To: **Leader and Members of the Executive Board (Councillors Hayfield, Davis, Fox, Lewis, May, Moore, Morson, B Moss, Phillips, Simpson, Smith, Swann, Sweet and Zgraja).**

For the information of other Members of the Council

For general enquiries please contact David Harris, Democratic Services Manager, on 01827 719222 or via e-mail - davidharris@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 if requested.

EXECUTIVE BOARD AGENDA

2 NOVEMBER 2009

The Executive Board will meet in the Council Chamber at The Council House, South Street, Atherstone, Warwickshire on Monday 2 November 2009 at 6.30pm.

AGENDA

1 **Evacuation Procedure**.

2 **Apologies for Absence / Members away on official Council business.**

3 **Declarations of Personal or Prejudicial Interests**

(Any personal interests arising from the membership of Warwickshire County Council of Councillors Hayfield, Fox, May, B Moss and Sweet and membership of the various Town/Parish Councils of Councillors Davis (Atherstone), Fox (Shustoke), Lewis (Kingsbury), B Moss (Kingsbury), Phillips (Kingsbury) and Zgraja (Over Whitacre) are deemed to be declared at this meeting).

4   **Requests for discussion of En Bloc items.**

PART A – ITEMS FOR DISCUSSION AND DECISION

(WHITE PAPERS)

5   **Warwickshire Fire and Rescue Service Consultation** – Report of the Chief Executive

   Summary

   Members are invited to comment on the consultation exercise in respect of the Fire and Rescue Service in Warwickshire.

   The Contact Officer for this report is David Harris (719222).

6   **Warwickshire Sustainable Community Strategy 2009 – 2026** - Report of the Chief Executive

   Summary

   This report informs members of the preparation of a Warwickshire Sustainable Community Strategy 2009 to 2026 and seeks endorsement of the strategy

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

7   **Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – September 2009 -** Report of the Chief Executive and the Director of Resources

   Summary

   This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Executive Board for the period April 2009 to September 2009.

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

8   **Meetings Timetable 2010/11** – Report of the Chief Executive.

   Summary

   The purpose of this report is to approve a timetable of meetings for 2010/11.

   The Contact Officer for this report is David Harris (719222).

PART B – ITEMS FOR EN BLOC DECISIONS
(YELLOW PAPERS)

9   **Budgetary Control Report 2009/2010 - Period Ended 30 September 2009 -**
        Report of the Assistant Director (Finance and Human Resources)

Summary

The report covers revenue expenditure and income for the period from 1 April 2008 to 30 September 2009. The 2009/2010 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 Nigel Lane (719371).

10   **Tamworth Core Strategy DPD 2006-2026 – Proposed Spatial Strategy** - Report of the Assistant Chief Executive and Solicitor to the Council

Summary

Tamworth Borough Council has prepared and is currently consulting upon their Proposed Spatial Strategy for their Core Strategy Development Plan Document. The Proposed Strategy does not involve land within this Borough.

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

11   **Value for Money -** Report of the Director of Resources

Summary

This report summarises the Council's costs and quality of service across a number of services, using the Audit Commission Value for Money profile tool.

The Contact Officer for this report is Sara Haslam (719489).

12   **Capital Funding -** Report of the Director of Resources

Summary

This report highlights to Members the short term cash flow issues with funding the approved capital programme due to lower than anticipated receipts from land sales or deferral of land sales.

The Contact Officer for this report is Sara Haslam (719489).

13   **Control of Legionella Policy** - Report of the Assistant Director (Finance & Human Resources)

Summary

This Policy focuses on the management of water systems and Legionella in the workplace. The Policy has been consulted on with senior managers and the trade unions. The Policy ensures that there is a corporate approach to the management of water systems and Legionella.

The Contact Officer for this report is Kerry Drakeley (719300).

14   **Flexible Working Policy and Leave Guidance** - Report of the Assistant Director (Finance & Human Resources)

Summary

This report advises members of the background to the flexible working policy and leave guidance and recommends the adoption of the policy for the Council.

The Contact Officer for this report is Janis McCulloch (719236).

PART C - EXEMPT INFORMATION
(GOLD PAPERS)

15   **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 they involve the likely disclosure of exempt information as defined by Schedule 12A to the Act.

16   **Minutes of the meeting of the Special Sub-Group held on 5 October 2009** – copy herewith to be received and noted.

                              JERRY HUTCHINSON
                              Chief Executive

Report of the Chief Executive

Warwickshire Fire and Rescue Service Consultation

1   **Summary**

1.1   Members are invited to comment on the consultation exercise in respect of the Fire and Rescue Service in Warwickshire.

> **Recommendation to the Council**
>
> **Members are invited to comment on the consultation exercise in respect of the Fire and Rescue Service in Warwickshire.**

2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1   A number of consultation events have been held in North Warwickshire and the matter was raised at the recent meetings of the Area Forums.

3   **Warwickshire Fire and Rescue Service**

3.1   As Members are aware the Warwickshire Fire and Rescue Service is undertaking a consultation exercise in respect of the future provision of service in Warwickshire.

3.2   The summary of changes in North Warwickshire are as follows:

- Polesworth

  Increase the number of retained firefighters from 9 to 10.5 FTE. Number of appliances unchanged at 1.

- Atherstone

  Increase the number of day crew firefighters from 12 to 16 and remove 9 FTE retained firefighters. Number of appliances unchanged at 2.

- Coleshill

  Remove 12 FTE retained firefighters. Day crew firefighters unchanged at 16. Number of appliances unchanged at 2.

This improvement plan proposal will utilise a 5th watch system with different crewing arrangements to ensure appliances at Atherstone and Coleshill are availble 24/7, 365 days per year.

In addition, there will be a ten fold increase in Home Fire Safety Checks, Small Fires Units, and Road Traffic Collision Units.

3.3   The full consultation document can be viewed on the County Council's website via the following link www.warwickshire.gov.uk.

3.4   Members are invited to comment on the proposals.

The Contact Officer for this report is David Harris (719222)

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 Fire & Rescue Service	Consultation	Sept 09

Report of the
Chief Executive

Warwickshire Sustainable
Community Strategy 2009 - 2026

1   **Summary**

1.1   This report informs Members of the preparation of a Warwickshire Sustainable Community Strategy 2009 to 2026 and seeks endorsement of the strategy.

Recommendation to the Council

a   That Members note the preparations of the Warwickshire Sustainable Community Strategy 2006 – 2026; and

b   That Members endorse the Warwickshire Sustainable Community Strategy 2006 – 2026.

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2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1 A copy of the strategy has been sent to all the Portfolio and Shadow Portfolio Holders and any comments received will be reported at the meeting.

3   **Report**

3.1   The Warwickshire Sustainable Community Strategy sets out a long term vision for Warwickshire of

       In 2026, Warwickshire will be a fair, safe and prosperous place where:

       • Inequalities that exist by geography or within communities are reduced;
       • There is good access to services, choice and opportunities;
       • Sustainability is pursued through balancing our current needs with those of future generations.

3.2   The strategy has been prepared following a programme of events and consultation organised through the Warwickshire Public Service Board and its Advisory Forum. The strategy was agreed at the June meeting of the Public Service Board and by the County Council in September 2009.

