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Date: 18<sup>th</sup> May 2026

Dear Sir/Madam,

A meeting of the **CABINET** will be held in the Council Chamber, Town Hall, Nuneaton, on **Wednesday, 27<sup>th</sup> May 2026** at **6.00 p.m.**

Yours faithfully,

Tom Shardlow

Chief Executive

To: Members of Cabinet

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The Council is committed to providing a safe and respectful environment for our employees, customers and elected members. As such, please be advised that any form of abuse, aggression, or disrespectful behaviour towards our team will not be tolerated under any circumstances.

## **AGENDA**

### **PART I**

#### **PUBLIC BUSINESS**

##### 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.

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

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

##### 3. **DECLARATIONS OF INTEREST**

To receive declarations of Disclosable Pecuniary and Other Interests, in accordance with the Members' Code of Conduct.

###### **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.

4. MINUTES - To confirm the minutes of the Cabinet meeting held on the 22<sup>nd</sup> April 2026 **(Page 7)**.
5. PUBLIC CONSULTATION – Members of the Public will be given the opportunity to speak on specific agenda items, if notice has been received.  
Members of the public will be given three minutes to speak on a particular item and this is strictly timed. The Chair will inform all public speakers that: their comments must be limited to addressing issues raised in the agenda item under consideration: and that any departure from the item will not be tolerated.  
The Chair may interrupt the speaker if they start discussing other matters which are not related to the item, or the speaker uses threatening or inappropriate language towards Councillors or officers and if after a warning issued by the Chair, the speaker persists, they will be asked to stop speaking by the Chair. The Chair will advise the speaker that, having ignored the warning, the speaker's opportunity to speak to the current or other items on the agenda may not be allowed. In this eventuality, the Chair has discretion to exclude the speaker from speaking further on the item under consideration or other items of the agenda.
6. STRATEGIC AUTHORITIES AND PLANNING UPDATE report of the Chief Executive attached **(Page 18)**
7. SECTION 106 MONITORING SYSTEM – BUDGET VARIATION report of the Assistant Director – Planning attached **(Page 32)**
8. TRANSFORMATION STRATEGY report of the Assistant Director – Digital & Business Change attached **(Page 40)**
9. ICT SECURITY POLICY report of the Assistant Director – Digital & Business Change attached **(Page 57)**
10. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY PANEL  
None

11. ANY OTHER ITEMS - which in the opinion of the Chair of the meeting should be considered as a matter of urgency because of special circumstances (which must be specified)

# Nuneaton and Bedworth Borough Council Corporate Plan Building Communities 2025 – 2029

*United in Achievement.*

## **Theme 1: Place and Prosperity**

### **Strategic Aims:**

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

## **Theme 2: Housing, Health and Communities**

### **Strategic Aims:**

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

## **Theme 3: Green Spaces and Environment**

### **Strategic Aims:**

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

## **Theme 4: Your Council**

### **Strategic Aims:**

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

**NUNEATON AND BEDWORTH BOROUGH COUNCIL**

**CABINET**

**22<sup>nd</sup> April 2026**

A meeting of Cabinet was held on Wednesday 22<sup>nd</sup> April 2026 in the Council Chamber at the Town Hall.

**Present**

Councillor S. Hey (Leader and Resources & Central Services) (Chair)  
Councillor C. Watkins (Deputy Leader and Housing)  
Councillor B. Hughes (Leisure & Health)  
Councillor K. Price (Communities & Public Services)  
Councillor N. King (Business & Regeneration)

CB118**Apologies**

Councillor T. Venson (Planning & Enforcement)

CB119**Declarations of Interest**

**RESOLVED** that the Declarations of Interest for this meeting are as set out in the Schedule published on the website.

CB120**Minutes**

**RESOLVED** that the minutes of the Cabinet meeting held on 4<sup>th</sup> March 2026, be approved, and signed by the Chair

CB121**Pay Policy Statement 2026/27**

The People Services Manager submitted a report to Cabinet to provide an overview of the Pay Policy Statement for 2026/2027

**RESOLVED** that

- a) the proposed Pay Policy Statement for 2026 – 2027 be endorsed and the statements for previous years be noted; and
- b) it be recommended to Council that the Pay Policy Statement for 2026 – 2027 and for previous years 2024 – 25, and 2025 – 26 be ratified and published as required by Section 38 of the Localism Act 2011

**SPEAKERS:**

None

**Options**

- Do nothing – Rejected as under the Localism Act 2011, all Council's must publish a Pay Policy Statement.

**Reasons**

Under the Localism Act 2011, all Council's must publish a Pay Policy Statement.

**CB122 Adoption of Supplementary Planning Documents (SPD's)**

The Assistant Director – Planning submitted a report to Cabinet updating members on the responses received to the SPD's consultation and to seek approval to recommend to full council to adopt.

**RESOLVED** that

- a) it be recommended to Full Council the adoption of the Affordable Housing SPD (2026), Health Impact Assessment SPD (2026), Heritage SPD (2026), Creating a Healthier Food Environment - Hot Food Takeaways SPD (2026), Sustainable Design and Construction SPD (2026) and Transport Demand Management Matters – Parking Standards SPD (2026).
- b) delegated authority be given to the Assistant Director for Planning, in consultation with the Portfolio Holder for Planning and Enforcement, to make any minor amendments to the SPDs prior to consideration at Full Council.
- c) subject to Full Council adoption, the Affordable Housing SPD (2020), Health Impact Assessment SPD (2021), Planning for a healthier area – hot food takeaways SPD (2020), Sustainable Design and Construction SPD (2020), Transport Demand Management Matters – Parking Standards SPD (2022) and Car Parking Standards Supplementary Planning Guidance (2003) be formally revoked in accordance with the Town and Country Planning Act 1990.

**SPEAKERS:**

County Councillor Keith Kondakor  
Councillor Michele Kondakor

**Options:**

- Not to recommend the adoption of the SPD's to full council - Rejected – The adoption of the SPDs will provide supplementary planning guidance in accordance with the commitments set out in the adopted Borough Plan Review (2021-2039) and latest Local Development Scheme (December 2025). The SPDs will provide greater certainty to applicants and developers preparing applications for submission. Having a suite of updated SPDs will likely assist with improving the quality of planning applications, which helps to accelerate the planning process whilst achieving better outcomes for the community.

**Reasons:**

The adoption of the SPD's will provide supplementary planning guidance in accordance with the commitments set out in the adopted Borough Plan Review (2021 – 2039).

**CB123 Gas Supply and Associated Services Contract**

A report by the Assistant Director – Democracy & Governance and Assistant Director – Assets & Compliance submitted a report seeking Cabinet approval to award a new service contract with the Eastern Shires Purchasing Organisation (ESPO).

**RESOLVED** that

- a) the procurement and award of a new service contract with ESPO for the procurement of gas from 1 April 2027 to 31 March 2031 be approved;
- b) the award of a gas supply contract for the same period to Total Energies Gas and Power Limited via the ESPO Gas Supply Framework be approved; and
- c) delegated authority be given to the Assistant Director – Democracy & Governance and the Assistant Director – Assets & Compliance to award and enter into the contracts.

**SPEAKERS:**

County Councillor Keith Kondakor

Options:

- Do nothing – Rejected - This will mean the Council is no longer under contract, resulting in non-compliance with the Procurement Regulations but also, increased rates and higher tariffs.
- Undertake own Tender Process rather than using a Framework Agreement - The Council did consider undertaking its own tender however, it currently does not have the capacity or industry knowledge to procure gas itself due to the complexities of the market. Furthermore, doing so would reduce economies of scale and present a risk of non-supply as the Council on its own may not be attractive enough in isolation to attract sufficient competition
- Utilise the Crown Commercial Services Framework - as per 6.5.1 of the report, it's the same supplier as the supplier proposed under the ESPO framework. Furthermore, ESPO have recently procured and awarded the new gas supplier framework so it's very recent and up to date in terms of the market. It would also mean the Council's electricity and gas supply contract are under the same framework provider for consistency of information and account management. Furthermore, ESPO is a centrally located organisation, with their headquarters based at Enderby Leicestershire. Given the proximity to Nuneaton and Bedworth, it also makes economic sense to utilise ESPO as it supports the local economy and job market more locally, whereas Crown Commercial Services is a service area of Central Government operating nationally.
- Utilise the Yorkshire Purchasing Organisation Framework - as per 6.5.2 of the report, it's a different supplier proposed under the ESPO framework. This would mean the Council's electricity and gas contracts would be operated by different suppliers. Furthermore, ESPO have recently procured and awarded the new gas supplier framework so it is very recent and up to date in terms of the market. It would also mean the Council's electricity and gas supply contract are under the same framework provider for consistency of information and account management. As per option above, ESPO is a centrally located organisation, with their headquarters based at Enderby Leicestershire. Given the proximity to Nuneaton and Bedworth, it also makes economic sense to utilise ESPO as it supports the local economy and job market more locally, whereas Crown Commercial Services is a service area of Central Government operating nationally.

- Utilise the West Mercia Energy route to market:

- Option 1

As per 6.5.3.1 of the report, the single supplier is the same as the proposed ESPO supplier. Therefore, the justification under C applies to this.

- Option 2

The Council could undertake a mini-competition process but the time to undertake this could be up to 6 months from commencement to award of contract, at which point, the Council has lost 6 months of forward purchasing its gas via ESPO or another single supplier framework, which in turn could place a financial risk on the authority with higher rates/tariffs. Noting the recent geopolitical instability, this could impact wholesale pricing and place additional pressure on Council financials. However, it could provide cheaper rates but noting geopolitical instability and the impact already seen on petrol and diesel pricing, it is likely to increase. Furthermore, as per option C, ESPO is a centrally located organisation, with their headquarters based at Enderby Leicestershire. Given the proximity to Nuneaton and Bedworth, it also makes economic sense to utilise ESPO as its supports the local economy and job market more locally, whereas Crown Commercial Services is a service area of Central Government operating nationally.

