cannot do in respect of generating income.

Local Authorities (Goods and Services Act 1970)

Local authorities have the power to enter into agreements with each other and other certain types of public bodies for the performance of certain services.

Local Government Act 2003

1. Gives local authorities the power to charge for services on a cost recover basis.

Charging:

- Only applies to discretionary services (that has the power to provide but not a duty)
 - Cannot be used where charging is specifically prohibited by other legislation
 - Cannot be used where another specific charging regime applies
 - Is limited to cost recovery
2. Trading activities related to local authorities' functions on a commercial basis. Trading:
 - Must be exercised through a company which has a business plan for operation.
 - Can be delivered by participating in an existing private trading venture providing that this is a company within the relevant definitions (limited partnership and limited liability partnerships are not acceptable structures for local authority trading)
 - Can be used with a view to make a profit. In a company wholly owned by a local authority, profits can be returned to the authority through a dividend or service charge to hold down Council Tax or be reinvested.

The Localism Act

Local authorities' powers and responsibilities have traditionally been defined by legislation. In simple terms, *we can only do what the law says we can*. This has often led to excessive caution and in some cases inaction as local authorities are wary of doing something new. Something may be thought as an innovative idea but because there is uncertainty whether it is allowable in law, and concern about the possibility of being challenged in the Courts, it is not actioned. The Government took the view that this needs to be addressed by the Localism Act, in that the Act sets out that local authorities instead of being able to act only where the law says they can, local authorities should be free to do anything as long as they do not break other laws.

The Act includes a 'general power of competence' which gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited. Cannot, for example, be able to impose

new taxes as an individual has no power to tax. This general power gives local authorities more freedom to work in new ways to drive down costs. It gives increased confidence to do creative, innovative things to meet local people's needs.

The general power of competence does not remove any duties from local authorities; just like individuals they will continue to comply with duties placed on them.

The Act does however give the Secretary of State the power to remove unnecessary restrictions and limitations where there is a good case to do so, subject to safeguards designed to protect vital services.

Other Considerations

As well as this statutory framework, local authority decision-making is also limited by certain well known principles including obligations to act rationally, fairly and to exercise powers for their proper purpose. This means that a local authority cannot use a power given to it for one purpose in order to simply generate income. It also means that in charging for discretionary services a local authority will have to have due regard to the rationality of imposing the charge and its impact on individuals as well as its ability to generate income.

There are many other important legal, commercial, and considerations for local authorities undertaking commercial activities, particularly through trading companies, including:

- Company law issues
- Tax liability (corporate tax and VAT)
- Procurement law
- Employment law (e.g., TUPE and pensions)

Summary

This Fees and Charges Policy has set out the Council's position when it comes to fees and charges and has established some key principles that are required to be applied.

All chargeable services are required to follow this Policy to ensure that the Council benefits from generating income from fees and charges and fully recover costs.

The Council recognises that the context in which it operates will evolve locally therefore this Policy will need to be updated and refreshed, as necessary, to ensure that effective management of fees and charges are maintained.

This Policy underpins Nuneaton and Bedworth Borough Council's principles of setting and reviewing fees and charges and will be subject to review to ensure that it continues to reflect the needs and aspirations of the Council.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: **Health and Corporate Scrutiny Panel, 26th June 2025**

From: **Risk Management and Performance Officer**

Subject: **INTEGRATED PERFORMANCE REPORT SUMMARY - THIRD AND FOURTH QUARTERS 2024/25**

1. Summary

1.1 Important Note for Panel Members - Additional information

Should panel members require additional information relating to performance **not fully explained by the comments supplied**, the following process is essential for the effectiveness of the meeting (to ensure that all issues can be addressed at the meeting):

- Having reviewed the report, the panel member should either ask for additional information to be provided ahead of the meeting or, if necessary, request that the relevant officer(s) attend the meeting. In either instance, the panel member should contact the Chair at their earliest opportunity
- The Chair will then advise the Committee clerks to make the necessary arrangements

1.2 Financial Data

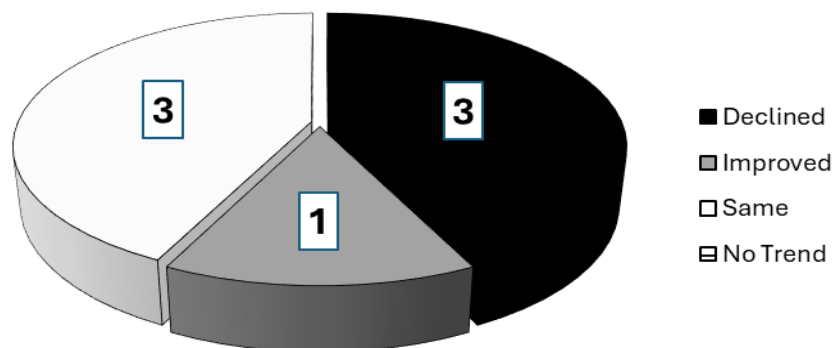
Each OSP should review the Forward Plan and where a decision has been made, members of the OSP should consider calling in an item if they have concerns which need discussing at a future OSP meeting. As per the May 2025 forward plan, the following financial reports are due to be considered by Cabinet in 2025

