Nuneaton & Bedworth

United to Achieve

AGENDA
for
MEETING OF
THE COUNCIL

to be held on

Wednesday, 10th December, 2025

Nuneaton & Bedworth
United to Achieve

Nuneaton and Bedworth Borough Council
Town Hall, Coton Road, Nuneaton,
Warwickshire, CV11 5AA

www.nuneatonandbedworth.gov.uk
024 7637 6376

Enquiries to: Member Services
Member Services Direct Dial: 024 7637 6204

Direct Email: member.services@nuneatonandbedworth.gov.uk

For Public Questions:
member.services@nuneatonandbedworth.gov.uk
Copy to: tom.shardlow@nuneatonandbedworth.gov.uk
For Member Questions:
tom.shardlow@nuneatonandbedworth.gov.uk
chris.watkins@nuneatonandbedworth.gov.uk
Copy to: member.services@nuneatonandbedworth.gov.uk

Date: 2nd December 2025

Our Ref: KB

To: All Members of the Borough Council

A MEETING OF THE COUNCIL will be held on **Wednesday, 10th December, 2025 at 6.00 p.m.**

All members of the Council are summoned to attend to determine the business as set out below.

AGENDA

1. EVACUATION PROCEDURE
A fire drill is not expected, so if the alarm sounds, please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Lloyds Bank on the opposite side of the road.

Please 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.

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

Please 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 following council meetings:

a) Extraordinary Meeting held on 16th September 2025 **(Page 8)** ,
b) Ordinary Meeting held on 17th September **(Page 20) ;** and
c) Extraordinary Meeting held on 29th October 2025 **(Page 36)**

4. DECLARATIONS OF INTEREST - To receive declarations of disclosable pecuniary interests and other interests in matters under consideration pursuant to Council procedure Rule 4A.2(iii).

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 and 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. ANNOUNCEMENTS - to receive announcements from the Mayor, Leader, Members of the Cabinet or the Chief Executive.

6. PUBLIC PARTICIPATION - (maximum 20 minutes).
to hear and answer questions by any resident of the Borough concerning the work of the Council where notice has been given (maximum 20 minutes). A copy of the Procedure Rule 9 is attached **(Page 42)** and this is not subject to debate. A question or statement can be submitted using the link below which will send your submission to the Chief Executive and Member Services: Ask a question at meetings of Full Council | Public participation at meetings | Nuneaton & Bedworth (nuneatonandbedworth.gov.uk)

7. QUESTIONS BY MEMBERS - (Council Procedure Rule 10). A copy of Procedure Rule 10 is attached **(Page 44)** and this is not subject to debate.

8. SPECIAL URGENCY DECISIONS - (Access to Information Procedure Rule 4B.16) for noting.

   The following decision was taken under urgency rules:

   - **DO/51/2025 (TS) Delegated Authority by Officer re: Procurement of Active Harmonic Filtration equipment for the Pingles Decarbonisation project.**

9. CABINET – report by Leader of the Council **(Page 46)**
Members may ask questions on the report and receive answers from the Leader or other Cabinet members, and this is not subject to debate.

10. NOTICE OF MOTION – the following motion was received from the Leader of the Opposition Councillor K. Wilson in line with procedure rule 4A.11 for Council consideration **(Copy of motion attached Page 50)**:

    "This Council opposes the announcement by the Prime Minister that the government will legislate to introduce mandatory ID cards and the fundamental change in the relationship between citizen and the state it will result in for the residents of Nuneaton and Bedworth. This council does not believe that the introduction of an ID card system will resolve the challenges our country faces, will add additional burdens to law abiding citizens and fail to address the issues caused by those who fail to abide by the laws of this land.

    Therefore, this Council resolves to write to our 3 local Members of Parliament to express this Council's opposition to the policy of mandatory ID cards and ask them to vote against these proposals in Parliament on behalf of the residents of Nuneaton and Bedworth."

11. PREPARATIONS FOR THE LOCAL ELECTIONS – 7TH MAY 2026 **-** a report of the Chief Executive (Returning Officer) attached **(Page 51)**

12. CORPORATE PEER REVIEW CHALLENGE report of the Chief Executive attached **(Page 72)**

13. RECOMMENDATIONS FROM CABINET OR OTHER COMMITTEES

Audit and Standards Committee – 25th November 2025

a) TREASURY MANAGEMENT UPDATE 2025/26

On 25th November at the Audit and Standards Committee, the above report **(Copy attached Page 105)** by the Assistant Director – Finance was considered and the following recommendations put forward for Council consideration:

IT BE RECOMMENDED TO COUNCIL that

i) **the Treasury Management Report for 2025/26 – Mid-Year review be noted; and**
ii) **the update to the Treasury Management Practice (TMP) 5 be approved.**

Audit and Standards Committee - 25th November 2025

b) REVIEW OF PERFORMANCE MANAGEMENT FRAMEWORK AND RISK MANAGEMENT POLICY AND STRATEGY

On 25th November 2025 at Audit and Standards Committee, the above report **(copy attached Page 127)** by the Governance, Risk Management and Performance Officer was considered and the following recommendations put forward for Council consideration:

i) **IT BE RECOMMENDED TO COUNCIL that the Performance Management Framework and Risk Management Policy and Strategy documents be adopted and the constitution be updated accordingly.**

Cabinet – 3rd December 2025

c) ADOPTION OF BOROUGH PLAN AND LOCAL DEVELOPMENT SCHEME

On 3rd December 2025 at Cabinet, the above report **(copy attached Page 190, Appendices available via website 3 December 2025: Cabinet | Nuneaton and Bedworth Borough Council)** by the Assistant Director – Planning will be considered and, if approved, the following recommendations will be put forward for Council consideration:

i) **It be recommended to Council the adoption of the Borough Plan Review as per the Inspectors Report (8th October 2025), incorporating the Main Modifications (Appendix B). A version of this Plan and the accompanying Policies Maps are contained online.**

ii) **It be recommended to Council the approval of the updates made to the Local Development Scheme (Appendix C) and that the Local Development Scheme be adopted.**

Cabinet – 3rd December 2025

d) DRAFT BUDGET 2026/27

On 3rd December 2025 at Cabinet, the above report **(copy attached Page 202)** by the Strategic Director – Corporate Resources will be considered and, if approved, the following recommendation will be put forward for Council consideration:

i) It be recommended to Council the approval of the Council Tax base for 2026/27 increase from 40,809.30 to 41,369.00 as per 5.2 of the report and the surplus on the Council Tax Fund detailed in paragraphs 5.2 and 5.3 of the report.

Cabinet – 3rd December 2025

e) CAPITAL MONITORING QUARTER 2

On 3rd December 2025 at Cabinet, the above report **(copy attached Page 209)** by the Assistant Director – Finance will be considered and, if approved, the following recommendations will be put forward for Council consideration:

i) it be recommended to Council an update to the budget for UKSPF projects as detailed in section 5 of the report

ii) it be recommended to Council two new S106 funded projects, detailed in section 5 of the report

NOTE: Points of Order and Personal Explanation can only be raised in accordance with Council Procedure Rules which are set out below:-

Point of order

A Member may raise a point of order at any time. The Mayor will hear them at the end of the speech of the Member speaking at the time the point is raised. A point of order may only relate to an alleged breach of these Council Rules of Procedure or the law. The Member must indicate the rule of law and the way in which he/she considers it has been broken. The Mayor shall consider the Point of Order and, if necessary, take advice on the matter from the Monitoring Officer and, shall then rule on the Point of Order raised. There shall be no discussion or challenge to the advice given or the Mayors decision in the meeting. If a Member persistently seeks to raise a Point of Order but is unable to identify the procedure rule or legal principle infringed then, after having being warned by the Mayor, any further abuse of this procedure rule shall not be tolerated and the Mayor shall move that the Member not be heard further pursuant to Procedure Rule 4.19.13. The ruling of the Mayor on the matter will be final.

Personal explanation

A Member may make a point of personal explanation at any time. The Mayor will hear them at the end of the speech of the Member speaking at the time the point is raised. A personal explanation may only relate to some material part of an earlier speech by the Member which may appear to have been misunderstood in the present debate. The ruling of the Mayor on the admissibility of a personal explanation will be final.

NUNEATON AND BEDWORTH BOROUGH COUNCIL

COUNCIL **16th September, 2025**

An Extraordinary Council meeting of the Nuneaton and Bedworth Borough Council was held on Wednesday, 16th September 2025.

Present

The Mayor (Councillor B. Saru)

Councillors, M. Bird, J. Bonner, , A. Bull, J. Clarke, J. Collett, T. Cooper, S. Croft, L. Cvetkovic, S. Dhillon, M. Etienne, J. Gutteridge, W. Hancox, J. Hartshorn, S. Hey, P. Hickling, B. Hughes, T. Jenkins, A. Khangura, N. King, M. Kondakor, S. Markham, W. Markham, B. Pandher, C. Phillips, K. Price, R. Roze, J. Sheppard, C. Smith, T. Venson, M. Walsh, C. Watkins, K. Wilson and M. Wright.

Apologies were received for Councillors E. Amaechi, D. Brown, R. Smith, J. Sheppard and Deputy Mayor Councillor T. Sheppard.

CL21 **Declarations of Interests**

RESOLVED that the Declarations of Interests for this meeting are as set out in the schedule available to view on the website.

CL22 **Announcements**

A one minute silence was held for HRH Duchess of Kent who passed away on the 4th September 2025 and in memory of Len Hardy who was the driving force behind the development of the Veterans Contact Point and to give a moment of reflection to all those in the world that are currently being affected by conflict.

CL23 **Public Participation**

Question 1 – Stuart Miller asked the following question on behalf of John Swift:
Does the council agree, just as the immigrants of yesteryear have demonstrated, the immigrants of today are the doctors, carers, teachers, bus drivers, councillors and good neighbours of tomorrow. Above all they are human beings worthy of respect?

Councillor C. Watkins, Leader of the Council deferred to Councillor K. Wilson, Leader of the Main Opposition Group to answer the above question as it related to their motion.

Councillor K. Wilson responded as follows:

Thank you Mr. Mayor and I thank the questioner and the person asking it on his behalf.

Yes, I agree that every human being is worthy of respect and yes we have had immigrants - the vast majority of immigrants of yesteryear as he has said in his question were the doctors, carers, teachers, bus drivers, councillors and good neighbours. And they still are.

The question that we have to tackle, and I think is at the heart of a lot of people's frustration within the community is that many or not all or the vast majority of the people he's referred to have come to this country through legal means. It's the illegal means which is frustrating people and the illegal means which have to be tackled otherwise the current community tensions that we are experiencing now, as bad as they are, are only going to get worse. If we don't tackle them and ensure fair play, I think it is the British sense of fair play here. People are happy to see legal migration where it is according to the law and controlled. But at the moment, we are seeing illegal migration which isn't under control. That is people's frustration.

<u>Question 2</u> – Heather Kincaid asked the following question:
Human rights legislation is a recognition of the equality and humanity of all people under the law. As a fundamental principle, these rights must necessarily apply either to every single human person, or to none of us.

Given the council's proposal to disapply the human rights act from vulnerable people seeking sanctuary in our town, can the council members please confirm whether they are in favour of abandoning the principle of human rights altogether and leaving all of their constituents no longer able to rely on the basic rights and freedoms they have long taken for granted? Or if not, is it the case that the members believe that people who have fled war and persecution to seek safety in our country are not truly human?

I would also like to ask each of the council members putting forward this proposal whether they have ever personally met a single person seeking asylum, and if they have not, how is it that they feel they feel qualified to pass judgement on the humanity of an entire group of people, or their entitlement to the basic rights and freedoms that council members would surely expect to enjoy themselves?

Councillor C. Watkins, Leader of the Council deferred to Councillor K. Wilson, Leader of the Main Opposition Group to answer the above question as it related to their motion.

Councillor K. Wilson responded as follows:

Thank you, Mr. Mayor. the European Convention on Human Rights has always since its inception had the ability to derogate - or suspend - part of the obligations and rights in the convention where it is necessary and in the country's interest to do so.

In fact, it was done in memory back in the last Labour government as well, where there were temporary derogations from the European Convention on Human Rights. But what really annoys me and other members of the public is that this concept that human rights begins and ends with the Human Rights Act. We have had a long proud history throughout the centuries of our rights evolving through a natural process of democratic accountability. Right from the Bill of Rights and the Magna Carta right through to the present day; the Human Rights Act isn't the end all of our rights. In fact, it used to be the presumption that you were free to do anything in this country unless it was proscribed by law. That was the legal position until the Human Rights Act changed everything on its head. What we are asking for is the ability to safely deal with potential threats to the security of this country. That isn't some kind of radical proposal. But trying to get 50 odd nation states to agree to changing the European Convention is very, very difficult and in the meantime, we need to protect our residents first. Those who are in genuine need of asylum, we have no issue whatsoever with, where they are genuinely escaping their persecution.

There is a geographical nature that has to be realised here. To get to this country, you have to go through at least 10 to my account, probably more safe countries to get to this country. So long as there is a safe and fair way for people to come here, that's not what we're arguing about. This is about the illegal routes of entry into our country.

Thank you.

<u>Question 3</u> – County Councillor Keith Kondakor read the following statement to Council:

Mr Mayor,

It is very unhelpful and unreasonable that the exact wording of this statement had to be produced a week ahead of the meeting to have a good chance to speak, I hope you will allow me to deviate if things have changed.

I need to make it clear how unhelpful this motion, from part of the Conservative Group, is. Over the last 7 weeks the population and businesses in Nuneaton and Bedworth have suffered considerably from some who spread misinformation, racism and division. We cannot now talk about the details of the dreadful case that started this chain of events before the trial process takes place at the end of January. There will be a lot to discuss, hopefully in a responsible way, once that case is concluded.

We already knew we had an issue in some parts of the borough with the concentration of Homes of Multiple Occupation (HMO) and know that a working party had been formed to look at this. We already know that asylum cases take far too long to be determined, not helped by the halting of assessments for part of 2024. Most of us understand the contribution made to our Borough from the diverse range of nationalities who now call this Borough their home.

My father was a refugee from when the Russians rolled into Hungary in 1956 to put down a revolution. He arrived in the UK on Christmas Eve, 1956, aged just 17.

We know the current arrangements are helpful to no one. I want things to work better and for this council to be constructive in what it does and in any letter to the Government. I want the council to improve the quality of HMO regulation and bring more into requiring planning permission. I want to get rid of rogue employers who exploit migrants of all types. Most importantly, I want the immigration system to work properly without massive backlogs.

Councillor C. Watkins, Leader of the Council deferred to Councillor K. Wilson, Leader of the Main Opposition Group to answer the above question as it related to their motion.

Councillor K. Wilson responded as follows:

Mr. Mayor. I actually don't disagree with a lot of what County Councillor Kondakor says in some respects. I think there is a lot to be done with HMOs. I think there is a lot to be done about looking at the misinformation and racism being a threat because this is part of the problem, we are facing in our community that by raising these issues there are some elements who instantly brand you as racist and far right etc. It isn't racist or far right to want to discuss legitimate issues in our community. By doing that, it forces these people underground into far more extremist views in a lot of cases.

If we fail to tackle these issues, we are failing to address the issues that our residents are concerned about. That is my one of my prime concerns. But also his family history - I could kind of guess a bit with the name of County Councillor Kondakor - . I think partly highlights my concern and others about the revolution in Hungary in 1956. We are talking about laws which were written in this case almost 80 years ago, and laws which fail to keep pace with modern times end up looking out of date and anachronistic and don't respond to the issues facing the country as they are now.

We just have to look across the ponds to America with rights enshrined in 1789 which are causing massive issues over there because people are holding certain things to be sacrosanct. If we preserve things in aspic and don't change them to catch up with modern day society, we're only going to compound those issues. I would much rather actually reform the European Convention on Human Rights if at all possible. But I remain sceptical about the ability to do that because of all the other partners that we have to deal with. My primary concern as a local councillor and indeed as a resident of this Borough is about the safety of my fellow neighbour’s, my fellow residents and of the of the people of this country

County Councillor Keith Kondakor gave a supplementary statement as follows:

When my father came here from Hungary, there was a legal and safe way for him to do so. The international committee at the time sorted out how many people go to each country, and I believe passionately in human right legislation, and I think we should have a legal and safe route, not to bring more people here, but to actually make the process quicker and safer for everyone. It's the delays that are causing all the stress. And that's what I'm really upset about that we're actually putting these people in a dreadful position themselves. And we need a better system. We shouldn't get rid of human rights. We should keep human rights and make the system work better. Thank you.

<u>Question 4</u> – Colin Hughes read the following statement to Council:
The rhetoric around asylum seekers has become dangerously simplistic, fuelled by populist soundbites and tabloid headlines. Complex issues are being reduced to playground politics, with parties competing over who can appear toughest on so-called ‘illegals’.

What is particularly disappointing is the proposal to scrap or sideline the Human Rights Act — legislation rooted in the European Convention on Human Rights, which was itself shaped by Winston Churchill and other post-war Conservatives. It is a proud part of our democratic heritage.

This deserves an honest, adult conversation about rights, responsibilities, and the rule of law. Instead, we are seeing posturing and game-playing at the expense of both truth and humanity.

Councillor C. Watkins, Leader of the Council deferred to Councillor K. Wilson, Leader of the Main Opposition Group to answer the above question as it related to their motion.

Councillor K. Wilson responded as follows:

Thank you, Mr. Mayor, I have tremendous amount of respect for, Mr. Hughes. We have a personal history. We remain on opposite sides of the political spectrum, but we can agree to disagree on a number of respects.

Winston Churchill is actually one of my heroes. He wasn't perfect by any means. No one is. But actually, I think if Winston Churchill was here today, he would consider what is going on a national security threat. I genuinely believe that because we cannot continue going on in this direction. Now, he didn't actually incorporate the European Convention Human Rights into domestic law. He could have converted it into domestic law at the time.

But again, he is highlighting part of the argument that I have great concern about, and I referenced it in the previous is that this law was written for a different age. If we fail to keep up with modern challenges and modern issues, we are going to end up with the same problem that we have now. I believe it can be reformed but I think it is extremely difficult. Now at the end of the day we have to ensure that those who are coming here illegally, and this is where the concern is, are dealt with swiftly. I agree that they're being dealt with according to the process of law, but the law isn't used in a way that it was ever intended. That's the absurdity of it.

Now Mr. Hughes is actually quite right that we are falling down to rhetoric and simplistic arguments in a lot of quarters. But it's a failure to address that proper democratic debate that is forcing people to extremist views and frightening people. And that is what I disagree with the most. Let's have that debate. Let's have that challenge. Let's agree to disagree, but let's at least have the debate because that's what has failed for far too long across governments of all stripes. And that's where we've led to now. And if we don't tackle it soon, we're going to end up with even more potential crimes being committed on our streets. More people worry and I'm frightened that people are going to start taking matters into their own hands. And we've seen that in other areas because we failed to have that democratic debate. We can disagree. We're human. Let's have a genuine democratic debate. And if we fall out, let's shake hands after.

CL24 **<u>NOTICE OF MOTIONS</u>**

In accordance with the Council Constitution at the Council Procedure Rules, rule 4.3.1 a request was made to convene an Extraordinary Full Councill Meeting to consider two motions:

a) Councillor K. Wilson put forward the following motion that:

The Chief Executive be requested to write to the Home Office, Serco, Warwickshire Police and Warwickshire County Council (Communities Team) to invite them to an extraordinary meeting of the Housing and Communities OSP to be called by the Chief Executive to scrutinise the placement, housing, monitoring and support of asylum seekers within Nuneaton and Bedworth Borough. The NBBC Communities Team is also to attend the extraordinary meeting.

Councillor S. Croft seconded the motion.

An adjournment was taken to consider an amendment by the Labour Group, this was withdrawn and the meeting resumed.

A recorded vote on the motion was taken.

FOR: Councillors M. Bird, J. Clarke, J. Collett, T. Cooper, S. Croft, L. Cvetkovic, M. Etienne, J. Gutteridge, J. Hartshorn, A. Khangura, M. Kondakor, S. Markham, W. Markham, B. Pandher, R. Roze, M. Walsh, K. Wilson, and M. Wright

AGAINST: Councillors J. Bonner, A. Bull, S. Dhillon, W. Hancox, S. Hey, P. Hickling, B. Hughes, T. Jenkins, N. King, C. Phillips, K. Price, B. Saru, C. Smith, T. Venson and C. Watkins

ABSTENTIONS: None

RESOLVED that the Chief Executive be requested to write to the Home Office, Serco, Warwickshire Police and Warwickshire County Council (Communities Team) to invite them to an extraordinary meeting of the Housing and Communities OSP to be called by the Chief Executive to scrutinise the placement, housing, monitoring and support of asylum seekers within Nuneaton and Bedworth Borough. The NBBC Communities Team is also to attend the extraordinary meeting.

b) Councillor K. Wilson moved the following motion:

Nuneaton and Bedworth Borough Council supports a policy of zero illegal migrant and asylum seekers being housed within our Borough and calls on His Majesty's Government to take immediate action to deal with the impact of asylum seekers on our local community. Therefore, Council requests the political leaders at Nuneaton and Bedworth Borough Council to write jointly to *the Home Secretary and Justice Secretary to immediately implement the following:*

i) An immediate review of all asylum seekers presently within Nuneaton and Bedworth to shut down the temporary accommodation units currently in our towns;

ii) Until the accommodation units are closed, immediate risk assessments are undertaken on all asylum seekers within our Borough;

iii) Legislation be brought forward to disapply the Human Rights Act 1998 from all asylum claims;

iv) Detention and deportation of asylum seekers or illegal immigrants who are in our country without lawful excuse;

v) An increase in the funding available for the Immigration and Asylum Tribunal in terms of sitting days and judiciary (salaried and fee paid) to determine asylum claims quicker.

The Members of Parliament covering Nuneaton and Bedworth Borough Council and the Leader of Warwickshire County Council be invited to jointly sign the letter set out above.

Councillor S. Croft seconded the motion

Councillor C. Watkins moved the following amendment:

This Council resolves to:

- *Begin the process of exploring the feasibility of an Article 4 Direction across designated areas of the Borough where there is evidence of high HMO concentration or community disruption.*

- *Commission a report from the Planning Policy and Housing teams to identify priority zones for Article 4 designation, based on HMO density, housing complaints, and infrastructure strain, and takes note that any A4 Direction for HMOs would have to come forward as part of the new Borough Plan and be based on evidence and be part of an overall housing needs assessment.*
- *Engage in public consultation with residents, landlords, and stakeholders to gather views on the impact of HMOs and the proposed Article 4 Direction.*

- *Request a briefing from the Home Office and Serco regarding the number and location of asylum seekers housed in residential properties within the Borough, and the criteria used for placement.*

- *Call on the Government to provide greater transparency and local authority input into asylum accommodation decisions, and to ensure that housing used for asylum seekers meets all safety and licensing standards.*

- *This Council writes to the Government to ask that people seeking asylum be allowed to work while their claims are being processed.*

- *With the growing number of protests taking place in this Borough this Council writes to the Police and Crime Commissioner to ask for further funding to tackle this issue.*

This motion seeks to balance the need for affordable housing with the preservation of community character and public confidence in local governance.

Councillor S. Hey seconded the amendment.

A recorded vote on the amendment was taken as follows:

FOR: Councillors J. Bonner, A. Bull, S. Dhillon, W. Hancox, S. Hey, P. Hickling, B. Hughes, T. Jenkins, N. King, C. Phillips, K. Price, B. Saru, C. Smith, T. Venson and C. Watkins

AGAINST: Councillors M. Bird, J. Clarke, J. Collett, T. Cooper, S. Croft, L. Cvetkovic, M. Etienne, J. Gutteridge, J. Hartshorn, A. Khangura, S. Markham, W. Markham, B. Pandher, M. Walsh, and K. Wilson.

ABSTENTIONS: Councillors M. Kondakor, R. Roze and M. Wright

The vote on the amendment was tied, in this event the Mayor Councillor Bhim Saru has the casting vote.

The Mayor Councillor Bhim Saru voted FOR the amendment.

The amendment was carried and became the substantive motion.

Councillor M. Kondakor moved the following amendment.

This Council resolves to:

- *Ask government to speed up asylum decisions, allow asylum seekers to work while claims are processed, and provide proper support to councils impacted.*

- *Demand an end to the practice of placing asylum seekers into unsupported HMOs with no consultation or community support.*

- *Establish a Cabinet led committee to review the planning and licensing of HMOs, consider an Article 4 Directive, and strengthen monitoring and licensing, funded by fairer HMO fees.*

- *Focus Council resources on stronger environmental and housing enforcement, protecting both residents and asylum seekers.*

- *Improve engagement and communication with local communities, to build trust and cohesion.*

- *Request urgent meetings with the Police and Crime Commissioner, Serco and other providers, and local support organisations, involving Cabinet and a cross-section of councillors.*

Councillor R. Roze seconded the amendment

An adjournment was taken at 8pm to allow councillors to consider the amendment.

The meeting resumed at 8.18pm

A vote was taken on the amendment.

The amendment was lost.

Councillor W. Hancox moved the procedural motion to suspend standing hours to allow the meeting to continue beyond the three hour limit until the business of the meeting has been concluded.

Councillor C. Watkins seconded the procedural motion

A vote was taken

The procedural motion was carried.

A recorded vote was taken on the substantive motion as follows:

FOR: Councillors J. Bonner, A. Bull, S. Dhillon, W. Hancox, S. Hey, P. Hickling, B. Hughes, T. Jenkins, N. King, C. Phillips, K. Price, B. Saru, C. Smith, T. Venson and C. Watkins

AGAINST: Councillors M. Bird, J. Clarke, J. Collett, T. Cooper, S. Croft, L. Cvetkovic, M. Etienne, J. Gutteridge, J. Hartshorn, A. Khangura, S. Markham, W. Markham, B. Pandher, M. Walsh, and K. Wilson.

ABSTENTIONS: Councillors M. Kondakor, R. Roze and M. Wright

The vote on the amendment was tied, in this event the Mayor Councillor Bhim Saru has the casting vote.

The Mayor Councillor Bhim Saru voted FOR the amendment.

The substantive motion was carried.

It was **RESOLVED** that this Council

a) begins the process of exploring the feasibility of an Article 4 Direction across designated areas of the Borough where there is evidence of high HMO concentration or community disruption.

b) commissions a report from the Planning Policy and Housing teams to identify priority zones for Article 4 designation, based on HMO density, housing complaints, and infrastructure strain, and takes note that any A4 Direction for HMOs would have to come forward as part of the new Borough Plan and be based on evidence and be part of an overall housing needs assessment.

c) engages in public consultation with residents, landlords, and stakeholders to gather views on the impact of HMOs and the proposed Article 4 Direction.

d) requests a briefing from the Home Office and Serco regarding the number and location of asylum seekers housed in residential properties within the Borough, and the criteria used for placement.

e) calls on the Government to provide greater transparency and local authority input into asylum accommodation decisions, and to ensure that housing used for asylum seekers meets all safety and licensing standards.

f) this Council writes to the Government to ask that people seeking asylum be allowed to work while their claims are being processed.

g) with the growing number of protests taking place in this Borough this Council writes to the Police and Crime Commissioner to ask for further funding to tackle this issue.

____

Mayor

NUNEATON AND BEDWORTH BOROUGH COUNCIL

COUNCIL **17th September 2025**

A Council meeting of the Nuneaton and Bedworth Borough Council was held on Wednesday, 17th September 2025.

Present

The Mayor (Councillor B. Saru)
The Deputy Mayor (Councillor T. Sheppard)

Councillors, J. Bonner, J. Clarke, J. Collett, T. Cooper, S. Croft, L. Cvetkovic, M. Etienne, J. Gutteridge, W. Hancox, J. Hartshorn, S. Hey, P. Hickling, B. Hughes, T. Jenkins, A. Khangura, N. King, M. Kondakor, S. Markham, W. Markham, B. Pandher, C. Phillips, K. Price, R. Roze, J. Sheppard, C. Smith, T. Venson, M. Walsh, C. Watkins, K. Wilson and M. Wright.

Apologies were received for Councillors E. Amaechi, A. Bull, D. Brown, and R. Smith

CL25 **Minutes**

RESOLVED that the minutes of the Ordinary Council meeting held on 2nd July 2025 were confirmed and signed by the Mayor with the following amendment

Minute no CL20 v) be amended to show that Councillor T. Sheppard voted to ABSTAIN.

CL26 **Declarations of Interests**

RESOLVED that the Declarations of Interests for this meeting are as set out in the schedule which can be viewed on the website.

CL27 **Announcements**

The Mayor welcomed Tracy Tiff the new Elections and Democratic Services Manager to the meeting.

Councillor Rob Roze announced that after reflecting on his politics he has joined the Liberal Democrat party.

CL28 **Public Participation**

Question 1 – Nicola Fentiman asked the following question to the Portfolio Holder for Planning and Enforcement:

On 12th August 2024, Hawkesbury Village Community Association reported five clear breaches of Section 106 obligations. Despite seven months having passed and repeated correspondence, the council has provided no meaningful updates, no enforcement action, and no outcomes. Why has NBBC failed to act on these breaches, and when will firm enforcement action finally be taken?

In the question I addressed a moment ago I have set out the history with this matter in terms of action that has happened since December 2024. I have also set out that whilst there have been meetings and correspondence, it isn't always possible to share the details of those publicly.

Councillor T. Venson, Portfolio Holder for Planning and Enforcement, advised that as Question 3 is connected to Question 1, he would answer them both under Question 3.

Question 2 – Keith Kondakor asked the following question to the Portfolio Holder for Communities and Public Services

I have asked to be one of the five county council representatives Warwickshire Police and Crime Panel, but this has been rejected as Warwickshire County council wanted a representative from a division in Warwick, even though there should also be a vacancy for a county councillor Nuneaton and Bedworth area.

At the moment we have a panel made up of 11 members with one vacancy. The panel comprises of an independent chair and independent deputy chair both of which seem to be residents of Warwick District plus one district councillor from Warwick; one district and one county councillor from Stratford district; one borough and one county councillor from North Warwickshire borough; one borough and two county councillors from Rugby borough but only yourself from Nuneaton and Bedworth.

I attended the last meeting of the panel in July and heard the Police & Crime Commissioner (PCC) talked about the funding he is supplying for things like wardens in Anti-Social Behaviour hot-spots in the south of the county. He said that Nuneaton and Bedworth did to apply for such funding at the time.

Will the cabinet member explain what happened when bids for PCC funding were due, what she is doing to get our share of funding for the borough and what she will do to get equal representation for the borough on the Police and Crime Panel?

Councillor K. Price, Portfolio Holder for Communities and Public Services responded as follows:
With regards to the Hot Spot funding linked to Operation Resolve that is mentioned we had a very quick turnaround to submit a bid. We explored options but unlike other areas who have community wardens in place we would not have been able meet the requirements of the Home Office funding. This was the reason we could not progress the bid and at that time the bid had not got its new security team in place either that we potentially may have been able to secure funding for.

We are seeking clarification with regards representation from PCC's office to understand their rational for how the panel is currently setup.

Keith Kondakor asked the following supplementary question:
Are you attending the Police and Crime Panel next week? If so can you yell that we need funding.

Councillor K. Price responded as follows:
I won't be yelling as not my behaviour in public but will write to the Police and Crime Commissioner Officer, I don't know of any other funding opportunities currently available to bid for.

<u>Question 3</u> – Ragini Vaghela asked the following question to the Portfolio Holder for Planning and Enforcement;

Given that Hawkesbury Village Community Association has submitted a formal letter (5th December 2024) regarding the Section 106 community building, allotments and orchard at Sephton Drive, and has not received an acknowledgement or reply despite requesting a follow-up meeting, when will NBBC provide a formal response and a clear timetable for progressing towards a mutually acceptable solution in line with the Section 106 deed?

Councillor T. Venson, Portfolio Holder for Planning and Enforcement responded as follows;

I can confirm that the Planning Team and the Legal Team are working hard to progress this matter, and the Locum Planning Solicitor who started with NBBC in June joined the regular Community Centres Group meeting on Friday 12 September where a clear brief for progressing this matter was set, and they are due to report with their advice on how to progress this matter by the end of September. Once that is received the Council will have a clear understanding of next steps and a timescale for achieving those.

Acknowledgement of 5 December letter and subsequent contact:

The Council received the letter of 5 December from a Trustee of the Hawkesbury Village Community Association. An acknowledgement was sent by the Planning Manager, Claire Hill on 9 December to confirm receipt and also to confirm that the matter was under active investigation.

Since that time, the Council's now retired legal officer also had a lengthy conversation with the Trustee of the Hawkesbury Village Community Association (the notes of which are on the file) on 25 March, and there has been correspondence between the Planning Manager and the Trustee periodically since.

In order to progress matters, various things have happened over the last year, including on 17 March 2025 a meeting between the landowners, the legal team at NBBC, and the planning and enforcement teams. There has been various exchanges of correspondence between the Council and the Landowners, throughout April, May and June.

It is necessary to point out at this stage that there have been real difficulties in terms of resource in the two main teams progressing this;

1. In terms of the enforcement team, which should be made up of two officers, one left mid January 2025, which left a single officer covering all matters in the Borough. The one remaining officer left in April 2025. An enforcement contractor then started on a medium term appointment but left after 7 weeks. Our current contractor has been in post since June and they are the sole enforcement officer, covering many complex cases for the whole Borough. Whilst the current Locum officer has made significant headway with the caseload, the lack of resource in the enforcement team hindered progress in the early part of this investigation. With the progress set out above in respect of this matter, this matter now sits with the legal team and the Planning Manager and not the enforcement team in any event but it is important to note why progress was slower than hoped in the early part of this year.

2. In terms of the legal team, the officer covering this matter from December to March retired at the end of March 2025. The contractor who was appointed was only available for 20 hours a week and they have been trying to essentially fit a full time role into 20 hours, and covering all legal Planning matters in the Borough. In July a further legal locum was secured and they

are doing 10 hours a week for NBBC. This is helping to bring down the backlog of work. This locum is instructed to advise on the Hawkesbury matter and as I have already said they will be advising by the end of this month.

In addition it should also be noted that it is a very complicated picture in terms of land ownership; the Council are dealing with various owners, Living Space, Vistry, Tilia Homes, Platform Housing and Terra Strategic.

Whilst it might not always appear externally that progress is being made, and it is acknowledged that over the Summer, due to resourcing issues in the legal team things have slowed down, things have been progressing in the background, but it isn't always possible to share the detail of that publicly.

Work will be ongoing now there is sufficient resource in the legal team, and as I have already explained we will have a clearer idea of timescales by the end of this month.

NBBC has acted on the breaches, and has an active investigation undergoing, and continues to take legal advice, and as I set out a few moments ago, by the end of September we will have received formal legal advice and will have a much better idea of timescales for moving forwards.

CL29 **Questions by Members**

Question 1 – Councillor Rob Roze asked the following question to the Portfolio Holder for Business and Regeneration:

As all members may know by now this year is the 21st anniversary of Shopmobility Nuneaton, a voluntary service that has supported disabled and mobility-impaired people to access our town centre. The charity now faces closure within months, after its grant was withdrawn and with ongoing pressure from rent, rates and BID contributions.

Can the Cabinet Member set out what this Council's intentions are in relation to Shopmobility, and whether any financial or in-kind support will be provided to ensure the service can continue?

Councillor N. King, Portfolio Holder for Business and Regeneration, responded as follows:

In February 2023 under the previous administration, as per section 5.8 of the 'General Fund Revenue Budget 2023/24' report: A review of third sector grant payments has been conducted. It was proposed to remove 50% of grant funding to two external bodies and with consultation pending approval at Council'

In line with the Cabinet report as highlighted above it is recommended that grant funding to Shop Mobility be ceased from 1st September 2023, this represents 50% of the funding paid to Shop Mobility for the financial year 2023/24

The grounds for the decision to withdraw funding:

An impact assessment returned by Shop Mobility in July 2023 highlight the following:

- Pressure on General Fund 2023/24 necessitating saving on external funding provision
- Provision of no formal LSA outlining requirement for continued funding
- Lack of accurate and timely data provision from Shop Mobility to allow for assessment of service provision and value for money.
- Falling user number, scouter hire down -60% on 2018
- Over reliance on NBBC as sole funder, little evidence of any activity to raise funds from other external bodies or fund-raising activities.
- Lack of review of service provision or inclusion of additional activities to ensure value for money.

While we recognise and commend the service provided over the years by Shop Mobility budgetary restraints can no longer justify the continued funding by the Authority

Councillor R. Roze asked the following supplementary question:
I recently went to visit them in their shop, they pay their rent to NBBC on time but the conditions in the property are dreadful, no light in the toilet and no water. Could the Portfolio Holder please help the charity with those issues.

Councillor N. King gave no response.

<u>Question 2</u> – Councillor Michele Kondakor asked the following question to the Portfolio Holder for Planning and Enforcement:

I am very concerned about the lack of progress with providing footpath links between the new developments. At the St James' Gate development, by Barratts, off the Weddington Road, there was supposed to have been a connection to the bridleway going from Grove Fields to Top Farm. This link has never been provided and is currently though a hedge and ditch. Likewise, the link from Callender Farm to Bellway (Royal Park) phase 3 is blocked by a hedge and ditch. There will be other examples. Can the cabinet member push for these important links to be provided? Currently, despite being raised by Borough and County Councillors, no progress has been made.

Councillor T. Venson, Portfolio Holder for Planning and Enforcement, responded as follows:

This application was approved in 2016. It is located off Weddington and the applicant was Barratt Homes. The approved site layout shows provision for a pedestrian link in the south-east corner of the site. The issue regarding the lack of the pedestrian link was raised by Councillor Kondakor in March 2025. This issue was passed to the Planning Enforcement contractor in post at that time. However, at that time they were the only Planning Enforcement Officer in post and covering the whole borough. They resigned from the position after approximately 7 weeks. The department recruited another contractor who started with the Council at the beginning of June 2025. Again, they are the sole Planning Enforcement Officer and dealing with a number of complex complaints. This has led to a delay in dealing with some complaints.

