

## Regeneration - Service Delivery Plan 2010/11

### Strategic Context

The Council's Corporate Plan - 2007 to 2021, has the following overall vision:

**“By 2021 we shall achieve the greatest improvement in quality of life and social justice in Warwickshire, providing value for money services in a safe and pleasant environment”.**

This vision reflects the main focus of Warwickshire Local Area Agreement [LAA] which is to narrow the gap between the most disadvantaged people and communities and the rest of the County. The vision also reinforces many of the key aims and actions set out in Nuneaton and Bedworth's Sustainable Community Plan [SCP] - 'Shaping Our Future' 2007-2021.

**“In 2021, Nuneaton and Bedworth will be a place with strong, vibrant communities where everyone has access to opportunities, choices and high quality services”.**

A key driver for realising the above and actually achieving a narrowing of the gap is the regeneration and economic development activity that will take place in the Borough over the coming years. Our Corporate Plan contains a number of more specific aims relating to regeneration and economic development activities, the key ones of which are:

- Priority 1.1 “To provide a choice of housing to meet the needs of the residents of the Borough.” and
- Priority 1.2 “To create a healthy, diverse and robust economy which provides employment opportunities for local people.”

Similar priorities are also found within the SCP which has specific aims to:

- “Give everyone the opportunity of living in a decent, affordable home”.
- “Improve the Borough's transport infrastructure in order to provide easier access to key services and facilities”
- “Create a supportive environment for businesses and develop a vibrant and varied economy that is reflected in our town centres and business areas.”

The LAA Economic Development & Enterprise block has an overall vision in keeping with the priorities and aims of our Corporate Plan and the SCP, which is to:

- “Ensure sustainable economic growth throughout Warwickshire whereby jobs are created and retained, and residents equipped with the appropriate skills and competencies to benefit from increased economic prosperity.”

The LAA sets out a number of National Indicators [NI 152, NI 163, NI 165, NI 166, NI 171 and NI 175] that will be used to measure how successfully this vision is met across the county and within its constituent boroughs and districts including Nuneaton and Bedworth.

**Table 1 – Link of Service Activities to Strategic Planning Framework**

Activities	How these contribute to the strategic priorities described in the strategic context above	Identified customer views/needs	Key Performance Indicators	Value for Money  (Cost per head / Cost per transaction)	Service Unit
<b>PLANNING POLICY</b>					
Development of local planning policies and guidelines in order to deliver sustainable development appropriate to the Borough's current and future residential, commercial, leisure and infrastructure needs and preserve the special character of Conservation Areas.	An effective planning framework which promotes sustainable development and contributes to a more sustainable Borough in all aspects of social, environmental and economic wellbeing.	Various consultation exercises related to production of Core Strategy for the Borough.	NI 154 Net additional homes provided.  NI 159 Supply of ready to develop housing sites  NI 170 Previously developed land that has been vacant or derelict for more than 5 years.	No measures currently available.	Chief Executive's Office
<b>DEVELOPMENT CONTROL</b>					
Development control activities to ensure that the Borough's planning policies are consistently applied thereby protecting and maintaining the quality of the built environment.	The service provides pre-planning application advice to developers, architects and other NBBC Sections in order to try and ensure that when planning applications are received they comply with the Council's requirements.  The service considers planning applications for new developments to secure good design; the provision of affordable housing and sustainability of the natural and built	Results of customer satisfaction surveys.	NI 157a) % of major applications dealt with in 13 weeks.  NI 157b) % of minor applications dealt with in 8 weeks.  NI 157c) % of	No measures currently available.	Planning & Public Protection

