

**To: Leader and Members of the Executive Board
(Councillors D Humphreys, Bell, Farrell, Gosling, Hayfield, McLauchlan, Rose, Reilly, Simpson and D Wright)**

For the information of other Members of the Council

For general enquiries please contact the Democratic Services Team on 01827 719221 or 719450 or via e-mail – democraticservices@northwarks.gov.uk

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

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

EXECUTIVE BOARD AGENDA

16 SEPTEMBER 2019

The Executive Board will meet in the Committee Room at the Council House, South Street, Atherstone, Warwickshire on Monday, 16 September 2019 at 6.30pm

AGENDA

- 1 Evacuation Procedure**
- 2 Apologies for Absence / Members away on official Council business.**
- 3 Disclosable Pecuniary and Non-Pecuniary Interests**

4 **Minutes of the meeting of the Board held on 17 June 2019**

The minutes of the Board held on 17 June 2019, copies herewith to be agreed as a correct record and signed by the Chairman.

5 **Public Participation**

Up to twenty minutes will be set aside for members of the public to put questions to elected Members. Questions should be submitted by 9.30am 2 working days prior to the meeting. Participants are restricted to five minutes each. If you wish to put a question to the meeting please contact the Democratic Services Team on 01827 719221 or 719450 or email democraticservices@northwarks.gov.uk .

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

6 **Budgetary Control Report 2019/20 Period Ended 31 August 2019 –**
Report of Corporate Director - Resources

Summary

The report covers revenue expenditure and income for the period from 1 April 2019 to 31 August 2019. The 2019/20 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

The Contact Officer for this report is Nadeem Afzal (719444).

7 **Upgrade to Data Management System for Environmental Health –**
Report of the Chief Executive

Summary

The purpose of this report is to advise the Board that an upgrade to the existing Civica APP data management system used by Environmental Health is required, as it will no longer be supported in its current format after 2020 and to seek funding to upgrade the data management system.

The Contact Officer for this report is Joanne Phipps (719304).

8 **Council Tax Support Scheme 2020/21 -** Report of the Corporate Director – Communities

Summary

This report outlines the recommended Council Tax Support (CTS) Scheme for 2020/21 on which the Council will need to consult in the Autumn.

The Contact Officer for this report is Bob Trahern (719378).

9 **Local Government and Social Care Ombudsman Annual Review 2018/19 – Report of the Chief Executive**

Summary

This report informs the Board about the results of the Local Government and Social Care Ombudsman Annual Review 2018/19. The report highlights the number of complaints and enquiries considered by the Ombudsman relating to the Council and the outcome of their determinations. The report also provides some contextual information about the compliments and complaints received via the Council's corporate Compliments and Complaints Procedure.

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

10 **North Warwickshire Area Transport Strategy - Key Issues and Opportunities – Report of the Chief Executive**

Summary

The report is brought to bring Members up to date on the progress of a Transport Strategy for the Borough which will feed into an update of the County's Local Transport Plan.

The Contact Officer for this report is Dorothy Barratt (01827 719250).

11 **Warwickshire Draft Rail Strategy – Report of the Chief Executive**

Summary

This report informs Members that Warwickshire County Council is currently consulting on a draft Warwickshire Rail Strategy 2019-2034 and comments are required by 20 September 2019.

The Contact Officer for this report is Dorothy Barratt (01827 719250).

12 **Financial Strategy 2019 – 2024 – Report of the Corporate Director - Resources**

Summary

This report summarises the Authority's Financial Strategy, projects forward the Authority's General Fund budgets to 2023/24, and

suggests a detailed budget approach for the 2020/21 General Fund Budget.

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

- 13 **Supplementary Estimate – Kerbside Recycling Service** – Report of the Director of Streetscape

Summary

The Board is asked to agree a supplementary estimate of £10,200, for the recycling budget, as detailed in the appendix to this report.

The Contact Officer for this report is Richard Dobbs (719440)

- 14 **Draft Terms of Reference Members Steering Group** – Report of the Chief Executive.

Summary

This report brings draft Terms of Reference for a Member Steering Group to guide strategic housing allocations. Initially this will be for Site H7 – Land east of Polesworth and Dordon.

The Contact Officer for this report is Dorothy Barratt (01827 719250).

- 15 **Review of Equal Opportunities and Equality Policies** – Report of the Chief Executive

Summary

This report informs the Board about a review of the Council's Equal Opportunities and Equality Policies. The report was specifically requested at the meeting of the Council held on the 26 June 2019.

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

- 16 **Child Protection and Safeguarding Vulnerable Adults Policy and Progress** - Report of the Director of Leisure and Community Development and the Director of Housing

Summary

The Borough Council's Child Protection Policy (2015 to 2019) is due for review and, in line with Warwickshire's new, integrated model for safeguarding children and adults, a new policy, which addresses the protection and safeguarding of children, young people and vulnerable adults, has been produced for consideration by the Board.

The Contact Officers for this report are Becky Evans (719346) and Angela Coates (719369).

- 17 **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - June 2019** – Report of the Chief Executive

Summary

This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to June 2019.

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

- 18 **Minutes of the meeting of the Safer Communities Sub-Committee held on 1 July 2019**, copies herewith, to be received and noted.

- 19 **Minutes of the meetings of Special Sub Group held on 9 April and 9 July 2019**, copies herewith, to be received and noted.

- 20 **Members' Code of Conduct - Independent Persons** – Report of the Monitoring Officer

Summary

This report asks Members to consider applications for the role of Independent Persons.

The Contact Officer for this report is Bob Trahern (719378).

- 21 **Exclusion of the Public and Press**

Recommendation:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

EXEMPT INFORMATION (GOLD PAPERS)

- 22 **Members' Code of Conduct** – Report of the Monitoring Officer
Paragraph 1- by reason of the report containing information relating to an individual.
- 23 **Staffing Matters** – Report of the Chief Executive.
Paragraph 1- by reason of the report containing information relating to individuals.
- 24 **Sub-Regional Materials Recycling Facility** – Report of the Director of Streetscape and the Corporate Director - Resources
Paragraph 3 - by reason of the report containing financial information.
- 25 **Housing Maintenance Service** – Report of the Director of Housing
Paragraph 1– by reason of the report containing information relating to individuals.

Steve Maxey
Chief Executive

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE EXECUTIVE BOARD

17 June 2019

Present: Councillor D Wright in the Chair

Councillors Bell, Farrell, Gosling, Hayfield, McLauchlan, Rose, Reilly, Simpson and Symonds

Apologies for absence were received from Councillor D Humphreys (Substitute Councillor Symonds).

Councillor M Humphreys was also in attendance.

1 **Disclosable Pecuniary and Non-Pecuniary Interests**

None were disclosed at the meeting.

2 **Minutes of the meeting of the Board held on 11 February and 24 April 2019**

The minutes of the meeting of the Board held on 11 February and 24 April 2019, copies having been circulated, were approved as a correct record and signed by the Chairman.

3 **Capital Programme – 2018/19 Final Position**

The Corporate Director – Resources updated Members on the position of the 2018/19 Capital Programme at the end of March 2019.

Recommended:

- a **That the level of expenditure incurred to the end of March 2019 against the 2018/19 Revised Capital Programme be noted; and**
- b **That the requests to carry forward schemes identified in column 6 of Appendix A to the report of the Corporate Director – Resources.**

4 **Capital Accounts 2018/19**

The Corporate Director – Resources reported that the capital accounts for 2018/19 had been prepared and detailed the expenditure for the year, together with the methods of funding used.

Recommended:

That the methods of funding to meet capital expenditure incurred in 2018/19 be approved.

5 Earmarked Reserves 2019/20

The Corporate Director – Resources informed Members of the balances on the Council's reserves as at 31 March 2019, which were subject to audit, and updated on the proposed use of reserves in 2019/20.

Recommended:

That the reserves held as at 31 March 2019 and the planned use of reserves in 2019/20 be approved.

6 Annual Governance Statement 2018/19

The Corporate Director – Resources circulated the Annual Governance Statement 2018/19 for approval.

Recommended:

That the Annual Governance Statement for 2018/19, attached as Appendix A to the report of the Corporate Director – Resources, be approved.

7 Financial Statements 2018/19

The Corporate Director – Resources reported on the Financial Statements for 2018/19 and highlighted the position on the General Fund and Housing Revenue Account, compared with the estimated position previously reported. The account had not yet been audited and might need some adjustment following the completion of the audit later in the year.

Resolved:

That the 2018/19 Financial Statement be approved, subject to audit.

8 Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2018 – March 2019

The Acting Chief Executive informed Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April 2018 to March 2019.

Recommended:

- i) That the report be noted and**
- ii) That a report reviewing the Corporate Plan and Performance Indicator targets be brought to a future meeting of this Board.**

9 Minutes of the Safer Communities Sub-Committee held on 12 March 2019

The minutes of the meeting of the Safer Communities Sub-Committee held on 12 March 2019 were received and noted.

Councillor D Wright
Chairman

Agenda Item 6

Executive Board

16 September 2019

Report of the Corporate Director - Resources

Budgetary Control Report 2019/20 Period Ended 31 August 2019

1 Summary

- 1.1 The report covers revenue expenditure and income for the period from 1 April 2019 to 31 August 2019. The 2019/20 budget and the actual position for the period, compared with the estimate at that date, are given, together with an estimate of the out-turn position for services reporting to this Board.

Recommendation to Council

That a supplementary estimate of £65,000, to cover the additional costs of the Local Plan Examination process be agreed.

2 Introduction

- 2.1 Under the Service Reporting Code of Practice (SeRCOP), services should be charged with the total cost of providing the service, which not only includes costs and income directly incurred, but also support costs relating to such areas as finance, office accommodation, telephone costs and IT services. The figures contained within this report are calculated on this basis.

3 Overall Position

- 3.1 Net expenditure for those services that report to the Executive Board as at 31 August 2019 is £397,322 compared with a profiled budgetary position of £361,585; an over spend of £35,736. Appendix A to this report provides details of the profiled and actual position for each service reporting to this Board, together with the variance for the period.

- 3.2 Where possible, the budget to date figure has been calculated with some allowance for seasonal variations, in order to enable a better comparison with actual figures.

3.3 North Warwickshire Local Development Framework

- 3.3.1 The overspend of £38,332 is due to additional costs of the Planning Inspector for the Local Plan. As part of the examination process the Borough Council must pay the cost of the Local Plan Inspector. The bill for this is normally paid at the end of the process however as the process has been ongoing for well over a year, a bill has been submitted for the period March 2018 to May 2019. The total cost of the inspector up to 15 May 2019 is £94,899.

3.3.2 This is an interim bill as there will be further work the inspector will need to do. This will include Main Modifications, possibly further hearings and his final report. This will depend on the success of the A5 HIF bid.

3.3.3 Due to the ongoing costs of the examination process it is estimated that a supplementary estimate of £65,000 is required for the Local Plan budget in 2019/20.

4 Risks to the Budget

4.1 The key risks to the budgetary position of the Council from services under the control of this Board are:

	Likelihood	Potential impact on Budget
The Local Plan process is becoming more costly due to the Duty to Cooperate and also needs to be repeated more often as national guidance requires.	High	High
The Emergency Planning budget may be insufficient to cover the costs of any major local emergency.	Low	High

5 Estimated Out-turn

5.1 Members have requested that Budgetary Control Reports provide details on the likely out-turn position for each of the services reporting to this Board. The anticipated out-turn for this Board for 2019/20 is detailed in the table below: -

	£
Approved Budget 2019/20	776,330
Additional Inspector's Fees associated with the North Warwickshire Local Development Framework	65,000
Expected Out-turn 2019/20	841,330

5.2 The figures provided above are based on information available at this time of the year and are the best available estimates for this board, and may change as the financial year progresses. Members will be updated in future reports of any changes to the forecast out turn.

6 Report Implications

6.1 Finance and Value for Money Implications

6.1.1 Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board for comment at future meetings.

6.2 Environment and Sustainability Implications

6.2.1 The Council has to ensure that it adopts and implements robust and comprehensive budgetary monitoring and control, to ensure not only the availability of services within the current financial year, but in future years.

The Contact Officer for this report is Nadeem Afzal (719444).

North Warwickshire Borough Council

Executive Board

Budgetary Control Report 2019/20 as at 31 August 2019

Description	Approved Budget 2019/20 £	Profiled Budget August 2019 £	Actual August 2019 £	Variance £	Comments
Housing Strategic Service Review	30,860	12,858	12,858	-	
Outreach and Access to Services	145,430	62,072	62,017	(54)	
Corporate Communications	66,770	30,830	30,289	(541)	
Community Strategy	128,190	53,413	52,775	(638)	
Emergency Planning	43,100	16,808	15,446	(1,363)	
N.Warks Local Development Framework	359,110	184,408	222,740	38,332	
Support to Parishes	2,870	1,196	1,196	-	
Total Expenditure	776,330	361,585	397,322	35,736	

Agenda Item No 7

Executive Board

16 September 2019

Report of the Chief Executive

Upgrade to Data Management System for Environmental Health

1 Summary

- 1.1 The purpose of this report is to advise the Board that an upgrade to the existing Civica APP data management system used by Environmental Health is required, as it will no longer be supported in its current format after 2020 and to seek funding to upgrade the data management system.

Recommendation to the Board

That the upgrade to the data management system be approved and that capital and revenue funding will need to be included in the 2020/21 budget.

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Report

- 3.1 The current Civica APP data management system has held the department's information for the past 20 years. It holds all the information required for every aspect of the departments work programmes. This includes premises details, inspections and service requests for food, health and safety, domestic and commercial pollution control, environmental permitting, fly tipping, infectious diseases, licensing, private water supplies, sampling, contaminated land, planning consultations and air quality.
- 3.2 The system allows correspondence to be automatically generated.
- 3.3 It is the major source of reporting for management information, freedom of information requests, performance indicators and statutory returns.
- 3.4 It allows each officer to manage their workload effectively. Supervisors and managers are able to monitor workloads and reassign if necessary.
- 3.5 The proposed new system (CX) is a hosted, multi-function software platform developed by Civica. It is a secure cloud-based regulatory service

management tool and will enable the workforce to be agile i.e. able to access information held on the database off site if necessary.

3.6 CX has been developed to be process efficient with the automation of processes, these will include:-

- A reduction in administrative tasks e.g. bulk communications allows letters to be sent to many recipients. This process can be scheduled and automated without officer intervention.
- Automatic task creation. For multiple complaints from one source CX will automatically generate a task per complaint.
- Automated decisions e.g. for a Premises licence, if the applicant is underage CX can be configured to automatically reject the application and send the appropriate response, whilst keeping a record of the actions taken for audit purposes without any involvement from an officer.
- Presentation of data reducing the number of clicks needed. E.g. users are able to upload files to support case records and do not have to open each attachment to view content, but can simply click on the attached file to view a preview.
- Instant export of any table to Excel. Any table within the system can be exported as a CSV file for further manipulation.
- Forced searching for existing user, address or case before creating a new record. This contributes to a cleaner, more effective database, supporting intelligence gathering across multiple departments.
- Photo identification of core entities can be described with an image, which is visible whenever the end user views the core entity, thus reducing time needed to confirm identification. Core entities include contract, businesses, assets and vehicles.
- Use of communication preferences, CX supports the automatic sending of communications at a specific stage in the process and adheres to the chosen communication preference, whether it is email, SMS or printed letter.
- Auto notification of breach of service level agreements. Visibility of cases associated to the officers' current case, dashboard presentations of all core entities.

3.7 Based on the supplier's assessment of the benefits, the system will be familiar and Intuitive

- They say CX will provide cost effective implementation. The software offers an intuitive user experience which gives rise to an easier implementation because the software administrators become acquainted with the system faster, therefore requiring less implementation time, and thus reducing the implementation costs in the process. During the implementation, the intuitive user experience will allow software administrators to spend more time actually using and setting up the software, than learning about how to use it.
- They promise accelerated user adoption. After a successful implementation, the Council has to roll out the software to the entire user base. Having an intuitive user experience encourages user adoption of CX, which supports the Return on Investment (ROI) that justifies the initial software purchase.
- They say there will be lower ongoing training cost. CX will evolve over the years, so will the Council's users and this implies that there could be a need for additional user training. However, due to the intuitive user experience, the Council should have more flexibility regarding the way training needs are addressed. The Council may decide to forego the training offered and simply have another user train the new users.
- It is further claimed that there will be cost effective upgrades. As the CX user experience is intuitive, user adoption or new versions will be less problematic, thus resulting in a quicker upgrade and therefore lesser costs and better staff productivity.
- They also claim the system offers better scalability. The Council may at some point experience growth of the number of CX users and the intuitive user experience allows a faster expansion and adoption of the software, thus preventing costly operational inefficiencies.

3.8 The system is hosted by Civica – There are several advantages of having CX hosted by Civica and these are as follows:-

- Upgrades are automated, much less error-prone and much more repeatable. Manual upgrades are error prone as they involve human intervention and items can be missed. Automated upgrades don't suffer from variability. Once configured, the process is set, and will be the same every time Civica provide a release.
- The down time and effort around upgrades will be almost eradicated. Performing and validating a manual upgrade process for APP has often been time-consuming and difficult. In the hosted environment, the time taken to initiate a fully automated deployment of CX is seconds. Validation of those deployments happens behind the scenes and team member may only need to spend time familiarising themselves with new functionality. As a result, staff get to spend more time being effective in their specific role.
- Civica hosting allows for releases that are more frequent. Civica can deliver valuable features for an organisation more often and in incremental steps. In doing so they can gather continuous feedback from the organisation and adapt the approach as a result,
- Maintenance and support is the responsibility of Civica. If something goes wrong it is the duty of Civica to ensure the problem is fixed.

- Civica will provide a service in which the staff are highly trained and have all the resources necessary.
- Civica will provide an environment that is secure and maintained to an industry standard level.
- Due to the Civica partnership with Microsoft, it is likely that Civica can provide cost savings over those that could be obtained with a single Council/ provider relationship. In addition, in-house infrastructure often requires a sizable investment.

3.9 All Local Authorities are required to work towards the digital transformation agenda, part of which focuses on how their application solutions for their back office functions work. CX is web browser accessible, rather than client/server configured. It removes the need for client maintenance for users and promotes the idea of mobile/offsite access to information for officers and therefore automatically ensures the information is available across all platforms, be it desktop, tablet or smartphone.

4. Report Implications

4.1 Finance and Value for Money Implications

4.1.1 As from January 2020 Civica APP in its present form will no longer be available or maintained and will require £3,000 - £4,000 worth of work to enable it still to be used following Microsoft updates.

4.1.2 The costs of the proposed CX system vary, depending on when a contract is agreed. Lower costs have been offered if the Council is able to sign up to a contract before 30 September 2019.

4.1.3 In order to allow the current workforce in Environmental Health and Licensing to work flexibly and onsite they will require iPads, with keyboards and pens. The Division currently use mobile phones with data. However these phones are not fit for purpose as accessing emails tends to cause problems on the desk top PC. Staff are at present only using mobile telephones to make calls on site or in personal safety situations. If the CX system along with the iPads and associated hardware are approved, only basic phones would be necessary.

4.1.4 The capital costs of the new software, and new iPads are shown in the table below. If the CX system is approved, it will be financially advantageous to agree the contract before the end of September 2019.

Capital Costs	Contract agreed Sept 2019 £	Contract agreed after Sept 2019 £	Cost Increase £
Cost of software - range	55,000-65,000	85,000-100,000	30,000-35,000
Software – top of range	65,000	100,000	35,000
iPads (12)	4,068	4,068	-

Key boards / pens (12)	1,680	1,680	-
Total Capital requirement	70,748	105,748	35,000

4.1.5 Following discussions Civica had been informed that should the monies be available for this project, they would not be accessible until the new financial year of April 2020. However, if North Warwickshire Borough Council was in a position to sign up to a contract for the 'Before 30th September 2019' cost (see below), the invoice for the year 1 costs could be delayed until the new financial year in April 2020.

4.1.6 The table below details the revenue costs of the current system, together with the expected costs for the proposed CX system and iPads.

Revenue Costs	Contract agreed Sept 2019 £	Contract agreed after Sept 2019 £	Cost Increase £
Software mtce	10,865	25,000	14,135
Data costs – iPads (12)	2,880	2,880	-
Mobile Phones (12)	432	432	-
Total	14,177	28,312	14,135

The current revenue budget is £13,152. Therefore an additional revenue budget would be required for £1,025 if the contract is agreed before the end of September 2019. Otherwise the increase rises up to £14,135 per annum.

4.1.7 If approved, both capital and revenue costs will need to be included in the 2020/21 budget.

4.2 Safer Communities Implications

4.2.1 Many aspects of environmental health work involve the prevention and detection of crime and an efficient and effective IT system is essential to enable this work to be carried out and thereby protect our communities

4.3 Legal, Data Protection and Human Rights Implications

4.3.1 There are no legal or human rights implications arising from the adoption of the new system. Data protection is key and the system is secure and fully auditable.

4.4 Environment, Sustainability and Health Implications

4.4.1 Many of the areas regulated by the division pose a serious threat to the environment and the use of this new system will enable the Council to be more efficient and effective.

4.5 **Human Resources Implications**

4.5.1 Training needs for the new system will be met within the budget set out above. There are no other human resources implications.

4.6 **Risk Management Implications**

4.6.1 The introduction of this system has been the subject of consultation with the Council's Information Services Team. CIVICA has been providing services to the Council for many years and have always proved reliable. It is not therefore considered that there are any significant risk implications.

4.7 **Equalities Implications**

4.7.1 The report contains no negative impacts of opportunity for any known group.

4.8 **Links to Council's Priorities**

4.8.1 Responsible financial and resource management

The Contact Officer for this report is Joanne Phipps (719304).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
	Jo Phipps & Zoe Bickley		August 2019

Agenda Item 8

Executive Board

16 September 2019

Report of the Corporate Director – Communities

Council Tax Support Scheme 2020/21

1 Summary

- 1.1 This report outlines the recommended Council Tax Support (CTS) Scheme for 2020/21 on which the Council will need to consult in the Autumn.

Recommendation to the Council

- a To approve the retention of an 8.5% reduction (or a maximum award of 91.5%) in Council Tax Support to all current working age customers in the 2020/21 Council Tax Support Scheme; and**
- b To approve that the Council consult on a number of technical changes to be made to the current Local Council Tax Support Scheme to fall in line with statutory changes as advised by the Department of Work and Pensions.**

2 Background to this Report

- 2.1 Before the Council implemented its 2013/14 Council Tax Support Scheme which replaced the previous Nationally funded Council Tax Benefit (CTB) Scheme, an extensive consultation was carried out which consulted on a number of options surrounding reducing the support given to working age claimants by up to 20% (Pensioners were always protected from any changes). Following this exercise, the actual scheme eventually implemented for 2013/14 passed on a reduction in support of 8.5% (i.e.) a maximum benefit of 91.5% assisted by the payment of a transitional grant agreed by the Government paid for a one year period only.
- 2.2 Following the successful implementation of these changes which have remained unchanged since that date, the impact on customers affected since 2013/14 has been monitored. In summary, this resulted in the initial anticipated impact of the changes being experienced in terms of increased recovery action needed to collect Council Tax due. This impact was that whilst there was initial falls in year collection levels on 2012/13 of 98.2% initially by 0.5% in 2013/14 and then 0.2% in 2014/15 on previous levels, the actual collection rate achieved from 2015/16 onwards has recovered and in 2017/18 the Council recorded its best ever performance ever at 98.6%. Whilst this performance dropped to just over 98.02% in 2018/19, this can almost wholly be put down to the conversion of computer systems that saw little recovery

action instigated in the last 4 months of the financial year. The impact on those on the lowest incomes in 2018/19 is outlined in paragraph 3.4.

- 2.3 Overall, these increased levels of performance being achieved despite taking less recovery action are bucking National trends and officers are confident that the decision of the Council to adopt one of the best 25% CTS schemes in the country as well as the good employment opportunities in the area is making a significant contribution to the Council being able to achieve the good levels of collection in spite of deprivation. This is because there is a clear correlation between those Councils who have passed on the biggest CTS reductions who have experienced the biggest impacts in Council Tax collection rates.
- 2.4 For information and comparison purposes, the following CTRS schemes are currently operated across Warwickshire
- NBBC – currently a maximum CTS of 80% but seeking to consult on improving it up to 85% in 2020/21
 - RBC – a maximum CTRS of 85%.
 - SDC - a maximum CTRS of 85%
 - WDC – a maximum CTRS of 85%
- 2.5 These headline collection figures are very pleasing and an indication that the positive and supportive approach taken by the Council to encourage engagement and awareness of wider financial inclusion messages at every stage to encourage customers to avoid recovery action is working in an ever increasing number of cases. However, it should be noted that of the £200,000 shortfall in collection in 2018/19 on 2017/18 levels, a disproportionate number of these debts are owed by those with the least income and in receipt of Council Tax support.
- 2.6 This is not surprising as it indicates that those on the lowest incomes are finding it harder to make timely payments in the current climate despite the Councils very supportive CTS scheme. Trends also indicate that this small but hard core of cases are taking evermore time by officers to assist and support in addressing increasingly complex financial difficulties who are being impacted by a number of changes in the current welfare system.
- 2.7 Another important local factor is that a significant number of those working age customers in receipt of CTS receive benefits indicating a limited or inability to work. This means that despite the high availability of jobs in the area, many reliant on CTS are unable to take advantage of these opportunities easily. As a result, whilst it is encouraging that the numbers needing support to pay their Council Tax either via CTS or CTB is falling, this is wholly due to customers of pensionable age who are not directly impacted by any of the welfare changes introduced needing less financial support because of having higher incomes in retirement whilst the working age customers levels have largely remained level over the last 6 years

2.8 The caseload figures since the introduction of LCTS can be found in the table below

	Working Age	Pension Age	Total
2014/15	2,023	2,519	4,542
2015/16	1,974	2,380	4,354
2016/17	2,014	2,266	4,280
2017/18	1,918	2,185	4,103
2018/19	1,905	2,093	3,998
2019/20 @ 1 st April	1,974	2,073	4,047
2019 with Caseload as at 30 th June	1,960	2,054	4,014

2.9 With this information in mind and in reviewing the 2020/21 scheme, the Government continues to make further changes to the welfare system, most notably Universal Credit that went fully live in the Borough in September 2018. This is the biggest welfare change to date and has received significant media coverage following its introduction nationally and a delay in it's wider roll out until tested further. In the relatively small number of live cases we have, this is already creating new financial challenges facing customers to meet all their obligations will increase as indicated by the increase in rent arrears of those Council Tenants in receipt of Universal Credit against those on existing legacy benefits.

2.10 As such, it is anticipated that with the impact on collection rates in respect of both rent and council tax is likely to become more ever challenging in 2020/21 as managed migration of people off legacy benefits onto Universal Credit takes place. This means that making a decision to provide less Council Tax support onto these customers in 2020/21 would not be recommended for the reasons expanded on in the Finance and Value for Money implications below.

2.11 In the circumstances, it is therefore proposed that the scheme adopted for 2020/21 remains unchanged at an 8.5% reduction on previous levels of Council Tax Benefit awarded in 2012/13. It is only proposed to amend the scheme to reflect the uprating of benefits in line with the statutory increases proposed annually by the Department of Work and Pensions which is based on National Uprating data in September and to consult on introducing a number of technical changes as outlined in paragraph 3.12.

2.12 As such, in considering a CTS scheme for 2020/21, Members are advised that the following changes will need to be implemented over the next twelve months as part of this programme which will have the impact of further reducing income levels of many working age benefit customers currently on the CTS scheme as they move away from potentially more generous disability benefit levels.

2.13 Whilst no change is proposed to the maximum percentage awards, the following technical changes summarised in the table below will need to be reflected in our local scheme qualifying criteria arrangements going forward in

order to align them with Universal Credit rules in order to make the administration and assessment of CTS Credit claims easier.

Proposed Changes	Description	Comment
Increase Automation	-Increase system improvement to allow for higher levels in Universal Income cases automation	Maybe an initial set up costs which could be absorbed in normal working costs
Claiming and evidence	-Change to minimal evidence requirements -Treat the Universal Credit data hub sheets as a claim for LCTRS -Simplify the claiming processes	Allows the full period possible to be paid while on Universal Credit
Self Employed	-Use the National Minimum wage for earnings after 1st year. -Base Earnings on 30 hours PW @ Minimum wage / national living wage from year 2 (Where earnings are above the Minimum Wage use the actual income instead)	Avoids customer confusion as National amounts set by government
Date Changes	-Use the actual date as the effective date instead of weekly dates -Review cases at our choice of dates	Dates will be more realistic to customers
Backdating	Remove backdating restrictions	This leaves the flexibility for us to pay as far back as long as the correct documents to claim have been received.

- 2.14 The proposed technical changes will affect all new LCTS claimants and those existing claimants who have a change in their circumstances or a break in their claim. As such it is difficult to ascertain the financial impacts of these. As such, and in line with legislative requirements, notice of these proposed changes will need to be subject of a proportionate public consultation.

3 Consultation

- 3.1 In the circumstances, if it is agreed that the maximum CTS award percentage is not changed, as recommended, and the scheme is only amended to reflect the changes outlined in 3.13, It is proposed that it will be sufficient to highlight

awareness of these changes via our website, various social media platforms, and via direct letters to interested local groups over a 6 week period between 23 September to 4 November 2019. This will allow the final proposed scheme for 2020/21 to be adopted by the Executive Board in November and ratified by Full Council in December as outlined in the table at 4.2 below.

3.2 Subject to approval of the report recommendation, the timetable would be:

Consideration of options by Executive Board	16 th September 2019
Proposed 6 week consultation with precepting authorities and general public	w/c 30th September 2019
Report to Executive Board including responses from the consultation	25 th November 2019
Report to Full Council to approve the scheme	7 th December 2019
Scheme must be published by	13 th March 2020

3.3 Whilst the scheme doesn't have to be published until March each year, for operational purposes any amendments to the scheme will need to be approved at December Council so that it can be included in the Council's annual billing preparation and testing which starts before Christmas.

3.4 The Governments code of practice on consultation states 12 weeks is normally appropriate for statutory consultations. However, due to the timescales for implementation of the scheme, the relatively minor changes proposed and the need to meet the annual budget setting process a 6 week consultation process is more realistic and is in line with the Warwickshire Compact expectations

4 Report Implications

4.1 Finance and Value for Money Implications

4.1.2 As Local Council Tax Support operates through the Collection Fund, the cost is shared with major preceptors - Warwickshire County Council and Warwickshire Police and Crime Commissioner – in proportion to Council Tax shares. This means that NWBC picks up approximately 13% of the cost of the scheme, WCC 75% and WPCC the remaining 12%.

4.1.3 As a result of the NWBC approach, all working age customers are required to pay a minimum of 8.5% of their Council Tax liability each year. For 2019/20, this equates to an average bill for two adult household customers on the lowest incomes of approximately £108 per year if living in a Band A property and £126 per year if living in a Band B property.

4.1.4 The net estimated cost of the scheme for this Council in 2020/21, assuming the retention of an 8.5% reduction in Council Tax Support to all working age customers and adopting all other assumptions stated above, will cost around £250,000. This is our share of the assumed shortfall between CTS paid and central grant received.

- 4.1.5 Members should note that this estimate reflects the reduction in the level of central grant, and therefore subsidy income, to compensate the Council for payments of CTS beyond the initial 13% reduction passed on in 2013/14.
- 4.1.6 The Council, along with others, are finding that Universal Credit is leading to a reduction in claims for LCTS, because applicants do not always understand that they have to apply to the Council for LCTS separately to their Universal Credit claim with the DWP. We are liaising with the DWP to mitigate this issue going forward. This may lead to an increase in the caseload again, as could other changes to the local and national economy (a large local employer moving elsewhere or closing down for instance). This is a risk that will need to be considered by the Council when considering proposals for 2020/21.
- 4.1.7 It should be noted that these figures assume that there would be no extra staffing needed or administration costs incurred on current operating costs to collect monies due. In learning from the experiences of those Councils who have passed on larger cuts in CTS, the majority have highlighted that the impact has meant needing to issue more recovery notices, some by as much as 60% which significantly increases the cost of stationary and postage as well as needing to employ additional resource to deal with increased customer contact and recovery. The impact of this on a District Council of these increased costs is a significant issue as despite only retaining 13% of the Council Tax income generated the Council picks up 100% of the administration costs to collect it. This is the major factor when considering future changes and is a significant disincentive to propose any further reduction on present levels at this time.
- 4.1.8 It should also be noted that the Council have implemented more significant changes than the national average with regard to its reduction of exemptions on vacant properties. It is proposed that decisions on charging policies in respect of these properties which have delivered a reliable income stream and are deemed proportionate and reasonable should not change.

4.2 Human Resources Implications

- 4.2.1 None

4.3 Risk Management Implications

- 4.3.1 A key concern at the outset of adopting local CTS schemes to both the Council and major preceptors was the impact of an increase in benefits caseload from both working age claimants and pensioners which would have created significant additional financial pressures that were difficult to prevent or influence. Fortunately, and as stated in paragraph 3.5, since the CTS scheme was introduced in April 2013, this risk has not been realised and the caseload has in fact reduced by over 10% which is very positive.
- 4.3.2 However, the ongoing annual reductions in grant support as outlined in 4.1.5 are expected to continue until at least 2020, and therefore is a significant financial risk that has needed to be built into the Councils corporate savings

targets and medium term strategy. This is because it has needed to be assumed that the CTS scheme will be evermore expensive to operate year on year unless either caseloads drop further or changes are made to increase cuts to the CTS scheme for working age people to address the shortfall. Of course, as stated above, the latter has unknown consequences as it has impacts on the customer in terms of their ability to pay any increase in monies due and the Council in terms of the anticipated increased operational costs in seeking to collect it.