- General Fund Revenue Outturn (July Cabinet)
- HRA Revenue Outturn (July Cabinet)
- Capital Outturn (July Cabinet)
- Collection fund 2024/25 (July Cabinet)
- General Fund Budget Monitoring Q1 (September Cabinet)
- HRA Budget Monitoring Q1 (September Cabinet)
- Capital Monitoring Q1 (September Cabinet)

1.3 Due to the timings of panel meetings, **this report includes data for both the third and fourth quarters 2024/25. A summary of the third quarter and fourth quarter with a link to the full report follow:**

2. Health and Corporate OSP Third Quarter 2024/25 Summary Charts

Performance Measures Summary



Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summaries – End of Third Quarter

	Number Received 2024/25 (2023/24)	Completed 2024/25 (2023/24)	Late 2024/25 (2023/24)	Outstanding 2024/25 (2023/24)
FOI / EIR Requests - 20-day target	575 (525)	575 (525)	105 (102)	0 (0)
Complaints -10-day target	1,074 (1,270)	1,074 (1,267)	115 (142)	0 (3)

Strategic Risk Register Summary

See fourth quarter 2024/25

Member Enquiry Forms (MEFs) Summary Third Quarter

Number Received	
2023/24	2024/25
111	286

Subject trends identified in current quarter:

FOI / EIR – No trend(s) identified.

Complaints - No trend(s) identified.

MEFs – 171 for Housing and 38 for Leisure and Culture (73%).

2.1 Appendix A - Performance Measures Third Quarter

Three declined trend measures:

- **Processing of new benefits claims** (21.11 days in 2023/24, 34.64 days in 2024/25).
No target. Low is good performance. 22 days and below is the current benchmark for good performance.
Recruitment took place with new starters joining in May, July and August which has also necessitated addressing training needs. Overtime was approved for a short time (August and September) to clear the backlog of claims. Performance has improved month-on-month since September.
- **Processing of change of circumstances benefits claims** (4.66 days in 2023/24, 9.71 days in 2024/25).
No target. Low is good performance. 9 days and below is the current benchmark for good performance.
Recruitment took place with new starters joining in May, July and August which has also necessitated addressing training needs. Overtime was approved for a short time (August and September) to clear the backlog of claims. Performance has improved month-on-month since September.
- **Number of Services available On- line** (69 in 2023/24, 67 in 2024/25).
No target. The intention is to increase year-on-year. More services established on-line, enabling customers to serve themselves, will reduce the workload on the Customer Services Team. Consequently, resources will be concentrated on customers needing direct support.

Positive aspect:

- **The number of On-line self-accounts established** (56,883 in 2023/24, 67,826 in 2024/25).
More services established on-line, enabling customers to serve themselves, reduces the workload on the Customer Services Team. Consequently, resources will be concentrated on customers needing direct support.

2.2 Appendix B – Strategic Risk Register Third Quarter

As this is a “live” document, details are provided in the fourth quarter summary (see section 3)

2.3 Appendix C – Executive Summary of the Strategic Performance Report to Management Team Third Quarter

Of the 15 measures: Eight are “green”, one is “amber” and six are “red”:

“Amber” measure:

- **Health and Safety monitoring** is 77% against the 80% target (80% last quarter)

Six “Red” measures:

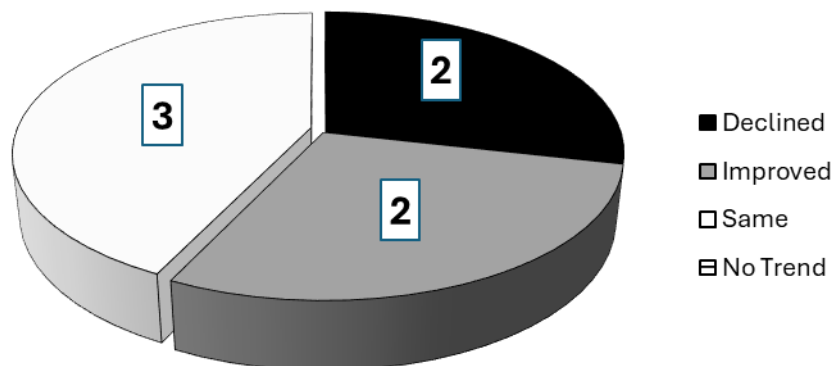
- **Processing of new benefits claims** is 34.64 days (35.24 days last month) against the 22 days good performance benchmark and compared to 21.11 days in