	<p>environment. It refuses applications where this cannot be achieved. Payments by developers are negotiated to support related infrastructure development. Other applications are also considered, including tree preservation, listed buildings and advertisements.</p> <p>The service carries out post development inspections in order to ensure all planning conditions have been complied with. It also ensures that any payments due to the Council in respect of developments are received in a timely manner.</p>		<p>other applications dealt with within 8 weeks.</p> <p><b>Local Performance Indicators.</b></p> <p>Results of customer satisfaction surveys.</p>		
<b>TOWN CENTRES</b>					
Town Centre Management	<p>Regeneration of both town centres in partnership with the Town Centres Partnership and other associations, combining the resources of the public, private and commercial sectors.</p> <p>Maintenance of both town centres as clean, safe, attractive and “family friendly” places to visit.</p>	Information from annual survey of town centre and other customer satisfaction surveys.	<p>Key Performance Indicators monitored by Town Centres Board, including footfall, retail rents and sales trends.</p> <p>Results of visitor surveys.</p>	No measures currently available.	Asset Management and Strategic Development
Markets	Promotion of a vibrant street scene and wider retail offer in both town centres, with traditional weekly markets and special promotions such as Farmers’ and Continental Markets.	Information from annual survey of town centre and other customer satisfaction surveys.	<p>Results of visitor surveys.</p> <p>Markets’ occupancy rates.</p>	No measures currently available, but a cost per market stall will be developed and available by 31 <sup>st</sup> December 2009.	Asset Management and Strategic Development

Management of Car Parks	<p>Provision of clean, safe and convenient parking facilities to maintain and improve the accessibility, attractiveness and ongoing viability of our towns.</p> <p>Significant source of revenue income.</p> <p>Contributing to Crime &amp; Disorder Reduction Partnership targets through 'Park Mark' accreditation for our car parks.</p>	Feedback from People's Panel - last survey undertaken in Sept/Oct 2008	<p>Results of user and visitor surveys.</p> <p>Number of ticket sales per month / year.</p> <p>Level of income.</p>	No measures currently available, but a gross and net cost per parking space per year will be developed and available by 31 <sup>st</sup> December 2009.	Asset Management and Strategic Development
Management of Closed-Circuit Television System (CCTV)	<p>Working in partnership with the Police, retail organisations and publicans to contribute to the safety and security of both towns, thereby improving the attractiveness and ongoing viability of our towns.</p> <p>Contributing to Crime &amp; Disorder Reduction Partnership targets.</p>	Desire for visitors to our Town Centres to feel safe.	<p>Number of incidents reported.</p> <p>Number of incidents resulting in arrests.</p>	No measures currently available but a cost per camera per year and a cost per head of population per year will be developed and available by 31 <sup>st</sup> December 2009..	Asset Management and Strategic Development
Provision of cost effective, high quality public conveniences	Contributes to a welcoming and safe environment for shoppers and visitors to the town centres thereby contributing to the ongoing viability of our towns.	<p>Desire for visitors to Town Centres for high quality public conveniences to be available.</p> <p>Information from annual survey of town centre users.</p>	User satisfaction levels as measured by periodic surveys.	No measures currently available but a cost per site per year and a cost per head of population per year will be developed and available by 31 <sup>st</sup> December 2009..	Asset Management and Strategic Development