- 4.3.3 It should also be acknowledged that over half of the Councils CTS caseload are pensioners who are protected from any reduction in awards making expenditure in these cases unavoidable. In terms of the Councils remaining working age claimants it should be noted that the majority are in receipt of benefits that indicate that they have current medical conditions that may make it very difficult for them to work without significant support or improve their financial circumstances quickly meaning paying any increased charges towards their Council Tax is going to be very challenging.

4.4 **Equalities Implications**

- 4.4.1 Any reduction in Council Tax Support will impact across the whole of the working age caseload, but not disproportionately on different groups within it.

The Contact Officer for this report is Bob Trahern (719378).

Background Papers

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

Agenda Item No 9

Executive Board

16 September 2019

Report of the Chief Executive

Local Government and Social Care Ombudsman Annual Review 2018/19

1 Summary

- 1.1 This report informs the Board about the results of the Local Government and Social Care Ombudsman Annual Review 2018/19. The report highlights the number of complaints and enquiries considered by the Ombudsman relating to the Council and the outcome of their determinations. The report also provides some contextual information about the compliments and complaints received via the Council's corporate Compliments and Complaints Procedure.

Recommendation to the Board

That the report be noted.

2 Consultation

- 2.1 Consultation has been carried out with the chair, vice chair and opposition spokesperson. Any comments received regarding the report will be highlighted to the Board.

3 Background

- 3.1 This report has been prepared following receipt of the Annual Review Letter 2018/19 from the Local Government and Social Care Ombudsman. The Annual Review provides a summary of the complaints and enquiries made to the Ombudsman relating to the Council during the 2018/19 year. The Annual review also shows what decisions the Ombudsman made about the complaints and enquiries received.

4 Annual Review 2018/19

- 4.1 Attached at Appendix A is a copy of the letter received by the Chief Executive from the Local Government and Social Care Ombudsman dated 24 July 2019. The annual review shows that 3 complaints or enquiries were made to the Ombudsman relating to the Council. This compares to 6 complaints or enquiries received in the 2017/18 year. The 3 complaints and enquires were determined in the following way:

- 1 incomplete or invalid
- 1 referred back for local resolution
- 1 not upheld following a detailed investigation

4.2 Only one of the complaints or enquiries raised resulted in an investigation by the Ombudsman. The case referred back for local resolution will have been considered via the Council's Complaints Procedure. Members are requested to note that the Ombudsman is aiming to focus on the lessons that can be learned and the wider improvements that can be achieved through their recommendations to improve services. The Ombudsman is publishing more information about outcomes of their investigations and highlighting where recommendations result in improvements to local services.

4.3 More information about the outcomes from investigations is available on the website link shown below. There are focus reports relating to specific service areas including housing, planning, environmental services, benefits and taxation:

<https://www.lgo.org.uk/information-centre/reports>

4.4 The Ombudsman has also prepared a report titled "Under Pressure" which advocates that local authorities should follow the basic principles of good administration when considering service changes due to financial restraints and pressures.

<https://www.lgo.org.uk/information-centre/news/2018/dec/councils-mustn-t-throw-out-the-rule-book-in-the-face-of-pressure-says-ombudsman>

4.5 Members should also note that the Housing Ombudsman investigates complaints regarding social housing and they have a Memorandum of Understanding with the Local Government and Social Care Ombudsman. More information about what kind of complaints they can investigate is shown on the website link below:

<http://www.housing-ombudsman.org.uk/learning-faqs/factsheets/what-kind-of-complaints-can-we-consider/#.WX8L6HIK2Uk>

4.6 The 3 complaints and enquiries received by the Local Government and Social Care Ombudsman were regarding the following services:

- Environmental services 1
- Planning and Development 2

4.7 It is pleasing to report that the complaints and enquires resulted in the Ombudsman not finding significant fault by the Council. The one complaint investigation carried out by the Ombudsman was determined as not being upheld. The outcomes of the complaints and enquiries are shown above at paragraph 4.1.

5 Compliments and Complaints 2018/19

... 5.1 Attached at Appendix B is a table showing the numbers of compliments and complaints received by service department through the Council's corporate procedure during the 2018/19 year. The table shows that 42 complaints, 83 requests for service and 34 compliments were received in the 2018/19 year. The number of complaints is a decrease of 43 (51%) from 2017/18.

- 5.2 The decrease is mainly due to a reduction in the complaints relating to Streetscape. The overall number has decreased from 34 in 2017/18 to 18 in 2018/19. During 2017/18 there were several complaints raised about the introduction of charges for green bins and replacement bins.
- 5.3 The number of requests for service has reduced to 83 from 97. The requests for service are complaint contacts which were considered not to be stage 1 complaints. These can include the raising of a particular issue for the first time without the relevant service being aware of the issue. The requests for service are mainly being received via the complaints web page.
- 5.4 The majority of complaints received relate to Streetscape, Housing, and Development Control. Combined they account for 33 (79%) of the complaints received. These are service areas with high customer contacts and therefore it is not unusual to expect this.
- 5.5 Notable decreases have been seen in Revenues by 8 and in Housing overall by 10, Development Control by 6 and in Streetscape by 16. Overall the number of complaints received 42 remains low when compared to the total number of contacts received and people dealt with. There has been an overall reduction in the number of complaints received with 43 less compared to the 2017/18 year.
- 5.6 An outcome status against each complaint is determined to show whether the complaint is considered to be justified (upheld) or not upheld. This can be a matter of judgement and there will be some complaints which can be interpreted either way. Some complaints will have elements that could have been dealt with differently or better on occasions. Of the complaints received in 2018/19 23 (55%) are considered to be not upheld and 19 (45%) justified.
- 5.7 The compliments received show some examples of positive feedback received from residents and customers. The compliment figures do not include customer feedback responses received by Housing and Community Support which are monitored within their division.
- 5.8 Shown below is a table of the totals of compliments and complaints received during the last 10 years.
- 5.9 Table of Compliments and Complaints Totals

Year	Compliments	Complaints
2008/09	31	33
2009/10	43	30
2010/11	55	25
2011/12	45	40
2012/13	37	46
2013/14	46	95
2014/15	53	54
2015/16	79	73
2016/17	61	58
2017/18	62	85
2018/19	34	42

6 Summary

- 6.1 Overall the number of complaints received is low in comparison to the number of customer contacts the Council has. There has been an overall reduction in the number of complaints received compared to the 2017/18 year. The Local Government and Social Care Ombudsman has determined only to investigate one of the complaints or enquiries made to them. Members are requested to note the report and to identify any areas that require further consideration.

7 Report Implications

7.1 Legal Data Protection and Human Rights Implications

- 7.1.1 Some complaint cases can ultimately be investigated by either the Local Government and Social Care Ombudsman or the Housing Ombudsman. Legal and Human Rights implications can be a consideration of some complaint investigations.
- 7.1.2 Complaints regarding data protection or information requests are considered under the Complaints Procedure and can be referred to the Information Commissioner's Office for further investigation.

7.2 Environment and Sustainability Implications

- 7.2.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community. Feedback and learning from Complaints and Compliments helps the Divisions identify service improvements. The Procedure includes a specific requirement to identify any service improvements arising from each complaint investigation.

7.3 Equality Implications

- 7.3.1 The Complaint investigations provide an opportunity to identify any equality related implications. For example there are individual complaints regarding missed assisted collections which although isolated issues will have impNo adverse implications have been identified from the complaints received in 2018/19. The monitoring of complaints and compliments helps inform the Council's consideration of meeting the Equality Act requirements. Any specific equality related implication arising from a complaint investigation is considered in liaison with Policy Support and Legal Services as necessary.

7.4 Risk Management Implications

- 7.4.1 Effective performance monitoring and analysis of complaints received will enable the Council to minimise associated risks with the failure to achieve targets and deliver services at the required performance and quality level.

7.5 Health and Well Being and Leisure Implications

- 7.5.1 Some complaints received do raise concerns relating to the health and well being of individuals. These can include concerns about conditions of properties and impacts from outstanding repair works.

7.6 Financial Implications

- 7.6.1 Any financial payments and credits identified in complaint investigations are made from the appropriate service budget under provisions relating to that service.

7.7 Links to Council's Priorities

- 7.7.1 By having an open and accessible complaints procedure this will contribute towards the achievement of the Council's priorities and in particular promoting vibrant and sustainable communities.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Local Government & Social Care OMBUDSMAN

24 July 2019

By email

Jerry Hutchinson
Chief Executive
North Warwickshire Borough Council

Dear Mr Hutchinson

Annual Review letter 2019

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

Complaint statistics

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

New interactive data map

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

Complaint handling training

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit www.lgo.org.uk/training.

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the

common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a horizontal line underneath.

Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Local Authority Report: North Warwickshire Borough Council
For the Period Ending: 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	0	0	0	1	0	0	2	0	3

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
1	0	1	0	1	0	0	3

Note: The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

Note: These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
0	0	0	0	Number
	0%		-	Compliance rate**
<p>Notes: * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year. ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.</p>				

Table of Complaints April 2018 – March 2019

DEPARTMENT	NUMBER OF COMPLAINTS	NUMBER OF COMPLIMENTS
Chief Executive		
<ul style="list-style-type: none"> Management Team & Civic Support Unit 		
Assistant Chief Executive & Solicitor to the Council		
<ul style="list-style-type: none"> Legal 		
<ul style="list-style-type: none"> Democratic Services 		1
<ul style="list-style-type: none"> Policy Support 		
<ul style="list-style-type: none"> Environmental Health 		2
Development Control		
<ul style="list-style-type: none"> Development Control 	7	12
<ul style="list-style-type: none"> Forward Planning 		
<ul style="list-style-type: none"> Building Control – Nuneaton & Bedworth Council 		
<ul style="list-style-type: none"> Enforcement 		
Assistant Chief Executive (Community Services)		
<ul style="list-style-type: none"> Revenues 	4	
<ul style="list-style-type: none"> One Stop Shop/ Contact Centre 		3
Deputy Chief Executive		
Corporate Services		
<ul style="list-style-type: none"> Computer Services 	1	
<ul style="list-style-type: none"> Central Services – Land Charges/Personal Searches 		
<ul style="list-style-type: none"> Central Services – Street Naming 		
<ul style="list-style-type: none"> Procurement 		
<ul style="list-style-type: none"> Public Relations 		
Finance & Human Resources		
<ul style="list-style-type: none"> Financial 	1	
<ul style="list-style-type: none"> Human Resources 		
Housing		
<ul style="list-style-type: none"> Housing Management 	8	1
<ul style="list-style-type: none"> Housing Maintenance 	7	3
<ul style="list-style-type: none"> Community Support 		
<ul style="list-style-type: none"> Private Sector Housing 		1
Leisure & Community Development		
<ul style="list-style-type: none"> Landscape Management 		
<ul style="list-style-type: none"> Community Development 	1	1
<ul style="list-style-type: none"> Leisure Facilities 	5	
Streetscape	19	27
Audit		
Other		
Request for Service	110	
Corporate		1
TOTAL	163	52

Complaint User Satisfaction Summary		
Question	Yes	No
Did you find it easy to complain?	2	1
Were you given an apology?	3	
Were you satisfied with the explanation given?	3	
Was the complaint dealt with quickly enough?	3	

2018/19

Not upheld =28 53%%

Justified = 25 47%

Total = 53

Agenda Item No 10

Executive Board

16 September 2019

Report of the Chief Executive

North Warwickshire Area Transport Strategy - Key Issues and Opportunities

1 Summary

- 1.1 The report is brought to bring Members up to date on the progress of a Transport Strategy for the Borough which will feed into an update of the County's Local Transport Plan.

Recommendation to the Board

- a That the progress of the strategy be supported; and
- b That the Draft Strategy be brought back to Board for comments

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 Warwickshire County Council and the Borough Council have worked together to draw up an Issues and Opportunities paper which will be a precursor to a Transport Strategy for North Warwickshire. The document is attached as Appendix A. The final strategy will form one part of the new Warwickshire Local Transport Plan replacing the Local Transport Plan 3 (LTP 3) 2011 - 2026.

4 Issues and Opportunities

- 4.1 The paper brings together a long term strategy into one document outlining the transport improvements throughout the Borough and why they are needed. The Transport Strategy will consider the implications of development taking place both in the Borough and adjoining areas including Birmingham, Coventry, Nuneaton and Tamworth. It sets out the key issues and opportunities for North Warwickshire and has been jointly prepared by Warwickshire County Council (WCC) and North Warwickshire Borough Council (NWBC). The purpose of this document is to ensure that all of the key issues and appropriate opportunities facing the Borough over the next 15-

20 years have been identified and will inform the subsequent development of the County's Transport Strategy.

5 Next Steps

- 5.1 It is proposed that the Issues and Opportunities paper is discussed with key stakeholders to understand their initial concerns and viewpoints. Comments received will help to inform a long term strategy for transport improvements throughout the Borough and will inform the forthcoming review of the County Council's Local Transport Plan. The Draft Strategy at this stage will be widely circulated and discussed.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 By preparing the report together there will be cost savings to both local authorities.

6.2 Environment, Sustainability and Health Implications

- 6.2.1 Transport can impact on the environment and make places more or less sustainable. By encouraging walking and cycling this can have long lasting health benefits.

6.3 Human Resources Implications

- 6.3.1 Staff resources are required initially

6.4 Risk Management Implications

- 6.4.1 A risk assessment has not yet been completed but would be expected to accompany the Draft Strategy.

6.5 Equalities Implications

- 6.5.1 An Equalities Impact Assessment has not yet been completed but will be completed once the Draft Strategy has been prepared as part of the wider LTP review.

6.6 Safer Communities Implications

- 6.6.1 There are a number of safer communities related issues and opportunities highlighted in the document including road safety, crime and anti social behaviour which require further consideration.

6.6 Links to Council's Priorities

- 6.6.1 Although a County function transport is an important issue for the Borough and links to all the Council's priorities.

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

North Warwickshire Transport Strategy Key Issues and Opportunities

September 2019



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DRAFT

1.0 Background

- 1.1 It has been identified in the emerging North Warwickshire Local Plan that there is a requirement to prepare a new Transport Strategy for the Borough. This will bring together a long term strategy into one document outlining the transport improvements throughout the Borough and why they are needed. The Transport Strategy will consider the implications of development taking place both in the Borough and adjoining areas including Birmingham, Coventry, Nuneaton and Tamworth.
- 1.2 This paper sets out the key issues and opportunities for North Warwickshire and has been jointly prepared by Warwickshire County Council (WCC) and North Warwickshire Borough Council (NWBC). The purpose of this document is to ensure that all of the key issues and appropriate opportunities facing the Borough over the next 15-20 years have been identified that will inform the subsequent development of the Transport Strategy.
- 1.3 This document will form the basis for informal engagement with key stakeholders to understand their initial concerns and viewpoints. Comments received will help to inform a long term strategy for transport improvements throughout the Borough and will inform the forthcoming review of the County Council's Local Transport Plan.
- 1.4 This Issues and Options paper has considered the effect of issues and proposals which are within or in close proximity of the Borough. For example, the expansion of Birmingham Airport and the development of UK Central with the HS2 interchange at Arden Cross all of which are located within Solihull Metropolitan Borough. Due to the Borough's own objectively assessed housing need and the requirement to deliver growth in neighbouring areas means that the area faces a level of development that is much greater than has ever been experienced. This in turn brings a critical requirement for infrastructure and service improvements to be delivered in parallel to ensure that the impacts of this growth are managed in a planned and sustainable manner.

2.0 Vision

- 2.1 The vision of the Transport Strategy for North Warwickshire is to:
 - Support and facilitate growth;
 - Improve accessibility;
 - Reduce the impact of transport on communities and the environment;
 - and,
 - Improve safety and security.

- 2.2 This will be achieved by providing greater opportunities for alternative modes of travel to that of the car through improvements to public transport as well as improved access for pedestrians and cyclists.
- 2.3 The Local Plan aims to ensure that there is delivery of infrastructure to support and facilitate growth, and that this is undertaken comprehensively and not in a piecemeal way. New development will be integrated carefully into the Borough's existing areas whilst respecting local distinctiveness.

- 1 Do you agree with the vision? If not, why?**
- 2 Is there anything else that you would like to see included in the vision?**

3.0 Introduction

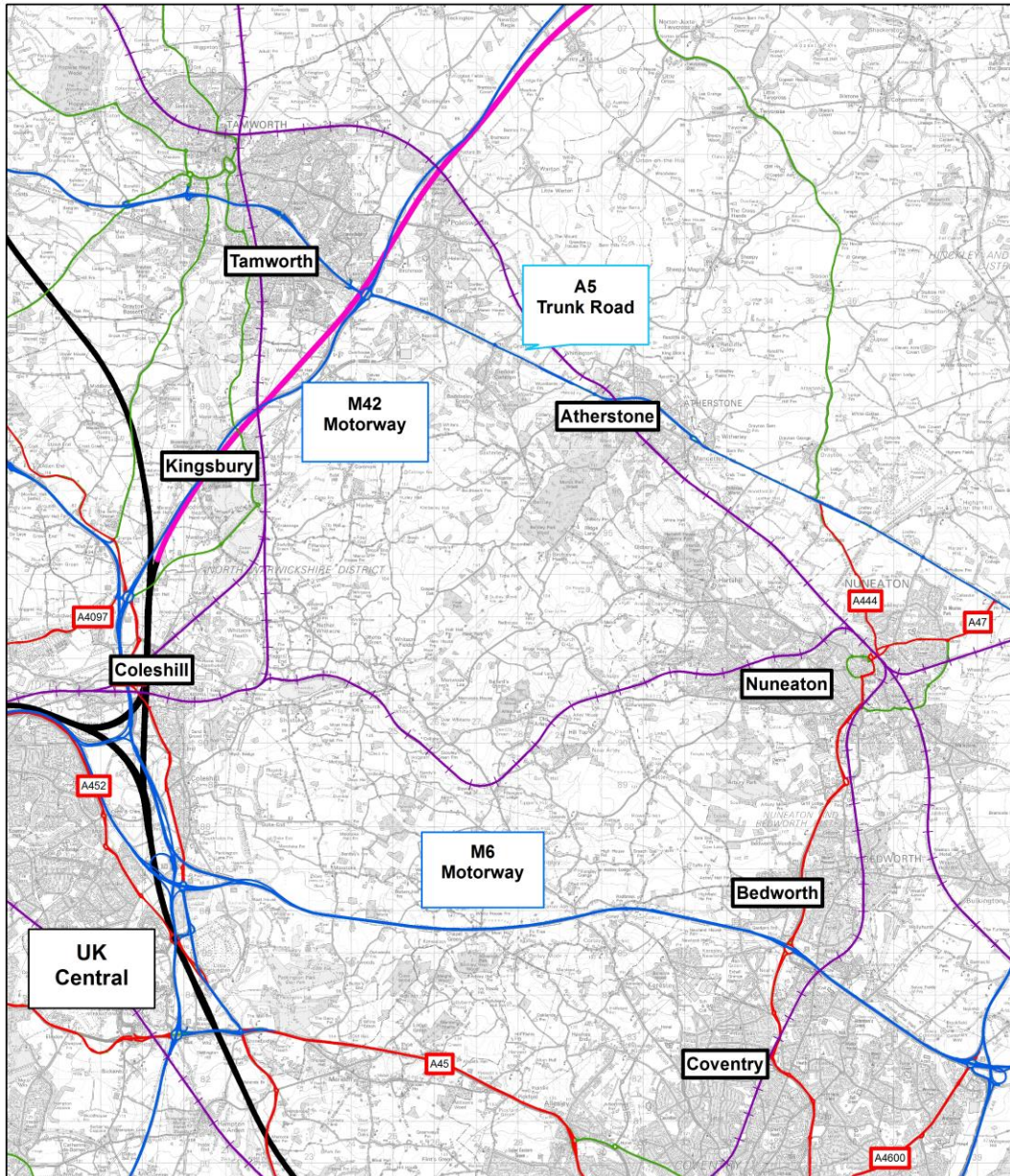
- 3.1 North Warwickshire is a predominantly rural borough with four main rivers of the Blythe, Tame, Cole and Anker. It is bordered by Birmingham, Coventry, Solihull, Nuneaton, Tamworth, North West Leicestershire and Hinckley & Bosworth. Historically, the area has experienced significant mining of coal, hard rock and sand and gravel. Outside of the main market towns and industrial areas, the Borough comprises of predominantly mixed agricultural and woodland uses. The high quality landscape is complemented by recreational facilities such as Kingsbury Water Park, Pooley Fields Country Park and Hartshill Hayes Country Park and Woodland as well as numerous golf courses, including The Belfry.
- 3.2 The Borough is home to two intermodal rail freight facilities at Birch Coppice and Hams Hall, with others such as Magna Park located nearby. These are of strategic significance. Although occupiers on both estates are encouraged to receive and distribute their products by rail much is transported to the sites and distributed by road adding to the volumes of traffic on the strategic, main and local road networks. The Borough is bounded by Birmingham, Solihull, Tamworth, Coventry, Nuneaton and Hinckley, all of which are experiencing high levels of growth. The Borough will also itself experience an unprecedented level of housing growth over the next 15-20 years through the delivery of 9598 houses and at least 100 hectares of employment land. The growth proposals for the UK Central area around the proposed HS2 interchange adjacent to Birmingham Airport and the NEC are also located close to the boundary of the Borough.
- 3.3 As a result of the challenges arising from the growth agenda, it has been agreed that a review of the Transport Strategy will be carried out by Warwickshire County Council and North Warwickshire Borough Council. This

paper aims to identify the key issues, options and opportunities for transport in the Borough over the next 15-20 years.

- 3.4 The proposed engagement will provide a valuable opportunity for key stakeholders, the public and anyone with an interest in the future of the Borough to have their say.

DRAFT

North Warwickshire Network



Legend	
	Strategic Road Network
	Major Road Network
	Other A-Class Roads
	HS2 Phase 1
	HS2 Phase 2b
	Existing Rail Network



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4.0 Context

4.1 Population, economy and growth

- 4.1.1 The 2011 census showed that there were 62,014 people living in North Warwickshire which covers an area of 110 square miles. On average, Warwickshire has 2.8 persons per hectare whereas North Warwickshire is relatively sparse with an average of 2.2 persons per hectare. There has been very little growth of the population between 2001 – 2011 with an increase of only around 100 people. North Warwickshire's economy has grown with over 1.2 jobs per resident population meaning that a large proportion of the workforce (over 50%) commutes to urban areas outside of the Borough such as Birmingham, Coventry and Tamworth.
- 4.1.2 Indices of employment deprivation indicate that the south west and very north of the borough are relatively less deprived, while areas of deprivation can be found in the east of the borough around Atherstone and Mancetter, Polesworth and Dordon, Hartshill, Ansley, New Arley and Old Arley. Hurley in the centre of the borough is also relatively deprived. North Warwickshire has the lowest population growth in the County, however it is considered large when compared against previous levels of growth in the Borough.
- 4.1.3 Approximately 22% of children within North Warwickshire are living in poverty with low levels of residents in full time work. Growth of disposable income in the county is relatively low.
- 4.1.4 78.6% of residents in the Borough are of working age (16-64), which is slightly above the regional and national averages. North Warwickshire has a relatively low unemployment rate (3.6%) when compared to the regional average. The Borough also has a low job-seekers allowance (JSA) claimant rate at 0.7%, which is again lower than the regional average.
- 4.1.5 North Warwickshire has experienced an increase in employment land, particularly in relation to the M1/M6/M42 'Golden Triangle' of the logistics sector but has seen an overall decline in manufacturing. This is leading to less job opportunities for people in the local area. Logistics has become popular in North Warwickshire due to the geographical setting of the Borough in the centre of the country, with excellent strategic road and rail connectivity. Some of these jobs are however potentially at risk from greater automation in the future as a result of developments in Artificial Intelligence (AI).
- 4.1.6 Since 2011, 166 ha of employment related development has been completed with a further 100 ha planned, including extensions to both Aldi and MIRA.
- 4.1.7 One of the main challenges therefore is for greater prosperity to be generated within the Borough through the diversification of the employment base to uses

other than logistics. An example of this is the proposed expansion of the Horiba-MIRA Technology Park and to the south of the A5 between Atherstone and Nuneaton creating a Southern Manufacturing Site (SMS).

- 4.1.8 Despite some of the challenges that North Warwickshire faces in terms of deprivation, it is a happy place to live with figures showing that it is above the UK average. Local residents are also very satisfied with where they live with average of 8.36 people being happy compared to the UK average of 7.68. This is a major change in direction compared to 2011 where figures were well below average for happiness and satisfaction.

4.2 Public Health

- 4.2.1 North Warwickshire has a higher than average level of people who class themselves as not being in good health. Levels of obesity within the Borough are also higher than the national average amongst both adults and children.
- 4.2.2 The life expectancy within the Borough is slightly lower than the average in England for females and remains the same for males.
- 4.2.3 The latest priorities for North Warwickshire as identified in the 2017 health profiles are mental health, dementia, smoking in pregnancy, improving lifestyle behaviours and sexual health.
- 4.2.4 There are a large number of doctor's surgeries located in villages as well as the major settlements, with 89% of rural residents and 100% of urban residents living within 4km of their nearest GP surgery compared to a 96% average in England. Access to the nearest hospitals for local residents however is over 5km, with the two nearest hospitals being located outside of the Borough at Good Hope (Sutton Coldfield) and George Eliot (Nuneaton). Many health services and facilities are provided even further afield at University Hospital Coventry and Queens Hospital in Burton.

4.3 Air Quality

- 4.3.1 The authority is aware that air quality is a problem in certain parts of the Borough and this is explored in more detail later in the document.

4.4 Climate change and flood risk

- 4.4.1 The Borough is crossed by eight rivers, these being the River Anker, River Tame, River Cole, River Blythe, River Bourne, Bramcote Brook, Coleshill Hall Brook and Holywell Brook. As a result, the risk of flooding is widespread throughout North Warwickshire. Areas of flood risk include a band just north of the A5 corridor, and to the west near Coleshill along the rivers Blythe and Tame.

4.4.2 Historically, significant flood events in the Borough have been associated with surface water and fluvial flooding. Climate change is likely to increase the instances of this type of flooding.

4.5 Historic Built Environment

4.5.1 The Borough has a significant number of cultural heritage assets. The more prominent features of the area's historic environment are remains of monastic sites from the Middle Ages, whilst the economic exploitation of the Borough's geology has left a rich heritage of industrial archaeology.

4.5.2 North Warwickshire is home to over 1,350 recognised archaeological sites, 29 of which are designated scheduled monuments. There are sites throughout the Borough with many situated around Mancetter, Atherstone and Hartshill.

4.5.3 There are 579 Listed Buildings and 10 Conservation Areas in the Borough. There are also two Registered Parks and Gardens – Packington Hall and Merevale Hall.

3 Do you agree with the context?

4 Is there anything else that should be included? Please provide further information.

5.0 Issues and Opportunities

5.1 Growth and Accessibility

5.1.1 Issue

5.1.2 The amount of housing and employment growth that the Borough will see over the next 15 years is significant and will bring change to the area. Not only is the Borough planning for its own growth levels, it has committed to assist in providing housing for Tamworth, Coventry and Birmingham.

5.1.3 Together with the Borough's own objectively assessed housing need, the need to provide housing for its neighbours means that growth is much higher than levels previously experienced in the Borough.

5.1.4 With North Warwickshire being a predominantly rural Borough in nature with many villages, access to key facilities is an important issue and will need to be adequately addressed. There is already limited access in some areas to education, employment, health and leisure facilities. This issue is compounded by the fact that there is an ageing population in the Borough, higher than expected adverse health impacts and increased fuel and public transport costs. These issues collectively have major implications and

potential pressures for the future service needs, together with how these are addressed and how those who need them can access them.

5.1.5 North Warwickshire has one of the highest rates of people commuting to work and who depend on the car to make these commutes. Generally 65% of those who commute go into Greater Birmingham, including Tamworth whilst the remainder tend to go towards Coventry. One of the challenges therefore will be to try to encourage people to make a modal shift from using a car to more sustainable modes of transport. The limited availability of revenue funding to support public transport services which are not provided by the commercial market is a major challenge.

5.1.6 The number of people currently using public transport is relatively low across the Borough. The number of bus services within the Borough is limited, partly due to services not being commercially viable. Those that do run are generally unreliable, have no services in the evenings or no services over weekends or no way of returning on the same day. These issues therefore do not provide an adequate alternative to using the car for many people. Many people find using public transport to access employment difficult, particularly where shift working takes place that does not generally follow the standard 9-5 working pattern, particularly in the A5 corridor. A number of commercial bus service improvements have been introduced by Stagecoach to sites such as Birch Coppice and DIRFT (near Rugby) to respond to this challenge. They are keen to work with the County Council and other major sites to identify further opportunities to provide a bespoke public transport offer for employees.

5.2 Opportunity

5.2.1 As noted earlier, accessibility to services and employment is a key issue due to the rural nature of the Borough. Through growth also comes an opportunity to explore the provision of targeted sustainable transport options that will support housing and employment development.

5.2.2 Residential developments provide a good opportunity to influence the travel choices made by new residents and encourage them to use alternative methods of sustainable transport where appropriate (e.g. Polesworth/Dordon SUE). This can be through the use of travel packs and personalised travel planning initiatives.

5.2.3 Local development also provides an opportunity to access funds via S106 (and potentially the Community Infrastructure Levy (CIL) – not yet introduced in North Warwickshire) to secure funding for cycling and walking infrastructure and start-up funding for public transport services.

5.2.4 The County Council is currently leading a study of the area around M42 Junction 9 which is considering the cumulative impact of growth at Langley,

Pedimore and across parts of North Warwickshire. There may be opportunities to access funding to support the infrastructure needs identified by this piece of work. The outcome of the County Council's Housing Infrastructure Bid to Homes England for improvements to the A5 to support housing growth at Dordon/Polesworth is awaited. There may also be opportunities to access Major Road Network funding post-2020 for the A446 and A4097.

5 Do you agree with the issues and opportunities identified for Growth and Accessibility? If not, please explain.

6 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

6.0 Cross Border Issues

6.1 Ports and Airports

6.1.1 There are three main airports close to the Borough, these being Birmingham, Coventry and East Midlands.

6.1.2 Any plans to expand these facilities will need to be carefully considered especially in relation to surface access. Plans for an expansion of Birmingham Airport are still in their early stages of development and no longer require additional runway capacity in the short to medium term.

6.1.3 Although the proximity to Birmingham Airport generates many significant economic benefits and opportunities for North Warwickshire, disturbance can be caused along flight paths over residential areas. Airport traffic is a factor in the growth of road traffic in the Borough and the proximity of the Airport has created a demand for remote vehicle parking.

6.1.4 Accessibility to ports is an important consideration given the importance of the logistics sector to the area. Future trade agreements post-Brexit will also increase their importance to the UK economy. The connectivity provided by the A5, A46/M69 (Trans-Midlands Trade Corridor) and West Coast Main Line are particularly important in this respect.



6.2 UK Central

6.2.1 Issue

6.2.2 Growth at UK Central will impact on the capacity of the M42, A5 and A446. There will also be an increase in traffic especially through the rural countryside close to the new HS2 interchange and mono-rail depot to the east of the M42 near to the NEC.

6.3 Opportunities

6.3.1 Plans for development at UK Central including the proposed HS2 interchange station are expected to create a number of higher skilled employment opportunities for residents of the Borough.

7 Do you agree with the issues and opportunities identified? If not, please explain.

8 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

7.0 Public Transport

7.1 Rail

7.1.1 Issue

7.1.2 Rail plays an increasingly important role in meeting the transport needs of the Borough. There are currently four stations located at Atherstone, Polesworth, Water Orton and Coleshill Parkway, which opened in 2008. This facility has offered improved access to Birmingham and the wider conurbation and the

East Midlands, however car parking is now at capacity which without action will constrain further growth taking place. Improvements to the rail service offer will also be needed.



- 7.1.3 Polesworth Station has very low patronage with only one operational platform and one northbound service per day. This is incredibly restrictive for the majority of people who wish to use it for travelling to and from work, to appointments or for leisure purposes. If the existing Polesworth station were to become fully operational again, it would require significant investment, including the provision of a fully accessible footbridge to a re-opened southbound platform. There could also be an impact on services calling at Atherstone due to its proximity to Polesworth.
- 7.1.4 Parking is an issue at existing stations such as Atherstone, which serves a large rural catchment extending from Warwickshire into parts of South West Leicestershire. In addition to issues around car parking, there are issues around accessibility particularly for those with a physical impairment. With the amount of growth in the Borough, a substantial uplift in rail services and station facilities is required.
- 7.1.5 The two intermodal rail freight facilities at Hams Hall and Birch Coppice both see daily departures to destinations such as Southampton and Felixstowe. The Kingsbury Oil Terminal is also rail connected and receives daily trains from the Humber Ports at Immingham.
- 7.1.6 Passenger train services connecting North Warwickshire with Birmingham are already some of the most crowded in the region. This is partly because there are no dedicated local rail services on the Birmingham to Derby and Leicester corridors and the limited length of the trains that operate. This constrains the ability to deliver new station aspirations such as those for Kingsbury and Galley Common, in the adjoining borough of Nuneaton and Bedworth.