The Planning Enforcement Officer originally visited the site on 20th August 2025 to visually inspect and clarify the planning status of the works to create the connection to the bridleway between Grove Fields and Top Farm, but was unable to proceed with the investigation due to as explained above, other urgent high priority investigations requiring attention. However, he revisited today, 17 September 2025, and found that the connection has still not been constructed, or at least works commencing for its construction. Consequently, it is now the intention to contact the developer and proceed with seeking clarification over their intentions. It is intended for a Land Registry search to be undertaken and thereafter a Planning Contravention Notice (PCN) to be compiled that will be the preliminary steps of an expediency report and potential justification for formal action to be taken in the form of a Breach of Condition Notice (BCN) should the need arise. Once the PCN has been issued, then the Councillor will be updated with the deadline for the requisite response.

<u>Question 3</u> – Councillor Mike Wright asked the following question to the Portfolio Holder for Communities and Public Services:

Could the responsible cabinet member clarify what actions are being taken to deter and reduce the unacceptable levels of fly-tipping taking place within the borough?

Please provide an update on the figures for last year, including numbers of reported incidents, fly-tipping cameras in place and prosecutions.

Could the details of successful prosecutions be publicised more widely, as a deterrent?

Councillor K. Price, Portfolio Holder for Communities and Public Services responded as follows:

Between April 2024 and March 2025 there were 2174 fly tip reports made to NBBC. In April, May and June of this year, this is the only data we can extract at the moment, we had recorded 272 fly tipping cases over those three months.

Since April 57 FPN's have been issued in relation to fly tipping investigations.

We currently have 2 fly tipping incidents with court dates set, and another prosecution case being prepared for the same. Following recent conversations with staff in legal services we are expecting to be able to take more cases through prosecution routes than may previously have been done so which is positive.

All successful prosecutions would be followed up with press releases to try and promote the work done and outcomes of those cases.

With regards cameras we have recently had cameras deployed at a fly tip hot spot along Bedworth Lane, along with some target hardening work to make dumping difficult in places there the issues previously seen have dropped off. Those cameras are now in the process of being moved to another location with fly tipping issues to try and catch the perpetrator in the act and we will then take action accordingly. I won't for reasons of the case mention where that is though. WW meeting raised about Judkins appointment system and still exists but this puts people off and they are going to do a consultation exercise to see if they want to keep the appointment system. I have had contact with residents who have confirmed they are happy to keep the system.

<u>Question 4</u> - Councillor Lubs Cvetkovic asked the following question to the Portfolio Holder for Resources and Central Services:

I have recently had cause for concern regarding how Members enquiries are being dealt with. Last week I received a reply from Officers regarding an Issue I reported in April. The issue was regarding a burst water main in Bulkington that I also phoned through. I received a message that they have only just seen this message.

I have also messaged asking for a bin to be installed in a local Jitty which is well used and suffering from litter. Though I did receive a speedy reply saying it would be investigated, the enquiry was closed down within moments of this response being sent to me, with no further reply.

I have also placed calls requesting to speak to Officers. I have either been told no one from the team is in the office and that if I leave a message I will be called back. I am rarely if ever called back and am worried by the disconnect between Officers and Councillors ability to communicate directly.

I am concerned that the culture at NBBC of issues being reported, closedown, issues not being dealt with and receiving anonymous replies and entire teams being unavailable to speak with Councillors when they phone up to ask questions or seek clarification regarding casework that is being undertaken.

I am sure that this is happening to other members, and I would therefore like to ask what steps and measures are being taken to improve /change the system?

Councillor S. Hey, Portfolio Holder for Resources and Central Services, responded as follows:

Thank-you Mr. Mayor and Councillor Cvetkovic

I'd like to split my answer into two - one on the Members' Enquiry Form system and two one the question of responses from officers.

When I first became a Councillor and used the MEF system for the first time I was delighted that, within a few hours of inputting my first form it was marked as complete. I rushed out to look at the results and was utterly deflated to find that nothing had been done.

IT falls within my portfolio so I started making enquiries about how it worked and discovered that "completed" meant it had been passed on to the relevant department by Customer Services - not actually completed.

I also discovered that it was difficult to review cases, see which cases needed chasing up and to comment on progress. It seemed astonishing to me that we, as elected Members, did not have the power to decide what was completed or not.

Bearing in mind that this was a system inherited for your previous administration I asked why it was so user-unfriendly and, frankly, not fit for purpose.

So I pushed for changes to be made - and pushed and pushed and pushed!

Not just because of this it became apparent that there was a wider problem of under resourcing and slower than desired progress in the development of modern IT systems within the Council which are vital to improving our efficiency in helping our residents and businesses. As a result, and as Cllr. Wilson is aware, we are implementing changes in the management structure and funding of IT going forwards.

If you check back in your emails you'll see that, on 10th June this year, Petar Balac from IT wrote to all Councillors to introduce an updated MEF system with some significant improvements, most crucially cases can only be closed by Members.

The email also included a video guide on the changes so please do look it up if you haven't had chance to do so yet.

Coming onto officer responsiveness. I won't comment on the individual cases in this meeting but I am well aware that there is pressure in some areas with staffing shortages which is being addressed. I don't think that there is a general culture of not responding to elected members (quite the opposite) but, what I do when I don't get a response is to use the MEF system to chase one up or, on occasion, elevate the issue to a complaint.

By doing this through the MEF system we have a proper audit trail which can be used by management to identify trends, spot where the pressure point are and, if necessary, investigate why answers aren't being given in a timely manner. If you don't use the MEF system to its full extent the ability to do all that is lost.

In relation to the specific issues you mention please email me with the MEF reference numbers and I'll get them investigated.

Councillor L. Cvektovic moved that the above question and response be referred to the relevant Overview and Scrutiny Panel for further consideration.

Councillor K. Wilson seconded the motion.

A vote was taken.

It was **RESOLVED** that the question asked by Councillor L. Cvetkovic and the answer provided by Councillor S. Hey be referred to the relevant Overview and Scrutiny Panel for further consideration.

<u>Question 5</u> – Councillor Martin Walsh asked the following question to the Leader of the Council:

I was contacted by a resident in my Ward with regards to renting a Council Owned garage in a block opposite where he lives back in May of this year. He informed me that he had applied on 11/4/25 and had heard nothing.
I subsequently contacted the Housing dept. and was informed they were dealing with applications from 2022 and unable to give me a timeframe but would contact the resident ASAP.

I emailed Dawn Dawson, and received a reply and follow up email from Nicola Bottrill to say there were only 5 available in the area and 22 applicants. I was then informed by Lydia McLeod to say that there were 220 garages ready to let around the Borough and that they were looking to have these let by the end of August.

My resident has still heard nothing from the Housing Dept. I believe there are probably 10 vacant garages in the area that are available to rent not 5, and at least 1 if not 2 in the block opposite the resident's house.

The renting of Council garages is far easier than the renting of housing, given that the only criteria I see is that the garage is sound, securable and empty, so why does it take so long given that the income for a garage from a non-Council tenant is £20 per week which is nearly 20% of the rent of the average Council property? Can you please also tell me how many of those 220 garages are now let, and if not all why not?

Resident has been offered the garage yesterday and if this had happened back in April the council would have had £400 in rent.

Councillor C. Watkins, Leader of the Council responded as follows:
Martin has answered his own question but he would have had a quicker response if he had put in a Member Enquiry Form. The Landlord Service has been prioritising the letting and maintenance of its 5,529 homes, and its compliance with the regulatory requirements of the Regulator of Social Housing over garage lettings.

The resident to whom you refer has been offered a garage in their preferred location and all garages in this area are now let.

Councillor M. Walsh asked the following supplementary question:
You haven't answered all of my question, how many of the 220 have been let?

Councillor C. Watkins responded as follows:
We have let over 40 garages since July, but more have become vacant, there are 218 showing as currently ready to let.

CL30 **Special Urgency Decisions**
None taken

CL31 **Cabinet**
The Leader of the Council submitted the Leaders report on behalf of Cabinet. The report highlighted matters considered at the Cabinet meeting held on 16th July 2025, and refers members to the minutes from the West Midlands Combined Authority Board (WMCAB), where items can be read in detail that may have a direct impact on NBBC.

RESOLVED that the report be noted.

CL32 **Composition of Committees and Overview and Scrutiny Panels**
A report of the Assistant Director – Democracy & Governance was submitted to Council to confirm the new composition following the receipt of Notice by Councillor Rob Roze dated 10th August 2025 regarding the Cessation of membership of the Labour Group and standing as an Independent.

Councillor C. Watkins, Leader of the Council, moved the recommendation for approval with the following additional recommendation:

- Delegated Authority be given to the Chief Executive Officer to make any further amendments to the composition as required upon the receipt of the formal notice by Councillor R. Roze to become a member of the Liberal Democrats.

Councillor S. Hey seconded the recommendation.

A vote was taken.

RESOLVED that

a) having regard to the provisions relating to political balance, the composition of the following Committees/Scrutiny Panels subject to political balance rules be as indicated below for the remainder of the 2025/2026 Municipal Year be noted.

Committee	Seats to Allocate	Conser-vative	Labour	Green	Independent	Total
Business, Regeneration & Planning OSP (Excl co-optees)	9	4	4	0	1	9
Health and Corporate Resources OSP (Excl co-optees)	9	4	4	1	0	9
Environment and Leisure OSP (Excl co-optees)	9	4	4	0	1	9
Housing and Communities OSP (Excl co-optees)	9	4	5	0	0	9
Audit & Standards (Excl co-optees)	11	5	5	1	0	11
Planning	11	5	5	1	0	11
Licensing	11	5	5	1	0	11
Appeals	10	4	5	1	0	10
Shareholder Committee	6	3	3	0	0	6
Officer Remuneration Panel	5	2	2	0	1	5
Borough Plan	9	4	5	0	0	9
Total	**99**	**44**	**47**	**5**	**3**	**99**

b) Delegated Authority be given to the Chief Executive Officer to make any further amendments to the composition as required upon the receipt of the formal notice by Councillor R. Roze to become a member of the Liberal Democrats.

CL33 **Membership of Committees and Overview and Scrutiny Panels 2025/26 -Mid Year Change**

A report of the Assistant Director – Democracy & Governance was submitted to Council to confirm the new membership following the receipt of Notice by Councillor Rob Roze dated 10th August 2025 regarding the Cessation of membership of the Labour Group and standing as an Independent.

Councillor C. Watkins moved the recommendation with an additional recommendation as shown below:

- Delegated Authority be given to the Chief Executive Officer to make any further amendments to the membership as required upon the receipt of the formal notice by Councillor R. Roze to become a member of the Liberal Democrats.

Councillor K. Wilson seconded the recommendations

A vote was taken.

It was **RESOLVED** that

a) the membership of committees/scrutiny panels for 2025/26 be updated as follows below for the remainder of the 2025/26 Municipal Year; and

b) Delegated Authority be given to the Chief Executive Officer to make any further amendments to the membership as required upon the receipt of the formal notice by Councillor R. Roze to become a member of the Liberal Democrats.

Appeals (10)
Councillors: M. Bird, C. Phillips, J. Collett, S. Croft, C. Smith, M. Etienne, B. Hancox, J. Sheppard, T Sheppard and M. Wright.
Notes:
1. 5 members will be selected from the pool as required.
2. The Chair will be appointed at each particular meeting.

Audit and Standards Committee (11)
Councillor J. Bonner (Chair),
Councillor D. Brown (Vice-chair)

Councillors: A. Bull, T. Cooper, L. Cvetkovic, B. Hancox, J. Hartshorn, T. Jenkins, W. Markham, C. Smith and M. Wright.

Licensing (11)
Councillor T. Sheppard (Chair),
Councillor J. Gutteridge (Vice-Chair)

Councillors: M. Bird, J. Bonner, J. Clarke, S. Croft, M. Etienne, B. Hughes, T. Jenkins, N. King and M. Wright.

Planning Applications (11)
Councillor B. Hancox (Chair),
Councillor L. Cvetkovic (Vice-Chair)

Councillors: E. Amaechi, S. Dhillon, P. Hickling, M. Kondakor, S. Markham, W. Markham, J. Sheppard, R. Smith and K. Wilson.

Business, Regeneration and Planning Overview and Scrutiny (9)
Councillor P. Hickling (Chair)
Councillor J. Clarke (Vice-Chair)

Councillors: E. Amaechi, M. Bird, D. Brown, C. Phillips, R. Roze, B. Saru and R. Smith.

Environment and Leisure Overview and Scrutiny (9)
Councillor J. Sheppard (Chair)
Councillor M. Walsh (Vice-Chair)

Councillors: J. Collett, J. Gutteridge, S. Markham, C. Phillips, R. Roze, B. Saru and C. Smith.

Health and Corporate Resources Overview and Scrutiny (9)
Councillor S. Dhillon (Chair)
Councillor J. Hartshorn (Vice-Chair)

Councillors: J. Bonner, T. Jenkins, M. Kondakor, S. Markham, W. Markham, B. Pandher and C. Smith.

Housing and Communities Overview and Scrutiny (9)
Councillor C. Phillips (Chair)
Councillor M. Etienne (Vice-Chair)

Councillors: E. Amaechi, M. Bird, T. Cooper, S. Dhillon, B. Pandher, B. Saru and C. Smith.

Borough Plan (9)
Councillor T. Venson (Chair)
Councillors: A. Bull, L. Cvetkovic, T. Jenkins, C. Smith, R. Smith, M. Walsh, C. Watkins and K Wilson.

Officer Remuneration Panel (5)
Councillor S. Hey (Chair)
Councillors: D. Brown, B. Hughes, R. Roze and K. Wilson.

Shareholder Committee (6)
Councillor J. Sheppard (Chair)
Councillors: J. Clarke, J. Gutteridge, S. Hey, N. King, and M. Walsh

CL34 **Recommendations from Cabinet and Other Committees**

i) **Capital Outturn 2024-25**
At the Cabinet meeting held on 16th July 2025, a recommendation was put forward for Council approval on the above item.

Councillor S. Hey, Portfolio Holder for Resources and Central Services, moved the recommendation for approval.

Councillor C. Watkins seconded the recommendation.

A vote was taken.

RESOLVED that the updated capital budget for 2025/26 as detailed in Appendix 2 of the report be approved

ii) **Treasury Management Update 2025 - 2026**

At the Audit and Standards Committee meeting held on 9th September 2025, a recommendation was put forward for Council approval on the above item.

Councillor J. Bonner, Chair of Audit and Standards Committee, moved the recommendation for approval

Councillor S. Hey seconded the recommendation

A vote was taken.

RESOLVED that the Treasury Management Report for 2025/26 – Quarter 1 be noted.

iii) **Capital Monitoring Quarter 1**

At the Cabinet meeting held on 10th September 2025, a recommendation was put forward for Council approval on the above item.

Councillor S. Hey, Portfolio Holder for Resources and Central Services, moved the recommendation for approval

Councillor C. Watkins seconded the recommendation

A vote was taken.

RESOLVED that the updates to the 2025/26 Capital Budget as detailed in point 5 of the report be approved.

____
Mayor

NUNEATON AND BEDWORTH BOROUGH COUNCIL

COUNCIL **29th October, 2025**

An Extraordinary Council meeting of the Nuneaton and Bedworth Borough Council was held on Wednesday, 29th October 2025.

Present

Deputy Mayor Councillor T. Sheppard

Councillors, E. Amaechi, J. Bonner, D. Brown, A. Bull, T. Cooper, S. Croft, L. Cvetkovic, J. Gutteridge, W. Hancox, S. Hey, P. Hickling, B. Hughes, T. Jenkins, N. King, M. Kondakor, S. Markham, W. Markham, B. Pandher, C. Phillips, K. Price, R. Roze, J. Sheppard, R. Smith, C. Smith, T. Venson, C. Watkins, K. Wilson and M. Wright.

Apologies were received for Councillors M. Bird, J. Collett, S. Dhillon, A. Khangura, B. Saru (Mayor) and M. Walsh

Absent (Apologies not received) for Councillors J. Clarke, M. Etienne, J. Hartshorn

CL35 **Declarations of Interests**

RESOLVED that the Declarations of Interests for this meeting are as set out in the schedule available to view on the website.

CL36 **Announcements**

None

CL37 **Public Participation**

Question 1 – County Councillor George Finch made the following statement:

Despite how strongly in opposition some of us may be about the concept of Local Government Reorganisation, one thing is for sure, it’s happening.

The duty that rests with all of us who are elected at Borough level and at County level, to put forward our recommendations to the Government on what form LGR should take, and to do so while acting in our residents’ best interests.

Here in Warwickshire, it's a straight choice: either we split into two smaller unitaries - one in the North, covering Nuneaton and Bedworth, North Warwickshire, and Rugby and one in the South, seeing to the needs of Stratford-on-Avon and Warwick.

Or we can unite as one strong authority for the whole county.

I am sure that there are many people in this chamber who are pushing for that two-unitary split, but after careful consideration and a review of the evidence, I firmly believe that it would be a bad idea that would rip our County apart, gamble with our financial future, and put our most vulnerable residents at risk.

Let's first turn to the economic argument, because that's what hits our residents hardest.

The independent Deloitte review, paid for by the districts themselves, shows that a single unitary saves an extra £2.5 million a year compared to the two-model split, with a minimum of £57 million in savings over five years.

That's cash we can pump into fixing potholes, supporting children's services, or easing the SEND crisis that's already leaving us with a provision deficit of £70 million per year which is set to balloon to £150 million next year.

With two unitaries, we'd just duplicate everything; two bosses, two back offices, two of everything.

Wasting taxpayer money on an expansion of bureaucracy when local residents are already struggling with spiralling costs and regularly face challenges to put food on the table.

That's not value for money; that's out of date thinking from the Liberal Democrats, the Greens and the Labour Party, who have no political future in Warwickshire.

Warwickshire is one county, a united family with a shared history, economy and its shared challenges.

People argue that a north-south split would be better for the people of Warwickshire. That's abject nonsense that ignores how we're all connected, from our transport systems to our health partnerships and economic plans.

Two smaller unitaries mean weaker voices in future devolution deals, less clout regionally and nationally, and means real risks of unequal services.

Higher deprivation in the North will mean higher council taxes and worse outcomes from services there.

Widening gaps instead of closing them.

The people of the North who would be hit the hardest by a North-South split. A new North Warwickshire Unitary Authority will find itself hit with a smaller, less dynamic local economy.

An economy that will not be big enough or strong enough to provide the firepower a new North Warwickshire Unitary Authority would need to be able to fund vital local services to cater to a population with much higher needs, in terms of SEND and Adult Social Care.

This is a chance for us to create a simpler, more sustainable local government for our residents.

Reorganisation isn't optional, but my priority, as it should be for all of us, is getting the best deal for the people of Warwickshire.

Improving value for money, ensuring consistent, high-quality services, and standing up for a united county.

A single unitary does that; anything else sells all our residents short.

Thank you.

Councillor C. Watkins, Leader of the Council, responded as follows

Thank you, County Councillor George Finch, for your statement, your comments have been noted.

<u>Question 2</u> – County Councillor Keith Kondakor asked the following question:

Clearly the best outcome for Nuneaton and Bedworth would be the forming of a single Warwickshire unitary council, based in Nuneaton and Bedworth which would bring jobs and some prosperity back to our Borough. This would be the cheapest option but it is not on the table.

Clearly the worst outcome for Nuneaton and Bedworth would be the forming of a single unitary council very much based in Warwick with significant disadvantage to some residents of our Borough. If we are forced down this road then we need robust measures to counter any disadvantages in the new structure. This would require the new authority to have significant local presence and local access to services, local jobs and local access to democracy.

The two unitary option is not going to be easy without fair funding for the less well-off part of Warwickshire in the arrangements. We would clearly need to share some services such as waste and fire to get scale but could have a reasonably sized unitary council that better meets the needs of this borough.

This is all down to what the current Labour government selects and giving us fair long-term funding.

I need to ask the current leader of the Council what discussions he is undertaking with the 3 local MPs and his party so that we could get a fair funding system in place to make two unitary model of local Government in Warwickshire viable?

Councillor C. Watkins, Leader of the Council, responded as follows

Thank you for your question, I am having regular meetings with the MPs and have met with John Slinger MP this week. These meetings will be ongoing.

CL38 **<u>Local Government Re-organisation</u>**

A report by the Chief Executive was submitted to provide an update on Local Government re-organisation ahead of the statutory submission deadline in November. The report summaries previous work and includes a full business case by Deloitte and outlines the rationale for a two unitary structure in Warwickshire.

Councillor C. Watkins moved the following recommendations:

The Council:

a) notes the preference expressed on 2nd July 2025 for a two unitary authority model, which was subject to the development and presentation of a business case.

b) further notes that the business case has now been presented for consideration and Council therefore resolves to support the proposal for a two unitary model, comprising:

- *North Warwickshire Unitary Authority: encompassing North Warwickshire Borough, Nuneaton and Bedworth Borough, and Rugby Borough.*
- *South Warwickshire Unitary Authority: encompassing Warwick District and Stratford District.*

c) in line with recommendation 2.2(a), recommend the above position to Cabinet for formal consideration and approval including recommendation 2.2 (b) and 2.2 (c) of the report; and

d) Request that Cabinet take into account any comments or views expressed by Council at this meeting when making its decision.

e) Requests that Cabinet:

- *in its submission to Government, clearly state its opposition to Warwickshire County Council being designated as the continuing authority in the event that a single unitary model is adopted; and*
- *notes the Council's view that any new council established under such a model should be treated as a new entity, reflecting the extent of its new powers and responsibilities. It is essential that this new authority is founded on a legitimate democratic mandate, and that all existing authorities are recognised and represented as equal partners in any transitional arrangements.*

Councillor K. Wilson seconded the motion

Councillor K. Wilson moved a procedural motion to suspend standing orders to allow the Leaders of the Labour, Conservative and Green Groups to speak on this item without the 5 minute time limit.

Councillor S. Markham seconded the procedural motion

A vote was taken

The procedural motion was carried.

A vote was taken on the substantive motion moved by Councillor C. Watkins

The motion was unanimously agreed

RESOLVED that this Council

a) notes the preference expressed on 2nd July 2025 for a two unitary authority model, which was subject to the development and presentation of a business case.

b) further notes that the business case has now been presented for consideration and Council therefore resolves to support the proposal for a two unitary model, comprising:

- North Warwickshire Unitary Authority: encompassing North Warwickshire Borough, Nuneaton and Bedworth Borough, and Rugby Borough.
- South Warwickshire Unitary Authority: encompassing Warwick District and Stratford District.

c) in line with recommendation 2.2(a), recommend the above position to Cabinet for formal consideration and approval including recommendation 2.2 (b) and 2.2 (c) of the report; and

d) Request that Cabinet take into account any comments or views expressed by Council at this meeting when making its decision.

e) Requests that Cabinet:

- in its submission to Government, clearly state its opposition to Warwickshire County Council being designated as the continuing authority in the event that a single unitary model is adopted; and
- notes the Council's view that any new council established under such a model should be treated as a new entity, reflecting the extent of its new powers and responsibilities. It is essential that this new authority is founded on a legitimate democratic mandate, and that all existing authorities are recognised and represented as equal partners in any transitional arrangements.

Mayor

4A.9 PUBLIC PARTICIPATION

4.9.1 General

At each Ordinary Meeting or Extra Ordinary Meeting of the Council, 20 minutes (which can be extended at the discretion of the Mayor) shall be set aside for questions or statements from the public gallery by any resident of the Borough in relation to matters in respect of which the Council has powers or duties, or which affect the Borough. In the case of an Extra Ordinary Meeting the question or statement must relate to the business of that meeting.

4.9.2 Notice of Questions and Statements

No such question shall be asked, or statement made, unless it shall have been delivered in writing to the Head of Paid Service no later than 12 noon, two working days, before the meeting of the Council.

4.9.3 Scope of Questions and Statements

The Head of Paid Service may reject a question or statement if it:

a) is not about a matter for which the Council has a responsibility or which doesn't affect the Borough;

b) is defamatory, frivolous or offensive;

c) is substantially the same as a question or statement which has been put at a meeting of the Council in the past six months;

d) requires or involves the disclosure of confidential or exempt information; or

e) It is not a question nor a statement, as provided for in these Procedure Rules.

4.9.4 The Mayor will invite the relevant Cabinet Member or Committee Chair to give a reply. Such reply shall not exceed five minutes. In the case of a question, on the discretion of the Mayor, a supplementary question may be asked if arising directly from the reply, provided that the original allocation of five minutes is not exceeded. The Mayor may reject a supplementary question on any of the grounds detailed in paragraph 4.9.3 above

4.9.5 **Time Limit and Number of Questions**

No question or statement shall exceed three minutes. In the event of there being more than one question or statement, the Head of Paid Service will ensure that questions and statements are dealt with in the order received. At the expiry of the 20 minute period, or such period as may be agreed by the Mayor, or after the reply to the final question or statement, whichever shall first occur, the Council will proceed to the next business.

4.9.6 **Record of Questions and Statements**

The question or statement and the reply given shall be minuted.

4.9.7 **Reference of Question to the Cabinet or a Committee**

Unless the Mayor decides otherwise, no discussion will take place on any question, but any Member may move that a matter raised by a question be referred to the Cabinet or the appropriate Committee. Once seconded, such a motion will be voted on without discussion.

4.9.8 Any question or statement which cannot be dealt with during Public Participation because of lack of time will be dealt with in writing, and recorded in accordance with paragraph 4.9.6.

4A.10 QUESTIONS BY COUNCILLORS

4.10.1 A Member of the Council may ask the Leader of the Council or the Chair of a Committee any question without notice upon an item of the report of the Cabinet or a Committee (respectively) when that item is being received or under consideration by the Council.

4.10.2 **Questions on Notice at Full Council**

At each meeting a Member of the Council may ask no more than one question (but see 4.10.3(b) below) on any matter in relation to which the Council has powers or duties, or which affects the Borough. A Member may choose to ask their permitted question of either:

- a Member of the Cabinet; or
- the Chair of any Committee, Panel or Sub-Committee

4.10.3 No such question under paragraph 4.10.2 shall be asked unless:

(a) the question has been delivered in writing to the Head of Paid Service and Leader 12 noon two working days before the day of the meeting of the Council; or

(b) where the question relates to urgent matters, they have the consent of the Mayor or the Leader of the Council or the Portfolio Holder to whom the question is to be put or in the case of a Committee, Panel or Sub-Committee, the Chair, and the content of the question is given to the Head of Paid Service at least three hours before the time that the meeting is due to start.

4.10.4 The Member who put the question may ask one supplementary question of the Member to whom the first question was asked if it arises directly out of the original question or the reply, and shall be put and answered without discussion.

4.10.5 **Response**

An answer may take the form of:

(a) a direct oral answer;

(b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or

(c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.

4.10.6 **<u>Request to Speak on the Matter</u>**

(a) Arising from the question, and the response or supplementary response given, any other member of the Council may request to move a motion in connection with the response under consideration and, if seconded, speak on the item. The Rules of Debate as set out in Council Procedure Rule 13 shall apply (as modified below) and the responder to the original question shall have the right of reply at the end of the debate.

(b) Any debate on a question shall be limited to no more than 15 minutes (excluding the right of reply) and each member shall be limited to speaking for no more than three minutes each.

(c) Notwithstanding the provisions of (b) above, the maximum time for Members' questions shall not normally exceed 45 minutes, and the Mayor shall have discretion to limit the debate on questions as he or she shall see fit.

4.10.7 **Reference of Question to the Cabinet or a Committee**

Any Member may move that a matter raised by a question be referred to the Cabinet or the appropriate Committee. Once seconded, such a motion will be voted on without discussion.

4.10.8 Any question which cannot be dealt with because of lack of time will be dealt with in writing in accordance with paragraph 4.10.5 (c).

4.10.9 **Questions on Notice at Committees, Panels or Sub- Committees**

A Member of a Committee, Panel or Sub-Committee may, upon giving notice, ask the Chair of it one question on any matter in relation to which the Council has powers or duties, or which affect the Borough and which falls within the Terms of Reference of that Committee, Panel or Sub-Committee

Cabinet Report to Council - December 2025

1. Introduction

This report deals with the Cabinet meeting held on 10th September, 8th October and 12th November 2025.

2. 10th September 2025 - Cabinet Meeting

a) General Fund Revenue, Housing Revenue Account (HRA), Capital Budget Monitoring reports Q1 2025 - 26(Key Decision)
- Housing – Councillor C. Watkins
- Resources and Central Services – Councillor S. Hey
Cabinet received budget monitoring reports for the above accounts.

In the General Fund the revenue budget for 2025/26 was set as a net expenditure of £20,783,704 with core income and reserve contributions expected of £20,784,064 resulting in a balanced budget. Currently there are forecasted pressures and savings which are resulting in miniscule variance to the approved budget. The early pressures have been mitigated through vacancy savings and additional income. The transformation programme is identifying longer term savings which will allow resources to be reallocated and assist with mitigating pressures.

In the HRA the revenue budget for 2025/26 was set as a net expenditure of £0. The Council is currently predicting a net surplus of £353,941 which is an underspend position. Spend pressures arising from repair issues are impacting day to day operation of the HRA, as reliance on vacancy savings t offset overspends is not sustainable long term. A review of the HRA Business Plan is due to begin which will lay out future plans for income generation and cost mitigation. Due to the pressure being faced during 2025/26, the profile of expenditure is likely to alter. When finalised, the Business Plan will be presented to Cabinet.

In the Capital report the capital programme is fully funded in its present form. The biggest risks to the Council are inflation, price increases for building supplies plus any delays which could occur result in funding being withdrawn. Adjustments to the programme in light of the difficulties around cost and delivery will be reported to Cabinet but projects are continually under review for viability.

b) Public Space Protection Order (PSPO) – Highway Car Sales (Key Decision)
- Planning and Enforcement – Councillor T. Venson
Cabinet approved a new PSPO to address the issues caused by vehicles exposed for sale in prominent positions on highways within the Borough. During the period of the previous order 22 complaints were made in relation to vehicles in contravention of the order. No formal enforcement action has been necessary

in relation to the complaints. Operators have been contacted by means of letter, phone call or informal notices on the vehicle and on each occasion the vehicle has been removed. The complaints received combined with the effectiveness of the order presented justification for the reintroduction of the order in its previous form.

3. 8th October 2025 – Cabinet Meeting

a) Bedworth Physical Activity Hub (BPAH) (Key Decision)
- Leisure and Health – Councillor B. Hughes

Cabinet received an update report on the progress of the BPAH and on the new leisure operator contract that has been awarded to Everyone Active. The construction of the BPAH commenced on September 2024 and remains on track with overall completion expected in October 2026. The legal terms are now working to finalise the Everyone Active contract to start in line with the opening of the BPAH.

b) Culture Update(Key Decision)
- Leisure and Health – Councillor B. Hughes

Cabinet was provided with an update on the actions being delivered following the adoption of the Culture Strategy and gave approval to develop a large-scale public art event. This large scale cultural event is budgeted to be a £1.8M programme over three years with significant amount of funding subject to a successful Arts Council England application. The remaining funding will be sort via external cultural partners with no expectation at current of the Council needing to contribute financially. The delivery of the range of arts/cultural events/festivals will help bring communities together and provide health and well-being outcomes.

c) Consultation on the Budget 2026/27
- Resources and Central Services – Councillor S. Hey

Cabinet approved to commence a public consultation ahead of the Council's budget setting for 2026/27. The outcome of the consultation will be issued back no later that 18th February 2026 to ensure proposals have been considered and feedback given.

d) Update on Regeneration Projects
- Business and Regeneration – Councillor N. King

Cabinet was provided with an update on the progress of the regeneration projects taking place within the Borough. In addition, Cabinet gave approval for the lease agreement for the Leisure unit contained in the Grayson Place development to be given.

It is a crucial time with many of these projects scheduled for completion March 2026. The focus at the moment is the lease agreements for the occupiers of the new building on the Abbey Street development and the demolition of the Bridge to Living site to provide an open area linking the town centre to George Eliot gardens and Riversley Park whilst longer term development options for the site are being appraised. The completion of Abbey Street and the redevelopment of Vicarage Street led by Warwickshire County Council will provide the opportunity to thoroughly assess what is right in the long term for this site

e) Policy Update – Civil Enforcement Discretion and PCN Cancellation Policy (Key Decision)
- Business and Regeneration – Councillor N. King
Cabinet approved the update of the above policy following a service area audit in 2024 that highlighted the policy was last updated in May 2012. The updated policy will be available on the website and provide fair and transparent processes for appeal and allow for case-by-case discretion.

4. 12th November 2025 – Cabinet Meeting

a) Nuneaton Football Club (Key Decision)
- Leisure and Health – Councillor B. Hughes
Cabinet agreed in principle to support Nuneaton Town Football Club with a 49-year lease for the Vale View site or alternative location. Cabinet will be kept informed on a regular basis as this project develops.

b) Local Government Reform (Key Decision)
- All Portfolios
The report presented the final business case for Local Government Reorganisation (LGR) in Warwickshire, prepared on behalf of the District and Borough Councils, ahead of the statutory submission deadline in late November 2025. It represented the final submission to Cabinet and outlined the recommendations agreed at the Extraordinary Council Meeting held on 29 October 2025.

A delegated authority by officer was completed by the Chief Executive to confirm the submission to Government.

c) Pingles Decarbonisation Update (Key Decision)
- Leisure and Health – Councillor B. Hughes
Cabinet received an update on the progress of the decarbonisation of the Pingles Leisure Centre and Pingles Stadium following successful funding from Sports England and Salix to install PV Panels, pool covers and heat source technology. Cabinet noted the progress on the project.

d) Bedworth Regeneration and Investment Plan (Key Decision)
- Business and Regeneration – Councillor N. King
Cabinet received an update on the progress of the Bedworth Pride in Place Fund. The Plan for Neighbourhoods -Towns Board (“the Board”) will be the vehicle that supports the vision and strategy for revitalising Bedworth. The Board is community led and will identify opportunities to align or rationalise public investment around key local priorities. The Board have named the project ‘Believe in Bedworth’. The project is fully funded by Ministry of Housing Communities and Local Government by up to £20M over 10 years. The funding provided is a combination of capacity funding, and Capital and Revenue funding.

West Midlands Combined Authority (WMCA)

There are no specific reports to highlight to Council. The WMCA minutes are available on the WMCA website.

5. Conclusion

This report is presented on behalf of Cabinet, and, as always, my colleagues and I are only too happy to take any questions in relation to this report.

Councillor C. Watkins
Leader of the Council on behalf of Cabinet

Motion to Full Council

To: Tom Shardlow
Chief Executive, Nuneaton and Bedworth Borough Council

We request that the following motion be added to the agenda for consideration at the next available regular Full Council:

> *"This Council opposes the announcement by the Prime Minister that the government will legislate to introduce mandatory ID cards and the fundamental change in the relationship between citizen and the state it will result in for the residents of Nuneaton and Bedworth. This council does not believe that the introduction of an ID card system will resolve the challenges our country faces, will add additional burdens to law abiding citizens and fail to address the issues caused by those who fail to abide by the laws of this land.*
>
> *Therefore, this Council resolves to write to our 3 local Members of Parliament to express this Council's opposition to the policy of mandatory ID cards and ask them to vote against these proposals in Parliament on behalf of the residents of Nuneaton and Bedworth."*

Signed:

KRISTOFER WILSON

Samuel R Croft

RICHARD SMITH

MARTIN WALSH.

SUE MARKHAM

WILHELM FRANZ MARKHAM

LJUBISA CVETKOVIC

JULIAN GUTTERIDGE

TONY COOPER

MICHAEL BIRD

JEFFREY CLARKE

DAMON BROWN

JONATHAN COLLETT

M. ETIENNE

AGENDA ITEM NO. 11

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Full Council
Date of Meeting:	10 December 2025
Subject:	Preparations for the Local Elections – 7 May 2026
Portfolio	Cabinet Member for Resources and Central Services
Responsible Officer:	Chief Executive (Returning Officer)
Corporate Plan –	Theme: Your Council
Corporate Plan –	Aim: Value for Money - Delivering services effectively and efficiently while ensuring value for money for our taxpayers. Transparency Strive for transparency and accountability, in all that we do. Increase public scrutiny.
Ward Relevance:	None
Public or Private:	Public
Forward Plan:	Not applicable
Subject to Call-in:	Not applicable

1. Purpose of report

1.1. To provide an update on the preparations that are currently ongoing for the Nuneaton Bedworth Borough election taking place on 7 May 2026.

1.2. To seek agreement to delegate to the Returning Officer the ability to review and amend the schedule of fees when required whilst remaining within the pay bands issued by the Department for Levelling Up, Housing and Communities (DLUHC).

2. Recommendations

2.1 Full Council is recommended to approve the proposed changes to the scale of fees, as attached to Appendix A of this report.

2.2 The Chief Executive is given delegated authority to make minor amendments to the attached fees to reflect inflation and/or National Joint Council Local Government Pay Award.

2.3 Full Council endorses the preparations that are taking place for the election on 7 May 2026 as outlined in the report.

2.4 That further to paragraph 3.3 of this report, Full Council approves an amendment to the Constitution at Part A2.2 Election and Terms of Members that clarifies the future cycle of elections are to be in halves further to The Nuneaton & Bedworth (Electoral Changes) Order 2024, subject to Local Government Re-organisation.

3. Background

3.1. Nuneaton and Bedworth Borough Council (NBBC) usually elects its Councillors in halves, on a 4-year cycle. However, following boundary changes, an election was held on 2 May 2024 for all 38 Members of NBBC. The scale of charges were then updated in 2025 to take into account the Election Act changes.