Reasons:

ESPO provides a compliant, cost-effective, and low-risk route to the procurement of gas for the Council for the period 2027–2031. The approach offers budget certainty, economies of scale, and continuity with existing supply arrangements

**CB124 Bedworth Regeneration and Investment Plan**

The Assistant Director – Economy & Regeneration provided an update to Cabinet on the progress of the Bedworth Pride in Place Fund (Believe in Bedworth).

**RESOLVED** that

- a) the update and priorities for the Bedworth Pride in Place Fund ‘Believe in Bedworth’ be noted; and
- b) it be recommended to Council that an increase to the Bedworth Market refurbishment budget of £25k, as detailed at Section 6 of this report be approved.

**SPEAKERS:**

Councillor Rob Roze

Options:

- a) To not approve the recommendations would create a shortfall in funding and delay progress on the Bedworth Market improvements

Reasons:

To update Cabinet and ensure compliance with the legal implications contained in the Technical Guidance.

**CB125**Culture Update

The Assistant Director – Recreation & Culture submitted a report to Cabinet on actions being delivered following the adoption of the Culture Strategy and to update regarding project delivery.

**RESOLVED** that

- a) the report to develop a large-scale public art event be noted and endorsed;
- b) delegated authority be given to the Strategic Director for Corporate Resources and Strategic Director for Public Services in consultation with the Assistant Director for Recreation & Culture, the Portfolio Holders for Leisure & Health and, Resources & Central Services to fully implement the project to develop a large-scale public arts event programme during 26/27 and 27/28; and
- c) it be recommended to Council that:
  - i) the 2026/2027 General Fund Revenue budget be amended to include the grant funding of £750,000; and
  - ii) delegated authority be given to the Assistant Director – Recreation and Culture to enter a contract with Artichoke Trust to deliver the programme.

**SPEAKERS**

Councillor Michele Kondakor

Options

- Not approve entering the funding agreement – Rejected - this would prevent national coverage of Nuneaton and Borough within the Cultural landscape and reduce the accessibility of large-scale cultural events to residents of the Borough.

Reasons

The delivery of the proposed program will help deliver recommendations within the borough's adopted Culture strategy.

**CB126**Cemeteries Regulation Update

The Assistant Director – Recreation & Culture submitted a report to Cabinet presenting the updated Cemeteries Regulation and to update on the new contract with Deceased Online in relation to the operational procedure and fees for genealogy requests.

**RESOLVED** that

- a) the Council Policy for cemetery regulations and operations be adopted
- b) the update provided regarding the new contract with Deceased Online be noted; and

- c) delegated authority to the Assistant Director – Recreation & Culture in consultation with the Portfolio Holder Leisure and Health to implement the operational procedure for genealogy requests and Deceased Online.

**SPEAKERS**

Councillor Michele Kondakor

Options

- Do nothing – Rejected - the existing regulations are from 2021 and required a refresh and update. Improving the accessibility of data, via an online platform improves the service for customers and manages payment transfers directly for purchases.

Reasons

All local authority managed cemeteries are subject to standards and conditions known as “Cemetery Rules and Regulations”. These are designed to inform all cemetery users about the management of the cemeteries and the reasonable requirements applicable to them.

**CB127 Development Management Funding and Local Plan Implement Funding Awarded by Ministry for Housing, Communities and Local Government (MHCLG)**

The Assistant Director – Planning submitted a report to update Members on two sets of grant funding awarded to the Planning Department by the MHCLG.

**RESOLVED** that

- a) the MHCLG Development Management Funding and Local Plan Implementation Funding received by the Planning Department in 2026/27 be noted;
- b) the proposals to spend the Development Management Funding and Local Plan Implementation Funding during the financial year 2026/27 be noted.
- c) the conditions set by MHCLG in relation to the spending of these grants be noted.
- d) it be recommended to Full Council that;
- i) the 2026/27 General Fund Planning Budget be updated to account for:
- The Development Management Grant Funding of £92,340.78, and
  - The Local Plan Implementation Grant Funding of £108,474.57.
- ii) delegated authority be given to the Strategic Director for Public Services and the Assistant Director for Planning to spend the funding in consultation with the Portfolio Holder for Planning and Enforcement.

**SPEAKERS**

County Councillor Keith Kondakor

### Options

- Not to note the recommendations - Rejected – MHCLG has awarded the authority funding to support delivery of statutory planning functions under the new local plan making system. The funding provides essential capacity, specialist support and digital tools. Failure to recognise and progress the funded activities may undermine the authority's ability to meet its statutory deadlines and legislative requirements.

### Reasons

Grant funding must be spent within the financial year 2026/2027. NBBC is required to comply with MHCLG's monitoring, reporting and evaluation requirements.

## CB128 **Contract Variation – Finance Systems (Unit 4 Enterprise Resources Planning Solutions)**

The Assistant Director – Finance submitted a report to Cabinet seeking approval to uplift the value of existing procured contracts, to absorb the spend in relation to the purchase ordering system.

**RESOLVED** that the increase to financial values as detailed in paragraph 4.4 of the report be approved.

### **SPEAKERS**

None

### Options

- Do nothing – Rejected - the Council would not be able to acquire goods and services from suppliers to deliver services from 31st May 2026.
- Procure a new system specifically for acquiring goods and services. – Rejected - this would be time-consuming and require a bulk of additional work for the finance team to transfer data from the existing system to a new system once the full procurement exercise concluded.

### Reasons

Procurement regulations allow an uplift in value of up to 50% of the original contract value. The proposal is for 22.55% of the original contract. Advice and guidance has been sought from the Procurement Team and as the value of the variations exceeds £50,000, cabinet approval is required as per the Contract Procedure Rules.

## CB129 **Recommendations from Overview and Scrutiny Panels**

### **a) Environment and Leisure OSP – 26<sup>th</sup> March 2026**

#### **Lawn Burial Provision**

At its meeting the panel considered the report on the continued provision of lawn burial space within the Borough. The report was updated by Assistant Director – Recreation & Culture that included the recommendations put forward by the panel for Cabinet consideration.

It was **RESOLVED** that

- a) Subject to the Strategic Directors for Resources and for Culture & Environment, in consultation with the Portfolio Holders for Resources &

Central Services and for Leisure & Health, being able to identify the £95,000 funding required to deliver the works:

- i) the options identified within section 6 of the report be approved and support the proposed allocation of £95,000, as detailed in section 6 of the report, for works at Bucks Hill and Oaston Road Cemeteries, and the corner plot at Attleborough Cemetery, to deliver additional lawn burial plots and extend the lawn burial timescale in the Borough; and
  - ii) a further report will be brought back to Cabinet to confirm the funding arrangements and to seek delegated authority for officers to deliver the works within the proposed £95,000 budget, both of which will be subject to a recommendation to Full Council to amend the budget.
- b) further to section 4 of the report, delegated authority be given to the Strategic Directors for Resources and for Culture & Environment, in consultation with the Portfolio Holders for Resources & Central Services and for Leisure & Health, to undertake consultation at the earliest opportunity to explore the potential use of the upper area of the Garden of Remembrance at Bucks Hill Cemetery for lawn burials;
  - c) existing lawn burial sections at Bucks Hill Cemetery be infilled across the whole of the cemetery, rather than in part;
  - d) Officers be instructed to clear the compound at Bucks Hill Cemetery as soon as reasonably practicable and to investigate the requirement for the existing 3-metre access road running through the newly identified land, together with the adequacy of available space for arisings, subject to operational and cost considerations;
  - e) Officers clear the shrubs and trees to the right of the chapel at Bucks Hill Cemetery, with an update to be provided to Cabinet within the report referenced in decision 1(b);
  - f) a budget of £100,000 be identified to undertake a feasibility study and subsequent surveys on identified land at Park Lane to assess its suitability as a potential long-term burial ground for Nuneaton, and that a further report on the outcomes, funding options, and recommendations be brought back to Cabinet and Full Council later in the 2026/27 financial year, once a funded option has been identified;
  - g) no recreation ground, including Attleborough and Park Lane Recreation Grounds, be used as future cemetery space, due to the impact on greenspace provision within the Borough;
  - h) no further action be taken at this time in relation to any adjoining land not owned by the Borough Council at Marston Lane, Bedworth, due to cost considerations; and
  - i) Delegated authority be given to the Strategic Directors for Resources and for Communities & Place, in consultation with the relevant Portfolio Holder(s), to develop proposals and identify funding options for the potential repurposing of chapels at Attleborough, Bucks Hill, and Oaston

Road Cemeteries for burial vaults, and to report back to Cabinet and Full Council with recommendations.

**SPEAKERS:**

Councillor Michele Kondakor

**b) Environment and Leisure OSP – 26<sup>th</sup> March 2026**

**Access to Open Water**

At its meeting the panel considered the report on a request by the sea cadets to access an open water site. The panel put forward recommendations for Cabinet consideration.

It was **RESOLVED** that

- a) the Sea Cadets be supported in looking for Private Water Bodies that could meet their activity needs
- b) the use of Borough Lottery funds be approved to establish a community fund to be used for organisations whose aim is to provide youth advocacy where use of open water is a key function and delegated authority given to the Assistant Director - Economy and Regeneration in consultation with the Portfolio Holder for Community and Public Services for establishing this specific community fund application and funding.
- c) Bar Pool Brook on Queen Elizabeth Road be considered.
- d) the Leader writes to Warwickshire County Council (WCC) to explore the feasibility of resurrecting the previously proposed Flood Alleviation Attenuation Lake Scheme within the Borough, and to assess whether such a scheme could also present opportunities to support recreational water use. Although this was reviewed previously by WCC and NBBC in 2023 and not pursued at that time, Cabinet believe it warrants further consideration.