7.2 Opportunity

- 7.2.1 With the large number of proposals for development and growth in the Dordon and Polesworth area, work will be carried out to investigate the opportunities for improved access to rail services. Consideration is being given as to whether the current site is the best location for a station in the context of the location of proposed development in the Borough, and whether a new station location should be promoted. This could potentially also serve as a strategic parkway facility given its proximity to the M42 and A5.
- 7.2.2 There is an opportunity to expand rail station parking at Atherstone and Coleshill Parkway. The improved provision of rail services to Atherstone is supported and investment has been made to improve the platforms, train information signage and lighting. The provision of a replacement footbridge is supported by both the County and Borough Council.
- 7.2.3 As noted earlier, there is a long held aspiration for a new rail station to serve Kingsbury. There is also an opportunity to improve the rail access to Birch Coppice and Kingsbury Oil Terminal, which in turn would allow enhanced passenger rail services to operate on the Birmingham to Derby corridor. This scheme is currently being developed by Midlands Connect as part of its wider work on the Midlands Rail Hub.
- 7.2.4 In order to rectify some of the capacity issues currently experienced within the Borough, there is the opportunity to consider the provision of longer trains between Birmingham and Derby, Nottingham and Leicester.
- 7.2.5 There are opportunities to look at enhancing existing railway stations as Park and Ride facilities to abstract traffic from the Strategic Road Network. Midlands Connect has highlighted the potential opportunity to do this at Coleshill Parkway, and has been working with the County Council to develop a Strategic Outline Business Case (SOBC). Consideration will need to be given to train frequency, seating capacity, parking charge levels and displacement onto surrounding local roads.

7.3 Bus provision

7.3.1 Issues

- 7.3.2 There are a limited number of bus services throughout the Borough which can make travel across the Borough difficult especially in relation to accessing employment opportunities. This has been exacerbated by funding cuts to the County Council leading to more reductions in service.
- 7.3.3 Despite these challenges, the main bus operator in the County (Stagecoach Midlands) has recently introduced a number of commercial proposals for new services to serve large employment sites that do not operate on a traditional

9-5 basis. Experience of operating these services may highlight other sites where similar bespoke provision may be successful.

7.4 Opportunities

- 7.4.1 There will be a number of opportunities through the proposed SPRINT light rapid transit which will see improvements to existing bus services and infrastructure along the route from Birmingham city centre to serve Langley and Peddimore as they are built out. This could also potentially include an extension to other routes beyond Langley and Peddimore, including Minworth, Water Orton, Coleshill and UK Central.
- 7.4.2 Through new development sites access to the local bus network will provide connectivity with employment, education facilities, services and facilities in nearby urban centres.
- 7.4.3 To transform the Coleshill parkway interchange site into a primary transport hub with the potential to be served by a high quality and branded bus service and to enhance public transport links between Coleshill Parkway interchange hub, forthcoming UK Central transport hub, Solihull and Atherstone.
- 7.4.4 Maximise the bus routing and schedule the opportunities arising from highway capacity enhancements on the A5 and the B500.
- 7.4.5 There are opportunities to provide good quality bus stop infrastructure within the proposed new development sites and promote the use of existing integrated ticketing initiatives involving public transport modes focussed on Atherstone and Coleshill Parkway rail stations.

9 Do you agree with the issues and opportunities identified for public transport? If not, please explain.

10 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

8.0 Cycling and Walking



8.1 Issue

- 8.1.2 Cycling in North Warwickshire is currently limited by the nature of the road network and the lack of dedicated facilities. The area has the lowest levels of people cycling compared to the other Warwickshire districts/borough. It is acknowledged that there is a lack of safe and accessible cycling and walking facilities across the Borough, with a number of key missing links and new routes required to create comprehensive networks which will make cycling a viable choice for everyday journeys.
- 8.1.3 Severance is a major issue in the Borough that is exacerbated by the Strategic Road Network, with Coleshill being a prime example of this. Polesworth and Dordon and connections to Tamworth are also affected by the M42 and A5. Without mitigation, the arrival of HS2 will further compound this issue across parts of the Borough.
- 8.1.4 Due to the rural nature of the area people are generally travelling longer distances, leading to the demand for cycling being more dispersed when compared to large towns. As a result, cycling is often less viable as a transport choice.
- 8.1.5 Funding for cycling infrastructure is also a key challenge. There is currently no dedicated annual budget for cycling and there are limited amounts readily available from other sources.

8.2 Opportunity

- 8.2.1 Achieving a significant shift from car use to walking and cycling requires changes to be made to the highway and public realm to provide more facilities, space and priority for these modes. Increasing the levels of walking and cycling will reduce congestion, improve air quality and benefit the health and wellbeing of residents, employees and visitors.
- 8.2.2 There is an opportunity to improve cycling links to key employment sites both within and outside the Borough. A number of cycling schemes in North Warwickshire have already been identified including Coleshill – Birmingham, Water Orton – Hams Hall, Water Orton – Birmingham, Tamworth/Polesworth – Birch Coppice and Coleshill – UK Central which would enhance connectivity to Birmingham Airport, the NEC and the HS2 interchange.
- 8.2.3 Despite there being limited funding opportunities available for cycle infrastructure, the Government has announced that there will be a HS2 Road Safety Fund. This may provide opportunities to deliver cycling improvements within the parts of the Borough that are most affected by HS2. Local Highway Authorities are also being encouraged by Government to develop Cycling and Walking Investment Plans (CWIPs). This will complement the walking and cycling strategy the Borough Council is looking to develop as identified in

Local Plan policy LP29. This will seek to ensure that all new developments consider what improvements can be made to encourage safe and fully accessible walking and cycling.

- 8.2.4 There is an opportunity to capitalise on the growth in leisure cycling following the 2012 Olympics and the recent Men's and Women's road races within Warwickshire. The cycle road race is due to take place within Coventry and Warwickshire as part of the 2022 Commonwealth Games in Birmingham.
- 8.2.5 Whilst there is currently no Cycle Forum in North Warwickshire, there is little reason as to why one couldn't be established in the future. This would provide an opportunity for regular liaison meetings with staff from the County Council and local cyclists and representatives from cycling organisations to discuss issues across the Borough, such as where cycling provision should be improved and ways of encouraging more people living within the Borough to cycle to/from work or for other purposes.
- 8.2.6 Cycle network plans have been developed for the main urban areas of the Borough. These highlight desirable future cycle routes, with a particular focus on identifying the key links required to connect major development sites to town centres, railway stations, major employment sites, educational establishments and other destinations to ensure that cycling is a viable choice for residents. The plans will be reviewed and updated by the County Council on a regular basis.

8.3 Cycle Network Plans

- 8.3.1 The County Council has developed draft Cycle Network Development Plans for the larger settlements in North Warwickshire, outlining key routes to be developed in the future. Those larger settlements include:
- Atherstone
 - Polesworth/Dordon
 - Coleshill
- 8.3.2 These plans identify the key future cycle links required to provide safe, convenient and attractive cycle access to town centres, major employment sites, educational establishments, rail stations and other key destinations. The housing and employment allocations proposed in the Borough Plan have played an influential part in developing these plans.
- 8.3.3 The key future cycle links in the Borough that have been identified during the cycle network review are listed below:
- Dordon / Polesworth – Tamworth
 - Tamworth / Dordon / Polesworth – Birch Coppice

- Atherstone – Hartshill / Nuneaton
- Atherstone – Birch Coppice
- Polesworth / Dordon – Atherstone
- Water Orton – Hams Hall
- Water Orton – Langley/Peddimore developments
- Coleshill – Solihull / Birmingham
- Coleshill – Hams Hall

8.3.4 Whilst there has been no dedicated funding for cycling infrastructure in Warwickshire since 2010, efforts have focussed on securing evidence based S106 contributions from major developments, whilst advising developers on requirements for internal cycling infrastructure that will ensure opportunities for encouraging more cycling are maximised and cycling is seen as an obvious choice for local journeys. Funding availability has meant that cycle networks have been developed on a piecemeal basis over a number of years, and have had to overcome the challenge of retro-fitting cycling infrastructure onto the existing road networks, where there are constraints on available road space and connected routes.

8.3.5 The County Council will include the routes identified above in developing a Local Cycling and Walking Infrastructure Plan (LCWIP), which will be the County's long term plan for developing cycling and walking networks, forming a vital part of the Government's strategy to double the amount of cycling journeys made by 2025. The LCWIP will outline the plans for each district and borough within Warwickshire, and assist in:

- Identifying cycling and walking infrastructure improvements for future investment in the short, medium and long term;
- Ensuring that consideration is given to cycling and walking within local planning and transport policies and strategies;
- Making the case for future funding for walking and cycling infrastructure.

11 Do you agree with the issues and opportunities identified for cycling/walking? If not, please explain.

12 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

9.0 HS2 Phases 1 and 2b

9.1 Issue

9.1.1 The first phase of HS2 between London and the West Midlands which is due to open in 2026 travels through the Borough northwards from the Airport/NEC

along the Tame Valley to Middleton and then on to Bassett's Pole. Phase 2b of the route to Leeds which is due to open in 2033 will also pass through the Borough from a junction near Lea Marston, past Polesworth and towards Ashby.

- 9.1.2 The exact impacts of HS2 are uncertain at the moment but it is likely that construction of both Phase 1 and 2b will result in increased traffic, especially through the rural countryside close to the new railway and around the HS2 Interchange station near Birmingham Airport and the NEC.
- 9.1.3 The construction of HS2 will affect a number of communities who currently live in the Borough through the additional traffic generated, as well as potential impacts on health and safety. In addition to affecting communities, a number of individual properties will also be affected. It is likely that HS2 will have a lasting impact on the Borough both during and after its construction.
- 9.1.4 Connectivity and being able to access the new HS2 interchange station will also need consideration given the rural nature of the Borough. There will be a need for appropriate sustainable methods of transport available and improved infrastructure to support this.

9.2 Opportunity

- 9.2.1 There are opportunities for service improvements post-2026 as a result of HS2 Phase 1, particularly on the 'classic' rail network. There will be a revision to the timetabling of the West Coast Main Line which will see major changes to the service pattern. This presents new opportunities for services from Tamworth, Atherstone and Nuneaton to connect to a wider set of destinations. The opportunity for a new station to serve the Dordon/Polesworth area may also be realised.
- 9.2.2 HS2 Phases 1 and 2b will significantly cut journey times to cities in the north of England and Scotland, for example, if travelling from the new Birmingham Interchange station the approximate journey time to Leeds will be 46 minutes, and for Manchester only 37 minutes. This will have a significant impact on the local, sub-regional and regional economy.
- 9.2.3 HS2 construction will take place between 2019 and 2033 in North Warwickshire which will inevitably lead to an increase in traffic on the local and strategic road network. Initially this will be focussed around the M42 and A446 which serve key businesses such as BMW, Jaguar Land Rover and Sainsbury's. The second phase of construction will impact on Birch Coppice and the A5. The interchange station will create an additional 14,000 car parking spaces which is supplemented by UK Central and the vast number of jobs that are being created. The Councils' will need to consider this and how it will affect key transport routes as well as identifying what the benefits will

be. The journeys to and from the stations should be considered and the options available for using sustainable modes. The County Council has recently commissioned the preparation of a Connectivity Strategy to ensure that Warwickshire and the wider sub-region can benefit from the opportunities afforded by the planned growth at UK Central following the arrival of HS2 in 2026. This could include improved interchange and parking facilities at Coleshill Parkway, cycle routes and introduction of new or enhanced bus rapid transit services.

13 Do you agree with the issues and opportunities identified for HS2? If not, please explain.

14 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

10.0 Road Safety and Security

10.1 Issue

10.1.1 Over the last five years there have been a total of 1662 accidents in North Warwickshire. Of these accidents, 1,339 were slight, 285 were serious and 38 were fatal. More specifically, in North Warwickshire, the A5, B4114 and M6 all have high levels of collisions.

10.1.2 Warwickshire County Council Road Safety schemes are based upon Personal Injury Collisions (PICs) rather than damage only collisions. All injury collisions that are recorded by Warwickshire Police are collated, and locations where there have been six or more personal injury collisions in a three-year period are prioritised for treatment according to their respective collision numbers (where a common trend is identified at these sites and where cost-effective measures can be implemented). There are in excess of 97 cluster sites within the County which have had over 6 PICs in the last 5 years, and a further 67 sites that have had over 5 PICs. The priority for Warwickshire County Council is to implement safety schemes at locations where a history of treatable collisions has been identified. Therefore, with limited resources available these areas are prioritised in order to achieve a greater reduction in road casualties.

10.1.3 Issues around the security of vehicles, and in particular HGVs, are a major issue for the Borough given the presence of logistics activity along corridors such as the A5. Problems with lorry parking, crime and anti-social behaviour are also prevalent, and have been identified as issues that the two Authorities

want to see addressed. This will require coordination with the Police, Highways England, the Road Haulage Association and hauliers themselves.

10.2 Opportunity

10.2.1 There are opportunities to secure funding in order to address road safety issues in specific areas. For example, recently a number of funding bids have either been submitted (e.g. Housing Infrastructure Fund) or are currently in the process of being developed for the Green Man crossroads in Coleshill.

10.2.2 Both the County Council and Borough Council are represented on the A5 Partnership, which has identified road safety as one its priorities. The group is engaging with senior officers from Warwickshire and Leicestershire Police to understand and hopefully influence the operations of these forces on road safety matters along with other issues such as thefts from HGVs and anti-social behaviour associated with lorry parking. The Partnership receives regular updates on progress regarding specific campaigns, such as speed enforcement, drivers using mobile phones and vehicles being overloaded.

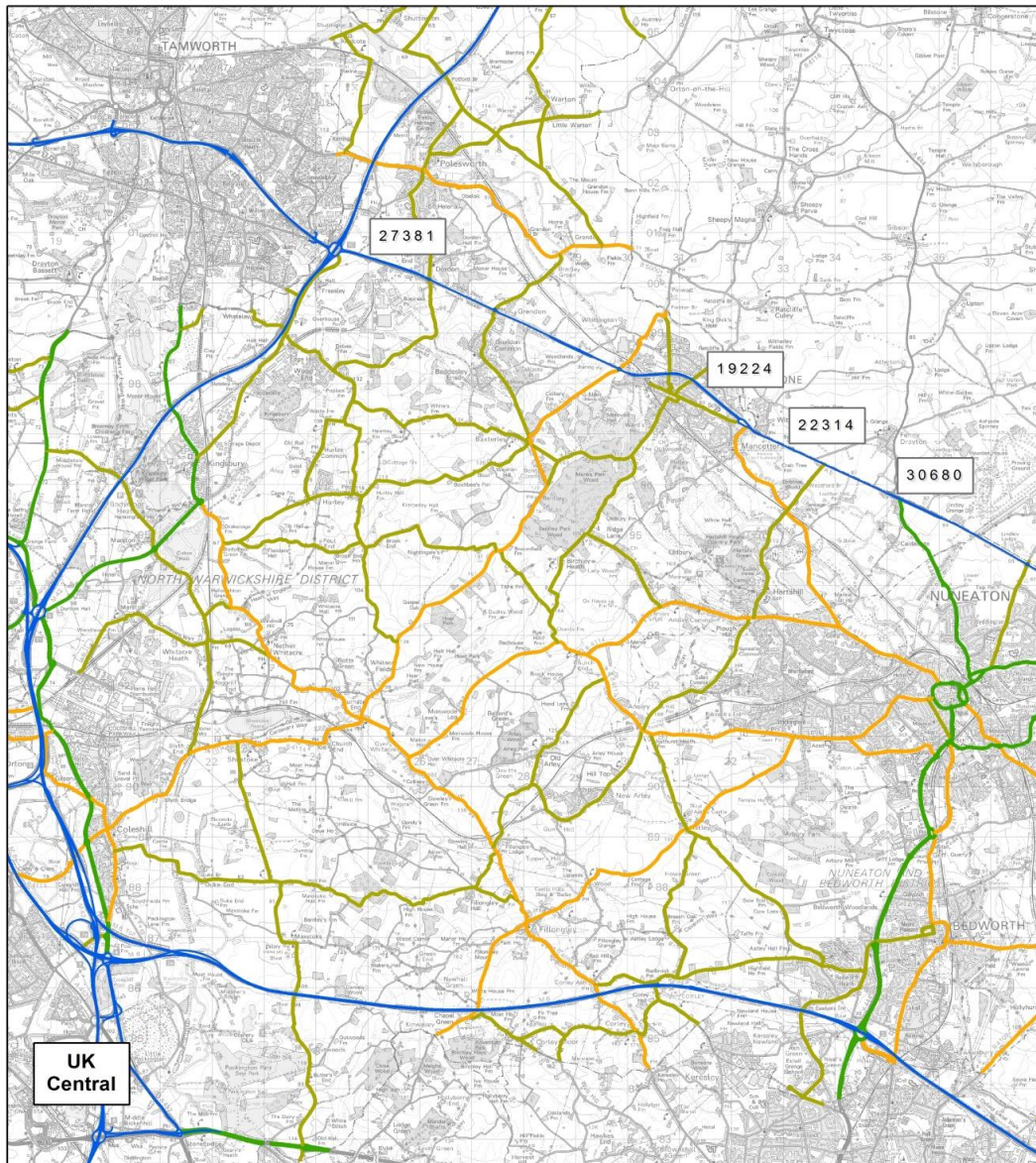
15 Do you agree with the issues and opportunities identified for road safety? If not please explain.

16 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

11.0 Road

11.1 A5 Corridor

A5



Legend

- Strategic Road Network
- A Class Road
- B Class Road
- C Class Road

DfT Traffic Counts

Two-way AADT (All vehicles)

Warwickshire
County Council
Communities
24 May 2019

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Survey 100019520

11.1.1 Issue

11.1.2 The A5 is a well-established corridor that forms an important part of the Strategic Road Network (SRN) and facilitates access to the M54, M6, M6 Toll, M42, M69 and the M1. The route is a key artery of movement which provides

access to vital employment, leisure and social opportunities and in turn helps to support and facilitate economic growth.

- 11.1.3 With investment, the A5 could play a greater role in providing network resilience to the wider Strategic Road Network. Both planned and unplanned incidents on the M6 and M1 often result in traffic seeking alternative routes, with a significant proportion rerouting via the A5 and other parallel corridors such as the A50/A500. The route currently struggles to cope with the additional traffic resulting in slow speeds, delay and congestion. Operational issues on the A5 also often result in negative impacts on local roads and communities in adjacent areas as traffic seeks alternative routes.
- 11.1.4 The issue regarding resilience is compounded by the operation of the M6 Toll which is an integral part of the overall corridor and has the capacity to relieve the pressure on the A5 corridor during planned or unplanned disruption on the wider network. Work is currently being undertaken by Midlands Connect to identify how better use could be made of the M6 Toll through enhanced information and signage for drivers.
- 11.1.5 Currently, the standard of the A5 varies significantly along its length, from dual to single carriageway. Along some sections the road operates as more of a local rather than strategic 'A' road, providing a route for short distance trips and access to employment sites. The varying standard means that parts of the A5 are often congested with limited overtaking opportunities. Additionally, the stretches of single carriageway and 'at grade' junctions contribute to further congestion and slow journey speeds. Congestion can impact on business and lead to emergency vehicles being impeded. As a consequence the A5 is currently unable to meet its full potential as part of the wider SRN.
- 11.1.6 The amount of growth along the A5 that is proposed is significant and will place an increased pressure on the corridor. There is concern as to whether the current road can cater for this amount of growth without substantial investment, particularly around Polesworth/Dordon, Grendon and Mancetter where a bid to the Government's Housing Infrastructure Fund (HIF) has recently been submitted by the County Council and supported by the Borough Council. There are also safety issues in relation to the expected increase in congestion.
- 11.1.7 Major developments are taking place along the A5, some of which are located outside of the Borough. These include the Horiba-MIRA Technology Park, Sustainable Urban Extensions around Tamworth, Nuneaton, Hinckley, Rugby and Birmingham, and further expansion of both Magna Park, near Lutterworth and DIRFT near Daventry. The A5 will also be critical for those accessing the proposed HS2 interchange station and wider UK central area in Solihull.

11.2 Opportunity

- 11.2.1 Through growth come new opportunities. There is an opportunity to upgrade the A5 to an 'Expressway' standard between the M6 and M1, which in turn will offer resilience benefits to the local and strategic road network.
- 11.2.2 The A5 Partnership was established in 2011 in response to growing concern from local planning authorities across the East and West Midlands regarding the performance and future role of the A5. The Partnership covers a wide geographical area from Cannock to Milton Keynes, and comprises Local Authorities and Local Enterprise Partnerships, of which both the County Council and Borough Council are represented.
- 11.2.3 Highways England is committed to undertaking work to establish clear options for improving the A5. A Strategy for the A5 has also been prepared by the Partnership in the context of local, regional and national policies, together with a good understanding of the changing socio-economic geographies along the corridor. The strategy has recently undergone a comprehensive review.
- 11.2.4 The Midlands Connect Strategy (March 2017) identified the A5 as a key strategic corridor with the potential to provide increased resilience and connectivity for the pan-Midlands economy. Midlands Connect has recently commissioned the first phase of a Strategic Corridor Study of the A5. This will identify the priority sections of the route which require investment. These will be studied in more detail during the second phase of work in 2019/20.
- 11.2.5 Midlands Connect has also commissioned work to look at the long term needs of the Midlands Motorway Hub (M5/M6/M42) which acknowledges the A5 as a potential alternative route to the M6 and M6 Toll. Consideration is also being given to improvements to strategic signage of the M6 Toll and better information on comparable journey times with the M6 and M42. A Strategic study of the M42/A42/A38, which interfaces with the A5 at M42 Junction 10, has also been commissioned.
- 11.2.6 There is an opportunity for a phased investment in the A5 to deliver a continuous section of Expressway. If successful, the HIF bid will see dualling of the A5 at Polesworth and Dordon and improvements at Atherstone (Phases 1 and 2 improvements). Further funding will need to be secured for Phases 3 and 4 of the improvements to the route.

11.3 A446 – M6 J4 to A38 Bassett's Pole Corridor

11.3.1 Issue

11.3.2 The A446 between the M6 and A38 runs parallel to the M42 and M6 Toll.

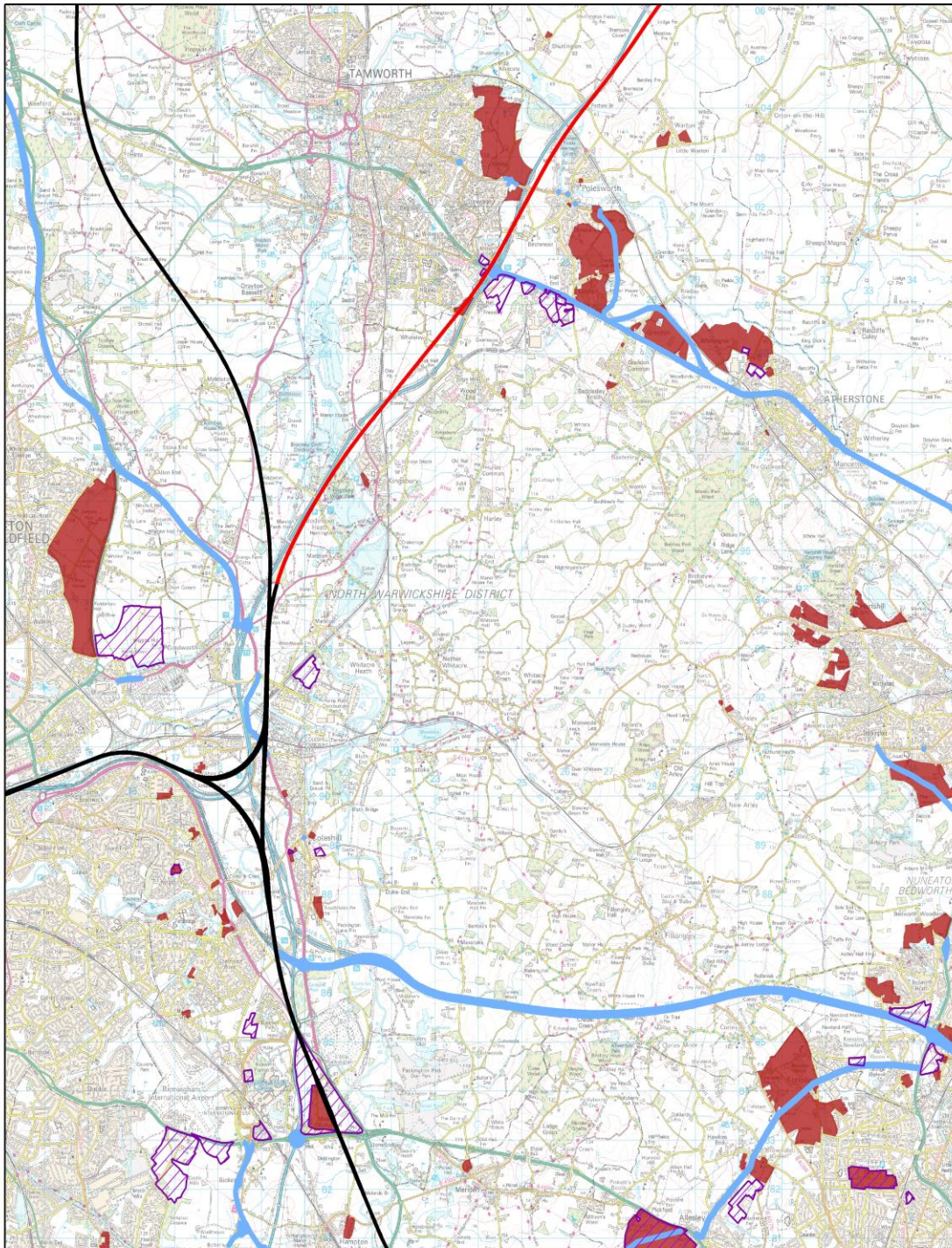
Average daily traffic flows on this route are in excess of 20,000 vehicles and certain sections carry a high proportion of HGV traffic. The A446 and A4097 between M42 Junction 9 and Minworth have been designated as part of the Government's Major Road Network (MRN), which reflects their locally strategic value in the wider road network.

11.3.3 Major development is either taking place or planned that will impact on the A446. There are several large businesses in the Coleshill/Hams Hall area, a number of which are looking to expand including Sainsbury's Distribution Centre (750 employees), Jaguar Land Rover, DHL, TNT Logistics and BMW, where new facilities are currently being installed to enable the production of future generation vehicle engines.

11.3.4 In addition to these there are also a number of other major employers in the area who are looking to expand in the Gorsey Lane area, including the HQ of Sertec Group Holdings Ltd and International Automotive Components (IAC), both of which are suppliers to Jaguar Land Rover (JLR).

11.3.5 Below is a plan showing the major housing developments, employment sites and infrastructure schemes throughout the Borough.

Schemes and Developments: North Warwickshire



Legend	
	HS2 Phase 2b
	HS2 Phase 1
	Employment Allocations
	Infrastructure Schemes
	Housing Allocations




 Communities
 21 Aug 2019

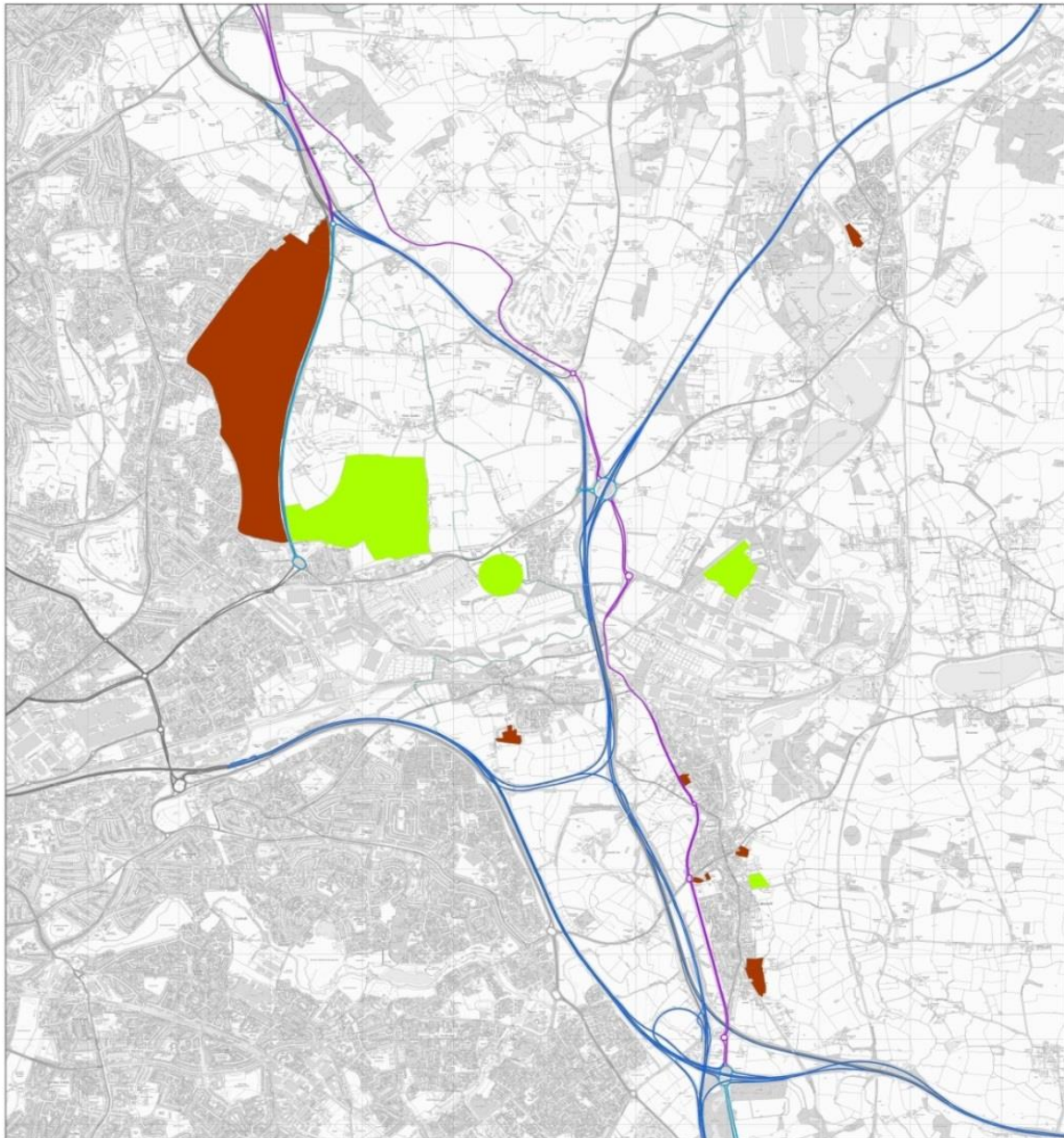
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11.4 Opportunity

- 11.4.1 Post HS2 Phase 1 construction, there is an opportunity for a scheme which would dual a 1.2km single-lane section of the A446 between Coleshill and Hams Hall (known locally as Curdworth Bridges). This would result in a continuous dual carriageway link between M42 Junction 9 and M6 Junction 4 which would help support growth in the Coleshill area as well as the major developments in Birmingham at Langley and Peddimore. The scheme will also help to improve journey times on the A446 with the reduction in congestion helping to improve productivity in the sub-region. Strategic access to the HS2 Interchange and wider UK Central area would also be enhanced.
- 11.4.2 MRN designation will potentially allow access to funding from DfT post-2020 to help deliver improvements to the A446 and A4097. Further work will be undertaken by the County Council to develop the business case for the A446 Curdworth Bridges scheme for implementation post-HS2 Phase 1 construction.

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A446; M6 J4 to Bassetts Pole



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11.4.3 The Borough has seen an increase in employment land for logistics but a parallel decrease in manufacturing. The employment profile for the Borough shows 25% of jobs are within the transport and communications sector, followed by the distribution, hotel and restaurant sector (20%). A number of large brownfield sites have been used for development, mainly B8 (storage

and distribution) at Hams Hall, Birch Coppice and Kingsbury Link, some of which benefit from connectivity to the national rail network.

- 11.4.4 Growth in domestic intermodal traffic is increasing and likely to grow in importance following Brexit, with more trade going to and from key ports such as Immingham, Felixstowe, Southampton, Liverpool, Avonmouth and London Gateway. This could result in an increased use of the existing intermodal facilities at Hams Hall and Birch Coppice and the demand for new sites across the sub-region.
- 11.4.5 As a key corridor running from the south serving the central area of the country and acting as a significant distribution route for road and rail-based freight, the A5 carries significant HGV flows. These account for around 9% of the traffic along the section of the route covered by the A5 Partnership (i.e. between Cannock and Milton Keynes), which is twice the national average for 'A' roads (4.5%). This is predicted to grow further by 2020. In some parts of the corridor, for example just south of Lutterworth and around Rugby, HGV's will account for just over 20% of the traffic where significant lengths of the route are only single carriageway.
- 11.4.6 As noted earlier, the A5 corridor itself is anticipated to experience growth in demand from advanced manufacturing and logistics developments such as the Horiba-MIRA Enterprise Zone and Technology Park (2,000 jobs), Phase 3 of DIRFT near Daventry (9,000 jobs) and Magna Park near Lutterworth (11,000 jobs).
- 11.4.7 The cumulative impact of growth on the corridor for freight transport is contributing to the need for additional lorry parking and is putting pressure on the existing facilities within the corridor. HGV's are staying for long periods of time and they are starting to generate a range of anti-social behaviours including crime and disorder, littering, fouling and prostitution.
- 11.4.8 It is recognised that there is a need to balance the environmental impact of freight against their economic benefits. Freight movements can have significant negative environmental and social implications that can be disproportionately distributed between communities from local air and noise pollution, personal inconvenience and nuisance, to health and safety issues. Where possible, HGV movements should be focused on using the strategic road network in order to reduce the impact on communities and other sensitive locations.
- 11.4.9 Currently, there is little evidence to suggest on what scale the need for new and increased lorry parking facilities along the route will be to accommodate locally generated demands and strategic demands for both short and long term parking requirements. Given the current issues associated with lorry parking along the A5 corridor and following feedback from stakeholders as to

the growing need for appropriate facilities, a specific study is needed. This should provide an evidence base to inform future lorry parking provision, where demand can be clearly demonstrated and where safeguarding is required for local communities and the environment against the impact of HGVs. This study needs to be wider than just North Warwickshire due to the issues highlighted and the distances involved.