3.2. From May 2026, the Local Elections will continue to be held every two years, one Councillor's seat being up for election in each of the 19 wards for the purposes of the May 2026 election (Arbury, Attleborough, Bede, Bulkington, Camp Hill, Chilvers Coton, Eastboro, Exhall, Galley Common, Heath, Milby, Poplar, Slough, St Mary's, St Nicolas, Stockingford East, Stockingford West, Weddington, Whitestone). Each ward has two Councillors, one elected for a 4 year term and the other for a 2 year term which commenced May 2024. For the purposes of the May 2026 election, each single councillor elected shall stand for a period of four years commencing May 2026. As for May 2028 (all out elections as per the cycle), it is unclear if or when this will happen noting Local Government Re-organisation. Therefore, subject to a decision being made by the Government, it is likely May 2026 will be the last Borough Elections in its current format.

3.3. In accordance with the Nuneaton and Bedworth (Electoral Changes) Order 2024, there is a need to amend Part A2.2 Election and Terms of Members that clarifies the future cycle of elections are to be in halves, subject to Local Government Re-organisation.

Returning Officer

3.4. The Representation of the People Act 1983 requires the Council to appoint an officer of the Council to be the Returning Officer in local elections; for NBBC the Chief Executive (otherwise known as the Head of Paid Service and Proper Officer in accordance with the Constitution) is the appointed Returning Officer. For all other elections, the appointment is by legislation. The Returning Officer (RO) who is appointed in an independent capacity to organise and run elections. Authorities must provide the RO with the resources they need to achieve this. The role of RO is distinct and separate from the substantive Chief Executive role and therefore when acting as RO, they are directly accountable to the courts as an independent statutory officer rather than accountable to the Council. A natural consequence of this is that should legal action be commenced due to actions taken in respect of the election; it shall be taken against them personally. The Returning Officer may appoint at their choice Deputy Returning Officers (DRO's) either in full or partial capacity for resilience and capacity reasons. Typically, a RO will appoint no more than three (3) DRO's.

3.5. The Representation of the People Act 1983, Section 36, provides that all expenditure incurred by the RO in relation to the delivery of local elections is met by the Council. Since 2023, for Government funded polls (PCC, Parliamentary General Election), there are prescribed roles and rates of pay for election staff and anything beyond this scale must be approved in advance by the Department for Levelling Up, Housing and Communities (DLUHC). This was following an extensive project launched in 2022 by the then DLUHC to introduce indicative fees for all election roles at Government funded polls. A Working Group was convened with several Returning Officers and Electoral Service Managers across the country. The outcomes of these meetings were circulated by the various regional lead officers, which allowed Returning Officers and Electoral Service Managers to provide comment into the process which culminating in the setting of a scale of fees for Government funded polls. These fees are reviewed yearly. No such scale exists for local elections, and the fees are left to each local authority to determine.

3.6. When determining the scale of revised fees, it is in the Council's interests to ensure there are only very minor differences in remuneration across Warwickshire electoral areas. There are similar arrangements throughout the country. This benefits all Authorities by helping to ensure staff are rewarded equally by the Authorities and not incentivised to work for one rather than the other.

3.7. The Constitution of the Council sets out at Section 3B that matters relating to the conduct of elections are the responsibility of Full Council and so it falls that the fees are also a function of Full Council.

4. Body of report and reason for recommendations

Scale of revised fees

4.1. It is a legislative requirement that the RO's expenditure in delivering local elections is met by the Council. Expenditure includes staff payments and any necessary disbursements. Although the RO may determine a scale of fees and charges which will enable them to deliver a successful election, it is considered prudent that the Council notes the proposed scales of expenditure to ensure that they are aware of the financial envelope that the RO will work within. The Department for Levelling Up Housing and Communities (DLUHC) is responsible for central government elections and in 2022 launched a project to introduce indicative fee bands for all election roles at polls which they fund. This introduced set fees which should be paid to elections staff at UK Parliamentary elections, Police and Crime Commissioner elections and national referenda. For all such national elections, the RO will be expected to adhere to the range proposed for each role by the DLUHC. To pay outside of this range will require special agreement from the Elections Claims Unit (ECU) or risk the ECU refusing to reimburse the difference where roles exceed their expected amounts. Although local elections are not formally subject to the same fees as national elections, in practice the scale of fees should be uniform across all election types as having separate fees for local and national elections would cause confusion and major issues with staffing elections which pay different amounts to those held either at the same time or in other years. The cost of scheduled elections will also include the costs of running the counts and these will include count staffing and premises. Additionally, elections staff are entitled to statutory holiday pay, at 12.07%, and this should be reflected separately on a payslip.

4.2. An updated Nuneaton and Bedworth Borough Council Scale of Fees for staff working at elections and referenda is proposed. The principal reason for the revision is to align some fees with the DLUHC fee bands. The updated scale of fees for 2026/2027 is attached at Appendix A and Appendix B details the DLUHC fee bands.

<u>Reasons for the recommendations</u>

4.3. The reasons for the recommendations are to ensure that elections staff are remunerated in line with the changes to their role following the implementation of the Elections Integrity Bill and to ensure that the Council is in line with the limits placed on election staff fees by the DLUHC; and to enable the Council to remunerate the Returning Officer and the staff employed to carry out tasks during electoral events and to be open and transparent regarding other payments. In February 2024, the DLUHC introduced Expenses Guidance for Returning Officers, which included pay bands for all election jobs and information on what can be accounted for. DLUHC has updated the pay bands for 2025/2026 to reflect changes to local government pay and national living wage. The DLUHC believes the pay bands enhance local flexibility; allowing Returning Officers to determine pay rates that work best for their local needs. They also ensure consistency, offering clearer benchmarks for rates eligible for reimbursement from the consolidated fund, reducing delays in claim settlements caused by inconsistent staff payments.

4.4. This report provides information about the preparations underway for the forthcoming local election and invites full

Council to provide comment on these.

4.5. As detailed in paragraph 3.3 above, in accordance with the Nuneaton and Bedworth (Electoral Changes) Order 2024, there is a need to amend the Constitution of the Council - “Part A2.2 Election and Terms of Members” that clarifies the future cycle of elections are to be in halves, which is subject to Local Government Re-organisation.

Postal & Proxy voting reforms

4.6. In line with the Elections Act 2022 (the Act), new changes were implemented for all absent voters with the exception of emergency proxies. Residents could previously hold permanent postal votes which never expired but required the signature to be refreshed every five years.

4.7. Under the Act, residents applying for a postal vote must provide their national insurance number as an additional security measure so that their ID can be verified. Postal votes are valid for a maximum of three years. The postal vote application expires, and a new application must be made to continue holding a postal vote. The previous system of a signature refresh every five years has been replaced with the requirement to reapply for a postal vote every three years. If requesting a postal vote for the maximum three-year period, their postal vote will be valid up to 31 January from the date of their application. For example, if they apply for a postal vote between 31 January 2025 and 30 January 2026, their postal vote will expire on 31 January 2028. There are stricter limits for proxy voting. An individual cannot act for more than four electors, with a maximum of two domestic elector. The definition of a domestic elector is an elector who is neither a service or overseas elector.

4.8. All local authorities across the country must conduct their postal vote reapplication process, with the requirement for affected electors to reapply before 31 January 2026. If the elector’s postal vote expires, they must re-apply before being issued a postal ballot pack when there is an election.

4.9. The Elections Team has contacted residents with postal votes applied for prior to October 2023 only at this stage. If residents applied for a postal vote after this date, they will be contacted at a later date.

Postal vote handling

4.10. The statutory instrument for the provisions relating to postal vote handling and secrecy was made on 21 November 2023. Political campaigners cannot handle postal votes. There is a limit on the number of postal votes that a person can hand in either at the Returning Officer Officers or a polling station – six including their own. Polling station staff must complete a form. Following the election the Electoral Registration Officer notifies electors who have had their postal vote rejected for this reason.

Overseas Electors

4.11. In accordance with the Act, from 16 January 2024, the 15-year rule was removed and moved to a three yearly renewal. There are 202 overseas electors.

Voter ID

4.12. Electors will be reminded of how to apply for a Voter Authority Certificate (VAC) when they receive their poll cards. In addition, regular communications will be issued reminding electors of the key deadline dates:

- Deadline to register to vote:
- Deadline to apply to vote by post:
- Deadline to vote by proxy:
- Deadline to apply for a Voter Authority Certificate

VACs are only needed by voters if they do not have one of the accepted forms of ID which includes:

UK/EEA passport
UK/EEA photocard driving licences (including provisional)
PASS cards
Blue badges, bus passes

Candidates and Agents

4.13. The Notice of the Election will be published at 9am on Friday 20, March 2026.

4.14. The nomination period will take place, weekdays, from 9am on 20 March 2026 until 4pm on Thursday, 9 April 2026 (19 working days before the poll).

Pre-election Period

4.15. The pre-election period (traditionally known as Purdah) commences on the day that the Notice of the election is published on 20 March 2026 up to and including the date of the announcement. Section 5G of the Constitution provides comprehensive information and guidance to Officers and Members of the Council regarding publicity and communications during this period.

4.16. During the pre-election period, specific restrictions on communications activity are in place. It is important to ensure that all Members of the Council and Officers are fully aware of the statutory requirements relating to publicity during the pre-election period. The definition of publicity is *"any communication, in whatever form, addressed to the public at large or to a section of the public"*. This includes speeches, leaflets, newspaper and social media articles issued by or on behalf of the Council. Other restrictions are also in place such as the use of Council facilities and resources; the member's code of conduct, developing new policies and holding of events which can include some meetings that include Councillors. Consultation should be considered very carefully during the pre-election period. Key questions that could be asked regarding the need for consultation are:

- Is it "business as usual"?
- Is it likely to influence the outcome of the elections?
- Has it been planned before the pre-election period?
- Is it necessary to be conducted during this period?

New consultations should not start unless there is a statutory duty for them to take place or publish report findings from consultation exercises which could be politically sensitive.

4.17. During the pre-election period it will be business as usual for the Council and there could be a number of factors that may limit decisions being taken. For example, issues that are politically contentious should be avoided because they could be seen as supporting a particular Political Group or candidate. It may be appropriate to defer a decision if it is reasonable to do so. Generally, the Council takes a risk averse approach and typically will defer publicity reports or include Officer quotes only, rather than quotes from Councillors.

4.18. Councillors holding key political positions, such as Cabinet Members, continue to be accountable for relevant services and policy areas. They should be able to comment in an emergency or where there is a genuine need for a political response to an important development outside the Council's control. It is normal practice for Council meetings to continue so that normal Council business can be discharged, however, for practical reasons, so that meetings are not used as a political platform, it may be necessary to restrict the number of meetings and hold no meetings in the final weeks ahead of the Polling Day. Any meeting, which might be seen as having the potential to be politically contentious should be avoided.

Polling stations

4.19. The Elections Team has booked the Polling stations for the election. There are around 79 Polling stations in the borough. Due to anti-social behaviour taking place, at the Keresley polling station on Polling Day in 2024 and 2025, discussions are taking place to locate a different venue. It is likely that it will be Alwynne Freeman Court, Somers Road. This venue has been used as a Polling station for previous elections, and it is proposed that it will be a Polling station for this election. All affected electors will be notified of the change of Polling station and reminded they can apply for a postal vote if they so wish.

Accessibility at Polling stations

4.19. In accordance with the Elections Act 2022, disabled voters are now able to take an individual over the age oof 18with them to the Polling station. The purpose of which is to help them vote at a polling station. Individuals include people who may not be eligible to vote at the election themselves.

4.20. The Act also states that equipment will be provided at Polling stations that enables or makes it easier for disabled voters, such as at least one large sample copy of the ballot paper clearly displayed. It is recognised that as technology evolves, equipment provided will be reviewed and refined in accordance with local electors' needs.

Postal vote opening

4.21. Postal vote opening will take place daily in the Town Hall, Nuneaton, from Wednesday 29 April 2026 until polling day. The final opening session, on polling day, will take place at North Warwickshire South Leicestershire college.

Verification and Count

4.22. It is proposed to hold the verification and count the following day after Polling Day (Thursday 7 May, 2026) in the Sports Hall, North Warwickshire South Leicestershire college.

4.23. It is not a legal requirement to commence a local election count four hours from the close of poll as it is for the General election. Councils have discretion to decide when to count. A number of local authorities have transitioned from overnight counts to daytime counts for their local elections. One of the key reasons for this change is around potential cost savings from moving from an overnight count to a daytime count. Staff will also be rested. Therefore, it is proposed that the verification will begin at 9:30 am on Friday 8 May 2026. Following verification, processed postal votes together with polling station votes, will then be counted.

Equality of Votes

4.24. The voting system (poll) for Local Government elections is first past the post. Where there is an equality of votes for seat(s), the Returning Officer (RO) is to decide between the candidates by lot. There is no legally prescribed method of deciding by lot. It is for the RO to decide on the most appropriate, transparent method that will avoid the risk of challenge. Methods that are considered to be less appropriate are for example: drawing straws or tossing coins.

4.25. The Association of Electoral Administrators (AEA) advises using a method where the probability of being selected remains the same for all candidates or political parties, such as:

- Write the name of each candidate or political party who has tied on separate pieces of paper. The paper size, colour and stock should be identical.
- Show the papers to the candidates, agents or agreed witnesses and as they watch, fold each piece of paper in exactly the same way and put them into a ballot box.
- Mix or shuffle the papers in the box, then have a relevant officer's assistant raise the box to a height that prevents the RO from seeing inside it.

- The RO then draws out one piece of paper and reads out the name of the candidate/political party on the paper. An additional vote is given to that candidate/political party.
- The RO should then open the remaining paper/s to show all candidates the process has not been tampered with, and show them the now empty box.

4.26. Alternatively, the AEA advise that the relevant officer could use previously counted ballot papers, each containing a vote for one of the tied candidates/political parties. These should be placed in an empty ballot box and the procedure outlined in paragraph 4.23 is followed. An announcement of the method used should be made and explaining the process. It is further recommended that the candidates or their representatives are present and the preparation and drawing of lots should then take place in full view of the candidates, agents, any Electoral Commission representatives or accredited observers present. A statement should be added to the Declaration of Result, such as:

> "Following an equality of votes, lots were drawn and, as a consequence, an additional vote was allotted to [candidate(s) name or political party name]".

5. Consultation with the public, members, officers and associated stakeholders

5.1. There is no requirement under the Constitution for external consultation on this item.

6. Financial Implications

6.1. Following the Boundary review there are 19 electoral wards meaning the cost of the Returning Officer's fee will be £6,615.44. Deputy Returning Officers are afforded a third of the Returning Office's fee.

6.2. Nuneaton and Bedworth Borough Council will directly fund Elections Budget for the local Elections 2026. There will be no Elections Grant allowance provided by the Cabinet Office Elections Claim Unit to cover the expenses as provided for at the Parliamentary elections.

6.3. The current allocated budget for running the 2026 Local Elections is £273,300, of this amount, £77,000 falls into the 2025/26 financial year budget to cover printing and postage costs which normally take place before March 31, therefore falling into this financial year. The remaining £196,300 falls into the 2026/27 budget, which covers staffing, hire of polling stations and the count venue, equipment, and any other miscellaneous costs.

6.4. The Electoral Commission recommends ratios when allocating electors and staff to Polling Stations which dictates that each Polling Station requires a Presiding Officer and between 1 and 3 Poll Clerks for a district wide election, such as those taking place on May 2026. There are currently 79 Polling Stations across Nuneaton and Bedworth borough, each requiring a Presiding Officer. There will be an estimated 126 poll clerks required (based on the number appointed for all out elections in 2024).

7. Legal Implications

7.1. The Representation of The People Act 1983 (RPA) s. 35(1) requires a district council to appoint a RO to conduct elections on its behalf. As per section 3E.1 of the Constitution the Chief Executive has been appointed as RO for District Council elections.

7.2. RPA s. 36(4) provides that the cost of local elections is met from a local authority's budget. The Council needs to agree the fees paid to the RO to conduct local elections by establishing a scale of fees. There is no specific delegation to set fees for elections. The RO has responsibility for elections, although setting their own fees is not recommended. In accordance with Section 3E.1 I) of the Constitution, the Chief Executive has authority to increase the scale of fees for elections and electoral registration in line with the average salary awards for Joint National Council scales and taking into account any nationally agreed fees.

7.3. The canvass, along with other statutory functions including maintaining the Register of Electors is the responsibility of the Electoral Registration Officer and is contained within RPA sections 52 – 54.

7.4. The election will be run in accordance with all relevant Legislation, including the Elections Act 2022. The key aspects of the Act are detailed in the main body of this report which includes postal vote handling, postal vote refresh overseas electors, accessibility at Polling stations, Voter ID requirement and the issuing of a free Voter Authority Certificate (VAC) and changes to overseas voting.

8. Equalities implications

8.1 Planning for the local elections 2026 complies with the public sector equality duty and new accessible arrangements as set out in the Elections Act 2022. Reasonable adjustments to vote are made available for electors with disabilities in the polling stations, and staff working on election duties will receive training.

9. Health implications

9.1. No specific health implications have been identified following the completion of an impact assessment.

10. Climate and environmental implications

10.1. No direct climate and/or environmental implications have been identified.

11. Section 17 Crime and Disorder Implications

11.1. No direct Section 17 crime and disorder implications have been identified.

12. Risk management implications

12.1 The Council needs to ensure it complies with statutory requirement, such as to ensure that it has sufficient staff required to operate an election. Staffing of polling station roles can be one of the biggest challenges in the running of elections. If the Council does not pay a competitive rate, it can become increasingly difficult to staff elections because of fees.

12.2. The impact of the Elections Act has also increased the complexity in the administration for polling station staff (Presiding Officers, Poll Clerks and Polling station Inspectors), who are now expected to, amongst other reforms, verify the identity of every voter before a ballot paper is issued.

12.3. Furthermore, the Electoral Registration Officer has a statutory duty to maintain the Electoral Register, which includes conducting an annual canvass. The recruitment of efficient Canvassers can sometimes be difficult and if they are not paid a competitive rate, it will become increasingly difficult to conduct an annual canvass.

12.4. The Scale of Fees must be balanced against setting a rate that is fair, to ensure that suitable staff are able to be recruited and does not risk any rate falling below the National Living Wage.

13 Human resources implications

13.1 In relation to the recruitment of staff working at specific election events, these appointments are made directly by the formally appointed Returning Officer and election staff are not employed by Nuneaton and Bedworth Borough Council.

13.2 Recruiting staff can be highly resource intensive and is organised solely by the Electoral Services Team who contact individuals for their availability to work informing them of the fees the role will incur.

13.3 The Government rates comply with the national living wage.

14 Options considered and reason for their rejection

14.1 In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Do nothing	Do nothing is not an option as staff must be remunerated for work undertaken.
B	Agree to align rates of pay for local elections to Government prescribed rates	Option B is the recommended option. Before setting the Government rates, there was extensive consultation as detailed in the report, amongst electoral professionals to ensure they were reasonable, provide a fair rate of pay to staff and provide value for money.
C	Determine rates of pay for local elections on another basis	Option C provides no benchmark, and it would be difficult to determine what a reasonable amount would be or demonstrate value for money.

15 Conclusion

15.3 This report recommends that the revised list of Fees and Charges for Elections be approved. The rates set out reflect the pay bands issued by and therefore are an appropriate basis to set the fees for forthcoming scheduled polls and unscheduled by-elections.

16 Appendices

16.3 Please note the following appendices:

i Appendix A – Proposed scale of fees and charges
ii Appendix B - DLUHC fee bands

17 Background papers

17.3 Please note the following background papers:

Link – Elections Act 2022 (parliament.uk)
Link - Elections Act 2023 (parliament.uk) – explanatory notes.
Link The Nuneaton & Bedworth (Electoral Changes) Order 2024

18 Report Writer Details:

Officer Job Title: Elections and Democratic Services Manager

Officer Name: Tracy Tiff

Officer Email Address: tracy.tiff@nuneatonandbedworth.gov.uk

Appendix A

Nuneaton and Bedworth Borough Council

BOROUGH, COUNTY AND OTHER ELECTIONS
SCALE OF ELECTION FEES AND EXPENSES

Scale of expenditure fixed under Section 36(4) and (5) of the Representation of the People Act 1983

Effective from 1 January 2026

PART 1

Returning Officer's Fees

The fees to be paid to the Returning Officer for conducting an election; giving the prescribed notices; preparing, supplying and distributing nomination papers and forms of consent; preparing for signature, verifying and adjudicating upon nomination papers; appointing deputy returning officers, including the deputy returning officers fee; issuing poll cards; issuing and receiving postal ballot papers; arranging for and conducting the poll; counting the votes; declaring the result and making a return of the same; generally performing all the duties which a returning officer is required to perform and for covering all disbursements and expenses other than those for which provision is made in Part 2, but excluding both the employees' and employer's share of superannuation and national insurance contributions where payable, shall be as follows.-

CONTESTED ELECTIONS	FEE
1. BOROUGH COUNCIL ELECTIONS (where election is for Borough Councillor only - for each ward)	
(a) For the first 1000 local government electors in a Ward:	£119.60
b) For each 500 electors or fraction thereof, above	£24.96
UNCONTESTED ELECTIONS	FEE
4. BOROUGH ELECTIONS - for each Ward:	£49.92
DEPUTY RETURNING OFFICER(S)	
Payment of one third of the Returning Officer's fee, as calculated above for contested and uncontested elections	

PART 2 – Disbursements

Postal Votes	
1. POSTAL VOTES - for the remuneration of persons employed in connection with the issue and the receipt of ballot papers for electors entitled to vote by post:	FEE
(a) Postal Vote Manager	£26.45 per hour
(b) SIGNATURE ADJUDICATOR (Single session)	£18.51
(c) CLERK per session for Issue and receipt/opening (Pay Band A)	£14.81 per hour
(d) CLERK per session for the issue management of postal voter signature and dates of birth on postal voting statements. (Pay Band A)	£14.81 per hour
Polling Station Costs	
2. PRESIDING OFFICERS (PO) - for each PO (to include all expenses other than travelling expenses) (Pay band C)	
(a) BOROUGH/COUNTY election only	£287.72
(b) Combined BOROUGH and other election:	£345.26
3. POLL CLERK (PC) - for each PC (to include all expenses other than travelling expenses) (Pay band A)	
(a) BOROUGH/COUNTY Election only	£209.70
(b) Combined BOROUGH and other election:	£251.64
Training Fees	
4. POLLING STAFF TRAINING FEE - for the remuneration of persons employed as Presiding Officer (PO), Poll Clerk (PC) & Polling station Inspectors (PSI) to attend an official training session prior to election day. (includes all travelling expenses)	All POs £15 New PO (remote training) £25 All PCs £20 PSI £30
5. POLLING STATION INSPECTOR - for the remuneration of persons employed in visiting and collection of Postal Votes handed in at polling stations by electors (to include all expenses other than travelling expenses) (Pay Band D)	£313.07
Verification and Count	
6. COUNT* - for all remuneration of persons employed in counting the votes	
(a) Verification/Count Manager (Pay Band D)	£26.45 per hour

(b) Verification/Count Table Leader (Pay Band B)	£17.98 per hour
(c) Counting Assistant (Pay Band A)	£14.81 per hour
(d) Ballot Box Runner (Pay Band A)	£14.81 per hour
(e) Media Team Communications Officer rate (Pay Band C)	£18.51per hour for daytime count (between 8am and 9.30pm), No mileage payable
(f) Council Sundry Staff (Pay Band A)	£14.81per hour (£22.22 between the hour of 10pm and 8am) No mileage payable
(g) Ballot Box Receipt Supervisor (Pay Band B)	£18.51 day per hour £27.77 night per hour (between 10pm and 8am) No mileage payable

* Discretion to Returning Officer to add a supplement if the Count is extremely lengthy.

Count Accommodation, Equipment, Conveyance and Security Cost	
Transfer of ballot boxes from verification to count venue	Actual & necessary costs
Hire and associated verification/count premises costs	Actual & necessary cost
Equipment and stationery costs for the count (including count refreshments, if any)	Actual & necessary cost
Conveyance of count equipment etc	Actual & necessary cost
Security and traffic management costs for the count	If employed by the Returning Officer, rates payable to other count staff apply. If provided externally – actual and necessary costs.
General Clerical and other costs	
(a) Election Day staff	£20.99 per hour
(b) Casual admin support (Pay Band A)	£14.81 per hour (daytime hours)
Other Costs	
J3 Training Courses	Actual & necessary costs
J4 Costs of materials and services	Actual & necessary costs
J6 RO’s Superannuation costs	Calculated by payroll
N/a Encouragement of electoral participation in accordance with the Electoral Administration Act 2006	Actual & necessary costs
N/a Any other costs not allocated elsewhere	Actual & necessary costs
Poll Card costs	

H2 Equipment costs for poll cards	Actual & necessary costs
H3 Printing and stationery costs for poll cards	Actual & necessary costs
H4 Postage or delivery costs for poll cards	2 nd class post or a staff delivery fee not exceeding 90% of 2nd class post
•	

Administrative Duties	FEE
1. For the Receipt of Nomination Papers for Borough/County/other elections	£30.84 for the 1st contested Election and £15.40 thereafter
2. For the remuneration of persons employed (on each such occasion) in connection with the staffing of the elections office on polling day	£20.34 per hour
Core Team	
3. For the additional hours undertaken by employees in the administration and preparation for the election:	Overtime payment calculated at 1.5x the employees' hourly rate

*records should be kept by persons employed by the Returning Officer on such occasions of the hours worked on Election duties.

TRAVELLING EXPENSES

A of Returning Officer, Deputy Returning Officer, Polling Station Inspectors engaged in the conduct of the election, are to be paid 45p per mile.

B Presiding Officers will receive a set travelling expense fee of £10 and Poll Clerks £5.

Note:

PART 3 - Actual and Necessary Costs

- Clerical and other assistance employed by the Returning Officer
- Delegating responsibility fees as agreed by the Returning Officer (e.g., for the management of the counting of votes)
- Fees paid to those for the Training of polling and counting staff
- Hire and fitting up of polling stations, expenses of heating, lighting and cleaning any building for such purposes and for making good any damage arising from such use.
- Hire and fitting up of rooms for counting the votes.
- Provision of voting compartments and conveyance thereof to polling stations.
- Printing and providing official poll cards.
- Preparation and issue of official poll cards
- Printing and providing ballot papers.
- Printing and providing notices, nomination forms and other forms and

documents.

- Posting of Notices.
- Stationery and sundries required at each polling station and at the counting of the votes.
- Miscellaneous stationery, postage, telephone calls etc.

Pay Bands 2025/26 (with effect from April 2025)

Pay Band A

Roles			
Casual admin support	£12.21	-	£15.50
Polling station - ballot box/equipment issuing assistants			
Postal vote - prep and issue assistant			
Postal vote - opening and checking assistant			
Ballot box receipt assistant			
Poll card - prep and issue assistant			
Poll clerks			
Count setup/take down assistant			
Count and verification assistants			
Count security			
Postal vote security			
Reception staff			
Poll card – printing			
Printing coordinator (e.g. printing of letters)			

Pay Band B

Roles			
Polling station - ballot box/equipment issuing supervisors	£13.78	-	£18.37
Postal vote - prep and issue supervisor			
Postal vote - opening and checking supervisor			
Ballot box receipt supervisor			
Poll card - prep and issue supervisor			
Count staff - IT support			
Postal vote - IT support (signature verification)			
Count setup/take down supervisor			
Count and verification team leader			
Unused ballot papers checking and verification			
Collection and prep of equipment			

Pay Band C

Roles			
Presiding officer	£16.07	-	£20.09
Count and verification supervisor			
Staff payments/payroll			
Poll card, postal votes and ballot papers - running data, checking and proofing			
Postal vote - signature adjudicators			
Top table assistant/data officer			
Media handling/comms			

Pay Band D

Roles			
Count manager	17.22	-	£29.85
Polling station inspector			
Postal vote – opening session manager			

Other Rates

Type			
Poll card (hand) delivery (per poll card)	£0.20	-	£0.39
Travel up to 10 miles		£4.50	
Travel between 10-20miles		£9	
Travel of 20 miles or more	£9	-	£18
Mileage rate		£0.45	
Training per member of staff (up to a maximum) **		£43.56	
Training Prep & Delivery (per session)	£102.50	-	£153.75
Bookkeeping capped at a maximum (prior approval required)		£410	

** Note that ROs can choose to pay at any fixed rate up to this maximum amount. The rate, however, will need to reflect the duration and complexity of the training.

Nuneaton & Bedworth
United to Achieve

AGENDA ITEM NO. 12

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Full Council
Date of Meeting:	10 December 2025
Subject:	Corporate Peer Challenge - 2025
Portfolio:	All
Responsible Officer:	Chief Executive Officer
Corporate Plan – Theme:	All
Corporate Plan – Aim:	All
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	No – not a decision

---

1. Purpose of report

1.1. The purpose of this report is to present to Full Council the findings of the recent Local Government Association (LGA) Corporate Peer Challenge (CPC) undertaken at Nuneaton and Bedworth Borough Council in October 2025.

1.2. The CPC is a LGA improvement process designed to provide independent, strategic insight and assurance on the Council's performance and capacity for improvement.

1.3. This report:

1.3.1. Explains the background and context of the CPC process.

1.3.2. Summarises the key findings and recommendations from the Peer team.

1.3.3. Sets out the next steps, including the requirement to publish the CPC report for transparency and the development of a detailed action plan to be considered by Cabinet in early 2026.

1.3.4. Informs members of the outcomes of the review and to reaffirm the Council's commitment to continuous improvement and best practice.

2. Recommendations

2.1. That Council:

2.1.1. Note the Corporate Peer Challenge (CPC) report and its findings.

2.1.2. Recognise that the report will be published by 15 January 2026 in line with Local Government Association (LGA) requirements.

2.1.3. Agree that a full action plan responding to the recommendations will be presented to Cabinet in the New Year, no later than March 2026. This plan will set out clear actions, milestones, and timelines to ensure progress is monitored and delivered.

3. Background

3.1. The Local Government Association (LGA) Corporate Peer Challenge (CPC) is a sector-led improvement and assurance tool designed to provide Council s with robust, strategic, and credible challenge and support. Delivered by experienced peers from across local government, CPCs focus on five core areas: local priorities and outcomes, organisational and place leadership, governance and culture, financial planning and management, and capacity for improvement.

3.2. Nuneaton and Bedworth Borough Council (NBBC) last undertook a CPC in September 2021, making the recent review its second. Peer challenges are recognised as best practice and form part of the national improvement and assurance framework for local government. They help Council reflect on their performance, identify opportunities for improvement, and share learning across the sector. Publishing the final report is a requirement of the process and demonstrates transparency and accountability to residents and stakeholders.

4. Body of report and reason for recommendations

4.1. The latest CPC took place from 13th to 15th October 2025. The peer team comprised senior Councillors and officers from other Councils, supported by the LGA. Over three days, they held more than 30 meetings and engaged with over 100 participants, including Councillors, staff, and external partners.

4.2. The review (Appendix 1) highlighted many positives:

4.2.1. Strong commitment and passion from Councillors and officers for the borough.

4.2.2. Ambitious regeneration projects in Nuneaton and Bedworth, including Grayson Place and the Bedworth Physical Activity Hub.

4.2.3. Clear priorities in the refreshed corporate plan, focused on health, housing, and economic development.

4.2.4. Good relationships with partners and a willingness to collaborate.

4.2.5. Financial resilience, with strengthened reserves and successful external funding bids.

4.3. The peer team also noted areas for development, including embedding the corporate plan more widely, reviewing decision-making arrangements, and improving internal and external communications. These findings provide a constructive platform for continuous improvement.

4.4. In line with LGA requirements, a progress review will take place within six months of the CPC, by August 2026. This review will assess the Council's progress against the agreed action plan and provide further support where needed.

5. <u>Consultation with the public, members, officers and associated stakeholders</u>

5.1. The CPC has been shared with senior management, Group Leaders and Cabinet.

6. <u>Financial Implications</u>

6.1. The report provides several recommendations for consideration around future financial management. These will form part of the action plan to be adopted by Cabinet.

7. <u>Legal Implications</u>

7.1. N/A

8. <u>Equalities implications</u>

8.1. No specific equality implications have been identified.

9. Health implications

9.1. No specific health implications have been identified following the completion of an impact assessment.

10. Climate and environmental implications

10.1. No direct climate and/or environmental implications have been identified.

11. Section 17 Crime and Disorder Implications

11.1. No direct Section 17 crime and disorder implications have been identified.

12. Risk management implications

12.1. The CPC makes reference to Risk Management and provides recommendation for improvement.

13. Human resources implications

13.1. The CPC provides several recommendations which are relevant to HR . These will form part of the action plan to be adopted by Cabinet.

14. Options considered and reason for their rejection

14.1. In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Do nothing	The CPC will be published by the LGA in January and an action plan should be produced by March 2026. It is appropriate that Council receives the report ahead of this publication schedule.

15. Conclusion

15.1. The Corporate Peer Challenge has provided Nuneaton and Bedworth Borough Council with valuable insight into its strengths and areas for development.

15.2. The findings confirm the Council's strong commitment to its communities, ambitious regeneration plans, and sound financial planning.

15.3. The report also highlights opportunities to further embed priorities and enhance governance and communications.

15.4. In publishing the report and implementing a clear action plan, the Council demonstrates its commitment to transparency, best practice, and continuous improvement. The progress review in six months will ensure accountability and maintain momentum on delivering positive change for the borough.

16. Appendices

16.1. Please note the following appendices:

i. Appendix A – Corporate Peer Challenge Report

17. Background papers

17.1. LGA Corporate Peer Challenge – Feedback Report - Cabinet - 10th November 2021.

18. Report Writer Details:

Officer Job Title: Chief Executive Officer

Officer Name: Tom Shardlow

Officer Email Address: Tom.shardlow@nuneatonandbedworth.gov.uk

LGA Corporate Peer Challenge

Nuneaton and Bedworth Borough Council

13th – 15th October 2025

Feedback report

Contents

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

1. Introduction

A team of local government peers, led by the Local Government Association (LGA) delivered a Corporate Peer Challenge (CPC) of Nuneaton and Bedworth Borough Council (NBBC) from 13th – 15th October 2025. This was the council's second peer challenge, with the previous one being delivered in September 2021 (report available here).

CPC is a well-established and respected improvement and assurance tool that provides robust, strategic and credible challenge and support to councils. Further details about the CPC process can be found in Appendix A.

Our peer team consisted of highly experienced and knowledgeable senior local government councillor and officer peers (see section four). We considered the five core areas covered by all CPCs: local priorities and outcomes, organisational and place leadership, governance and culture, financial planning and management and capacity for improvement.

This report provides NBBC with feedback on the peer team's findings. It provides the council with a set of a high-level recommendations alongside further recommendations under each of the CPC's core areas. There is an expectation the council will publish this report and a clear action plan to respond to all the recommendations highlighted.

2. Executive summary

Nuneaton and Bedworth Borough Council's councillors and officers care deeply for the communities of the borough and are passionate about the area. They are knowledgeable about the place and there is a clear commitment to delivering good outcomes and positive change for communities. This is particularly evident through the significant physical regeneration work being delivered in both Nuneaton and Bedworth where there are some very significant and ambitious projects which the council is delivering.

The leadership of NBBC understands the issues its communities are facing, and particularly the health and economic challenges. Addressing these is a key focus for

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

activity which is reflected in the refreshed corporate plan. There are clearly set out priority areas which articulate the vision and ambition. However, the council does need to ensure that the plan is well understood by staff and councillors as well as partners, as the peer team found that this was not consistently the case.

The council is in a period of transition and whilst it should maintain momentum on delivering change it does need to recognise and respond to its capacity constraints. The council feels very busy: on the range of business as usual activity; external activity where it is leading significant local work on regeneration and leisure centre redevelopment and refurbishment; responding to the needs of local government reorganisation (LGR); and at the same time modernising its internal ways of working. This is making considerable demands on the limited capacity of the council. It will be challenging for NBBC to maintain a focus on all of these simultaneously so it will need to keep its capacity under review at this time of numerous competing demands.

NBBC should consider some aspects of governance, particularly around decision-making. The current approach is in line with the constitution but the peer team reflected that the council may wish to review the principles which govern decision-making, including delegation levels, so that it is clear which decisions can be made by officers under delegated powers, and how those delegated powers will be exercised and overseen. The council will want to consider what works best for NBBC in terms of ensuring councillors remain focused on the strategic direction of the council whilst officers can focus on the delivery of these policies.

Although it is recognised that NBBC is facing a financial challenge to set a balanced budget in future years, its challenges are not insurmountable and primarily link to how member priorities and ambitions can be delivered beyond statutory service provision. However, further action is needed to articulate how the council is addressing the funding gap which is a cumulative total of £11m over the life of the current MTFP (2025/26 to 2028/29). This will be better understood following the outcome of the Fair Funding Review but the council does need to further develop its thinking on addressing the budget gap now for 2026/27 which stands at £2.076m.

NBBC would benefit from clarity on what is being delivered now and the timescales for completion for some of its projects, as colleagues and partners were unclear.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

Sharing forward plans will also help with managing expectations, as it should also not take for granted that others – both internal and external - know what the council is delivering. It can use this approach to share realistic timescales about lead in times for significant projects so people understand the longer term outcomes, and the steps required to achieve that, for example around economic development.

The peer team heard from those within and outside of the council about how NBBC can improve its approach to both internal and external communications. There is an opportunity to utilise social media channels and take a more coordinated approach to convey the vision and 'tell the story'. Internal communications would also benefit from reviewing how to effectively communicate with staff who are working in a more hybrid way and are not coming together in the office, and how formal and informal methods can support this including opportunities for more networking.

3. Recommendations

The following are the peer team's key recommendations which have been prioritised on the grounds of urgency and importance.

3.1 Consider how to further embed the council's corporate plan

NBBC's leadership needs to maintain its focus on embedding and delivering the corporate plan, as the priority areas were not consistently articulated by councillors, officers and partners.