3.3   The strategy sets out nine key outcomes for Warwickshire over the period of 2009 to 2026 using three themes of People, Places and Prosperity. A website link to the strategy document is set out below. The outcomes for the strategy are as follows:

People
- We belong to safe and strong communities where people get on together
- We all live healthy, active and independent lives
- We all have opportunity to enjoy and achieve

Places
- Our environment is clean, green and sustainable
- Our housing is appropriate and affordable
- Our places are connected through transport, technology and services

Prosperity
- Our economy is innovative, competitive and entrepreneurial
- Our workforce is diverse, trained and highly skilled
- Our economic well being is continuously improving

http://www.warwickshire.gov.uk/Web/corporate/pages.nsf/Links/78B4A32ED4BFD15 18025745100303465

4   **Achieving the vision**

4.1   The strategy is aimed at achieving the outcomes for Warwickshire and narrowing the gaps between geographic areas and within specific groups of communities of need. The Warwickshire Local Area Agreement (LAA) is the main delivery framework for the strategy. The LAA is a contract between Central Government and partners in Warwickshire to deliver the outcomes defined in strategy. The LAA sets and agrees targets and actions to be delivered over a three year period and is refreshed annually. The successful delivery of the actions and targets will incrementally take us toward the achievement of the agreed 2026 outcomes.

4.2   The Warwickshire Sustainable Community Strategy builds upon and complements the five district based sustainable community strategies. Members will be aware that a new North Warwickshire Sustainable Community Strategy 2009 -2026 is currently being prepared and was subject of a report to this board in September 2009. This will be finalised in December 2009. There are strong links to the Warwickshire strategy with the priorities of the North Warwickshire Sustainable Community Strategy including the following:

- Raising aspirations, educational attainment and skills – We all have opportunity to enjoy and achieve.
- Healthier Communities – We all live healthy, active and independent lives.
- Transport, Access and Communications – Our places are connected through transport, technology and services.

4.3   There will also be other links and alignments through the delivery plans for the priorities of the North Warwickshire Strategy which will include actions contributing to safer and stronger communities, the environment, housing and the economy.

4.4   Members may wish to note the references to rural communities often facing greater difficulties in accessing services as set out on page 16 for outcome 7.3 Our places are connected through transport, technology and services. However a point is also highlighted about rural communities such as North Warwickshire perceiving themselves of having no significantly greater problems in accessing services than the more urban areas of Warwickshire. This perception is also balanced by recognising that some rural communities with low levels of car ownership, more limited public

transport, lower incomes and an ageing population combine to present challenges for the public authorities and partners in terms of taking our services to the customer.

5   **Conclusion**

5.1   Members are recommended to endorse the Warwickshire Sustainable Community Strategy 2009 – 2026 whilst recognising that there will be some differences with county level priorities compared to the North Warwickshire Sustainable Community Strategy 2009 – 2026 but also some areas of strong alignment.

6   **Report Implications**

6.1   **Finance and Value for Money Implications**

6.1.1   There are no financial implications arising from this report. There is specific provision for narrowing the gaps in the Area Based Grant allocations determined by the Warwickshire Public Service Board.

6.2   **Safer Communities Implications**

6.2.1   Safer Communities is included in the specific outcome of We belong to safe and strong communities where people get on well together.

6.3   **Legal and Human Rights Implications**

6.3.1   The requirement to prepare a county level Sustainable Community Strategy is set in the Local Government and Public Health Act .

6.4   **Environment and Sustainability Implications**

6.4.1   The Warwickshire Sustainable Community Strategy is aimed at improving the quality of life for the communities of Warwickshire by achieving the vision of : In 2026, Warwickshire will be a fair, safe and prosperous place.

6.5   **Human Resources Implications**

6.5.1   None

6.6   **Risk Management Implications**

6.6.1   There are risks that the priorities for the Warwickshire strategy will result in resources being targeted at the most disadvantaged areas of Warwickshire with some potential for de-investment from other parts of the county. There are also opportunities to identify the communities of need which could benefit rural communities like North Warwickshire. The poor performance on education attainment is an example where county wide resources should be targeted within North Warwickshire to help address the gaps in achievement.

6.7   **Equalities Implications**

6.7.1   A key part of the vision for the Warwickshire Sustainable Community Strategy is tackling inequality. This is explicitly expressed in terms of narrowing the gaps for the most disadvantaged communities within Warwickshire. The gaps present themselves in terms of geography and specific communities of need.

6.8   **Links to Council's Priorities**

6.8.1   All of the Council's 7 priorities contribute towards delivering the outcomes of the Warwickshire Sustainable Community Strategy.

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

AGENDA MANAGEMENT SHEET

Name of Committee	**The Council**
Date of Committee	**8 September 2009**
Report Title	**'The Warwickshire we all want in 2026'-The Warwickshire Sustainable Community Strategy**
Summary	This report seeks member endorsement of the Warwickshire Sustainable Community Strategy.

For further information please contact:

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Would the recommended decision be contrary to the Budget and Policy Framework?   No.

Background papers   LAA Submission to Full Council-June 2008

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees		
Local Member(s)	☐	
Other Elected Members	☒	Cllrs June Tandy & Jerry Roodhouse
Cabinet Member	☒	All Cabinet Members
Chief Executive	☒	Jim Graham
Legal	☒	Sarah Duxbury
Finance	☒	Dave Clarke, Virginia Rennie
Other Chief Officers		
District Councils	☒	Via their membership of the Public Service Board
Warwickshire PCT	☒	Via its membership of the Public Service Board
Warwickshire Police & Warwickshire Police Authority	☒	Via its membership of the Public Service Board

| Other Bodies/Individuals | [X] | Via the Public Service Board: |

Voluntary & Community Sector (via CWIC)
Town & Parish Councils (via WALC)
Learning & Skills Council
District Local Strategic Partnerships X 5
Coventry & Warwickshire Chamber of Commerce

Government Office West Midlands

Coventry & Warwickshire Sports Partnership

The six county wide partnership theme groups for the LAA

FINAL DECISION   ***YES***

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by the Cabinet

To Council   [ ]

To an O & S Committee

Further Consultation

Council - 8 September 2009

'The Warwickshire we all want in 2026' The Warwickshire Sustainable Community Strategy

Report of the Assistant Chief Executive

Recommendation

That Council endorses the Warwickshire Sustainable Community Strategy.

1.   Introduction

1.1   A Sustainable Community Strategy for Warwickshire was agreed by all partners in June through the Public Service Board and the Public Service Board Advisory Forum. It was subsequently agreed by Cabinet on 9th July 2009 and is now being submitted for endorsement by Full Council.

2.   The Strategy

2.1   A Visioning Event held at the Nuneaton Town Football Club on 13th January 2009 provided the basis for the development of a Sustainable Community Strategy for Warwickshire. An outline of the proposed strategy was subsequently endorsed by the Public Service Board (PSB) at its meeting on 3rd March 2009 with the 1st Draft Strategy approved subject to comments. Full Council also considered the document at its March 2009 meeting.