17 Do you agree with the issues and opportunities identified for road? If not, please explain.

18 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

11.5 Air Quality

11.5.1 Issue

11.5.2 The main cause of air pollution in North Warwickshire is from road transport including freight, which reflects the above average levels of private vehicle use associated with a rural area, along with higher levels of through traffic due to the significant number of motorway and trunk roads (M6, M6 Toll, M42/A42 and A5). This, together with the additional planned housing and employment growth will inevitably lead to an increase in traffic movements on the A5 and wider road network, which could adversely impact on air quality.

11.5.3 While levels of particulate matter (PM) in North Warwickshire do not breach Air Quality Objectives currently, it is acknowledged that fine particulate matter (PM) levels have a significant impact on health across the Borough. It is estimated that around 1 in 20 deaths can be attributed to PM concentrations accounting for 34 deaths (over 25s) and 343 associated life-years lost in 2010.

11.5.4 The Borough Council is currently progressing the adoption of an Air Quality Supplementary Planning Document. This will be one of the means used to address air quality in new developments.

11.6 Opportunity

11.6.1 There is a policy in North Warwickshire's emerging Local Plan that incorporates Air Quality. The policy states that development "*should avoid and address unacceptable impacts upon neighbouring amenities through overlooking, over shadowing, noise, light, air quality and other pollution*" (Policy LP31 – Development Considerations, NWLP 2018).

11.6.2 There are opportunities to improve air quality through new development including encouraging sustainable transport by providing good quality

pedestrian and cycling facilities. The above Air Quality SPD, where appropriate, will also be used.

11.6.3 There are likely to be a greater number of people using electric vehicles and all new developments should provide electric charging points. There are also opportunities for other vehicles to become low emission vehicles such as buses, refuse vehicles, delivery vehicles. These should be encouraged where possible.

11.6.4 Other opportunities include car clubs (including electric vehicles) and car sharing schemes.

19 Do you agree with the issues and opportunities identified for air quality? If not, please explain.

20 Are there any further issues and opportunities that you would like us to consider? Please provide further details.

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Agenda Item No 11

Executive Board

16 September 2019

Report of the Chief Executive

Warwickshire Draft Rail Strategy

1 Summary

- 1.1 This report informs Members that Warwickshire County Council is currently consulting on a draft Warwickshire Rail Strategy 2019-2034 and comments are required by 20 September 2019.

Recommendation to the Board

That the comments set out in the report of the Chief Executive, together with any additional points made by Councillors, be submitted to Warwickshire County Council by 20 September 2019.

2 Report

- ... 2.1 Attached as Appendix A is a report considered by both Planning & Development Board on 2 September and the Local Development Framework Sub-Committee on 11 September 2019. Comments from the Planning and Development Board are attached at Appendix B. A verbal report will be given at the meeting to present any further observations.

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

Agenda Item No 5

Planning and Development Board

2 September 2019

Report of the Chief Executive

**Consultation on Draft
Warwickshire Rail Strategy 2019-
2034**

1 Summary

- 1.1 Warwickshire County Council is consulting on a draft Warwickshire Rail Strategy 2019-2034. Comments are required by 20 September 2019. The report recommends a response to the consultation.

Recommendation to the Board

That the comments in the report be submitted to WCC by the closing date following further consideration at the LDF Sub-Committee.

2 Consultation

- 2.1 Consultation has taken place with Councillors Simpson, Jarvis and Phillips. Any comments received will be reported at the meeting.

3 Introduction

- 3.1 WCC has published for consultation Draft Warwickshire Rail Strategy 2019-2034 which sets out the County Council's ambitious and challenging plans to improve the rail offer in Warwickshire and will form part of the County's fourth Local Transport Plan (LTP4). The draft strategy and other supporting documents can be downloaded at:
<https://ask.warwickshire.gov.uk/communities/draft-warwickshire-rail-strategy-2019-2034/>
- 3.2 The closing date for comments is 20 September 2019.
- 3.3 The County is seeking support for investment in the local rail network to help improve wider connectivity, contribute to the delivery of housing and employment opportunities and maximise the benefit of economic growth in Warwickshire over the next fifteen years and beyond. The Draft Rail Strategy has been developed to maximise the economic, social and environmental benefits of the rail network to Warwickshire's residents and businesses.

- 3.4 Four key overarching objectives have been identified to support the delivery of the Rail Strategy and policies have been developed to support the delivery of these objectives:
1. Maximise economic, social and environmental benefits of the rail network to Warwickshire residents and businesses;
 2. Maximise opportunities for journeys within Warwickshire (and beyond) to be undertaken by rail, particularly for commuting purposes;
 3. Maximise opportunities for travel demands of new developments to be met by rail;
 4. Support opportunities to transfer freight from road to rail.
- 3.5 These objectives are supported by 11 policies:
- WRS 1: Partnership
 - WRS 2: Existing levels of service & stations
 - WRS 3: New rail services & stations
 - WRS 4: New Developments & Connectivity to Rail Services
 - WRS 5: Transformational Change
 - WRS 6: Station Facilities
 - WRS 7: Station Access & Car Park Capacity
 - WRS 8: Community Rail Partnership
 - WRS 9: High Speed 2 (HS2)
 - WRS10: Freight
 - WRS11: Rail Fares & Ticketing
- Full details of these can be found on pages 16 to 20 of the consultation Draft Strategy.
- 3.6 The new Rail Strategy 2019-2034 will be a successor to the existing rail strategy, as contained in the Local Transport Plan 3.
- 3.7 Warwickshire is a growing County with a population of approximately 550,000 people, with up to 160,000 new homes committed in Local Plans across Warwickshire – the equivalent of a new town. This growth will place additional pressure on the existing rail services and infrastructure (e.g. access to stations) and present new connectivity opportunities. The County will seek to maximise in order to help secure infrastructure, service and capacity improvements.
- 3.8 As the train services and infrastructure are not restricted to the Warwickshire the County Council will engage with a variety of partners and stakeholders in order to realise the ambitions of the strategy. Warwickshire is looking to work closely with key partners, including Midlands Connect, West Midlands Rail Executive, Network Rail and the relevant Train Operating Companies in order to achieve the aspirations set out in the strategy.
- 3.9 Funding to enable the delivery of the Rail Strategy will be sought as appropriate, for example, via the Department for Transport's New Station Fund. The County Council will work with Partners, such as Midlands Connect to help secure funding for regionally significant interventions e.g. capacity upgrades.

Next Steps

- 3.10 It is expected that a final strategy will be taken to the County Council's Cabinet for consideration and approval. Full Council will then be asked to endorse the Strategy and it will then take effect as a non-statutory supplement to the Local Transport Plan 3. This is anticipated to happen by December 2019.

4 Observations

- 4.1 The Draft Rail Strategy proposes a number of new stations two of which are in North Warwickshire. The first is the long standing proposal of Kingsbury Station. Land has been safeguarded in the emerging Local Plan to the east of Kingsbury (Policy LP27). This carries forward the proposal in the 2006 Local Plan. The Borough Council supports this station being delivered.
- 4.2 The second is Polesworth Parkway. As Members know the current Polesworth Station has been only been kept open by the stopping of a train each work day on the northbound platform. This is known as a "parliamentary train" and basically keeps the station open as this is cheaper than formally closing the station.
- 4.3 Policy LP 27 of the emerging Local Plan seeks the station to be opened up fully. However, there is a need to carry out a feasibility study to ascertain whether the existing station could be used rather than replacing it with a new station somewhere else prior to a new location being explored. The exact location of a new station is yet to be determined if re-opening the current station is not possible or viable. Although the Borough Council supports the improvements the wording in the draft strategy needs to reflect this process rather than assuming that the best and only option is to relocate the Polesworth station to the south.
- 4.4 It is unclear at the present time the implications on changes to the lines in the Water Orton area on the number and frequency of trains to this station. However the Borough Council is pleased to see a policy on maintaining services to existing stations.
- 4.5 The Draft Rail Strategy is very light on Improvements to assist with freight movements. There is a need to improve the line to the east of Kingsbury to ensure that trains entering and leaving the EMR site do not have to cross over the lines. This also impacts on the trains going to Birch Coppice. A change in this area would enable more passenger trains to use the line as the crossing of trains across lines takes time out of the timetable.

5 Consultation Response

- 5.1 The report will also be considered by the LDF sub-committee which is due to meet on 11 September and Executive Board on 16 September. A composite response will be sent to incorporate all comments by the deadline of 20 September.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	WCC	Consultation Draft	July 19

Agenda Item No 6

**Local Development Framework
Sub-committee**

11 September 2019

Report of the Chief Executive

Warwickshire Draft Rail Strategy

1 Summary

- 1.1 This report informs Members that Warwickshire County Council is currently consulting on a draft Warwickshire Rail Strategy 2019-2034 and comments are required by 20 September 2019.

Recommendation to Executive Board

That the comments set out in the report of the Chief Executive, together with any additional points made by Councillors, be submitted to Warwickshire County Council by 20 September 2019.

2 Introduction

... Attached as Appendix A is a report on the Warwickshire Draft Rail Strategy considered at the meeting of the Planning & Development Board meeting on 2 September. Additional comments were made by Members at that Board meeting and a summary of these are attached as Appendix B.
...

3 Consultation

Following consideration of the report of the Chief Executive by Members of the Planning and Development on 2 September, views are now sought from Members of LDF sub-Committee for submission to Warwickshire County Council.

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

Additional Comments by Members of the Planning and Development Board:

- 1 Policy WRS02:
 - i. Extremely important that no station is downgraded and that only improvements are made.
 - ii. It is important that Water Orton and Atherstone maintain the level of services.

- 2 Atherstone station:
 - i. Now used by many commuters
 - ii. It would adversely impact on the local economy if services were reduced. See many going to the Atherstone Industrial areas especially towards TNT and Aldi. Good for the high street too
 - iii. Getting from one platform to the other is poor
 - iv. Footbridge needs to be replaced
 - v. Disabled access is terrible – needs a DDA complaint bridge
 - vi. Signage into town is extremely poor – difficult to see the map in certain lights
 - vii. Underpass is flooded at times
 - viii. Board agreed that officers would investigate a study on the access improvements needed at Atherstone Station

- 2 Polesworth Parkway:
 - i. Do want improved services at Polesworth Station
 - ii. Concerns of passing traffic in Shuttington and Polesworth and the impact on the local community
 - iii. Need to have a notion of the location and scale of the new Polesworth Parkway

- 4 WRS4 New Developments and Connectivity to Rail Services
 - i. Support this policy

- 5 WRS7 Station Access and Car Park Capacity:
 - i. Car parking charging at stations is disappointing with no consultation. Needs to be supported by the right plan

- 6 WRS8 Community Rail Partnership:
 - i. would support a Rail users or Members group in the Borough
 - ii. Board agreed that Cllr Reilly to pursue involvement or to create a local group

- 7 WRS10 Freight:
 - i. there needs to be more work on the Rail Freight Strategy

- 8 The congestion charge will add to costs of travelling into Birmingham in a car so will impact on rail use within the Borough.

Agenda Item No 12

Executive Board

16 September 2019

Report of the Corporate Director – Resources

Financial Strategy 2019 - 2024

1 Summary

- 1.1 This report summarises the Authority's Financial Strategy, projects forward the Authority's General Fund budgets to 2023/24, and suggests a detailed budget approach for the 2020/21 General Fund Budget.

Recommendation to Council

- a That the Financial Strategy shown as Appendix A is approved;**
- b That the General Fund budget projections for 2020/21 to 2023/24 be noted; and**
- c That the budget approach, set out in section 8 of this report, be adopted.**

2 Introduction

- 2.1 The Council has adopted a clear financial strategy over a number of years, and this is attached as Appendix A to this report. There have been some major changes to the financial environment nationally in recent years, with the local retention of business rates, major reductions in Revenue Support Grant and the introduction of a local Council Tax Support scheme in place of a national Council Tax Benefit scheme. The strategy reflects the current financial pressures facing the Council.

- 2.2 A forecast of the General Fund Revenue Estimates has been completed for 2020/21 and the following three years, and is set out within the report. The figures are intended to indicate the position in broad terms only. More accurate ones will be produced during the forthcoming estimate process. Updated forecasts for Capital and the Housing Revenue Account will be reported separately, at a later date.

3 Review of 2019/20

- 3.1 In order to update the strategy, a couple of service areas have been revisited. The 2019/20 original budget has been adjusted for the following changes:

	£000
Additional Local Development Framework costs	65,000
Increased employee costs in Development Control	15,140
One off costs to enable the move to co-mingled collection of recyclate	10,200
Increase in investment income	(40,000)
Total	50,340

3.2 The anticipated amount to be taken from balances is expected to increase to £615,890, leaving an anticipated opening General Fund balance of £3,133,650 at 1 April 2020. This has been used as the revised starting point for the updated forecast.

4 **Budget Projections 2020/21 to 2023/24**

4.1 The 2020/21, 2021/22 and 2022/23 years have been reviewed and a further year, 2023/24, has been forecast. In completing the forecast, a number of detailed assumptions have been made, which are set out in Appendix A.

4.2 Pay awards of 2% have been included for each year, in line with the latest settlement.

4.3 Premise and supplies and services costs have only been given an increase in alternate years in this strategy, in order to encourage efficiencies in procurement. These areas will be revisited in the more detailed work carried out as part of the budget process.

4.4 Growth has also been included in 2021/22 and 2022/23 for additional refuse and recycling costs, as the current service will have insufficient capacity to accommodate all of the anticipated new properties in the Borough. This is slightly later than in previous forecasts, due to the anticipated efficiencies from moving to a co-mingled collection of recyclate.

4.5 The forecast has been summarised and is shown in the table below.

	2019/20 Revised £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Spending Requirement	8,866	9,076	9,575	10,065	10,602

5 **Sources of Funding**

5.1 **Settlement Funding Assessment / Core Spending Power**

5.1.1 The Settlement Funding Assessment is made up of two elements: Revenue Support Grant and Business Rates. An authority's settlement funding assessment is added to their Council Tax and then reduced by a given percentage to keep within the national control total. From this total the council's business rates baseline and council tax income are deducted to arrive at the level of RSG. In years where an authority's entitlement to RSG is zero, increases to business rates tariffs were planned in order to reduce the amount of income retained by an authority.

5.1.2 The government includes the Settlement Funding Assessment in calculating an authority's Core Spending Power. Our figures for 2019/20 are shown below:

	2019/20
NDR Baseline Funding	1.891
Tariff Adjustment	-
Revenue Support Grant	-
Sub-total - SFA	1.891
Council Tax	4.518
New Homes Bonus	0.921
Total	7.330

The council had previously been informed of a negative RSG sum of £109,000 for 2019/20. However there was a government decision that negative RSG would not be deducted in 2019/20. In calculating the Council's core spending power, the government assumed a £5 increase in Council Tax each year.

5.1.3 The government previously stated its intention to hold a new Spending Review in 2019, covering the period 2020/21 to 2022/23. However, with the current political turbulence around Brexit, it has been announced that a one-year Spending Round will be provided, covering the financial year 2020/21; and that this will be followed in 2020 by a full Spending Review, reviewing public spending as a whole and setting multi-year budgets.

5.1.4 Indicative figures are not yet available for 2020/21, so the 2019/20 level of SFA has been assumed for 2020/21 onwards.

5.2 Business Rates

5.2.1 The 2019/20 business rates baseline has been used for each year of the strategy.

5.2.3 Business rates of £1 million above the baseline have been included in 2019/20, with £500,000 above baseline in 2020/21, 2021/22, 2022/23 and 2023/24. A national re-set of business rates was planned in 2020/21, but has not yet taken place. The £500,000 has been left in the budget for all four years, as it has been anticipated that it can be met from the Volatility Reserve.

5.3 New Homes Bonus

5.3.1 The New Homes Bonus figures included in the forecast are unchanged from those estimated in February. The figures used 2019/20 as a base for projecting grant income for the rest of the strategy period and for subsequent years assumed that 300 additional new homes will be added each year, with no change in the methodology used for distribution of the grant.

5.3.2 Previous consultation documents have suggested that there will be changes in the methodology to be used in future years, but no further information is yet available.

5.4 Council Tax

5.4.1 In looking at the potential income from Council Tax, the likelihood of growth in the tax base is considered. The potential new build included in the Core Strategy for the Borough has been reviewed and it has been assumed that a proportion will be achieved. A growth rate of 1.5% in the tax base has been used in projecting the income from Council Tax.

5.4.2 In recent years, the government has assumed an inflationary increase when taking resource allocation decisions and calculating each authority's ability to spend. Going forward a £5 increase has been used in 2020/21 and in each following year.

5.4.3 Previous decisions to freeze Council Tax have an on going and cumulative effect on the Council's financial position, and the impact of the decisions to freeze Council Tax in each year since 2011/12 has been calculated to the end of the current strategy period. This is detailed in Appendix B and shows that by March 2024, the Council Tax lost would amount to £8.710 million. Although grant funding was received in some years it was limited to £1.615 million. The net funding foregone by the end of the strategy period will be in the region of £7.095 million. The annual income loss from 2020/21 onwards amounts to £992,322 per annum.

...

5.5 Expected Resources

5.5.1 Expected Resources from the sources covered above are set out in the table below:

	2019/20 Revised £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Council Tax	(4,316)	(4,486)	(4,661)	(4,839)	(5,022)
New Homes Bonus	(921)	(870)	(890)	(890)	(890)
RSG	-	-	-	-	-
Business Rates	(1,891)	(1,891)	(1,891)	(1,891)	(1,891)
Business Rates - Additional	(1,000)	(500)	(500)	(500)	(500)
Business Rate Levy Account Surplus	(29)	-	-	-	-
Collection Fund Surplus	(93)	(75)	(79)	(83)	(83)
Total	(8,250)	(7,822)	(8,021)	(8,203)	(8,386)

5.5.2 Even with Council Tax increases in line with government assumptions, overall resources are only expected to increase by £136,000 over the life of the strategy (see table above), due to loss of Revenue Support Grant and uncertainties around business rates income and new homes bonus. This is significantly less than the expected increase in spending requirement of £1.736 million over the same period (see paragraph 4.5).

5.5.3 This level of income would require the use of balances set out in the table below. As this level of use is unsustainable, a savings plan is required, and this is shown in the table. Savings will need to be found in line with the plan to ensure there are sufficient balances at the end of 2023/24.

	2019/20 Revised £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Use of Balances	616	1,254	1,554	1,862	2,216
Savings 2020/21		(800)	(800)	(800)	(800)
Savings 2021/22			(550)	(550)	(550)
Savings 2022/23				(250)	(250)
Savings 2023/24					
Revised Use of Balances	616	454	204	262	616
Balances C/fwd	3,134	2,680	2,476	2,214	1,598

6 Savings

- 6.1 At this stage, an additional savings target has not been added in 2023/24, although this will be revisited during the detailed estimate process. The balances of £1.598 million at the end of 2023/24 would be sufficient, although the increasing use of balances in 2023/24 would need to be addressed. This leaves the savings target at £1.6 million over the life of the strategy, which equates to around 4.5% of the net budget per annum.
- 6.2 The authority has already made significant reductions in its budget over recent years, taking out £4.7 million since 2011/12. Increased efficiency, streamlining the provision of services and some income generation has enabled the impact on front line services to be minimised. Taking out a further £1.6 million will be extremely challenging, and will undoubtedly impact on the range and level of services that the Council is able to offer. Work is already in hand for identifying options for reducing net expenditure for both 2020/21 and subsequent years.
- 6.3 A decision to freeze Council Tax in 2020/21 would reduce resources by £105,880 in the year and in every year thereafter. This would amount to £433,170 over the current strategy period. The impact of this would be an increase in the savings that the Council would have to make to £655,000 in 2021/22, giving a revised total of £1.705 million. This would exacerbate the impact on the provision of services mentioned above.
- 6.4 In the event that no increases in Council Tax are approved during the strategy period, balances at the end of the period would fall from £1.598 million to £0.507 million, as shown below.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Use of Balances	454	204	262	616
Loss of Council Tax	106	215	327	443

Revised Use of Balances	560	419	589	1,059
Balances C/fwd	2,574	2,155	1,566	507

Savings in each of the four years would need to increase by around £105,000 to keep balances at around the £1.5 million level. This would increase the savings required to £2.02 million.

6.5 Keeping to the strategy is dependent on savings being achieved to target in each of the years covered. The current forecast also indicates that further savings will be required in 2023/24 and beyond, as expenditure continues to be partly funded through the use of balances each year. The difficulty in finding savings has become greater over time, and this will only increase in the future.

7 Potential Risk Areas

7.1 In preparing this forecast, a number of assumptions have been made and these have been set out in sections 4 and 5 of this report. Clearly, should these assumptions not materialise, there will be an impact on the figures. The main risk areas for this forecast are:

- **Settlement Funding Assessments** – no indicative figures have been provided for 2020/21 on wards. If resources in those years vary in any significant way from resources in 2019/20, then there will be an impact on the current forecast.
- **Business Rates** – the local retention of business rates brought uncertainty around the level of funding to be received on an annual basis. Successful rating appeals are an ongoing risk, with HS2 only adding to the uncertainty and potential impact on the Council's income.
- **New Homes Bonus** – The strategy assumes 300 new properties per annum and no change to the current methodology of distribution. Achievement of fewer new homes or a change in the distribution methodology, could lead to grant being scaled back reducing the funding available to authorities.
- **Investment Income** – although interest rates have been predicted using professional advice, financial markets can vary significantly over time.
- **Salary Increases** – union pressure is for a higher pay award to address the erosion of real pay. Higher pay awards than included in the forecast would have an impact, given the relative size of the payroll.
- **Council Tax Support** – increases in take up will directly increase the costs of the Council. There are also risks around the non collection of Council Tax, from those who have not previously been required to contribute.
- **Reduced Income** – a loss of service income is always a possibility in the current economic position.
- **Growth in the Borough** – if new homes and estates are delivered in line with expectations, there will be a significant impact on some Council services. Some funding has been included in the forecast for

refuse and recycling, but the impact on services such as grounds maintenance has not yet been considered.

- **Council Tax Income** – a decision to freeze Council Tax will reduce the resources available to the Council on a permanent basis.

7.2 The potential impact of an improved or worse position for all four years of the forecast are shown in Appendix C (savings of £1.6 million are included in each of the options). The increased use of balances / contribution to balances are summarised below:

Year	Worse Case £000	Most Likely Case £000	Best Case £000
2020/21	791	454	188
2021/22	835	204	(179)
2022/23	965	262	(189)
2023/24	1,340	616	96

Changes in a small number of areas can materially impact on the expected use of balances in all of the years covered. These could affect the level of savings required either favourably or adversely.

7.3 If the best case scenario occurred, the council would be able to reduce the savings currently included within the strategy from £1.6 million to £1 million and achieve the same level of balances at the end of 2023/24.

7.4 If the worst-case scenario occurred there would be an additional call on balances. As the balances at 1 April 2020 are expected to be £3,134,000, the Council could manage the worst case into 2022/23 if needed. However further savings of £1.1 million would be needed in 2022/23, to ensure that balances were at an acceptable level at the end of 2023/24. Finding the additional savings earlier would certainly delay the need to find further savings and could mean a reduction in the total savings required during the life of the strategy.

8 Budget Approach 2020/21

8.1 As mentioned earlier, a number of areas have already been identified as potential savings, and these are in the process of being reviewed. Any delay in finding savings will put pressure on the financial viability of the Council.

8.2 A firm stance should be taken in order to limit the level of growth approved in 2020/21, as any further expenditure will increase the need to draw from balances. Only growth that cannot be statutorily avoided, makes a significant contribution to moving forward the Council's priorities, or would expose the Council to an unacceptable level of risk should the expenditure not be incurred, should be approved. A prioritisation exercise on growth based around these three main criteria should be used.

9 Conclusion

- 9.1 The Council could be faced with savings ranging from £1 million to £2.6 million. The updated strategy includes a savings requirement of £1.6 million over the next four years. Given the savings already made over recent years, the Council will not be able to achieve the future savings required without impacting on current service provision.
- 9.2 It is unlikely that all of the main risk areas will materialise at the same time, in any of the years highlighted above. The main areas of concern included in the risks around the financial position of the Council, are that of Council Tax, Settlement Funding Assessment, Business Rates and New Homes Bonus.

10 Report Implications

10.1 Finance and Value for Money Implications

10.1.1 As detailed in the body of the report.

10.2 Environment and Sustainability Implications

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

10.3 Equality Implications

10.3.1 Any proposed changes or reductions in services will be subject to equality impact assessments to identify if there is any scope for adverse impacts.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

MEDIUM TERM FINANCIAL STRATEGY 2020/21 – 2023/24**1 Introduction**

- 1.1 The purpose of the Financial Strategy is to set out the broad financial framework that the Council will operate within, during the next four financial years. A four-year period has been used, as this permits reasonably robust financial forecasts to be produced. A longer period would require more speculative forecasts. However changes to the external funding regime have increased the uncertainty over the resources available to the Council during the strategy period.
- 1.2 By using a medium term approach, the Council can ensure that financial and service decisions can be taken in a structured and proportionate way. Short-term policies are not adopted without identifying what the medium term implications of those decisions are.
- 1.3 The strategy covers all revenue and capital activity, although some individual sections may be specific to a particular type of spending only. Areas covered are:
- **General Fund Activities** – these are the majority of the day to day activities carried out by the Council, such as refuse collection and the payment of benefits
 - **Housing Revenue Account Activities** – these relate to the management and maintenance of the Council's housing portfolio
 - **Capital Spending** – this is spending that provides benefits over a period of 12 months, such as the purchase of vehicles or equipment

2 Linking Resources With Corporate Priorities

- 2.1 The Council has identified a number of priorities and these are given in its Corporate Plan. In arriving at the priorities, external influences are taken into account, including the aims of the Local Strategic Partnership (LSP). Other factors such as legislative changes and reward incentives are also considered.
- 2.2 The Corporate Plan and associated Financial Strategy are reviewed and updated on an annual basis, before the start of each new financial year. A further review of the Financial Strategy is also carried out part way through the year, to ensure that changing circumstances are taken into account in carrying out the full review.
- 2.3 As in previous years, the approach is to use the current financial year as a base position, inflate this to the price base of the budget year, and add known unavoidable spending pressures. This is then measured against the projection of available funding to determine affordability. The package of measures required to balance the two form the financial strategy for the budget year.

3 Economic Forecast

3.1 Both general inflation and specific areas of increase affect the spending of the Council. There are two main indices for measuring household inflation: the Consumer Price Index (CPI) and the Retail Price Index (RPI). The Council reviews these indices when it is assessing the level of inflation to be included in its financial strategy. However the Council may choose to use a lower general rate in some areas, where it wishes to encourage efficiencies.

3.2 Specific areas of increase are considered separately and individual rates of increase used to reflect prevailing market conditions, where they are significantly different to the general rate of inflation. These are assessed on an annual basis and depending on economic conditions, may include:

- Employee costs – pay awards and pension costs;
- fuel and energy costs;
- investment rates.

3.3 The assumptions used in the latest forecasts are given below:

Cost / Income Type	2020/21	2021/22	2022/23	2023/24
Pay awards	2%	2%	2%	2%
Superannuation rates	20.75%	21.50%	22.25%	23.00%
Agency staff	2%	2%	2%	2%
Business Rates	2%	2%	2%	2%
Utilities	2%	2%	2%	2%
Other premise costs	0%	2%	0%	2%
Supplies and services	0%	2%	0%	2%
Rent Allowances	2%	2%	2%	2%
Rent Rebates	3%	3%	3%	3%
Housing Benefit Administration Grant	-10%	-10%	-10%	-10%
Reduction in RSG/NDR	0%	0%	0%	0%
Council Tax	£5	£5	£5	£5
Income	2%	2%	2%	2%

4 Demographic Factors

4.1 Demographic factors can affect the Council's planning in a number of ways:

- Changes in the number and value of households can affect the tax base used in calculating Council Tax
- The characteristics of the population, and households, influences the type of services provided
- The level of demand for services can be affected by changes in either of the above.

4.2 The population of the Borough currently stands at 64,070 and has been subject to limited change over recent years. The Financial Strategy has assumed only limited impact as a result of changes, around the collection of domestic refuse and recycling.

- 4.3 The Council Tax Base has remained fairly consistent over a number of years, with only small increases. Following a review of the potential new build in the area identified in the Core Strategy, the Financial Strategy has assumed an increase of 1.5% in the tax base on an annual basis, although there will be some movement depending on the Council Tax Support scheme adopted.

5 General Fund Activities

5.1 Settlement Funding Assessment

- 5.1.1 The government decides on the level of funding to be allocated to local authorities for their General Fund activities, and then allocates this funding between authorities using a formula calculation called the Settlement Funding Assessment.
- 5.1.2 The Settlement Funding Assessment is made up of two elements: Revenue Support Grant and Business Rates. As the Business Rates element is fixed, other than for inflationary increases, any reduction in the Settlement Funding Assessment is taken out of Revenue Support Grant.
- 5.1.3 Figures are not yet available for 2020/21 onwards, so our latest projection has assumed the same assessment as that for 2019/20. A Fair Funding Review is currently in progress, so the position going forward may change.

5.2 Business Rates

- 5.2.1 From April 2013, local authorities retain a proportion of the business rates they collect. The Secretary of State announced a baseline funding level of £1.889 million for North Warwickshire for 2019/20. As we are required to pay a business rate tariff of £15.099 million in 2019/20, we need our local share of business rates to come to £16.990 million, in order to achieve this level of funding. No announcement has been made on the baseline funding level for 2020/21, so 2019/20 levels have been assumed going forward.
- 5.2.2 Business rates, including the tariff payable, will be increased by inflation each year. If the business rates in our area fall due to business closures or rating appeals, we may not achieve our baseline funding level. This would impact on our financial forecasts, reducing the level of balances we hold. The operation of a national safety net system would provide provision when the Authority's baseline funding fell by 7.5%. If additional business rates are collected, they are allocated 50% to the government, 10% to Warwickshire County Council, and 40% to this Council. We are required to pay a levy of 50% on the additional rates retained by this Council.
- 5.2.3 The Council chose to become a member of the Coventry and Warwickshire Business Rates Pool. This Local Pool agreed a safety net provision at a 5% loss of baseline funding, which would benefit the Council in the event that business rates fall. If business rates increase, the Pool will have a lower levy rate than the Council, of around 17%, allowing the Pool to keep more of the increase.

5.3 Council Tax Base

- 5.3.1 The Council's tax base reduced significantly in 2013/14, following the introduction of a local Council Tax Support scheme, in place of the previous national Council Tax Benefit system. The scheme requires some residents to pay council tax, who previously had no liability. The Government offered councils a transitional grant in 2013/14, if they restricted the maximum payment by previous Council Tax Benefit claimants to 8.5% of their council tax bill. The Council opted to take the transitional grant and also revisited the collection rate, which was revised downwards to 98%.
- 5.3.2 The transitional grant was for 2013/14 only, so the Council needed to agree a Council Tax Support scheme for 2014/15 onwards. The decision was taken to retain the maximum payment required at 8.5% in 2014/15 although there was no grant to offset the cost to the Council. This decision has been revisited on an annual basis since then and has remained at 8.5%.
- 5.3.3 Although the Council usually exceeds its target collection rate, a small margin for non-collection allows some room for other variations during the year. Any additional funds are then distributed in the following year.

5.4 Council Tax

- 5.4.1 The Council attempts to balance the need for retaining an affordable council tax, with the retention of services. This is increasingly difficult with current financial constraints, including the pressures of government funding levels, limited income raising opportunities, economic pressures and rising expectations. Council policy is to keep council tax rises at, or below, inflation.
- 5.4.2 Recent decisions to freeze council tax have had an on going and cumulative effect on the Council's financial position. Grant funding received towards tax freezes have generally been time limited, whereas the tax base is reduced permanently. The current forecast has assumed a council tax increase of £5 per annum in 20/21 and the following three years.
- 5.4.3 In 2019/20 the government brought in a requirement for proposed increases above the maximum increase of 2.99% to be subject to a local referendum. This level is still to be confirmed for 2020/21.

5.5 Fees and Charges

- 5.5.1 The Council has tended to increase fees and charges for inflation, on an annual basis. Any other changes have tended to be on an ad hoc basis. Demand for some services has changed as a result of changes in the economic situation. This will be taken into consideration in the review of fees and charges during the detailed work in the 2020/21 budget.
- 5.5.2 The ability to generate income from other areas continues to be reviewed as part of the ongoing savings exercise.

5.6 Growth Areas

5.6.1 Given the Council's existing financial constraints, a strong approach is taken with growth areas. In general terms, growth will be allowed if one of the following conditions is met:

- **Statutory Need.** Where the Council needs to spend resources in order to comply with statutory requirements
- **Invest to Save.** Where services can demonstrate that an initial outlay will generate additional income or reduced costs in the future, an advance from an earmarked reserve held for this purpose will be made.
- **External Funding.** Services are encouraged to look for external funding to support service development and enhancement. However the impact of ongoing costs against potential one off funding is always considered.
- **Efficiencies.** The Council looks for efficiencies in service provision, to contribute to savings targets, or reallocate resources to other priorities.