3.2 Develop further detail on how the council will meet the gaps in the MTFP and the approach it will take

The council needs to articulate how it will meet the budget gaps and clearly set out what will be delivered by when. In doing so it should be clear about the potential impact of commercial income and activity on its budget.

3.3 Review the council's delegations and decision making

The current approach is in line with the constitution but one where some

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

significant decisions have been delegated to officers which might be expected to be made by councillors, and vice-versa. Consider what works best for timely decision making and how councillors can fulfil their strategic role, with officers focused on the delivery of priorities.

3.4 **Be clearer on how the ambitious regeneration links together as part of a programme, and the focus this has on economic development**
Provide clarity on the overall plan and how all of the elements fit together as part of the vision.

3.5 **External and internal communications need to convey the vision and tell the story**
Improve the approach to both internal and external communications to provide a narrative about what the council is doing. As part of this utilise up-to-date social media channels and take a more coordinated approach to convey the council's vision.

3.6 **Consider the impact of different ways of working on the organisational culture**
Consider the impact of remote and hybrid working on the council's culture.

3.7 **There are opportunities to reflect on scrutiny**
This should be reviewed regularly to ensure scrutiny remains effective for the needs of the council.

3.8 **Review staff and member development needs and develop an approach**
Staff and member development needs to be continuously reviewed to ensure it is based on need and the current context. Use the people plan and engagement with staff to develop this for officers. Consider dedicated budget for member development and utilise other external support providers, including the LGA.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

3.9 Undertake a staff survey and use this to inform staff engagement routes and networking opportunities

The previous staff survey was delivered in-house. Using an external provider will provide an independent view and allow benchmarking of the current position and allow monitoring of outcomes.

In addition to the key recommendations section five of this report captures our detailed feedback and additional recommendations within each of the CPC's core areas of focus.

4. Peer team

Peer challenges are conducted by experienced LGA peers, including elected councillors and senior officers. The composition of the peer team was shaped by the specific focus of the challenge, with the LGA selecting peers based on their relevant expertise. The peers for this CPC were:

- **Cllr Bryony Rudkin** - Deputy Leader of Ipswich Borough Council and LGA Regional Peer for the South East and East of England. Labour Member peer
- **Cllr Craig Leyland** - Leader of the Council - East Lindsey District Council. Conservative Member peer
- **Jane Eaton** – Chief Executive, Horsham District Council
- **Alison Scott** - Director of Finance, Three Rivers District Council
- **Liam Hornsby** - Associate Director of Customer and Corporate Services and Monitoring Officer, Watford Borough Council
- **James Millington** - Peer Challenge Manager (LGA)

5. Detailed feedback and recommended actions

This section of the report provides detailed feedback along with additional recommendations related to the five core areas of focus.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

When developing the action plan (in response to the CPC's findings), the council should consider both the key recommendations presented in section three and the additional recommendations set out below.

5.1 Local priorities and outcomes

There is a strong feeling of pride in the borough from both councillors and officers. The passion and knowledge for the place is shared across the areas of both Nuneaton and Bedworth and it feels like there is parity in the energy and enthusiasm the council has for these two distinct places. This is a sound basis for collective working and to make impactful and positive change for the communities of the borough especially in this time of change for the council locally.

Following the change in administration at the 2024 elections NBBC's corporate plan has been refreshed, outlining clear priorities for the council. There is good recognition from the leadership of the challenges facing the borough particularly around health and the economy. NBBC has clearly set out these challenges and arranged the priority areas in the corporate plan around these themes. However, this is not yet clearly embedded across the council. The priorities in the plan are clearly articulated and accessible and it can be utilised further and reflected in the approach to other future council documents and strategies.

Are the council's priorities clear and informed by the local context?

The peer team found that the refreshed corporate plan was focused on the issues facing the borough and the priority areas of: Place and prosperity; Housing, health, and communities; Green spaces and environment; and Your Council. These priorities are informed by the local context and the plan was designed to meet the challenges of addressing the core needs of residents, ensuring a strong economy, delivering good jobs, affordable, good quality homes, and facilities and services that support healthy lives.

Within the borough five areas are classed as being in the top 10% most deprived nationally, there are low median weekly pay levels when compared regionally and

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

nationally, and there are relatively low economic activity rates. The health challenges facing the borough are significant and include below average cancer diagnoses, above average preventable cardiovascular mortality, and mental wellbeing indicators which are below the national average. NBBC is leveraging its power to improve the determinants of health including by improving the condition of its own housing stock, promoting active travel, and improving the quality of and access to fitness facilities. The council has a housing stock of around 6,000 properties, and is intending to expand this through housebuilding, with a series of new developments, and via acquisitions.

NBBC is investing in its housing stock and a full stock condition survey was completed in 2024, which identified that 92% of homes complied with the Decent Homes Standard. NBBC has also received £6m of funding from Homes England to support the building of more than 100 new homes, all with energy efficiency measures to support the health and wellbeing of tenants.

Following changes to national planning policy in 2021 NBBC is currently reviewing its local plan – the current one adopted in June 2019 covered up to 2031. The refreshed plan is at the examination stage and is due to be published in Autumn 2025. The plan seeks to deliver 9,810 homes and 87 hectares of employment land by 2039.

The borough demographics are predominantly white British, with Indian and Polish communities as the largest non-British communities. There is a significant Nepalese community, of around 1500, with the majority veterans. The peer team found that there is a good understanding of the diversity of the communities e.g. Gurkha community and with faith groups. The council understands this and recognises where future demographic changes are coming.

The peer team recognises that similar to other councils NBBC is in a period of change through the impact of LGR. This was a feature of many conversations the peer team had whilst onsite and the council leadership will want to continue to play an active role locally and keep the impacts of this on the council and the community under close review. People are concerned for the future and what this means for them personally, and for the communities of the borough.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

NBBC wishes to continue developing relationships with the County Council and with County councillors in particular. The peer team heard about productive relationships between officers and councillors, and for instance the joint working of NBBC's Deputy Leader and locality funding.

Delivery against priorities and comparative performance

The peer team reviewed NBBC's performance using LG Inform when compared to Cipfa near neighbours. The council demonstrates particularly good performance in relation to:

- In 2025/26 (quarter one), the council processed 100 per cent of planning applications for major and minor developments on time. This compares to 89 per in the comparison group of nearest neighbours.
- In 2023/24, at 487 the council had the highest level of affordable homes delivered within its comparison group, where the average was 119.

Despite this positive service performance, NBBC does recognises the challenges within the Borough, particularly around health and the economy for its communities. This is highlighted in the LGInform performance benchmarking where the council perform less well, and in the council's own data and performance monitoring, as referenced above - particularly regarding the economy and health. Overall, the peer team think there is an opportunity with the use of Power BI and NBBC's own published data and monitoring to be more closely aligned to the priorities set out within the council plan.

Is there an organisation-wide approach to continuous improvement?

Although there have been some recent improvements to the performance management approach NBBC acknowledges that there is more to be done.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

Following an external audit report, the council has recently refreshed its performance framework and the key performance indicators (KPIs) have been reviewed for 2025/26. The council is also refreshing the approach to collecting and presenting KPIs and is beginning to utilise Power BI, implementing the system to make performance easier to view and respond to across the council. Reporting to the Corporate Executive Team (CET) and Overview and Scrutiny Panels, this will be expanded to the Senior Leadership Team (SLT) with dashboards for service areas, and rolled out further for external reporting. This is a new approach for the council, and the peer team encourage it to continue to embed this.

NBBC does have a performance management policy in place and a framework to support officers and their development. However, it recognises that the annual development review process is not widely used and there is no system in place to track if 1:1s are being conducted. The council is currently developing a new people strategy which will help address this. NBBC should prioritise the completion and delivery of the people strategy to embed the approach so that staff are clear on their contributions to delivering council priorities, aligned to the corporate plan, and the important role they play in council-wide continuous improvement.

NBBC should consider the impact of different ways of working on the organisational culture. The peer team had mixed perspectives within the council on the impact of agile working on the culture. Developing and maintaining working relationships were important to many people the peer team met and there were some concerns raised that effective mechanisms were not in place to foster a shared culture. There were concerns from managers about the impact of less space within the Town Hall on their ability to support effective working relationships but some managers conversely felt that some staff were resistant to changes in working practices rather than there really not being enough desks to work at. The peer team encourage the council to consider how it can address these perception differences.

In addition to the recommendations made in section three of this report, including **consider how to further embed the council's corporate plan**, we recommend the following actions:

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

- **In the LGR process continue to play an active role locally and keep the impacts of this on the council and the community under close review**
- **NBBC can continue to develop relationships with Warwickshire County Council and with County councillors in particular**
- **Continue to modernise and embed the approach to performance management**
- **Finalise the new people strategy, consider staff development and the links to the council plan priorities and the annual development process**

5.2 Organisational and place leadership

The council is committed to improving the lives of the communities within Nuneaton and Bedworth. Both officers and members described a pride in the place and a commitment to improve lives through positive interventions and work of the council. The peer team found that the leadership role the council has can be further enhanced through closer working with partners to deliver priorities.

Does the council provide effective local leadership?

Since the previous CPC in 2021 there have been some significant changes to the leadership of the NBBC. Following the elections in 2024 NBBC changed to a Labour-led administration. There has also been a new chief executive officer in place since June 2024, with changes also made to the management structure to bring in a new management level of assistant directors (ADs). This was designed to deliver operational leadership and create resource with capacity and skills to ensure services are being delivered effectively. Above these ADs four strategic director posts were created, designed to set direction for NBBC, working collaboratively with councillors, cabinet, and service areas.

The peer team found there was strong positive collective working across both the

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

cabinet and the CET. There have been some recent changes to cabinet and councillors are working well together with energy and ambition for the borough, advocating for Nuneaton and Bedworth. Similarly, the CET are demonstrating leadership, with collective support for each other. Cabinet and CET work well together with mutual respect. Having effective working relationships were described as being important to the council and the peer team found evidence that the political and managerial leadership had invested time in developing these. Councillors also understood the importance of cross-party relationships and there was an appreciation that these should be developed further.

The dominant issue at present is around LGR, and the leadership is focused on ensuring that NBBC has a strong voice in discussions with the other borough councils and the County Council. The peer team heard about the positive relationships with the other borough councils in Warwickshire, putting forward a case for a North and South Warwickshire unitary model. This has included working with other councils to jointly commission research and options. The peer team heard that NBBC and Warwickshire County staff relationships are good and County officers hold staff in high regard and they are recognised for their knowledge, experience and skills.

The peer team recognises that LGR does present potential challenges to: local relationships; maintaining council service delivery at a time of change; and the nervousness of staff, partners and communities for the future. The peer team urges NBBC to continue to consider how it can provide reassurance and engage and communicate with stakeholders about what this means for them. Change will happen and NBBC needs to consider what the future will be like and what the legacy of the council will be.

The council is a strong voice on place leadership and understands its issues. There is an ambitious regeneration programme to support this including The Grayson Place development in Nuneaton which will provide mixed-use commercial units which opens up the town centre and creates a number of units aiming to provide a new hub for food, drink, and a leisure offer. In Bedworth the Bedworth Physical Activity Hub is replacing the former leisure centre with up-to-date pool facilities, a 100-station fitness

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

centre, studio, and four court sports halls. The peer team think there is an opportunity to be clearer on how these link together as part of the overall vision for the borough and a communications strategy with consistent messaging, both internally and externally, would help.

Are there good relationships with partners and local communities?

Partners were very complimentary about working with NBBC and positively described how the council engages with them. There are opportunities for further building on and developing these relationships, including with the arts sector, MIRA Technology Park, Business Improvement District and Towns Fund Board. NBBC can continue to work closely with these organisations and groups on shared ambitions for the borough. For example, the MIRA Technology Park is an internationally important centre which is of significant importance to the communities of NBBC and the priorities around economic development and supporting communities with accessing high quality and well-paid jobs. NBBC should be clear on the opportunities for harnessing the benefits of this development and its wider impact on the borough.

There are opportunities to improve the approach to external and internal communications to convey the vision and tell the story of what NBBC is delivering. This was a common theme and the council can consider how to be clearer on developing a narrative around what it is doing to 'join the dots' for people. NBBC can consider how it does this, by using capacity within the organisation or looking externally to other organisations or for example, to local students who may be able to provide additional capacity and creative thinking for the council. In doing this it can consider how to increase the reach across multiple platforms and move beyond more traditional approaches such as a reliance on issuing press releases.

NBBC should be clear on the functions outside of a borough council's usual span of activity which it delivers. The council does some great activity which is actually the responsibility of other organisations. For example, the work being done by NBBC on prevention to address health and wellbeing issues facing its communities. NBBC can be clearer what it is delivering and how this is benefiting communities at the local

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

level. The council will also want to consider how it can continue to fund this activity in the context of future financial challenges.

In addition to the key recommendations in section three including, **Be clearer on how the ambitious regeneration programme links together as part of a programme, and the focus this has on economic development** and **External and internal communications need to convey the vision and tell the story**, we also recommend the council progress the following actions:

- **Partners including the voluntary and community sector were very complimentary about working with NBBC and positively described how the council engages with them. There are opportunities for further building on and developing these relationships**
- **Be clear on the functions outside of a borough council's usual span of activity which the council delivers on to be clear on who is best to deliver.**

5.3 Governance and culture

The peer team saw examples of recently enhanced corporate governance and assurance processes. However, NBBC will want to continue improvements in this area including ensuring that its decision making thresholds are appropriate, as this is especially important during a time of change for the council.

Are there clear and robust governance arrangements?

Although in line with the council's agreed processes, the peer team recommend that NBBC reviews its approach to delegations and decisions. While NBBC's constitution is detailed, and the council operates with in it, the peer team observed instances where decision-making responsibilities could be reviewed in line with best practice, with certain decisions being taken by officers rather than members, and vice versa. For example, with the refreshed corporate plan now in place cabinet can now focus on delivering the strategic priorities; the bigger projects with cabinet approvals; whilst

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

lower level policy decisions, for example, can be made by the head of paid service (HoPS) where there are delegated functions.

The approach to completing the annual governance statement (AGS) has been updated for 2024/25 but this should be further strengthened to capture necessary improvements. The updates have provided a different feel to the document but should more clearly cite strengthened governance and reflect these in the AGS alongside articulating a plan of how it intends to address these.

The risk management approach has been reviewed and updated following audit findings. The strategic risk register is reviewed at least quarterly by strategic directors and the chief executive, and the operational risk register is maintained within directorates by assistant directors, and updated at least annually, or when significant changes to risks occur. Operational registers are now due to be reviewed at the corporate governance group to ensure that they are adequate and that appropriate mitigations are in place. The peer team urge the council to continue to focus on this and maintain a grip on the new approach.

NBBC was unsuccessful in appointing an Independent Member onto the audit committee. The peer team recommend that this is revisited as this position is highly valued by other councils and this approach can be very helpful to the work of the committee especially when working with the external auditor.

Is there a culture of challenge and scrutiny?

There are good relationships in place on many levels across the council. Senior officers and members work well together, working closely on shared aims for NBBC. Officers across the council also describe a 'family feeling' where they enjoy supporting each other, and many staff have worked with each other for a long time. The peer team also heard that relationships were strong for NBBC officers and other councils' officers, between the council and partners and also between the council and the unions. There are strong relationships in place which provides a sound basis for collective working towards a shared endeavour.

The three statutory officers have had regular meetings in place since February 2025

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

and describe being open and transparent with each other. These meetings also include the lead auditor from the Central Midlands Audit Partnership (CMAP). The peer team heard these meetings allow them to have challenging but positive discussions.

The leader and cabinet are keen to ensure that scrutiny is playing an active and important role in council governance. There are opportunities to reflect on this and improve support for scrutiny to maximise the impact of members and officers in terms of both accountability and policy development.

NBBC has a relatively new Monitoring Officer (MO) who was clearly well regarded by colleagues and they have started to make improvements to a range of processes. This includes the standards process where investigations which were taking up to 12 months had now been reduced to 3 months and councillor conduct appears to have improved as a result of this work. The MO may wish to look at development opportunities, such as the LLG Inspire programme, which also provides a broader support network of MOs from across the country.

How does the council provide Member and officer support?

The peer team heard about the difficult time NBBC has had in relation to mental health within the organisation and the importance which the council has placed on supporting its staff. The peer team was impressed with the support which has been put in place for example around mental health first aiders, and the chief executive's approach to speaking to all staff on World Mental Health Day. Recent challenges had not formed part of the psyche of the organisation and people were positive about the leadership which has been demonstrated.

Officers the peer team met with commented very positively on the training opportunities available for staff. There were reflections that with the refreshed corporate plan there was now an opportunity to link a more strategic organisational development approach to this so there is a workforce which is well equipped to deliver, and taking a more coordinated organisational development approach would support this. Some staff did feel that the number of compulsory training courses they

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

had to take part in, and the requirement to attend these in person, was burdensome. We suggest the HoPS considers this reflection when reviewing the people strategy.

The council is due to complete the development of the people strategy in October. Following the launch of this NBBC may wish to commission an external staff survey to baseline where the council is in relation to the workforce currently, and then this can be used to track the outcomes of what is being delivered through the strategy.

The peer team heard that members were passionate about their own development and were keen to make the most of the opportunities which are available. The peer team do think that the member development programme and budget needs refreshing, as it has only recently commenced member briefings again.

The peer team heard that staff value the opportunities of coming together and networking. Officers want opportunities to come together in the room collectively. The council can continue to focus on how important it is to do this, particularly at a time of great change to the council such as LGR.

In addition to the key recommendations in section three of the report including: **Review the council's delegations and decision making**; **There are opportunities to reflect on scrutiny**; **Review staff and member development needs and develop an approach**; and **Undertake a staff survey and use this to inform staff engagement routes and networking opportunities**, we also recommend the council progress the following actions:

- **Within the annual governance statement strengthen governance and reflect these changes and improvements alongside an action plan**
- **Continue to focus on risk management and maintain a grip on the new approach**
- **Seek to appoint an independent member onto the audit committee**
- **Link the organisational development approach to the corporate plan so there is a workforce which is well equipped to deliver**
- **Create opportunities to bring officers together face to face, they value the**

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

time together, especially at a time of significant change like LGR

5.4 Financial planning and management

Although NBBC is facing a financial challenge to set a balanced budget in future years, this can be addressed by the council. In recent years, general fund reserves have been strengthened with the objective of achieving adequate levels to manage the risk profile of the authority. NBBC is not in a position of requiring exceptional financial support (EFS).

However, further action is needed to address the council's funding gap which is a cumulative total of £11m over the life of the current MTFP (2025/26 to 2028/29), as well as considering identifying additional financial capacity to meet its demands.

Does the council have a clear understanding of its financial position?

NBBC takes a prudent view of budgets and has strengthened its reserves. The council delivered within its budget in 2024/25 and the general fund outturn position at the end of 2024/25 with a budget of £21.153m was a small underspend of £0.251m, which was contributed to reserves. The housing revenue account (HRA) also had an underspend in 2024/25 of £0.4m. As at 31 March 2025, the council held £18.99m in specific earmarked reserves, capital earmarked reserves total £3.34m with revenue reserves totalling £15.65m.

The council has benefited from significant external funding. This has included £23.2m from the Towns Fund, Future High Street fund £13.3m, £14.95m of Levelling Up and £2.5m Sport England funding. Attracting this has allowed the council to progress its priorities for both Nuneaton and Bedworth.

The section 151 officer and deputy are bringing stability to the leadership of the finance team and a focus on financial administration and capacity. The council now has the basic building blocks in place and understands where it is in relation to its budget and the financial administration.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

As required as part of the audit backlog programme, NBBC considered its 2023/24 statement of accounts at its audit and standards committee in February 2025. However, the auditors indicated an inability to issue an opinion due to the absence of an option on the 2022/23 accounts reviewed by the councils' previous auditors. This position reflects the wider national picture of audit backlogs and the auditors felt that the council had moved forward positively in the publishing of the accounts.

The auditors report on the 2023/24 accounts finds: "*a significant weakness in the Council's governance arrangements. High staff turnover within the finance team has resulted in considerable delays in the preparation of financial statements in recent years*". They also reported significant weaknesses in securing arrangements for securing economy, efficiency and effectiveness in its use of resources. At the time of the review the peer team spoke to external auditors and the audit work had not yet started.

Capacity within the finance team does still remain a concern. Although there has been some good work on adding capacity through Cipfa trainees and AAT trainees there may be a need for temporary additional capacity as the team gets up to strength. The peer team think that temporary additional capacity may give capacity for the senior finance team to focus on more strategic financial issues, such as addressing the projected shortfall in the MTFP and maximising the benefits of the regeneration projects.

Does the council have a strategy and plan to address its financial challenges?

NBBC has a four year MTFP to 2028/29, which indicates the need to use reserves over the next four years in each year, despite building in some transformational savings (£1.2m each year for the final three years). The cumulative gap over the MTFP period is more than £11m. The peer team recommend that plans need to be further developed to address this position beyond indicating that the MTFP will be updated once the multi-year settlement is known later in the year. The council should have a better view of the impact of the fair funding review (FFR) in due course, and it will be a position to consider the financial risks in the MTFP.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

The financial risk register requires further development. The council now has capacity to look at this in greater depth, for example in looking at the more strategic commercial risks to build on what it already has there. In reviewing the MTFP for 2026/27 NBBC should explicitly consider financial risks and ensure it takes a balanced and prudent view. This is part of the council now building on having the basics in place to move to the future.

The peer team recommend that the earlier full business cases for the Nuneaton town centre investments should be revisited to ensure the current cabinet and CET understand the whole life financial implications and risks. Updated businesses cases, including a full analysis of risk, should be presented formally to cabinet and incorporated into the MTFP to ensure that councillors understand the full impact of investment decisions.

NBBC has transferred its Internal Audit to the CMAP who are currently working with the finance team to ensure recommendations are effectively reviewed and implemented. This is helping with strengthening the approach on risk reports and following up internal audit recommendations and will bring independent challenge and help with sharing the best practice from others into the council.

With recent investment both within Nuneaton and Bedworth and the wider area, the economic profile of the area is changing and there is increased potential for additional investment. The council is currently reliant on grant income and its own borrowing for investment in the area. Previous consideration of community infrastructure levy (CIL) had determined that the imposition of CIL would lead to viability issues for development. The recent development to the North of Nuneaton suggests that development values are changing and the council may wish to review this decision.

The council should consider whether it needs additional external support to review the scope for leveraging private sector investment into its regeneration programme. Leveraging in private sector investment has the potential to exponentially increase the benefits of the council's own town centre investment and bring a complementary commercial perspective to ensure investment is targeted alongside reducing cost and maximising income. Additional external support may also help the council harness

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

the changing economic profile of the borough.

In addition to the key recommendations in section three including: **Develop further detail how the council will meet the gaps in the MTFP and the approach it will take**, we also recommend the council progress the following action:

- **Consider temporary additional capacity as the finance team gets up to strength to allow the senior finance team to focus on strategic issues, including addressing the projected shortfall in the MTFP**
- **Further develop the financial risk register**
- **Revisit the earlier full business cases for the Nuneaton town centre investments to ensure the current cabinet and CET understand the whole life financial implications and risks**
- **Consider the need for additional external support to review the scope for leveraging private sector investment, particularly in respect of the opportunities created by the regeneration projects.**

5.5 Capacity for improvement

Officers and councillors are dedicated to the borough and the council and are receptive to change. They acknowledge the need for transformation in certain areas of the council, particularly where there are opportunities to modernise.

NBBC needs to reassess its current approach to agile working. It must find the right balance between remote work and office work, as well as between face-to-face and digital interactions.

Is the organisation able to bring about the improvements it needs, including delivering on locally identified priorities?

There is clear recognition from NBBC on areas where it seeks to make

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

improvements. This is particularly in the areas of communications, how it manages performance and in its IT arrangements. It is positive that the council recognises that there are opportunities for improvement and it is putting in place plans for this. The peer team encourage the council to maximise this. For example, in the work around strengthening and embedding the performance, the council can more consistently strengthen delivery plan and KPI commentary ensuring it is forward looking and aligned to the corporate priorities. It can use this to identify service improvements and developing the narrative on performance monitoring, including outlining more fully why performance is improving, or what steps which are being taken to address under performance.

NBBC deliver a lot of projects and built into the approach of the council is an awareness of the opportunities of utilising lessons learnt. Formalising this approach and creating an atmosphere of reflecting and acting on this is a good basis for improvement.

The council's positive engagement in regional groups demonstrates a willingness to look beyond the borough. For example, the council is a non-constituent member of the West Midlands Combined Authority and it prioritises attendance in order to be around the table and have an active role in discussions.

It is important that the strategic director capacity is able to be strategic. The structural management changes were intended to produce more strategic leadership capacity and the peer team think the council should consider how to do this in the context of ensuring officers are taking ownership at the appropriate levels. There was a perception that otherwise the strategic directors are absorbed in operational activity and not able to lead on the strategic activity.

The council should further build on the value of external support and partnership working – NBBC does not have to do it all. There are great communities and business is in the borough who are already able and keen to deliver alongside the council and work with NBBC and could do more. For instance, the arts sector are keen to engage and promote all that is to offer within the borough – they recognise that this is a creative place and the council is not always necessarily the best placed organisation to do this, and smaller scale commissioning of activity by the council

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

may support this.

Does the council have the capacity to improve?

Both the workforce and councillors have a desire for personal development and utilise this to improve the outcomes of the council.

The peer team met both long standing and relatively new councillors who are keen to engage in their development. The council is also developing the member induction programme for following the 2026 elections and what support it can put in place itself and also commission from others, including the LGA.

There are good opportunities for staff development and career progression. There is a mix of routes for staff, with some of the assistant directors rising through the organisation, and some have been brought in externally to bring different perspectives and ideas to NBBC.

The peer team heard that there is an honest and open atmosphere even when there are challenging or a difference of opinions. Between officers and members there was honesty and any disagreement is handled appropriately. People are prepared to say what they think and this is the sign of an organisation which welcomes productive debate.

The peer team think there is merit in the council now considering its approach to hybrid working. Reviewing the approach and the impact this has on organisational culture and staff networking will be useful as the current approach appears to be patchy. Some staff also reflected that they could consider how to better engage with one another, particularly those colleagues who do not come into the office frequently as some staff were feeling disconnected to colleagues. When the peer team met with staff they were not clear on the arrangements and some staff were keen to come into the office more frequently but the perception was that this was not possible.

In addition to the key recommendations in section three of the report, including to **Consider the impact of different ways of working on the organisational culture**,

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

we also recommend the council progress the following actions:

- **Maximise the improvements the council is making in internal arrangements. For example, in the work around strengthening and embedding the performance it can more consistently strengthen delivery plan and KPI commentary in a more forward facing way**
- **Consider how the strategic directors can fulfil their role for the organisation in the context of ensuring officers are taking ownership at the appropriate levels and SDs remain focused on strategic rather than operational issues**
- **Recognise and build on the value of external support and partnership working – NBBC does not have to do it all.**

6. Action plan and progress review

The senior political and managerial leadership of the council should review and reflect on the findings and recommendations from this CPC.

To promote the principle of transparency, it is a requirement of the CPC process that the final report of the peer team is published in-full within three months of the review being completed. In this instance, this requires the report to be published no later than 15th January 2026.

There is a requirement for Nuneaton and Bedworth BC to develop and publish an action plan within five-months of the peer team being onsite, no later than 15th March 2026. This action plan should provide clarity on the activity, milestones, and timelines that the council will work to in responding to the team's findings.

The action plan will also be central to the peer team's re-engagement with NBBC through a progress review which is due to be completed by 15th August 2026.

The Ministry for Housing, Communities and Local Government (MHCLG) have published the Best Value Standards for Local Authorities. These standards expect

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

every council to engage in a Corporate or Finance Peer Challenge at least every five-years.

7. Contact details

In the meantime, Helen Murray, Principal Adviser for the West Midlands, is the main contact between your council and the Local Government Association. As outlined above, Helen is available to discuss any further support you require and can be contacted on:

Helen Murray, LGA Principal Adviser for the West Midlands

Email – helen.murray@local.gov.uk

Tel – 07884 312235

Further information, support, and resources on LGR/Devolution, can be found on the LGA's devolution and LGR Hub website.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Appendix A – What is CPC?

CPC is a valued improvement and assurance tool that is delivered by the sector for the sector. It involves a team of senior local government councillors and officer peers undertaking a comprehensive review of key information and spending three days at the council to provide robust, strategic, and credible challenge and support.

CPC forms a key part of the improvement and assurance framework for local government. It is underpinned by the principles of Sector-led Improvement (SLI) put in place by councils and the LGA to support continuous improvement and assurance across the sector. These principles state that councils are responsible for their own performance; accountable locally, not nationally; share a collective responsibility for the performance of the sector; and rely on the LGA to provide the tools to support them. CPC is also key to councils in meeting their Best Value duty. UK Government expect all councils to have a CPC at least every five years.

Scope and focus

The peer team considered the following five areas which form the core components of all CPCs. These are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities? Is there an organisational-wide approach to continuous improvement, with frequent monitoring, reporting on and updating of performance and improvement plans?
2. **Organisational and place leadership** - does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management -** Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges? What is the relative financial resilience of the council?

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk
Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577
Chair: Councillor Louise Gittins **Chief Executive:** Joanna Killian **President:** Baroness Grey-Thompson

5. **Capacity for improvement** - Is the organisation able to bring about the improvements it needs, including delivering on locally identified priorities? Does the council have the capacity to improve?

As part of the five core areas outlined above, every CPC has a strong focus on financial sustainability, performance, governance, and assurance

The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information to ensure they were familiar with the council and the challenges it is facing. This included a position statement prepared by the council in advance of the peer team's time on site. This provided information on the local context at the council and what the peer team should focus on. It also included a comprehensive LGA Finance briefing (prepared using public reports from the council's website) and a LGA performance report outlining benchmarking data for the council across a range of metrics. The latter was produced using the LGA's local area benchmarking tool called LG Inform.

The peer team spent three days onsite at Nuneaton and Bedworth Borough Council during which they gathered evidence, information, and views from more than 30 meetings, in addition to further research and reading and spoke to over 100 council staff together with councillors and external stakeholders.

18 Smith Square, London, SW1P 3HZ www.local.gov.uk **Telephone** 020 7664 3000 **Email** info@local.gov.uk

Nuneaton & Bedworth
United to Achieve

AGENDA ITEM NO. 13a

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Audit and Standards Committee
Date of Meeting:	25th November 2025
Subject:	Treasury Management Update 2025/26
Portfolio:	Not Applicable
Responsible Officer:	Assistant Director - Finance

Corporate Plan – Theme: Your Council

Corporate Plan – Aim:	Deliver continued forward financial planning to safeguard the finances of the Council. Strive for transparency and accountability, in all that we do.
Ward Relevance:	All
Public or Private:	Public
Subject:	Treasury Management 2025/26 – Mid-year Review
Forward Plan:	Not Applicable
Subject to Call-in:	Not Applicable

---

1. Purpose of Report

1.1. The Council is required through the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) to report to full Council a mid-year review.

1.2. This report sets out the Council's treasury position as at 30th September 2025 and therefore any decisions made after this date are not reflected in this report.

2. Recommendations

2.1. To recommend to Council that the Treasury Management Report for 2025/26 – Mid-Year Report be noted.

2.2. To recommend to Council that the update to Treasury Management Practice (TMP) 5 be approved.

3. Background

3.1. Capital Strategy

3.1.1. In December 2021, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. These require all local authorities to prepare a Capital Strategy which is to provide the following: -

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed;
- the implications for future financial sustainability.

3.1.2. CIPFA is currently consulting local authorities in respect of potential changes to the Codes. Currently, the focus seems to be on the Non-Treasury investment aspects of local authority activity. An update on any material developments/changes will be provided to Council in due course

3.2. Treasury management

3.2.1. The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.

3.2.2. The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning to ensure the Authority can meet its capital spending operations. This management of longer-term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Authority risk or cost objectives.

3.2.3. Accordingly, treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Introduction

3.3. This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2021).
The primary requirements of the Code are as follows:

3.4. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.

3.5. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.

3.6. Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report (this report) and an Annual Report covering activities during the previous year. Quarterly reports are also required for the periods ending April to June and October to December and are submitted to Cabinet for approval.

3.7. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

3.8. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Authority, the delegated body is Audit and Standards Committee:

3.9. This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first half of the 2025/26 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Authority's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Authority's investment portfolio for 2025/26;
- A review of the Authority's borrowing strategy for 2025/26;
- A review of any debt rescheduling undertaken during 2025/26;
- A review of compliance with Treasury and Prudential Limits for 2025/26.

4. An economic update for the first half of the 2025/26 financial year

4.1. Economics and Interest Rates

The Council's Treasury advisers MUFG Group have provided the following update on the economy.

Economics Update

- The first half of the financial year saw:
  - A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth.
  - A fall in the average wage growth (excluding bonuses) as the headline 3myy rate fell from 5.5% to 4.8% in July;
  - CPI inflation rose and fell and ended September at 3.8% with core inflation at 3.6%
  - 10-year gilt yields changing between 4.4% and 4.8%, ending at 4.70% at the end of September.
- The economy started weaker in April due to front-loading the effects of the US tariffs. An unexpected reaction to the upsides of the tariffs meant that GDP rose by 0.3% on the quarter, however a month-on-month stagnation of real GDP July of 0.0% was a cause for some concern. The reasons for this are varied but an increase in taxes for businesses in April is seen to be part of the cause. Looking ahead, the expected rise in taxes in the Autumn Budget on the 26th November is likely to cause a drag on growth of the UK's GDP for some time, with the expected 2025 GDP growth to be 1.3%.
- The 0.5% m/m rise in retail sales in August was the third increase in a row and was caused by an increase in all sales areas except fuel. The sales may have been helped by the warmer than usual weather.
- The Public Finance position looks weak with Net Public Borrowing £18.0bn in August (meaning borrowing is already £11.4bn higher than the April OBR forecast). This is partly due to lower income than expected, and higher expenditure.
- The labour market is starting to loosen with May having the largest fall in PAYE employees since records began (excluding the Pandemic). The 3myy growth rate of average earnings fell from 5.5% in April to 4.8% in July. The private sector rate dropped from 5.5 to 4.7% putting it closer to the Bank of England's forecast of 4.6% in Q3.
- CPI inflation fell from 3.5% in April to 3.4% in May. More recently inflation pressures have returned and CPI in August stayed around 3.8%. Core Inflation easing from 3.8% to 3.6%.
- Looking at gilt movements in the first half of 2025/26, and the 10-year gilt yield rose from 4.46% to 4.60% in early July over the risk of future fiscal

issues with the current UK Budget. Although the rise was short-lived, it does show the current volatility of the market. By the end of September, 10-year gilts have risen to 4.70%, partly due to inflation, but also partly due to Pension and Insurance firms leaving the longer length gilt markets reducing demand.

- Gilts rates affect the amount of interest the Council receives on its investments, and a reduction in the gilt rate will reduce the amount of interest the Council receives. This reduction can be caused directly when the Council invests in Treasury Bills or Money Market Funds (which use Treasury Bills as part of their investment portfolio), or indirectly by changing the rate of PWLB borrowing. If PWLB borrowing becomes cheaper, other Councils will borrow from the PWLB rather than us.
- The reduction in gilt rates will reduce the amount of interest on any new PWLB loans the Council takes out, but only if the loans are taken out after the gilt rate drops. Loans with the market are indirectly affected by Gilt rates, and reductions in the gilt rate should reduce other sources of borrowing as well.

MPC meetings: 8 May, 19 June, 7 August, 18 September 2025

- On 8 May, the Bank of England's Monetary Policy Committee (MPC) voted to cut Bank Rate at from 4.50% to 4.25%. There were three votes for an immediate cut to 4.00%. The June meeting, however, kept the rate at 4.25%.
- At the August meeting, there was a 5-4 vote in place for rates to be cut by 25bps to 4.00%. This was the closest vote as technically it was 4 votes for keeping the rate at 4.25%, 4 for a drop to 4.00% and 1 for a drop to 3.75%. After a second vote, the decision was to lower the rate to 4.00%.
- In September there was a 7-2 vote to keep the rate at 4.00% (with the other two requesting another rate drop by 0.25%. Our advisors now forecast that the next Bank Rate drop will be next year unless the financial market changes in the meantime.

4.2. Interest Rates

4.2.1. The Council has appointed MUFG Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates.

4.2.2. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012.

4.2.3. MUFG's latest forecast was created on 11th August and sets out a view that short, medium and long-dated interest rates will fall back over the next year or two. This is a forecast, and will depend on gilt rates, and what the economy actually does and when the Bank of England's Base Rate reduces compared to MUFG's forecast.

4.2.4. MUFG's PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps). The HRA currently gets another 60 bps reduction on the Certainty Rate, but this can only be used for borrowing towards new builds (or externalising the debt for previous builds).

MUFG Corporate Markets Interest Rate View 11.08.25													
	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
BANK RATE	4.00	4.00	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.30	3.40	3.40	3.40
12 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.40	3.50	3.60	3.60
5 yr PWLB	4.80	4.70	4.50	4.40	4.30	4.30	4.30	4.20	4.20	4.20	4.20	4.10	4.10
10 yr PWLB	5.30	5.20	5.00	4.90	4.80	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60
25 yr PWLB	6.10	5.90	5.70	5.70	5.50	5.50	5.50	5.40	5.40	5.30	5.30	5.30	5.20
50 yr PWLB	5.80	5.60	5.40	5.40	5.30	5.30	5.30	5.20	5.20	5.10	5.10	5.00	5.00

5. Review of the Treasury Strategy & Budgetary Framework

5.1. The Treasury Management and Budgetary Framework was approved by Audit and Standards Committee on 4th February 2025 and recommended to Council later on 19th February 2025. Having reviewed the strategies there are no recommended policy changes to the Framework at this point in the year.