Revisiting this scheme could contribute significantly to flood risk reduction for local residents, while also creating a valuable community asset. In particular, there may be potential to align the scheme with Camp Hill funding and to support outdoor and water-based activities for organisations such as the Sea Cadets and Sea Scouts, for whom access to water forms an important part of their curriculum.

**SPEAKERS:**

County Councillor Keith Kondakor

Eva Thompson

Councillor Christian Smith

Councillor Sue Markham

Councillor Michele Kondakor

**c) Environment and Leisure OSP – 26<sup>th</sup> March 2026**

**Grounds Maintenance Procurement**

At its meeting the panel considered the report on the Grounds Maintenance Procurement feeding back the recommendations of the

working group. The panel put forward recommendations for Cabinet consideration.

It was **RESOLVED** that

a) the contents of the report be adopted with the following amendments:

- i) item 4.3 to come back to Cabinet with a further report with the Housing grounds Maintenance costed separately; and
- ii) an additional item be added for a report detailing who pays for removal of arisings following a burial and that the uses of the chapels be removed from the Grounds Maintenance Contract

For the purposes of amendments to any existing contracts, they be subject to due diligence and if viable, endorsed, noting that further reports may need Cabinet approval to vary contracts in accordance with the contract procedure rules.

**SPEAKERS:**

Councillor Michele Kondakor  
Councillor Christian Smith

**CB130**Any Other Items

None

**CB131**Exclusion of Public and Press

**RESOLVED** that that under section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item, it being likely that there would be disclosure of exempt information of the description specified in paragraph 3 of Part I of Schedule 12A to the Act.

**CB132**Regeneration Projects Update

The Strategic Director – Communities & Place and Strategic Director – Culture & Environment submitted a report for Cabinet on the regeneration projects update.

**RESOLVED** that

- a) the project issues identified be noted.
- b) the allocation of the remaining £280k of Pathfinder Funding to the Grayson Place project be approved;
- c) £247k of UK Shared Prosperity Funding administered by Warwickshire County Council be allocated to the Grayson Place project.
- d) the change to the car parking bay sizes at Bedworth Physical Activity Hub of £20K noting the financial implications in section 9 and risks in section 15 be approved; and
- e) it be recommended to Council the changes to the budget as detailed at Section 8 of this report be approved

**SPEAKERS**

Councillor Rob Roze

Options

- Do nothing – Rejected - Failure to deliver the outcomes mandated by the funding criteria may result in the Council being required to repay all or some of the Pathfinder Funding.

Reasons

Failure to deliver the outcomes mandated by the funding criteria may result in the Council being required to repay all or some of the Pathfinder Funding.

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Chair

**PUBLICATION DATE: 27<sup>TH</sup> APRIL 2026**

**DECISIONS COME INTO FORCE: 6<sup>TH</sup> MAY 2026**

**AGENDA ITEM NO.6**

**NUNEATON AND BEDWORTH BOROUGH COUNCIL**

<b>Report to:</b>	Cabinet		
<b>Date of Meeting:</b>	27 <sup>th</sup> May 2026		
<b>Subject:</b>	Spatial Development Strategies & Strategic Authorities		
<b>Portfolio:</b>	Resources and Central Service/ Planning and Enforcement		
<b>Responsible Officer:</b>	Chief Executive		
<b>Corporate Plan – Theme:</b>	All		
<b>Corporate Plan – Aim:</b>	All		
<b>Ward Relevance:</b>	All		
<b>Public or Private:</b>	Public		
<b>Amendment to Budget:</b>	No	<b>Council Tax Related:</b>	No
<b>Recommendation to Council/Cabinet/Committee:</b> No			
<b>Forward Plan:</b>	Yes		
<b>Subject to Call-in:</b>	Yes		

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1. Purpose of report

- 1.1. To update Cabinet on the Government's request for expressions of interest regarding the geography for Spatial Development Strategies (SDS) and proposals for Foundation Strategic Authorities, as set out in correspondence from Ministers dated 12 February 2026.
- 1.2. To update Cabinet on the joint letter submitted on 9 March 2026 by the Leaders of all principal local authorities in Warwickshire in response to the Government's request.

- 1.3. To seek delegated authority for the Chief Executive, in consultation with the Leader of the Council, to continue to act on behalf of the Council in relation to this matter, including engagement with Government and partner authorities.

## 2. Recommendations

- 2.1. Cabinet is asked to note:

- the content of the Government's letter dated 12 February 2026 regarding Spatial Development Strategies and Foundation Strategic Authorities; and
- the joint response submitted by Warwickshire Leaders on 9 March 2026.

- 2.2. Cabinet is asked to delegate authority to the Chief Executive, in consultation with the Leader, to:

- continue engagement with Government, neighbouring authorities and relevant partners; and
- take any necessary interim actions consistent with the collective Warwickshire position, pending further Government decisions.

## 3. Background

- 3.1. In line with the Government's manifesto commitment to 'Getting Britain Building Again,' there is a renewed national focus on planning for growth at a larger scale. To support this ambition, the government has committed to re-introducing strategic planning as a national, mandatory approach. This is intended to support housing delivery and more effectively address persistent cross-boundary issues that local plans have been unable to resolve through the Duty to Cooperate, which has since been abolished.

- 3.2. The English Devolution White Paper (December 2024) confirmed the intention to introduce mandatory strategic planning through the preparation of SDSs, with the Planning and Infrastructure Act (December 2025) establishing the legislative framework to enable their preparation.

- 3.3. Further policy direction on SDSs was provided in the consultation draft of National Planning Policy Framework (NPPF), published in December 2025. The draft NPPF indicates that SDSs are high level spatial plans looking ahead for at least 20 years. They are intended to establish the strategic spatial framework for the area, identifying the appropriate scale of growth and supporting economic growth by providing a coordinated, cross boundary framework for strategic investment.

- 3.4. On 12 February 2026, the Minister of State for Housing and Planning and the Parliamentary Under Secretary of State for Devolution, Faith & Communities wrote to all Council Leaders, Mayors and Chief Executives, on a non statutory basis outlining the Government's intentions to:
- implement Spatial Development Strategies following the Planning and Infrastructure Act 2025; and
  - invite expressions of interest for the establishment of new Foundation Strategic Authorities (FSAs) in areas without existing devolution arrangements.
- 3.5. The letter makes clear that SDSs are intended to operate over "sensible geographies", aligned as far as possible with devolution boundaries, in order to support strategic planning, infrastructure delivery and economic growth.
- 3.6. Warwickshire is currently a two-tier local government area and is engaged in the Government's Local Government Reorganisation (LGR) process, which will determine future governance structures across the county.
- 3.7. At a local level, Nuneaton and Bedworth Borough Council is also required to commence the preparation of a new Local Plan in accordance with the statutory deadlines set by Government. A further report on the Local Plan commencement and programme will be presented to Cabinet in June 2026. At this stage, it is not yet clear how, or to what extent, the new Local Plan will interact with the emerging Strategic Development Strategy. It is understood more broadly, local plans will need to be in general conformity with SDSs, however it is anticipated that future guidance on the relationship between these processes will be published in due course.

#### 4. Body of report and reason for recommendations

- 4.1. The Government has made clear its ambition to progress strategic planning and devolution rapidly, including confirming SDS geographies and the establishment of Foundation Strategic Authorities.
- 4.2. In response, the Leaders of all principal councils in Warwickshire submitted a joint letter on 9 March 2026 setting out a clear and collectively agreed position. The key points of that response include:
- that it would be premature to determine SDS geographies or strategic authority alignment ahead of decisions on Local Government Reorganisation in Warwickshire;

- that SDS geographies should reflect functional economic geographies, including established housing markets, employment land supply and travel-to-work patterns;
  - the long-standing and well-evidenced functional economic relationship between Coventry and Warwickshire; and
  - the importance of Government honouring its stated position that decisions on strategic geographies should not cut across the LGR process.
- 4.3. The letter emphasises that Warwickshire already benefits from a Level 2 devolution agreement and that councils across the county are working collaboratively and constructively on both devolution and reorganisation.
- 4.4. To date (April 17), no response has been received from Government, and a further letter has been resent requesting a response. However, it is understood that Ministers will no longer be seeking to impose strategic authorities or mayors on local areas without their consent. It is understood that this concession was made to ensure the passage of the English Devolution and Community Empowerment Bill through Parliament before its prorogation.
- 4.5. Given the ongoing engagement with Government and the evolving national policy context, it is both necessary to delegate authority to the Chief Executive, in consultation with the Leader, to ensure the Council can respond in a timely, coordinated and consistent manner.
5. Consultation with the public, members, officers and associated stakeholders
- 5.1. This position has been developed collaboratively by the Leaders of all principal authorities in Warwickshire, supported by Chief Executives and senior officers.
- 5.2. No public consultation has been undertaken at this stage.
- 5.3. As this matter unfolds, further updates will be provided to Cabinet as appropriate.
6. Financial Implications
- 6.1. There are no immediate financial implications arising directly from this report.

- 6.2. Future financial implications may arise depending on Government decisions regarding SDS geographies, devolution arrangements and local government reorganisation, and will be considered through separate reports as required.

## 7. Legal Implications

- 7.1. There are no direct legal implications arising from noting the correspondence or delegating authority as recommended.
- 7.2. The Council will continue to operate within existing statutory powers and duties, including those relating to planning and devolution, as the national framework develops.