5.6.2 The Council may use financial savings identified to fund general growth areas, where these are not needed to maintain balances. Growth bids are assessed according to their contribution to Council priorities, the ability to obtain external funding and their contribution to the management of risk.

5.7 Approach to Savings

5.7.1 The Authority includes the requirement to find savings in its financial strategy. However whilst unidentified savings are built into financial projections over the medium term, only identified savings are included in the detailed budget put forward for approval for the coming financial year. This is part of the management of financial risks, and gives greater assurance around the approved budget, and the medium term position.

5.7.2 As the council looks for specific savings in advance of setting the budget for the following year, work on finding savings for 2020/21 will be carried out in 2019 during the production of that budget. Only those found will be included. Where possible the savings will be brought in earlier, during 2019/20, as this will give a beneficial impact on balances. The savings target for 2020/21 is £800,000. If the savings target is not found, this will be reflected in the financial strategy for future years.

5.7.3 Any proposed changes or reductions in services will be subject to equality impact assessments to identify if there is any scope for adverse impacts.

5.8 General Fund Balances

5.8.1 One of the Council's aims is to have a balanced budget. However this does not require a balanced budget in each financial year, the aim is to ensure that services are adequately funded over the medium term.

5.8.2 The current policy for general balances is to retain minimum working balances of £1.4 million on the General Fund. The risk assessments, which support these requirements, are updated on an annual basis as part of the budget process. This allows detailed consideration of changing economic conditions and other potential high risks.

5.9 Budget Process

- 5.9.1 The budget process operates throughout the year, with the budget strategy updated twice per year. The financial forecast produced in September provides the context for the more detailed four year budget approved in February, as part of the Council Tax Setting process.
- 5.9.2 In the event of potentially significant changes to the Council's financial position, the Corporate Director - Resources will assess whether additional updates of the financial strategy are needed.

5.10 Budget Consultation

- 5.10.1 The Council consults on how it spends its resources on an annual basis. A meeting with business ratepayers is held every year, whilst other ad hoc consultation is carried out as required.

6 Housing Revenue Account

6.1 General Balances on the Housing Revenue Account

- 6.1.1 The Council aims to have a balanced budget on the Housing Revenue Account. Again this does not require a balanced budget in each financial year; the aim is to ensure that services are adequately funded over the medium term.
- 6.1.2 The current policy for general balances is to retain minimum working balances of £750,000 on the Housing Revenue Account. The risk assessment, which supports this requirement, is updated annually as part of the budget process. This allows detailed consideration of changing economic conditions and other potential high risks. Given the greater risks that will be faced by the council as a result of welfare reform, an increased requirement to hold general balances is expected.

6.2 Housing Business Plan

- 6.2.1 To ensure the continued management and maintenance of North Warwickshire's housing stock, both Members and officers need to take decisions on a long term basis. For example, we need to build up surpluses to fund the capital expenditure needed later in the Business Plan. The impact of decisions taken is fundamental to the sustainability of the Business Plan.
- 6.2.2 The Business Plan currently assumes that the authority continues to increase rents in line with government policy. This includes the return of national rent policy to assumed rent increases of CPI + 1% per annum.
- 6.2.3 Further detail around the management and maintenance of the Council's housing stock is given in the Housing Business Plan.

7 Capital Programme

7.1 Capital Funding

- 7.1.1 The Council projects its expected resources over both a three and ten-year period. These include receipts from the sale of council assets, revenue funding used to support capital expenditure and anticipated contributions from third parties. Funding from the government is also considered. Specific grant is received towards the cost of Disabled Facility Grants.
- 7.1.2 Given its restricted resources, the council prioritises capital schemes, to enable it to carry out all essential spending.
- 7.1.3 There are still some funding issues which need to be addressed in the longer term, and other funding options will be considered in future updates of the Capital Strategy. The Capital Strategy gives further detail on the allocation of capital funding.

7.2 Interaction between Revenue and Capital Spending

- 7.2.1 Many capital schemes will impact on the revenue budget. This may be due to ongoing maintenance costs which are incurred following the acquisition of an asset, or may be related to the cost of repaying loans taken out to finance capital expenditure, or the loss of investment income if internal loans are used.
- 7.2.2 In assessing bids put forward for inclusion in the capital programme, the impact of capital spending on the revenue budget is examined.

8 Efficiency Agenda

- 8.1 All councils are required to demonstrate Value for Money. The Council doesn't set targets for individual services, as it recognises that efficiency savings can take longer to generate in some services.
- 8.2 Officers look for efficiencies in order to assist in achieving the savings required as part of the financial strategy. In addition systems thinking reviews are carried out on individual services and procurement activity is monitored.

9 Treasury Management

- 9.1 This is the management of the Local Authority's cash flows: its banking, money market and capital market transactions. The Council has adopted a Treasury Management and Annual Investment Strategy, which sets out a framework for its activity in these areas. The current Strategy aims to minimise risk by putting greater emphasis on security and liquidity. Once risk has been minimised, the Council will maximise performance wherever possible, within existing controls.
- 9.2 As highlighted in the Treasury Management Strategy, the Council has a borrowing requirement of £63.656 million. The HRA has external borrowing of £50.239 million, whilst the General Fund has internal borrowing of £13.417 million. Internally borrowed funds come from earmarked reserves held for future

revenue and capital spending. As these resources are used, there will be a need for further external borrowing.

- 9.3 The government previously imposed a cap on an authority's total housing borrowing, which has now been removed. The Authority was below the cap, so investment and borrowing decisions were based on affordability within the HRA. This approach remains unchanged.
- 9.4 The Council has internal funds in excess of those needed to cover the internal loans. These are invested on the money market and generate investment income for both the General Fund and the Housing Revenue Account. The cash fund portfolio is managed internally, with advice from Link Treasury Services, the Council's treasury management consultants.

10 Earmarked Reserves

- 10.1 The Council holds a number of reserves that have been earmarked for specific revenue and capital purposes. Earmarked reserves are used to hold:
- Funding received in advance for specific initiatives;
 - Funding set aside for specific services, where the timing of demand can vary;
 - Funding set aside for the future replacement of assets or other capital expenditure;
 - Funding held to enable the Council to manage specific risks; and
 - Funding where work has been delayed.
- 10.2 For the majority of earmarked reserves, there is little or no risk to the financial standing of the Council. Reserves set up to manage timing differences or hold funding received in advance match expenditure to the income available. Reserves held to allow risks to the base budget to be managed are estimated using the best available information.

11 Risk Management

- 11.1 The Council has a Risk Management strategy in place which it uses to manage all of its risks, including financial risks.
- 11.2 A system of risk management has been established, which is operated by all services. This ensures that if there are significant changes in the level of risk to the Council from new legislation, or policy changes, they are considered and reported to Board. Any significant increase in financial risks will therefore be addressed during the year, if this is necessary.
- 11.3 In addition, the financial risks of individual services are considered during the budget preparation process by Service Boards, along with the related budgets. Annual risk assessments are undertaken on the level of balances for the General Fund and the Housing Revenue Account and considered at the same time as the budgets. This ensures that all current issues are included.
- 11.4 To assist with highlighting the impact of the potential risks, the major risks are assessed on differing risk levels, and these are included in reports to Board.

IMPACT OF COUNCIL TAX FREEZES IN 2011/12, 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19 and 2019/20

APPENDIX B

		0.863	0.906	0.858	0.834	0.816	0.826	0.892	0.862	1.000	1.000	1.000	1.000	
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Grant Income - 2011/12 CT freeze	-111,746	-96,437	-87,372	-74,965	-62,521	-51,017	-42,140	-37,589	-32,402	-32,402	-32,402	-32,402	-32,402	-725,794
Grant Income - 2012/13 CT freeze		-112,220												-112,220
Grant Income - 2013/14 CT freeze			-44,650	-38,310	-31,950	-26,071	-21,535	-19,209	-16,558	-16,558	-16,558	-16,558	-16,558	-264,517
Grant Income - 2014/15 CT freeze				-44,850	-37,405	-30,522	-25,212	-22,489	-19,385	-19,385	-19,385	-19,385	-19,385	-257,404
Grant Income - 2015/16 CT freeze					-44,850	-36,598	-30,230	-26,965	-23,244	-23,244	-23,244	-23,244	-23,244	-254,860
Grant Income	-111,746	-208,657	-132,022	-158,125	-176,726	-144,208	-119,116	-106,252	-91,589	-91,589	-91,589	-91,589	-91,589	-1,614,796
Loss of CT 2011/12	134,012	136,003	120,040	121,389	123,588	125,608	127,488	129,046	130,981	132,946	134,940	136,964	139,019	1,692,023
Loss of CT 2012/13		92,539	81,678	82,596	84,092	85,467	86,746	87,806	89,123	90,459	91,816	93,194	94,591	1,060,106
Loss of CT 2013/14			83,312	84,247	85,774	87,176	88,480	89,562	90,905	92,269	93,653	95,057	96,483	986,918
Loss of CT 2014/15				85,932	87,489	88,919	90,250	91,353	92,723	94,114	95,526	96,959	98,413	921,679
Loss of CT 2015/16					87,008	88,430	89,754	90,850	92,213	93,596	95,000	96,425	97,872	831,150
Loss of CT 2016/17						90,155	91,504	92,622	94,011	95,421	96,853	98,306	99,780	758,652
Loss of CT 2017/18							101,539	102,779	104,321	105,886	107,474	109,086	110,722	741,807
Loss of CT 2018/19								147,863	150,081	152,332	154,617	156,936	159,290	921,119
Loss of CT 2019/20									154,568	156,887	159,240	161,629	164,053	796,377
CT Lost	134,012	228,542	285,030	374,164	467,952	565,755	675,760	831,880	998,927	1,013,910	1,029,119	1,044,556	1,060,224	8,709,831
Net Revenue Impact	22,266	19,885	153,008	216,039	291,226	421,546	556,644	725,629	907,338	922,322	937,530	952,967	968,635	7,095,036

APPENDIX C

Potential Use of Balances

Best Case

	2019/20 Revised £000	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000
Estimated Use of Balance	616	454	204	262	616
An increase in New Homes bonus (5%)		(44)	(88)	(132)	(176)
Increased tax base (new homes) (0.5%)		(22)	(45)	(69)	(94)
Increase in investment income		(90)	(90)	(90)	(90)
Sustained improvement in planning income		(50)	(50)	(50)	(50)
Improvement in other service income		(30)	(30)	(30)	(30)
Additional surplus in the Collection Fund			(50)	(50)	(50)
Additional staff vacancies		(30)	(30)	(30)	(30)
Potential Use of / (Cont to) Balances	616	188	(179)	(189)	96
Balances at Year End	3,134	2,946	3,125	3,314	3,218

Worst Case

	2019/20 Revised £000	2020/21 Estimate £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000
Estimated Use of Balance	616	454	204	262	616
Business rate income at safety net			134	136	139
Reduction in New Homes Bonus funding (7.5%)		65	132	199	266
Additional 1% on the pay award in 2021/22			90	90	90
Additional recycling costs		50	50	50	50
Planning income is not sustained		100	100	100	100
Reduction in service income		30	30	30	30
Inflation is 1% higher than assumed		92	95	98	99
Potential Use of / (Cont to) Balances	616	791	835	965	1,390
Balances at Year End	3,134	2,343	1,508	543	(847)

Agenda Item No 13

Executive Board

16 September 2019

Report of the Director of Streetscape

Supplementary Estimate – Kerbside Recycling Service

1 Summary

- 1.1 The Board is asked to agree a supplementary estimate of £10,200, for the recycling budget, as detailed in the appendix to this report.

Recommendation to Council

That the supplementary estimate of £10,200 for the recycling budget be approved.

2 Introduction

- 2.1 The attached report was recently considered and agreed by the Community and Environment Board and Members are asked to approve a supplementary estimate of £10,200, to support recycling in the Borough.

3 Report Implications

- 3.1 These are set out in the attached Appendix.

...

The Contact Officer for this report is Richard Dobbs (719440)

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 12

**Community and Environment
Board**

6 August 2019

Report of the Director of Streetscape

Kerbside Recycling Service

1 Summary

- 1.1 This report presents Members with a report prepared by consultants on the technical, economic and environmental implications of changing the Council's kerbside recycling service from the current dual-stream system to a fully commingled operation. Based on the findings of the report and the Council's own cost benefit analysis, this report recommends that the Council moves to a fully commingled kerbside service as soon as practicable.

Recommendations to the Board

- a That Members note the contents of the report; and**
- b That Members agree to move the Council's kerbside recycling service from dual-stream to fully commingled with effect from 1 November, 2019;**
- c That a comprehensive promotional campaign is undertaken to inform residents of the agreed service changes prior to their implementation; and**

Recommendation to Executive Board

- d To approve a supplementary estimate of £10,200 for the recycling budget.**

2 Background

- 2.1 The Council first introduced a dual-stream kerbside recycling service for residents in October 2013 as part of the move to alternate weekly collections. The dual-stream collection utilises split-bodied refuse collection vehicles (RCVs) which collect dry mixed recyclables (DRM) in one side and paper and card in the other. The vehicles are split approximately 70/30 to reflect the amounts of each type of waste typically put out for collection. Paper and card is collected in a separate 55 litre insert which sits inside the red-lidded wheeled bin (which holds the DMR). The collection crews empty the inserts into a separate bin which the RCV then lifts and empties. This operation typically takes about twice as long as the other collection services (domestic refuse and green waste) which only require a single lifting and emptying operation per household.

- 2.2 At the outset of the scheme, the original reason for implementing a dual-stream service rather than a fully commingled one was economic. In October 2013 the price of paper and card was around £55/tonne. This price remained high over the next few years and peaked at around £75/tonne in 2016. Since then, the value of paper and card has declined steadily – it had more than halved by 2018 and the current value is around £18/tonne.
- 2.3 Collecting paper and card separately still has benefits for the Council. Because the final outlet for the material is close to the Council's operations centre at Lower House Farm there are no handling and haulage costs and the separately collected material still produces an income, albeit now much lower than in previous years. The DMR which the Council collects is hauled to Birmingham for reprocessing and attracts a significant net gate fee (even after the value of the processed material is factored in).
- 2.4 There are also potential disbenefits. In order to ensure that split-bodied vehicles are available at all times to collect segregated waste, the Council uses them across the majority of its household waste service (including residual and green waste – nine rounds in total). Split-bodied vehicles are more expensive (between £45,000 and £65,000 each) are more costly to maintain and operate, have reduced capacity and, even with the best planning, fill up unevenly meaning the effective operating capacity can be even lower. From a health & safety perspective, the use of single wheeled bins is preferable to inserts and double-handling and the inserts themselves can be fragile (the Council replaces around 2,500 broken inserts a year at an annual cost of more than £11,000).
- 2.5 In practice, there are still properties across the Borough which often, or never, receive a separated recycling collection. In many instances, successful segregation is all but impossible at flats and many rural and isolated areas are serviced by smaller, single-bodied vehicles which have to mix the collected waste. At times of vehicle breakdown, spare and replacement vehicles often lack the capacity to collect separately and it is sometimes uneconomical for a split-bodied vehicle to tip off when the paper & card side is full if it is nearing the end of the round. There are, therefore, many residents who already receive a fully commingled recycling service.
- 2.6 Officers have, over recent months, been analysing and remodelling collection rounds to try to free up capacity to absorb the current and future growth in household numbers. As has been stated above, the recycling service as it is currently operated is much slower than other waste services and the effective overall capacity across the refuse and recycling fleet is reduced by our reliance on split-bodied vehicles. For operational and capacity reasons alone, officers have been reviewing the effectiveness of dual-stream versus fully commingled collections and concluded that there are significant operational benefits from moving to a commingled kerbside recycling service.

3 TEEP

- 3.1 Aside from the likely operational benefits, an assessment of the costs of moving from a dual-stream to a commingled service was required in order to ascertain the full impact of such a wholesale change. There is also a

statutory requirement to assess any such change before the Council could proceed. To that end an environmental consultant, Frith Resource Management (FRM) was engaged to undertake the TEEP (Technical, Economical & Environmentally Practicable) assessment alongside a cost benefit analysis. FRM carried out the Council's original TEEP assessment and was ideally placed to review the Council's position and the merits (or otherwise) of a change in recycling operations.

3.2 Local Authorities have a duty under the Waste Regulations 2011 to separately collect metal, glass, paper and plastic from the kerbside. When that is not possible, they must ensure that their collection methods pass Necessity and Practicability (TEEP) tests and conform to the waste hierarchy. Dual-stream recycling (although separating certain types of recyclable waste at source) is not a separate collection system under the regulations. Any further move away from source separation must be justified by a comprehensive TEEP assessment in order to comply with the regulations. FRM undertook a comprehensive assessment of the proposal to move to a fully commingled collection service and scored the impact of such a move against the current service and a fully source-separated alternative.

3.3 FRM's full report is attached at Appendix A. The report explains the need for the assessment and the assessment criteria for each of the four main recyclable waste streams. The assessment uses a standardised Kerbside Analysis Tool to assess the economic and operational variations between the modelled collection operations and WRATE (the Waste and Resources Assessment Tool for the Environment) to analyse the climate change and environmental impact of each system. Both assessments found that the proposed commingled system was preferable to the other collection methods. FRM's KAT modelling indicated that the annualised whole life cost of the commingled service was around £75,000 less than the current service and over £350,000 less than a fully source separated (kerbside sort) system.

3.4 FRM's conclusions were that even when processing and disposal costs and material revenues are taken into account the commingled system remains the cheapest of the options. Switching to a kerbside sort system would entail higher annual costs and therefore the commingled option is the most cost effective in this modelling and preferable in this context. Economic and environmental grounds support and justify the proposed switch to a fully commingled service.

4 Financial Assessment

4.1 In addition to the KAT modelling assessment undertaken by the consultants, the Council's own Finance officers have carried out a financial assessment of the proposed service changes to determine the short and longer-term impact of a move from a dual-stream to fully commingled kerbside recycling operation. As recycling costs are running above the current budget, a revised estimate of the current operation has been produced, so that a more realistic comparison of a move to commingled collection can be produced.

4.2 The current process for disposing of paper and card does not require spending on handling and haulage, as the recyclate is delivered directly to a

separate facility adjacent to the Council's depot at Lower House Farm. Handling and haulage of paper and card will therefore be an additional cost for the Council. In addition direct income currently received from the sale of paper and card will disappear. However the market for paper and card fluctuates significantly, and is currently reducing. This means that the recycle rebate that will be received for increased paper and card as part of a commingled process should offset the direct loss of income.

- 4.3 More efficient collection of bins is expected to realise savings on employee overtime. This is difficult to quantify as new properties coming on to the collection schedule are dependent on the pace of development, outside the control of the Council. However an estimate has been made on the assumption that properties remain at the current level.
- 4.4 Assuming vehicles are replaced in line with the agreed programme, 3 refuse freighters are due for replacement in 2020/21, with the remaining 6 due for replacement in 2022/23. The benefit of lower replacement costs will come through as vehicles are replaced. Reduced running and maintenance costs have been assumed, in line with the move to single bodied vehicles. Inserts would no longer be required, providing a saving.
- 4.5 In summary, there will be additional direct handling, haulage and gate fees for the paper and card that is currently collected separately. In addition, direct income from its sale will be lost. These increases are offset by reduced vehicle costs and more efficient working. The table below brings the expected financial changes together:

Year	Variance £
2019/20 (part year commingled)	10,200
2020/21	(16,800)
2021/22	(16,800)
2022/23	(123,000)

Figures at 2019 prices

- 4.5 A move to a fully commingled collection from 1 November 2019 would add cost of around £10,200 in 2019/20. Once all vehicles had been replaced in 2022/23, a saving of around £123,000 is expected on an annual basis.

5 Report Implications

5.1 Finance and Value for Money Implications

- 5.1.1 A supplementary estimate of £10,200 will be required for 2019/20, for the move to commingled collection. The financial changes expected in following years will need to be built into the Medium Term Financial Strategy.
- 5.1.2 Other budget changes to reflect the increased costs currently coming through in 2019/20 will be dealt with as part of the revised budget process, so that current trends can be assessed in more detail.

5.2 Environment and Sustainability Implications

- 5.2.1 Based on the experience of other local authorities, a move to a fully commingled kerbside recycling service is likely to increase the Council's recycling rate. The WRATE assessment indicates that a move to commingled will also reduce the Council's local environmental impact and reduce our overall carbon emissions.

5.3 Risk Management Implications

- 5.3.1 The overall TEEP assessment has concluded that the proposed commingled system is practicable on technical, environmental and economic grounds whereas the kerbside sort system preferred under the Waste Regulations 2011 is not practical on economic and environmental grounds.

5.4 Links to Council's Priorities

- 5.4.1 Responsible financial and resource management
- 5.4.2 Promoting sustainable and vibrant communities

The Contact Officer for this report is Richard Dobbs (719440).

Agenda Item 14

Executive Board

16 September 2019

Report of the Chief Executive

**Draft Terms of Reference
Members Steering Group**

1 Summary

- 1.1 This report brings Draft Terms of Reference for a Member Steering Group to guide strategic housing allocations. Initially this will be for Site H7 – Land east of Polesworth and Dordon.

<p>Recommendation to the Board</p> <p>The draft Terms of Reference for a Members Steering Group be endorsed.</p>
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2 Introduction

- 2.1 Attached at Appendix A is a report considered by the Local Development Framework Sub-Committee on 11 September 2019. A verbal report will be given at the meeting to present any observations from this meeting.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 5

**Local Development Framework
Sub-Committee**

11 September 2019

Report of the Chief Executive

**Draft Terms of Reference for land
east of Polesworth and Dordon
(Site H7)**

1 Summary

- 1.1 This report brings Draft Terms of Reference for a Member Steering Group to guide strategic housing allocations. Initially this will be for Site H7 – Land east of Polesworth and Dordon.

<p>Recommendation to Executive Board</p> <p>Comments on the Draft Terms of Reference be given to Executive Board.</p>

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Introduction

- 3.1 As Members are aware there are some large, strategic housing allocations in the emerging Local Plan. It is important that the Borough Council proactively seeks their development but also that local views on how the sites are developed are incorporated into the design and final configuration of the sites. The aim is to ensure that place making is at the heart of the proposals as well as integration with the existing settlements.

Steering Group

- ... 3.2 Part of this process is to set up a Member Steering Group. Draft Terms of Reference are attached as Appendix A. It is proposed that the Steering Group has an advisory role.
- 3.3 The Draft Terms of Reference also includes the suggested membership of the Group.

4 **Other Strategic Allocations**

- 4.1 The following are other allocations where a similar approach could be taken:
- | | |
|-------------|------------------------------------|
| H1 and H2 | North-West Atherstone (1200 + 620) |
| H20 and RH2 | Land off Ansley Common (800 units) |

- 4.2 There is a current application for Site H13 - Land west of Robeys Lane and a Member's group already meets.

5 **Report Implications**

5.1 **Environment, Sustainability and Health Implications**

- 5.1.1 The Steering Groups will ensure that place making will be a key part of the development of the strategic allocations.

5.2 **Human Resources Implications**

- 5.2.1 The Forward Planning Team will administer the groups. Whilst the Local Plan is still in examination this may have some impact on the timings of the meetings but the benefits of the groups should assist to ensure that any future planning applications can be progressed at a faster pace.

6 **Links to Council's Priorities**

- 6.1 The implementation and delivery of the Local Plan is important in the delivery of the Council's priorities.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Terms of Reference

Steering Group

The Steering Group will provide a member forum for pre-application presentations and discussions with appropriate briefings to ensure the delivery of the strategic housing allocation.

Role of the group:

The role of the Steering Group is to support the delivery of the strategic allocation site H7 by providing advice and guidance to the Borough Council, working with a range of partners, including the landowners, agents, and Parish Councils. The Steering Group will provide oversight and partner support for the delivery of the strategic housing allocation and associated infrastructure. It will also advise on community engagement. It will scrutinise the planning application and S106 (or other agreements) to ensure it complies with the agreed development principles / master plan.

The Steering Group will ensure that developers are supported, informed, and guided to deliver the highest quality developments that are possible, and challenged where appropriate to do so.

Membership:

Chairman of Planning and Development Board (Chair)	Mark Simpson
Chairman of the LDF sub-committee	Dave Reilly
Opposition spokesperson for LDF sub-committee	Jackie Chambers
Borough Council Ward Members x 3	(one from each of the following wards) Dordon - Jackie Chambers / Pete Morson Polesworth East - Adam Farrell / Dave Parsons Polesworth West - Simon Rose / Michael Osborne
County Ward Members (x 2)	Baddesley and Dordon - Andy Wright Polesworth - Dave Parsons
Polesworth and Dordon Parish Councils x 2	Representatives x 2

(10 members)

Supported by officers

Accountability:

- Any views from the group will be passed on to the Planning and Development Board, Executive Board or Growth Board.
- The Steering Group is not a decision making group

Review:

- The group will be reviewed on an annual basis or once a planning application has been submitted to assess its value

Meetings

- Meetings will take place on average every 8 weeks but this may be increased or reduced depending on the issues under consideration
- Meetings will normally be held at the Borough Council offices. Additional meetings, and meetings on site may also be arranged as necessary
- The meetings will involve discussion of key issues for the delivery of the site
- Agendas will normally be produced by the Borough Council, in agreement with the Chairman where necessary, and will be circulated by email. Agendas will identify the timing for discussions, and the proposals to be considered at each meeting. Steering Group Members may request items to be brought before them, and any reasonable requests will be met.
- Draft agendas will be circulated two weeks before the meeting with the formal agenda issued at least 3 working days before the meeting
- Papers, where possible, will be circulated at least three working days before the meeting will take place
- The draft minutes will be produced by Council officers and approved by the Chair (or vice-chair in their absence) before being circulated to other members. A vote to approve the minutes will be taken at the subsequent meeting.
- It will not be a public meeting but representatives of the local community may be invited as observers, except when commercially sensitive information is being discussed

- Other individuals and organisations (including representatives of the landowners, developers, Warwickshire County Council and statutory undertakers) will be invited to attend the meeting as and when required
- At least three members must be in attendance before the Steering Group may have a quorum. Any views made when there are fewer than three members present will be subject to further discussion at the next meeting.

Sharing of information and resources (including confidential materials)

- Due to the nature of the discussions there will be times that information will be shared which will be confidential. No information will be put into the public domain that relates to these matters.

Drafted: September 2019

Revised:

Agenda Item No 15

Executive Board

16 September 2019

Report of the Chief Executive

Review of Equal Opportunities and Equality Policies

1 Summary

- 1.1 This report informs the Board about a review of the Council's Equal Opportunities and Equality Policies. The report was specifically requested at the meeting of the Council held on the 26 June 2019.

Recommendation to the Board

That the revised equality and diversity information and policy statements set out in report be approved.

2 Consultation

- 2.1 Consultation has been carried out with the chair, vice chair and opposition spokesperson. Any comments received regarding the report will be highlighted to the Board.

3 Background

- 3.1 This report has been prepared following the resolution made at the Council meeting on the 26 June 2019 to review the equal opportunities and any equalities policies and to bring a report to the Executive Board of reviewed policies by the end September 2019.
- 3.2 The Council as public authority has specific legal duties set out in the Equality Act 2010. The duties include key responsibilities.
- 3.3 The public sector equality duty is made up of a general equality duty supported by specific duties. The general equality duty is set out in section 149 of the Equality Act 2010. The public sector equality duty is the title of the duty, and how it is referred to in the Equality Act. It consists of the general equality duty which is the overarching requirement or substance of the duty.
- 3.4 The general equality duty applies to 'public authorities. Those subject to the general equality duty must, in the exercise of their functions, have **due regard** to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

3.5 These are often referred to as the three aims of the general equality duty. The Equality Act explains that the second aim (advancing equality of opportunity) involves, in particular, having due regard to the need to:

- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
- Encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

4 **Equality Policy**

4.1 Following the introduction of the Equality Act 2010 the Council has endeavoured to make progress with meeting the responsibilities within the daily business of the services we provide.

... 4.2 Attached at Appendix A is a copy of updated Equality and Diversity pages to be published on the Council's website.

4.3 In reviewing the equality and diversity information published on the website it is considered that a specific Equality Policy would more clearly set out the Council's aims in meeting its duties under the Equality Act 2010. Therefore it is proposed that the board approve a proposed Equality Policy which is attached at Appendix B.

...

4.4 The information included on the Equality and Diversity pages includes a mixture of updates to the pages ranging from December 2015 up to January 2019. One of the key requirements is to publish one or more equality objectives which needed to be published initially by April 2012 and then reviewed every four years. The equality objectives published by the Council reflect relevant actions from the Council's priorities included within the Corporate Plan.

4.5 The Equality and Human Rights Commission are the regulatory body who have responsibility for enforcing the Equality Act 2010. They have a range of powers including providing advice and guidance, publishing information and undertaking research. They also have enforcement powers which are used, depending on the particular circumstances they are trying to change. They can use a number of different approaches ranging from guidance and assistance to investigations and Court action.

- 4.6 The Equality and Human Rights Commission have carried out research into the setting of equality objectives. They have recommended that public authorities should take a proportionate approach to setting equality objectives.
- 4.7 This means that the number of objectives, the level of ambition, will be different depending upon on the size and role the authority and the relevance of equality and good relations to what the authority does. Functions that provide a service to members of the public are more likely to be relevant to equality and good relations. The Equality and Human Rights Commission also advise that equality objectives should be seen as part of the business plan and as supporting delivery of it. The objectives should be informed by a clear understanding of the needs of your employees and service users, and the issues they face related to their protected characteristics. Objectives that are based upon evidence of the effect of your employment, service, policy and other functions on people with the protected characteristics are more likely to help the authority meet the aims set out in the general equality duty.
- 4.8 Public authorities are also required to publish information to demonstrate compliance with the general equality duty. The published information should be updated annually. The content of the information to be published is not prescriptive and information relating to equality issues in relation to your employees and service users is seen as providing a good evidence base for developing equality objectives. Other sources of information can be useful including engagement with people who share relevant protected characteristics, assessments of impact on equality, demographic information and other statistical information sources.

5 **Published Information**

- ...
- 5.1 The published equality and diversity information shown on the Council's website has been reviewed and attached at Appendix A is a proposed updated version. The following changes and updates have been made:
- Revised equality objectives which reflect the latest Corporate Plan 2019/20 priorities and actions.
 - Information regarding our approach to community engagement and access strategy.
 - Information about the Community Hubs set up across the Borough.
 - How we take account of equality implications within our board reporting process.
 - Additional information about the partnership work on hate crimes and the reporting of hate crimes.

6 Equality Implications

- 6.1 A key part of how we consider equality implications is included within our Board reporting preparations and process. All Board reports have a number of implications to consider including equality, financial, legal, safer communities and others. Equality implications are required to be considered as part of the report preparations. The level or scope of equality implications will vary depending upon the specific report being prepared. For example an extensive equality impact assessment was prepared for the preparation of the Council's Council Tax Scheme. The equality impact assessment is prepared using a simple initial assessment form and a more detailed assessment if necessary. The impact assessment identifies if there are any identified adverse impacts across the protected characteristics defined in the Equality Act 2010.
- 6.2 An example of a practical application of the equality impact assessments is the completion of these prior to considering legal action on individuals. This is required for example when taking legal action against individuals using the powers set out in the Anti Social Behaviour, Crime and Policing Act 2014.

7 Equal Opportunities Employment Statement

- 7.1 Set out at Appendix C is the Equal Opportunities Employment Statement currently published on the Council's website. The statement was last updated in November 2018. Following consultation with the Corporate Director Resources and the Human Resources Manager the statement is considered to be still appropriate and relevant. Members are requested to consider the statement and make any comments as necessary.

8 Summary

- 8.1 This report provides an update on the Council's approach to meeting the responsibilities set out in the Equality Act 2010. Members are asked to agree the revised equality and diversity information and policy statements highlighted within the report.

9 Report Implications

9.1 Legal Data Protection and Human Rights Implications

- 9.1.1 Set out in the report are the key duties specified in the Equality Act 2010 for the Council.

9.2 Environment and Sustainability Implications

- 9.2.1 Improvements in the performance and quality of services will contribute to improving the quality of life within the community.

9.3 Equality Implications

- 9.3.1 The report sets out some proposed changes to the Council's equality and diversity pages including updated equality objectives and requests approval of an Equality Policy.

9.4 Risk Management Implications

9.4.1 Meeting the requirements of the Equality Act 2010 is reflected within the risk management plans at a corporate strategic and operational level.

9.5 Health and Well Being and Leisure Implications

9.5.1 The place based needs assessment helps identify priority local communities for delivery of health and well being initiatives.

9.6 Financial Implications

9.6.1 There are no financial implications arising from this report.

9.7 Links to Council's Priorities

9.7.1 The updated equality objectives reflect the current priorities of the Corporate Plan 2019/20.

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

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date

Equality and diversity

Introduction to equality and diversity

These pages contain information about the Council's approach to equality and diversity.

North Warwickshire Borough Council wants to deliver high quality services in a fair and equal way to all sections of the community.

The Council is committed to reflecting the full diversity of the community we serve and promoting our role as an employer, service provider, purchaser of goods and services and community leader without discrimination.

To this aim we will shape all our services and employment practices to make sure that we are fully supporting the right to live free from discrimination, victimisation, and harassment in an area which gives all persons the best possible environment in which to live and work.