December 2023. Improvement month-on-month since September following the issues with a number of experienced leavers / training requirements for new officers in the first half of 2024/25. This is expected to continue in the final quarter of 2024/25

- **Working days lost to short term sickness absence** is 3.32 days per full time equivalent (FTE) against the profiled target of 2.61 days/FTE at the end of December (3.42 days/FTE at the end of December 2023)
- **Working days lost to long term sickness absence** is 5.49 days per full time equivalent (FTE) against the profiled target of 3.95 days/FTE at the end of December (5.27 days/FTE at the end of December 2023)
- **Short term return to work interview compliance** rolling average is 56.15% within 3 days (53.91% last month). The average time to complete all interviews is 1.92 days (1.60 days last month)
- **Agency staff spend** £822,094 as at the end of December compared to £577,435 at the end of December 2023. This is netted against an estimated £1.74m salary underspend, creating a NET underspend of £912k across the general fund and HRA budgets
- **Building a Better Borough (BaBB) monitoring** is 66% against the 80% target at the end of the third quarter (70% last quarter)

3. Health and Corporate OSP Fourth Quarter 2024/25 Summary Charts

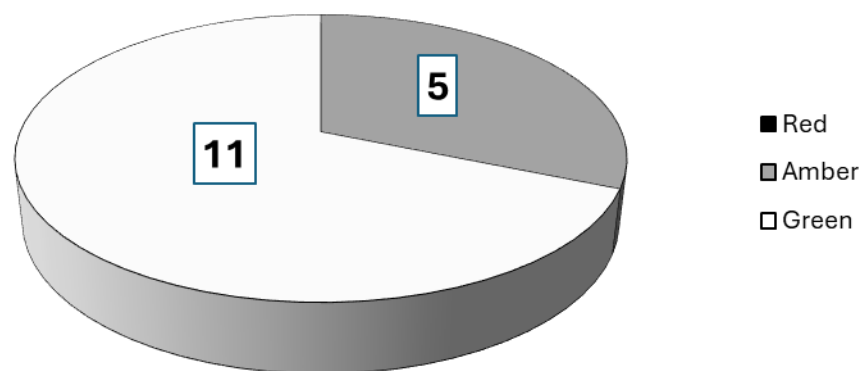
Performance Measures Summary



Freedom of Information (FOI) / Environmental Information Regulations (EIR) Requests and Complaints Summaries – End of Fourth Quarter

	Number Received 2024/25 (2023/24)	Completed 2024/25 (2023/24)	Late 2024/25 (2023/24)	Outstanding 2024/25 (2023/24)
FOI / EIR Requests - 20-day target	775 (744)	775 (739)	150 (150)	0 (5)
Complaints -10-day target	1,516 (1,584)	1,516 (1,581)	155 (173)	0 (3)

Strategic Risk Register Summary



Member Enquiry Forms (MEFs) Summary Fourth Quarter

Number Received	
2023/24	2024/25
109	187

Subject trends identified in current quarter:

FOI / EIR – No trend(s) identified.

Complaints - No trend(s) identified.

MEFs – 59 for Housing and 39 for Leisure and Culture (52%).

3.1 **Appendix A - Performance Measures Fourth Quarter**

Two declined trend measures:

- **Processing of new benefits claims** (21.43 days in 2023/24, 33.67 days in 2024/25).
No target. Low is good performance. 22 days and below is the current benchmark for good performance.
Recruitment took place with new starters joining in May, July and August which has also necessitated addressing training needs. Overtime was approved for a short time (August and September) to clear the backlog of claims. Performance has continued to improve month-on-month since September.
- **Processing of change of circumstances benefits claims** (4.65 days in 2023/24, 9.44 days in 2024/25).
No target. Low is good performance. 9 days and below is the current benchmark for good performance.
Recruitment took place with new starters joining in May, July and August which has also necessitated addressing training needs. Overtime was approved for a short time (August and September) to clear the backlog of claims. Performance has improved since the September outturn of 9.95 days.

Positive aspects:

- **Number of Services available On- line** (68 in 2023/24, 71 in 2024/25).
No target The intention is to increase year-on-year. More services established on-line, enabling customers to serve themselves, will reduce the workload on the Customer Services Team. Consequently, resources will be concentrated on customers needing direct support.
- **The number of On-line self-accounts established** (59,933 in 2023/24, 70,917 in 2024/25).
No target The intention is to increase year-on-year. More services established on-line, enabling customers to serve themselves, will reduce the workload on the Customer Services Team. Consequently, resources will be concentrated on customers needing direct support.