<b>REGENERATION AND ECONOMIC DEVELOPMENT</b>					
<p>Develop mechanisms to fund and deliver the priority projects in the Town Centres Regeneration Masterplan and regeneration of the wider borough in line with social, economic and environmental elements of the LAA and actions set out in the Sustainable Community Plan (SCP).</p>	<p>Regeneration of both town centres to ensure their continuing sustainability and facilitate future economic growth.</p> <p>Delivery of the Camp Hill Urban Village project, and in particular Phase 3 of the scheme.</p> <p>Improving the overall social, economic and environmental wellbeing of the borough.</p> <p>Providing advice and support service to small and medium sized enterprises to lighten the burden of regulation and promote successful business growth.</p>	<p>Consultation exercises relating to individual schemes and overall Town Centres Regeneration Masterplan.</p> <p>National surveys of the needs of smaller businesses</p>	<p>Employment levels within the borough.</p> <p>Numbers of new businesses attracted to the borough.</p> <p>NI182 – Satisfaction of businesses with LA regulatory services</p>	<p>No measures currently available.</p> <p>21p per head of population</p>	<p>Asset Management and Strategic Development.</p> <p>Chief Executives Office.</p> <p>Planning and Public Protection</p>
<b>COMMERCIAL PROPERTY MANAGEMENT</b>					
<p>Overall management of the Council's commercial estate, land holdings and other property holdings in order to produce a reliable and significant income stream and provide facilities for small and medium enterprises [SME'] within the Borough</p>	<p>Providing a significant source of revenue income.</p> <p>Supporting regeneration and capital projects through land acquisition and disposal activity.</p> <p>Provision of suitable premises facilities for small and medium enterprises [SME'] within the borough to help facilitate the continued sustainability of the borough and communities within it.</p>	<p>No measurement currently undertaken.</p>	<p>Proportion of NBBC commercial properties let.</p> <p>Level of rent arrears</p> <p>Number of SME / start-up businesses in NBBC properties</p>	<p>No measures currently available but a cost for the management of commercial properties compared to income received per year will be developed and available by 31<sup>st</sup> December 2009..</p>	<p>Asset Management and Strategic Development</p>

**Table 2 – Priority Actions for Coming Year**

<b>Priority Actions</b>  <b>(Including equal opportunities and diversity actions)</b>	<b>Link to Annual Corporate Delivery Plan</b>	<b>Customer focused outcomes / milestones</b>	<b>Lead Officer</b>	<b>Partners &amp; Staff Resources</b>	<b>Budget Impact</b>	<b>Timescale</b>
<b>PLANNING POLICY</b>						
Develop and submit the borough's Core Strategy in accordance with prescribed timescales.	1.1, 1.2	<b>Adoption of Core Strategy summer 2012</b>	Planning Policy Manager [Kelly Ford]	Policy Planning Team in conjunction with external consultancy input	Around £300,000 overall project cost.	Throughout 2010/11
<b>DEVELOPMENT CONTROL</b>						
Contribute to pre-planning application stage discussions and negotiations linked to major development schemes within the borough and in particular:  Camp Hill Phase 3  The redevelopment of the existing Tesco store and adjacent multi-storey car park [MSCP] in Bedworth town centre.  Core Strategy sites	1.1, 1.2	Planning permission granted for Camp Hill Phase 3 and the redevelopment of the existing Tesco store and adjacent multi-storey car park [MSCP] in Bedworth town centre.  Core Strategy sites agreed and included within Preferred Option.	Head of Development Control [Katherine Moreton]	Development Control Team.	Within existing resources.	Throughout 2010/11

<b>TOWN CENTRES</b>						
Further develop partnership working through the Town Centres Partnership Board and similar associations, combining the resources of the public, private and commercial sectors.	1.2	<p>Development and delivery of new Town Centre Action Plans covering at least the period 2010/11.</p> <p>Increase membership of the Nuneaton Town Centre Management Board.</p> <p>Increase membership of the Bedworth Town Centre Management Board for Bedworth.</p>	Town Centres Manager [Alan Ottey].	Employees within Town Centre Management team.	Within existing resources.	Development of new Action plans by 31 <sup>st</sup> March 2010, delivery throughout 2010/11
Maintain the footfall in the town centres by continuing to provide local initiatives such as entertainment, events, promotions and effective marketing.	1.2	Footfall figures measured on a monthly and cumulative yearly basis.	Town Centres Manager [Alan Ottey].	Employees within Town Centre Management team.	Within existing resources.	Throughout 2010/11
Maintain the level of empty town centres retail units at 1% below the national average.	1.2	Occupancy levels measured on a monthly and cumulative yearly basis.	Town Centres Manager [Alan Ottey].	Employees within Town Centre Management team.	Within existing resources.	Throughout 2010/11
Subject to the outcomes of the feasibility study into the	1.2	Decision on whether the establishment of	Town Centres Manager [Alan	Employees within Town Centre Management team.	Overall work involved in establishing BIDs	Throughout 2010/11