The Council aims to:

- Promote Equality
- Respect and value diversity
- Engage with communities and individuals to ensure there is fair access to our services
- Provide services that respect and take account of individual needs
- Oppose all forms of unfair discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and social or economic status
- Raise awareness through a trained workforce committed to shared values to equality and diversity

Equality Act

The majority of the [Equality Act](#) came into force on 1 October 2010, providing protection from discrimination on the basis of 'protected characteristics'. The Equality Act covers the same groups that were protected by existing equality legislation - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The purpose of the Equality Act is to bring together all anti-discrimination legislation to harmonise and strengthen the law to support progress on equality. The nine main pieces of legislation that have been replaced by the Equality Act are:

- Equal Pay Act 1970
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Employment Equality (Age) Regulations 2006
- Equality Act 2006 (Part 2)
- Equality Act (Sexual Orientation) Regulations 2007

The Equality Act also includes the Public Sector Equality Duty which replaces the separate duties relating to Race, Gender and Disability.

Public Sector Equality Duty

The public sector equality duty consists of a general equality duty, set out in section 149 of the Equality Act 2010 itself, and specific duties which are imposed by secondary legislation. The general equality duty came into force in September 2011.

In summary, those subject to the **General Equality Duty** must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Act helpfully explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups.

The General Equality Duty

The General Equality Duty is supported by specific duties set out in separate regulations which came into force on 10 September 2011. These regulations will promote better performance of the Equality Duty by requiring public authorities to :-

- 1) publish information to demonstrate compliance with the equality duty (at least annually)
- 2) Objectives must be prepared and published no later than 6 April 2012 and subsequently at intervals of not greater than four years beginning with the date of last publication.

The objectives must be specific and measurable and transparent about how we are responding to the Equality Duty.

Publishing Information

Publishing of equality information showing compliance with the General Equality Duty

Our Equality Priorities are identified from actions detailed in the Council's Corporate Plan. The equality objectives will be set as part of our business planning process. The Corporate Plan is the council's overarching business plan and this is supported by service plans for each of the council's divisions and the departments that sit within each Division. The equality objectives will ensure that we meet local needs, which we will report on and publish on our website.

More information can be found on the Equality and [Human Rights Commission](#) and [Home Office](#) websites.

Publishing Equality objectives

Data to be published

Annually

- information relating to employees who share protected characteristics (for public bodies with 150 or more employees);
- information relating to people who are affected by the public body's policies and practices who share protected characteristics (for example, service users). the number of people with different protected characteristics who access and use services in different ways;
- customer satisfaction levels and informal feedback from service users with different protected characteristics and results of consultations;
- complaints about discrimination and complaints from people with different protected characteristics;
service outcomes for people with different protected characteristics.

Every Four Years

- one or more specific and measurable equality objective(s) which will help us to further the three aims of the Equality Duty.

Equality Objectives

We have produced a set of priorities as part of refreshing our Corporate Plan, which includes the Council's vision, aims and objectives. The Corporate Plan will include the Council's overarching objectives in terms of equality.

The North Warwickshire Sustainable Community Strategy sets out our three key priorities for improving the overall quality of life in North Warwickshire from 2009 to 2026. These are:

- [Raising aspirations, educational attainment and skills.](#)
- [Developing healthier communities.](#)
- [Improving access to services.](#)

The challenge is to put in place the appropriate tools and infrastructure to deliver sustained improvement for all our communities so that more people can enjoy life and reach their full potential.

Vision, Priorities and Objectives

Priorities

Introduction

Set out below are the Council's priorities and information about some of the key actions we are taking and objectives we have set which contribute towards achieving our Equality Duty:

Our approach

In developing our approach the Council's priorities have taken into account the priorities set by the North Warwickshire Community Partnership for the North Warwickshire Sustainable Community Strategy 2009 - 2026.

The Council uses feedback from customers and community profiles where available to inform our service development. Internally within the Council, Equality Impact Assessments of changes have and will continue to be taken and reported to Members as appropriate.

Work with individual community representatives reflecting the needs associated with the protected characteristics will be a feature of our approach to consultation and communication.

Our 6 Priorities

PRIORITY 1

RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT

Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.

Objectives

To undertake work in line with the Human Resources Strategy, including:-

- Monitoring/managing sickness absence.
- Ensuring compliance with employment legislation.
- Health and Safety
- Staff Development
- Staff Welfare

To continue to seek opportunities to rationalise the Council's property portfolio, including:-

1. Working with partners in the public and voluntary sectors and reviewing the Council's property assets to ensure they support the Council's priorities and deliver key services in the most efficient and cost-effective way, including delivery of the One Public Estate Programme.
2. Continue to work through a programme of capital and maintenance improvements to key Council buildings, community buildings, shops and industrial units, including seeking ways to reduce, where possible, our carbon footprint.
3. Develop a Local Authority Housing Company and explore alternative housing development models such as Off-site Modular Housing.
4. To review the Local Council Tax Reduction Scheme, to ensure that it remains affordable and fit for purpose by December 2019

PRIORITY 2

CREATING SAFER COMMUNITIES

Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.

Objectives

To consider the findings of the 2019/20 North Warwickshire Community Safety Partnership Strategic Assessment and, to work with the community including the Police, Town and Parish Councils and young people to improve public perception and public confidence by contributing towards the achievement of the partnership plan actions and targets for the 2019/20 strategic priorities relating to:-

Violent Crime. with a focus on:

- domestic violence
- sexual violence
- alcohol and drug related violence

Road Safety, with a focus on:

- road traffic accidents resulting in killed or seriously injured

Crime in Rural Areas.

Serious Acquisitive Crime with a focus on:

- Vehicle crime
- Residential burglary dwelling
- Robbery offences

Cross Cutting Themes

There are a number of themes which represent a risk to the partnership and will be monitored through the work on the priorities shown above and areas of concern shown below:

- Vulnerability and exploitation – the partnership will consider vulnerability in all its activities as a golden thread. This will include protecting people from harm and tackling county lines drug dealing and other risks associated with serious organised crime groups.
- Reducing re-offending – the partnership will support the Warwickshire Integrated Offender Management Strategy
- The public perception of crime- the partnership will work to protect local communities from harm and promote positive community safety communications whenever possible.
-

Areas of concern

These are areas that have been identified as emerging issues and will be monitored by the partnership:

Hate Crime – the partnership will support the county wide approach to tackle hate crime through the work of the Northern Hate Incident Partnership.

Prevent - the partnership will support the county wide approach to the Prevent strategy.

Anti Social Behaviour with a focus on:

- personal, nuisance and environmental anti social behaviour including deliberate small fires.

More information about reporting hate crime is shown on the website link below:

PRIORITY 3

PROTECTING OUR COUNTRYSIDE & HERITAGE

Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities

PRIORITY 4

IMPROVING LEISURE & WELLBEING OPPORTUNITIES

Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing

Objectives

To continue to work in partnership with other agencies to tackle health inequalities and specifically to co-ordinate the sustainable implementation of the new corporate Health and Wellbeing Action Plan (2017 to 2020), including the Borough Council's active engagement in, and promotion of, the 'Year of Wellbeing' throughout 2019

PRIORITY 5

PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES

Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle

Objectives

In order to promote and support community life, the Borough Council:-

1. Will work in conjunction with partners through the North Warwickshire Community Partnership in order to advance the priorities and objectives of the North Warwickshire Sustainable Community Strategy including, in respect of the commitment to improve access to opportunities, services and facilities for local residents and will report annually in March on progress.
2. Will continue to implement the revised and focussed way of working in Community Development, through which activity will be targeted in locations determined by Members (Atherstone/Mancetter, Dordon and Arley and Whitacre) and in which communities are central to the identification of their own needs and the means by which those needs are met and to report on progress by March 2020

To report in March 2020 on the work of the local Financial Inclusion Partnership including, for 2018/19, to advise on actions and initiatives undertaken to mitigate local impact of the Welfare Reform programme and other economic changes in order to maximise the collection of monies due to the Council and best support customers to find solutions to help themselves

To work with public, voluntary and business partners to deliver ongoing food-related projects to continue to support individuals and community organisations supported by Ediblelinks. This will also incorporate support to veterans via the Armed Forces Covenant work. Quarterly reports on progress will be made to the North Warwickshire Community Partnership and an annual report will be made to the Community & Environment Board in March 2020

To ensure that, as part of the Council's corporate Communications Strategy, we effectively engage residents, businesses and all sections of our communities to inform them of the Council's services and priorities and made clear the opportunities for them to be involved in decision making via consultation and social media.

To deliver the actions set out in the Homelessness Strategy and report on progress by September 2019

PRIORITY 6

SUPPORTING EMPLOYMENT & BUSINESS

Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities

Objectives

Better understand the employment and skills deficits in the Borough, particularly in respect of the changing nature of the logistics sector, so as to work with the County Council and other partners to provide and promote apprenticeships and training opportunities for North Warwickshire residents and to increase their accessibility to employment centres;
Administer funding provided by the developers and through other funding sources to maximise opportunities for employment of local people in light of the evidence to be provided under (a) above

Equality Data and Community Profiles

The equal opportunity policy ensures that both in recruitment and employment people are not discriminated against on the basis of a protected characteristic. All areas of recruitment are covered from advertising a vacancy through to employment being offered. In employment there is equal treatment for promotion, training, discipline and all aspects of day to day employment.

Compliments and Complaints

The Council undertakes equality monitoring through its Compliments and Complaints Scheme. The information booklet includes a monitoring form, which is also part of arrangements for the submission of compliments and complaints on-line, through the website. Additionally, a majority of compliments and complaints are made by letter or telephone call rather than using the scheme form, and a monitoring form is not submitted in these cases. [Equality monitoring information](#) is collated each year for reporting to members of the Council.

Knowing Our Communities

The Council has an evidence base to inform its equality priorities and objectives. The Local Community Partnership for the Borough has a [data profile](#) of the Borough containing information on the make-up of the population of the district, to support the Sustainable Community Strategy up to 2026. The data profile is supported by detailed ward profiles that bring together information at a local level, which we use to help inform our service delivery.

[Warwickshire Insight Service](#) is the home for information and intelligence about Warwickshire and its people. We provide a centre of excellence in research, data collection and analysis, supporting evidence-based policy-making across the public sector in Warwickshire.

The Insight Service aims to provide information and intelligence that:

- **Informs** the development and review of social, economic and environmental policies and plans across Warwickshire
- **Increases** understanding of local needs and helps improve the quality of services provided to Warwickshire's residents.
- **Improves** the sharing of research, data and intelligence among partners and minimises duplication
- **Contributes** to better quality of life for the people of Warwickshire

The Council has previously used resident surveys to assess satisfaction with its services, and to seek views and perceptions on the quality of life in the district. Shown below are examples of how the Council will work with local communities:

North Warwickshire Place based needs assessment – link to be inserted
Community Engagement & Access Strategy – link to be inserted

[Community Hubs](#)
[Community Development](#)
[Housing](#)

Equality Impact Assessments

One way in which North Warwickshire has due regard to the three aims of the Public Sector Equality Duty is by undertaking Equality Impact Assessments (EIAs).

We use EIAs to:

- Stop direct and indirect discrimination from happening now and in the future ,
- Make sure that our services are accessible to everyone in the community
- Help improving the way we treat our customers
- Help with the decisions that we need to make

An EIA looks at policies, projects, services, functions and strategies to see what impact they may have on different equality groups. It also allows us to plan identify any inequality to mitigate against any potentially negative impact.

We use the information collected through equality monitoring and a variety of consultations throughout the year as evidence within the Equality Impact Assessment process. This helps to ensure that we take due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The equality impact assessment and implications are included within our reports to boards where necessary.

Equality and Inclusion Partnership

The [Equality and Inclusion Partnership](#) is a charity promoting equality and inclusion across Warwickshire.

The services that EqUIP offer include provide support, advice and training on a huge range of issues relating to discrimination, equality and community cohesion. Further information is detailed on their website.

Partnership working

EqUIP works in partnership with a range of different agencies and organisations both within and outside Warwickshire and aims to allow;

- A co-ordinated approach to delivering equality services
- A single point of entry for service users and those affected by discrimination
- Better connectivity to grassroots communities through shared resources and contacts
- Shared learning and best practices, such as joint and shared training
- A collective viewpoint and voice when advocating community issues
- An alignment of equality priorities
- Joint projects and partnership working
- A collective response to changing environments through a more effective system.
-

For further details please contact **EqUIP** on

Telephone [01788 863 117](tel:01788863117)

Email advice@equipequality.org.uk

Room 127 - Morgan Conference Suite

Warwickshire College

Technology Drive

Rugby

Warwickshire

CV21 1AR

or email policy@northwarks.gov.uk.

Translation Services

The Council will if appropriate access Translation Services for customers whose first language is not English.

If you would like to use a translation service please inform the Officer dealing with your enquiry or a member of customer services.

The service will allow for a three way conversation between our staff, the member of the public and an interpreter.

If you would like to talk to us in your first language then ask us about interpretation services.

North Warwickshire Borough Council

Equality and Diversity Policy Statement August 2019 Review

Introduction

This equality and diversity policy statement sets out the Council's vision and commitment to ensuring equality of opportunity for all, including equality of access to services we provide. North Warwickshire Borough Council wants to deliver high quality services in a fair and equal way to all sections of the community.

The Council is committed to reflecting the diversity of the community we serve and promoting our role as an employer, service provider, purchaser of goods and services and community leader without discrimination.

To this aim we will shape all our services and employment practices to make sure that we are fully supporting the right to live free from discrimination, victimisation and harassment in an area which gives all persons the best possible environment in which to live and work.

The Council aims to:

- Promote equality
- Respect and value diversity
- Engage with communities and individuals to ensure there is fair access to our services
- Provide services that respect and take account of individual needs
- Oppose all forms of unfair discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- Raise awareness through a trained workforce committed to shared values to equality and diversity

Our approach

We have agreed a set of priorities for our Corporate Plan 2019/20, which includes the Council's vision, aims and objectives. The Corporate Plan and the North Warwickshire Sustainable Community Strategy are the strategic plans which shape our equality objectives.

The North Warwickshire Sustainable Community Strategy sets out three key priorities for improving the overall quality of life in North Warwickshire from 2009 to 2026. These are:

- **Raising aspirations, educational attainment and skills.**
- **Developing healthier communities.**
- **Improving access to services.**

Our approach

In developing our approach the Council's priorities have taken into account the priorities set by the North Warwickshire Community Partnership for the North Warwickshire Sustainable Community Strategy 2009 - 2026.

The Council uses customer feedback and community profiles where available to inform our service development. Internally within the Council, equality impact assessments of changes have and will continue to be taken and reported to Members as appropriate.

Work with individual community representatives reflecting the needs associated with the protected characteristics will be a feature of our approach to consultation and communication

Our 6 Priorities

PRIORITY 1 RESPONSIBLE FINANCIAL & RESOURCE MANAGEMENT

Making the best use of our resources (including keeping both Council Tax and debt as low as possible) to provide high-quality services to our communities.

PRIORITY 2 CREATING SAFER COMMUNITIES

Working with our communities and partners to enable our residents to both be and feel safer, whether at home or in and around the Borough.

PRIORITY 3 PROTECTING OUR COUNTRYSIDE & HERITAGE

Protecting and improving our countryside and heritage in times of significant growth challenges and opportunities

PRIORITY 4 IMPROVING LEISURE & WELLBEING OPPORTUNITIES

Providing opportunities to enable local people to enjoy their leisure and recreation and to improve their health and wellbeing

PRIORITY 5 PROMOTING SUSTAINABLE & VIBRANT COMMUNITIES

Working with local residents including our tenants and partners to help our communities to be sustainable and vibrant, both in terms of facilities and lifestyle

PRIORITY 6 SUPPORTING EMPLOYMENT & BUSINESS

Supporting employment and business to grow the local economy in terms of access to work, skills improvement and wider business development opportunities

Antisemitism

The Council has adopted the International Holocaust Remembrance Alliance guidelines on antisemitism as a working model for challenging and confronting incidents of this form of racism. This defines antisemitism as:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Legal responsibilities

The Council has responsibilities and duties under the **Equality Act** which came into force on 1 October 2010, providing protection from discrimination on the basis of 'protected characteristics'. The Equality Act covers the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership (this applies to employment only).

The purpose of the Equality Act is to bring together all anti-discrimination legislation to harmonise and strengthen the law to support progress on equality.

The Equality Act also includes the Public Sector Equality Duty which replaced the separate duties relating to Race, Gender and Disability.

The public sector equality duty consists of a general equality duty, set out in section 149 of the Equality Act 2010 itself, and specific duties which are imposed by secondary legislation. The general equality duty came into force in September 2011.

In summary, those subject to the **General Equality Duty** must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Act helpfully explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

In meeting the requirements of the Equality Act and the Public Sector Equality Duty the Council will have due regard to this in its decision making, policy and practices to ensure this is integrated in our service delivery to contribute towards advancing equality of opportunity and fostering good relations.

Discrimination

Discrimination occurs when a person or group of people are treated less favourably than others. For example, unfair treatment might present itself as racism, sexism, homophobia or disability discrimination. Discrimination of this kind can be direct, indirect, intentional or unintentional, and can be enacted by individuals, groups or institutions. We acknowledge that at an institutional level, prejudices can become embedded within an organisation through policies, practices, procedures and criteria for decision making. This can result in the exclusion of some people in favour of others, leading to unequal treatment, inequitable distribution of opportunities, power and resources, which in turn could deprive some people of better life experiences.

At an individual level, a person may hold negative attitudes about other people or groups. These attitudes could result in inappropriate discriminatory behaviour or outcomes, which we consider to be unacceptable.

Achieving equality and diversity aims

To achieve our equality and diversity aims we will:

- Review and report progress annually on our equality and diversity monitoring
- Report upon our equality objectives within the council.
- Work with our partners in the statutory, voluntary and private sectors to ensure the best outcomes for the people of North Warwickshire
- Positively promote equality of opportunity within North Warwickshire
- Provide appropriate training and development in equality and diversity issues for staff and Councillors
- Support our modern and diverse workforce that is reflective of the community it serves

Equality and diversity in service provision

We will aim to:

- Provide appropriate, accessible and effective services and facilities to all sections of the community
- Provide clear and accessible information about our services in a variety of formats and languages, as appropriate
- Challenge, review and monitor our services, working practices and resource allocations to ensure that they do not discriminate, and identify where improvements can be made

- Ensure that all employees understand what equality in service provision is about
- Ensure that appropriate community representatives are identified and consulted with on the way the council plans and delivers its services
- Offer inclusive and accessible services and advice in person, via telephone and online channels.
- Improve resident satisfaction with services and their role in shaping services, through inclusive engagement and consultation

Equality and Diversity in Procurement and Contracting

We will ensure that our procurement and contracting practices meet our equality duties and are consistent with the Buying Better Outcomes guidance prepared by the Equality and Human Rights Commission. Ensuring that contractors, suppliers, volunteers and partners are aware of the authority's position on equality and understand their obligation to provide services that are free from discrimination, harassment or victimisation.

- Making sure that our selection and tendering processes address and include equality considerations.
- Making sure that our contract monitoring processes are inclusive of equality considerations
- Providing guidance for relevant staff in equality issues for procurement

Equality and Diversity at Work

As a local employer we have a key role to play in tackling inequality and discrimination. In order to ensure that equality underpins all aspects of our employment policy and practice, we will aim to:

- Eliminate unfair treatment and discrimination through human resource policies and activities
- Provide appropriate training and development opportunities to all staff
- Ensure that employees receive fair and equal treatment in relation to their employment, regardless of whether they are full time, part time or temporary
- Recognise that employees have the right to work in a supportive, safe and harassment-free environment. Any allegations of discrimination, victimisation or harassment will be dealt with through the normal disciplinary processes
- Create an appropriate balance between work and home commitments, so that we maximise employment opportunities for all
- Ensure that we have in place an equal pay policy
- Wherever possible, make reasonable adjustments to enable the employment and redeployment of staff with disabilities
- Ensure employees are aware of their personal responsibility to follow and support this Equality and Diversity Policy

Consultation

We will consult with a wide range of individuals, partners and community representatives in order to make appropriate decisions in relation to the range and

accessibility of the services we provide. Wherever possible, we will attempt to identify and make contact with those individuals or groups who are perceived as disadvantaged or marginalised within the community, and who might not otherwise be able to get involved in the normal consultation process.

We will undertake employee surveys to measure satisfaction levels in relation to the working environment and the conditions we provide, and to ensure that we are developing and maintaining an anti-discriminatory organisational culture.

Our Responsibilities

Within the Council, all elected members and staff have a part to play in challenging discrimination and in implementing this policy:

Councillors are responsible for leading the equality and diversity agenda, providing a scrutiny role, prioritising resources and community leadership generally.

The Councillors, Management Team, Directors and Principal Officers are responsible for the overall management and strategic direction of the equality and diversity agenda.

Directors are responsible for ensuring the implementation of this policy in their service areas, and their service planning process. They should help identify and eliminate any discriminatory practices and develop service improvements wherever possible.

Human Resources professionals lead on equality and diversity issues in respect of employment policy and practice throughout the Council.

Unions have a responsibility to represent the views and concerns of staff on equality and diversity issues, and in supporting the continuous improvement of equality policy and practice.

All staff have an individual responsibility for promoting and delivering equality in the workplace and in serving the community. This expectation will be communicated to all new staff via the induction process.

Monitoring and Measuring Progress

We will review and assess all policies, procedures and practices, both in service delivery and employment, from an equality perspective, to ensure that they conform to this Policy, as well as legislative and other external requirements. This will primarily be carried out through our process for preparing reports to the Boards of the Council. Where we ask employees and service users to provide us with personal information, this will only be used to improve access to and the quality of the services we provide. In order to succeed in this, we require the co-operation and understanding of our staff and service users.

How to Make a Compliment or Complaint

The council has a 'Compliments and Complaints' procedure. We regard any complaints as an opportunity to consider the quality of our services, and to proactively address the issues that have been raised. For further information please contact Policy Support 01827 719238 or email complimentsandcomplaints@northwarks.gov.uk.

Summary

We believe that any organisation should reflect all the communities and people it serves in both employment and service delivery. By implementing this Policy, the Council recognises its responsibilities and its leadership role within the community and aims to be a leading organisation in the promotion of equality of opportunity and diversity within North Warwickshire. .

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Equal Opportunities

Employment Policy Statement

Policy Aim

The Council is committed to equality of opportunity for all and to removing barriers to equal opportunity and seeks to provide a positive role model for other organisations in the community. The purpose of the policy is to provide a framework within which the potential and abilities of all employees are fully utilised. It embraces equality of opportunity as a strategic way of transforming and improving the composition of the workforce.

Our commitment

North Warwickshire Borough Council is committed to achieving the highest standards of employment practice. Equality of opportunity for all sections of the workforce is an integral part of this commitment. We recognise that discrimination can exist in many forms and through this policy we make sure that our employees and the people we serve are not discriminated against or receive less favourable treatment on the basis of their age, disability, gender, civil partnership or marital status, race, colour, ethnic or national origin, religion or belief, sexual orientation, unrelated and spent criminal convictions, trade union or political activities, or any other reason which cannot be shown to be justified.

This policy is intended to assist the Council to put this commitment into practice. Compliance with this policy should also ensure that employees do not commit unlawful acts of discrimination.

Employment

All individuals will be treated solely on their merits as employees or applicants for employment

All areas of employment are covered by this policy i.e. advertising, recruitment and selection, terms on which the employment is offered, promotion, training, discipline and all aspects of day-to-day employment. Harassment of any employee will not be permitted

Each Manager and Supervisor has responsibility for applying this policy and it is the responsibility of every employee to respect and act in accordance with it. It is recognised that the co-operation and support of all staff is essential to the successful implementation of this policy

Discrimination

Discrimination can be direct or indirect. Direct Discrimination takes place when people base their decisions on inappropriate reasons rather than a person's ability to do the job. Indirect Discrimination happens when a policy or practice applies to everyone but causes disadvantage to a certain group unless there are good reasons for it.

Harassment

Harassment takes many forms and may be directed at an individual or group of individuals. It can range from violence and bullying to ignoring someone and can include physical contact, jokes, offensive language, gossip, non co-operation at work and pestering. Extreme forms of harassment, such as assault constitute offences under criminal law. Other forms of harassment can contravene the Equality Act 2010. There are 9 protected characteristics which are Age, Disability, Race, Religion or Belief, Sex, Sexual Orientation, Gender Reassignment, Pregnancy & Maternity and Marriage & Civil partnership.

Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect is an important aspect of ensuring equal opportunities in employment. The Council has a separate dignity at work policy, which deals with these issues.

Aims and Objectives

The Council through this policy aims to:

- Reinforce the Council's position as a 'good employer' and its unique position as a provider of services and a source of employment opportunities
- Ensure that equality issues remain high on the Council's priorities and systematic ongoing actions are developed by the Human Resources section to address these issues
- Ensure that responsibilities are recognised and acted upon by Members and employees within the organisation of their collective and individual roles in the pursuit of equality of opportunity
- Where discrimination is recognised and challenged as an organisational issue which necessarily demands an organisational response, promptly dealing with those who act in a discriminatory manner
- Give a high priority to the training and development of employees in the field of equality related issues

To achieve the Policy aims the Council will continue to:

Ensure that its employment practices provide equality of opportunity for both current and prospective employees and promote a work culture that values diversity. The principal will apply to recruitment and selection, training and

development, promotion, redeployment and all other terms and conditions of employment.

Obligations on Employees

Employees must be aware of their responsibilities as well as the Council's commitment to equal opportunities. The obligations include:

- Co-operation with measures introduced in consultation with Trade Unions to ensure that there is equality of opportunity and non-discrimination in employment and service delivery matters
- Ensuring that all employees with responsibility for service delivery arrangements, selection decisions in recruitment, promotion, transfer and training, do not discriminate, failing which appropriate action will be taken against the employee
- Not persuading or seeking to persuade colleagues, unions, management, elected representatives, partners, agencies, to practice unlawful discrimination in employment matters

Main pieces of UK legislation:

The Equality Act 2010

Last updated Thursday, 1st November 2018

Agenda Item No 16

Executive Board

16 September 2019

**Report of the Director of
Leisure and Community Development
and the Director of Housing**

**Child Protection and Safeguarding
Vulnerable Adults Policy and
Progress**

1 Summary

- 1.1 The Borough Council's Child Protection Policy (2015 to 2019) is due for review and, in line with Warwickshire's new, integrated model for safeguarding children and adults, a new policy, which addresses the protection and safeguarding of children, young people and vulnerable adults, has been produced for consideration by the Board. A copy of the draft Policy is attached at Appendix A. This report additionally outlines the work that has been undertaken in respect of child protection and the safeguarding of vulnerable adults over the past twelve months.

Recommendation to the Board

- a) That the Child Protection and Safeguarding Vulnerable Adults Policy and Procedures, attached at Appendix A to this report, be adopted and implemented with immediate effect; and,**
- b) That the Board notes the safeguarding work that has been undertaken in respect of children, young people and vulnerable adults over the last 12 months.**

2 Consultation

- 2.1 Consultation has taken place with relevant Members and any comments received will be reported verbally at the meeting.

3 Introduction

- 3.1 In 2003, the Borough Council adopted its first Child Protection Policy. The Policy has subsequently been reviewed and revised on a number of occasions in line with national and local guidance, including from the Warwickshire Safeguarding Children Board, of which the Authority is an active member.
- 3.2 Since 2011, the Borough Council has also been working closely with the County Council and other partners to develop a policy and related procedures for the safeguarding of vulnerable adults.

- 3.3 The Authority provides a wide range of services to the local community, many of which involve Borough Council employees and Members coming into contact with children, young people and vulnerable adults. The public has the right to expect high standards of conduct and integrity from the Authority in the provision of these services. The Borough Council has a related responsibility to conduct its affairs with the highest possible standards of care for all concerned. The development and implementation of the appended Child Protection and Safeguarding Vulnerable Adults Policy, in part, seeks to ensure that the Authority fulfils its obligations in this regard.
- 3.4 Safeguarding is everyone's responsibility and the Borough Council seeks to ensure that its employees, elected Members and everyone associated with the provision of its services take all reasonable steps to protect and safeguard children, young people and vulnerable adults from harm, discrimination or degrading treatment and that their rights, wishes and feelings are respected.
- 3.5 The Borough Council's Child Protection Policy (2015 to 2019) is due for review and, in line with the Children and Social Work Act 2017 and Warwickshire's new, integrated model for safeguarding children and adults, a new policy has been produced for consideration by the Board. A copy of the draft Policy, which addresses the protection and safeguarding of children, young people and vulnerable adults, is attached at Appendix A.

4 Safeguarding Warwickshire

- 4.1 Warwickshire is introducing a new, integrated model for safeguarding children and adults in the county. This means that the Warwickshire Safeguarding Children Board (WCSB) and Warwickshire Safeguarding Adults Board (WSAB) will be replaced by a single body called Safeguarding Warwickshire.
- 4.2 The creation of Safeguarding Warwickshire follows the introduction of the Children and Social Work Act 2017, and will incorporate flexible new arrangements for safeguarding children, young people and vulnerable adults. Warwickshire County Council, the Police and Clinical Commissioning Groups now have an equal and shared duty to work together, in partnership with other "relevant agencies" (of which the Borough Council is one) to make arrangements to safeguard and promote the welfare of all children in the area. In Warwickshire, the opportunity has been taken to integrate the safeguarding arrangements for children and adults into a single model to allow for a family focused approach to related work.
- 4.3 The new partnership arrangements, which will officially come into effect on 29 September 2019, will be governed by the following structure:
- Warwickshire Safeguarding Executive Board – which will be the accountable body for safeguarding children and adults
 - Four sub-groups:
 - Education
 - Safeguarding Reviews
 - Exploitation

- Prevention and Early Intervention
- Warwickshire Safeguarding Children's Partnership Group and Warwickshire Safeguarding Adults Partnership Group – These groups, upon which the Borough Council will be represented, will be responsible for advancing quality, learning and improvement work.

5 Child Protection and Safeguarding Vulnerable Adults Policy and Procedures

5.1 The appended draft Child Protection Safeguarding Vulnerable Adults Policy seeks to reflect the new integrated model for safeguarding all vulnerable people. It draws on the good practice within the Authority's Child Protection and Vulnerable Adults Policies, but proposes additions, revisions and commonalities of approach, where appropriate.

5.2 Training

5.2.1 All members of Borough Council staff, regardless of whether or not they come into contact with children, young people or vulnerable adults during the normal course of their duties, must attend the Authority's Child Protection (including Child Sexual Exploitation) and Adult Safeguarding training within three months of commencing their employment and on a regular (minimum of once every three years) basis thereafter. The Authority also has a Child Protection Policy commitment to train all Councillors once during each four-year political term.

5.2.2 Currently, all Child Protection training is delivered in-house, whilst the Adult Safeguarding training is delivered through an external provider. Through the new Safeguarding Warwickshire model, the opportunity is being taken to review the feasibility of developing an holistic (children and adults) safeguarding course. If this approach is adopted across Warwickshire, consideration will be given to developing the skills of staff to deliver the training in-house.

5.3 Safer Recruitment

5.3.1 All employees are appointed in line with the Borough Council's Recruitment and Selection Policy and related procedures, in order to ensure that all of the necessary checks are carried out on individuals expected to work with children and adults with potential care and support needs.

5.3.2 Pre-employment checks must include the following:

- Completion of an application form, including a self-disclosure about any criminal record(s)
- Where appropriate, and in accordance with legislation, consent to obtain information from the Disclosure and Barring Service in order to assess an applicant's suitability to work with children, young people and / or vulnerable adults

- Receipt of two relevant references, one of which, where possible, must be from a previous employer engaged in work with children, young people and / or vulnerable adults
- Confirmation of identity
- Confirmation of any held qualifications

5.3.3 The requirement for two relevant references represents a change, further to advice received from the Warwickshire Safeguarding Children Board, subsequent to a finding within a recent Serious Case Review.

5.3.4 All Borough Council employees, contracted individuals or organisations, who work directly with children or vulnerable adults, require a DBS check. At this time, it is a requirement that these checks are updated every three years. This requirement is currently under review.

5.4 **Safeguarding Champion**

5.4.1 As part of both its Constitution and its Child Protection Policy, the Authority currently appoints a Member Young Person's Champion and a Shadow Champion. The new Policy proposes appointments to the revised positions of Safeguarding Champion and Shadow Safeguarding Champion, the responsibilities for which would cover children, young people and vulnerable adults.

5.4.2 The Champion and Shadow Champion would assist in ensuring that elected Members are aware of the Borough Council's safeguarding responsibilities and that Councillors evidence leadership in all aspects of the safeguarding and protection of children, young people and vulnerable adults. This would include ensuring that all elected Members attend the relevant internal safeguarding training courses.

6 **Recent Child Protection Work**

6.1 A total of 14 Child Protection / Child Sexual Exploitation training sessions have been delivered by the Authority's team of in-house trainers. Three training sessions have also been held for Councillors, further to the local elections in May. A total of nine Members are still to complete the training.

6.2 As a result of a recent child protection incident, a specific procedure has been developed for staff who are faced with a concern in the One Stop Shop. This procedure, which has been appended to the new draft Policy, has been endorsed by the Police and the MASH.

6.3 The flowchart identifying the Child Protection Referral Procedure has been updated and is contained within the new draft Policy.

6.4 A number of referrals have been made by Borough Council staff to the MASH, as well as to low level support services, such as the Family Information Service.

- 6.5 Reference has already been made to the Borough Council being an active member of the countywide Safeguarding Boards. In this respect, and in helping to shape and determine the new arrangements for safeguarding work, the Authority made constructive representation on the valuable role played “relevant agencies”, not least because it is this partnership that has effectively served children, young people and adults in Warwickshire for many years. Additionally, the need for “Early Help” to continue as a work priority for children and young people was emphasised by the Borough Council. Whilst the related priorities are currently under review, it is pleasing that Early Help has been retained as a priority during 2019.
- 6.6 Assurances have also been provided to the Safeguarding Children Board about the dissemination of Board recommendations to staff throughout the Authority, the placement of homeless families in temporary accommodation outside the Borough and the recording of ethnicity / diversity-related information when submitting Multi-agency Referral Forms (MARFs) through to the MASH. The recording of this information on MARFs is an area in which improvement is required within all agencies, including the Borough Council.