2.2   Drafts of the report were consulted upon with partners and the culmination was approval of the document by the Public Service Board on 25th June 2009.

2.3   The Strategy has been finalised and distributed in the light of comments received and has been circulated separately for endorsement. This is consistent with the need to embed the Strategy within partner organisations in Warwickshire to ensure that the Vision and Outcomes that are contained therein are translated into action-most principally through the LAA which will now act as a delivery vehicle for the longer term strategy. In addition to this there will also be a need to use local borough/district LSPs and community forums to ensure that the delivery of the strategy has resonance and is responsive to the needs of local communities.

MONICA FOGARTY
Assistant Chief Executive
August 2009

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People, Places & Prosperity

The Warwickshire we all want in 2026

A Sustainable Community Strategy for Warwickshire

August 2009 - March 2026

1- Chair's Foreword

A Sustainable Community Strategy (SCS) is the long term vision for the area that provides the framework for all partners to work together to achieve. It recognises that there are many complex challenges facing society today and that a long term approach is required to tackle these in a way that is joined up, addresses inequalities, represents value for money and meets the needs of the communities of Warwickshire.

A date of 2026 has been set because it ties in with a number of regional strategies that provide a bigger picture of where the County, as part of the West Midlands, will be and look like in 2026. Equally many local strategies are looking to finish by then and it is important that these strategies work in tandem. A full list of these strategies, what they are and where they can be found can be viewed at Section 11.

Whilst the three year Local Area Agreement (LAA) will be a key mechanism for the delivery of the Vision for Warwickshire there will also be important references to plans for tackling inequalities within the County and through the localities agenda which will seek to empower communities and ensure that services are responsive and tailored to local need.

In the delivery of our objectives recognition will need to be given to our neighbours, particularly Coventry and Solihull, where a Sub-Regional response is required. This is especially true of matters relating to economic development, transport and housing.

It is also important to note that five sustainable community strategies exist at Borough/District (North Warwickshire, Nuneaton and Bedworth, Rugby, Stratford and Warwick) level which further reinforce local priorities and recognise the diverse nature of Warwickshire. The partnership has been assured that the strategies will complement each other through alignment and subsequent planning and delivery (including the development of a shared and synchronised timetable and approach to reviewing the six strategies).

It is very important that we all appreciate that this is a strategy for the County leading to a Vision of what we all want to see in 2026. Detailed information relating to workstreams and delivery plans are to be found within the Delivery Document which is a companion to this document.

This Strategy has been developed in accordance with the principles of sustainable development and aims to enable Warwickshire residents to meet their own needs and enjoy a better quality of life without compromising the quality of life of future generations.

We intend to ensure that the development of the SCS builds on the considerable efforts already made by partners on the journey to a longer-term continuous process of improvement that will bring greater benefits to Warwickshire people and communities year on year.

Councillor Alan Farnell

Chair Of The Warwickshire Public Service Board
August 2009

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2 - Contents

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3 - Welcome to Warwickshire

So how could we describe today's Warwickshire in a sentence?

In essence, it remains a microcosm of England. The challenges and opportunities faced by the nation are reflected in our County. Here, we describe some of the main challenges we face in Warwickshire today and outline the drivers that will influence public sector service delivery during the lifespan of this Sustainable Community Strategy (SCS).

Warwickshire in 2009 is a pleasant place to live and work with good quality of life for most. However, like elsewhere, we are a diverse County facing inequalities and differences in opportunities and achievements amongst our communities. This Strategy describes how we will work in partnership to address these issues.

Our population of Warwickshire is changing, growing, and getting older...

Our County has been growing at above average rates in recent years, and this trend is set to continue.

There are approximately 125,000 children and young people aged 0-19 years in Warwickshire, who make up just under a quarter of the total population of the County. Each year approximately 6,000 children are born. Population forecasts predict a two per cent rise in the number of young people in Warwickshire over the next five years. The majority of the maintained school population in Warwickshire are of White British ethnic origin (86%), and the largest minority ethnic group is Indian (3%).

Alongside the general growth in population will be a particularly high rate of increase in the numbers of older people living here. This clearly brings challenges in terms of service provision, particularly with regard to health and adult social care and the emergence of personalised service delivery. This will result in very significant changes to the manner in which partners provide care and support services with the ways in which this happens becoming markedly different over the life-span of the SCS.

Along with the challenges, there is also opportunity, particularly ensuring that every effort is made to harness the skills and experience of older people as a legacy for the benefit of future generations, and, in relation to children and young people, ensuring their views and aspirations are taken fully into account by all services – especially through the progression of the Hear by Right standard across the public sector.

Inequalities persist...

Warwickshire is perceived to be a generally affluent County, providing good quality of life and a pleasant environment for its residents, and this is certainly the case for the majority. However, it is acknowledged that inequalities of ***both opportunity and aspiration*** exist among and within our communities and are visible across all aspects of community life, from crime rates to life expectancy, unemployment to educational achievement.

A challenge for agencies in Warwickshire over the next twenty years will be to put in place not only the tools and infrastructure to deliver sustained improvement for all of our communities, but also ensuring that future generations do not experience the same level of inequality that we see today.

Commonly called the 'Narrowing the Gaps Strategy', our challenge is to translate what is now a massive evidence base and set of aspirations into a coordinated programme of activity which will really make the difference that all partners and local people wish to see happen both in the short term and by 2026.

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Reacting to the current economic downturn and planning for recovery…

Warwickshire has a long and proud tradition of commitment to the promotion of economic well-being. However, this Strategy has been produced in the context of an economic recession, and it is hard to consider long term objectives when the attention is on responding to immediate need. Partner agencies in Warwickshire, as elsewhere, will need to intervene where possible to reduce short term impacts of the recession.

The current economic downturn will not persist for the lifespan of this Sustainable Community Strategy, and a challenge for the County will be to position itself strongly for the medium to long term and react to opportunities that will arise during economic recovery. This includes making special efforts to ensure that we hold on to what are generally regarded levels of achievement and opportunity – for example the very good levels of young people in the County who are in education, employment or training.

This will involve anticipating the future needs of the labour market, and putting in place the training and skills to meet a different set of employment opportunities. It will also involve a willingness to embrace new industries, support innovation and understand that the profile of industry in the County must and will change in response to global drivers.

… and that's not all

Although the recent falls in house prices will have improved the situation slightly, housing affordability is still an issue, particularly in certain parts of the County. Those on the lowest incomes still find it difficult to find affordable properties; one impact may be that we find it increasingly difficult to recruit to key worker occupations and to develop specialist housing solutions for those members of our community who have particular and different needs to the majority population.

The lack of affordable housing is also reflected in part by the sizeable waiting lists for social housing. While the demand for social housing has increased throughout recent years, the supply has remained relatively static. Given the anticipated growth in population over the next twenty years, we will need to respond now to ensure the issue is not significantly worse in 2026.

In doing this we must ensure that we do not look at housing growth as an isolated issue. It is of key importance to the future well-being of the County that the services likely to be needed by local people are considered alongside housing growth plans.