### Spatial Development Strategies - Planning and Infrastructure Act 2025

- 7.3. The Planning and Infrastructure Act 2025 is a major reforming statute aimed at speeding up housing delivery and nationally significant infrastructure. It was introduced by the Labour government in March 2025 and became law in December 2025 following the Act obtaining Royal Assent with the intention of accelerating housing and infrastructure delivery, reducing planning timescales particularly for major infrastructure and supporting the delivery of 1.5 million homes as well as faster grid, transport and energy projects. The Act covers key features such as Spatial Development Strategies (SDS) as outlined in the letter and report, Reforms to Nationally Significant Infrastructure Projects (NSIPs), Environmental Delivery Plans (EDPs) and a new National Scheme of Delegation.
- 7.4. Officers are currently reviewing the position for each of these points and where needed, reports will be issued to elected members via the appropriate democratic process but initial scoping has indicated the Act is likely to:  
  
Reduced role in routine planning decisions further to the National Scheme of Delegation feature;  
  
Strengthen the Strategic role but at a higher level with emphasis on strategic planning, particularly through new Spatial Development Strategies (SDS)  
  
Democratic accountability diluted in major infrastructure due to Nationally Significant Infrastructure Projects (NSIPs) carrying fewer statutory consultation rights and less formal weight given to local authority representations.
- 7.5. In short, the bottom line is likely to result in:

For Councillors: Less visible power over individual developments, more responsibility for strategic frameworks

For Officers/Senior Officers: more authority, faster processes, higher personal risk

For Communities: quicker delivery, weaker formal influence, more distance from decision makers

### Strategic Authorities – Devolution Programme

7.6. The Government's devolution programme is underpinned by a combination of policy and statute which includes the English Devolution White Paper (December 2024). The White Paper sets the overarching policy direction for devolution and introduces the concept of Strategic Authorities operating within a tiered Devolution Framework but has no direct legal effect.

7.7. The Devolution Framework has form of statutory weight primarily through the English Devolution and Community Empowerment Bill, which establishes Strategic Authorities in law, including Foundation Strategic Authorities as the baseline tier, and places devolved functions and governance arrangements on a statutory footing. Separately, the Planning and Infrastructure Act 2025 (as outlined above) embeds Strategic Authorities within the planning system by amending the Planning and Compulsory Purchase Act 2004 to introduce statutory Spatial Development Strategies, with a duty on strategic planning authorities to prepare such strategies and a requirement for local plans to be in general conformity with them. These measures provide the legislative framework through which the White Paper's devolution proposals are implemented in practice across England.

### 8. Equalities implications

8.1. A review has been undertaken and it has been identified that no assessment is required following consultation and liaison with the appropriate officer.

### 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. No direct risk management implications have been identified.

13. Human resources implications

13.1. No direct human resource implications have been identified.

14. Biodiversity Implications

14.1. No direct biodiversity implications have been identified.

15. Local Government Reorganisation (LGR) Implications

15.1. This matter is closely linked to the ongoing LGR process in Warwickshire.

15.2. Premature decisions on SDS or strategic authority geographies could constrain future governance options emerging from LGR.

15.3. The collective Warwickshire position explicitly seeks to mitigate this by requesting that Government decisions are taken only after LGR outcomes are known.

16. Options considered and reason for their rejection

16.1. 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	Rejected. Would limit the Council's influence and ability to shape outcomes affecting strategic planning and governance.

B	Note correspondence without delegation	Rejected. Would risk delayed or inconsistent engagement with Government.
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17. Conclusion

17.1. The Government's proposals for Spatial Development Strategies and Foundation Strategic Authorities represent a significant change to the strategic planning and governance landscape.

17.2. Warwickshire authorities have responded collectively and constructively, seeking to ensure that decisions support effective devolution and do not undermine Local Government Reorganisation.

17.3. The recommendations enable Cabinet to note the current position and ensure the Council remains actively engaged as discussions progress.

18. Appendices

18.1. Please note the following appendices:

- i. Appendix A – Letter from MHCLG Ministers dated 12 February 2026
- ii. Appendix B – Joint Warwickshire Leaders' Letter dated 9 March 2026

19. Background papers

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

20. Report Writer Details:

Officer Job Titles: Chief Executive  
Assistant Director – Planning

Officer Names: Tom Shardlow  
Louise Hryniw



# Ministry of Housing, Communities & Local Government

**Matthew Pennycook MP***Minister of State for Housing and Planning*

2 Marsham Street

London

SW1P 4DF

**Miatta Fahnbulleh MP***Parliamentary Under Secretary of State for  
Devolution, Faith and Communities*

2 Marsham Street

London

SW1P 4DF

All Council Leaders, All Mayors, and All Chief  
Executives

12 February 2026

Dear Leaders, Mayors, and Chief Executives,

Economic growth is the number one mission of this government. We know that growth is best achieved when local leaders are empowered to think strategically across the right geographies, supported by strong institutions, and when they have the ability to plan for the long term. This belief has underpinned our ambitious programme of deepening and extending devolution. It has also guided many of our changes to the planning system.

We are determined to keep up the pace on these vital reforms. That is why we wrote to you before Christmas about our overhaul of national planning policy, and it is why today we are taking two further steps: publishing a non-statutory consultation on the geographies for Spatial Development Strategies (SDSs), so that we can confirm the areas across which the new system of strategic planning will operate; and inviting expressions of interest from authorities without an existing devolution agreement to be part of a new wave of Foundation Strategic Authorities (FSAs) across England.

## **Spatial Development Strategies**

The Planning and Infrastructure Act 2025 reinstates a strategic planning system for England. Once the provisions in the Act are commenced – which is expected by the summer – places will be required to produce an SDS. These strategies will deal with strategic and cross-boundary issues and set the context for local plans, which will have to be in ‘general conformity’ with the umbrella SDS once adopted. By taking a sub-regional view of how growth needs can be sustainably met, they will help us build more homes, co-ordinate the delivery of strategic infrastructure, grow the economy, and improve the environment and climate resilience.

We strongly believe that strategic planning, as just one part of the growth equation, is most effective when done over devolution geographies. Aligning it with Strategic Authorities’ transport, skills, and economic development powers will help ensure better integrated, more effective delivery. This is why we set out, in the English Devolution White Paper, that Mayoral Strategic Authorities will be empowered to produce SDSs for their regions, and why we are giving Mayors strategic development management powers through the English Devolution and Community Empowerment Bill, currently before Parliament. This will enable Mayoral Strategic Authorities to guide planning applications of

potential strategic importance to ensure that the overall strategy and any policies within the SDS are being implemented.

For parts of the country currently without mayoral devolution, we have set out that SDSs need to be developed across 'sensible geographies' in line with the principles of the English Devolution White Paper. Today we are launching a consultation on what these sensible geographies might be. In some places, there is already broad agreement on them, and we have indicated these in the consultation. In other places, we do not believe there is a consensus view yet, and so we are seeking proposals from you that align with the 'sensible geography' criteria in the White Paper.

Where SDSs are not coterminous with Strategic Authorities, the formal mechanism for areas to work together on their SDS will be a Strategic Planning Board (SPB), which will be established through secondary legislation. We will undertake statutory consultation prior to establishing these boards, alongside more detailed engagement and discussion with relevant authorities. This is expected to take place in the spring for most areas, but there may be an opportunity to move ahead with this more quickly where there is clear agreement, in which case MHCLG officials will be in contact with authorities about the details of an SPB during the consultation period.

### **A new wave of Foundation Strategic Authorities**

Given our belief that sensible strategic planning and devolution geographies will, in the vast majority of cases, be one and the same, the development of SDS footprints is also an opportunity to agree the shape of devolution geographies for areas currently without a Strategic Authority. The government is therefore inviting these places to come forward with expressions of interest for the establishment of new FSAs, which must meet the criteria in the English Devolution White Paper and therefore should, typically, align with SDS geographies. As you would expect, we are also working across government to ensure this approach aligns with other reform programmes affecting public service boundaries, including the current Review of Police Structures.

FSAs will have devolved powers over local transport and skills, as well as being responsible for delivering the area's SDS where the SDS boundary is coterminous with the FSA. There are then a further set of powers and partnerships available to FSAs – the full FSA offer is set out in Devolution Framework at Section 3.10 of the English Devolution White Paper. The government is also currently consulting on giving FSAs the power to raise an Overnight Visitor Levy, which would be an additional power not currently in the Devolution Framework.

The government remains firmly committed to mayoral devolution and is forging ahead with it – including through our Devolution Priority Programme – but we have been clear that this model works best when built on firm foundations. This includes the strong unitary structures we are creating through local government reorganisation, and we remain fully committed to delivering these important reforms within this Parliament to the timetable set out. Alongside this, we see FSAs – as non-mayoral Combined or Combined County Authorities – to be a valuable way to build local capacity and partnerships, and as a stepping stone towards mayoral devolution in the future. While we recognise the demands that delivering reorganisation places on local authorities, we do not see that as a barrier to conversations about the establishment of FSAs and how to devolve powers to unleash local growth. We want to discuss with local authorities interested in taking this forward how best to manage the two processes effectively.

We would therefore like to invite all areas in England without an existing devolution agreement to come forward with their neighbours to take on devolution through an FSA over a sensible geography. We welcome expressions of interest over the coming weeks and we will begin reviewing responses from 20 March.

This will help sustain momentum on this exciting next stage of empowering local government and ensure the government delivers the benefits of devolution to all parts of England as soon as we can. It is important that all expressions of interest have the support from the relevant authorities and meet the criteria set out in the English Devolution White Paper.

As we said in our letter just before Christmas, it is only through continued close working between all of us that we will deliver the homes, jobs and improved living standards we owe to those we serve. The steps we are taking today will help embed that cooperation not just in this Parliament, but for years to come.

Best Wishes,



**MIATTA FAHBULLEH MP**  
Parliamentary Under Secretary of State for  
Devolution, Faith and Communities



**MATTHEW PENNYCOOK MP**  
Minister of State for Housing and Planning



Councillor George Finch  
Leader, Warwickshire County Council  
Shire Hall  
Market Square  
Warwick, CV34 4RR

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

**Matthew Pennycook MP**

Minister of State for Housing and Planning

**Miatta Fahnbulleh MP**

Parliamentary Under Secretary of State for  
Devolution, Faith & Communities

cc. **Alison McGovern MP**

Minister for Local Government

9<sup>th</sup> March 2026

Dear Ministers,

### **Spatial Development Strategies & Strategic Authorities**

We are writing to you, collectively, as the Leaders of all principal authority councils in Warwickshire in response to your request for expressions of interest relating to the geography for a Spatial Development Strategy (SDS) and proposals on Foundation Strategic Authorities.