potential for establishing a Business Improvement District ["BID"] for Nuneaton, and if applicable, Bedworth town centres, facilitate a BID development programme for each of the town centres..		BIDs for Nuneaton and Bedworth town centres are viable propositions.	Ottey].	In addition will require external consultancy input and partnership working with Warwickshire County Council officers.	for both town centres would be in the region of £100,000.	
<b>REGENERATION AND ECONOMIC DEVELOPMENT</b>						
Implement regeneration activity to ensure progress with the Camp Hill Urban Village project and in particular Phase 3.	1.2	Work on site for Phase 3 progressing in line with project plan.	Camp Hill Project Manager [Chris Egan]	Camp Hill Project team in conjunction with established external consultancy input; Warwickshire County Council officers and developer.	NBBC grant funding of £150,000 to cost of Pride in Camp Hill team and revenue funding in respect of NBBC officer support time on project of around £75,000 for 2010/11.	Throughout 2010/11
Continue to facilitate the redevelopment of the existing Tesco store and adjacent multi-storey car park [MSCP] in Bedworth town centre	1.2	Capital receipt received by NBBC  Work on site underway.	Head of Estates and Town Centres [Les Snowdon]	Head of Estates and Town Centres	Capital receipt in the region of £1m potentially payable to NBBC during 2010/11.	Throughout 2010/11

Facilitate residential development scheme at Boot Wharf in conjunction with British Waterways	1.1, 1.2	Seek to identify a suitable developer for the site / scheme.	Head of Estates and Town Centres [Les Snowdon]	Head of Estates and Town Centres in partnership with officers in Housing Services, Development Control and British Waterways.	Capital receipt in the region of £400k potentially payable to NBBC.	Throughout 2010/11
Facilitate the redevelopment of the "expanded" Vicarage Street priority Mater Plan site within Nuneaton	1.2	Development brief agreed and issued to the market.	Head of Estates and Town Centres [Les Snowdon]	Head of Estates and Town Centres in partnership with WCC officers.	Within existing resources	31 <sup>st</sup> March 2011
Facilitate the redevelopment of the former Kingsholme Public House site in Nuneaton	1.2	Go to the market to establish what commercial interest there is in the site.  Dependent on the outcome of the above, seek to secure a developer for the site and, if necessary, commence CPO proceedings.	Head of Estates and Town Centres [Les Snowdon]	Head of Estates and Town Centres	Within existing resources	Throughout 2010/11 but with a report back to the Social Scrutiny panel before the end of October 2010.

Continue work on developing a detailed vision and brief for the redevelopment of the Bus Station in Nuneaton.	1.2	Have an agreed, development brief for the site drawn up and ready to issue to the market.	Head of Estates and Town Centres [Les Snowdon]	Head of Estates and Town Centres	Within existing resources	31 <sup>st</sup> March 2011
Development of a comprehensive advice and support service for smaller businesses to lighten the burden of regulation; to include a review of the provision of business advice in minority languages.	1.2	The review and updating of business advice content, delivery channels and communication networks.	Head of Business Regulation and Support [Steve Moore]	Local Chambers of Commerce and other business support / development agencies; officers in the Business Regulation and Support Team.	Within existing staff resources.	Throughout 2010-11