Another challenge for agencies to face is the discrepancy between the service needs we have to meet and the service wants our customers perceive to be important. Our communities tell us, increasingly, that the things that needs improving most in their neighbourhoods are activities for teenagers, road repairs and traffic congestion. Meeting the **expectations of our residents** while at the same time delivering core services such as education, social care, community safety, housing and support will continue to present a challenge during the lifetime of this Strategy.

While some of the issues and challenges described here are taking place on a national or global scale, there are measures we can take locally to influence their outcome in the Warwickshire context. We can influence the general distribution of population growth through spatial planning. We can ensure resources are dedicated to help reduce inequalities across the County. We can play a stronger role in the housing market, helping to bridge the gap between demand and supply. We are also carrying out further analysis to understand the differing spatial implications of these trends and how they will influence the types of services we deliver in the future. This Strategy describes how, together, we can respond to these challenges during the next twenty years and help Warwickshire flourish.

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4 – Vision for Warwickshire

In 2026, Warwickshire will be a fair, safe and prosperous place where:

- Inequalities that exist by geography or within communities are reduced;

- There is good access to services, choice and opportunity;

- Sustainability is pursued through balancing our current needs with those of future generations.

Tackling Inequality

In Warwickshire, inequalities exist on the basis of where people live, who they are or what their background is. As the County gets better; there is a need to ensure that no one is left behind through targeted work that puts the emphasis on prevention, access and the provision of choice. This in turn creates an urgency to see the quickest improvements in quality of life amongst the most disadvantaged.

Until recently, there was a tendency to explain these issues as a 'North: South' divide in the County. Whilst undoubtedly there is a prevalance of inequalities faced by some communities in the North of the County it is now agreed to be too simplistic simply to describe 'The Gaps' in these terms as inequality of opportunity and access to services are faced by a number of individuals and groups across the County.

So, the gaps faced by some local people and communities are present both in terms of geography and specific communities of need, including those people who may be disadvantaged through disability, age, long term illness or through personal circumstances such as caring for someone else.

Access

Warwickshire is a large diverse County with a significant mix of urban and rural areas. In seeking to improve the quality of life for people there is a need to ensure that there is good access to services through effective transport links and a need to explore new ways of service provision that makes effective use of technology, mobility, tailored to local need and unified in a manner that is dictated by citizen need and not by organisational structures. This must be supplemented by enhanced choice and opportunity to ensure that improvements to the quality of life are available to all.

Sustainability

This is a Sustainable Community Strategy and hence sustainability is at the heart of what we seek to achieve by 2026. The 2005 UK Sustainable Development Strategy entitled 'Securing the Future' outlined the following qualities of sustainability:

- (People): A just society that promotes social inclusion, sustainable communities and personal well being; and

- (Place): In a manner that that protects and enhances the physical and natural environment and uses resources and energy as efficiently as possible. At its heart is the need to balance current needs with those of the future and ensuring that future viability is built into the planning and provision of intiatives; and

- (Prosperity): A sustainable, innovative and productive economy that delivers high levels of employment.

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5 - Achieving the Vision

Three themes, nine Outcomes

The vision for Warwickshire will be achieved through a focus on three themes of People, Places and Prosperity and nine Outcomes:

Places

Our environment is clean, green and sustainable

Our housing is appropriate and affordable

Our places are connected through transport, technology and services

TACKLING INEQUALITY

ACCESSIBILITY

SUSTAINABILITY

People

We belong to safe and strong communities where people get on together

We all live healthy, active and independent lives

We all have the opportunity to enjoy and achieve

Prosperity

Our economy is innovative, competitive and entrepreneurial

Our workforce is diverse, trained and highly skilled

Our economic well being is continuously improving

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How will we deliver the Sustainable Community Strategy?

Whilst the SCS provides a long term vision for Warwickshire; it is the Warwickshire Local Area Agreement (LAA) which is the delivery vehicle for the Sustainable Community Strategy. The LAA is a contract between central government and partners in Warwickshire to deliver the outcomes as defined in the SCS through partnership working and engaging with communities.
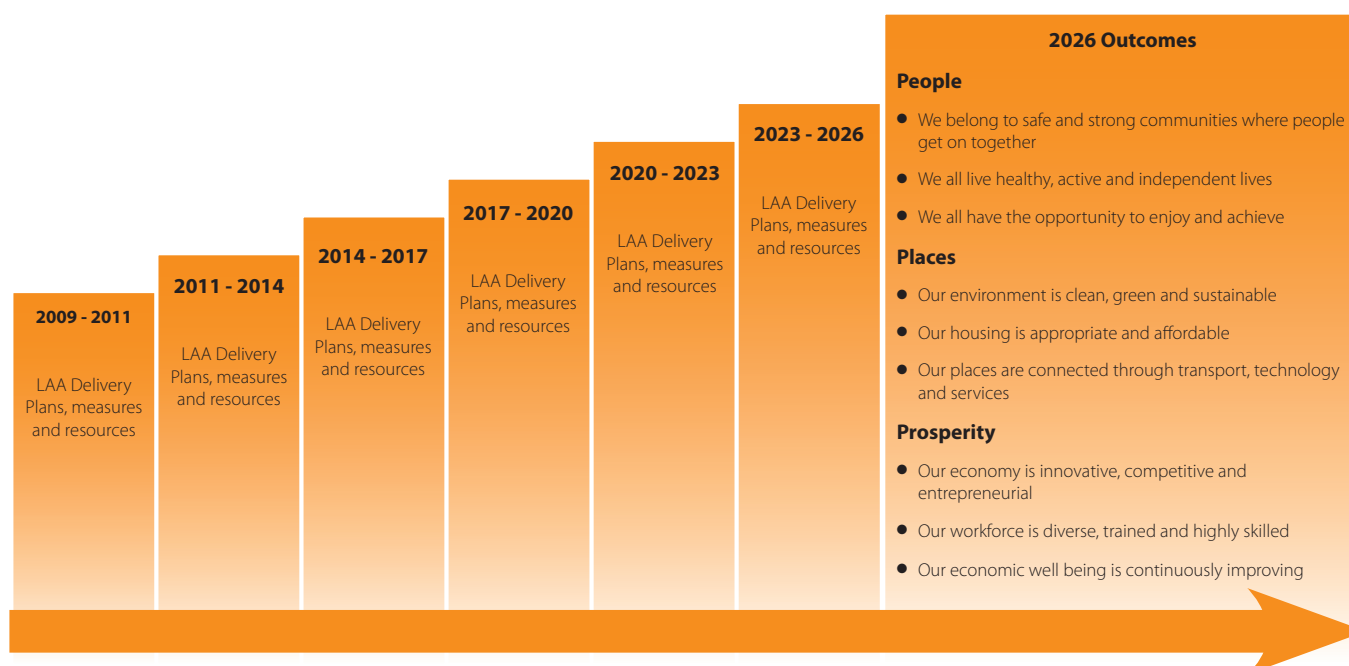
Engaging with communities is important because although the nine outcomes will provide the framework for partnership working from now until 2026 there is recognition that citizen participation in the following is essential in achieving the Vision for Warwickshire:

- Taking Responsibility
- Getting Involved
- Contacting Us
- Being Proud and Aspiring

The LAA measures of success and the actions that will underpin delivery together with the community's role can be found in the SCS/LAA delivery document available on the website : www.warwickshire.gov.uk/laa

Each LAA sets and agrees targets and actions to be delivered over a three year period and is refreshed annually to ensure that it remains focused on the needs of the community. Progress against these targets will be monitored on a quarterly basis by the relevant agencies and the Public Service Board.