As a current two-tier area, we are working to implement the Government's ambition for deeper devolution and effective strategic planning. We are also of a single, strongly held view that it would be premature to make decisions on SDS areas or strategic authority alignment at this time.

Warwickshire is fully and collectively engaged in the process of local government reorganisation. A process which will fundamentally shape the future of local government in the County. We have been consistent in seeking Government's commitment that any decision on devolved strategic authority geography can only be taken following the decision on the future model of local government in Warwickshire.

The area for a Spatial Development Strategy ought to be based on a functional geography, reflecting real economic relationships, housing markets and employment land supply. SDS geographies should also be consistent with the most appropriate strategic authority footing, in line with the principles of devolution.

Warwickshire's circumstances are distinct and anomalous with many other two-tier areas. Since 2024, we have in place a Level 2 devolution agreement with the Government. This

Devolution deal affords devolved powers and as such we are further along the path of devolution than other areas. We are not starting from scratch.

Coventry, Warwickshire (and Solihull) is a key functional economic geography. It is widely recognised as such by partners and businesses and is evidenced by economic data including travel to work data. The synergy of Coventry and Warwickshire together is central to promotion of growth. Therefore, to adhere to the Government's criteria, the SDS area for Warwickshire should include Coventry.

If this SDS area is to be within a single strategic authority, it could either be:

1. Coventry, Solihull and Warwickshire; which would require Coventry and Solihull coming out of the West Midlands Combined Authority (WMCA), or
2. Warwickshire joining the WMCA. Note that all Warwickshire councils are non-constituent members of the West Midlands Combined Authority.

This is not simply a preference. It is based on meeting the Government's criteria for devolution and optimal strategic planning on a long established functional economic geography with Coventry. We have long shared a housing market, planning for employment land and strategic infrastructure. Our Industrial Strategy, housing, economic and transport strategies have been co-terminus with Coventry and the West Midlands for over two decades.

However, if this functional economic geography with Coventry is not reflected in the Government's choice of SDS area and strategic authority, then the 'least worst' alternative options depend crucially on the government's decision regarding local government reorganisation. Looking elsewhere, south Warwickshire could potentially link with Oxfordshire or Worcestershire. However, these areas have nothing in common with north Warwickshire. Conversely, north Warwickshire has some links with Leicestershire and parts of Staffordshire, but south Warwickshire does not. Therefore, these options could be considered if the 2 unitaries option for Warwickshire LGR is chosen. However, a single Warwickshire unitary would preclude these options. Instead, we would argue that Warwickshire should be a discrete SDS area and strategic authority, given these exceptional geographic and economic circumstances.

Across Warwickshire there is a collegiate and cooperative approach between councils, and we are united in seeking the best outcomes for the people and businesses of this county. We are working hard to embrace the power and opportunities of local government reorganisation, devolution and strategic spatial development. Proceeding now with decisions on SDS geographies or Strategic Authorities would cut across this and be contrary to the Government's previously stated position that such decisions would not be taken ahead of decisions around LGR.

We are encouraged by the message in the consultation document which states that:

*Where mayoral devolution arrangements do not yet exist, the government proposes to prioritise existing local consensus on the geographies for working together*

We write to emphasise the existence of that local consensus, and to ask to meet with you as Ministers, urgently, so that what can work in Warwickshire aligns with your vision.

We underline our commitment to working with Government to develop sensible, evidence-led strategic arrangements that genuinely support our devolution journey.

We look forward to hearing from you.

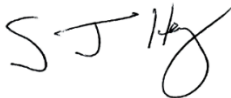
Yours sincerely,



Cllr. George Finch  
Warwickshire County Council



Cllr. David Wright  
North Warwickshire Borough Council



Cllr. Steve Hey  
Nuneaton and Bedworth Borough Council



Cllr. Michael Moran  
Rugby Borough Council



Cllr Susan Juned  
Stratford on Avon District Council



Cllr Ian Davison  
Warwick District Council

AGENDA ITEM NO. 7

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Cabinet
Date of Meeting:	27th May 2026
Subject:	Section 106 Monitoring Software
Portfolio:	Planning and Enforcement
Responsible Officer:	Assistant Director - Planning
Corporate Plan – Theme:	Your Council, Housing, Health and Communities, Green Spaces and Environment
Corporate Plan – Aim:	Deliver a modern organisation with agile and effective structure that meet the needs of residents. Promote and develop play area facilities in line with the Parks and Green Space Strategy.
Ward Relevance:	All
Public or Private:	Public
Amendment to Budget:	Yes
Council Tax Related:	No
Recommendation to Council:	Yes
Forward Plan:	Yes
Subject to Call-in:	Yes

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1. Purpose of report
  - 1.1. To seek Cabinet approval to update the 2026/27 General Fund Budget to include £30,100 from the Council's Transformation Reserve to fund one-off capital costs associated with the Section 106 Monitoring Software project, approved by Senior Leadership Team in March 2026.
2. Recommendations
  - 2.1. To note the background of the Section 106 Monitoring Software project and the circumstances giving rise to this report.
  - 2.2. Recommend to Full Council that the 2026/27 General Funding Budget be updated to account for Transformation Reserve funding of £30,100 to cover one-off costs associated with the Section 106 Monitoring Software Project.
3. Background
  - 3.1. The Council currently manages Section 106 planning agreements with a combined obligation value of approximately £105.7M. These agreements vary considerably in terms, triggers, and payment schedules, and span multiple service areas including Planning, Legal, Finance, Parks and Open Spaces, Sports and Recreation, and Strategic Housing.
  - 3.2. All Section 106 monitoring is currently managed through a central Excel spreadsheet. This arrangement presents material risks to the Council: the spreadsheet carries no audit trail, changes cannot be attributed to individuals, and monitoring is heavily manual and decentralised.
  - 3.3. A Level Two Business Case was developed to procure a dedicated Section 106 monitoring system and associated data upload and bureau service. Following SLT approval in March 2026, the project is progressing to procurement via G-Cloud.
  - 3.4. The project budget of £123,210 net over four years was considered as part of the 2026/27 budget setting process. Revenue funding requirements were included in

the approved General Fund budget. However, the one-off Transformation Reserve contribution of £30,100, which was included within the approved business case to cover the shortfall in funding for the historic data upload and system integration costs, was not included in the 2026/27 budget. This report seeks to rectify that position.

#### 4. Body of report and reason for recommendations

##### Project Overview

- 4.1. The Section 106 Monitoring Software project was approved by SLT in March 2026, with a full project budget of £123,210 net over four years. These figures define the budget profile for the project and not the contract terms which will be confirmed at the contract negotiation stage for each requirement.
- 4.2. The project is structured to procure two key requirements: a Section 106 monitoring system, and a bureau service for the upload of historic and future Section 106 agreement data. The project is currently in the first procurement phase, with a target system configuration date of 10 July 2026.

##### Project Funding

- 4.3. During the budget setting process for 2026/27, the revenue funding requirements for the project were correctly included in the General Fund Planning budget. However, the Transformation Reserve contribution of £30,100 was not included in the budget update presented to Full Council in February 2026. This omission was identified following the budget setting process and is understood to have arisen through miscommunication between the project team and Finance during the budget preparation process.
- 4.4. The Transformation Reserve funding of £30,100 was always intended to form part of the approved project budget and was clearly set out in the Level Two Business Case approved by SLT. This report seeks approval to formalise the inclusion of this funding in the 2026/27 budget so that the project can proceed as planned.

- 4.5. Without approval of this funding, the Council would be unable to proceed with the historic data upload, a critical component of the project that ensures the system is fully populated with all Section 106 agreement records at the point of go-live. Failure to upload historic data would significantly undermine the value of the system and the Council's ability to monitor its Section 106 obligations comprehensively from day one.
- 4.6. Following a review of the project timeline and dependencies, it has been identified that approval of the budget variation would be required by 10 July 2026 in order to support timely progression of the procurement process for the historic data upload contract. Given this timing, seeking approval via the quarterly update report scheduled for Council in September 2026 would be too late to meet this project milestone. A standalone report to Cabinet followed by Council approval is therefore being progressed as a matter of urgency, with the aim of securing the necessary approvals ahead of the July 10 deadline.
5. Consultation with the public, members, officers and associated stakeholders
  - 5.1. The issue was discussed at the March SLT meeting, with the S151 Officer aware of and supportive of the proposed amendment. The Deputy S151 Officer was consulted during the preparation of the report. The project SRO, Assistant Director for Planning and Strategic Director for Public Services, has also been consulted and supports the recommendations.
6. Financial Implications
  - 6.1. The Transformation Reserve funding of £30,100 is required in 2026/27 only and relates to one-off costs that will not recur in subsequent years. From Year 2 onwards, the system and associated bureau service is proposed to be funded entirely through the General Fund revenue budget and approved Planning earmarked reserves.
  - 6.2. There are no additional financial implications to the Council beyond the £30,100 Transformation Reserve contribution set out in this report.

7. Legal Implications

- 7.1. There are no direct legal implications arising from this report. The Section 106 Monitoring Software project is being procured in accordance with the Council's Contract Procedure Rules and applicable procurement regulations.

8. Equalities implications

- 8.1. There are no direct equalities implications arising from this report.

9. Health implications

- 9.1. There are no direct health implications arising from this report.