5.2. There is however a recommended change to the Treasury Management Practices. This is to ensure there are enough dealers to manage the Council's investments and debts. This is a change to TMP 5, and the details are attached at the end of this report.

6. The Council's Capital Expenditure (Prudential Indicators)

6.1. This part of the report is structured to update:

- The Authority's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

6.2. The Council's Capital Expenditure Plans (Estimate of Capital Expenditure Prudential indicator)

6.2.1. This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget. There have been a number of approved changes to the Capital Budget as of 30/09/2025.

Capital Expenditure by Portfolio	2025/26 Original Budget £m	2025/26 Revised Budget £m	Increase/ (Decrease) in Budget £m
Business & Regeneration	9.783	18.138	8.355
Resources & Central Services	0.100	0.348	0.248
Housing	8.899	8.899	0.000
Planning & Enforcement	0.000	0.000	0.000
Leisure, Communities & Health	22.217	23.453	1.236
Miscellaneous Services	0.050	0.050	0.000
Housing Revenue Account	15.870	18.040	2.170
Total Capital Expenditure	**56.919**	**68.928**	**12.009**

6.3. Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

6.3.1. The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary. Changes in the CFR occur as part of capital financing transactions:

- Increases when Prudential Borrowing is used to fund the capital programme.
- Increases/decreases where land/property is transferred between the General Fund and the Housing Revenue Account
- Decreases when funds are applied to outstanding debt. There is a statutory requirement for the General Fund to charge a Minimum Revenue Provision to its revenue account, however, there is no requirement for the HRA to be charged with such a charge but if a charge is made it is classed as a Voluntary Revenue Provision for the repayment of principal.

Financing of capital expenditure £m	2023/24 Actual £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Capital Receipts	0.11	0.10	0.00	0.00	0.00
Capital Grants	17.37	28.73	22.05	5.13	5.13
Capital Reserves	8.72	1.76	1.69	0.29	0.29
Revenue	3.89	21.08	13.16	12.56	12.51
Total Non-Borrowing	**30.09**	**51.67**	**36.90**	**17.98**	**17.93**
Net Financing need for the year	**11.50**	**8.90**	**32.03**	**4.00**	**0.00**
Total Capital Programme	**41.59**	**60.57**	**68.93**	**21.98**	**17.93**

7. The Operational Boundary is approximately set to the Capital Financing Requirement to allow the externalisation of the internal borrowing position should the economic situation suggest that the optimum time is during the remainder of this financial year.

8. Review of Limits to Borrowing

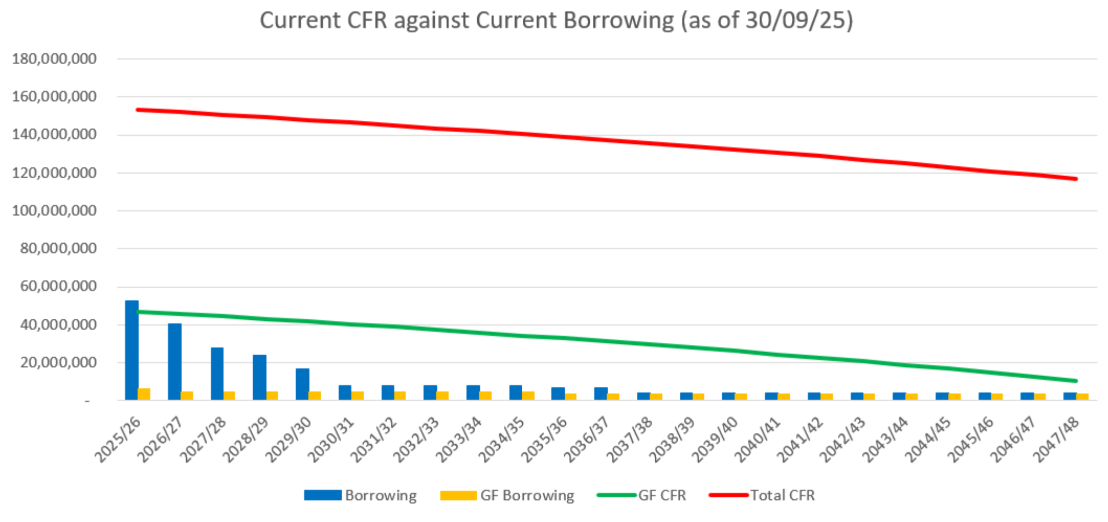
8.1. Prudential Indicator – Capital Financing Requirement

8.1.1. The below figures are the current estimates of the CFR for the Council and HRA. During 2024/25, the Council made an adjustment for ongoing leases that make up part of the CFR under IFRS16. The Figures for 2024/25 are still recorded as an estimate as the Accounts are currently being audited and may slightly change during this process.

£m	**2023/24 Actual**	**2024/25 Estimate**	**2025/26 Estimate**	**2026/27 Estimate**	**2027/28 Estimate**
Capital Financing Requirement					
Non-HRA	23.27	30.54	44.53	47.70	46.51
Housing	85.72	88.14	106.18	106.18	106.18
Total CFR	**108.99**	**118.68**	**150.71**	**153.88**	**152.69**
Movement in CFR	**10.85**	**9.70**	**32.03**	**3.17**	**(1.87)**

Movement in CFR Represented by					
Net Financing need for the Year	11.50	9.51	32.51	4.00	0.00
Less MRP and other financing movements	(0.65)	(0.46)	(0.48)	(0.83)	(1.87)
IFRS 16 Adjustment	0	0.65	0	0	0
Movement in CFR	**10.85**	**9.70**	**32.03**	**3.17**	**(1.87)**

8.1.2. The below chart shows the CFR against the current Borrowing. As the CFR line is higher than the borrowing total, this means the Council is under-borrowed. This means that the CFR has not been fully funded with external debt as internal cash balances have been used temporarily to finance the capital programme. In foregoing lost investment income, the Council benefits by saving on the current high interest rates.



8.1.3. The Chart also shows that there is considerable room for extra loans to be taken to fund the current capital programme as well as any future projects. The Council will need to manage these loans to ensure that we don't enter an overborrowing position, but spreading out the repayment dates as well as having a continuing capital programme will ensure the council isn't expected to enter this position.

8.1.4. The CFR figure is based on completed Capital projects, so if we complete more projects, the CFR figure will increase to represent the amount the council should payback each year. The graph has split out the GF and the total CFR for this report to make it easier to work out where extra borrowing for the General fund can be undertaken and when. The HRA CFR does not need to reduce under the current financial regulations.

8.2. Limits to Borrowing Activity

8.2.1. The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose.

8.2.2. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2025/26 and next two financial years.

8.2.3. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

8.2.4. The long-term liabilities figure below is the calculated liability due to long-term leases as per IFRS16.

	2025/26 Original Estimate £m	Current Position at of 30 September 2025 £m	2025/26 Forecast Estimate for 31 March 2026 £m
Borrowing	97.22	60.21	87.51
Other Long-Term Liabilities	-	0.65	0.64
Total Debt	**97.22**	**60.86**	**88.15**
CFR (End year position)	**132.46**	**149.98**	**149.98**

8.2.5. The amount that Council Officers are allowed to borrow is limited by the Authorised Limit which is set and revised by Members. This represents the limit beyond which borrowing is prohibited. The limit reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. The limit is based on the expected maximum borrowing need with some headroom for unexpected movements.

8.2.6. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	**2025/2026 Original Indicator £m**
Borrowing	156.00
Other Long-Term Liabilities	4.00
Total	**160.00**
Operational Limit for External Debt	
Borrowing	125.00
Other Long-Term Liabilities	2.00
Total	**127.00**

8.2.7. No changes to the current Authorised Limit or Operation Limit for External Debt are required.

9. The Council's Investment Portfolio as at 30th September 2025

9.1. The Treasury Management Strategy Statement (TMSS) for 2025/26, which includes the Annual Investment Strategy, was approved by the Council on 19th February 2025. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Authority's investment priorities as being:

- Security of capital
- Liquidity
- Yield

9.2. The Council aims to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit quality financial institutions, using the MUFG Group's suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

9.3. Creditworthiness.

9.4. The UK's sovereign rating has proven robust through the first half of 2025/26. The Labour Government is expected to outline in detail its future fiscal proposals in the Budget scheduled for 26 November 2025.

9.5. CDS prices

9.6. It is noted that sentiment in the current economic climate can easily shift, so it remains important to undertake continual monitoring of all aspects of risk and return in the current circumstances.

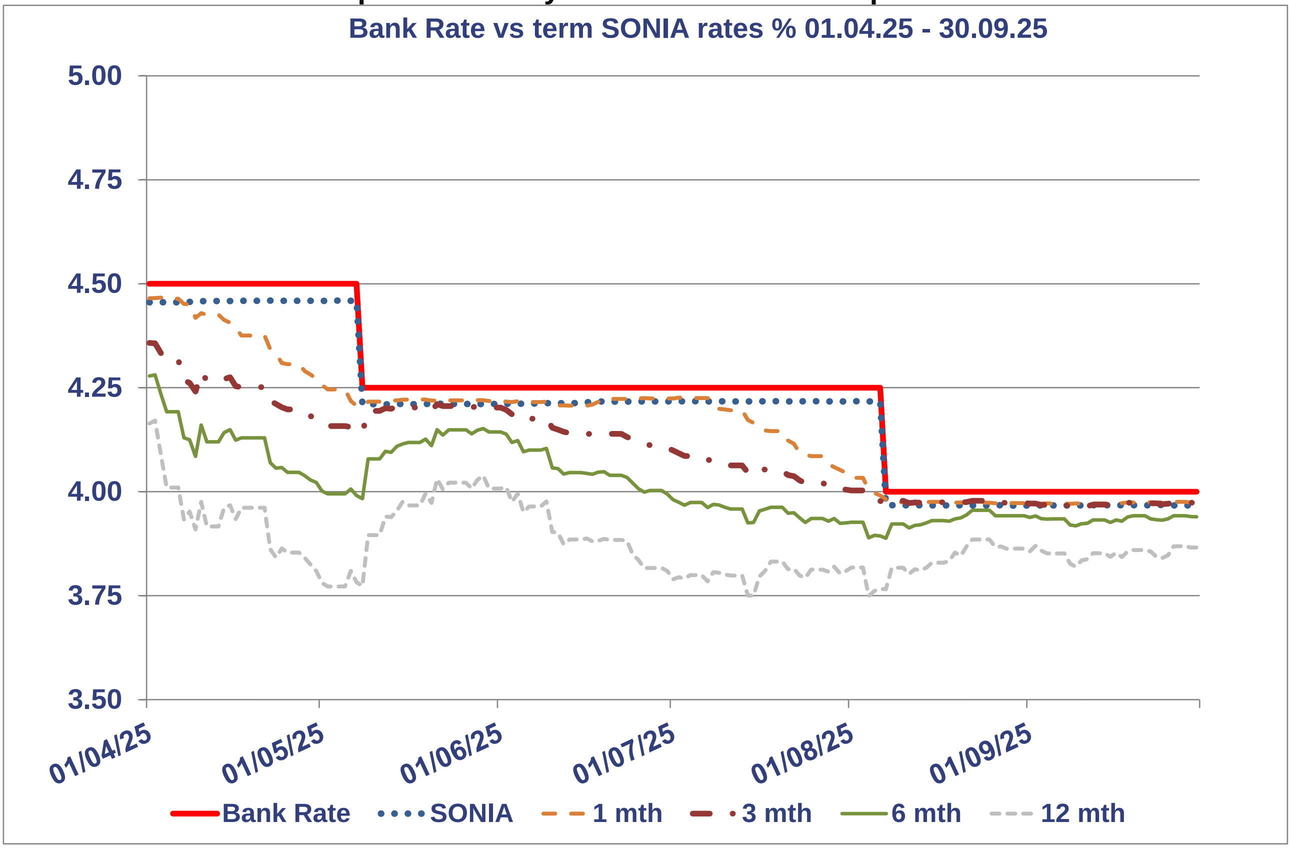
9.7. A list of all investments held as at 30th September 2025 is shown below:

Counterparty	Amount Invested	Deposit Period	Maturity Date	Interest Rate
Fixed Term Deposit:				
Total Fixed Term Deposits	**£0.0m**			**N/A**
Notice Accounts:				
Total Notice Accounts	**£0.0m**			**N/A**
Property Funds				
CCLA Local Authority Property Fund	£2.0m	N/A	N/A	3.91%
Total Property Funds	**£2.0m**			**3.91%**
Money Market Funds:				
Federated Prime Rate	£10.0m	N/A	N/A	4.04%
Goldman Sachs	£1.0m	N/A	N/A	4.02%
Total Money Market Funds	**£11.0m**			**4.04%**
Instant Access/Call Accounts				
Lloyds Bank (Current Account)	£2.99m	Overnight	N/A	3.90%
Total Instant Access	**£2.99m**			**3.90%**
Total Investments	**£15.99m**			**4.00%**

9.8. Investment Counterparty criteria

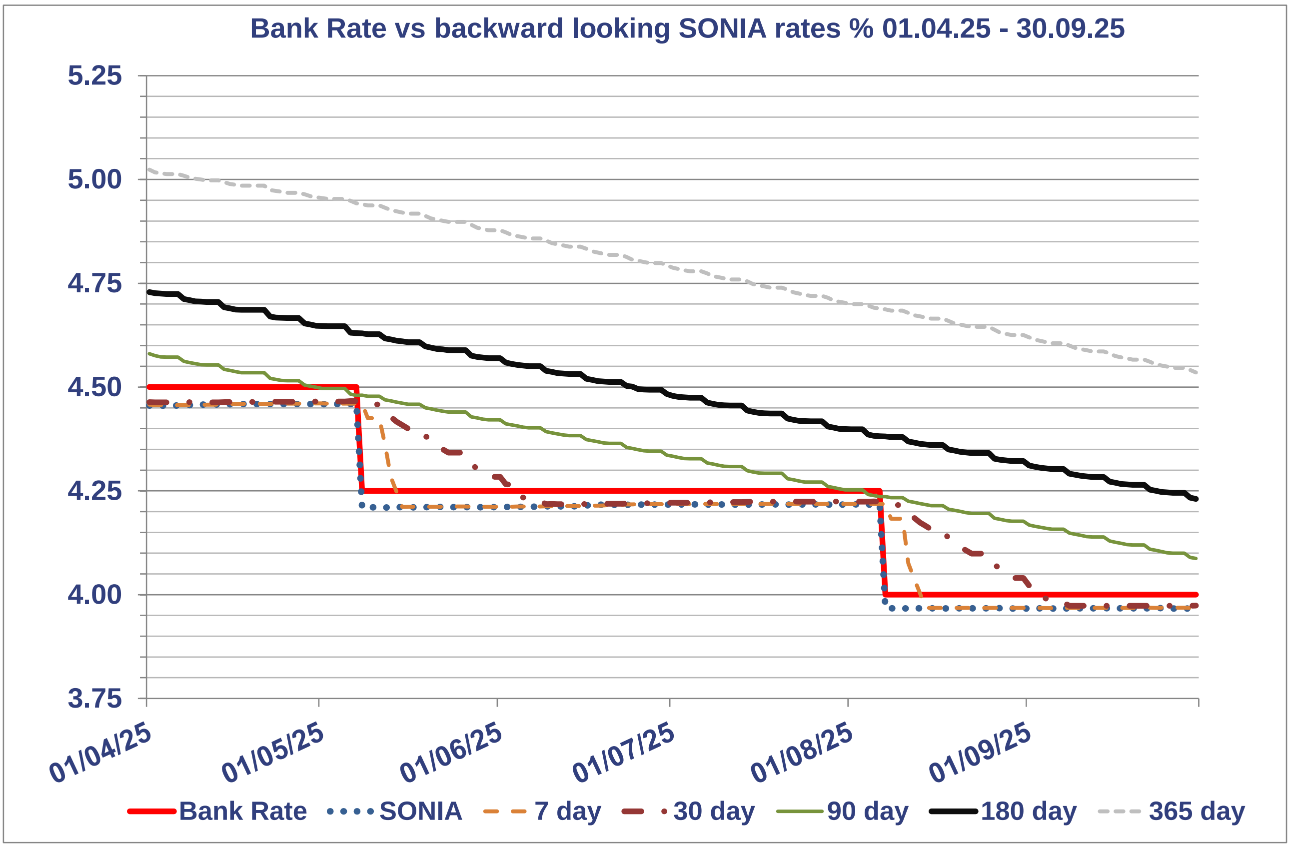
9.9. The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function, and no in year changes are required.

9.10. Investment performance year to date as of 30 September 2025



	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.50	4.46	4.47	4.36	4.28	4.17
High Date	01/04/2025	07/05/2025	03/04/2025	01/04/2025	02/04/2025	02/04/2025
Low	4.00	3.97	3.97	3.96	3.89	3.75
Low Date	07/08/2025	29/08/2025	16/09/2025	08/09/2025	07/08/2025	04/08/2025
Average	4.23	4.19	4.16	4.10	4.01	3.88
Spread	0.50	0.49	0.50	0.39	0.39	0.42

** The table above covers the first half of 2025/26.*



	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	4.50	4.46	4.46	4.47	4.58	4.73	5.02
High Date	01/04/2025	07/05/2025	28/04/2025	06/05/2025	01/04/2025	01/04/2025	01/04/2025
Low	4.00	3.97	3.97	3.97	4.09	4.23	4.54
Low Date	07/08/2025	29/08/2025	04/09/2025	10/09/2025	30/09/2025	30/09/2025	30/09/2025
Average	4.23	4.19	4.20	4.24	4.34	4.48	4.79
Spread	0.50	0.49	0.49	0.49	0.49	0.50	0.49

**The table above covers the first half of 2025/26.*

9.11. Investment performance year to date as of 30 September 2025

7 Day SONIA Benchmark Return	NBBC Performance	Investment Interest Earned
4.20%	4.26%	£457,356

9.12. As shown, the Council is outperforming the 7 Day Benchmark by 14 Basis Points. The 7 Day Benchmark was chosen as the average length of investments for the Council is around 7 days. The above investment interest earned includes both GF and HRA investment interest earned.

9.13. The Council’s budgeted investment return for 2025/26 is £741k, and we currently forecasting a return of around £678k for both the GF and HRA. Whilst the split between the HRA and GF is calculated at year end based on borrowing and Capital Financial Requirement (CFR) for both the GF and HRA, we can estimate the GF investment interest to be around £470k based on current forecasts. This variance between the original budget and forecast is due partly to lower than expected interest rates, and there was an expectation that borrowing would have been higher in 24/25 (after the budget was set) meaning there would have been more money to invest and therefore higher interest received. By not undertaking this borrowing, we have reduced the Council’s potential interest received but also the amount of interest the Council was due to pay.

10. The Council’s Debt Position as at 30th September 2025

10.1. The Council’s borrowing activity for the second quarter of the financial year can be summarised as follows:

- No new loans were taken out
- £2.5m of debt matured in Q2 for a total of £2.5m of debt repaid in 25/26.
- £62.205m of debt is outstanding as at 30th September 2024 at an average rate of 3.67%. There is £9.5m of debt due to be repaid in 25/26 in Q3 and Q4.

10.2. Due to the high interest rates, the Treasury Team is minimalizing the amount of new external debt that the Council is undertaking, and are waiting for the rates to drop unless there is a cashflow reason for requiring externalising the Council’s debt.

10.3. The Council’s Debt Position as at 30th September 2025 is shown below:

Borrowing	**2025/26 Opening Balance £m**	**Balance as of 30th Sept 2024 £m**	**2025/26 Closing Forecast £m**
General Fund			
PWLB (Public Works Loan Board)	6.75	6.75	33.48
Market LOBO	2.00	2.00	2.00
HRA			
PWLB	53.96	51.45	63.96
Total	**62.71**	**60.21**	**98.57**

11. Debt Rescheduling

11.1. Debt rescheduling opportunities have been very limited in the current economic climate and following the various increases in the margins added to gilt yields which have impacted PWLB new borrowing rates. No debt rescheduling has therefore been undertaken to date in the current financial year.

11.2. The Council is currently breaching their Debt Maturity limits when the full Debt of both the General Fund and the HRA is considered. This is mainly due to HRA debts that were transferred from Central Government to the Council in 2011/12 which are expecting to mature in the next 5 years.

11.3. Part of the reason for the breach has been the use of internal borrowing over the last few years. Whilst making financial sense due to the high interest rates, this has indirectly led to the breach as the Council is not borrowing more long-term debt, and therefore the percentage of debt that is maturing shortly is higher. As the CPR figure earlier showed, the Council has more capacity for debt and therefore this is not as much a problem as if we were over-borrowed.

11.4. The Council is expecting to use external borrowing later this year, however borrowing may still be short-term with an expectation to refinance the loan long-term to minimise the effect of high interest rates.

Total Debt Maturity Profile				
Debt Maturity within	£m	% of Total Debt	% of Running Total Debt	% for Lower and Upper Limit of Debt
Under 6 months	9.5	15.8%	15.8%	0%-35%
Up to 2 Years	10.0	16.6%	32.4%	0%-40%
Up to 5 Years	24.2	40.2%	61.7%	0%-50%
Up to 10 Years	8.5	14.1%	86.7%	0%-60%
Up to 20 Years	4.0	6.6%	93.4%	0%-70%
Up to 30 Years	0.0	0.0%	93.4%	0%-80%
Up to 40 Years	2.0	3.3%	96.7%	0%-90%
Over 40 Years	2.0	12.8%	100.0%	0%-100%
Total Debt	**60.2**	**100.0%**	**100.0%**	

11.5. If we look at just the General Fund Debt, there is one breach of the Debt Maturity limits in the under 2 year period. Due to the small amount of General Fund Borrowing, any extra borrowing will change the Maturity profile drastically.

General Fund Maturity Profile				
Debt Maturity within	£m	% of Total Debt	% of Running Total Debt	% for Lower and Upper Limit of Debt
Under 6 months	2.0	22.7%	22.7%	0%-35%
Up to 2 Years	1.8	20.5%	43.2%	0%-40%
Up to 5 Years	0.0	0.0%	43.2%	0%-50%
Up to 10 Years	1.0	11.4%	54.5%	0%-60%
Up to 20 Years	0.0	0.0%	54.5%	0%-70%
Up to 30 Years	0.0	0.0%	54.6%	0%-80%
Up to 40 Years	2.0	22.7%	77.3%	0%-90%
Over 40 Years	2.0	22.7%	100.0%	0%-100%
Total Debt	**60.2**	**100.0%**	**100.0%**	

12. Consultation with the public, members, officers and associated stakeholders

12.1. None directly related to this report.

13. Financial Implications

13.1. Contained within the report.

14. Legal Implications

14.1. None directly related to this report.

15. Equalities implications

15.1. Not applicable to this report.

16. Health implications

16.1. Not applicable to this report.

17. Climate and environmental implications

17.1. No direct climate and/or environmental implications have been identified.

18. Section 17 Crime and Disorder Implications

18.1. Not applicable to this report.

19. Risk management implications

19.1. This Treasury Management 2025/26 – Mid Year Report provides transparency on the adequacy and effectiveness of the Council's Treasury Processes. The report shows the outcome of the previous Treasury investment and Borrowing decisions and the economic climate that affects their results.

19.2. The update to TMP 5 reduces the risk of failing to manage the Council’s investments and borrowings due to lack of staff availability. By increasing the number of potential dealers, this mitigates the risk whilst still keeping limited control over who can perform certain tasks.

20. Human resources implications

20.1. No direct human resource implications have been identified.

21. Conclusion

21.1. This report demonstrates the Council’s commitment to providing transparency on its investments and borrowing. The Audit & Standards Committee is invited to note the Treasury Management 2025/26 – Mid Year Review.

21.2. The Treasury Management Practices are the Council’s rules on what the Council’s staff are allowed to do with regards the Council’s Treasury Function. Due to staffing changes, the Audit & Standards Committee is invited to agree the update to TMP 5.

22. Appendices

22.1. Appendix A – Updated TMP 5

23. Background papers

23.1. Please note there are no background papers attached to this report.

24. Report Writer Details:

25. Officer Job Title: Finance Manager - Treasury

26. Officer Name: Andrew Pillow

27. Officer Email Address: andrew.pillow@nuneatonandbedworth.gov.uk

Appendix A

TMP 5 Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements

5.1 Allocation of responsibilities

(i) Full council

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of annual treasury management strategy
- approval of capital strategy

(ii) Cabinet

- approval of amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit and Standards Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

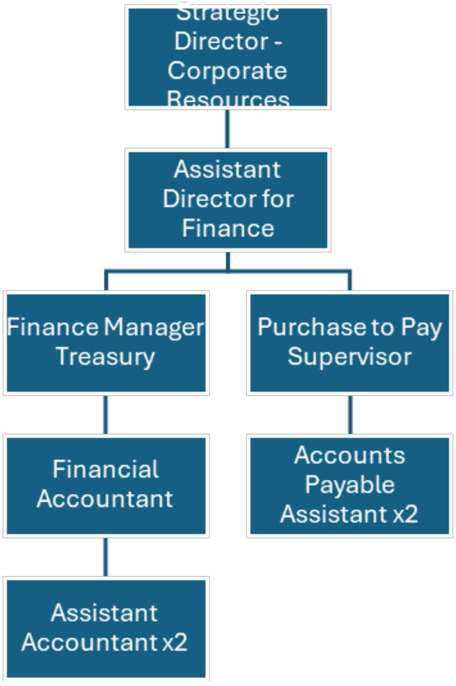
5.2 Principles and Practices Concerning Segregation of Duties

5.2.1 The following duties must be undertaken by separate officers: -

Dealing	Negotiation and approval of deal. Receipt and checking of brokers confirmation note against loans diary. Reconciliation of cash control account. Bank reconciliation
Accounting Entry	Production of transfer note. Processing of accounting entry
Authorisation/Payment of Deal	Entry onto system. Approval and payment.

5.3 Treasury Management Organisation Chart

Table is updated to include Purchase to Pay and Accounts Payable Assistants



5.4 Statement of the treasury management duties/responsibilities of each treasury post

5.4.1. The responsible officer

The responsible officer is the person charged with professional responsibility for the treasury management function and in this Council is the Strategic Director – Corporate Resources. This person will carry out the following duties: -

a) recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
b) submitting regular treasury management policy reports
c) submitting budgets and budget variations
d) receiving and reviewing management information reports
e) reviewing the performance of the treasury management function
f) ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
g) ensuring the adequacy of internal audit, and liaising with external audit
h) recommending the appointment of external service providers.
i) The responsible officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.
j) The responsible officer may delegate his power to borrow and invest to members of his staff. The Treasury Team must conduct all dealing transactions, or staff authorised by the responsible officer to act as temporary cover for leave/sickness. All transactions must be authorised by at least two of the officers in the Treasury Management Organisation Chart.

k) The responsible officer will ensure that treasury management policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.

l) Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations

m) It is also the responsibility of the responsible officer to ensure that the Council complies with the requirements of The UK Money Markets Code (formerly known as the Non-Investment Products Code) for principals and broking firms in the wholesale markets.

5.4.2. The Treasury Management Team

The responsibilities of the Assistant Director of Corporate Resources is to act as the deputy responsible officer for the council when the responsible officer is unavailable. If the Responsible officer is available to undertake their duties, the Assistant Director of Finance will have the same level of responsibility (with regards to Treasury Management) as the Finance Manager – Treasury (see below).

The responsibilities of the Finance Manager - Treasury will be: -

a) execution of transactions
b) adherence to agreed policies and practices on a day-to-day basis
c) maintaining relationships with counterparties and external service providers
d) supervising treasury management staff
e) monitoring performance on a day-to-day basis
f) submitting management information reports to the responsible officer
g) identifying and recommending opportunities for improved practices
h) opportunities for improved practices

The Finance Manager – Treasury requires at least 1 year of professional experience in Financial Markets (including knowledge of transactions or services envisaged). If they do not have this experience, they will need advice from Treasury Advisors before undertaking any new investments or supervision from a member of the Treasury Management Organisational Chart who has the relevant experience.

The treasury management team additionally includes the following persons: -

Financial Accountant/ Procure to Pay Supervisor

The Financial Accountant/Purchase to Pay Supervisor have the same limits on investments as the Finance Manager – Treasury, and will require authorisation from a more senior role to undertake new debt arrangements. They will also require at least 1 year of professional experience in Financial Markets, or supervision from another member of the Treasury Management Organisational Chart which has the relevant experience.

Assistant Accountant(s)/Accounts Payable Assistants

The Assistant Accountants and Accounts Payable Assistants can process investments with the deals being authorised by the Financial Accountant/Purchase to

Pay Supervisor or more senior member of staff within the Treasury Management Organisation Chart above.

5.4.3. The Head of the Paid Service – the Chief Executive

The responsibilities of this post will be: -

a) Ensuring that the system is specified and implemented

b) Ensuring that the responsible officer reports regularly to the Cabinet on treasury policy, activity and performance.

5.4.4. The Monitoring Officer

The responsibilities of this post will be: -

a) Ensuring compliance by the responsible officer with the treasury management policy statement and treasury management practices and that they comply with the law.

b) Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice.

c) Giving advice to the responsible officer when advice is sought.

5.4.5. Internal Audit

The responsibilities of Internal Audit will be: -

a) Reviewing compliance with approved policy and treasury management practices.

b) Reviewing division of duties and operational practice.

c) Assessing value for money from treasury activities.

d) Undertaking probity audit of treasury function.

5.5 Absence Cover Arrangements

In the case of the Finance Manager – Treasury, the Financial Accountant and Purchase to Pay Supervisor all being unavailable, the Strategic Director – Corporate Resource and Assistant Director for Finance can deal for the Council. If secondary approval is needed, other Strategic Directors or the Chief Executive can provide this approval.

5.6 Dealing Limits

There is no specific dealing limit by post, but limits on dealing is within the TMSS.

5.7 List of Approved Brokers

A list of approved brokers is maintained within the Treasury Team and a record of all transactions recorded against them. See TMP 11.1.2.

5.8 Policy on Brokers' Services

It is this Council's policy to rotate business between brokers.

5.9 Policy on Taping of Conversations

It is not this Council's policy to tape brokers conversations.

5.10 Direct Dealing Practices

The Council will consider dealing direct with counterparties if it is appropriate and the Council believes that better terms will be available. At present, most deals are arranged through brokers. There are certain types of accounts and facilities, however, where direct dealing is required, as follows;

- Business Reserve Accounts:

- Call Accounts:
- Money Market Funds.

5.11 Settlement Transmission Procedures

A formal letter signed by an agreed cheque signatory setting out each transaction must be sent to the local authority's bankers where preliminary instructions have been given by telephone. For payments a transfer will be made through the Online Banking system to be completed by 5pm on the day of transfer.

5.12 Documentation Requirements

For each deal undertaken a record should be prepared giving details of dealer, amount, period, counterparty, interest rate, dealing date, payment date(s), broker.

5.13 Arrangements Concerning the Management of Third-Party Funds.

The Council holds a number of trust funds. The cash in respect of these funds is held in the Council's bank account but transactions are separately coded. Interest is given on credit balances at the average rate for internal balances for the year.

Nuneaton & Bedworth
United to Achieve

AGENDA ITEM NO.13b

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Audit and Standards Committee
Date of Meeting:	25th November 2025
Subject:	Review of Performance Management Framework and Risk Management Policy and Strategy
Portfolio:	Resources and Central Services
Responsible Officer:	Governance, Risk Management and Performance Officer
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Delivering Services Effectively
Ward Relevance:	None
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	Yes

---

1. Purpose of report

1.1. To provide the Audit and Standards Committee with the reviewed Performance Management Framework and Risk Management Policy and Strategy documents for consideration, approval and referral to Full Council for adoption.

.

2. Recommendation

2.1. That the revised Performance Management Framework and Risk Management Policy and Strategy documents are endorsed; and

2.2. It be recommended to Full Council to approve and update the Constitution accordingly.

3. Background

3.1. The Performance Management Framework (current version October 2023) and Risk Management Policy and Strategy (current version October 2023) are subject to scheduled review every two years, unless significant changes are identified in the interim period. Approval of reviews are required by the Audit and Standards Committee if significant changes are identified.

4. Report

4.1 Review Process

4.1.1. The Performance Management Framework and Risk Management Policy and Strategy documents have been reviewed in consultation with Senior Leadership Team. The Risk Management Policy and Strategy review also takes account of agreed findings of a recent risk audit by Central Midlands Audit Partnership (CMAP).

4.2. Summary of Key Changes

4.2.1. Performance Management Framework

- Council logo updated
- Current dates applied for document control purposes
- Corporate Executive Team (CET) / Senior Leadership Team (SLT) references added
- Clarified performance reporting to CET / SLT / Overview and Scrutiny Panels (OSP) – section 3.2
- Generic references to Corporate Plan Delivery Plan replacing branded versions (ie. “Building a Better Borough”)
- Removed financial data from Integrated Performance Report to Overview and Scrutiny panels
- Appendix C Performance Management Cycle – Performance Indicators /Measures now reflects OSP meetings three times per year

4.2.2. Risk Management Policy and Strategy

- Council logo updated
- Current dates applied for document control purposes
- Clarified risk appetite linked to the risk matrix (Definitions section 2.2)
- Clarified Strategic / Operational risk and risk issue (Definitions sections 2.4 – 2.6)
- Expanded on Identification of Risk (section 3.1)

- Clarified the overall assessment of the Strategic Risk Register based on the number of risks satisfactorily managed (section 3.4)
- Revised the Responsibilities at section 4 including Strategic / Assistant Directors, Health and Safety Manager, Employees, Officer Groups, Elected Members, Central Midlands Audit Partnership (CMAP) and sampling of sources of assurance during scheduled risk register reviews
- Transparency section added relating to the current policy and strategy being available to view on the Council's website and Audit and Standards Committee reporting to check and challenge at least annually and Scrutiny panels process clarified (section 5)
- Training section added relating to Elected Members and designated officers (section 6)

STEVE GORE

5. Consultation with the public, members, officers and associated stakeholders

5.1Senior Leadership Team (as referenced at 4.1 of the report).

6. Financial Implications

6.1 .No direct financial implications have been identified.

7. Legal Implications

7.1 No direct legal implications have been identified.

8. Equalities implications

8.1 Not applicable to this report.

9. Health implications

9.1 No specific health implications have been identified.

10. Climate and environmental implications

10.1 No direct climate and/or environmental implications have been identified.

11. Section 17 Crime and Disorder Implications

11.1 No direct Section 17 crime and disorder implications have been identified.

12. Risk management implications

12.1 No direct risk management implications have been identified.

13. Human resources implications

3.1 No direct human resource implications have been identified.

14. Options considered and reason for their rejection

14.1 In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Not to approve	The Performance Management Framework and Risk Management Policy and Strategy documents form part of the Council's Constitution. Furthermore, the existing policy refers to a 2 yearly review which has prompted this review. In addition, recommendations raised as part of a recent CMAP audit (as per 4.1.1) have been captured to improve the policy and strategy documents.

15. **Appendices**

Please note the following appendices:

- APPENDIX A1 - Performance Management Framework (clean revised version)
- APPENDIX A2 - Performance Management Framework (track changes version)
- APPENDIX B1 - Risk Management Policy and Strategy (clean revised version)
- APPENDIX B2 - Risk Management Policy and Strategy (track changes version)

16. **Background papers**

None.

17. **Report Writer Details:**

Officer Job Title: Governance, Risk Management and Performance Officer

Officer Name: Steve Gore

Officer Email Address: steve.gore@nuneatonandbedworth.gov.uk

Appendix A1

Nuneaton and Bedworth Borough Council

Performance Management Framework

October 2025

Current Issue Date: October 2025
Review Date: October 2027

Index

Appendices

Current Issue Date: October 2025
Review Date: October 2027

1. Introduction

1.1 The purpose of this performance management framework is to improve performance management arrangements across the Council and service delivery for the communities of Nuneaton and Bedworth.

1.2 Good performance management is essential to achieve the Council's aims and objectives, based on a clear vision with realistic targets to support the achievement of these goals.

1.3 This vision needs to be clearly communicated to all Elected Members and employees in order that individuals have a good understanding of their work priorities and can see how these contribute to broader corporate targets and priorities.

1.4 Performance Management requires clarity about who is responsible for delivering particular objectives. The Council needs to ensure that these individuals have the required resources and support and are empowered to do the necessary work to achieve goals. The resulting outcomes need to be clearly communicated to residents to gauge how well the Council is performing on their behalf.

1.5 Key elements of performance include: a clear organisational vision, values, customer-focused objectives, target setting process (where appropriate), benchmarking, regular assessment and review and performance-related annual (employee) development review.

1.6 Benefits of an effective Performance Management Framework include:

- Improved service delivery and outcomes for customers.
- Demonstrating success or failure.
- Effective use of resources.
- Identifying potential improvements / cost savings.
- Improved audit / inspection results.
- Linking financial / non-financial data to provide a balanced picture of the organisation.
- Informing the debate on future priorities.
- More effective partnership working.

2. Themes and Priorities

2.1 Determining Our Aims and Priorities

The Council aims to have the top priorities established in the Corporate Plan translated into priorities at individual level using the systematic approach detailed at Appendix A.

2.2 The Council's long-term aims and priorities have been drawn from a variety of sources including:

- National data
- Strategic Assessment for community safety
- General indices of multiple deprivation
- Borough Plan
- Economic, housing and social data

2.3 Service Priorities

Each Strategic Director applies the aims and priorities from Corporate Plan to set out their part in their delivery. They are supplemented by service-specific priorities based on service demand, performance and response to changes in service/ operational environment. This is the mechanism through which the Council's long-term vision and aims will be progressed and achieved through annual targets and milestones. This is measured by Corporate Plan Delivery Plans (annual plans which are monitored on a quarterly basis and reviewed annually) - these show clear links to service activities.