Between now and 2026 the successful delivery of the actions and targets will incrementally take us towards the achievement of our agreed outcomes, as demonstrated in the diagram below:

2009 - 2011

LAA Delivery Plans, measures and resources

2011 - 2014

LAA Delivery Plans, measures and resources

2014 - 2017

LAA Delivery Plans, measures and resources

2017 - 2020

LAA Delivery Plans, measures and resources

2020 - 2023

LAA Delivery Plans, measures and resources

2023 - 2026

LAA Delivery Plans, measures and resources

2026 Outcomes

People

- We belong to safe and strong communities where people get on together
- We all live healthy, active and independent lives
- We all have the opportunity to enjoy and achieve

Places

- Our environment is clean, green and sustainable
- Our housing is appropriate and affordable
- Our places are connected through transport, technology and services

Prosperity

- Our economy is innovative, competitive and entrepreneurial
- Our workforce is diverse, trained and highly skilled
- Our economic well being is continuously improving

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After each LAA has run for 3 years, we will be able to reflect on our achievements and review our direction to ensure that the vision for Warwickshire in 2026 resonates with local communities and takes account of changing developments in a dynamic world.

We will also take the opportunity to annually review the effectiveness of our partnership working in delivering the agreed outcomes.

How does this Strategy work?

Together the nine outcomes form the Sustainable Community Strategy for Warwickshire, which encompass and complement the District/Borough Strategies.

It is these outcomes which shape the content of our Local Area Agreement for Warwickshire and the work and contributions of the County's public agencies and communities, as demonstrated in the diagram below:
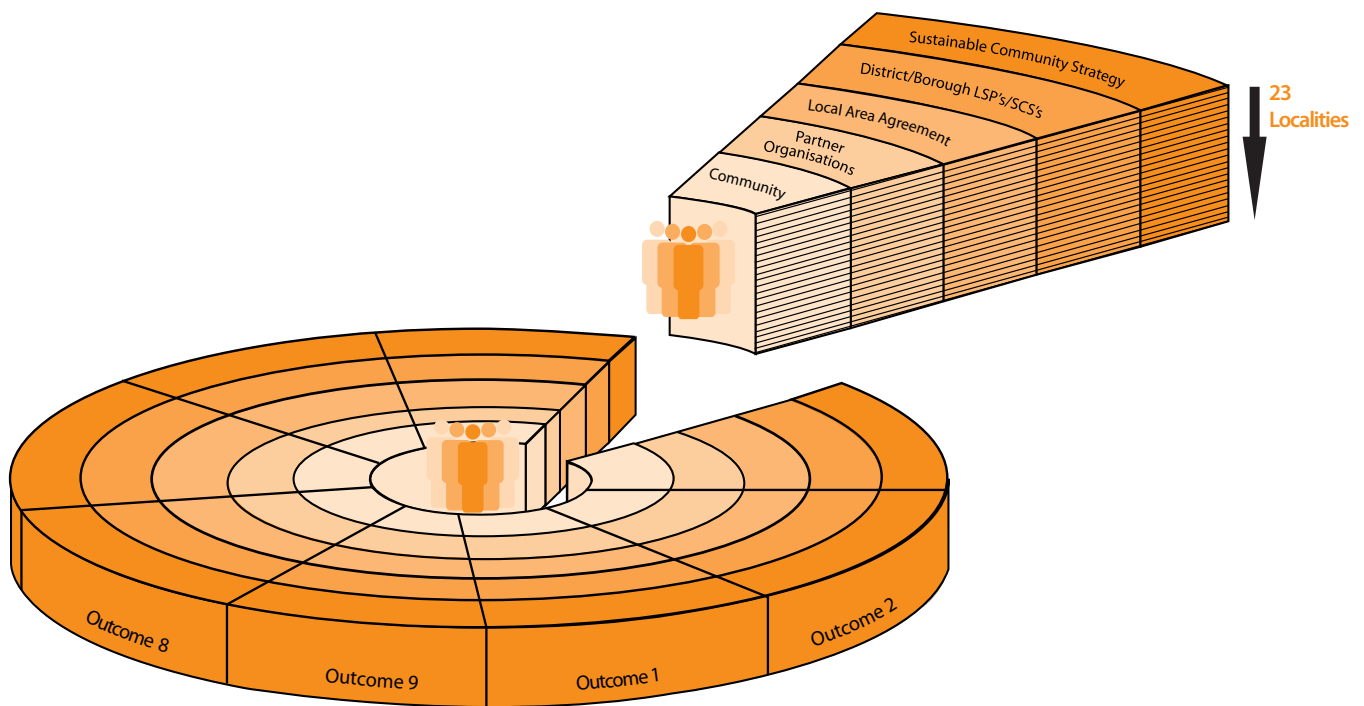
As part of the intensive work involved in developing this Countywide SCS we have worked closely with and relied heavily on the commitment of colleagues in the five district Local Strategic Partnerships across the County to ensure:

a)   That there is the best fit possible between this Strategy and those at district level and:

b)   That there is a commitment to making sure that in the future there is an agreed and synchronised approach to the review and development of our Strategies. This approach will make things clearer and easier for partners and the citizens of the County.

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The remainder of this strategy sets out where Warwickshire is now and where it needs to be and outlines what needs to be done and by whom. This is done under the three themes of People, Places and Prosperity. Each theme is then supplemented by three outcomes with the following information:

Where will Warwickshire be by 2026?

Under each outcome the Strategy sets out the aspirations for Warwickshire and what we can expect to see once all the activity has been delivered.

Where is Warwickshire now?

Progress is measured in terms of the starting point which in this case is the current picture in Warwickshire, future trends and the inequalities that need to be addressed during pursuit of the outcome.

What needs to be done?

This section summarises the actions that are required to achieve ambitions with particular reference to the core principles within the vision of tackling inequality, access and sustainability. More detailed information can be found in the SCS/LAA Delivery document at **www.warwickshire.gov.uk/laa**

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6 - Key Outcomes (People)

Outcome 6.1: We belong to safe and strong communities where people get on together

Where will Warwickshire be by 2026?

By 2026, Warwickshire will be a safer place with all members of our community feeling able to walk the streets and go about their business in confidence, with a reduction in the number of people killed or seriously injured on our roads. It will be a place where people from different backgrounds, ages and cultures are able to get on with each other, engage in play or leisure activity and work with each other to develop a sense of community and pride in the places that they live.

Where is Warwickshire now?

In overall terms, Warwickshire is already a safe place to live and visit. Crime levels are below the national average and have been falling during the past two years. However, there is often a mismatch between perception and reality, and the fear of crime can be unnecessarily high. According to the 2008/09 Place Survey, only 11% of our residents feel very safe when out in the their local area at night. Furthermore, one in six of our residents have a high perception of the level of anti-social behaviour in their local area.