3.2 Appendix B – Strategic Risk Register Fourth Quarter

There are sixteen strategic risks within the remit of the panel. Five are “net amber” and eleven are “net green”.

“Net Amber” Risks

R8 - Failure to deliver / refresh the key elements of “Building a Better Borough” (BaBB) Corporate Plan

R16 - “Cyber” crime or attack

R20 - Pandemic – service, social and economic implications

R25 - Noncompliance with regulations relating to Freedom of Information, Environmental Information and General Data Protection resulting in penalties applied by the Information Commissioner’s Office

R34 - Corporate Fraud

3.3 Appendix C – Executive Summary of the Strategic Performance Report to Management Team Fourth Quarter

Of the 15 measures: Eight are “green” and seven are “red”.

Seven “Red” measures:

- **Processing of new benefits claims** is 33.67 days (34.35 days last month) against the 22 days good performance benchmark and compared to 21.43 days in March 2024. Improvement month-on-month since September continues but again, not at the anticipated rate at the end of the final quarter 2024/25
- **Working days lost to short term sickness absence** is 4.41 days per full time equivalent (FTE) against the profiled target of 3.50 days/FTE at the end of March (4.84 days/FTE at the end of March 2024)
- **Working days lost to long term sickness absence** is 6.88 days per full time equivalent (FTE) against the profiled target of 5.25 days/FTE at the end of March (6.94 days/FTE at the end of March 2024)
- **Short term return to work interview compliance** rolling average is 55.70% within 3 days (57.09%% last month). The average time to complete all interviews is 1.69 days (1.79 days last month)
- **Agency staff spend** is £1,084,441 as at the end of March compared to £779,066 at the end of March 2024. This is netted against an estimated £2.24m salary underspend, creating a NET underspend of £1.15m across the general fund and HRA budgets.
- **Building a Better Borough (BaBB) monitoring** is 66% against the 80% target at the end of the fourth quarter 2024/25 (also 66% last quarter)

- **Health and Safety monitoring** is 72% against the 80% target at the end of the fourth quarter 2024/25 (77% last quarter). Targets have not been met for Legionella linked to the new contract starting in March 2025, risk assessment reviews and recycling monitoring inspections

4. Please click the following link to access the full report:

[Link: Full Integrated Performance Report](#)

5 **Recommendation**

The panel is asked to scrutinise the performance information contained in this report and make any recommendations to the relevant Cabinet portfolio holder and/or Cabinet.

The panel may decide to establish an OSP Review Working Party, proposed, voted and agreed at an OSP itself, to review a specific item/activity. This would be made up of members from the OSP and the OSP would be required to set a clear scope and remit for the review.

STEVE GORE

Theme	
Housing, Health & Communities	
Reference	Aims
HHC1	Promoting Healthy Lifestyles
HHC2	Supporting Vulnerable Residents
HHC3	Building New Council Homes
HHC4	Strengthening Community Cohesion