## Risk Assessment

**Table 3 a – Priority Actions Specific Risks 2010/11 Timeframe**

<b>Risk Ref No</b>	<b>Risk Description (Cause &amp; Consequence)</b>	<b>Gross Risk</b>	<b>Mitigation Control (Stating whether 'Existing' or 'Planned')</b>	<b>Mitigation Owner</b>	<b>Net Risk</b>	<b>Status (Red / Amber / Green)</b>	<b>"Action By" Date</b>	<b>Sources of Assurance (How Monitored?)</b>	<b>Risk Owner</b>
1.	Failure to develop and submit an appropriate Core Strategy for the Borough in a timely manner.	High - Serious	Production of Core Strategy managed via multi-Service Unit steering group, chaired by Chief Executive. Project plan in existence and regularly reviewed. EXISTING	Chief Executive	Serious - High	RED	Ongoing	Progress monitored via monthly meetings.	Chief Executive
2.	Failure to contribute to pre-planning applications stage discussions for major development schemes	Low - Serious	Regular liaison carried out with major developers, other NBBC sections and external public agencies and funding bodies. EXISTING	Head of Development Control	Almost Impossible - Serious	GREEN	Ongoing	Ongoing liaison between Service Units and contact with major developers.	AD – PPP
3.	No further development of Town Centres Management Partnership Boards	Significant - Moderate	Town Centres Manger and team in regular contact with business in town centres promoting benefits of Town Centre Management Partnership Boards. Existing members of Boards undertaking similar activities. EXISTING	Town Centres Manager	Very Low - Moderate	GREEN	Ongoing	Attendance at and frequency of Town Centres Management Partnership Boards.	AD – AM&SD
4.	Footfall in Town centres decrease	Significant - Serious	Proactive marketing of "family friendly" town centres to a wide geographical area. Programme of varied street entertainment. Very competitive car parking charges. EXISTING	Town Centres Manager	Low - Serious	AMBER	Ongoing	Proxy figures from Rope Walk Shopping centre sensors and manual counts in Bedworth Town Centre	AD – AM&SD

Risk Ref No	Risk Description (Cause & Consequence)	Gross Risk	Mitigation Control (Stating whether 'Existing' or 'Planned')	Mitigation Owner	Net Risk	Status (Red / Amber / Green)	"Action By" Date	Sources of Assurance (How Monitored?)	Risk Owner
			Potential for establishing Business Improvement Districts [BIDs], being investigated. EXISTING						
5.	Level of empty town centre retail units at or above national average	Significant - Serious	Proactive marketing of "family friendly" Town centres to a wide geographical area. EXISTING  Regular and ongoing liaison with Warwickshire Investment Partnerships. EXISTING  Potential for establishing Business Improvement Districts [BIDs], being investigated. EXISTING	Town Centres Manager	Low - Serious	AMBER	Ongoing	Monitoring reports presented to Town Centres Management Partnership Boards and Scrutiny Panel.	AD – AM&SD
6.	Progress on Camp Hill Urban Village project falls behind schedule.	Low - Serious	Robust project delivery plan drawn and regularly monitored. EXISTING	Camp Hill Project Manager	Very Low - Serious	AMBER	Ongoing	Progress reports to Project Board.	ES Director
7.	Tesco do not redevelop Bedworth store.	Low - Serious	Regular and ongoing liaison with Tesco other NBBC sections and external public agencies and funding bodies. EXISTING.	Head of Estates & Town Centres	Very Low - Serious	AMBER	Ongoing	Ongoing liaison with Tesco.	AD – AM&SD
8	Development of Vicarage Street Master plan site does not proceed as quickly as desired.	Significant - Moderate	Regular and ongoing liaison with Warwickshire County Council and funding bodies [e.g. AWM] in order to produce a robust and deliverable development brief that can be issued to the market. Ongoing contact with potential developers. EXISTING	Head of Estates & Town Centres	Low - Moderate	GREEN	Ongoing	Quarterly reports to Scrutiny Panel.	AD – AM&SD

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9.	Development of former Kingsholme Public House site does not proceed as quickly as desired.	Significant - Moderate	Ongoing contact with landowner's agent and renewed contact with potential developers to "test the market". EXISTING	Head of Estates & Town Centres	Low - Moderate	GREEN	Ongoing	Quarterly reports to Scrutiny Panel.	AD – AM&SD
10.	Development of Nuneaton Bus Station Master Plan site does not proceed as quickly as desired.	Significant - Moderate	Regular, ongoing liaison with Warwickshire County Council and funding bodies [e.g. AWM] in order to produce a robust and deliverable development brief for issue to the market. Ongoing contact with potential developers. EXISTING	Head of Estates & Town Centres	Low - Moderate	GREEN	Ongoing	Quarterly reports to Scrutiny Panel.	AD – AM&SD