Community cohesion remains a difficult phenomenon to measure with any great reliability. It is a qualitative, well-being measure that is hard to define in terms of statistics. With this in mind, the recent Place Survey tells us that 81% of our residents feel people from different backgrounds get on well together in their local area. Despite this, only six in ten residents feel they belong to their neighbourhood. Only one quarter of residents regularly engage in volunteer activity and a similar proportion feel they can influence decision-making in their local area. Despite that seemingly low figure, it is worth noting that only 24% of our residents want to be more involved in local decision-making.

What needs to be done?

1- **Tackling Inequality:** Address long term causes of high level crime through work with families, young people and persistent and priority offenders. Target activity within those areas and communities where disproportionately high levels of crime occur with targeted priority policing areas with a multi agency approach. Ensure that capacity building and cohesion initiatives are targeted in areas of most need.

2- **Access:** Ensure effective and joined up communications are in place so that partners and the community know what is being done in their area to tackle crime, anti social behaviour and community building initiatives. Ensure that there are well publicised and accessible community forums in local areas that provide a platform for discussion, action and agreement of local policing and community priorities.

3- **Sustainability:** Through a thriving and vibrant voluntary and community sector in Warwickshire; ensure that community involvement and participation is enhanced through volunteering, projects and events.

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6 - Key Outcomes (People)

Outcome 6.2: We all live healthy, active and independent lives

Where will Warwickshire be by 2026?

By 2026, all Warwickshire residents will live healthier lives and health inequalities will be reduced. Older People and vulnerable people will have a choice to live independently within their homes and able to access the services that they need and participate within the communities that they live in. There will be a firm commitment to see that all issues relating to inequality and lack of equal access to services, especially health, have been addressed successfully.

Where is Warwickshire now?

Relative to national averages, Warwickshire already performs well across most health indicators. Life expectancy is above average. However, along with national trends, Warwickshire is facing an ageing population. Although overall life expectancy continues to increase, only a proportion of this increase is enjoyed in good health. More people are living to ages in which they are increasingly likely to experience chronic disease and disability. An ageing population brings increasing pressures, particularly in terms of adult social care and making effective links with other areas such as income maximisation, housing and support and dealing with climate variations (cold winters/hot summers).

The increase in life expectancy has not translated into an increase in healthy life expectancy. Problems associated with poor diet and inadequate exercise have manifested themselves in a variety of ways and the prominence given to childhood obesity both masks the fact that as a society we are becoming more obese and highlights the importance of ensuring that children's health is tackled now to avoid problems in the future. Obesity is a particular problem for Warwickshire where the County's population appearing high on regional league tables for obesity levels.

There are significant levels of mental ill health in the County across all age ranges – for example, in relation to children and young people, currently services supporting young people with these issues are working with almost 2% of the school population aged 0-16 years.

What needs to be done?

1- **Tackling Inequality:** Address health inequality across Warwickshire through an emphasis on targeted and preventative work in areas of acute need.

2- **Access:** Work in partnership with the private sector and the public to ensure that people have genuine access, choice and opportunity to engage in healthier lifestyles irrespective of geography and background. Ensure every older/vulnerable person in Warwickshire has access to high quality, flexible accommodation/housing and support that helps them to lead safe, dignified, well supported independent lives where care is personalised and tailored to individual need

3- **Sustainability:** Provide the forum for communication, education and engagement that results in Warwickshire residents taking responsibility for leading healthy active and independent lives and to provide a supportive environment where the contribution of those who care for others is valued.

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6 - Key Outcomes (People)

Outcome 6.3: We all have the opportunity to enjoy and achieve

Where will Warwickshire be by 2026?

Warwickshire people fulfil their learning potential to achieve and the gap between those currently achieving well and others has been reduced. By 2026 the lives of children, young people and their families who live in Warwickshire will be improved by an overall improvement of quality of life and life chances especially those currently disadvantaged.

Easily accessible and affordable learning opportunities are available to the whole population – with a recognition that informal and formal adult learning and the role of culture, leisure and active recreation directly influence the level of aspiration and achievement of the entire population.

Where is Warwickshire now?

Generally, Warwickshire has strong performance in many of the educational attainment indicators. In 2008, more than half of all pupils taking GCSEs gained five or more good grades including Maths and English, above the national average. Furthermore, the County has traditionally had low proportions of pupils not entering positive destinations (employment, education or training) upon leaving school.   However, these overall measures mask some significant variations amongst certain groups. For example, only one in five pupils who were entitled to Free School Meals were able to obtain the aforementioned strong performance in their GCSEs. Achievement levels vary considerably across different areas of the County, with a pupil attending school in Stratford-on-Avon District more than 50% more likely to obtain good GCSEs than a pupil attending school in North Warwickshire.

What needs to be done?

1- **Tackling Inequality:** Target specific areas and communities of interest where educational attainment/attendance levels are poor whilst at the same time improving the overall attainment of Warwickshire in relation to national trends. Ensure adequate multi agency family interventions are in place to ensure causes are tackled as well as consequence in a holistic manner.

2- **Access:** Ensure that children, young people, families and carers have the opportunity to shape the way that services are delivered. Extend the traditional role of schools to provide a flexible range of services and act as a focus point for the community including those who wish to pursue adult learning opportunities.

3- **Sustainability:** Foster a learning environment within Warwickshire that provides the basis for a community that is articulate and informed and both willing and able to take greater responsibility and control of their place. Ensure that culture, leisure and active recreation is harnessed for the benefit of the whole community as a shared learning experience.

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7 - Key Outcomes (Places)

Outcome 7.1: Our environment is clean, green and sustainable

Where will Warwickshire be by 2026?

By 2026, Warwickshire will be a cleaner place, where green spaces are preserved and actions taken to preserve and enhance the environment for current and future generations. The quality of the built environment will be enhanced in a manner that celebrates our local heritage and fosters a sense of place.

Warwickshire public sector agencies will set a great example to all on the reduction of their own carbon emissions and actively work with communities across the County to reduce their emissions in line with national and regional targets to tackle climate change and increase the security of future energy supplies.

Plans for Housing Growth will be implemented as low or zero carbon developments to ensure adaptation to climate change.

Where is Warwickshire now?

Recycling and composting rates have improved dramatically and recycling rates now stand at 44%, whilst the total amount of waste produced by households has reduced. As a County a total of 8 tonnes of CO_2 per person per annum are emitted and this needs to be halved by 2026 to achieve national and international targets.

There has been investment in public transport facilities to provide alternative means of travel other than the car and there has been a 6% drop in the numbers of primary school children going to school by car (to 43%) and an increase in the number of children opting to walk. Additionally, the number of cyclists has increased by 16% since 2004.

What needs to be done?

1- **Tackling Inequality:** Ensure that appropriate linkages are made between a clean green environment and the extent to which people feel safe and are proud of their communities.

2- **Access:** Educate, enable and empower communities to reduce carbon emissions and improve recycling within their own communities. Work and Plan together to provide genuine choice alternatives to the car as a means of travel.

3- **Sustainability:** Work Together to reduce public sector carbon emissions and work with the private sector to ensure adaptation to climate change. Ensure that planning and provision of services (including housing growth) is managed effectively to balance current needs with future demands.