Reference	Objectives	Reference	Specific Actions	Measurement	Timelines	Portfolio	Lead Officer
HHC1	Deliver the construction and opening of the Bedworth Physical Activity Hub (BPAH)	HHC1.1	Complete procurement of new leisure operator	Contract awarded and procurement process concluded	Jul-25	Leisure, Communities and Health	AD: Recreation & Culture
		HHC1.2	Complete Phase 1 and deliver new Hub	phase 1 Completion and opening of facility	Mar-26	Leisure, Communities and Health	AD: Recreation & Culture
		HHC1.3	Complete Phase 2 by demolishing old site and completing all weather pitches	phase 2 Completion and opening external areas / car park	Oct-26	Leisure, Communities and Health	AD: Recreation & Culture
HHC2	Focus on awareness and promotion of support services for mental health and wellbeing	HHC2.1	Prioritise Suicide Prevention Training to Officers of the Council	Number of Officers who completed training	Mar-26	Leisure, Communities and Health	AD: Recreation & Culture
		HHC2.2	Implement resident campaigns to promote awareness of support services available, working with WCC Public Health.	Number of campaigns and initiatives delivered	Mar-26	Leisure, Communities and Health	AD: Recreation & Culture
		HHC2.3	Improve our Leisure facilities - through structural repairs and changing rooms refurbishment	completed works on steel columns and changing room refurbishment	Apr-26	Leisure, Communities and Health	AD: Recreation & Culture
HHC2	Facilitate warm, safe, sustainable and affordable housing	HHC2.3	Review empty homes within the borough and lobby Government for changes to legislation	Empty Property Officer role established Empty property database established	Dec-25	Housing	AD: Economy & Regeneration
			Deliver the Social Housing Capital Programme to provide warm safe homes	Nos. of homes improved annually	Mar-27	Housing	Service Manager: Housing Capital Investment
		HHC2.5	Implement new legislation relating to the Renters Reform Bill	Policy and procedure in place	Mar-26	Housing	Private Sector Housing Manager
		HHC2.6	Implement new legislation relating to the Supported Housing (Regulatory Oversight) Act	Policy and procedure in place	Mar-26	Housing	AD: Strategic Housing
HHC1 HHC2	Work with Public Health colleagues and Partners to address community inequalities	HHC2.7	Active participation in the Warwickshire Safeguarding Partnership & Board	Attend Partnership Meetings and sign data sharing agreement	Sep-25	Resources and Customer Services	AD: Democracy & Governance
		HHC2.8	Implement shared learning, strategies and initiatives to tackle safeguarding issues and increase awareness at elected member level	Policy up to date, training undertaken and 1st OSP report during 2025/2026 Municipal Year.	Mar-26	Resources and Customer Services	AD: Democracy & Governance
		HHC2.9	Liaise with NHS/GP Practices to establish a health hub with the Town Hall	Health Hub established	Mar-27	Business and Regeneration	AD; Economy & Regeneration
HHC1 HHC4	Promote active travel across the Borough	HHC2.10	Work with stakeholders to create and action plan and deliverables against agreed priorities for Warwickshire North Place	Action Plan agreed	Mar-27	Leisure, Communities and Health	AD: Recreation & Culture
		HHC4.1	Ensure planning policy continues to prioritise active travel	No.s of consultations on planning applications	Ongoing	Planning and Enforcement	AD: Planning
		HHC4.2	Work with partners to identify, promote and implement opportunities for increased active travel	Support WCC approved plans for active travel schemes across Borough	Mar-26	Leisure, Communities and Health	AD: Recreation & Culture
HHC3	Extend the Housing home building programme to provide more Council homes	HHC3.1	Deliver further new NBBC stock utilising Homes England Funding, One for One Receipts and S106, where applicable	Nos. units delivered	Mar-26	Housing	Service Manager: Housing Capital Investment
		HHC3.2	Complete a strategic review of Independent Living sites to inform future development and investment requirements	Strategic review completed	Jun-25	Housing	Construction Project Manager
		HHC3.3	Complete the Vale View development providing 14 homes	Development completed & homes occupied	May-25	Housing	Construction Project Manager
		HHC3.4	Start on site for Cheverall Road development, providing 8 homes	Development completed & homes occupied	Jun-25	Housing	Construction Project Manager
		HHC3.5	Start on site for Armson Road development providing 15 homes	Contractor procured. Site clearance commenced	Jun-25	Housing	Construction Project Manager
		HHC3.6	Review and adopt a revised Social Housing Development & Acquisition Strategy	Strategy adopted	Sep-25	Housing	SD: Housing & Communities
HHC2 HHC4	Work with partners to prioritise community safety & empowerment	HHC4.3	Identify and implement community interventions to reduce knife crime	No. of interventions	Apr-26	Leisure, Communities and Health	Service Manager: Communities & Community Safety
		HHC4.4	Deliver the local priorities outlined in the Warwickshire Serious Violence Strategy delivery plan	Delivery plan actions completed and reported to OSP	Mar-27	Leisure, Communities and Health	Service Manager: Communities & Community Safety
		HHC4.5	Devise and implement a Community Cohesion Strategy	Strategy adopted	Apr-26	Leisure, Communities and Health	Service Manager: Communities & Community Safety
		HHC4.6	Devise and implement Neighbourhood Improvement and Cohesion Plans	Plans adopted	Sep-26	Leisure, Communities and Health	Service Manager: Communities & Community Safety
		HHC4.7	Work with partners to strengthen and promote support available to victims of Domestic Abuse	No. of support interventions developed No. of promotional information developed	Mar-26	Leisure, Communities and Health	Service Manager: Communities & Community Safety
		HHC4.8	Working with partners, identify and implement mechanisms to improve the profile and benefits of volunteering across the borough	No. of volunteering campaigns undertaken	Mar-26	Leisure, Communities and Health	Service Manager: Communities & Community Safety
		HHC4.9	Working with partners, identify and implement opportunities for increased networking for community and voluntary organisations	No. or networking events undertaken	Mar-26	Leisure, Communities and Health	Service Manager: Communities & Community Safety

Theme
Your Council

Reference	Aims
YC1	Delivering Services Effectively
YC2	Delivering Services Efficiently
YC3	Ensuring Value for Money for our Taxpayers