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 primary risk associated with this report is that the Transformation Reserve funding is not approved. In the absence of this funding, the historic data upload could not proceed, as there is insufficient internal capacity to undertake this work. This would result in the system going live without a complete historic dataset, significantly reducing its operational effectiveness and limiting the Council's ability to monitor all live Section 106 obligations from day one.

- 12.2. A secondary risk is delay to the overall project timeline. The historic data upload requirement is sequenced to commence in October 2026, following system

implementation. Failure to secure the Transformation Reserve funding in advance of this date would prevent the bureau service requirement from being awarded on time, risking a delay to full system operationalisation.

- 12.3. Both risks are manageable through timely approval of the recommendations in this report.

13. Human resources implications

- 13.1. No direct human resource implications have been identified.

14. Biodiversity Implications

- 14.1. No direct biodiversity implications have been identified.

15. Local Government Reorganisation (LGR) Implications

- 15.1. The following LGR implications have been identified:

- i. Section 106 agreements are long-term legal obligations that will continue to require active monitoring regardless of any structural changes arising from LGR. The procurement of a dedicated monitoring system will improve the quality and accessibility of Section 106 data, which would be of direct benefit to any successor authority inheriting responsibility for the Council's agreement portfolio. A well-populated and auditable system is significantly more transferable than the current arrangement. These benefits will accrue regardless of the outcome of the reorganisation process, and the system and its data would represent a valuable asset for any successor authority.
- ii. The Transformation Reserve funding of £30,100 is a one-off cost relating to the upload of historic data and system integration. This expenditure would be incurred and completed within 2026/27, prior to any structural changes arising from LGR taking effect. There is therefore no material financial risk associated with LGR in relation to this specific funding request.

16. Options considered and reason for their rejection

16.1. 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 Transformation Reserve funding (Do Nothing)	Rejected: the Transformation Reserve funding was included in the approved business case and is essential to deliver the historic data upload, a critical component of the project. Without it, there is a high risk the system would go live without a complete dataset, significantly undermining the value of the investment and the Council's ability to manage its Section 106 obligations effectively. This is because extant Section 106 Agreements (i.e those entered into at anytime before the Software system goes live and which aren't yet fully complied with and discharged) would in that scenario not be recorded on the system and they would therefore not be able to be monitored, thereby rendering the system almost obsolete from the very start. The do nothing option would therefore result in the Council having incurred the cost of procuring and implementing a system without realising its full intended benefit.
B	Delay the historic data upload and seek approval at a later date via the quarterly budget update report to Council in September 2026	Rejected: as set out in the project overview, approval of the budget variation is required by 10 July 2026 to support timely progression of the procurement process for the historic data upload contract. Waiting until the September quarterly report would mean approval is received after this deadline, preventing the data upload contract from being awarded on time, and thus delaying the project.

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17. Conclusion

17.1. The Section 106 Monitoring Software project represents a significant improvement in the Council's ability to manage its significant portfolio of Section 106 obligations. The project has been approved by SLT and is progressing to procurement.

17.2. Cabinet is asked to note the recommendations of this report and support the proposed budget update.

18. Appendices

18.1. Please note there are no appendices attached to this report.

19. Background papers

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

20. Report Writer Details:

Officer Job Title: Impact Graduate Trainee – Transformation  
Officer Name: Jasper Chance-Larsen

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Cabinet
Date of Meeting:	27 MAY 2026
Subject:	Transformation Strategy
Portfolio:	Resources and Central Services
Responsible Officer:	Victoria Summerfield, Deputy Chief Executive.
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Delivering Services Efficiently
Ward Relevance:	All
Public or Private:	Public
Forward Plan:	Yes
Subject to Call-in:	Yes

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1. Purpose of report

- 1.1. To present to Cabinet the newly authored Transformation Strategy for the Council.

2. Recommendations

- 2.1. To adopt the Transformation Strategy and commence work on the implementation plan.

3. Background

- 3.1. The Council identified the need to author and implement a Transformation Strategy in the last publication of the Corporate Plan.

- 3.2. Following the recent appointment of the Assistant Director Digital and Business Change a review has been conducted into the running of Transformation across the Council, the principles underpinning transformation work and the future approach the Council requires.
- 3.3. The work has resulted in the Appendix A [Transformation Strategy]. The Strategy outlines the approach to transformation and established core themes and guiding principles to deliver cohesive change in a well governed and visible environment.
4. Body of report and reason for recommendations
  - 4.1. The Transformation Strategy has not been created by an individual. This report outlines the approach followed in its production and gives an overview of content.  
  
Strategy Creation
  - 4.2. To gain a good understanding of the approaches used by other Local Authorities, the Transformation team conducted an exercise of peer critique to benchmark Transformation Strategies authored by similar sized Authorities.
  - 4.3. A series of staff engagement sessions took place yielding valuable contributions, outlined below. Three in-person sessions and three hybrid Microsoft Teams sessions took place through January and February 2026 as well as an in-person session at the depot in March 2026.
  - 4.4. Assistant Directors, Strategic Directors and the Chief Executive have all had individual meetings to give initial ideas and feedback. Further engagement will take place via Senior Leadership Team (SLT) meetings as the draft Strategy progressed.
  - 4.5. The Assistant Director of Digital and Business Change held an Elected Member engagement session in March 2026.
  - 4.6. The Local Government Association provides a transformation toolkit with best practice guidelines for creation of Transformation processes and offers a Transformation Self-Assessment designed to offer a maturity rating to Local Authorities.

- 4.7. The design principles in the toolkit have been integrated into the Strategy.

#### Themes

- 4.8. From the engagement undertaken there are some clear themes, gaps and colleague requirements that have been addressed. The Strategy will ensure:

4.9. People and Culture

Skills, Capability & Confidence

- A strong organisational commitment to building skills.
- Improved cross team working and integrated skillsets.
- Reducing fear by providing structured support, training, and a safe learning environment.

Culture as the Core of Transformation

- Transformation is a cultural mindset, not a standalone activity.
- Strong top-down leadership accountability and support.
- Routine encouragement and inquisitive mindset to be embedded for staff to challenge how and why work is done.
- Accountability for transformation delivery both strategically and operationally
- Agreeable resources, not adding change work on top of existing workloads.

4.10. Technical Delivery (Better Project & Change Practice)

- Proper definition of requirements before proceeding to solutions.
- Inclusion of all relevant stakeholders from the start.
- Solutions built with services, not done to services.
- Transformation team to guide process and decision making, not bypassed.
- Clear roles and responsibilities of all stakeholders.
- Standard governance reporting and templates.

4.11. Organisation Agility

- Resources (through establishing an internal consultancy) to conduct standard reviews of processes, systems, skills and physical work environment.
- Evidence based prioritisation with introduction of credit system-based system for transformation resources.
- Service desk insights and data driven evidence of pain points and opportunities

5. Consultation with the public, members, officers and associated stakeholders
  - 5.1. As documented above.
6. Financial Implications
  - 6.1. None directly arising from the adoption of the Strategy. Any projects or workloads that require investment will be dealt with by using existing controls and procedures.
7. Legal Implications
  - 7.1. None directly.
8. Equalities implications
  - 8.1. Following the completion of an equality impact assessment, the following issues have been identified:
    - i. Plain-text accessible version (Appendix A) has been authored. A visual document presented in the corporate colour palette will accompany the accessible version on the intranet.
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. If the recommendations are approved, the decisions will bring the following benefits from a risk management perspective:

- i. Less duplication of workloads in administering projects as well as less deviation in approach
- ii. Minimise risk of projects in isolation and silo working
- iii. Minimise risk of priority based workloads not aligning across the Council.

13. Human resources implications

13.1. No direct human resource implications have been identified.

14. Biodiversity Implications

14.1. No direct biodiversity implications have been identified.

15. Local Government Reorganisation (LGR) Implications

15.1. If the recommendations are approved, the decisions will bring the following benefits from a LGR perspective:

- i. Better equipped workforce
- ii. Coordination of improvement and implementation work

16. Options considered and reason for their rejection

16.1. 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
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A	Do nothing	Without a coordinated and documented approach to transformation, including protocols for running projects, standardised reporting and appropriate skills, all outlined in the Strategy, the Council is at risk of failing to deliver key aspirations outlined in the Corporate Plan as well as detrimental effects to running daily services.
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17. Conclusion

17.1. The Transformation Strategy provides the Council a blueprint from which to focus resources and priorities. It documents core values and direction of travel relating to employee development, culture and performance.

18. Appendices

18.1. Please note the following appendices:

- i. Appendix A – [Transformation Strategy]

19. Background papers

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

20. Report Writer Details:

Officer Job Title: Assistant Director Digital and Business Change

# TRANSFORMATION STRATEGY



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# 1.0 Introduction

Transformation at Nuneaton and Bedworth Borough Council is driven by our commitment to deliver **better services, modern systems, and improved outcomes** for our residents, businesses, and communities.

It is about **enabling and empowering our people, improving processes, and deploying technology intelligently** to create value and release organisational capacity.

This strategy begins with a clear definition of what transformation means for our organisation and sets out **why transformation is necessary**, what is driving it, and how the Council will lead and embed a continuous, organisation-wide transformation culture.

At the same time, national reforms are reshaping the structure and expectations of local government. The Government’s Local Government Reorganisation (LGR) programme highlights concern about duplication, fragmented public services, and unclear accountability across two-tier areas, setting out a long-term ambition to create stronger, simpler, unitary councils with improved service delivery and value for money.

Local government is undergoing a period of unprecedented change. This wider backdrop reinforces the need for every Council, regardless of its future structural position, to modernise, strengthen organisational agility, and operate with greater clarity and efficiency.

Against this national context, Nuneaton and Bedworth Borough Council must ensure it is prepared for whatever the future brings: financial challenge, reform opportunities, new statutory responsibilities, or shifts in resident expectations.