2.4 Individual Priorities

Completing the performance management cycle includes the Council's Annual Development Review / one to one scheme that reinforces the organisation's values as well as the importance of performance and achievement. Documentation formalises the review discussion. The review process is consistently applied to focus on outcomes, and all employees have an action plan which identifies performance measures, targets and service improvements against which they will be appraised. The Council recognises that individuals (Members and employees) may need training and support to achieve their full potential. The training plan included as part of the review process is geared towards meeting Council objectives by improving individual skills and knowledge.

2.5 Corporate Employee Values

The Council’s employee values support the effective delivery of performance outcomes. They are:

- **SERVICE FOR OUR CUSTOMERS** – We put our customers first in everything we do
- **INTEGRITY IN OUR ACTIONS** – We are open, honest and fair, communicate accurately and keep our promises. We act within the law and the Council’s Constitution and policies
- **ACCOUNTABILITY FOR OUR PERFORMANCE** – We accept personal responsibility, not seeking to blame others and apologise if we get things wrong
- **CO-OPERATION WITH COUNCILLORS, COLLEAGUES AND PARTNERS** – We share ideas, knowledge and resources, we are friendly towards, listen to and respect each other, and work in teams to deliver excellence
- **OBJECTIVITY IN OUR DECISIONS** – We base our decisions on evidence, welcome challenge and take account of alternative opinions and the wider picture
- **EFFICIENCY TO KEEP OVERALL COSTS DOWN** – We constantly improve our value for money, learning from good practice, eliminating waste, and making the most of our assets
- **CONFIDENCE TO TRY THINGS OUT** – We give our people encouragement, authority and support to be creative and flexible in how they deliver services, learning from things that go wrong when we experiment

3. <u>Managing Performance</u> (see Appendices B and C)

3.1 Targets / Measures

Once priorities are identified, targets for performance indicators are set or measures established (no target) which are monitored and reported according to importance. Targets are set by reference to current performance, organisational aims / capacity and benchmarking data. Meeting the priorities set at various levels involves the achievement of a target / milestone, completion of a task or measurable improvements in performance.

As services go through system reviews, traditional targets may be replaced by a measure of improvement. This will show as: green (improved), amber (stayed the same) or red (declined) for reporting purposes.

3.2 Measurement / Reporting

Monitoring progress in relation to performance takes place at several levels:

- Performance Reporting to Corporate Executive Team (CET) and Senior Leadership Team (SLT) monthly. This relates to measures identified by Assistant Directors as meaningful and appropriate for review at each forum.
- An integrated performance management report linking, performance and risk data is produced quarterly for Overview and Scrutiny Panel(s) with progress updates on service improvement plans reported at half year. The format links performance / risk data within the remit of each panel. Further development is on-going to establish any available comparative (benchmarking) data on good practice / performance to enhance the scrutiny process (see also Appendix D action plan).

- Service objectives and targets are set out within service areas. These include performance indicators / measures and are used to plan and monitor the work within service areas to meet the requirements of the Corporate Plan Delivery Plan.

- Reporting by exception is the general rule applied to advising CET / SLT / Cabinet of under-performance in key areas (see also 3.3).

3.3 Under- performance and Remedial Action

Managers are responsible for monitoring performance and taking appropriate action to address issues affecting results in their service area. Management Team may seek information and assurances from an Assistant Director at any time. However, there may be instances where an indicator is below target or a measure declines in performance for two consecutive periods (month or quarter) and management corrective actions taken have not improved the situation. In such cases, the relevant Strategic Director will review and, if necessary, take to CET / SLT.
Where a Strategic Director escalates a performance issue, CET / SLT will:

- Review issues contributing to the under-performance of the indicator / measure.

- Address the failure of remedial action(s).

- Reallocate resources, if necessary.

- Propose alternative solutions, if appropriate.

- Instigate monitoring of the effectiveness of any further corrective actions taken.

- Record details / outcome(s) in Management Team meeting minutes.

Scrutiny Panel Reporting
Integrated Performance Reports to Overview and Scrutiny Panel(s) include appropriate comments on under-performance for Elected Members to explain issues and / or corrective action(s) instigated. However, the panel may still request that the appropriate Portfolio Holder and / or officer attend the panel meeting to provide further clarification / information.

3.4 Improvement

The need to improve is fundamental to the Council's approach to managing performance. This will be achieved by:

- sharing and comparing information with other authorities, partners and agencies with a view to establishing better ways of delivering services;

- liaising with other performance managers / sharing resources and ideas to become more effective, as appropriate.

- Regular review (every two years, unless significant changes occur in the interim period) of this Performance Management Framework

4. <u>Data Quality</u>

We recognise that reliable data quality is key to all aspects of the provision of services. It is important to ensure that accurate information is available to enable informed decision making and to assure the integrity of published data. Clear audit trails must be in place. We are therefore committed to provide data quality of a consistently high standard within available resources.

4.1 Data should be:

- **Accurate** – sufficiently accurate for its intended purpose.

- **Valid** – collected in compliance with agreed requirements / definitions.

- **Reliable** – reflecting consistent collection processes and time periods.

- **Relevant** – to the purposes for which it is used.

- **Complete** – incomplete or invalid records can indicate poor data quality and / or problems with recording processes.

An annual internal audit sample review is carried out to test data quality.

4.2 Responsibilities

CET / SLT – overall strategic responsibility for promoting and co-ordinating data quality management.

Assistant Directors / Managers – operational responsibility for ensuring data quality in their service area including provision of training and regular sampling of information processed. Responsible for ensuring that definitions are in place for all indicators / measures and officers responsible for collating data comply with the definition.

Employees – data quality is the responsibility of every employee entering, extracting or analysing information from any of the Council’s information systems. All employees share a responsibility for ensuring that information they produce, receive, act upon or process is accurate. This should be emphasised in training provided, along with how lapses can have an adverse effect on the integrity of the data provided and, consequently, the Council’s reputation.

5. Risk Management

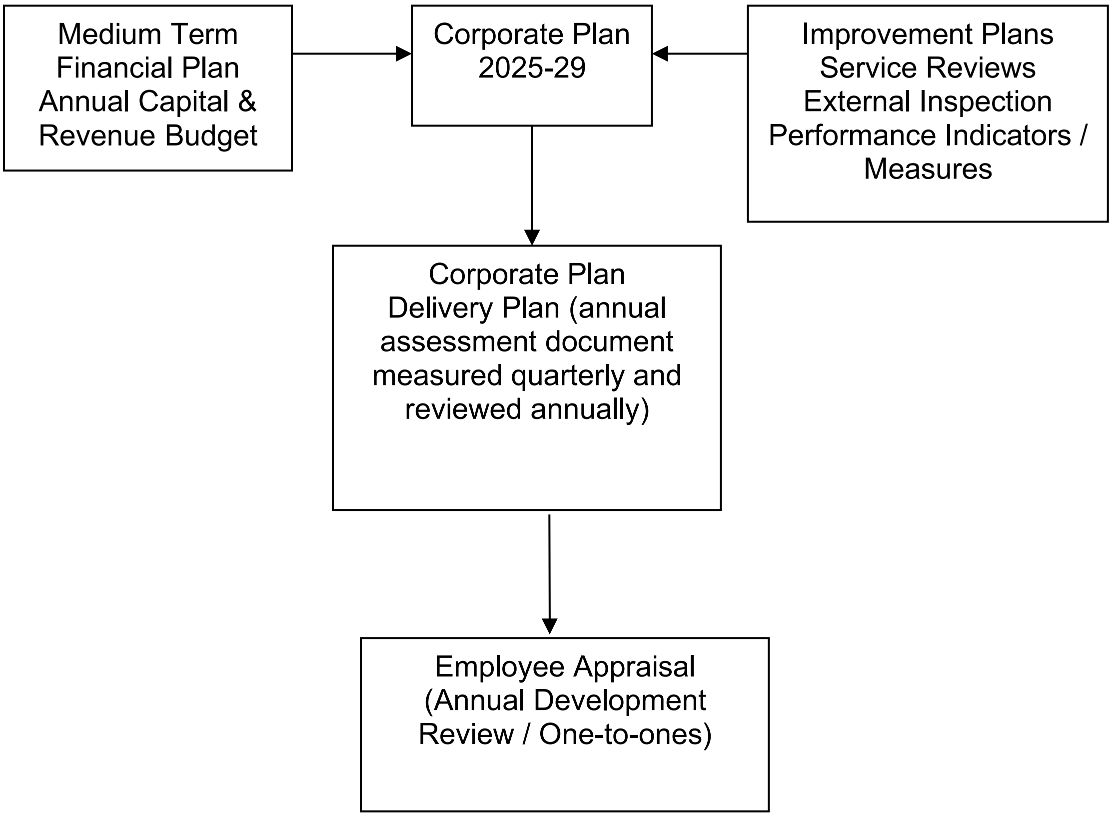
In line with the Council's obligations to ensure that strategic and operational risks are fully assessed and managed, risk management is also an important element of the Performance Management Framework. A review of both corporate and operational risks is incorporated into the performance management cycle. All managers will assess and take account of the key risks to be managed in delivering their objectives and targets. Overview and Scrutiny Panel(s) will receive a current summary status of the Strategic Risk Register with the latest version of risks within the remit of each panel.

6. Action Plan

An action plan relating to areas identified from the latest review of this framework is shown at Appendix D.

Appendix A

Determining Our Priorities – Systematic Approach



Current Issue Date: October 2025
Review Date: October 2027

Appendix B

Performance Management Cycle – Overview

January	Quarterly review of **Strategic Risk Register** Quarterly assessment of **Corporate Plan Delivery Plan**
January-December	**Annual Development / one to one Review** process Operational Risk Registers reviewed by Corporate Governance Group during the year
March	Review of indicators and measures
April	Quarterly review of **Strategic Risk Register** Quarterly assessment of **Corporate Plan Delivery Plan**
July	Quarterly review of **Strategic Risk Register** Quarterly assessment of **Corporate Plan Delivery Plan**
October	Quarterly review of **Strategic Risk Register** Quarterly assessment of **Corporate Plan Delivery Plan**
October - February	**Budgets** - establish allocation of resources for the forthcoming year against identified priorities in the BaBB
December - March	Annual review of **Corporate Plan Delivery Plan**

Current Issue Date: October 2025
Review Date: October 2027

Appendix C

Performance Management Cycle – Performance Indicators /Measures

January	Monthly Performance Reporting Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of Corporate Plan Delivery Plan
	Quarterly Integrated Performance/Risk Report (second quarter) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
February	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
March	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
April	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of Corporate Plan Delivery Plan
May	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
June	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
	Quarterly Integrated Performance/Risk Report (third and fourth quarters) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
July	Monthly Performance Reporting Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of Corporate Plan Delivery Plan
August	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
September	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)Quarterly Integrated Performance/Risk Report (first quarter) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
October	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of Corporate Plan Delivery Plan
	Quarterly Integrated Performance/Risk Report (first quarter) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
November	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
December	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)

Current Issue Date: October 2025
Review Date: October 2027

Appendix D

Areas for Improvement – Action Plan from 2025 Performance Management Framework Review

REF.	ACTION	OFFICER RESPONSIBLE	WHEN
1	Establish any comparative (benchmarking) data on good practice / performance to enhance scrutiny panel reporting	Governance, Risk Management and Performance Officer / Assistant Directors	On-going
2.	Annual review of indicators	Governance, Risk Management and Performance Officer	Annually in March
3.	Carry out audit to test data quality	Governance, Risk Management and Performance Officer	Annually in January

Current Issue Date: October 2025
Review Date: October 2027

Appendix A2

Nuneaton & Bedworth United to Achieve

Nuneaton and Bedworth Borough Council

Performance Management Framework

October ~~2023~~2025

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Index

Appendices

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

1. Introduction

1.1 The purpose of this performance management framework is to improve performance management arrangements across the Council and service delivery for the communities of Nuneaton and Bedworth.

1.2 Good performance management is essential to achieve the Council's aims and objectives, based on a clear vision with realistic targets to support the achievement of these goals.

1.3 This vision needs to be clearly communicated to all Elected Members and employees in order that individuals have a good understanding of their work priorities and can see how these contribute to broader corporate targets and priorities.

1.4 Performance Management requires clarity about who is responsible for delivering particular objectives. The Council needs to ensure that these individuals have the required resources and support and are empowered to do the necessary work to achieve goals. The resulting outcomes need to be clearly communicated to residents to gauge how well the Council is performing on their behalf.

1.5 Key elements of performance include: a clear organisational vision, values, customer-focused objectives, target setting process (where appropriate), benchmarking, regular assessment and review and performance-related annual (employee) development review.

1.6 Benefits of an effective Performance Management Framework include:

- Improved service delivery and outcomes for customers.
- Demonstrating success or failure.
- Effective use of resources.
- Identifying potential improvements / cost savings.
- Improved audit / inspection results.
- Linking financial / non-financial data to provide a balanced picture of the organisation.
- Informing the debate on future priorities.
- More effective partnership working.

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

2. Themes and Priorities

2.1 Determining Our Aims and Priorities

The Council aims to have the top priorities established in the ~~Building a Better Borough (BaBB)) 2022-34 (formerly the Corporate Plan)~~Corporate Plan translated into priorities at individual level using the systematic approach detailed at Appendix A.

2.2 The Council's long-term aims and priorities have been drawn from a variety of sources including:

- National data
- Strategic Assessment for community safety
- General indices of multiple deprivation
- Borough Plan
- Economic, housing and social data

2.3 Service Priorities

Each Strategic Director applies the aims and priorities from ~~the BaBB 2022-34~~Corporate Plan to set out their part in their delivery. They are supplemented by service-specific priorities based on service demand, performance and response to changes in service/ operational environment. This is the mechanism through which the Council's long-term vision and aims will be progressed and achieved through annual targets and milestones. This is measured by ~~BaBB~~ Corporate Plan Delivery Plans (~~3-year~~annual plans which are monitored on a quarterly basis and reviewed annually) - these show clear links to service activities.

2.4 Individual Priorities

Completing the performance management cycle ~~is~~ includes the Council's Annual Development Review / one to one scheme that reinforces the organisation's values as well as the importance of performance and achievement. Documentation formalises the review discussion. The review process is consistently applied to focus on outcomes, and all employees have an action plan which identifies performance measures, targets and service improvements against which they will be appraised. The Council recognises that individuals (Members and employees) may need training and support to achieve their full potential. The training plan included as part of the review process is geared towards meeting Council objectives by improving individual skills and knowledge.

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

2.5 Corporate Employee Values

The Council's employee values support the effective delivery of performance outcomes. They are:

- **SERVICE FOR OUR CUSTOMERS** – We put our customers first in everything we do
- **INTEGRITY IN OUR ACTIONS** – We are open, honest and fair, communicate accurately and keep our promises. We act within the law and the Council's Constitution and policies
- **ACCOUNTABILITY FOR OUR PERFORMANCE** – We accept personal responsibility, not seeking to blame others and apologise if we get things wrong
- **CO-OPERATION WITH COUNCILLORS, COLLEAGUES AND PARTNERS** – We share ideas, knowledge and resources, we are friendly towards, listen to and respect each other, and work in teams to deliver excellence
- **OBJECTIVITY IN OUR DECISIONS** – We base our decisions on evidence, welcome challenge and take account of alternative opinions and the wider picture
- **EFFICIENCY TO KEEP OVERALL COSTS DOWN** – We constantly improve our value for money, learning from good practice, eliminating waste, and making the most of our assets
- **CONFIDENCE TO TRY THINGS OUT** – We give our people encouragement, authority and support to be creative and flexible in how they deliver services, learning from things that go wrong when we experiment

3. Managing Performance (see Appendices B and C)

3.1 Targets / Measures

Once priorities are identified, targets for performance indicators are set or measures established (no target) which are monitored and reported according to importance. Targets are set by reference to current performance, organisational aims / capacity and benchmarking data. Meeting the priorities set at various levels involves the achievement of a target / milestone, completion of a task or measurable improvements in performance.
As services go through system reviews, traditional targets may be replaced by a measure of improvement. This will show as: green (improved), amber (stayed the same) or red (declined) for reporting purposes. ~~A rolling mean for end to end times will be used to measure improvements.~~

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

3.2 Measurement / Reporting

Monitoring progress in relation to performance takes place at several levels:

- ~~Strategic~~ Performance Reporting to Corporate Executive Team (CET) and Senior Leadership Team (SLT) monthly. ~~and Overview and Scrutiny Panels (quarterly basis). This is an overview of the Council's position relating to: Finance, People and Service Delivery, Processes and Improvement.~~ This relates to measures identified by Assistant Directors as meaningful and appropriate for review at each forum.

- An integrated performance management report linking ~~finance~~, performance and risk data is produced quarterly for Overview and Scrutiny Panel(s) with progress updates on service improvement plans reported at half year. The format links ~~finance /~~ performance / risk data ~~on the key service areas based on expenditure / income~~within the remit of each panel. ~~Details on performance of smaller service areas within the remit of the panel are reported by exception (ie. if there is adverse performance).~~ Further development is on-going to establish any available comparative (benchmarking) data on good practice / performance to enhance the scrutiny process (see also Appendix D action plan).

- Service objectives and targets are set out within service areas. These include performance indicators / measures and are used to plan and monitor the work within service areas to meet the requirements of the ~~BaBB~~ Corporate Plan Delivery Plan.

- Reporting by exception is the general rule applied to advising ~~Management Team~~CET / SLT / Cabinet of under-performance in key areas (see also 3.3).

3.3 Under- performance and Remedial Action

Managers are responsible for monitoring performance and taking appropriate action to address issues affecting results in their service area. Management Team may seek information and assurances from an Assistant Director at any time. However, there may be instances where an indicator is below target or a measure declines in performance for two consecutive periods (month or quarter) and management corrective actions taken have not improved the situation. In such cases, the relevant Strategic Director will review and, if necessary, take to ~~the Management Team~~CET / SLT.

Where a Strategic Director escalates a performance issue,

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Formatted: Indent: Left: 0.9 cm, Tab stops: Not at 2.54 cm

Formatted: Indent: Left: 0.9 cm, Hanging: 1 cm, Bulleted + Level: 1 + Aligned at: 1.9 cm + Tab after: 2.54 cm + Indent at: 2.54 cm, Tab stops: Not at 2.54 cm

~~Management Team~~ CET / SLT will:

- Review issues contributing to the under-performance of the indicator / measure.
- Address the failure of remedial action(s).
- Reallocate resources, if necessary.
- Propose alternative solutions, if appropriate.
- Instigate monitoring of the effectiveness of any further corrective actions taken.
- Record details / outcome(s) in Management Team meeting minutes.

Scrutiny Panel Reporting
Integrated Performance Reports to Overview and Scrutiny Panel(s) include appropriate comments on under-performance for Elected Members ~~in order to~~to explain issues and / or corrective action(s) instigated. However, the panel may still request that the appropriate Portfolio Holder and / or ~~manager~~ officer attend the panel meeting to provide further clarification / information.

3.4 Improvement

The need to improve is fundamental to the Council's approach to managing performance. This will be achieved by:

- sharing and comparing information with other authorities, partners and agencies with a view to establishing better ways of delivering services;
- liaising with other performance managers / sharing resources and ideas to become more effective, as appropriate.
- Regular review (every two years, unless significant changes occur in the interim period) of this Performance Management Framework

4. Data Quality

We recognise that reliable data quality is key to all aspects of the provision of services. It is important to ensure that accurate information is available to enable informed decision making and to assure the integrity of published data. Clear audit trails must be in place. We are therefore committed to provide data quality of a consistently high standard within available resources.

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

4.1 Data should be:

- **Accurate** – sufficiently accurate for its intended purpose.
- **Valid** – collected in compliance with agreed requirements / definitions.
- **Reliable** – reflecting consistent collection processes and time periods.
- **Relevant** – to the purposes for which it is used.
- **Complete** – incomplete or invalid records can indicate poor data quality and / or problems with recording processes.

An annual internal audit sample review is carried out to test data quality.

4.2 Responsibilities

~~Management Team~~CET / SLT – overall strategic responsibility for promoting and co-ordinating data quality management.

Assistant Directors / Managers – operational responsibility for ensuring data quality in their service area including provision of training and regular sampling of information processed. Responsible for ensuring that definitions are in place for all indicators / measures and officers responsible for collating data comply with the definition.

Employees – data quality is the responsibility of every employee entering, extracting or analysing information from any of the Council's information systems. All employees share a responsibility for ensuring that information they produce, receive, act upon or process is accurate. This should be emphasised in training provided, along with how lapses can have an adverse effect on the integrity of the data provided and, consequently, the Council's reputation.

5. Risk Management

In line with the Council's obligations to ensure that strategic and operational risks are fully assessed and managed, risk management is also an important element of the Performance Management Framework. A review of both corporate and operational risks is incorporated into the performance management cycle. All managers will assess and take account of the key risks to be managed in delivering their objectives and targets. Overview and Scrutiny Panel(s) will receive a current summary status of the Strategic Risk Register with the latest version of risks within the remit of each panel.

6. Action Plan

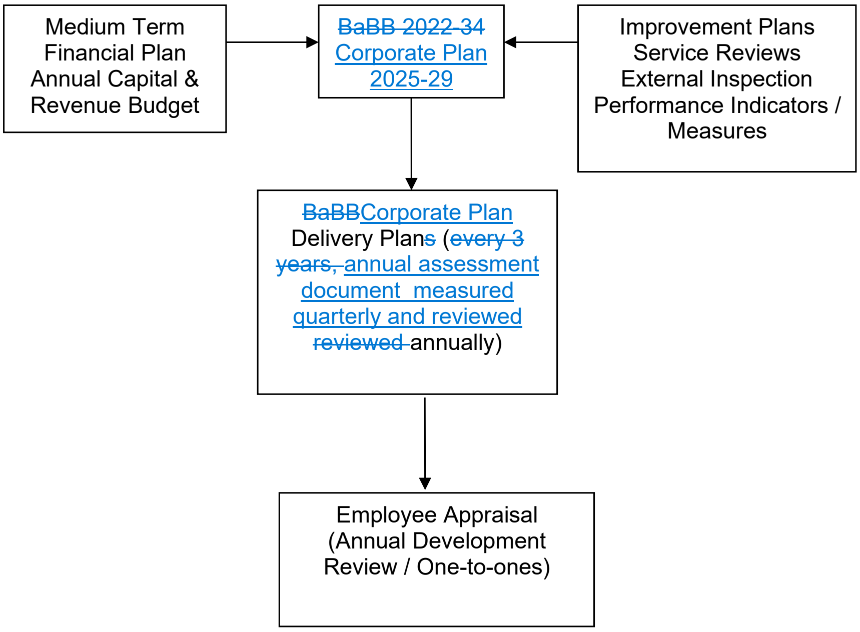
Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

An action plan relating to areas identified from the latest review of this framework is shown at Appendix D.

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Appendix A

Determining Our Priorities – Systematic Approach



Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Appendix B

Performance Management Cycle – Overview

January	Quarterly review of **Strategic Risk Register** Quarterly assessment of ~~**Building a Better Borough (BaBB)**~~ **Corporate Plan** **Delivery Plan**
January-December	**Annual Development** **/ one to one** **Review** process Operational Risk Registers reviewed by Corporate Governance Group during the year
March	Review of indicators and measures
April	Quarterly review of **Strategic Risk Register** Quarterly assessment of ~~**BaBB**~~ **Corporate Plan** **Delivery Plan**
July	Quarterly review of **Strategic Risk Register** Quarterly assessment of ~~**BaBB**~~ **Corporate Plan** **Delivery Plan**
October	Quarterly review of **Strategic Risk Register** Quarterly assessment of ~~**BaBB**~~ **Corporate Plan** **Delivery Plan**
October - February	**Budgets** - establish allocation of resources for the forthcoming year against identified priorities in the BaBB
December - March	Annual review of ~~**BaBB**~~ **Corporate Plan** **Delivery Plan**

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Appendix C

Performance Management Cycle – Performance Indicators /Measures

January	Monthly ~~Strategic~~ Performance Reporting ~~to~~ **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of ~~BaBB~~ Corporate Plan Delivery Plan Quarterly Integrated Performance/Risk Report (second quarter) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
February	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT)
March	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT)
April	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of ~~BaBB~~ Corporate Plan Delivery Plan
May	Monthly Performance Reporting to Corporate Management Team (CET) / Senior Leadership Team (SLT)
June	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT) Quarterly Integrated Performance/Risk Report (third and fourth quarters) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
July	Monthly Performance Reporting Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of Corporate Plan Delivery Plan
August	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT)
September	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT) Quarterly Integrated Performance/Risk Report (first quarter) to **Overview and Scrutiny Panel(s)** including Strategic Risk Register
October	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT) - Including quarterly assessment of ~~BaBB~~ Corporate Plan Delivery Plan Quarterly Integrated ~~Finance/~~ Performance/Risk Report (second quarter) to **Overview and Scrutiny Panel(s)** including ~~Strategic Performance Report and~~ Strategic Risk Register
November	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT)
December	Monthly ~~Strategic~~ Performance Reporting to **~~Management Team~~** Corporate Management Team (CET) / Senior Leadership Team (SLT)

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Appendix D

Areas for Improvement – Action Plan from ~~2023~~ 2025 Performance Management Framework Review

REF.	ACTION	OFFICER RESPONSIBLE	WHEN
1	Establish any comparative (benchmarking) data on good practice / performance to enhance scrutiny panel reporting	Governance, Risk Management and Performance Officer / Assistant Directors	On-going
2.	Annual review of indicators	Governance, Risk Management and Performance Officer	Annually in March
3.	Carry out audit to test data quality	Governance, Risk Management and Performance Officer	Annually in January

Current Issue Date: October ~~2023~~2025
Review Date: October ~~2025~~2027

Appendix B1

Nuneaton & Bedworth
United to Achieve

Risk Management Policy and Strategy

October 2025

Document Control

Organisation	Nuneaton and Bedworth Borough Council
Title	Risk Management Policy and Strategy
Filename	DOC16/75813
Owner	Governance, Risk Management and Performance Officer
Subject	Risk Management Policy and Strategy
Next Review Date	October 2027

Revision History

Revision Date	Reviser	Previous Version	Description of Revision
07/04/2017	Steve Gore	V4.0	Risk descriptors update.
27/08/2019	Steve Gore	V5.0	New organisational structure.
October 2021	Steve Gore	V6.0	Scheduled review.
November 2022	Steve Gore	V7.0	Organisational structure / clarification of reporting lines.
October 2023	Steve Gore	V8.0	Scheduled review.
October 2025	Steve Gore	V9.0	Scheduled review / Audit (CMAP) Recommendations.

Document Approvals

This document requires the following approvals

Name	Date
Audit and Standards Committee	9/1/24
Audit and Standards Committee	25/11/25

Risk Management Policy

1. Nuneaton and Bedworth Borough Council (NBBC) recognises that it has a responsibility to manage risks, both internal and external. It is therefore committed to maintaining robust risk management and business continuity arrangements that make a positive contribution towards the achievement of the Council's corporate aims and priorities and maximise the opportunities to achieve its vision.

2. It is good business practice that risk management processes should be:
   - Supportive rather than unduly restrictive.
   - Embedded in the Council's culture and in its decision-making, planning and management functions; and
   - Embraced by all Members and employees.

3. The Council's aims with respect to risk management are as follows: -
   - To embed risk management into the culture of the Council
   - To adopt an effective and transparent corporate approach to risk management, which also applies to the Council's work with external partners and contractors
   - To work with partners and stakeholders to identify and exploit opportunities that will contribute to corporate aims and priorities
   - To integrate risk management into the operational and management practices of the Council
   - To promote risk awareness throughout the Council and among our contractors and key partners
   - To be responsive to changing social, environmental and legislative requirements, whilst effectively managing the related risks and opportunities.
   - To undertake an annual review of the effectiveness of the risk management arrangements to support the Council's Annual Governance Statement

4. These aims will be achieved through the Council's Risk Management Strategy, which details the roles, responsibilities and actions necessary for successful implementation.

Risk Management Strategy

1. Introduction

1.1 This strategy sets out the processes to ensure that risks to the Council's services, objectives, employees, assets, contractors and partnerships are identified, recorded, assessed, prioritised and then mitigated, transferred or eliminated, to achieve an acceptable level of exposure.

1.2 The Risk Management Framework states how the Council manages risks and maximises opportunities in achieving its aims and priorities and this strategy forms part of that process.

2. Definitions

2.1 **Corporate Governance**
Corporate governance is the framework of accountability to users, stakeholders, and the wider community, within which organisations take decisions and lead and control their functions to achieve their objectives. The effectiveness of corporate governance arrangements has a significant impact on how well an organisation meets its aims. Its purpose is to ensure that the right thing is done, in the right way, by the right people, in an open, honest, and timely manner.

2.2 **Risk and Risk Appetite**
"Risk" can be defined as "The possibility that an event will occur and adversely affect achievement of objectives".

The amount and type of risk that we are willing to seek or accept in the pursuit of agreed strategic objectives and key priorities is the "risk appetite". This correlates to the likelihood / impact risk matrix. Generally, the Council will mitigate risk as far as reasonable possible and acknowledges where risk cannot be wholly removed or mitigated, in some cases, a level of risk will be accepted and managed accordingly.

2.3 **Partnership**
A partnership is an agreement between the Council and one or more independent legal bodies, organisations, or individuals to work collectively to achieve a common purpose with specified aims and objectives. More detailed guidance on managing partnerships and the associated risks is available in the Council's Partnership Framework document.

2.4 **Strategic Risk** - a risk that can adversely affect the Council's long-term objectives

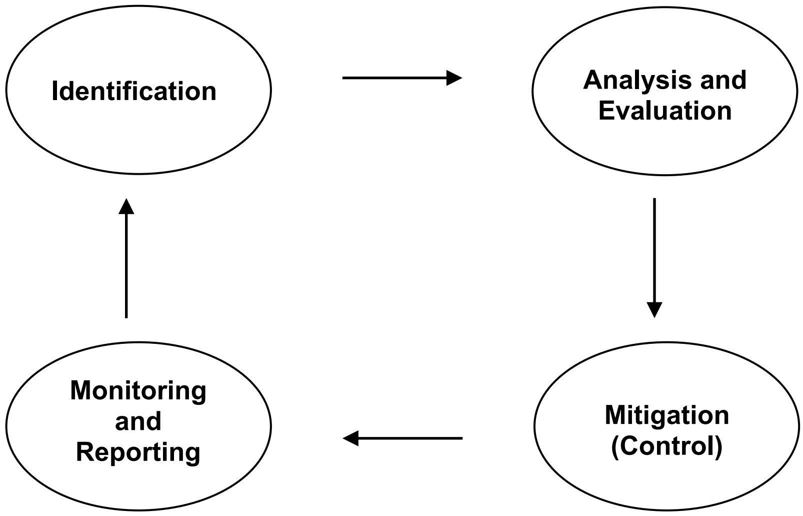
2.5 **Operational Risk** - the risk of loss because of ineffective or failed internal processes, people, systems, or external events that can disrupt the flow of the Council's operations

2.6 **Risk Issue** - a risk with nearly 100% probability, or one that has already happened

3. Risk Management Process

Risk management involves the following four processes: -

- Identification of risk
- Analysis and evaluation
- Mitigation
- Monitoring and reporting



3.1 Step 1 - Identification of Risk

A systematic approach needs to be applied if all significant risks are to be identified and managed effectively. By identifying areas of risk before an event or loss occurs, steps can be taken to reduce the likelihood of occurrences and/or to minimise the cost to the Council if they do happen. Reacting to events only after they have occurred can be very costly.

Risks can be identified in a number of ways, for example: -

- Through discussions with colleagues, stakeholders, Members, contractors, partners, insurance brokers, insurers, risk advisers and external auditors.
- Looking at trends, accident reports, complaints, new agendas, legislation and regulations.

To ensure clarity and effective management, each risk should be articulated using the following structure:

- **Cause** – the source or driver of the risk; the underlying condition or circumstance that may lead to an event occurring.

- **Event** – the specific uncertain occurrence or situation that, if it happens, could affect objectives.

- **Impact** – the consequence(s) or effect(s) on objectives if the event occurs.

The table below lists some categories of risk which may have an impact on aims and priorities: -

Risk Category	Examples of issues to consider
Political	Local and national political issues. Stability of the political situation.
Economic	State of the local economy. Interest rates, inflation and related key assumptions. Labour market effects on recruitment and retention.
Social and Employee-Related	Demographic profile of the workforce and population. The consequent effect on demand for services and/or stakeholder expectations.
Technological and Information-Related	Capacity to respond to technological changes or opportunities arising from technological developments. Current use of or reliance on technology. Quality and security of information. Accessibility of key documents. Resilience and IT/Communications recovery capacity.
Legislative /Regulatory	Preparedness for new legislation and regulations, e.g health and safety, planning or employment law.
Environmental	Use, acquisition &/or disposal of land &/or premises. Waste, disposal and recycling arrangements.
Competitive	Competitiveness of service delivery in terms of cost and quality. Ability to deliver value for money.
Customer/ Citizen	Extent, nature and effectiveness of consultation and involvement with the community. Ability to meet current and future needs. Service delivery feedback. Reputation.
Professional	Organisational and individual competency levels and capacity to deliver objectives. Staff recruitment and retention. Skill and knowledge levels. Opportunities for networking and continuing professional development.
Financial	Level of reserves. Adequacy of funding. Financial planning and control. Fraud.
Legal	Possible legal challenges and claims.
Partnership/ Contractual	Key strategic partners. Procurement arrangements. Contractual arrangements. Partners' governance arrangements.
Physical	Security and protection of assets. Maintenance practices. Protection, security, health, safety and wellbeing of the workforce and population.

There are two key elements to each risk description – **cause and consequence.** To effectively manage risks, both of these elements need to be identified. An example is as follows: -

The reason for NBBC's failure to maintain a sound budgetary and financial control environment (**cause)**, resulting in the Council having insufficient financial resources to achieve the key priorities (**consequence**).

When identified, significant risks should be recorded in a risk register. NBBC have both strategic and operational risk registers (including some which are specific to individual projects or partnerships). The Strategic Register addresses cross-cutting corporate risks. Operational registers address risks that could impact upon service delivery.

The Strategic Risk Register records the following information for each risk: -

- A risk reference number
- The risk description (in terms of cause and consequence)
- A gross risk score (the score before effective mitigation controls are in place)
- The mitigation controls (identifying whether ‘existing’ / ‘ongoing’ or ‘planned’)
- The mitigation owner(s). These could be different for each control
- The net risk status – red, amber or green (after effective mitigation controls are in place)
- Sources of assurance i.e., how the risk is monitored / relevant documents with sample evidence to be requested and provided; and
- The risk owner / portfolio holder / relevant overview and scrutiny panel

3.2 Step 2 - Analysis of Risk

Having identified the risks, they need to be analysed. This process requires managers to assess: -

- The probability (likelihood) of a risk occurring; and
- The severity (impact) of the consequences should it do so.

The matrix below indicates risk levels

Likelihood				
4	**4**	**8**	**12**	**16**
3	**3**	**6**	**9**	**12**
2	**2**	**4**	**6**	**8**
1	**1**	**2**	**3**	**4**
	1	**2**	**3**	**4**
		Impact		

Key

	Green (acceptable)
	Amber (tolerable)
	Red (unacceptable)

The Council’s likelihood and impact descriptors are as follows: -

Likelihood

4: **Very High** – occurrence is most likely or has already happened and will do so again if control measures are not introduced

3: **High** – occurrence is anticipated within the next 12 months

2: **Significant** – occurrence is probable in the next 3 years

1: **Low** – foreseeable but not probable in the next 3 years

	Level of Impact	Service Delivery	Financial / Legal	Reputation / Community
4	Major	• A service delivery failure causes significant hardship to people for a period of 3 to 4 weeks or more or 1 week for anyone that is vulnerable, or failure to meet a nationally mandated deadline • Loss of major stakeholder/partner. • Adverse outcome of a serious regulatory enquiry	• Financial loss over £400,000. • Serious risk of legal challenge	• Sustained adverse TV/radio coverage • Borough wide loss of public confidence • Major damage to local environment, health and economy • Multiple loss of life
3	Serious	• A service delivery failure causes significant hardship for a period of 2 to 3 weeks or 3 to 7 calendar days for vulnerable people • Formal regulatory inquiry • Loss of a key partner or other partners	• Financial loss between £200K and £399K • High risk of successful legal challenge	• Significant adverse coverage in national press or equivalent low national TV coverage • Serious damage to local environment, health and economy • Extensive or multiple injuries &/or a fatality
2	Moderate	• A service delivery failure causes significant hardship for 1 to 2 weeks or 1 -2 calendar days for vulnerable people • Loss of a significant non-key partner • Legal concerns raised • Loss of employees has moderate effect on service provision	• Financial loss between £50K and £199K • Informal regulatory enquiry	• Significant adverse coverage in local press or regional TV • Large number of customer complaints. • Moderate damage to local environment, health and economy • Moderate injuries to an individual
1	Low	• Disruption to services for up to 1 week • Minor legal implications • Loss of employees not significantly affecting service provision	• Financial loss up to £49K	• Minor adverse media coverage. • Minor environmental, health and economy damage • Minor increase in number of customer complaints • One or more minor injuries to an individual

3.3 Step 3 - Control of Risks

Having identified and prioritised the risks, each one needs to be assessed to determine the appropriate action required for it to be mitigated. There are four options: -

Terminate	Stop the activity or remove the physical cause
Transfer	As far as possible, pass the risk on to another party, e.g. contractually or by insuring it
Treat	Set up control (mitigation) measures &/or improve existing ones. Examples: • Use of password, barrier, temperature or other controls. • Installation or upgrade of alarms. • Implement new or revised procedures, requirements &/or management arrangements
Tolerate	Do nothing, live with the risk as it stands

The mitigation owner also needs to be identified, this being the individual specified as responsible for putting the stated control(s) into action &/or ensuring it remains in operation. Ownership of a control measure should rest with a single individual, even if more than one person is needed to carry it out.