Reference	Objectives	Reference	Specific Actions	Measurement	Timelines	Portfolio	Lead Officer
YC3	Conduct a Local Government Association Peer Review	YC3.1	Undertake discussions with the Local Government Association to shedule a Peer Review	Peer Review completed	Mar-26	All	Chief Executive
		YC3.2	Report findings from the Peer Review and implement an action plan for any areas of improvement	Report and action plan to Cabinet	Sep-26	All	Chief Executive
YC1 YC3	Increase the level of resident engagement and consultation	YC1.1	Deliver the Landlord Services Tenant and Leaseholder Engagement action plan	Action plan completed and reported to OSP annually	Mar-27	Housing	Service Manager: Landlord Services
		YC1.2		Outcomes reported to Council annually	Feb-26	Resources and Customer Services	AD: Finance
		YC3.3	Public consultation on the revenue budget				
YC1 YC2	Deliver a refreshed Council change plan to modernise services	YC1.3		Report to OSP and Cabinet	Apr-26	Resources and Customer Services	Assistant Director - Central Operations
		YC2.1	Develop and commence implementation of a Transformation Strategy	Report to OSP and Cabinet	Apr-26	Resources and Customer Services	ICT & Communications Manager
		YC2.2	Develop and adopt an ICT Strategy	Report to OSP and Cabinet	Apr-26	Resources and Customer Services	People Services Manager
		YC1.4		Report to OSP and Cabinet	Apr-26	Resources and Customer Services	
		YC2.3	Develop and adopt a HR and People Strategy	Report to OSP and Cabinet	Apr-26	Resources and Customer Services	
YC1	Focus on Civic Pride, celebrating rich heritage and diverse communities	YC1.5	Programme Management Arrangements review by Local Partnerships and consideration of outcomes	Report to SLT	Jun-25	Resources and Customer Services	AD: Central Operations
		YC1.6	Re-evaluate the Civic Awards approach	Report to Civic Honours Sub-Committee	Oct-25	Resources and Customer Services	Elections & Democratic Services Manager
YC3	Deliver continued forward financial planning to safeguard the finances of the Council	YC3.4	Review and refresh the Corporate Asset Mangement Strategy	Report to OSP and Cabinet	Apr-27	Resources and Customer Services	AD: Economy & Regeneration
		YC3.5	Review and refresh the Enterprise Strategy Delivery Plan	Report to OSP	Apr-25	Resources and Customer Services	AD: Economy & Regeneration
		YC3.6	Formulate and adopt a Car Parking Strategy	Report to OSP and Cabinet	Mar-26	Business and Regeneration	AD: Economy & Regeneration
		YC3.7	Include provisions in the budget to support revised Strategies	Budget report to Council	Feb-26	Resources and Customer Services	SD: Corporate Resources
YC3	Set ambitious and challenging budgets, to ensure taxpayers and tenants money is respected, and high-quality services are delivered	YC3.8	Refresh the Medium-Term Financial Strategy	Report to OSP and Cabinet	Feb-26	Resources and Customer Services	SD: Corporate Resources
		YC3.9	Align budgets with Corporate Objectives and Strategies annually	Service Plans and Performance Reporting	Feb-26	All	All ADs
		YC3.10	Review and refresh the Capital Strategy	Report to OSP	Oct-25	Resources and Customer Services	AD: Finance
		YC3.11	Develop and refresh annually the HRA Business Plan	Report to Council	Feb-26	Housing	AD: Finance
YC1	Deliver a modern organisation with agile and effective structure that meet the needs of residents	YC1.7	Develop and adopt a Customer Services Strategy	Report to OSP and Cabinet	Apr-26	Resources and Customer Services	Customer & Client Services Manager
		YC1.8	Develop a Communications Plan	Plan produced and published on website	Apr-25	Resources and Customer Services	Communications Team Leader
YC1	Strive for transparency and accountability in all that we do. Increase public scrutiny	YC1.9	Annually publish the Public Sector Equality Duty report	Report to CET and publish on website	May-25	Resources and Customer Services	Equality & Safeguarding Officer
		YC1.10	Recruit to all vacant co-opted member positions for Overview and Scrutiny Panels and Committees where relevant	No vacancies for co-opted members	Mar-26	Resources and Customer Services	AD: Democracy & Governance
		YC1.11	Implement revised Strategic Performance Reports to Corporate Executive Team, Senior Leadership Team and Overview and Scrutiny Panels	OSP Reports and Management Team Reports	Sep-25	Resources and Customer Services	Governance, Risk Management & Performance Officer

Nuneaton and Bedworth Borough Council

FORWARD PLAN SHOWING THE KEY DECISIONS THAT WILL BE MADE IN THE 4 MONTHS BEGINNING 1ST JULY 2025 AND EXEMPT INFORMATION DECISIONS THAT ARE TO BE MADE DURING JULY, 2025.