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7 - Key Outcomes (Places)

Outcome 7.2: Our housing is appropriate and affordable

Where do we want to be by 2026?

We aim to increase the supply of sustainable, affordable and high quality homes.   We hope to enable access to support where required and build stronger, more sustainable communities.

Where is we now?

Whether we have good or bad housing has an enormous impact on the health and well-being of individuals, the sustainability of communities and the quality of life we all enjoy.

Much has been achieved across the county, but in both rural areas and towns there are still not enough homes that are affordable, warm, secure or appropriate for communities where the population is ageing or have support needs.

In 2008, the lower quartile property price in Warwickshire was, on average, more than seven times the lower quartile annual wage for a full-time worker in Warwickshire. In Stratford-on-Avon this figure increases to nine times the average.

The undersupply of affordable housing in Warwickshire results in increasing numbers of households seeking homes through District and Borough Council housing registers. Local strategic housing market assessments, Parish housing needs surveys and similar surveys also show increasing levels of unmet need.

Many houses, often the homes of the more vulnerable or older members of the community are not suitable for them; they may not be warm or secure enough; be poorly maintained or need adapting. Many households could emit less Co2 by installing more insulation.

In some communities there are empty houses that could be brought back into use to create much needed homes for households struggling to find somewhere to live.

What needs to be done?

1- **Tackling Inequality:** Ensuring that there is an adequate supply of land for affordable housing. Ensure that those experiencing fuel poverty, living in non-decent, unsafe or insecure accommodation are identified and where appropriate assisted.

2- **Access:** Ensure that there are good support and advice services accessible to those struggling to remain in their accommodation or seeking a new home. Ensure that people are better able to access housing appropriate to their needs.

3- **Sustainability:** Seek favourable grant rates from national and regional sources. Work with our regional partners to ensure there is a co-ordinated approach to housing growth, infrastructure and the provision of services. Make sure that new housing is well designed, creates a distinct sense of place and is supported by a range of facilities and services that makes the new areas desirable places to live.

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7 - Key Outcomes (Places)

Outcome 7.3: Our places are connected through transport, technology and services

Where will Warwickshire be by 2026?

In 2026 all places in Warwickshire will benefit from improved access to transport, jobs, services and facilities, with an emphasis on improved service access in the most disadvantaged and dispersed communities. Access to services will not be dependant upon knowledge of the agency responsible for delivery of service. Technology will be harnessed in a manner that ensure that all places are accessible and connected through a diverse range of mechanisms that takes into account local need and the diversity of communities.

An effective transport network is essential in order to give people, in both the urban and rural areas of Warwickshire, access to the opportunities and benefits that contribute to the enjoyment of a better quality of life. Public transport needs will continue to be met by bus, passenger rail, community transport services or similar initiatives or any appropriate combination of these modes. Each of these activities and modes will have interlinked strategies and common aims and their provision will be integrated to provide the most effective transport service to Warwickshire's residents.

Where is Warwickshire now?

Not surprisingly, our more rural areas often face greater difficulties in accessing services, and a scan of the official Indices suggests that several of our rural communities face significant levels of deprivation in terms of barriers to services. However, simply living in a rural area does not necessarily translate as a problem of access to services; many of these rural communities have high levels of car ownership, are mobile, and do not perceive themselves to be experiencing difficulties. The latest Public Satisfaction Survey (2008/09) illustrated that residents in our more rural Districts and Boroughs (North Warwickshire, Rugby and Stratford-on-Avon) perceive themselves to have no significantly greater problems in accessing services such as local shops, GPs, parks and libraries than our more urban Districts/Boroughs.

There are, however, some rural communities where problems of lower levels of car ownership, more limited public transport, lower incomes and an ageing population combine to present challenges for us in terms of taking our services to the customer. Personal circumstances often present a greater barrier to accessing services than geographical distance.

An opportunity for the County over the duration of this Strategy will be to make better use of community venues such as village halls and community centres to deliver joined-up services and to improve awareness of the different ways we deliver services via word of mouth from both users and providers.

The latest research illustrates that poor broadband coverage and performance is not limited to rural areas. Although less than 1% of households cannot get broadband, there is still variation in the speed of

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7 - Key Outcomes (Places)

service provided and several parts of the County, both urban and rural, are currently performing below the government's target of 2Mbps by 2012.

What needs to be done?

1- **Tackling Inequality:** Ensuring that rural areas in particular are targeted to improve accessibility.

2- **Access:** Ensure that access issues underpins the planning of our places and delivery of services.

3- **Sustainability:** Ensure that in promoting access it is done so at low or no carbon cost and in a manner that does not lead to excessive depletion of resources.

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8 - Key Outcomes (Prosperity)

Outcome 8.1: Our economy is innovative, competitive and entrepreneurial

Where will Warwickshire be by 2026?

By 2026, Warwickshire will be a County with a reputation for innovation and entrepreneurial spirit with a healthy balance of established businesses and a creative dynamism that encourages the indigenous development of new businesses and attracts interest and investment from elsewhere. Warwickshire businesses will have increased their competitive advantage in the global economy. There will be a marked improvement in the establishment of businesses in the most disadvantaged areas of the County and in rural communities.

Where is Warwickshire now?

Warwickshire already benefits from a relatively strong and diverse economy, with a growing presence in knowledge intensive sectors (such as ICT and gaming, creative industries, business services and environmental technologies) whilst retaining a strong core of manufacturing businesses. The County has seen strong employment growth over recent years, and has attracted significant inward investment. However, to remain competitive within a global economy, there must be continuation of growth of innovative and creative businesses.

The County as a whole has a strong record of new business start-ups, with new business registrations of 70.4 per 10,000 population – significantly higher than regional and national averages (55.5 and 60.1 respectively). However, across the County there are significant variations, with Stratford-on-Avon and Warwick districts having significantly higher levels of new registrations, and Nuneaton & Bedworth in particular with significantly lower levels. Broader measures of entrepreneurial activity within the County which look at people's attitudes and propensities towards enterprise also show a clear north/south split, suggesting lower levels of aspirations and business confidence in the north of the County.

What needs to be done?

1- **Tackling Inequality:** Continue to build a more resilient economy that is better to withstand the effects of any future economic downturn. Seek targeted growth in areas of disadvantage with greater involvement of the 3rd Sector and Social Enterprises.

2- **Access:** Encourage a climate that attracts new investment assisted by a marketing policy that promotes Warwickshire as a place to do business in.

3- **Sustainability:** Support and help develop local businesses, especially in growing and high value added sectors of the economy. Ensure there is a robust and diverse business base with a healthy proportion of jobs that are skilled and well paid. Promote and support the shift towards a low carbon economy.

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8 - Key Outcomes (Prosperity)

Outcome 8.2: Our workforce is diverse, trained and highly skilled

Where will Warwickshire be by 2026?

By 2026, Warwickshire will have a well skilled workforce that is equipped to meet local, regional and national challenges and where the incidence of low or no skills is greatly reduced. Skills in residents and the workforce are continuously developed. The public sector agencies in the County will be a beacon of good practice to all employers in the development and up-skilling of their workforces both within the County, regionally and nationally.