**Table 3 b – Relevant Strategic Risk Register Issues**

Risk Ref No	Risk Description (Cause & Consequence)	Gross Risk	Mitigation Control (Stating whether 'Existing' or 'Planned')	Mitigation Owner	Net Risk	Status (Red / Amber / Green)	"Action By" Date	Sources of Assurance (How Monitored?)	Risk Owner
R22	Economic downturn adversely impacting upon markets which in turn delays / affects town centre redevelopment (and wider developments) within the Borough.	High – Serious	HCA CBs Initiative Kickstart Advantage WM S106 Agreements	ADs/CE/ AMSD/H	High Serious	RED  Last review 07/07/09	Ongoing contained within action plans	<ul style="list-style-type: none"> <li>• NNDR recovery rates</li> <li>• Market rents</li> <li>• Unemployment claims</li> </ul>	Chief Executive  Documented corporate approach to be considered
R3 Aim 1	Potential failure to deliver major improvements in Camp Hill – reputation risk; loss of housing.	High -Ser  (prev S-S)	1. Active management by Operational Board. 2. PRINCE2 project management.	Ops Board Executive Board Chris Egan	Sig - mod	AMBER  Last review 07/07/09	Ongoing	<ul style="list-style-type: none"> <li>• Monthly Strategic Performance Report</li> <li>• Liaison with AWM, GOWM &amp; Homes &amp; Communities Agency and Kickstart</li> </ul>	ES Director
R6 Aim 1	Potential failure to deliver major improvements in accordance with the Town Centres Masterplan with consequent impact on economic vitality of the Borough.	sig – Serious  (prev low-ser)	Inclusion in capital strategy. Obtaining external grant funding/third party contributions Land ownership Ongoing discussion with partners and private sector	BD  BD	Sig - mod	AMBER  Last review 07/07/09	Ongoing	<ul style="list-style-type: none"> <li>• Town Centres Partnership</li> <li>• Monitor Town Centre footfall</li> </ul>	ES Director

R20 Aim4	Ineffective communication arrangements &/or failure to promote the Borough as an attractive area to live & work – sequence leading to stagnation and decline in economic vitality	Low – Serious  (prev L-M)	1. Corporate Communications Team SMARt Action Plan 2. Use of website 3. In Touch and press releases M'tg Plan Econ Dev Plan 4. Localities meetings	ADs  GH/AD	Low - mod	AMBER Last review 07/07/09		<ul style="list-style-type: none"> <li>Economic Indicators (+QOL)</li> </ul>	Assistant Director Chief Executive's Office
R29 Aim 1	Failure to deliver the Core Strategy within the agreed timescale with potential impact on delivery of key priorities and risk of planning decisions being successfully appealed.	Sig -Ser	1. Maintain up to date project brief and work programme 2. Allocation of sufficient budget to complete project 3. Effective use of corporate resources and where necessary use of external consultants and agencies 4. Regular involvement of Members via Working Party 5. Effective public consultation	Kelly Ford  RW  CK	V Low - mod	Green  Last review 07/07/09	In action plan	<ul style="list-style-type: none"> <li>Internal &amp; external audit review. Consultation with minority groups.</li> <li>Equality impact assessments</li> <li>Monitoring by Government Office of West Midlands</li> <li>Favourable Inspectors Report</li> </ul>	Assistant Director Chief Executive's Office
R19 Aim4	Lack of capacity & skills amongst both Members & officers to deliver the key elements of the current Corporate Plan	Sig – Serious  (prev M-M)	Member Dev Comp Framework Employee Review Trng/Dev Plans CPD for Managers DCLG capacity funds & other resources 3. Improvements in scrutiny 4. Constitution reviews	PR or PL  ADs  PL Party Leaders ADs	Sig - mod	Amber  Last review 07/07/09	Ongoing	<ul style="list-style-type: none"> <li>Improvement Board monitoring.</li> <li>CPDs</li> <li>CPA re-categorisation.</li> </ul>	Chief Executive