The table below shows the likely date the listed key decisions will be made and by whom and also lists the subject of decisions to be made under Exempt Information rules. Please contact the officer mentioned in the seventh column if you wish to know:-

- ◆ the groups or organisations whom the decision maker will consult before making the decision;
- ◆ how such consultation will be undertaken;
- ◆ what documents the decision maker will consider in making that decision; or
- ◆ how, and by when, you can make any representations about the proposed decision.

Items highlighted in **yellow** are new or amended items for this publication.

Date entered:	Item - Description	Committee	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
31/03/25	BPAH / Leisure Procurement update	Cabinet	No		June 2025	Katie Memetovi c-Bye ☎02476 376147	Kevin Hollis ☎02476376143	Leisure & Health	Env & Leisure
30/04/25	Housing Ombudsman Housing Annual Complaints report and self assessment	Cabinet	No		June 2025	Nicola Botterill ☎02476 376523	Dawn Dawson ☎02476376408	Housing	Housing & Communities

30/04/25	2024/25 Tenant Satisfaction Measures	Cabinet	No		June 2025	Nicola Botterill ☎02476 376523	Dawn Dawson ☎02476376408	Housing	Housing & Communities
31/03/25	Local Government Reform	Cabinet/Council	No		June/July 2025	Tom Shardlow ☎02476 376004	Tom Shardlow ☎02476 376004	Resources & Central Services	Health & Corporate Resources
31/01/25	Recycling Contract	Cabinet	No		June 2025	Alistair Blunkett ☎02476 376143	Kevin Hollis ☎02476376143	Communities & Public Services	Env & Leisure
31/03/25	Pingles Decarbonisation Update	Cabinet	No		June 2025	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476376143	Leisure & Health	Env & Leisure
12/06/25	Pool Bank Car Park Consultation	Cabinet	No		July 2025	Abu Malek ☎02476 376358)	Dawn Dawson ☎02476376143	Business and Regeneration /Community Safety	Housing & Communities
28/06/24	Grounds Maintenance Procurement	Cabinet	No		July 2025	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476376143	Leisure & Health	Env & Leisure

31/03/23	Parks & Green Spaces Strategy	Cabinet	No		July 2025	David Truslove ☎02476 376569	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure
28/02/25	Fees and Charges Policy	Cabinet	No		July 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/24	General Fund Revenue Outturn 2024/25	Cabinet	No		July 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/24	HRA Revenue Outturn 2024/25	Cabinet	No		July 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/24	Capital Outturn 2024/25	Cabinet	No		July 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/07/24	Collection Fund 2024/25	Cabinet	No		July 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

31/07/24	Treasury Annual Report 2024/25	Council	No		July 2025	Victoria Summerfield ☎02476 376002	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/05/23	Capital Strategy and Asset Management Plan	Cabinet	No		September 2025	Jonathan White/ ☎02476 376549 Liam Brown ☎02476 376275	Maria Bailey ☎02476 376144 Victoria Summerfield ☎02476 376002	Business & Regeneration / Resources & Central Services	Business, Regen & Planning/ Health & Corp Resources
23/09/24	General Fund Budget Monitoring Q1	Cabinet	No		September 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
23/09/24	Housing Revenue Account Budget Monitoring Q1	Cabinet	No		September 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
23/09/24	Capital Monitoring Q1	Cabinet	No		September 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

24/12/24	Borough Plan Review adoption	Cabinet	No		October 2025	Louise Hryniw ☎02476 376310	Maria Bailey ☎02476 376144	Planning and Enforcement	Business, Regen & Planning
31/03/25	Local Development Scheme	Cabinet	No		October 2025	Louise Hryniw ☎02476 376310	Maria Bailey ☎02476 376144	Planning and Enforcement	Business, Regen & Planning
31/03/25	Local Government Reform	Cabinet	No		November 2025	Tom Shardlow ☎02476 376004	Tom Shardlow ☎02476 376004	Business & Regeneration	Business, Regen & Planning
30/11/24	General Fund Budget Monitoring Q2	Cabinet	No		November 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
30/11/24	Housing Revenue Account Budget Monitoring Q2	Cabinet	No		November 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
30/11/24	Capital Monitoring Q2	Cabinet	No		November 2025	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