This Transformation Strategy sets out our response. It defines what transformation means for us, why it is essential, and how we will embed a continuous improvement culture across the whole organisation



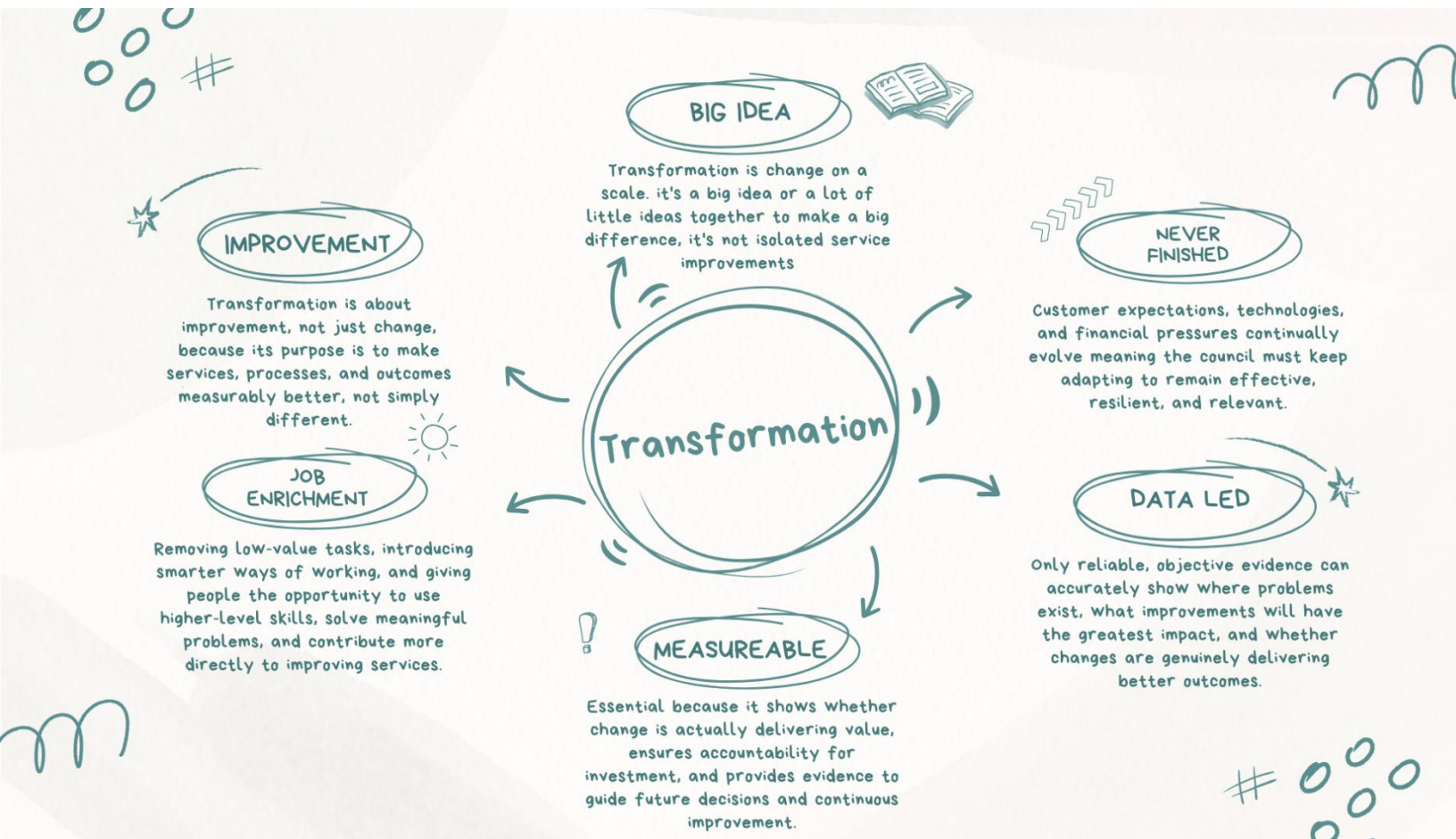
**Tom Shardlow**  
Chief Executive Officer  
Nuneaton and Bedworth Borough Council

## 2.0 Method

To compose the Transformation Strategy a period of stakeholder engagement took place. Through face-to-face workshops, hybrid sessions, Elected Member engagement, peer comparisons and LGA assessment, we have developed a shared understanding of our needs and how we will move forward collectively.

Feedback gathered from the engagement highlighted reoccurring messages and topics which have been distilled and grouped into our strategic themes. The work to compose the content also developed our guiding principle and our universal definition of what transformation means to NBBC.

*Transformation is a continual process of empowering our people to improving how we deliver services through challenging the status quo, embracing new ways of working and measuring benefits.*



## 3.0 Drivers for change

Transformation at NBBC is not about reducing our workforce or undertaking change for its own sake. We want to ensure **the right resources are in the right places**. It is how we unlock productivity, enhance staff capability, improve customer experience, and build an organisation that is ready to adapt and respond.

Our transformation is driven by the same external pressures affecting councils nationally.

### Finance

Councils across the UK report that financial constraints remain their greatest barrier to improvement and innovation. For NBBC, this means redesigning processes, removing duplication, eliminating waste, harnessing technology appropriately, and enabling staff to focus on high value work.

### People

Sustainable transformation depends on strong leadership, clear governance, good change management practice, and a workforce equipped with the right skills and confidence to drive change. We must invest in our people, strengthening transformation confidence, capability and culture, so teams feel empowered, skilled, and supported to adopt new ways of working.

### Customer

Residents, businesses and communities expect modern, reliable, accessible services that respond quickly and transparently. Our transformation activity must focus on understanding customer demand, reducing failure demand, and ensuring our **operating model** is designed around the real needs of service users.

### Agility

The national LGR landscape highlights the importance of agile, responsive Councils that can pivot quickly and plan effectively for the future. Whether or not LGR affects NBBC in the coming years, our organisation must be prepared for evolving demands and able to adapt, innovate, and lead change without disruption to service delivery.

### Digital

While transformation is not "IT-led", digital tools and data intelligence are critical enablers. Councils across the UK are adopting AI, automation, and data-driven decision-making to close budget gaps, improve efficiency, and streamline services. NBBC must strengthen its data foundations to improve decision-making and unlock organisational potential.

## 4.0 Theme One: People and Culture

A successful transformation depends on people who feel confident, empowered, and supported to deliver change. Our strategy focuses on building a workforce with the right skills, mindsets, and behaviours to innovate and continuously improve.

By developing a clear transformation capability framework, investing in targeted learning, and promoting collaborative ways of working, we create an environment where experimentation is encouraged and risk is managed constructively. Strengthening cultural foundations enables staff to unlock their full potential, share knowledge, and apply new skills. This ensures transformation becomes a shared organisational competency, not an isolated function.

### **TRANSFORMATION CONFIDENCE & SKILLS**

We will create a transformation skills framework and plot a development path through the framework for those working heavily on projects and wishing to progress.

We will facilitate cross-team and organisation wide knowledge sharing with likeminded roles and establish a collaboration and knowledge exchange group.

### **UNLOCKING POTENTIAL**

We will invest in industry standard training for our transformation team, covering the skills in our offer to enhance and develop our people.

Embed peer learning through show and tell sessions and mandatory project debriefs, with lessons learnt added to a corporate knowledge register.

## 5.0 Theme Two: Technical Delivery

We will improve how we deliver change by embedding clear standards, roles, and processes across all projects and programmes. Strengthening technical delivery ensures our work is predictable, well-governed, and aligned to organisational priorities.

By adopting industry-recognised methodologies, defining accountabilities, and sharpening measures of success, we create a consistent delivery environment where risks are managed early and outcomes are clearly defined. Prioritising strong process design before implementing systems ensures solutions address real business needs. This disciplined, structured approach creates reliability across the portfolio and increases confidence in the delivery of complex, multi-disciplinary change.

### **OWNERSHIP AND DELIVERY**

Create clear role descriptions for project managers, sponsors, product owners, and business leads.

Introduce a single, organisation wide project governance framework with tiered levels of oversight.

Establish a benefits measurement framework linked to new processes and outcomes, feeding into an overarching corporate benefit register to document the journey and contribution of transformation activities to financial objectives.

### **STANDARDISED MANAGEMENT**

Develop standard delivery lifecycle model used across all projects, scaled to reduce administration burden.

Create a centralised repository for templates, standards, and guidance. Align project reporting formats, dashboards, and escalation routes to ensure consistency.

Embed stage gate checkpoints with clear criteria for progressing to the next phase and conduct project health checks at key milestones.

## 6.0 Theme Three: Organisation Agility

To thrive in a shifting environment, the organisation must be able to adapt quickly, deploy resources intelligently, and use insight to guide decisions. Our strategy focuses on building agility through data-driven prioritisation, flexible capacity planning, and a clear understanding of future operating models.

By aligning work to corporate priorities and using business intelligence to anticipate demand, we strengthen our ability to respond to emerging challenges. Developing Target Operating Models helps teams visualise future states and plan transitions effectively. Together, these elements create a more responsive, insight-led organisation capable of evolving at pace.

### **ADAPTIVE PLANNING AND FUTURE STATE DESIGN**

Introduce use of a credit-based capacity model to allocate resources flexibly and transparently cross referenced to corporate priorities and strategic aims.

Develop, agree and deploy a transformation work programme, updated on an annual basis.

Introduce light touch change impact assessments for all new requests to manage organisational pressure.

Develop and iterate Target Operating Models (TOMs) for key services and functions.

Use TOMs to map workforce design, processes, technology, and capabilities required in the future state.

### **INSIGHT-DRIVEN DECISION MAKING**

Develop a centralised analytics hub with consistent data standards and reporting tools.

Ensure new business cases for change incorporate improvements to data quality and accessibility across services.

Embed business intelligence analysis into transformation project teams to provide insight and aid decision making.