The level of risk remaining after the internal control measure is in place is the residual or net risk. This should be at a level which is within NBBC's risk appetite. That is (except for any risk identified as "Outside the Council's control because of external factors"), the level of residual risk is acceptable to the authority.

3.4 Step 4 - Monitoring and Review of Risks

As key management tools, Risk Registers must be used effectively to ensure that:

- They comprehensively address all recognised significant risks
- Mitigation measures/controls are adequate to minimise the likelihood and/or impact of each risk
- Any significant risks identified and remedial actions are sufficiently monitored

To establish whether they are being adequately managed, the following criteria will be used:

Red – Less than 60% of the identified risks are being satisfactorily managed
Amber – 60%-80% of the identified risks are being satisfactorily managed
Green – Over 80% of the identified risks are being satisfactorily managed

Overall assessment of the status of the register relates to the number of risks that are net green and net amber divided by the total number of risks in the register expressed as a percentage– for example**,** 12 net green + 6 net amber / 20 = 90% satisfactorily managed

4. Roles and Responsibilities

4.1. Officer Roles and Responsibilities

4.1.1. Strategic / Assistant Directors

- To adopt the Risk Management Policy and Strategy
- To ensure that all significant risks are identified and are effectively controlled through the process of risk assessment and mitigation within their respective services (maintain effective directorate Operational Risk Register)
- To proactively lead, manage and be fully accountable for health, safety and welfare across their directorate and service area. This includes ensuring all strategic decisions, new policies and initiatives thoroughly consider and address health and safety implications
- To establish, promote, and play a visible role in influencing and fostering a positive health and safety culture within the Council and their individual service area. They must ensure effective management of health and safety within their directorate.
- To develop and maintain a current business continuity plan (including updated contact information), ensuring appropriate officers understand their respective roles in relation to it
- Strategic Directors generally have responsibility for the Strategic Risk Register
- Assistant Directors generally have responsibility for their Operational Risk Register
- Where a Strategic Risk needs to be escalated, the relevant Directors should raise at Management Team or Corporate Governance Group accordingly for review and a decision as to how to mitigate the risk

4.1.2. The Governance, Risk Management and Performance Officer

- To provide risk management information & advice, both proactively & reactively in relation to strategic, operational and partnership risks
- To work with the owners of operational risks as required to identify and manage those risks and to maximise opportunities
- Liaising with Chief Executive / Strategic Directors to review and update all risks in the Strategic Risk Register on a quarterly basis Including sampling sources of assurance
- To provide quarterly Strategic Risk Register reports to Management Team (CET / SLT) / Cabinet / Overview and Scrutiny panels, identifying what proportion of the risks are being satisfactorily managed (Clause 3.4 of this document refers)
- To review and propose changes as required to the Risk Management Policy & Strategy, to risk registers and to other corporate risk management related documents
- To review the Risk Management Policy & Strategy at least bi-annually and to update it as required.
- Issue an annual report to Management Team which summarises:
    i. Strategic Risk Register update and monitoring
    ii. Operational Risk Registers update and monitoring
    iii. Training of staff

iv. Outcomes following OSP and Audit and Standards review of strategic risk register
v. Consideration of any external support and/or routine audit of risk management

- This officer at the time of the October 2025 review, reports directly to the Assistant Director – Democracy and Governance.

4.1.3. Health & Safety Manager

- To align the health and safety strategy with the council's overall corporate objectives, plans and risk appetite
- To develop, implement and maintain a comprehensive health & safety policy that comply with all current legal and regulatory standards
- To provide competent advice and guidance on health and safety matters and promote an effective, healthy and safe organisational culture

4.1.4. Senior Information Risk Owner (SIRO) and Deputy SIRO (Assistant Director – Digital and Business Change / Corporate Support and Data Compliance Manager)

- To oversee the development of an Information Risk Policy, and a Strategy for implementing the policy within the existing Information Governance Framework
- To take ownership of the risk assessment process for information risk, including review of the annual information risk assessment to support and inform the Annual Governance Statement
- To review and agree an action plan in respect of identified information risks
- To ensure that the Council's approach to information risk is effective in terms of resource, commitment and execution and that this is communicated to all staff
- To provide a focal point for the resolution and/or discussion of information risk issues
- To ensure the Corporate Information Governance Group (CIGG) is adequately briefed on information risk issues
- To advise the Chief Executive and the CIGG on information risk management strategies and provide periodic reports and briefings on programme progress

4.1.5. Employees (including agency and casual)

- To comply fully with the risk control measures, safe working procedures, health and safety policies and training relevant to their role and work activities
- To take ownership of their legal duty of care for the health, safety, and welfare of themselves and any other person who may be affected by their actions or omissions
- To participate constructively in risk management processes, including safety meetings, training sessions and the implementation of recommended improvement
- To report, at the earliest opportunity, all incidents, near misses, accidents and dangerous occurrences resulting from work including those involving third parties to their line manager

4.2. Officer Groups - Roles and Responsibilities

4.2.1. Management Team (CET / SLT)

- To ensure the Council adopts an effective risk management strategy and that risks are fully considered in all strategic decision-making processes
- To monitor current and planned expenditure and income and to highlight any emerging issues that could have an impact on the Council's finances
- Responsible for health and safety in relation to Council activities, for establishing a positive health and safety culture and for actively encouraging ownership and accountability at all levels
- To ensure that effective business continuity plans are maintained and are regularly tested
- To regularly monitor the Strategic Risk Register

4.2.2. The Corporate Governance Group (CGG)

- To develop and co-ordinate excellent governance arrangements across the Council, including those relating to risk management
- To fulfil the role of the Corporate Information Governance Group (CIGG) on behalf of the Council providing strategic advice and assurance to the Authority on all matters concerning information management and governance
- To report to Management Team any issues that require its attention.
- To review directorate Operational Risk Registers on an annual basis (one Directorate per quarter).

4.2.3. The Information Management Group (IMG)

- To monitor and appraise the information and data needs of the Council and ensure that the Council delivers quality customer interaction and delivers services efficiently
- To facilitate information audits within each functional area and review them on a regular basis
- To aid the Information Asset Owners, (IAO) in carrying out their duties
- To monitor and appraise the outstanding FOI/DP cases. To identify any outstanding actions, liaise and co-ordinate with the relevant service areas to ensure that the requests are completed within the relevant timescales. If necessary, escalating the requests to the CIGG
- To promote and raise awareness of retention and disposal policies and procedures for all documents and records
- To ensure that information and data is treated as a corporate asset, shared by all. Develop any relevant policies and procedures to be presented to CIGG for approval, ensuring that NBBC is complying with relevant legislation
- To promote Information Management as a key corporate activity, essential to the provision of excellent customer interaction and efficiently delivered, high quality services

4.3.3. Central Midlands Audit Partnership (CMAP)

- To support the Council and its services in the effective development, implementation, monitoring and review of the Council's risk management policy, strategy and process

- To promote risk management and the process of business risk assessment throughout the Council and in relation to the Council's partnerships.
- To develop and implement Audit Plans using a risk-based approach.
- To support and promote risk management guidance and training for employees, contractors and members and to encourage the sharing of good practice
- To report to the Audit and Standards Committee on risk management activities and any issues arising
- To ensure that strategic, operational and partnership risks are suitably reflected within risk registers and that appropriate mitigating controls are in place and are adequately monitored and controlled
- To report to the Corporate Governance Group on risk management activities and any issues arising

4.3. Elected Members - Roles and Responsibilities

4.3.1. Audit and Standards Committee (based on risk reports and reviews provided by officers):

- To monitor the effective development and operation of risk management and corporate governance across the Council
- To seek and obtain assurance that appropriate action has been taken on risk related issues identified by internal and/or external audit
- To ensure that the Council's assurance statements, including the Annual Governance Statement, properly reflect the risk environment and any actions required to improve it
- To review the Strategic Risk Register alongside the draft annual internal audit plan and recommend changes to address any highlighted concerns
- To consider and approve the Risk Management Policy and Strategy following bi-annual review if significant changes are identified or if significant changes are necessary in the interim period between scheduled reviews.

4.3.2. Members

- To oversee the effective management of risk by the Council's officers, particularly when considering reports and proposals from officers. This includes scrutiny, challenge and recommendations at the Audit and Standards Committee, Overview and Scrutiny Panel(s) and amongst members of Cabinet.

5. <u>Transparency</u>

- The current policy and strategy will be available to view on the Council's website
- The Audit and Standards Committee shall at least annually, receive a report regarding the Strategic Risk Register to check, challenge and ensure positive scrutiny and oversight of the register
- Each Overview and Scrutiny Panel shall also receive information associated with the Strategic Risk Register for oversight and scrutiny purposes

6. Training

- Elected Members – annual training will be provided as part of the Corporate Governance training programme

- Designated Officers – training will be available for Strategic Directors, Assistant Directors and where applicable Service Managers during the 2026/2027 Financial Year and will be refreshed thereafter on a programme basis

Appendix B2

Risk Management Policy and Strategy

October ~~2023~~2025

Document Control

Organisation	Nuneaton and Bedworth Borough Council
Title	Risk Management Policy and Strategy
Filename	DOC16/75813
Owner	Governance, Risk Management and Performance Officer
Subject	Risk Management Policy and Strategy
Next Review Date	~~October 2025~~ October 2027

Revision History

Revision Date	Reviser	Previous Version	Description of Revision
07/04/2017	Steve Gore	V4.0	Risk descriptors update.
27/08/2019	Steve Gore	V5.0	New organisational structure.
October 2021	Steve Gore	V6.0	Scheduled review.
November 2022	Steve Gore	V7.0	Organisational structure / clarification of reporting lines.
October 2023	Steve Gore	V8.0	Scheduled review.
October 2025	Steve Gore	V9.0	Scheduled review / Audit (CMAP) Recommendations.

Document Approvals

This document requires the following approvals

Name	Date
Audit and Standards Committee	9/1/24
Audit and Standards Committee	25/11/25

Risk Management Policy

1. Nuneaton and Bedworth Borough Council (NBBC) recognises that it has a responsibility to manage risks, both internal and external. It is therefore committed to maintaining robust risk management and business continuity arrangements that make a positive contribution towards the achievement of the Council's corporate aims and priorities and maximise the opportunities to achieve its vision.

2. It is good business practice that risk management processes should be:
    - Supportive rather than unduly restrictive.
    - Embedded in the Council's culture and in its decision-making, planning and management functions; and
    - Embraced by all Members and employees.

3. The Council's aims with respect to risk management are as follows: -
    - To embed risk management into the culture of the Council
    - To adopt an effective and transparent corporate approach to risk management, which also applies to the Council's work with external partners and contractors
    - To work with partners and stakeholders to identify and exploit opportunities that will contribute to corporate aims and priorities
    - To integrate risk management into the operational and management practices of the Council
    - To promote risk awareness throughout the Council and among our contractors and key partners
    - To be responsive to changing social, environmental and legislative requirements, whilst effectively managing the related risks and opportunities.
    - To undertake an annual review of the effectiveness of the risk management arrangements to support the Council's Annual Governance Statement

4. These aims will be achieved through the Council's Risk Management Strategy, which details the roles, responsibilities and actions necessary for successful implementation.

Risk Management Strategy

1. Introduction

1.1 This strategy sets out the processes to ensure that risks to the Council's services, objectives, employees, assets, contractors and partnerships are identified, recorded, assessed, prioritised and then mitigated, transferred or eliminated, to achieve an acceptable level of exposure.

1.2 The Risk Management Framework states how the Council manages risks and maximises opportunities in achieving its aims and priorities and this strategy forms part of that process.

2. Definitions

2.1 **Corporate Governance**
Corporate governance is the framework of accountability to users, stakeholders, and the wider community, within which organisations take decisions and lead and control their functions to achieve their objectives. The effectiveness of corporate governance arrangements has a significant impact on how well an organisation meets its aims. Its purpose is to ensure that the right thing is done, in the right way, by the right people, in an open, honest, and timely manner.

2.2 **Risk and Risk Appetite**
"Risk" can be defined as "The possibility that an event will occur and adversely affect achievement of objectives".
~~Therefore, "risk management" is the process by which risks are identified, analysed, controlled, and monitored. Resources for managing risk are finite, therefore risks are prioritised in accordance with an evaluation system~~
~~. The level of risk tolerated is the "risk appetite".~~The amount and type of risk that we are willing to seek or accept in the pursuit of agreed strategic objectives and key priorities is the "risk appetite". This correlates to the likelihood / impact risk matrix. Generally, the Council will mitigate risk as far as reasonable possible and acknowledges where risk cannot be wholly removed or mitigated, in some cases, a level of risk will be accepted and managed accordingly.

Commented [MW1]: As per recommendation 4

2.3 **Partnership**
A partnership is an agreement between the Council and one or more independent legal bodies, organisations, or individuals to work collectively to achieve a common purpose with specified aims and objectives. More detailed guidance on managing partnerships and the associated risks is available in the Council's Partnership Framework document.

2.4 **Strategic Risk** - a risk that can adversely affect the Council's long-term objectives

2.5 **Operational Risk** - the risk of loss because of ineffective or failed internal processes, people, systems, or external events that can disrupt the flow of the Council's operations

2.6 **Risk Issue** - a risk with nearly 100% probability, or one that has already happened

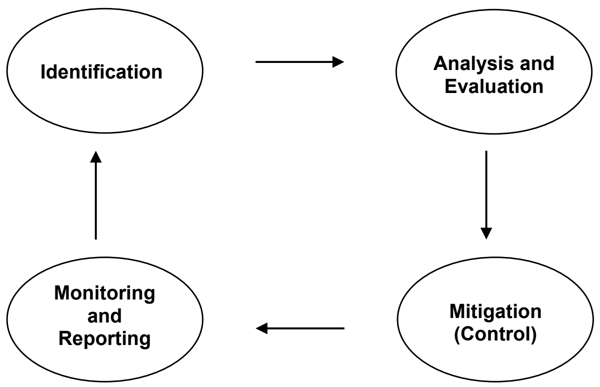
Formatted: Font: Bold

Formatted: Font: Bold

3. Risk Management Process

Risk management involves the following four processes: -

- Identification of risk
- Analysis and evaluation
- Mitigation
- Monitoring and reporting



3.1 Step 1 - Identification of Risk

A systematic approach needs to be applied if all significant risks are to be identified and managed effectively. By identifying areas of risk before an event or loss occurs, steps can be taken to reduce the likelihood of occurrences and/or to minimise the cost to the Council if they do happen. Reacting to events only after they have occurred can be very costly.

Risks can be identified in a number of ways, for example: -

- Through discussions with colleagues, stakeholders, Members, contractors, partners, insurance brokers, insurers, risk advisers and external auditors.
- Looking at trends, accident reports, complaints, new agendas, legislation and regulations.

To ensure clarity and effective management, each risk should be articulated using the following structure:

- **Cause** – the source or driver of the risk; the underlying condition or circumstance that may lead to an event occurring.

Formatted: Font color: Red

Formatted: Bulleted + Level: 1 + Aligned at: 0.63 cm + Indent at: 1.27 cm

Formatted: Font: Bold, Font color: Red

Formatted: Font: Bold

- **Event** – the specific uncertain occurrence or situation that, if it happens, could affect objectives.

Formatted: List Paragraph, No bullets or numbering

- **Impact** – the consequence(s) or effect(s) on objectives if the event occurs.

Formatted: Font: Bold

Formatted: Font: Bold

Formatted: Bulleted + Level: 1 + Aligned at: 0.63 cm + Indent at: 1.27 cm

The table below lists some categories of risk which may have an impact on aims and priorities: -

Formatted Table

Risk Category	Examples of issues to consider
Political	Local and national political issues. Stability of the political situation.
Economic	State of the local economy. Interest rates, inflation and related key assumptions. Labour market effects on recruitment and retention.
Social and Employee-Related	Demographic profile of the workforce and population. The consequent effect on demand for services and/or stakeholder expectations.
Technological and Information-Related	Capacity to respond to technological changes or opportunities arising from technological developments. Current use of or reliance on technology. Quality and security of information. Accessibility of key documents. Resilience and IT/Communications recovery capacity.
Legislative /Regulatory	Preparedness for new legislation and regulations, e.g health and safety, planning or employment law.
Environmental	Use, acquisition &/or disposal of land &/or premises. Waste, disposal and recycling arrangements.
Competitive	Competitiveness of service delivery in terms of cost and quality. Ability to deliver value for money.
Customer/ Citizen	Extent, nature and effectiveness of consultation and involvement with the community. Ability to meet current and future needs. Service delivery feedback. Reputation.
Professional	Organisational and individual competency levels and capacity to deliver objectives. Staff recruitment and retention. Skill and knowledge levels. Opportunities for networking and continuing professional development.
Financial	Level of reserves. Adequacy of funding. Financial planning and control. Fraud.
Legal	Possible legal challenges and claims.
Partnership/ Contractual	Key strategic partners. Procurement arrangements. Contractual arrangements. Partners' governance arrangements.
Physical	Security and protection of assets. Maintenance practices. Protection, security, health, safety and wellbeing of the workforce and population.

There are two key elements to each risk description – **cause and consequence.** To effectively manage risks, both of these elements need to be identified. An example is as follows: -

The reason for NBBC's failure to maintain a sound budgetary and financial control environment (**cause**), resulting in the Council having insufficient financial resources to achieve the key priorities (**consequence**).

When identified, significant risks should be recorded in a risk register. NBBC have both strategic and operational risk registers (including some which are specific to individual projects or partnerships). The Strategic Register addresses cross-cutting corporate risks. Operational registers address risks that could impact upon service delivery.

The Strategic Risk Register records the following information for each risk: -

- A risk reference number
- The risk description (in terms of cause and consequence)
- A gross risk score (the score before effective mitigation controls are in place)
- The mitigation controls (identifying whether 'existing' / 'ongoing' or 'planned')
- The mitigation owner(s). These could be different for each control
- The net risk status – red, amber or green (after effective mitigation controls are in place)
- Sources of assurance i.e., how the risk is monitored / relevant documents with sample evidence to be requested and provided; and
- The risk owner / portfolio holder / relevant overview and scrutiny panel

Commented [MW2]: As per recommendation 2

3.2 Step 2 - Analysis of Risk

Having identified the risks, they need to be analysed. This process requires managers to assess: -

- The probability (likelihood) of a risk occurring; and
- The severity (impact) of the consequences should it do so.

The matrix below indicates risk levels

Likelihood				
4	**4**	**8**	**12**	**16**
3	**3**	**6**	**9**	**12**
2	**2**	**4**	**6**	**8**
1	**1**	**2**	**3**	**4**
	1	**2**	**3**	**4**

Impact

Key

	Green (acceptable)
	Amber (tolerable)
	Red (unacceptable)

The Council's likelihood and impact descriptors are as follows: -

Likelihood

4: **Very High** – occurrence is most likely or has already happened and will do so again if control measures are not introduced

3: **High** – occurrence is anticipated within the next 12 months

2: **Significant** – occurrence is probable in the next 3 years

1: **Low** – foreseeable but not probable in the next 3 years

	Level of Impact	Service Delivery	Financial / Legal	Reputation / Community
4	Major	• A service delivery failure causes significant hardship to people for a period of 3 to 4 weeks or more or 1 week for anyone that is vulnerable, or failure to meet a nationally mandated deadline • Loss of major stakeholder/partner. • Adverse outcome of a serious regulatory enquiry	• Financial loss over £400,000. • Serious risk of legal challenge	• Sustained adverse TV/radio coverage • Borough wide loss of public confidence • Major damage to local environment, health and economy • Multiple loss of life
3	Serious	• A service delivery failure causes significant hardship for a period of 2 to 3 weeks or 3 to 7 calendar days for vulnerable people • Formal regulatory inquiry • Loss of a key partner or other partners	• Financial loss between £200K and £399K • High risk of successful legal challenge	• Significant adverse coverage in national press or equivalent low national TV coverage • Serious damage to local environment, health and economy • Extensive or multiple injuries &/or a fatality
2	Moderate	• A service delivery failure causes significant hardship for 1 to 2 weeks or 1 -2 calendar days for vulnerable people • Loss of a significant non-key partner • Legal concerns raised • Loss of employees has moderate effect on service provision	• Financial loss between £50K and £199K • Informal regulatory enquiry	• Significant adverse coverage in local press or regional TV • Large number of customer complaints. • Moderate damage to local environment, health and economy • Moderate injuries to an individual
1	Low	• Disruption to services for up to 1 week • Minor legal implications • Loss of employees not significantly affecting service provision	• Financial loss up to £49K	• Minor adverse media coverage. • Minor environmental, health and economy damage • Minor increase in number of customer complaints • One or more minor injuries to an individual

3.3 Step 3 - Control of Risks

Having identified and prioritised the risks, each one needs to be assessed to determine the appropriate action required for it to be mitigated. There are four options: -

Terminate	Stop the activity or remove the physical cause
Transfer	As far as possible, pass the risk on to another party, e.g. contractually or by insuring it
Treat	Set up control (mitigation) measures &/or improve existing ones. Examples: • Use of password, barrier, temperature or other controls. • Installation or upgrade of alarms. • Implement new or revised procedures, requirements &/or management arrangements
Tolerate	Do nothing, live with the risk as it stands

The mitigation owner also needs to be identified, this being the individual specified as responsible for putting the stated control(s) into action &/or ensuring it remains in operation. Ownership of a control measure should rest with a single individual, even if more than one person is needed to carry it out.

The level of risk remaining after the internal control measure is in place is the residual or net risk. This should be at a level which is within NBBC's risk appetite. That is (except for any risk identified as "Outside the Council's control because of external factors"), the level of residual risk is acceptable to the authority.

3.4 Step 4 - Monitoring and Review of Risks

As key management tools, Risk Registers must be used effectively to ensure that:

- They comprehensively address all recognised significant risks
- Mitigation measures/controls are adequate to minimise the likelihood and/or impact of each risk
- Any significant risks identified and remedial actions are sufficiently monitored

To establish whether they are being adequately managed, the following criteria will be used:

Red – Less than 60% of the identified risks are being satisfactorily managed
Amber – 60%-80% of the identified risks are being satisfactorily managed
Green – Over 80% of the identified risks are being satisfactorily managed

~~Percentages relate to the proportion of the identified risks that are not green.~~

Overall assessment of the status of the register relates to the number of risks that are net green and net amber divided by the total number of risks in the register expressed as a percentage – for example, 12 net green + 6 net amber / 20 = 90% satisfactorily managed

4. Roles and Responsibilities

Commented [MW3]: Re-ordered and titled to show a flow as per recommendation 5.

4.1. ~~Management Team (CET / SLT)~~

Officer Roles and Responsibilities

- ~~To ensure the Council adopts an effective risk management strategy and that risks are fully considered in all strategic decision making processes~~
- ~~To monitor current and planned expenditure and income and to highlight any emerging issues that could have an impact on the Council's finances~~
- ~~Responsible for health and safety in relation to Council activities, for establishing a positive health and safety culture and for actively encouraging ownership and accountability at all levels~~
- ~~To ensure that effective business continuity plans are maintained and are regularly tested~~

~~To regularly monitor the Strategic Risk Register~~

4.1.1. Strategic / Assistant Directors

- To adopt the Risk Management Policy and Strategy
- To ensure that all significant risks are identified and are effectively controlled through the process of risk assessment and mitigation within their respective services (maintain effective directorate Operational Risk Register)
- To proactively lead, manage and be fully accountable for health, safety and welfare across their directorate and service area. This includes ensuring all strategic decisions, new policies and initiatives thoroughly consider and address health and safety implications
- ~~To establish a positive health and safety culture within their service units and actively encourage ownership and accountability at all levels~~
- To establish, promote, and play a visible role in influencing and fostering a positive health and safety culture within the Council and their individual service area. They must ensure effective management of health and safety within their directorate.
- To develop and maintain a current business continuity plan (including updated contact information), ensuring appropriate officers understand their respective roles in relation to it.
- Strategic Directors generally have responsibility for the Strategic Risk Register.
- Assistant Directors generally have responsibility for their Operational Risk Register.
- Where a Strategic Risk needs to be escalated, the relevant Directors should raise at Management Team or Corporate Governance Group accordingly for review and a decision as to how to mitigate the risk.

4.1.2. The Governance, Risk Management and Performance Officer

- To provide risk management information & advice, both proactively & reactively in relation to strategic, operational and partnership risks
- To work with the owners of operational risks as required to identify and manage those risks and to maximise opportunities

- Liaising with Chief Executive / Strategic Directors to review and update all risks in the Strategic Risk Register on a quarterly basis~~.~~ Including sampling sources of assurance
- To provide quarterly Strategic Risk Register reports to Management Team (CET / SLT) / Cabinet / Overview and Scrutiny panels, identifying what proportion of the risks are being satisfactorily managed (Clause 3.4 of this document refers)
- To review and propose changes as required to the Risk Management Policy & Strategy, to risk registers and to other corporate risk management related documents
- To review the Risk Management Policy & Strategy at least bi-annually and to update it as required.
- Issue an annual report to Management Team which summarises:
    i. Strategic Risk Register update and monitoring
    ii. Operational Risk Registers update and monitoring
    iii. Training of staff
    iv. Outcomes following OSP and Audit and Standards review of strategic risk register
    v. Consideration of any external support and/or routine audit of risk management
- This officer at the time of the October 2025 review, reports directly to the Assistant Director – Democracy and Governance.

4.1.3. Health & Safety Manager

- To align the health and safety strategy with the council's overall corporate objectives, plans and risk appetite. ~~To promote an effective, healthy and safe organisational culture by developing, implementing and monitoring health & safety policies and procedures~~
- To develop, implement and maintain a comprehens
- ive health & safety policy that comply with all current legal and regulatory standards.
- To provide competent advice and guidance on health and safety matters and promote an effective, healthy and safe organisational culture.

4.1.4. Senior Information Risk Owner (SIRO) and Deputy SIRO

- To oversee the development of an Information Risk Policy, and a Strategy for implementing the policy within the existing Information Governance Framework
- To take ownership of the risk assessment process for information risk, including review of the annual information risk assessment to support and inform the Annual Governance Statement
- To review and agree an action plan in respect of identified information risks
- To ensure that the Council's approach to information risk is effective in terms of resource, commitment and execution and that this is communicated to all staff
- To provide a focal point for the resolution and/or discussion of information risk issues
- To ensure the Corporate Information Governance Group (CIGG) is adequately briefed on information risk issues

Commented [MW4]: As per recommendation 10

Formatted

Formatted: Font color: Red

Formatted: Indent: Left: 0.63 cm, No bullets or numbering

Formatted: No bullets or numbering

Formatted: Bulleted + Level: 1 + Aligned at: 1.9 cm + Indent at: 2.54 cm

- To advise the Chief Executive and the CIGG on information risk management strategies and provide periodic reports and briefings on programme progress

4.1.5. Employees (including agency and casual)

- To comply fully with the risk control measures, safe working procedures, health and safety policies and training relevant to their role and work activities.~~To maintain an awareness of risks in their own areas of work and contribute to the control process as appropriate~~
- To take ownership of their legal duty of care for the health, safety, and welfare of themselves and any other person who may be affected by their actions or omissions ~~To recognise their legal responsibility for the health, safety and welfare of themselves and others who may be affected by their work activities~~
- To participate constructively in risk management processes, including safety meetings, training sessions and the implementation of recommended improvement.
- To report, at the earliest opportunity, all incidents, near misses, accidents and dangerous occurrences resulting from work including those involving third parties to their line manager.
-

4.2. Officer Groups - Roles and Responsibilities

4.2.1. Management Team (CET / SLT)

- To ensure the Council adopts an effective risk management strategy and that risks are fully considered in all strategic decision making processes
- To monitor current and planned expenditure and income and to highlight any emerging issues that could have an impact on the Council's finances
- Responsible for health and safety in relation to Council activities, for establishing a positive health and safety culture and for actively encouraging ownership and accountability at all levels
- To ensure that effective business continuity plans are maintained and are regularly tested
- To regularly monitor the Strategic Risk Register

4.2.2. The Corporate Governance Group (CGG)

- To develop and co-ordinate excellent governance arrangements across the Council, including those relating to risk management
- To fulfil the role of the Corporate Information Governance Group (CIGG) on behalf of the Council providing strategic advice and assurance to the Authority on all matters concerning information management and governance
- To report to Management Team any issues that require its attention.
- To review directorate Operational Risk Registers on an annual basis (one Directorate per quarter).

Formatted: Font color: Red

Formatted: Font color: Red

4.2.3. The Information Management Group (IMG)

- To monitor and appraise the information and data needs of the Council and ensure that the Council delivers quality customer interaction and delivers services efficiently
- To facilitate information audits within each functional area and review them on a regular basis
- To aid the Information Asset Owners, (IAO) in carrying out their duties
- To monitor and appraise the outstanding FOI/DP cases. To identify any outstanding actions, liaise and co-ordinate with the relevant service areas to ensure that the requests are completed within the relevant timescales. If necessary, escalating the requests to the CIGG
- To promote and raise awareness of retention and disposal policies and procedures for all documents and records
- To ensure that information and data is treated as a corporate asset, shared by all. Develop any relevant policies and procedures to be presented to CIGG for approval, ensuring that NBBC is complying with relevant legislation
- To promote Information Management as a key corporate activity, essential to the provision of excellent customer interaction and efficiently delivered, high quality services

4.3.3. Central Midlands Audit Partnership (CMAP)

- To support the Council and its services in the effective development, implementation, monitoring and review of the Council's risk management policy, strategy and process
- To promote risk management and the process of business risk assessment throughout the Council and in relation to the Council's partnerships.
- To develop and implement Audit Plans using a risk-based approach.
- To support and promote risk management guidance and training for employees, contractors and members and to encourage the sharing of good practice
- To report to the Audit and Standards Committee on risk management activities and any issues arising
- To ensure that strategic, operational and partnership risks are suitably reflected within risk registers and that appropriate mitigating controls are in place and are adequately monitored and controlled
- To report to the Corporate Governance Group on risk management activities and any issues arising

4.3. Elected Members - Roles and Responsibilities

4.3.1.

Audit and Standards Committee (based on risk reports and reviews provided by officers):

- To monitor the effective development and operation of risk management and corporate governance across the Council
- To seek and obtain assurance that appropriate action has been taken on risk related issues identified by internal and/or external audit
- To ensure that the Council's assurance statements, including the Annual Governance Statement, properly reflect the risk environment and any actions required to improve it

Formatted: Font: Bold, Italic

Formatted: Font: Italic

- To review the Strategic Risk Register alongside the draft annual internal audit plan and recommend changes to address any highlighted concerns
- To consider and approve the Risk Management Policy and Strategy following bi-annual review if significant changes are identified or if significant changes are necessary in the interim period between scheduled reviews.

4.3.2.

Formatted: Font: Bold, Italic

Members

- To oversee the effective management of risk by the Council's officers, particularly when considering reports and proposals from officers. This includes scrutiny, challenge and recommendations at the Audit and Standards Committee, Overview and Scrutiny Panel(s) and amongst members of Cabinet.

~~Senior Information Risk Owner (SIRO) and Deputy SIRO~~

- ~~To oversee the development of an Information Risk Policy, and a Strategy for implementing the policy within the existing Information Governance Framework~~
- ~~To take ownership of the risk assessment process for information risk, including review of the annual information risk assessment to support and inform the Annual Governance Statement~~
- ~~To review and agree an action plan in respect of identified information risks~~
- ~~To ensure that the Council's approach to information risk is effective in terms of resource, commitment and execution and that this is communicated to all staff~~
- ~~To provide a focal point for the resolution and/or discussion of information risk issues~~
- ~~To ensure the Corporate Information Governance Group (CIGG) is adequately briefed on information risk issues~~
- ~~To advise the Chief Executive and the CIGG on information risk management strategies and provide periodic reports and briefings on programme progress~~

~~Strategic / Assistant Directors~~

- ~~To adopt the Risk Management Policy and Strategy~~
- ~~To ensure that all significant risks are identified and are effectively controlled through the process of risk assessment and mitigation within their respective services (maintain effective directorate Operational Risk Register)~~
- ~~To establish a positive health and safety culture within their service units and actively encourage ownership and accountability at all levels~~
- ~~To develop and maintain a current business continuity plan (including updated contact information), ensuring appropriate officers understand their respective roles in relation to it~~

~~The Corporate Governance Group (CGG)~~

- ~~To monitor current and planned expenditure and income and to highlight any emerging issues that could have an impact on the Council's finances~~

- ~~To develop and co-ordinate excellent governance arrangements across the Council, including those relating to risk management~~
- ~~To fulfil the role of the Corporate Information Governance Group (CIGG) on behalf of the Council providing strategic advice and assurance to the Authority on all matters concerning information management and governance~~
- ~~To report to Management Team any issues that require its attention.~~
- ~~To review directorate Operational Risk Registers on an annual basis (one register every two months~~Directorate per quarter~~)~~

~~The Information Management Group (IMG)~~

- ~~To monitor and appraise the information and data needs of the Council and ensure that the Council delivers quality customer interaction and delivers services efficiently~~
- ~~To facilitate information audits within each functional area and review them on a regular basis~~
- ~~To aid the Information Asset Owners, (IAO) in carrying out their duties~~
- ~~To monitor and appraise the outstanding FOI/DP cases. To identify any outstanding actions, liaise and co-ordinate with the relevant service areas to ensure that the requests are completed within the relevant timescales. If necessary, escalating the requests to the CIGG~~
- ~~To promote and raise awareness of retention and disposal policies and procedures for all documents and records~~
- ~~To ensure that information and data is treated as a corporate asset, shared by all. Develop any relevant policies and procedures to be presented to CIGG for approval, ensuring that NBBC is complying with relevant legislation~~
- ~~To promote Information Management as a key corporate activity, essential to the provision of excellent customer interaction and efficiently delivered, high quality services~~

~~Head of Audit and Governance~~Central Midlands Audit Partnership (CMAP)

- ~~To support the Council and its services in the effective development, implementation, monitoring and review of the Council's risk management policy, strategy and process~~
- ~~To promote risk management and the process of business risk assessment throughout the Council and in relation to the Council's partnerships.~~
- ~~To develop and implement Audit Plans using a risk-based approach.~~
- ~~To support and promote risk management guidance and training for employees, contractors and members and to encourage the sharing of good practice~~
- ~~To report to the Audit and Standards Committee on risk management activities and any issues arising~~
- ~~To ensure that strategic, operational and partnership risks are suitably reflected within risk registers and that appropriate mitigating controls are in place and are adequately monitored and controlled~~
- ~~To review the Risk Management Policy & Strategy at least bi-annually and to update it as required~~

- ~~To report to the Corporate Governance Group on risk management activities and any issues arising~~

~~***The Governance, Risk Management and Performance Officer***~~

- ~~To provide risk management information & advice, both proactively & reactively in relation to strategic, operational and partnership risks~~
- ~~To work with the owners of operational risks as required to identify and manage those risks and to maximise opportunities~~
- ~~Liaising with Chief Executive / Strategic Directors / officers, to review and update all risks in the Strategic Risk Register on a quarterly basis~~
- ~~To provide quarterly Strategic Risk Register reports to Management Team (CET / SLT) / Cabinet / Scrutiny panels, identifying what proportion of the risks are being satisfactorily managed (Clause 3.4 of this document refers)~~
- ~~To review and propose changes as required to the Risk Management Policy & Strategy, to risk registers and to other corporate risk management related documents~~
- ~~To review the Risk Management Policy & Strategy at least bi-annually and to update it as required~~

~~***Health & Safety Managers***~~

- ~~To promote an effective, healthy and safe organisational culture by developing, implementing and monitoring health & safety policies and procedures~~

~~***Employees (including agency and casual)***~~

- ~~To maintain an awareness of risks in their own areas of work and contribute to the control process as appropriate~~
- ~~To recognise their legal responsibility for the health, safety and welfare of themselves and others who may be affected by their work activities~~

5. Transparency

- The current policy and strategy will be available to view on the Council's website.

- The Audit and Standards Committee shall at least annually, receive a report regarding the Strategic Risk Register to check, challenge and ensure positive scrutiny and oversight of the register.

- Each Overview and Scrutiny Panel shall also receive information associated to the Strategic Risk Register for oversight and scrutiny purposes.

6. Training

- **Elected Members** – annual training will be provided as part of the Corporate

Formatted: Indent: Left: 1.27 cm, No bullets or numbering

Formatted: Indent: Left: 1.27 cm

Commented [MW5]: As per recommendation 1

Formatted: Font: Bold

Formatted: Font color: Red

Formatted: Indent: Left: 1.62 cm, Bulleted + Level: 1 + Aligned at: 2.91 cm + Indent at: 3.54 cm, Tab stops: 2.25 cm, Left

Formatted: Indent: First line: 0.75 cm, No bullets or numbering

Formatted: Indent: Left: 1.39 cm, First line: 0 cm

Formatted: Underline

Formatted: Indent: Left: 2.5 cm, No bullets or numbering

Formatted: Indent: Left: 1.73 cm, Hanging: 0.77 cm, Bulleted + Level: 1 + Aligned at: 1.39 cm + Indent at: 2.02 cm

Formatted: Underline

Formatted: Font: Bold

Formatted: Font: Bold

Governance training programme.

- **Designated Officers** – training will be available for Strategic Directors, Assistant Directors and where applicable Service Managers during the 2026/2027 Financial Year and will be refreshed thereafter on a programme basis.