**Glossary of Terms for Service Development Plans**

<b>Abbreviation</b>	<b>Description</b>	<b>Abbreviation</b>	<b>Description</b>
<b>QOL</b>	Quality of Life Indicators (Warwickshire County Council)	<b>HIWeB</b>	Health Improvement and Wellbeing Group
<b>BVPI</b>	Best Value Performance Indicator	<b>DoH</b>	Department of Health
<b>LPAMR</b>	Local Plan Annual Monitoring	<b>NBLT</b>	Nuneaton & Bedworth Leisure Trust
<b>BCS</b>	British Crime Survey	<b>PinCH</b>	Partnership in Camp Hill
<b>PSA2</b>	Public Sector Agreement 2	<b>RSL</b>	Registered Social Landlord
<b>ISO</b>	International Standards Operation	<b>PSL</b>	Private Sector Landlord
<b>CSS</b>	Council Service Standards	<b>WWRAS</b>	Warwickshire Welfare Rights Advice Service
<b>LAA</b>	Local Area Agreement	<b>CAB</b>	Citizen Advice Bureaux
<b>LPI's</b>	Local Performance Indicators	<b>ACD</b>	Automated (Telephone) Call Distribution
<b>NI</b>	National Indicator	<b>BCS</b>	British Computer Society
<b>NABSCOP</b>	Nuneaton & Bedworth Safer Communities Partnership	<b>EDRMS</b>	Electronic Document and Records Management System
<b>CDRP</b>	Crime & Disorder Reduction Partnership	<b>ESD</b>	Electronic Services Delivery(I&DeA Toolkit)
<b>GIS</b>	Geographical Interface System	<b>ICT</b>	Information and Communication Technologies
<b>TEN</b>	Corporate Performance Management System	<b>IT&amp;C</b>	Information Technology and Communications (Service Unit)

<b>SCS</b>	Sustainable Community Strategy	<b>ITSG</b>	Information Technology Steering Group (NBBC's officer Group)
<b>NP</b>	National Property	<b>PRINCE2</b>	Projects in Controlled Environment (Project methodology)
<b>CAA</b>	Comprehensive Area Assessment	<b>SOCITM</b>	Society of Information Technology Management
<b>BME</b>	Black Minorities Ethnic	<b>WDP</b>	Warwickshire Direct Partnership (formerly WOLP)
<b>SCP</b>	Sustainable Community Plan	<b>WF</b>	Workflow
<b>SCS</b>	Sustainable Community Strategy	<b>CPA</b>	Comprehensive Area Assessment (no longer in use)
<b>SOA'S</b>	Super Output Areas	<b>PSB</b>	Public Service Board (Warwickshire)
<b>IMD</b>	Index of Multiple Deprivations	<b>LPI</b>	Local Performance Indicator
<b>LSP</b>	Local Strategic Partnership	<b>UOR</b>	Use of Resources (part of CAA)
<b>ASB</b>	Anti-Social Behaviour	<b>NDR</b>	Non Domestic Rates
<b>CCTV</b>	Closed Circuit Television	<b>MTFP</b>	Medium Term Financial Plan
<b>LTFP</b>	Long Term Financial Plan	<b>CMT</b>	Corporate Management Team
<b>EMT</b>	Extended Management Team	<b>MLA</b>	Museums, Libraries & Archives Council
<b>SLA's</b>	Service Level Agreements	<b>PSA</b>	Public Service Agreement
<b>WRAP</b>	Warwickshire Recycling Action Programme		