7 Recent Adult Safeguarding Work

- 7.1 As previously identified, training to promote awareness about the safeguarding of vulnerable adults is delivered by an external trainer. Following the provision of initial, and well received workshops for all Borough Council employees, the training is now delivered as part of the Authority’s formal induction procedures, with refresher training provided every three years thereafter. Training for elected Members is outstanding. In addition to this core training, Government funding has been secured and used to provide complementary Domestic Abuse workshops for relevant staff.
- 7.2 Referrals to the County Council about safeguarding concerns continue to be tracked by the Housing Management team and followed up, as required. There have not been any recent Serious Case Reviews in the county, although learning continues to be shared between partners as appropriate. This includes learning from Domestic Homicide Reviews.

8 Conclusion

- 8.1 The Borough Council takes its responsibility to protect all vulnerable people, and to safeguard them from harm, extremely seriously. Staff are made aware of their responsibilities throughout the period of their employment, through the recruitment process, the contractual agreement they sign upon commencing their duties and through the training they receive from the Authority. Additionally, through their involvement in the related regular training programme, all members of staff and Councillors know how to make a referral in response to a related concern.

9 Report Implications

9.1 Finance and Value for Money Implications

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

9.1.2 The Borough Council currently makes a financial contribution of approximately £4,145 per annum to support the activities of the Safeguarding Boards.

9.2 Safer Communities Implications

9.2.1 The protection of children, young people and vulnerable adults from all forms of abuse, and the safeguarding of those Borough Council employees and Members who come in to contact with these groups, are the primary aims of the new Child Protection and Safeguarding Vulnerable Adults Policy.

9.3 Legal, Data Protection and Human Rights Implications

9.3.1 The Borough Council has a duty under Section 11 of the Children Act 2004 to ensure that it considers the need to safeguard and promote the welfare of children and young people when carrying out its functions. This responsibility, including the need to work with other agencies, is further reinforced through the Children and Social Work Act 2017.

9.3.2 The Child Protection and Safeguarding Vulnerable Adults Policy seeks to ensure that the Authority takes all reasonable steps to protect children, young people and vulnerable adults from harm, discrimination and / or degrading treatment. It also ensures that the Borough Council is taking appropriate action in line with its duties as a "Safeguarding Warwickshire Relevant Agency".

9.4 Environment, Sustainability and Health Implications

9.4.1 All vulnerable people have the right to protection from abuse, regardless of gender, ethnicity, disability, sexuality or beliefs. The appended Policy helps to ensure that appropriate action is taken and recognises that the protection and safeguarding of children, young people and vulnerable adults are of paramount importance to the Authority. The draft Policy identifies various procedures that need to be followed to ensure that vulnerable people in the care of the Authority are protected from abuse.

9.4.2 The Child Protection and Safeguarding Vulnerable Adults Policy seeks to ensure that vulnerable people can live healthy, abuse-free lives. All staff and Councillors have a responsibility to be aware of the signs and symptoms of abuse and to act upon any allegations or suspicions.

9.5 Human Resources Implications

9.5.1 The Child Protection and Safeguarding Vulnerable Adults Policy seeks to protect all staff and Councillors that work or engage with vulnerable people.

Members of staff who are engaged in “regulated activity” will be subjected to a DBS check prior to their formal appointment. All North Warwickshire Borough Council employees and Members, regardless of their role, are required to undertake the Authority’s safeguarding training to ensure that they are alert to abuse, know how to respond to any perceived concerns and understand that safeguarding is everyone’s responsibility.

9.5.2 Additional protection for vulnerable people is provided through implementation of the Borough Council’s Safer Recruitment Policy.

9.6 Risk Management Implications

9.6.1 The risks associated with the protection of vulnerable people have been identified within the context provided by the corporate Strategic Risk Management process and have previously been reported to the Board.

9.7 Equalities Implications

9.7.1 The Borough Council, its Members and staff have a responsibility to protect all children, young people and vulnerable adults from harm and abuse.

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

9.8 Links to Council’s Priorities

9.8.1 The Child Protection and Safeguarding Vulnerable Adults Policy has positive and direct links to the following corporate priorities:

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

9.8.2 Additionally, the Policy also has a positive impact upon the Sustainable Community Strategy objectives to:

- Raise aspirations, educational attainment and skills
- Develop healthier communities
- Improve access to services

The Contact Officers for this report are Becky Evans (719346) and Angela Coates (719369).

Background Papers

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

Background Paper No	Author	Nature of Background Paper	Date
1	Warwickshire Safeguarding	Warwickshire Safeguarding – New Partnership Arrangements	June 2019

Child Protection and Safeguarding Vulnerable Adults Policy and Procedures

DRAFT

September 2019 to March 2022



North Warwickshire
Borough Council

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Appendix A – OSS flowchart
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1 Introduction

North Warwickshire Borough Council is committed to the protection and safeguarding of children, young people and vulnerable adults. This Policy documents the arrangements for safeguarding activity and outlines the Authority's responsibilities and procedures for its employees and elected members.

Safeguarding is everyone's responsibility and the Borough Council will ensure that its employees, elected Members and everyone associated with the provision of its services will take all reasonable steps to protect and safeguard children, young people and vulnerable adults from harm, discrimination or degrading treatment and that their rights, wishes and feelings will be respected.

This Policy should be read in conjunction with the following policies and procedures:

- [Working Together to Safeguard Children 2018](#)
- [Adult Safeguarding: Multi-agency policy & procedures for the protection of adults with care & support needs in the West Midlands](#)
- [The Care Act 2014](#)
- [Mental Capacity Act \(Including DoLS\) 2005](#)
- [Human Rights Act 1998](#)

The Policy will be reviewed annually and related reports will be presented to the Executive Board.

2 Definitions

2.1 Child Protection

Safeguarding and promoting the welfare of children is defined as:

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

(Source – Working Together to Safeguard Children 2018)

A "child" is defined as any young person under the age of 18 years (including unborn children).

2.2 Adult Safeguarding

Adult safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate,

having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.

A “vulnerable adult” is any adult, aged 18 years or over, who:

- Has need for care and support (whether or not the local authority is meeting any of those needs) and;
- is experiencing, or at risk of, abuse or neglect; and
- as a result of those care and support needs is unable to protect themselves from either the risk, or the experience, of abuse or neglect.

Care and support is the mixture of practical, financial and emotional support for adults who need extra help to manage their lives and be independent – including older people, people with a disability or long-term illness, people with mental health problems, and carers. Care and support includes assessment of people’s needs, provision of services and the allocation of funds to enable a person to purchase their own care and support. It could include care home, home care, personal assistants, day services, or the provision of aids and adaptations. (Care Act 2014)

When supporting a vulnerable adult it is essential that their wishes are understood and acknowledged. This is critical to ensuring that the approach that an officer or an organisation takes is the right one. This is called making safeguarding personal.

Making Safeguarding Personal is about talking through with people the options they have and what they want to do about their situation.

Person-centred safeguarding practice like this should

- Involving the adult and lead to adult safeguarding processes being done with people, not to people, Treating the adult as the expert in their own lives,
- Understanding and respecting the lived experience of the adult,
- Engaging with the adult in a meaningful way, listening to the adult and making sure their voice is heard,
- Seeking to empower the adult, promote well-being, and supporting their rights and choices.

Before deciding what needs to be done the views of the vulnerable adult need to be explored and understood. This may not affect the ultimate outcome and referrals may be made to other organisations even if the vulnerable adult doesn’t wish matters to go any further, particularly if they are at significant risk or others are at risk.

3 Responsible Officers & Partnership Arrangements

Whilst safeguarding is everyone’s responsibility, the Authority has named responsible Officers:

Officer	Responsibility
Director of Leisure and Community Development	Ensuring that the organisation deals with allegations in accordance with Warwickshire Safeguarding Children Board procedures & the Council’s Policy

	Liaising with the Warwickshire Safeguarding Children Board regarding allegations against staff
Director of Housing	Ensuring that the organisation deals with allegations in accordance with Warwickshire Safeguarding Children Board procedures & the Council's Policy Attendance at the Warwickshire Safeguarding Adults Board & lead on partnership working.
Community Development Manager	Responsible for leading on the internal delivery of Child Protection training for all employees and elected Members
Housing Strategy & Development Officer & Housing Services Manager	Monitor adult safeguarding referrals and provide advice and support to staff making a referral.

Elected Members

The Council has a Safeguarding Champion. It is the role of the Champion to assist in ensuring that elected Members are aware of the Council's safeguarding responsibilities and that Councillors evidence leadership in all aspects of the safeguarding and protection of children and young people. This includes ensuring that all elected members attend the internal safeguarding training once within each four year political cycle.

3.1 Safeguarding Partnership Boards

The partnership arrangements for safeguarding adults and children are overseen by Safeguarding Warwickshire. This is an integrated arrangement for children and adults within a single model to allow for a family focussed approach to working across the safeguarding landscape.

Warwickshire Safeguarding has an Executive Board, four sub groups (Education, Safeguarding Reviews, Exploitation and Prevention and Early Intervention) as well as two partnership groups – one for children and one for adults. The partnership groups will be responsible for ensuring quality of provision, learning and improvement work.

3.2 MASH

In Warwickshire, the MASH (Multi-Agency Safeguarding Hub) provides a multi-agency response to child protection.

3.3 Relevant Legislation

The Children and Social Work Act 2017 introduced new flexible arrangements for safeguarding children. The County Council, Chief Officer for Police and clinical commissioning groups have an equal and shared duty to work together in partnership with other relevant agencies to safeguard and promote the welfare of all children in a local area.

Agencies who have a duty Section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions will act as part of the Warwickshire Safeguarding arrangements.

The Care Act 2014 requires the establishment of a Safeguarding Adults Board comprising the County Council, Chief Officer for Police and clinical commissioning groups to assure itself that local safeguarding arrangements and partners act to help and protect adults in the locality.

4 Types of Abuse

Within child protection and adult safeguarding there are various forms of abuse:

Child Protection	Adult Safeguarding
Physical Abuse	Physical Abuse
Emotional Abuse	Emotional Abuse
Sexual Abuse	Sexual Abuse
Neglect	Neglect (both self-neglect and neglect by others)
	Institutional Abuse
	Discriminatory Abuse
	Financial Abuse

4.1 Physical Abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm.

Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

4.2 Emotional Abuse

Emotional abuse is persistent emotional maltreatment such as to cause severe and persistent adverse effects.

It may involve conveying someone is worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving them the opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate.

It may involve seeing or hearing the ill-treatment of another. It may involve humiliation, harassment, verbal abuse, serious bullying (including cyber bullying),

causing someone to frequently feel frightened or in danger, or exploitation or corruption.

Some level of emotional abuse is involved in all types of maltreatment but it may occur alone.

4.3 Sexual Abuse

Involves forcing or enticing a person to take part in sexual activities, not necessarily involving a high level of violence, whether or not they are aware of what is happening.

The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing.

It may also include non-contact activities, such as involving someone in looking at, or in the production of, sexual images, watching sexual activities, encouraging a person to behave in sexually inappropriate ways, or grooming a child or vulnerable adult in preparation for abuse.

Sexual abuse can take place online, and technology can be used to facilitate offline abuse.

4.4 Neglect

Neglect is the persistent failure to meet physical and/or psychological needs, likely to result in the serious impairment of health or development. Neglect may occur during pregnancy as a result of maternal substance abuse.

Neglect may involve a parent or carer failing to:

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

It may also include neglect of, or unresponsiveness to, basic emotional needs.

4.5 Institutional Abuse

Institutional abuse is the neglect and poor care practice within an institution or specific care setting, such as a hospital or care home, or in relation to care provided in one's own home. This may range from a one off incident to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation.

4.6 Discriminatory Abuse

Discriminatory abuse is the harassment, slurs or similar treatment because of race, gender and gender identity, age, disability, sexual orientation or religion.

4.7 Financial Abuse

Financial or material abuse is theft, fraud, internet scamming or coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.

5 Equality

All people, regardless of background, should be given the same level of support and protection. Regard should always be given to a person's religion or belief. It should be noted that people with disabilities, migrant adults and children, unaccompanied asylum-seeking children (UASC), victims of trafficking, domestic abuse and bullying may have additional care needs and this should be remembered when considering the behavioral indicators.

Additional guidance is available in the procedures manual for children in the WSCB at <https://www.safeguardingwarwickshire.co.uk/safeguarding-children/i-work-with-children-and-young-people/interagency-safeguarding-procedures> and in the policy and procedures manual for adults at <https://www.safeguardingwarwickshire.co.uk/images/downloads/WM-Adult-Safeguarding-PP-v1.pdf>

6 Good Practice for Staff, Members and Volunteers

6.1 Duty of Care

It is possible to limit the situations where abuse of children, young people and adults with needs for care and support may occur, by promoting safe working practices to all staff, Members, volunteers and contractors.

The following basic guidelines will help safeguard children, young people and adults; our staff, members, volunteers and contractors; the Council and other concerned organisations. The guidelines aim to promote positive practice and are examples of care, which should be taken by staff, Members, volunteers and contractors while working with children, young people and adults with needs for care and support.

6.2 Professional Curiosity

Professional curiosity is the capacity and skill for proactive questioning and challenge (rather than making assumptions or professional optimism not based on assessment of history and current circumstances.) Never be frightened to ask the obvious question and share concerns with colleagues or your supervisor. A fresh pair of eyes looking at a case can really help practitioners and organisations maintain good practice standards and develop a critical mindset.

Professional curiosity is much more likely if practitioners:

- Are given good quality training to help them develop
- Have access to good management, support and supervision so that they can reconsider challenging and potentially upsetting work with families
- Have time to review the real life experience of children and families and undertake regular assessment to ensure new information and developments are reflected
- Have the capacity to get to the root of what might have happened

Practitioners should always try to see all family members separately. However, when that is not possible and particularly when a victim (this could be an adult or a child) is not being allowed to be seen alone, professionals should also be alert to the following combination of signals:

- The victim waits for her/his partner to speak first
- The victim glances at their partner each time they speak, checking their reaction
- The victim smooths over any conflict
- Someone speaks for most of the time
- Someone sends clear signals to the victim, by eye / body movement, facial expression or verbally, to warn them
- Someone has a range of complaints about the victim, which they do not deny

6.3 Safe working practices

- When working with children and adults with needs for care and support, avoid situations where you and an individual are alone and unobserved
- Children or young people should never be left unattended. For example, it is the parents/carers responsibility to supervise any children in their care when they are visiting the Council offices, or when any member of staff, elected Member, volunteer or contractor is carrying out a home visit
- Children and adults with needs for care and support have the right to privacy, respect and dignity. Respect the individual and provide a safe and positive environment
- If supervision in changing rooms or similar environments is required, ensure staff work in pairs and never enter opposite sex changing rooms
- With mixed groups, supervision should be by a male and female member of staff, where possible.
- Staff, Members and volunteers must:
 - Respect the rights, dignity and worth of every person and treat everyone equally within the context of the activity
 - Place the well-being and safety of the child or young person above the development of performance
 - Feel confident to report concerns or worries about other staff members, Members or volunteers to the Strategic Lead Safeguarding Officer. If they are not available on the same working day staff should report to

the Deputy Lead Safeguarding Officer. A written account of the report should be sent to safeguarding@warwickdc.gov.uk

It is **not** good practice for staff, Members, volunteers or contractors to:

- Take children or adults with needs for care and support alone on a car journey, however short
- Take them to your home where they will be alone with you
- Arrange to meet them outside an organised activity or service
- Agree to 'look after' or be left in sole charge of them, even for short periods of time, during the course of your duties

Staff, Members and volunteers should **never**:

- Engage in rough physical games including horseplay
- Engage in sexually provocative games
- Allow or engage in inappropriate touching of any form
- Allow children or adults to use inappropriate language unchallenged, or use it yourself
- Make sexually suggestive comments about or to a child or adult, even in fun
- Let any allegation a child or adult makes be ignored or go unrecorded
- Do things of a personal nature for children or adults that they can do for themselves, e.g. assist with changing
- Enter areas designated only for the opposite sex without appropriate warning (e.g. cleaning staff for toilets etc)
- Take a child or adult to the toilet, unless this is an emergency and a second, same-sex member of staff is present
- Use a mobile phone, camera or other recording device in any changing area or other single sex location such as toilets - exceptions to this may arise, for example, where a photographic record of vandalism to a changing room is required. In such circumstances customers should be temporarily excluded from the location

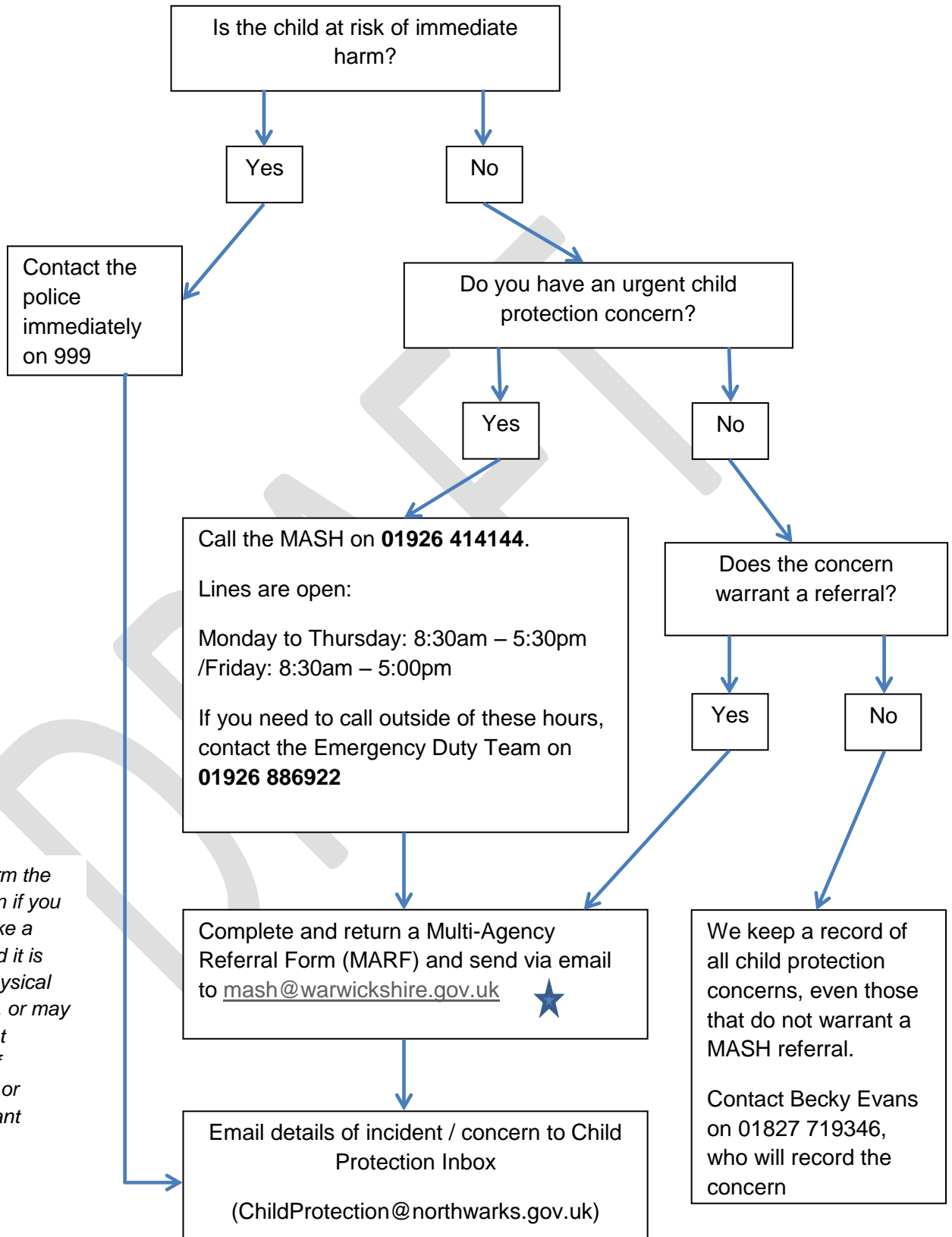
7 Reporting Procedures

7.1 Child Protection

Below is the referral process for child protection referrals. There is a separate flowchart for concerns presenting in the One Stop Shop ([Appendix A](#)) and the Authority's Leisure Facilities ([Appendix B](#)).

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Child Protection Referral Procedure



★ You should inform the parent / guardian if you are going to make a referral, provided it is not related to physical or sexual abuse, or may place the child at increased risk of significant harm or cause a significant delay

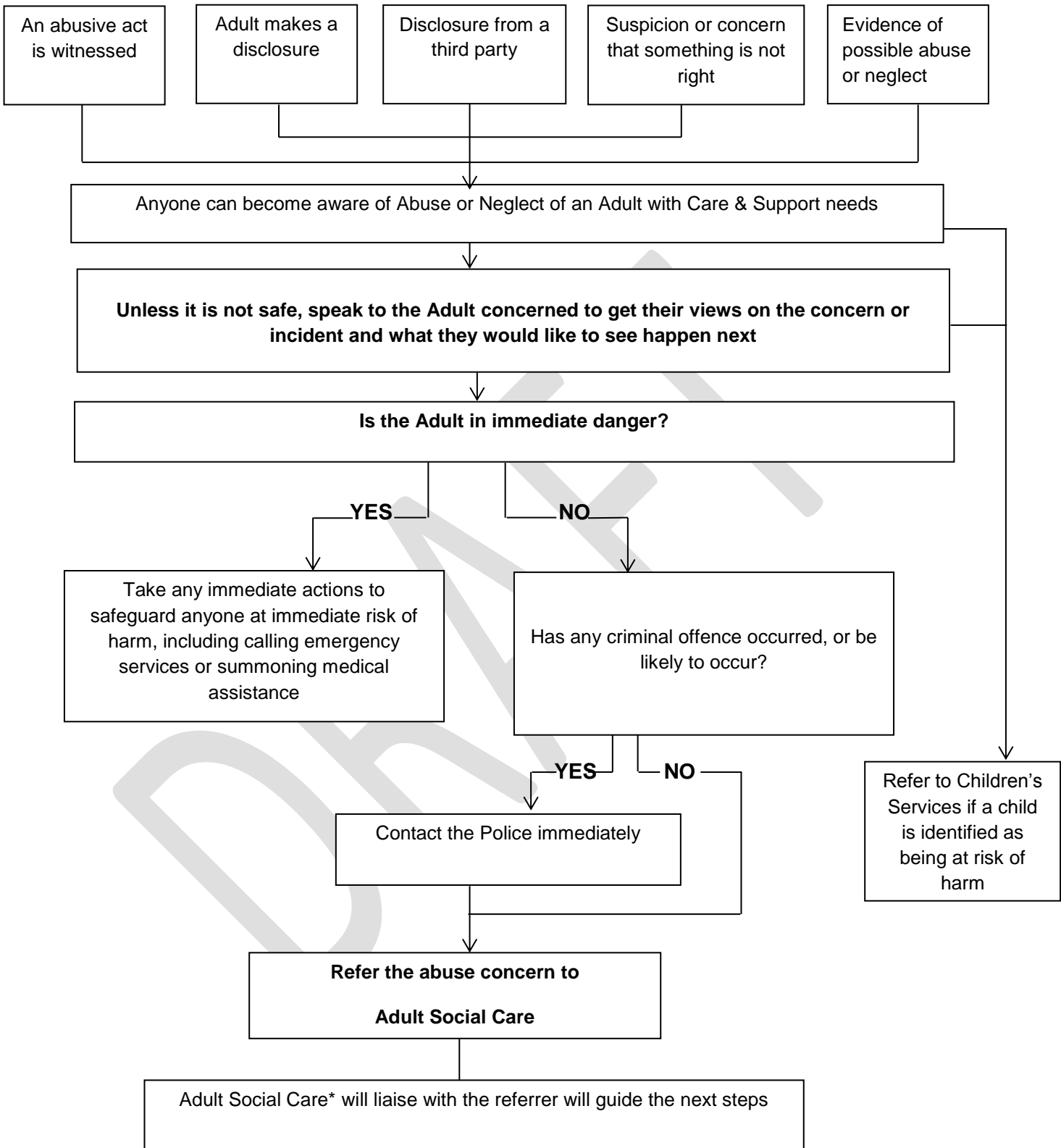
If you have any concerns about making a referral, or are unsure if a concern warrants a referral, please contact Becky Evans (01827 719346) or Simon Powell (01827 719352)

7.2 Safeguarding Vulnerable Adults

Below is the referral process for adult safeguarding referrals.

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Safeguarding Vulnerable Adults Referral Procedure



* for certain groups of Adults with mental health needs, the Coventry & Warwickshire NHS Partnership Trust integrated Mental Health Services will lead the response to Adult Safeguarding Concerns

7.3 Escalation Procedure

All organisations should have a policy for internal escalation of disagreements about safeguarding issues. This policy will / should be known to staff in their induction and safeguarding training.

If a member of staff has an issue about how a safeguarding concern about a child has been dealt with internally they should contact the Director of Leisure and Community Development. If the issue relates to a decision made by the Director of Leisure and Community Development they should contact the MASH directly on 01926 414144. If a member of staff has an issue about how a safeguarding concern has been dealt with by the MASH, they should follow the Warwickshire Safeguarding Children Board Escalation Process.

If a member of staff has an issue about how a safeguarding concern about an adult has been dealt with internally they should contact the Director of Housing. If the issue relates to a decision made by the Director of Housing they should contact the Manager of Warwickshire County Council's Safeguarding Team. If a member of staff has an issue about how a safeguarding concern has been dealt with by the Safeguarding Team they should follow the Warwickshire Safeguarding Escalation Process.

8 Safer Recruitment

8.1 Recruitment and Selection

All the Council's staff will be appointed in line with the Council's recruitment and selection policies and procedures to ensure that all necessary checks are carried out on individuals expected to work with children and adults with needs for care and support

Pre-selection checks must include the following:

- Completion of an application form including a self-disclosure about criminal records
- Where appropriate, consent to obtain information from the Disclosure and Barring Service in order to assess an applicant's suitability to work with children and adults with needs for care and support in accordance with legislation
- Receipt of two references in accordance with the recruitment and selection procedures
- Confirmation of qualifications
- Confirmation of identity

8.2 Disclosure and Barring Service (DBS)

In line with the Council's recruitment and selection policy, Disclosure and Barring Service (DBS) checks will be carried out on all staff involved in 'Regulated Activity'

relating to children and adults with needs for care and support. Guidance for managers is available from HR.

8.3 Supervision and appraisal

All staff and volunteers work more effectively when they are well informed, trained and supported. Line managers should be sensitive to any concerns about abuse, act on them at an early stage and offer support to those who report it. It is the responsibility of line managers to monitor good practice. This can be done in a number of ways:

- Direct observation of the activity or service
- Staff appraisals, one-to-one meetings, mentoring and providing feedback on performance
- Participant feedback on the activities or services

All staff working with or having regular contact with children, young people and adults with needs for care and support should have safeguarding as a standing item on the agenda for their one-to-one meetings.

8.4 Induction and Training

It is important that the recruitment and selection process is followed up by relevant induction and training in order to further protect children, young people and adults with needs for care and support from possible abuse. Appropriate training will enable individuals to recognise their responsibilities with regard to their own good practice and the reporting of suspected poor practice and concerns or allegations of abuse. The induction and training will include:

- Who the Safeguarding Officers are
- Why safeguarding children, young people and adults is the responsibility of all staff
- Basic awareness of the signs and indicators of abuse and an understanding of their responsibility to act swiftly and sensitively when concerns arise
- The procedures they need to follow in response to any concerns that they have
- The information and guidance that is available to them in respect of safeguarding (including information of thresholds relating to Child in Need and Child Protection)
- Line managers ensuring that this policy document and its associated procedures is read and understood by all new and existing staff and volunteers. Updates to this policy will be distributed to all staff. Anyone without a computer will be provided with a hard copy
- Clarification of the job expectations, roles and responsibilities (e.g. through a formal or informal work programme objectives)
- Safeguarding procedures explained and training needs established

A training and skills development record will be kept and monitored by the HR Section to ensure that training is undertaken and refreshed as necessary by appropriate staff across the Council.

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

8.5 External clubs / organisations using Borough Council facilities

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

8.6 Use of contractors

The Council and its staff, Members and volunteers should undertake reasonable care that contractors doing work on behalf of the Council are monitored appropriately.

Any contractor or sub-contractor, engaged by the Council in areas where workers are likely to come into contact with children or adults with needs of care and support, should have its own equivalent Safeguarding Policy. Failing this, it must demonstrate that they will comply with the terms of this policy.

Where there is potential for contact with children or adults with needs of care and support, it is the responsibility of the manager who is using the services of the contractor to check that a policy is in place and any necessary Disclosure and Barring Service checks have been satisfactorily completed.

9 Allegations Against a Member of Staff

9.1 Allegations against people who work with children / young people

The procedure relates to all North Warwickshire Borough Council employees, contractors and elected Members.

Any concerns should be raised immediately with the Director of Leisure and Community Development. In the absence of the Director of Leisure and Community

Development the Chief Executive should be informed. It is the responsibility of the Director of Leisure and Community Development to inform the Local Authority Designated Office (LADO) within **one working day**.

Referrals to the Local Authority Designated Office (LADO) should be made where there are concerns that someone who works with children may have:

- a.) Behaved in a way that has harmed, or may have harmed, a child;
- b.) Possibly committed a criminal offence against, or related to, a child; or
- c.) Behaved towards a child or children in a way that indicates that they may pose a risk of harm to children.

These behaviours should be considered within the context of the four categories of abuse (i.e. physical, sexual and emotional abuse and neglect). These include concerns relating to inappropriate relationships between members of staff and children or young people, for example:

- Having a sexual relationship with a child under 18 if in a position of trust in respect of that child, even if consensual (see ss16-19 Sexual Offences Act 2003);
- 'Grooming', i.e. meeting a child under 16 with intent to commit a relevant offence (see s15 Sexual Offences Act 2003);
- Other 'grooming' behaviour giving rise to concerns of a broader child protection nature (e.g. inappropriate text / email messages or images, gifts, socialising, etc.);
- Possession of indecent photographs / pseudo-photographs of children.

If concerns arise about a person's behaviour towards her/his own children, the standard Child Protection Referral Process identified within this document should be followed.

The accused member of staff should:

- Be treated fairly and honestly and helped to understand the concerns expressed and processes involved;
- Be offered appropriate sources of support;
- Be kept informed of the progress and outcome of any investigation and the implications for any disciplinary or related process.

These referrals should be made on the Position of Trust Multi-Agency Referral Form (POT MARF) and emailed to the LADO at their direct email address, which is lado@warwickshire.gov.uk and also contacting the support officer to the LADO on 01926 743433.

If an allegation is substantiated and the person is dismissed or the employer ceases to use the person's service or the person resigns or otherwise ceases to provide his/her services, the LADO should discuss with the employer whether a referral should be made to the Disclosure and Barring Service (DBS).

Allegations of historical abuse should be responded to in the same way as contemporary concerns.

9.2 Allegations against people who work with vulnerable adults

All concerns should be reported to the Director of the service in which the officer works and to the HR Manager.

If the allegation is against an officer in the Council's employment:

- Once information of the allegation has been clarified the Head of Service will consult with Human Resources.
- Once Human Resources have been notified a safeguarding referral should be made to Warwickshire County Council and / or the Police.

10 Dealing with a Disclosure

10.1 How to respond

Listening to a disclosure can be difficult, and although we do not expect employees to actively seek or probe people for disclosures, if someone does disclose information about abuse you should:

- Listen carefully
- Take the person seriously
- Write down as soon as you can what has been said (using their words) and any extra information about their actions whilst giving the information (for example if someone said "they hurt my arm" but pointed to their leg you would need to record both elements)
- Follow the safeguarding procedures outlined within this policy
- Do tell the person what you are going to do next
- Do not promise to keep anything a secret. Remember we have a statutory duty to report safeguarding concerns
- Do not ask leading questions

If you do not feel comfortable, confident or the situation is having a negative impact on your emotional wellbeing, seek support from an officer with a responsibility for safeguarding (section 3).

10.2 Looking after yourself

Receiving a disclosure can have a significant impact on your emotional wellbeing. If you are affected by anything you have read or heard with regards to safeguarding can:

- Let your line manager know (without disclosing any of the details regarding the disclosure)
- Access counselling through the Authority (which HR will need to authorise)

- Talk through the issue with any of the officers responsible for safeguarding (see Section 3)
- Access local mental health services (see <https://www.warwickshire.gov.uk/mentalhealth> for details)

11 Specific Types of Abuse

Child Sexual Exploitation (CSE), Missing Persons

What is Child Sexual Exploitation (CSE)?

“Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity in exchange for something the victim needs or wants, and/or for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology”. DoE CSE Feb 2017

Understanding grooming

Sexual exploitation often involves a grooming stage. Grooming describes the variety of methods are used to manipulate and control victims including:

- the giving of gifts or presents
- the giving of rewards – like mobile phone top-ups or games credits
- false promises of love and/or affection
- the supply of alcohol and/or drugs

It is very common for the grooming of children and young people to take place online. Children and young people can make themselves vulnerable through their online activities and abusers are quick to exploit this. Victims may have been persuaded or coerced into posting indecent images or performing sexual acts on a webcam. Online grooming can also progress to meeting face-to-face.