Formatted: Font: Bold

Formatted: Indent: Left: 2.57 cm, No bullets or numbering

Formatted: Underline

Formatted: Underline, Not Highlight

Formatted: Right

AGENDA ITEM NO. 13c

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Cabinet
Date of Meeting:	3rd December 2025
Subject:	Proposed adoption of the Borough Plan Review and updated Local Development Scheme
Portfolio:	Planning and Enforcement
Responsible Officer:	Assistant Director - Planning
Corporate Plan – Theme:	All
Corporate Plan – Aim:	All
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	Yes

1. Purpose of report

1.1. Preparation of the Borough Plan Review (2021-2039) commenced after the adoption of the previous plan, the Borough Plan (2011-2031). The Borough Plan Review was submitted to the Planning Inspectorate on 12th February 2024 and was independently examined by two Government appointed Planning Inspectors, Beverley Wilders BA (Hons) PgDURP MRTPI and Mike Worden BA (Hons) Dip TP MRTPI.

1.2. The Inspectors who have undertaken the examination into the Borough Plan Review have found the Plan sound, subject to the inclusion of Main Modifications. The purpose of this report is to seek Cabinet agreement to adopt the

Borough Plan Review, as amended by the Main Modifications, and undertake any associated tasks related to the adoption of the Plan. This is set out in the Inspectors' Report (Appendix A), with the Schedule of Main Modifications (Appendix B). A copy of the draft proposed Borough Plan Review which incorporates the Main Modifications, the Planning Policies Map, and a suite of background documents, can be found online.

1.3. This report also seeks approval to adopt the updated the Local Development Scheme (LDS).

2. Recommendations

2.1. That Cabinet note the content of the Inspectors' Report into the Examination of the Borough Plan Review (Appendix A) and Schedule of Main Modifications (Appendix B).

2.2. That Cabinet recommend to Council the adoption of the Borough Plan Review as per the Inspectors Report (8th October 2025), incorporating the Main Modifications (Appendix B). A version of this Plan and the accompanying Policies Maps are contained online.

2.3. That Cabinet note that all policies in the Borough Plan (2011-2031) will be superseded by the Borough Plan Review, upon adoption.

2.4. That Cabinet delegate to the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement, authority to:

a. Issue a Borough Plan Review adoption statement and Sustainability Appraisal Report in accordance with Regulations 17 and 26 of the Town and Country Planning Regulations 2012, as amended;
b. Make any non-material updates and drafting changes to the Borough Plan Review. This includes the additional (minor) Modifications published alongside the Main Modifications (Appendix B); and
c. Publish the final versions of the Borough Plan Review and the Policies Map.

2.6 That Cabinet recommend to Council the approval of the updates made to the Local Development Scheme (Appendix C) and that the Local Development Scheme be adopted.

3. Background

3.1. On the 12th February 2024, the submission version of the Borough Plan Review and supporting evidence base were submitted to the Secretary of State for Ministry of Housing, Communities and Local Government for independent examination by the Planning Inspectorate.

3.2. Prior to this, the Council consulted on the Borough Plan Review Publication document from the 4th September to the 16th October 2023. The Publication consultation followed on from the 'Preferred Options' consultation which ran from June to July 2022, the 'Issues and Options' consultation was held in June to July 2021.

4. Body of report and reason for recommendations

Borough Plan Review

4.1. Following submission to the Secretary of State in February 2024, two Planning Inspectors were appointed to independently examine the Borough Plan Review and its associated evidence base. Their task was to establish whether the Borough Plan Review is 'sound' as prescribed by the National Planning Policy Framework (NPPF). That is, does it fulfil the necessary legal requirements and are the policies justified, effective and consistent with national policies. The Borough Plan Review has been examined under the provisions of the 2023 version of the NPPF. The Inspectors were responsible for hearing evidence, reporting their findings and advising the Council on what changes were needed to make the Plan 'sound'.

4.2. The Inspectors held three blocks of hearing sessions to examine the Borough Plan Review, in the format of round table discussions between the Inspectors, the Council and any consultees that responded to the Publication document (Regulation 19). The sessions were held in July, September and October 2024 and were open to the public to observe.

4.3. Following the conclusion of the hearing sessions, consultation on the Main Modifications took place between

Monday 2nd June and Monday 14th July 2025. Representations received to the consultation were submitted to the Inspectors for their consideration as part of their report to the Borough Council.

4.4. The Borough Plan Review has been examined to assess whether it has been prepared in accordance with legal and procedural requirements, and whether it is sound. In accordance with the NPPF, plans are 'sound' if they are:

a) Positively prepared – providing a strategy which, as a minimum, seeks to meet the area's objectively assessed needs; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;

b) Justified – an appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence;

c) Effective – deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground; and

d) Consistent with national policy – enabling the delivery of sustainable development in accordance with the policies in the NPPF and other statements of national planning policy, where relevant.

4.5. The Council received the Inspectors' Report on 8th October 2025 (Appendix A) and a final Schedule of Main Modifications (Appendix B).

4.6. The Inspectors' report was published soon after receipt in line with Regulation 25 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). It should be noted that the Planning Inspectorate do not publish the report, it is the Local Planning Authority's responsibility to do so. The report is available on the Council's website. In addition, those who responded at the Regulation 19 consultation stage have been notified of the reports publication in line with Regulation 35.

4.7. Under the Planning and Compulsory Purchase Act 2004 (as amended) an Inspector, if finding the plan sound and having been prepared in accordance with the relevant regulations, must recommend that the document is adopted, and give their reasons. The Authority can then adopt taking into account the modifications that were recommended. In effect, this means the Inspectors' report is binding subject to minor changes (which the Authority has already consulted on). Alternatively, the Authority can choose not to adopt the Plan.

4.8. The Inspectors' Report concludes that the Borough Plan Review provides an appropriate basis for the planning of the Borough, providing that the modifications recommended by the Inspectors are made to the Plan.

4.9. Main modifications vary greatly in character, from significantly revising policies, to detailed wording changes that the Inspectors deem necessary to make a policy 'sound.' The most substantive Main Modifications out of the 49 Main Modifications set out in Appendix B are summarised as follows:

- Amendments to the housing supply to reflect the base date of 1st April 2025, align with live planning applications and the latest information available.
- Amending or justifying contributions such as for Warwickshire Policing, within the wording of Policies, to ensure they meet the necessary planning obligations tests.
- Strategic Housing Allocation Site and Policy SHA7 (East of Bulkington) has been re-added in order to provide consistency with other strategic allocations and certainty in the planning process. The site has outline planning permission with a reserved matters application (Reference: 040625) currently pending consideration.
- Amendments to the wording of Policy HS2 - Affordable Housing Provision, to remove the requirement for First Homes.
- Amendments to the wording of Policy DS7 – Monitoring of Housing Delivery and Policy DS8 – Review.

4.10. Following receipt of the Inspectors' Report, there is a clear expectation that the Council will proceed with adopting the Borough Plan Review now that it has been found sound, subject to Main Modifications. On adoption of the Borough Plan Review, the Borough Council has to make publicly available a copy of the Local Plan; an Adoption Statement and the Sustainability Appraisal Report and Adoption Statement, in line with Regulations 26 and 35 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). These will be made available to view on the Borough Council's website, with hard copies available for inspection at the Council's offices. The Borough Council will also notify statutory consultees and those who commented at the Regulation 19 stage (pre-submission consultation) and other interested parties (including the Secretary of State).

4.11. Section 113 of the Planning and Compulsory Purchase Act 2004 (as amended) allows for an application to quash a 'relevant document' (in this case the Borough Plan Review) to be made to the High Court within six weeks of adoption (the "legal challenge period"). During this period, the full weight of the Borough Plan Review can be applied in decision making.

4.12. Once adopted, the Borough Plan Review will supersede the Borough Plan (2011-2031). The Borough Plan Review will be a key document within the Development Plan for the area, alongside the Gypsy and Traveller Site Allocations Development Plan Document (adopted in 2024), the Warwickshire Minerals Local Plan (adopted in 2022) and the Warwickshire Waste Plan (adopted in 2013). These will collectively form the statutory Development Plan for Nuneaton and Bedworth Borough.

4.13. In addition to the proposed Main Modifications, a Schedule of Additional Modifications consisting of items such as grammatical errors, clarifications to the text and other minor changes which did not affect the overall policy approach. These were published as part of the Main Modification consultation and will be incorporated into the final version of the Plan. There is also an updated Sustainability Appraisal and Habitats Regulation Assessment which can be viewed online.

4.14. As stated above, the Borough Plan Review has been prepared under the provisions of the 2023 version of the NPPF. An updated NPPF was published in December 2024, which includes a number of key policy changes, including a new standard methodology for calculating housing need, which has increased the housing requirement for the Borough. However, there are transitional arrangements in place, set out in the latest NPPF, for those authorities at an advanced stage in the Local Plan process. Essentially, for Nuneaton and Bedworth Borough Council, the Council will be expected to adopt the Borough Plan Review as soon as possible, and then begin work on a new Local Plan, under the new plan-making system provided for under the Levelling Up and Regeneration Act 2023.

4.15. It is a stated aim of the Government that authorities will have an up-to-date local plan, and this Council will be in a strong position with a newly adopted plan. This will provide 5 years protection in terms of the housing need figure, as the Borough Council will be benchmarked against the housing requirement figure in the Borough Plan Review (545 dwellings per annum) rather than the new Local Housing Need (LHN) figure (756 dwellings per annum). However, it should also be noted that from July 2026, as the housing requirement in the plan is 80% or less than the new LHN, a 20% buffer will be applied to the Council's 5-year housing land supply calculations. This is a new requirement introduced by the latest NPPF (December 2024).

Local Development Scheme

4.16. Given the recommendation for adoption of the Borough Plan Review, following the changes to national policy in December 2024, the authority will be required to commence an immediate review under the new plan making system. This new further Review, which will take the form of a new Local Plan, will require the Council to agree to a new budget to pay for this work and will require a new suite of evidence base work, including a Green and Grey Belt Review and new consultation work, with an initial eight week call for sites consultation taking place between 18th August and 13th October 2025.

4.17. The authority is awaiting further updates from national government on the new local plan system which are anticipated later this year. Therefore, the Council has updated its LDS (Appendix C) to reflect the proposed adoption of the Borough Plan Review and anticipated timescales for a new Local Plan in accordance with the information known to date.

4.18. Table 1 below is proposed within the LDS (December 2025) and outlines the key milestones for the preparation of the Borough Plan Review.

Key Milestones for Preparation of Borough Plan Review		
	Stage of Plan Making	Timetable
Regulation 18	Consultation on Issues and Options	June – August 2021
	Consultation on Preferred Options	June – July 2022
Regulation 19	Formal public consultation on proposed submission plan	September – October 2023
Regulation 22	Submission to Secretary of State	February 2024
Regulation 24	Examination of Local Plan	2024 - 2025
	Receipt of Inspector's Report	October 2025
Regulation 26	Adoption of Borough Plan Review	December 2025

Table 1: Key Milestones for Preparation of the Borough Plan Review.

4.19. Table 2 sets out the timescales for the preparation of the new local plan. This will be prepared under the revised plan making system, provided for under the Levelling Up and Regeneration Act 2023 (as soon as the relevant provisions are brought into force), in order to address the shortfall in housing need.

4.20. The wording of the LDS has also been amended where required to reflect the current position in respect of ongoing and proposed work.

Key Milestones for Preparation of New Local Plan	
Stage of Plan Making	Timetable
Initial preparatory work pending the issue of further Government guidance, likely to include call for sites, initial stakeholder engagement and 4-month period giving notice to commence the new plan.	2025 – Quarter 2 2026
Plan visioning and strategy development – including first formal public consultation on the plan, evidence gathering and drafting the plan; and engagement, proposing changes and submission of the plan – including a requirement for a second public consultation on the plan	Quarter 3 2026 – Quarter 3 2028

Submission and Examination	Quarter 4 2028 – Quarter 1 2029
Adoption	Quarter 1 2029

Table 2: Key Milestones for Preparation of New Local Plan.

5. Consultation with the public, members, officers and associated stakeholders

5.1. No direct consultation has taken place with the public or elected members regarding the recommendations contained in this report. The Borough Plan Review itself has been through several stages of consultation including, most recently, the six week Main Modification consultation.

6. Financial Implications

6.1. The financial implications arising from adopting the Borough Plan Review will be met within existing resources.

7. Legal Implications

7.1. It is a legal requirement to have a Local Plan for the Council's administrative area. Reviews at least every five years are a legal requirement for all local plans (Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)).

7.2. The Borough Plan Review has been examined by two Government Inspectors. The legislative requirements for the examination include those contained in the Planning and Compulsory Purchase Act 2004 (as amended) and the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). Guidance on procedure is also provided in the Planning Practice Guidance chapter on Plan-making.

8. Equalities implications

8.1. No specific equality implications have been identified following the completion of an Equality Impact Assessment which accompanied the submission version of the Plan.

9. Health implications

9.1. Health implications are addressed through the Borough Plan Review policies.

10. Climate and environmental implications

10.1. The Borough Plan Review and associated documents are aligned with the latest Government guidance, available at the time of submission, on preserving and enhancing the natural environment. Sustainability Appraisals and Habitats Regulations Assessments have been carried out throughout the process.

11. Section 17 Crime and Disorder Implications

11.1. No direct Section 17 crime and disorder implications have been identified.

12. Risk management implications

12.1. It is a requirement for all local planning authorities to have an up-to-date Local Plan which includes provision for both local needs and national priorities. This includes the requirement for a five-year supply of deliverable housing sites to meet the need for housing within the plan area. Without an up-to-date Local Plan, the Borough Council could face significant challenges in defending its decisions on planning applications.

12.2. If the Borough Plan Review is subject to legal challenge Officers will review the grounds of the challenge, and, if necessary, instruct legal representation.

13. Human resources implications

13.1. No direct human resource implications have been identified. The LDS (2025) (Appendix C) accounts for existing known staffing and resource levels.

14. Options considered and reason for their rejection

14.1. In formulating this report and recommendations, the following other options were identified. Reasons for their rejection or why the option and recommendation proposed in section 2 of the report has been selected are outlined below.

Option Ref	Option Title	Reason for rejection or why the option and recommendation proposed in section 2 of the report has been selected
A	Not to adopt the Borough Plan Review	In this case the Council will not have an up-to-date adopted local plan in place and there would be uncertainty over the planning framework for the Borough. In turn this will assist in facilitating unplanned development across the Borough and would represent poor strategic planning increasing the risk of inappropriate development. Furthermore, given the advanced stage of the Local Plan, it is highly likely that Government would intervene using its powers to ensure that the Local Plan which has been found sound and capable of adoption is adopted.

15. Conclusion

15.1 It is recommended that the contents of the Inspectors' Report into the Examination of the Borough Plan Review is noted, and that the Council adopts the Borough Plan incorporating the Main Modifications, Additional Modifications and Policies Map. At the point of adoption, the policies in the Borough Plan (2011-2031) will be superseded by the Borough Plan Review.

15.2 The amendments to the LDS should be noted to bring the Document in line with the current work requirements and timescales for the new Local Plan. It is recommended that the LDS (December 2025) (Appendix C) be adopted, to supersede the LDS (February 2025).

16. Appendices

16.1. Please note the following appendices:

i. Appendix A – Inspectors' Report
ii. Appendix B – Schedule of Main Modifications
iii. Appendix C – LDS (December 2025)

17. Background papers

17.1. The Borough Plan Review examination documents can be viewed at: Borough Plan Review

17.2. The latest NPPF (December 2024) can be viewed at: National Planning Policy Framework

17.3. The archived NPPF (September 2023) can be viewed at: National Planning Policy Framework

17.4. The current, adopted LDS (February 2025) can be viewed at: Local Development Scheme

18. Report Writer Details:

Officer Job Title: Planning Manager (Policy)

Officer Name: Sarah Matile

Officer Email Address: sarah.matile@nuneatonandbedworth.gov.uk

Nuneaton & Bedworth
United to Achieve

AGENDA ITEM NO. 13d

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet

Date of Meeting: 3rd December 2025

Subject: Draft General Fund Budget 2026/27

Portfolio: Resources and Central Services

Responsible Officer: Strategic Director – Corporate Resources

Corporate Plan – Theme: Your Council

Corporate Plan – Aim: Deliver continued forward financial planning to safeguard the finances of the Council

Ward Relevance: All

Public or Private: Public

Forward Plan: No

Subject to Call-in: No – due to the legal implications of setting a Council Tax base.

---

1. Purpose of report

   1.1. To provide a draft position of the General Fund Budget for 2026/27.

   1.2. To update Cabinet on the Autumn Statement plus UK Fiscal Policy.

2. Recommendations

   2.1. That the General Fund budget position detailed within the report is noted.

   2.2. That an update on the General Fund 2026/27 budget be presented to Cabinet in February 2026 once the NNDR1 is finalised and the Local Government Financial Settlement has been announced.

   2.3. That the Chairs of Overview & Scrutiny Panels are notified of the budget proposals in line with the Constitution.

2.4. That Cabinet note and recommend to Full Council the approval of the Council Tax base for 2026/27 increase from 40,809.30 to 41,369.00 as per 5.2 of the report and the surplus on the Council Tax Fund detailed in paragraphs 5.2 and 5.3.

3. Background

3.1. Nuneaton and Bedworth Borough Council (the Council) along with all local authorities across England have seen significantly reduced funding from central government since austerity measures were introduced and the need to generate savings and increase income has been ongoing.

3.2. Funding of services is not set to increase, and the Council is committed to continuous improvement and strong financial governance. To enable generation of savings that are required, a Transformation and Improvement Strategy is being produced and will be reported to Health and Corporate Resources Overview and Scrutiny Panel and Cabinet early in 2026.

3.3. In addition, the budget setting approach will alter after adoption of a new transformation strategy plus changes with Local Government Reorganisation. A further report will be presented to the Scrutiny Panel later in 2026 as an update.

4. Fiscal Policy and Autumn Statement

4.1. In June 2025, the Fair Funding Review 2.0 consultation was released and ran until August 2025. This review has been long awaited and a multi-year settlement from 2026/27 to 2028/29 was expected.

4.2. The consultation was responded to by the S151 Officer in consultation with the Leader and portfolio holder for Resources and Central Services.

4.3. The Government's response to the consultation has been released on 20th November alongside the Local Government Finance Policy Statement. Local government finance policy statement 2026-27 to 2028-29 - GOV.UK

4.4. An update is generally provided to Cabinet on the Chancellor's Autumn Statement, which is usually released in October, but this has been delayed to 26th November 2025. The Policy Statement has been released in advance of the Autumn Statement which is a reverse to the normal order of announcements.

4.5. It is expected that the detailed Local Government Finance Settlement will not be received until mid-December in line with previous years. It was hoped that this would be earlier in readiness for 2026/27 budget setting.

4.6. The Policy Statement has provided clarity on the grants to be rolled up into the final settlement plus basis for the allocations of funding.

4.7. Council Tax referendum limit remains at the higher of £5 or 3% and it is expected that full use of the flexibilities are taken to support the funding baseline for the Council. This is no different to previous years.

4.8. As expected, New Homes Bonus and the Employer NIC grants are to be rolled up into the overall settlement and allocations for the new burden of food waste collection is likely to be included within the core spending power allocation.

4.9. Homelessness is to see an increase in funding which should benefit the Council however the overall summary picture suggests a fall in funding allocated to lower tier authorities and an increase to upper tier.

4.10. Transitional protection arrangements have been announced for those that are negatively impacted and local authorities will move to their Fair Funding Assessment in increments of one third over the multi-year settlement. In addition, any authority whose income falls as a result of the changes will see income protection through a range of funding floor levels.

4.11. The impact on funding for the Council is still being considered as the timeframe between release of the Finance Policy Statement and reporting of the draft budget has not provided adequate time to analyse the detail in full.

4.12. Once the settlement has been issued, a summary of the outcome alongside the impact to the current draft budget will be provided informally to the leaders of all groups in preparation for the final budget reports.

5. Draft Budget

5.1. The draft budget as presented has the following assumptions and increases proposed.

- 3% pay award
- Food waste for 9 months of 2026/27
- Inflation on contracts where unavoidable
- Increase for pension costs after triennial valuation
- Borough Election costs
- Treasury updates on MRP and interest costs
- Income for regeneration sites in Nuneaton

- External audit increases for buildback work
- Reduction in Planning fee income
- Income for the new leisure contract is NOT included at this stage as the contract isn't finalised

Funding

5.2. No Council Tax increase has been included in the draft budget, but the Council Tax Base has increased to 41,369.0 (previously 40,809.3) due to housing growth providing an additional £152k in income. As noted at 4.7, referendum limits have not altered and the maximum the Council can increase its charge by is 3%. The following table shows the impact of varying increases:

	1%	2%	2.99%	£5
Additional Income	£111,181	£224,609	£335,790	£206,845

5.3. In addition to tax base growth, the fund is forecast to be in a surplus position by the end of 2025/26. The Council's share of the surplus is proposed as £101k.

5.4. NNDR income has been left as the same value as 2025/26 whilst more information is gathered regarding the expected precept due. With the full reset plus full revaluation both undertaken for 2026/27, this funding element has been one of the higher risk areas.

5.5. No surplus or deficit is built into the draft budget for NNDR but will be presented informally to group leaders once the NNDR1 form is complete.

5.6. It has been assumed at this stage that an additional £2.9m in grant funding will be received between years. This results in the Council's total income growth of £501k between years in the draft. As noted earlier in the report, a detailed review of the Policy Statement is underway.

5.7. The draft position on the General Fund is currently a £3.54m deficit. This however is very much a worst case scenario. More detailed work is being undertaken regarding the funding due and there is potential for movement on the contractual inflation included plus income for the leisure contract to be updated.

	2026/27 Draft £'000
Portfolio Expenditure	25,979
Central Provisions	-1,151
Funding	-21,285
Deficit	3,543

5.8. As noted in 5.1, food waste is a new burden in 2026/27 but due to the long lead in time to secure the vehicles required to collect the food waste, only 9 months' of costs have been included in the draft at this stage. The Assistant Director – Environment and Enforcement is liaising with DEFRA regarding the delay and will update if any changes to the budget are required.

5.9. The triennial valuation of the pension fund has been undertaken but has not yet been reported to the Council. The draft position is due early in December and at this stage, it is assumed that there will be an increase of £165k in 2026/27. Further detail on the final position will be included in the final budget report.

5.10. Fees and charges have not been increased in the draft budget and leaders of all groups can consider this as part of their final proposals.

5.11. In previous years a vacancy savings target of £500k has been included within the budget. This is not included in the draft and is a saving that can be considered in final proposals.

6. The Future

6.1. A transformation strategy is in the process of finalisation and will be reported to the scrutiny panel and Cabinet early in 2026. This will be the starting point for targeted savings. Nothing is built into the budget at this stage.

6.2. Cabinet are going to review the line item detail of the draft budget alongside the financial settlement, implementing savings and growth items as necessary.

7. Conclusion

7.1. The funding picture is becoming more certain but with the introduction of LGR, the resources allocated to districts and boroughs appears to be reducing. The Council may need to look to review what can be afforded and potential income generation to enable continuation of discretionary services.

7.2. Earmarked reserves are available for use when required for one-off support but should not be used to support ongoing budget pressures. Difficult decisions are required to ensure the Council remains in a stable financial position.

8. Consultation with the public, members, officers and associated stakeholders

8.1. A full budget consultation was approved for release to the public, and the outcomes will be known early in January. The responses will be utilised to help form the final budget proposals.

8.2. Strategic Directors, Assistant Directors and Cabinet have all been consulted in the draft budget proposals. Additional consultation will be undertaken with all group leaders as part of the final budget proposals.

9. Legal Implications

9.1. The Council is required by section 33 of the Local Government Finance Act 1992 (“the Act”) to calculate for each financial year the basic amount of its council tax. The basic amount of council tax must be calculated from the Council Tax base. This base is created by applying a prescribed formula under the Local Authorities (Calculation of Council Tax Base) Regulations 2012. Furthermore, in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012 the Council Tax base for the authority must be agreed and notified to major precepting bodies before the 31 January 2026.

10. Equalities implications

10.1. A review has been undertaken and it has been identified that no assessment is required.

11. Health implications

11.1. No specific health implications have been identified.

12. Climate and environmental implications

12.1. No direct climate and/or environmental implications have been identified.

13. Section 17 Crime and Disorder Implications

13.1. No direct Section 17 crime and disorder implications have been identified.

14. Risk management implications

14.1. No direct risk management implications have been identified.

15. Human resources implications

15.1. No direct human resource implications have been identified.

16. Options considered and reason for their rejection

16.1. The draft budget considers all opportunities and risks therefore an options appraisal isn't required.

17. Appendices

17.1. Please note there are no appendices attached to this report.

18. Background papers

18.1. Please note there are no background papers attached to this report.

19. Report Writer Details:

Officer Job Title: Strategic Director – Corporate Resources

Officer Name: Vicki Summerfield

Officer Email Address: Victoria.summerfield@nuneatonandbedworth,gov.uk

AGENDA ITEM NO. 13e

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Cabinet

Date of Meeting: 3rd December 2025

Subject: Capital Monitoring Quarter 2

Portfolio: Resources & Central Services

Responsible Officer: Assistant Director - Finance

Corporate Plan – Theme: Your Council

Corporate Plan – Aim: Deliver continued forward financial planning to safeguard the finances of the Council

Ward Relevance: All

Forward Plan: Yes

Subject to Call-in: Yes

---

1. Purpose of report

1.1. To update on the Council's Q2 forecasted outturn position on capital expenditure for both the General Fund and Housing Revenue Account (HRA).

2. Recommendations

2.1. To consider the Q2 forecasted capital outturn position for 2025/26 for the General Fund and HRA.

2.2. To note updates to the budget approved by Cabinet in June 2025 and detailed in section 5.

2.3. To note updates to the budget after Delegated Officer and Cabinet Member Decisions in May and October 2025 as detailed in section 5 of the report.

2.4. To recommend to Council an update to the budget for UKSPF projects as detailed in section 5.

2.5. To recommend to Council two new S106 funded projects, detailed in section 5.

3. Background

3.1. Nuneaton and Bedworth Borough Council has a large capital programme to provide community value and improve facilities. The Q2 outturn position for 2025/26 updates on how the programme is progressing.

4. Body of report

4.1. The Council's capital programme covers many projects for both the General Fund and Housing Revenue Account.

4.2. General Fund projects are developed in line with strategies reported to Cabinet/Council and are funded through Section 106 developer contributions, grant funding (from the Government and other external providers), internal and external borrowing plus capital receipts generated through asset sales.

4.3. HRA projects are mainly for refurbishment of council houses, disabled adaptations to council housing plus new build. They are funded from HRA reserves, capital receipts from Right to Buy plus grant income.

4.4. The capital budget for 2025/26 of £56,918,282 was approved in February 2025 with further updates being approved July 2025 and October 2025 resulting in the current budget £71,055,938.

4.5. A summary of the General Fund and HRA forecasted expenditure versus budget is below alongside financing of the programme with further detail included in Appendix 1.

	Approved Budget £	Forecast Actual £	Variance £
Business and Regeneration	19,195,173	17,889,866	(1,305,307)
Resources and Central Services	358,245	358,245	0
Leisure, Communities and Health	25,262,974	23,319,351	(1,943,623)
Environment and Public Services	0	0	0
Housing	8,999,027	7,149,027	(1,850,000)
Planning and Enforcement	0	0	0
Capital General	50,000	50,000	0
General Fund	53,865,419	48,766,489	(5,098,930)
HRA	18,070,519	18,114,095	43,576
Total	71,935,938	66,880,584	(5,055,354)

General Fund

4.6. The Parks Revival project will slip into 2026/27 as a further tender exercise is required. Some costs have been incurred and a small spend has been forecast for the year.

4.7. Vehicle Replacements and Food Waste materials are the main variations on Leisure, Communities and Health. These costs will still be incurred but are more likely to be in 2026/27 due to timeframes to order.

4.8. In addition, on Leisure, Communities and Health, £323k for footpaths, cycleways and community parks will be starting in the spring and therefore will be carried forward into 2026/27.

4.9. The underspend on Housing is due to an estimated budget of £2.3m included in 2025/26 for Warm Homes Grants. The allocation has been phased over three years at a total of £3.2m with £0.45m due to the Council in 2025/26.

HRA

4.10. The capital budget for the HRA was approved as £15,869,662 in February 2025 with further updates being approved in July 2025. There has been another minor update of £30,000 to add a UKSPF project in for CCTV which results in the current budget £18,070,519.

4.11. Management of the HRA capital programme is based on scheduled works and progression of new build and acquisition targets. The budget as a whole is utilised by need of the customer and the most efficient use of resources to ensure value for money and will therefore fluctuate against the initial forecasted expenditure by line in any one year.

4.12. The variance against the budget is in relation to fire remedial works needing to be completed due to 2 fire instances. This variance is financed by a contribution from revenue.

Capital Reserves

4.13. Reserves are held by the Council for capital purposes either generated through sales of assets, setting aside sums from underspends or receipts of grants for capital purposes.

4.14. The Council's capital reserve position at the end of March 2025 is as follows.

	2024/25 £
Capital Receipts	622,011

Capital Grants	15,112,116
Earmarked Reserves	3,338,937
GF Total	19,073,064
Capital Receipts	1,532,667
1-4-1 Receipts	3,670,289
Earmarked Capital	3,773,387
Major Repairs Reserve	1,830,421
HRA Total	10,806,764
Total Capital Resources	29,879,828

4.15. Capital reserves are allocated against specific projects with no residual unallocated amount available. This poses risks to any movement in the projected capital expenditure as there is nothing available to cover any fluctuations in expenditure.

5. <u>Budget Updates</u>

5.1. It was approved in June 2025 to offer a maximum of £1.5m to the leisure contractor as part of the tender exercise to enable them to spend on the facilities plus refurbish Pingles Leisure Centre changing rooms. This is to be funded by internal borrowing and the MRP cost will be covered by the contractor payment over the life of the contract.

5.2. A report to fund £150k for a new substation at the Pingles Leisure Centre was also approved in June 2025 and is funded by earmarked reserves.

5.3. A business case for £10k for digitisation of cemeteries records was approved at Corporate Programme Review Board, funded by the Transformation Reserve. The budget has been updated to include this.

5.4. The Chief Executive approved by delegated decision to install active harmonic filtration due to power fluctuations at the Pingles Leisure Centre of £120k. An emergency decision was required as without the works commencing, the decarbonisation project was at risk. The work is funded by General Fund general reserve balance which is currently sat at £2.3m and is well within prudent levels.

5.5. A delegated decision to approve a Memorandum of Understanding with MHCLG for £1.5m was made by Strategic Director – Corporate Resources. This funding has been offered under the title of Pride in Place Impact Fund and is to support regeneration of the Town Centres. £750k will be received in year.

5.6. A Delegated Cabinet Member decision was approved by the portfolio holder for Resources and Central Services in May 2025 for an increase to the Boundary Paddocks budget of £100k. This is funded by capital reserves

UKSPF

5.7. Funding for specific projects has been allocated as follows:

- £64k Grayson Place public realm works
- £183k Queens Road Educational Facility roof repairs
- £15k Town Hall public realm works
- £10k Improve Allotment provision
- £15k Improvements to Pauls Land sports field
- £30k for CCTV in priority areas (HRA project)

5.8. The above are recommended to be included in the budget for 2025/26 and are fully funded from UKSPF.

5.9. A review of S106 funding has been undertaken and two projects have been identified that will need completing by March 2026. The following projects are for meadow creation at Freesland/Poplar Tree Farm (Whittleford) of £21,219.47 and Tiverton Drive Park area of £25,779.37. If approved by Council, these will have tenders out before Christmas.

6. Conclusion

6.1. The capital programme is fully funded in its present form. The biggest risks to the Council are inflation, price increases for building supplies plus any delays which could occur result in funding being withdrawn.

6.2. Adjustments to the programme in light of the difficulties around cost and delivery will be reported to Cabinet but projects are continually under review for viability. Interest rates on projects where prudential borrowing is required will be carefully assessed for affordability prior to progressing.

7. Appendices

7.1. Appendix 1 – Quarter 2 Forecast General Fund Capital Outturn 2025/26

7.2. Appendix 2 – Quarter 2 Forecast Housing Revenue Account Capital Outturn 2025/26

8. Background papers

8.1. Capital Budget 2025/26 reported February 2025

8.2. Leisure Operator Procurement Award Reported June 2025

8.3. Pingles Carbonisation Update reported June 2025

8.4. Capital Outturn 2024/25 reported July 2025

9. <u>Report Writer Details:</u>

Officer Job Title: Strategic Director – Corporate Resources
Officer Name: Vicki Summerfield
Officer Email Address: Victoria.summerfield@nuneatonandbedworth.gov.uk

APPENDIX 1

GENERAL FUND CAPITAL MONITORING
AS AT SEPTEMBER 2025

Project	Approved Budget	Current Forecast	Forecast Variance	Comments
Grayson Place	13,846,205	13,846,205	0	
Bridge to Living	1,159,602	1,159,602	0	
Wheat Street Junction	140,000	140,000	0	£250k budget moved to Bridge to Living
Emobility Hub	250,000	250,000	0	
Corporation Street	140,000	140,000	0	£250k budget moved to Bridge to Living
George Eliot Visitor Centre	222,500	222,500	0	
Parks Revival	1,605,307	300,000	(1,305,307)	Carry forward to 2026/27
The Saints	12,812	12,812	0	
Bedworth Market	669,664	669,664	0	
Town Hall - Office Reconfiguration	60,450	60,450	0	
Pride in Place Impact Fund	750,000	750,000	0	
Car Park Ticket Machines	155,706	155,706	0	
22 Queens Road - Educational Facility	182,927	182,927	0	UKSPF
Business and Regeneration	19,195,173	17,889,866	(1,305,307)	
ICT Strategy Programme	100,000	100,000	0	
Camp Hill	200,000	200,000	0	
Planning & Land Charges Software (IDOX)	47,826	47,826	0	
Digitalisation of Cemetery Records	10,419	10,419	0	
Resources and Central Services	358,245	358,245	0	
Bedworth Physical Activity Hub (BPAH)	17,380,376	17,380,376	0	
Pingles LC Decarbonisation	2,180,791	2,180,791	0	
Pingles External Steel Columns	276,756	276,756	0	
Pingles Substation and AHF	270,000	270,000	0	
Sandon/Weddington Cycleway	238,494	100,000	(138,494)	Carry forward to 2026/27
Coronation Walk Footpath/Cycleway	242,413	100,000	(142,413)	Carry forward to 2026/27
Clovelly Way Footpath	31,675	0	(31,675)	Carry forward to 2026/27
Lilleburne Play Area	26,448	26,448	0	

Bermuda Balancing Lake	19,835	19,835	0	
Leisure Strategy	106,008	106,008	0	
Marleborough Road Community Park	23,460	23,460	0	
Sorrell Road Community Park	63,630	63,630	0	
Pauls Land Pavillion	10,500	0	(10,500)	Carry forward to 2026/27
Pingles & Jubilee Investment Programme	1,500,000	1,500,000	0	
Town Hall - Public Realm Improvements	15,000	15,000	0	
Grants - Allotment Provision	10,000	10,000	0	
Improvements to Paul's Land sports fields	15,000	15,000	0	
Sandon Park/Jack Whetstone Pavillion	26,859	26,859	0	
Cemetery Works	24,611	24,611	0	
Community Centre Grants	73,017	73,017	0	
Buttermere Recreation Ground Redevelopment	22,100	22,100	0	
Environment Bill Food Waste Grant	981,000	0	(981,000)	Carry forward to 2026/27
Major Repairs	411,460	411,460	0	
Vehicle & Plant Replacement	1,313,541	674,000	(639,541)	Carry forward to 2026/27
Leisure, Communities and Health	25,262,974	23,319,351	(1,943,623)	
Empty Homes Works in Default	40,000	40,000	0	
Disabled Facilities Grants - HEART	6,359,027	6,359,027	0	
Empty Property Loans	100,000	100,000	0	
Boundary Paddock - Utility Block	200,000	200,000	0	
Warm Homes Local Grant	2,300,000	450,000	(1,850,000)	Adj to budget - only £450k for 2025/26
Housing	8,999,027	7,149,027	(1,850,000)	
Capital: General	50,000	50,000	0	
TOTAL GENERAL FUND	53,865,419	48,766,489	(5,098,930)	

HOUSING REVENUE ACCOUNT CAPITAL MONITORING
AS AT SEPTEMBER 2025

Project	Approved Budget	Current Forecast	Forecast Variance	Comments
Decent Homes	1,199,000	1,199,000	0	
Roof Coverings/Modifications	1,500,000	1,500,000	0	
Windows & Doors	764,451	764,451	0	
Door Entry Scheme	12,375	12,375	0	
Shops Improvements	50,000	50,000	0	
New Properties (Construction)	5,562,347	5,562,347	0	
Byford Court - Rebuild	44,803	44,803	0	
Fire Safety Works	2,288,833	2,288,833	0	
Cleaver Gardens	120,000	120,000	0	
Electric Storage Heating	80,000	80,000	0	
External Areas for Improvements	130,093	0	(130,093)	
Road Surfacing	25,000	0	(25,000)	
Drainage Renewals	12,940	0	(12,940)	
Balconies and Balustradies	18,352	0	(18,352)	
External Fabric	304,843	204,843	(100,000)	
EPC Programme	70,000	70,000	0	
Concrete/Structural Repairs	402,188	302,188	(100,000)	
Level Access Showers	530,888	530,888	0	
Aids & Adaptations	950,000	950,000	0	
Central Heating	950,000	900,000	(50,000)	
Garages	25,000	25,000	0	
Slabs to Tarmac	130,356	130,356	0	
Lift Renewal Works	100,000	0	(100,000)	
District Heating Upgrade Works	50,000	50,000	0	
PIR Electrical Works (Sheltered Housing & Communal)	450,000	400,000	(50,000)	
Voids	1,113,750	1,600,095	486,345	

EWI	755,300	755,300	0	
Housing Management System	200,000	200,000	0	
Contingency	200,000	300,000	100,000	
Fire Damage Properties	0	43,616	43,616	
CCTV in Prority Locations	30,000	30,000	0	UKSPF
Total HRA	18,070,519	18,114,095	43,576	