Strengthen data literacy across the workforce through training and practical skills sessions.

## 6.0 Transformation Offer

### **ENGAGEMENT**

Structured, people centred engagement that builds trust, clarity, and momentum. We connect with stakeholders early, tailor our communications, and foster collaborative problem solving to ensure everyone feels informed, involved, & invested in the change journey, driving sustainable adoption.

### **CONSULTANCY**

Support the business through insightful service reviews, proactive horizon scanning, learning & development, and robust data analysis, enabling evidence-based decisions, improved performance, and a clearer strategic direction that empowers teams to innovate, and thrive successfully.

### **PMO**

Provide strong governance by setting clear decision-making frameworks, defining roles and responsibilities and establishing transparent controls that keep projects aligned and alive to organisational priorities. With structured reporting and risk management, we will ensure consistency, accountability, and confidence in delivery.

Our Guiding Principle:

### **PROGRESS, NOT PERFECTION**

Our people are passionate about the stewardship of public resources. The desire to produce flawless results and safeguard budgets can sometimes, inadvertently, lead to slower results. The mantra is more about making incremental steps all the time, rather than trying to reach an extremely demanding standard. Think Rome wasn't built in a day or eating a big meal one mouthful at a time and you'll not be far from the intention.

## 7.0 Governance

### **RESPONSIBILITY**

Clear leadership, defined roles, and active meeting presence are essential for effective project delivery. When each person understands their purpose and contributes confidently, decision making strengthens and accountability becomes shared. Strong leadership provides direction and cohesion, ensuring discussions stay focused, progress accelerates, and the team works collaboratively toward successful, measurable outcomes.

We will:

Author a project responsibility matrix with defined roles and responsibilities for resources making up a project team, both internal and external. Each member will understand decision rights, escalation routes and crucially, who is accountable for the success and overall delivery of the project.

### **CONSISTENCY**

Consistent and standardised project documentation, with scalable, accessible toolkits are essential for effective delivery. They create clarity, reduce duplication, and ensure everyone works from the same reliable information. These shared standards strengthen governance, support informed decision making, and enable teams to scale activity efficiently while maintaining quality, transparency, and predictable project outcomes across the organisation

We will:

Author and subsequently, train all stakeholders on new NBBC Project Tool Kits. By tailoring our approach to project management with two variations of project documentation we can ensure all projects use the same consistent principles, while reducing administration

### **FOUNDATIONAL**

Root our project governance and administration into existing corporate and operational activities to reduce duplication and embed the culture of project delivery as standard, instead of an 'add-on' to existing duties. This will help drive our shift in culture towards enablement and job enrichment and buy in of Transformation tasks as they are performed by the teams undertaking change, not a centralised silo change team.

We will:

Engage staff and redesign (where needed) existing processes for managing workloads such as 121 Templates, team meetings, Service Area Plans, DMT meetings and SLT meetings to ensure transformation activities are embedded into business as usual, not a 'bolt-on' to jobs.

## 8.0 Embed

People and Culture.	Q1 26/27	Q2 25/26	Q3 25/26	Q4 26/27
Launch Transformation Strategy and communicate to staff. Conduct briefing sessions and employee roadshows and launch intranet site.				
Review Transformation Team structure in line with the objectives of the Strategy ensuring the right skills and resources are in place.				
Introduce "Transformation Fundamentals" training and launch transformation capability framework.				
Establish "Communities of Practice" for likeminded jobs and skill sets and set up knowledge sharing sessions to breakdown silo working.				

Technical Delivery.	Q1 26/27	Q2 25/26	Q3 25/26	Q4 26/27
Author and publish standard project lifecycle, governance framework, and delivery templates including unified reporting and RAID standards.				
Implement discovery first protocol and project readiness review for new projects. Embed stage gates and change control processes with escalations.				
Document and train all sponsors, SROs, PMs, and product owners on roles and accountabilities in relation to transformation work				
Establish service and corporate efficiency and productivity registers to track transformation outputs and benefits.				

Organisation Agility.	Q1 26/27	Q2 25/26	Q3 25/26	Q4 26/27
Develop and agree a Transformation Work Programme using priority scoring to apply resources across the organisation.				
Introduce a credit-based capacity model for the Transformation team in the deployment of their consultancy and project management services.				
Deliver work programme using agreed credits and begin the development of Target Operating Models for priority services.				
Evaluate current technology across the Council and horizon scan emerging technology to ensure opportunities are available to us.				
Review data quality and governance, introducing corporate data principles to prepare for future operating models and AI adoption.				

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to:	Cabinet
Date of Meeting:	27 MAY 2026
Subject:	ICT Policies
Portfolio:	Resources and Central Services
Responsible Officer:	Victoria Summerfield, Deputy Chief Executive.
Corporate Plan – Theme:	Your Council
Corporate Plan – Aim:	Delivering Services Efficiently
Ward Relevance:	All
Public or Private:	Public but Appendix A, Appendix B and Appendix C are private by virtue of paragraph 7 of Part 1 of Schedule 12a to the Local Government Act 1972
Forward Plan:	Yes
Subject to Call-in:	Yes

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1. Purpose of report

- 1.1. To present to Cabinet the newly authored ICT Policies found in Appendix A - C

2. Recommendations

- 2.1. To adopt the policies outlined in Appendix A – C
- 2.2. To give delegated authority to the Assistant Director Digital and Business change to make any necessary changes to approved ICT policies in considering the protection of the Council, in consultation with the Senior Leadership Team.

### 3. Background

3.1. Following the recent appointment of the Assistant Director Digital and Business Change a review has been conducted into the Council's current ICT Policies.

3.2. The work has resulted in three new policies:

- Appendix A: ICT Security Policy
- Appendix B: Infrastructure Security Policy
- Appendix C: Data Security Policy

### 4. Body of report and reason for recommendations

4.1. To ensure a layered security environment a Local Authority requires a set of complementary security policies because risks arise from people, data, and technology in different ways, and each needs to be addressed clearly within a structured framework.

4.2. An ICT Security Policy (combining user security and acceptable use) is essential because human behaviour is one of the most significant sources of risk. Staff must understand both their responsibilities in protecting systems and information, and the boundaries of acceptable use when accessing council resources. This includes expectations around password security, recognising phishing attempts, appropriate use of internet and email, social media conduct, and the use of corporate devices.

4.3. By clearly defining both responsibilities and permitted behaviour, the policy helps reduce avoidable incidents, supports consistent standards across the organisation, and provides a basis for accountability and disciplinary action where necessary. It also protects the organisation from legal, reputational, and security risks caused by misuse of its systems while fostering a culture where security is understood to be everyone's responsibility.

4.4. A Data or Information Security Policy is necessary because local authorities process large volumes of personal and sensitive information, including special category data. This policy ensures that information is managed in line with legal requirements such as the UK GDPR and the Data Protection Act 2018. It establishes how data should be

classified, handled, stored, shared, retained, and disposed of, ensuring that the principles of confidentiality, integrity, and availability are upheld.

- 4.5. By defining clear rules for handling information, the policy reduces the likelihood of data breaches, ensures that retention and disposal are properly controlled, and supports compliance with regulatory expectations. It is also critical in maintaining public trust, as it demonstrates that the authority takes its responsibility to protect citizens' data seriously.
  - 4.6. An Infrastructure Security Policy is required to ensure that the authority's technical environment is properly protected against cyber threats and operational disruption. Local authorities rely on complex IT systems to deliver essential services, making them attractive targets for cyber-attacks such as ransomware or denial-of-service incidents.
  - 4.7. This policy sets out the technical controls required to secure networks, systems, applications, and cloud environments, including patch management, system hardening, access control, and monitoring.
  - 4.8. It provides a consistent and auditable approach to managing technical risk, ensuring that systems are resilient, secure, and capable of supporting service delivery.
  - 4.9. Together, these policies create a layered approach to security. The ICT Security Policy addresses user behaviour and acceptable use, the Information Security Policy governs how data is protected, and the Infrastructure Security Policy ensures that technical controls are in place to enforce security.
  - 4.10. By structuring them in this way, the authority can target different audiences, maintain clear ownership, and ensure each area is managed with the appropriate level of detail, forming a coherent and effective security framework.
5. Consultation with the public, members, officers and associated stakeholders
    - 5.1. Consultation with ICT Manager and Senior Leadership Team.

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. A review has been undertaken, and it has been identified that no assessment is required following consultation and liaison with the appropriate officer.
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. If the recommendations are approved, the decisions will bring the following benefits from a risk management perspective:
    - i. Stronger mitigation of corporate data risks and cyber security risks.
    - ii. Stronger audit performance
13. Human resources implications
  - 13.1. No direct human resource implications have been identified.

14. Biodiversity Implications

14.1. No direct biodiversity implications have been identified.

15. Local Government Reorganisation (LGR) Implications

15.1. If the recommendations are approved, the decisions will bring the following benefits from a LGR perspective:

- i. Better equipped workforce
- ii. A more controlled operating environment
- iii. A standardised approach to security

16. Options considered and reason for their rejection

16.1. 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	Without a coordinated and documented approach to ICT Security the Council is vulnerable to attacks and withdrawal of services by partners. Both will lead to significant reputational and financial damage.

17. Conclusion

17.1. Together, these policies create a coherent and layered security framework that addresses risks across people, data, and technology in a structured and proportionate way. By clearly separating responsibilities and expectations, the authority can ensure effective governance, strengthen compliance, and maintain the trust of citizens while supporting the secure delivery of critical services.

18. Appendices

18.1. Please note the following appendices:

- i. Appendix A – [ICT Security Policy]- EXEMPT
- ii. Appendix B – [Infrastructure Security Policy]-EXEMPT
- iii. Appendix C – [Data Security Policy] - EXEMPT

19. Background papers

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

20. Report Writer Details:

Officer Job Title: Assistant Director Digital and Business Change