The early stages of the grooming process can be an exciting time for a child or young person, particularly if they are given high status gifts or are taken to parties, pubs, or clubs that they wouldn't normally get into.

Grooming is a way of developing an exclusive bond with the victim. Adolescents are particularly vulnerable to grooming where the abuser deceptively constructs a connection between sought after love or affection. As a result, the child or young person will believe that this person is actually their boyfriend or girlfriend.

The impact of sexual exploitation on children and families

As a result of the grooming process children and young people will rarely recognise the coercive and abusive nature of the relationship they are involved in and will often prioritise their attachment or loyalty to the offender over their own safety.

The perpetrators of sexual exploitation are not only very skilled at driving a wedge between a child and their family but will also isolate them from their usual friends and support networks.

Sexually exploited children also suffer physical, psychological, behavioural, and attitudinal changes, all of which present severe challenges to their parents and carers.

While there is evidence that an unstable home life can increase the vulnerability of child sexual exploitation the grooming process can bring chaos to a previously stable household.

Pace (parents against child sexual exploitation) is the leading national charity working with parents and carers whose children are being sexually exploited. For more information go to <https://paceuk.info/>

CSE guidance and risk assessment

The WSCB has produced a CSE risk assessment framework <https://www.safeguardingwarwickshire.co.uk/safeguarding-children/i-work-with-children-and-young-people/child-sexual-exploitation-cse-missing-trafficking> which should be used by staff, in consultation with their manager, the Strategic Lead Safeguarding Officer or Deputy (see pages 4 & 5) where there is a suspicion that a child may be subject to sexual exploitation. It can also be used by any professional who is working with a child or young person and has concerns that they may be at risk from, or experiencing, sexual exploitation.

Use of the CSE risk assessment framework does not override immediate safeguarding duties including calling 999 if a child is felt to be at immediate risk or of following other reporting procedures set out in the Safeguarding Children Procedures.

A child or young person may not recognise the level of risk or harm that they are exposed to. It is, therefore, particularly important that we exercise judgment when assessing a child or young person's circumstances.

The framework supports professionals in considering the vulnerability of a child or young person alongside any evidence of exploitative situations and relationships in order to reach a judgment of risk. It also provides further information about child sexual exploitation and links to specialist organisations and resources that can help to support professional practice.

MASH

In Warwickshire, the MASH (Multi-Agency Safeguarding Hub) provides a multi-agency response to CSE, taking the lead in the identification, prevention, investigation, and prosecution of cases across the county. MASH is a partnership between Warwickshire County Council, Warwickshire Police, NHS and other key partners.

Contact details for MASH
01926 414144 (Monday-Thursday 8.30am -5.30pm, Friday 8.30am-5pm)
01926 886922 (out of hours)
mash@warwickshire.gov.uk

When assessing the risk of CSE, remember that:

- boys and girls are equally vulnerable to being victims of child sexual exploitation.
- coercers and perpetrators are usually adults, of either gender, in a position of power, but can be other children and young people.
- young people may exchange or sell sex as a result of constrained choices such as poverty, isolation and historic abuse.
- parents/carers may be involved in the sexual exploitation of their children, or fail to prevent/protect from it.
- groups of children and young people and multiple perpetrators may be involved.
- no child under 13 years or with a learning disability will be assessed as low risk if their behaviours indicate involvement in CSE.
- children and young people with additional needs, up to and including those aged 24 years require special consideration.
- disclosure of information may take time and evident risks may only emerge during on-going assessment, support and interventions with the young person and/or their family.

11.2 County Lines

County Lines refers to a model used by criminal gangs, whereby urban gangs supply drugs to suburban areas and market and coastal towns.

These gangs frequently exploit children and vulnerable adults to courier drugs and money.

Some vulnerable adults have their homes taken over by the gangs (cuckooing) using force or coercion.

While sometimes referred to as Child Criminal Exploitation, is broader than just county lines, and includes for instance children forced to work on cannabis farms or to commit theft.

Gangs are known to target vulnerable children and adults; some of the factors that heighten a person's vulnerability include:

- Having prior experience of neglect, physical and/or sexual abuse
- Lack of a safe/stable home environment, now or in the past (domestic violence or parental substance misuse, mental health issues or criminality, for example)
- Social isolation or social difficulties
- Economic vulnerability

- Homelessness or insecure accommodation status
- Connections with other people involved in gangs
- Having a physical or learning disability
- Having mental health or substance misuse issues;
- Being in care (particularly those in residential care and those with interrupted care histories)
- Being excluded from mainstream education, in particular attending a Pupil Referral Unit.

Whilst these heighten someone's vulnerability, anyone regardless of age, socio-economic background or location can be groomed and exploited into county lines and criminal exploitation.

If you have any suspicions or information that could help identifying any form of county lines in your area do not hesitate to call Police on 101.

Information can also be provided anonymously to the independent charity CrimeStoppers on 0800 555111.

11.3 Harmful Practices

Harmful practices include; Female Genital Mutilation (FGM), Honour Based Violence (HBV) and Forced Marriage.

Female Genital Mutilation (FGM)

FGM involves the partial or total removal of the external female genitalia, or other damage to the genital organs, for supposed cultural, religious or non-medical reasons. FGM, also known as female circumcision (cutting or sunna) can affect females from birth to pregnancy. It inflicts severe physical and psychological damage which can last a lifetime. While there is some intelligence to suggest that FGM is being physically performed in the UK, most victims are usually taken abroad, commonly on flights in the holiday periods of Easter, summer and Christmas.

If it suspected that a child has been a victim of FGM, or there are concerns they are at risk of FGM, contact Warwickshire Police on 101, in an emergency call 999.

Honour Based Violence (HBV)

HBV is a crime or incident which has, or may have been, committed to protect or defend the honour of the family and / or community. If this is suspected no contact should be made with the family. HBV has the potential to be both a domestic abuse and child abuse concern. There are specific behaviours, attitudes and actions that may constitute dishonour and are wide ranging. Individuals, families and communities may take drastic steps to preserve, protect or avenge their honour which can lead to substantial human rights abuses.

If it suspected that a child or adult has been a victim of HBV, it should be reported to Warwickshire Police on 101, in an emergency call 999.

Forced Marriage

Unlike an arranged marriage where the prospective spouses may choose whether or not they wish to accept the partnership, a forced marriage is when one or both spouses do not consent to the marriage, or consent is extracted through duress. From June 2014, forcing someone to marry against their will is crime and anyone found guilty can face up to seven years in prison.

If it suspected that a child or adult has been a victim of forced marriage, it should be reported to Warwickshire Police on 101, in an emergency call 999.

11.4 Modern Slavery and Human Trafficking

Modern slavery or human trafficking is the movement of a person from one place to another (this could be country to country, town to town, or even as simple as one room in a building to another) into conditions of exploitation, using deception, coercion, abuse of power or the abuse of the person's vulnerability. It can include slavery, servitude and forced or compulsory labour. Even if a victim consents and is willing to be moved, trafficking could still be taking place. It involves either the threat of harm or actual harm to the person themselves or their family.

National Referral Mechanism (NRM)

There is a national framework to assist in the formal identification and help to coordinate the referral of victims to appropriate services, known as the National Referral Mechanism. Certain public bodies such as local authorities have a statutory duty to refer.

A 'First Responder organisation' is, in England and Wales, an authority that is authorised to refer a potential victim of modern slavery into the National Referral Mechanism. As a local authority, North Warwickshire Borough Council is a First Responder organisation.

First Responder organisations have the following responsibilities:

- Identify potential victims of modern slavery and recognise the indicators of modern slavery.
- Gather information in order to understand what has happened to them.
- Refer victims into the NRM via the NRM form (in England and Wales this includes notifying the Home Office if an adult victim doesn't consent to being referred).
- Provide a point of contact for the SCA to assist with the Reasonable and Conclusive Grounds decisions and to request a reconsideration where a First Responder believes it is appropriate to do so.

Section 54

Section 54 of the Modern Slavery Act 2015 is legislation which requires businesses over a certain size (turnover of at least £36m) to publish annually what action they

have taken to ensure there is no modern slavery in their business or supply chain in a 'Slavery and human trafficking statement'. The Council does not fall into this category, and therefore is not required by legislation to publish a Slavery Statement. It does however have various aspects within its procurement processes which help prevent spending with, and thus supporting, slavers and human traffickers. The Council has also signed up to the Co-operative Party's Charter against Modern Slavery, along with nearly 80 other Councils. The Charter relates specifically to Local Authorities approach to preventing modern slavery and exploitation in their procurement practices, by their suppliers and in the supply chains.

If you have concerns regarding modern slavery or human trafficking you should contact the Director of Housing who is the Authorities designated First Responder.

11.5 Domestic Abuse

The Home Office definition of domestic violence and abuse is:

'Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over by someone who is or has been an intimate partner or family member, regardless of gender or sexuality.'

Domestic abuse is usually hidden in the early stages but may become more obvious as it escalates. Victims may deny the abuse for fear of their abuser finding out that it has been noticed or discussed. The following is a guide and not an exhaustive list:

Controlling behaviour is defined as:

'a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.'

Coercive behaviour is defined as:

'an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim.'

Threatening behaviour includes threats of violence, threats of suicide or threats to take the children from the abused person.

Domestic abuse is more than just an argument. It is rarely an isolated incident; it is usually an ongoing pattern which escalates over time, becoming more destructive and even life-threatening. Different types of abuse may occur at different times or in combination: some are criminal acts and all are emotionally damaging for the victim and their family, including children who may witness this.

Who experiences domestic abuse?

The scale of domestic abuse is hard to quantify. It happens largely behind closed doors. Victims are too frightened or embarrassed to report what is happening or do not trust that they will be believed or safeguarded after their disclosure. Nationally:

- 1 million women experience at least one incident of domestic abuse each year
- 1 in 10 men report they have experienced domestic abuse
- At least 750,000 children each year witness domestic abuse

Domestic abuse affects people of all ages, social background, gender, religion, sexual preference or ethnicity, in a range of relationships: married, separated, divorced, living together, dating, heterosexual, gay or lesbian, and includes child on parent abuse and elder abuse. Domestic abuse that causes serious physical injury is mainly committed by men against women. Male victims of domestic abuse may find it harder to seek help. Domestic abuse affects children who witness the abuse and may require safeguarding action to be taken.

Why do people stay in abusive relationships?

People stay in abusive relationships for many reasons, some of which are set out below. This is not an exhaustive list.

Fear of further violence: leaving may end the relationship, but may not end the abuse. Many victims are tracked down and further abused when they leave, often for months afterwards. About half of all women murdered by their partners had left or were in the process of leaving when they were killed.

Lack of knowledge and access to help: many victims don't know how to use their legal and housing rights; even if they are aware, some have problems due to language difficulties, poor service from service providers, access issues if they live in isolated areas or a lack of funds.

Economic dependence: a victim who works may lose their job if they need time off work, move too far away or stay off work in order not to be tracked down. For others, becoming a single parent may mean working is no longer possible. Others may face months of legal processes over property and financial matters.

Staying because of the children: many victims think they should stay with their partner for the sake of their children.

Hope/optimism: hoping or believing that things will get better, especially at the outset and if there are settled periods.

Social isolation: most victims of domestic abuse are isolated either because their partners have deliberately cut them off from the support of family and friends, or because they are too ashamed or afraid to tell anyone. Sometimes, when they have told someone, their response has been unhelpful.

Emotional dependence: a commitment to the relationship and the abuser despite the abuse, fear of being alone or a feeling of responsibility for the abuser.

Conflicting feelings: a changing mixture of feelings (fear, shame, guilt, bewilderment) depending on the circumstances on any particular day.

Lack of confidence: lack of self-esteem or confidence in themselves or their ability to survive alone. They may believe there are no other options.

Cultural reasons: victims and abusers may have been brought up to believe that their fulfilment comes from being a husband/wife and mother/father or that divorce is wrong. Some may be encouraged to stay by family members or religious leaders.

Who are the perpetrators of domestic abuse?

There is no typical perpetrator but there are some common characteristics:

- Many abusers suffer low self-esteem. Their sense of identity is often tied to their partner. If they feel they are losing their partner through separation, divorce, or pregnancy (fearing the mother's love for the child will replace her love for them), they may lash out.
- If victims leave, the abuser may feel they are losing their control and self-identity. Abusers will often do anything to keep or regain control over the victim. Victims are at high risk during separation or divorce proceedings. The abuse often escalates and victims may need to physically leave to survive.
- Abusers may be perceived as out of control and unpredictable but the opposite is often true. Use of psychological, emotional and physical abuse, mixed with periods of respite, love and happiness are deliberate coercive tools used to secure submission. Police officers report attending the scene of a violent incident, finding a harmed victim and a composed perpetrator behaving as if nothing had occurred. Abusers may violently assault, then immediately express regret, buying gifts to win forgiveness. This creates confusion for victims, especially when abusers promise never to harm them again or to seek help. Such promises may be made to prevent victims leaving and, without help, the abuse usually recurs. Victims can often predict exactly when abuse will erupt.
- Victims often describe perpetrators as Jekyll and Hyde, reporting dramatic mood swings: they are loving one minute and cruel the next. They are often seen by those outside the home as generous, caring and good, behaving very differently in their home environment.

If you have any concerns that a person may be at risk from domestic abuse – either directly or indirectly (in the case of children and young people) please follow the domestic abuse procedures in separate procedure document.

11.6 Prevent

Warwickshire is a relatively safe place to live and most crime types are continuing to reduce. However, we also live in a global community which means we are affected by trends and events that occur at the international level. At present, we need to consider the international threat of terrorism and those people who are pulled into groups that support extremist causes.

In Warwickshire, authorities and communities are working together to deliver the Government's Prevent Strategy. Prevent is one of four objectives which make up the Government's Strategy for Countering Terrorism – CONTEST.

The Prevent Strategy

The Prevent Strategy has three key objectives:

- 1) Respond to the ideological challenge of terrorism and the threat we face from those who promote it;
- 2) Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support; and
- 3) Work with sectors and institutions where there are risks of radicalisation which we need to address.

It is set up to challenge all forms of terrorism, including the influence of far right and far left extremists. It defines extremism as “vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs”.

Prevent operates in a pre-criminal space, providing support and re-direction to vulnerable individuals at risk of being groomed into terrorist activities before any crimes are committed. Radicalisation could be comparable to other forms of harm and abuse. It is therefore considered a safeguarding issue and thought of alongside the wider safeguarding agenda.

If you require support from the Local Authority Prevent Officer phone 01926 412432. If you are unable to make contact with the Prevent Officer please phone 01926 412338 to contact the administrator for the Community Safety Team who will be able to help you. In an emergency, call 999.

12 Marketing and Promotion

12.1 GDPR

The General Data Protection Regulations (GDPR) and the Data Protection Act 2018 supersede the Data Protection Act 1998. Practitioners must have due regard to the relevant data protection principles which allow them to share personal information.

The GDPR and Data Protection Act 2018 place greater significance on the need for organisations to be transparent and accountable in relation to their use of data. All organisations handling personal data must ensure they have comprehensive and proportionate arrangements for collecting, storing, and sharing information in place. This also includes arrangements on informing service users about the information they will collect and how this may be shared.

The GDPR and Data Protection Act 2018 **does not** prevent, or limit, the sharing of information for the purposes of keeping children and young people safe.

To effectively share information:

- All practitioners should be confident of the processing conditions which allow them to store, and share, the information that they need to carry out their safeguarding role. Information which is relevant to safeguarding will often be data which is considered 'special category personal data' meaning it is sensitive and personal;
- Where practitioners need to share special category personal data, they should be aware that the Data Protection Act 2018 includes 'safeguarding of children and individuals at risk' as one of conditions that allows practitioners to share information with others without consent:
- Information can be shared legally without consent, if a practitioner is unable to, cannot be reasonably expected to gain consent from the individual, or if to gain consent could place a child at risk;
- Relevant personal information can also be shared lawfully if it is to keep a child or individual at risk safe from neglect or physical, emotional or mental harm, or if it is protecting their physical, mental, or emotional well-being.

Practitioners looking to share information without consent should consider which processing condition in the Data Protection Act 2018 is most appropriate in the particular circumstances of the case. This may be the safeguarding processing condition or another relevant provision.

North Warwickshire Borough Council will use personal data for a limited number of purposes and always within the rules set out in the GDPR and Data Protection Act 2018. We will process data to protect individuals from harm or injury.

12.2 Photographs

With regards to taking photographs of children or vulnerable adults:

- Avoid taking pictures if they can be identified
- To take pictures of children you need written permission from their parent / guardian
- To take pictures of adults you need to get verbal permission.
- Only use the pictures for the purpose they were taken for and only for 12 months of the consent being sought.
- Images should be stored on TRIM and in no circumstances should images of children or vulnerable adults be stored on employee's personal or work mobile / other handheld devices.

At any Authority – led event in a public area, it would be deemed unreasonable to request consent from everyone present, therefore taking photos of children / vulnerable adults at an event in a public event is acceptable. These images can only be used in promotional material relating to the event they were taken at and will not be passed to third parties.

We are not responsible in collating consent for external organisations or individuals (e.g. journalists) who are not employed by North Warwickshire Borough Council when they are taking photographs at Borough Council run events. It is their responsibility to follow their own procedures regarding consent.

12.3 Social media and website articles

Even without the use of photographs, if an article or social media post includes a child's full name verbal consent must be sought from the parent / guardian.

DRAFT

Agenda Item No 17

Executive Board

16 September 2019

Report of the Chief Executive

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April - June 2019

1 Summary

- 1.1 This report informs Members of the progress with the achievement of the Corporate Plan and Performance Indicator targets relevant to the Executive Board for April to June 2019.

Recommendation to Council

That Members consider the performance achieved and highlight any areas for further investigation.

2 Consultation

- 2.1 Consultation has taken place with the relevant Members and any comments received will be reported at the meeting.

3 Background

- 3.1 This report shows the first quarter position with the achievement of the Corporate Plan and Performance Indicator targets for 2019/20. This is the first report showing the progress achieved so far during 2019/20.

4 Progress achieved during 2019/20

- 4.1 Attached at Appendices A and B are reports outlining the progress achieved for all the Corporate Plan targets and the performance with the national and local performance indicators during April to June 2019/20 for the Executive Board.

- 4.2 Members will recall the use of a traffic light indicator for the monitoring of the performance achieved.

Red – target not achieved (shown as a red triangle)

Amber – target currently behind schedule and requires remedial action to be achieved (shown as an amber circle)

Green – target currently on schedule to be achieved (shown as a green star)

5 Performance Indicators

- 5.1 The current performance indicators have been reviewed by each division and Management Team for monitoring for the 2019/20 year.

6 Overall Performance

- 6.1 The Corporate Plan performance report shows that 100% of the Corporate Plan targets and 33% of the State of Borough Indicators performance indicator targets and 33% of the Council Indicators are currently on schedule to be achieved. The report shows that individual targets that have been classified as red, amber or green. Individual comments from the relevant division have been included where appropriate. The table below shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Number	Percentage
Green	10	100%
Amber	0	0%
Red	0	0%
Total	10	100%

Performance Indicators

State of the Borough Indicators

Status	Number	Percentage
Green	2	33%
Amber	4	67%
Red	0	0%
Total	6	100%

Council Performance Indicators

Status	Number	Percentage
Green	1	33%
Amber	0	0%
Red	2	67%
Total	3	100%

7 **Summary**

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

8 **Report Implications**

8.1 **Safer Communities Implications**

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

8.2 **Legal, Data Protection and Human Rights Implications**

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

8.3 **Environment and Sustainability Implications**

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

8.4 **Risk Management Implications**

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

8.5 **Equality Implications**

- 8.5.1 There are a number of contributions towards equality related targets and indicators including, informing customers about opportunities to influence decision making, customer access, consultation, domestic abuse and financial inclusion highlighted in the report.

8.6 **Links to Council's Priorities**










- 8.6.1 There are a number of targets and performance indicators contributing towards the priorities of protecting our countryside and heritage, creating safer communities, responsible financial and resource management, supporting employment and businesses and promoting sustainable and vibrant communities.


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

Background Papers











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









Background Paper No	Author	Nature of Background Paper	Date

Executive Board 19/20					
	Action	Priority	Reporting Officer	Quarter 1	Status
18	To progress the Local Plan through Inquiry towards adoption and commence further work as agreed by the Local Development Framework Sub-Committee	Protecting our Countryside & Heritage	Dorothy Barratt	The Local Plan has been through three sessions of hearings. A letter has been received from the Local Plan Inspector. Work is currently ongoing to respond to this. The outcome of the A5 HIF is key to further progression of the Local Plan	 Green
19	Whilst continuing to oppose a) the route of HS2 Phase 2b in principle, to press for maximum mitigation and benefits for the Borough, required as a consequence of the HS2 proposal, in partnership with other affected Councils and community action groups and; b) To continue to oppose the principle of Opencast Mining and Mineral Extraction	Protecting our Countryside & Heritage	Dorothy Barratt	A response is being prepared to the consultation on Design Refinements.	 Green
20	To ensure that the Council is prepared for emergencies and has suitable emergency and business continuity plans, as required by the Civil Contingencies Act, and to review both the emergency and business continuity plans annually in March	Creating Safer Communities	Robert Beggs	Work in this period has included consideration of the Crowded Places guidance , EU Exit contingency planning, Grendon Flood Group, a table top workshop to consider pipeline breaches, Local Resilience Forum Recovery and Tactical Group meetings. The call out cascade requires further changes as a result of recent staffing changes.	 Green
21	To achieve the savings required by the Medium Term Financial Strategy including the commitment to keep Council Tax as low as possible	Responsible Financial & Resource Management	Sue Garner	2019/20 savings are included within the approved budget. Work on savings for 2020/21 has commenced.	 Green
22	To update the Medium Term Financial Strategy in September 2019 and February 2020, to take account of external funding changes relating to Business Rates and the Fair Funding Review	Responsible Financial & Resource Management	Sue Garner	Work to update the strategy will be undertaken in August.	 Green
23	To continue to work with partner organisations in the Coventry, Warwickshire and Hinckley Joint Committee and West Midlands Combined Authority and to consider further options for joint work in the light of Central Government proposals for greater devolution, if this proves beneficial to the local economy	Supporting Employment & Business	Steve Maxey	The work of the WMCA and the Joint Committee is ongoing. The Council is working with the WMCA on transport and housing/infrastructure delivery issues and with the Joint Committee on joint spatial planning work	 Green
24	To continue to work with Warwickshire County Council, the Environment Agency and local communities to mitigate the effects of, and protect against, the impacts of localised flooding and to update as part of the quarterly performance reports	Creating Safer Communities	Richard Dobbs/Steve Maxey	Work continues in this area with local community projects being supported and resources deployed as and when required	 Green
25	To ensure that, as part of the Council's corporate Communications Strategy, we effectively engage residents, businesses and all sections of our communities to inform them of the Council's services and priorities and made clear the opportunities for them to be involved in decision making via consultation and social media.	Promoting Sustainable & Vibrant Communities	Linda Bird/Steve Maxey	The Council uses a software tool to help manage its social media presence. We are currently focusing on coordinating content across the corporate and service account. The Contact Centre responds to residents enquiries via social media.	 Green
26	To carry out a full review of the Council's Capital and Investment Strategy by February 2020	Responsible Financial & Resource Management	Sue Garner/Richard Dobbs	To commence later in the year.	 Green

	Action	Priority	Reporting Officer	Quarter 1	Status
27	To pursue potential commercial opportunities available to the Council, with a view to implementing beneficial schemes	Responsible Financial & Resource Management	Sue Garner	Investment in the Multi Recycling Facility scheme is currently being assessed.	 Green

NWPI Executive Board 19/20

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - June Performance	Traffic Light	Direction of Travel	Comments
Council Performance Indicators									
NWLPI 158	To respond to all complaints and requests for service within three working days	Env Health (C, L & HP)	Public Services and Council Tax	99	89	98	 Red		Staff to be reminded of the importance of the three day response time.
NWLPI 162	Percentage of Freedom of Information replies dealt with within 20 days	Policy Support	Public Services & Council Tax	100	98%	96%	 Red		169 Freedom of information requests received. 163 completed within 20 days, 6 over 20 days. 8 EIR requests received and 5 Data Protection request all dealt within in the appropriate timescale
	The number of LG & Housing Ombudsman complaints determined as maladministration	Policy Support	Public Services & Council Tax	0	0	0	 Green		There are no current cases being investigated by the Ombudsman.
State of the Borough Indicators									
NWLPI 153	Number of burglary residential dwellings	Policy Support	Crime and Disorder	268	269	58	 Amber		During the first quarter the levels are slightly lower than the last quarter of 2018/19 with 9 less burglaries. Key initiatives to help reduce residential burglaries include the crime prevention work promoted via Rural Watch and Neighbourhood Watch. Specific Policing operations are arranged in hot spot locations.
NWLPI 154a	Number of violent offences with injury in the local authority area	Policy Support	Crime and Disorder	512	513	149	 Amber		The figures for violent crime and sexual offences are now reported broken down separately. Figure shown is for violence offences with injury only. The levels in quarter 1 show an increase compared to the last quarter in 2018/19. Analysis has been prepared for violence overall in 2018/19 and also for identified hot spot wards in Atherstone. The Key Findings show the majority are domestic related including malicious communications and harassment. Long Street Atherstone is identified as a hot spot street location although offences are most likely to be domestic related but occurring in a public place.

Ref	Description	Section	Priority	Year End Target 2019/20	Outturn 2018/19	April - June Performance	Traffic Light	Direction of Travel	Comments
NWLPI 154b	Number of violent offences without injury in the local authority area	Policy Support	Crime and Disorder	878	879	228	 Amber		The figures for violent crime and sexual offences are now reported broken down separately. Figure shown is for violence offences without injury only. The levels in quarter 1 show an increase compared to the last quarter in 2018/19. The analysis highlighted above includes violence without injury.
NWLPI 155	The number of vehicle crimes in the local authority area	Policy Support	Crime and Disorder	600	601	121	 Green		The levels of vehicle crime are slightly lower in quarter 1 compared to the last quarter in 2018/19. Theft from vehicles is the main concern. The deployment of Nomad HD CCTV cameras with License Plate Capture devices is being made to support local Policing operations. The crime prevention work promoted by Rural Watch and Neighbourhood Watch help reduce this .
@NW:NI032	Violence Against the person with injury related to Domestic Violence Offences	Policy Support	Crime and Disorder	196	197	61	 Amber		The levels in quarter 1 are slightly higher than the last quarter in 2018/19. Domestic related violence is a significant proportion of the violent offences overall. Additional support services for victims of domestic abuse are provided in North Warwickshire.
@NW:NI047	People killed or seriously injured in road traffic accidents	Policy Support	Crime and Disorder	62	63	6	 Green		Figures shown are for April and May 2019 only. Levels for June still to be confirmed. Work with Warwickshire County Council and other partners is being promoted to help improve road safety in the borough.

NORTH WARWICKSHIRE BOROUGH COUNCIL

**MINUTES OF THE SAFER COMMUNITIES
SUB-COMMITTEE**

1 July 2019

Present: Councillor Reilly in the Chair

Councillors D Clews, Davey, Deakin, M Humphreys, Gosling, Lebrun, Phillips, Smith and Symonds

Apologies for absence were received from Councillors Jarvis (substitute Councillor Lebrun), Jenns (substitute Councillor Symonds), Lees (substitute Councillor Smith) and Osborne (substitute Councillor Phillips)

1 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

2 Minutes of the Meeting of the Sub-Committee held on 12 March 2019

The minutes of the meeting of the Sub-Committee held on 12 March 2019, copies having been previously circulated, were approved as a correct record and signed by the Chairman.

3 Fly Tipping Progress Report

The Acting Chief Executive provided Members with an update on progress on the action plan for tackling fly tipping across the Borough. A review of the action plan had been carried out and a revised version of the plan was included within the report of the Acting Chief Executive.

Resolved:

That the progress report and the updates for the revised action plan included with the report of the Acting Chief Executive be noted.

4 North Warwickshire Community Safety Partnership Update

The Acting Chief Executive provided Members with an update on recent activities with the North Warwickshire Community Safety Partnership. The report included information about the agreed priorities from a Strategic Assessment 2019/20, latest 2018/19 crime statistics and updates about actions in the partnership plan 2018/19.

Resolved:

- a That the update be noted;**
- b That the agreed priorities from the Strategic Assessment 2019/20 be noted;**
- c That the content of the Partnership Plan 2019/20 be noted; and**
- d That the position with the request for the preparation of consultation for a Public Spaces Protection Order covering Atherstone Town Centre be noted.**

5 Progress Report on Achievement of Corporate Plan Targets April 2018 – March 2019

The Acting Chief Executive informed Members of the progress with the achievement of the Corporate Plan targets relevant to the Safer Communities Sub-Committee for April 2018 March 2019.

Resolved:

That the report be noted.

6 North Warwickshire Improving Road Safety Action Plan Progress Report

The Acting Chief Executive provided Members with an update on the progress with the North Warwickshire Road Safety Action Plan and outlined recent road safety information and applications for road safety grant funding.

Resolved:

That the report be noted.

Councillor Reilly
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SPECIAL SUB-GROUP

9 April 2019

Present: Councillor Hayfield in the Chair

Councillors Humphreys, Jenns and M Stanley

Apologies for absence were received from Councillors Chambers and Singh.

1 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

2 Exclusion of the Public and Press

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act

3 Staffing Matter

The Acting Chief Executive sought approval for changes to two positions within the Planning Division to attempt to address recruitment difficulties.

Resolved:

- a. That the market supplement detailed in the report be agreed.**
- b. That the change from a Senior Planning Control Officer to a Principal Planning Control Officer, and consequent change to the existing Principal Planning Control Officer as set out in the report, be agreed.**

Colin Hayfield
Chairman

NORTH WARWICKSHIRE BOROUGH COUNCIL

MINUTES OF THE SPECIAL SUB-GROUP

9 July 2019

Present: Councillor Hayfield in the Chair

Councillors Gosling, D Humphreys, Jenns and
Parsons

1 Disclosable Pecuniary and Non-Pecuniary Interests

None were declared at the meeting.

2 Update Report on Human Resources Issues

The Corporate Director – Resources summarised the work done by the Human Resources team in 2018/19 and highlighted work to be undertaken in 2019/20. Details of the sickness levels for the period of April 2018 to March 2019 and some further information on action taken in managing absence were provided.

Resolved:

That the report be noted.

3 Alcohol, Drugs and Substance Misuse Policy and Procedure

The Corporate Director – Resources advised Members of the background to the new policy on Alcohol, Drugs and Substance Misuse and recommended the adoption of the policy for the Council.

Resolved:

That the Alcohol, Drugs and Substance Misuse Policy and Procedure be adopted.

4 Exclusion of the Public and Press

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of exempt information as defined by Schedule 12A to the Act.

5 Housing Maintenance Service – Team Changes

The Director of Housing provided information about the Housing Maintenance Service and proposed changes to enhance the team's ability to deliver it.

Resolved:

- a That an additional Maintenance Surveyor be appointed subject to job evaluation;**
- b That the role of Contract Administrator be added to the Housing Maintenance Structure subject to job evaluation; and**
- c That a market supplement be considered for the role of Plumber to assist with recruitment.**

Colin Hayfield
Chairman

Agenda Item No 20

Executive Board

16 September 2019

Report of the Monitoring Officer

Members' Code of Conduct - Independent Persons

1 Summary

- 1.1 This report asks Members to consider applications for the role of Independent Persons.

Recommendation to the Council

That the applications for the role of Independent Persons be accepted.

2 Consultation

2.1 Portfolio Holder, Shadow Portfolio Holder and Ward Members

- 2.1.1 No specific consultation has taken place.

3 Report

- 3.1 Some Members will recall that in July 2012 the Member Code of Conduct arrangements changed. One feature of the new system was the removal of Independent Members from the Standards Committee and the introduction of Independent Persons.
- 3.2 The law requires the Council to appoint at least one Independent Person whose views may be sought by the Council and Members on allegations and other related matters. The role of the Independent Person has been extended in recent years with a role should there be any disciplinary action against the Council's 'Statutory Officers' – the Chief Executive, the Monitoring Officer and the Chief Financial Officer. In the interests of openness, Members should note that the Chief Executive and the Monitoring Officer are the authors of this report and have dealt with the receipt of applications
- 3.3 An advert was included in North Talk and placed on the Council's website. A number of applications have been received (mostly via the advert in North Talk). The details of these applications are included as item 22 on this agenda given that a number of personal details are disclosed. Members are asked therefore to consider this report at the same time as item 22.

- 3.4 As in previous years we probably have more applicants than we need but on balance, and as in previous years, it is suggested that all the applicants detailed in item 22 be accepted.

The Contact Officer for this report is Bob Trahern (719378).

Agenda Item No 21

Executive Board

16 September 2019

**Report of the
Chief Executive**

Exclusion of the Public and Press

Recommendation to the Sub-Group

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

Agenda Item No 22

Members' Code of Conduct – Report of the Monitoring Officer

Paragraph 1 - by reason of the report containing information relating to an individual.

Agenda Item No 23

Staffing Matter – Report of the Chief Executive.

Paragraph 1 - by reason of the report containing information relating to an individual.

Agenda Item No 24

Sub Regional Materials Recycling Facility – Report of the Director of Streetscape.

Paragraph 3 – by reason of the report containing financial information.

Agenda Item 25

Housing Maintenance Service – Director of Housing

Paragraph 1 - by reason of the report containing information relating to an individual.

The Contact Officer for this report is Jenny Price (719450).