28/02/25	General Fund Budget 2026/27	Cabinet/Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
28/02/25	Housing Revenue Account Budget 2026/27	Cabinet/Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
28/02/25	Treasury Strategy 2026/27	Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
28/02/25	Capital Budget 2026/27	Cabinet/Council	No		February 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/03/25	General Fund Budget Monitoring Q3	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/03/25	HRA Budget Monitoring Q3	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources

31/03/25	Capital Monitoring Q3	Cabinet	No		March 2026	Liam Brown ☎02476 376275	Victoria Summerfield ☎02476 376002	Resources & Central Services	Health & Corp Resources
31/03/25	Pingles Decarbonisation Closure	Cabinet	No		April 2026	Katie Memetovic-Bye ☎02476 376147	Kevin Hollis ☎02476 376143	Leisure & Health	Env & Leisure

Cabinet – Exempt Items

Date entered:	Item - Description	Committee	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
28/02/25	Regeneration Projects Update	Cabinet	Yes	The report will contain information relating to the financial or business affairs of any particular person (including the Authority holding the information)	June 2025	Jonathan White ☎02476 376549	Maria Bailey ☎02476 376144	Business & Regeneration	Business, Regen & Planning

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Individual Cabinet Member Decisions

Date entered:	Item - Description	Portfolio Holder	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	OSP

Individual Cabinet Member Decisions – Exempt Items

	None							
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Officer Decisions

Date entered:	Item - Description	Directorate	In Private Session	Reason for Item being Considered in Private Session	Date	Report Author	Person Responsible	Cabinet Portfolio	OSP
	None								
Officer Decisions – Exempt Items									

The Cabinet Members are:

Housing (Leader)	-	Councillor C. Watkins
Resources & Central Services (Deputy Leader)	-	Councillor S. Hey
Communities & Public Services	-	Councillor K. Price
Leisure & Health	-	Councillor B. Hughes
Business & Regeneration	-	Councillor N. King
Planning & Enforcement	-	Councillor T. Venson

Observer:

Leader of the Main Opposition Group	-	Councillor K. Wilson
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Dated: 12th June, 2025

Signed: C. Watkins (Leader of the Council)

Health and Corporate Resources OSP – Work Programme 2025/26

Meeting dates: 26th June 2025, 23rd October 2025, 12th February 2026

Date Added	Lead Officer	Title	Description	Scrutiny/ Overview	Proposed Committee Date	Include in 2025/26 Work Programme	On Agenda 2024/25 or Briefing Note
	Steve Gore	Integrated Performance Report	Quarterly Benchmarking Report	Scrutiny (Councillors to submit queries in advance of the meeting)	26 th June 2025 23 rd October 2025 12 th Feb 2026		yes
	Director of Public Health (Katie M-B, Shade Agboola, Gemma McKinnon, Ryan Coffey)	HWBB Annual Report	Annual Report from Health and Wellbeing Board and JSNA	Overview	26 th June 2025		yes
	Liam Brown	Fees and Charges Policy		Scrutiny	26 th June 2025		yes
Dec 2019	Vicki Summerfield/ Liam Brown	Capital Strategy	The Capital Strategy to be brought to the Panel for consideration and comment.	Scrutiny	23 rd October 2025		
Dec 2019	Maria Bailey /Vicki Summerfield	Asset Strategy and Asset Management Plan	The Asset Strategy and Asset Management Action Plan to be brought to the Panel consideration and comment.	Scrutiny	23 rd October 2025		
Oct 2024	Ruth Bartlett	Emergency Planning	Work Programme Suggestion Form agreed in October 2024 that a report should provide information and an update on Emergency Planning, including: 1. That all the relevant information is on the website 2. That all elected members and relevant staff members have training would know exactly what to do in any situation		23 rd October 2025		

			3. To reassure the public that the Council are fully prepared and would know what to do in the event of any emergency situation occurring in the Borough				
	Ruth Bartlett	Attendance Management Report	Annual report updating Members on previous year's performance and concerns.	Scrutiny	23 rd October 2025		
	Chris Bain/ Shabina Khalifa	Healthwatch	The concerns and priorities for Healthwatch	Overview	12 th February 2026		
	GEH/ Jenni Northcote/ Samantha Young	George Eliot Hospital	Update presentation from the GEH on the current services, funding situation and challenges, including mortality rates in relation to coronary heart disease.	Overview	12 th February 2026		
	Abu Malek	Gambling	The Panel to see if it is feasible to establish a Working Group to look at and assess the impact of gambling on the health and well-being of the residents on Nuneaton and Bedworth. (will require external bodies)	Overview	To review in June 25/February 26 to see if a report is viable. (if not viable, if Officer gets agreement with Chair item can be removed – Officer and Chair agreed in Jan 2025 this would be reviewed again to see if viable after item deferred from 2024/25 work programme)		