All local people, especially young people and those currently disadvantaged will have a strong sense of ambition and aspiration together with the opportunity to work flexibly in accordance with their life-style and family commitments.

Where is Warwickshire now?

Warwickshire's residents on the whole have generally high skill levels. The County has fewer than average people with low or no qualifications, and higher than average numbers of people with high level skills (i.e. degree level or above). However, this general picture masks significant variations across the County.

Broadly, the north of the County is characterised by lower levels of qualifications in particular, one in five of North Warwickshire's residents has less than a Level 2 qualification (equivalent to 5 GCSEs grade A*-C) and the south of the County is characterised by higher qualifications levels. In particular, Warwick District has the highest proportion of residents with a degree or equivalent qualification in the West Midlands, at 44.9% of the working age population.

What needs to be done?

1- **Tackling Inequality:** Improve access to learning particularly amongst disadvantaged areas and groups and ensuring that physical or geographic access and isolation is not a barrier for either employers looking to expand or invest or for residents in taking advantage of employment opportunities.

2- **Access:** Ensure provision of learning opportunities is accessible to all geographical opportunities and sections of the community.

3- **Sustainability:** Talk to employers to identify the areas where there are skills gaps and, with partners in Colleges and Universities, find ways to plug them. Implement the public sector skills pledge within our own organisations as well as within the wider business community. Ensure we work with the universities and local employers to increase retention rates of graduates and higher level skills within the County. Explore the role of volunteering to improve skills particularly amongst the vulnerable and excluded members of our community.

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8 - Key Outcomes (Prosperity)

Outcome 8.3: Our economic well being is continuously improving

Where will Warwickshire be by 2026?

By 2026, Warwickshire will be a County where people who face the biggest barriers to employment will benefit from employment growth, so they can access better jobs and have improved life chances for themselves, their family and the wider community.

Where is Warwickshire now?

Whilst Warwickshire on the whole has high levels of employment and below average unemployment rates, there are significant pockets of concentrated worklessness that can be found throughout the County. In some wards, more than one in five of the working age population are out of work and claiming income related benefits, and more localised areas have rates far higher.

Concentrations of worklessness can increase the various barriers to employment that may already exist within our priority groups (such as poor skills or health related problems) by reducing confidence and aspirations, limiting the flow of information about job opportunities, and limiting accessibility to employment. We also know that employment is positively related to broader priority outcomes, such as improved health, increased sense of place and community cohesion, reduced incidence of poverty and lower levels of crime.

What needs to be done?

1- **Tackling Inequality:** Better understand the contribution that positive economic activity (jobs, training and up-skilling) has to all aspects of the County's economic and social landscape – leading to improvement in health; reduction in incidence of community safety, child poverty etc. Establish reasons and drivers behind people falling out of work or education and onto benefits . Work with partners to develop pro-active and pre-emptive interventions to enable the hard to reach and workless access, training and employment opportunities.

2- **Access:** Ensure that barriers to employment such as transport, lack of basic skills, childcare needs etc are addressed. Ensure that appropriate training, work experience, and job opportunities within both the public, private and voluntary and community sector are made more accessible for priority customer groups – e.g. via Local Employment Partnerships with employers.

3- **Sustainability:** Improve the coordination, alignment and integration of employment and skills provision across the County and develop a single 'Warwickshire Offer' for individuals and employers. Have a better understanding of the components of an aspirational culture and how such a culture can be created and sustained in areas/communities where historic disadvantage is present.

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9 - Making it Happen

Working together

This Sustainable Community Strategy has been developed in partnership and provides a common and shared understanding of what public sector agencies in Warwickshire are aiming to achieve together.

Everyone has a part to play and our success will rely on continued engagement across all partners working together and within their organisations towards the achievements of agreed outcomes under a shared vision. A list of key organisations is highlighted within the table below but this will not preclude the partnership from reaching out wherever possible to ensure delivery of outcomes.

Warwickshire County Council (including Fire and Rescue)
Warwickshire Police Force and Police Authority
NHS Warwickshire, General Practitioners and the Health Provider Trusts across the County
North Warwickshire Borough Council
Nuneaton & Bedworth Borough Council
Rugby Borough Council
Stratford District Council
Warwick District Council
Town and Parish Councils
Warwickshire Rural Community Council
Warwickshire Association of Local Councils
Warwickshire Community and Voluntary Action
Citizens Advice Bureaux
Warwickshire Race Equality Partnership
Age Concern Warwickshire
Warwickshire Probation Service
LINK – the Warwickshire Local Involvement Network
Warwickshire Schools, Governors and Children's Centres
Sport England
Further Education Colleges, Universities and other educational providers
Coventry and Warwickshire Chamber of Commerce
Connexions
Learning & Skills Council
Warwickshire Environment Trust
Warwickshire Welfare Rights Advisory Service
Coventry Solihull and Warwickshire Partnership
Connexions
Job Centre Plus
Warwickshire Investment Partnership
Business Link West Midlands and Warwickshire Enterprise Consortium
Coventry and Warwickshire Chamber of Commerce
Job Centre Plus
Warwickshire Education Business Partnership

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In seeking to deliver on our outcomes there will be a need to ensure that partnership and performance arrangements are proportionate to the level of activity required and help rather than hinder the achievement of outcomes.

Talking together

Working together will rely on effective and genuine two way communication between partners and the public to ensure that:

- The partnership is doing what it has said that it will do and that communities are aware of this
- There will be regular two way communication with communities to ensure that the partnership is doing what the community wants and is making a difference
- That the partnership responds to communities when asked to do so

A joined up approach to communications will be developed to ensure that the message sent out to communities is clear, honest and above all joined up. Recognising that 2026 is some time away and given the complexities and dynamic nature of the modern world, this approach will offer opportunities from time to time to test with communities whether the outcomes that have been agreed within this document are still relevant and whether there is a need to adapt and refine those in the light of a changing environment and ultimately what communities want.

Sharing Responsibility and Sound Communications

Effective partnership working is the key to tackling many of the challenges facing the County. Whilst most parts of Warwickshire can properly be seen as being relatively prosperous, there are many residents living in both urban and rural areas who experience significant levels of deprivation. These complex issues cannot be addressed by any one agency working in isolation and demand joined up and focused delivery through partnership.

All partners recognise that the public has a key role to play in achieving the vision – whether as a school pupil, a student, someone who works in the County or a local resident, our Vision cannot be achieved without combined support and effort.

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Working Beyond Warwickshire

Although the primary focus within this strategy has been Warwickshire, there is a recognition in the partnership that there is a need to work with others beyond the boundaries of Warwickshire to achieve objectives. This is especially true of the Sub-Region that Warwickshire belongs to consisting of Coventry, Solihull and Warwickshire. (CSW). Warwickshire Together will work with CSW on matters that transcend boundaries (such as economic development, housing and transport) and where economies of scale can be achieved by working better together.

North
Warwickshire

Nuneaton
&
Bedworth

Solihull

Coventry

Rugby

Warwick

Stratford-on-Avon

Warwickshire

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10 - Glossary

Sustainable Community Strategy (SCS): A long term vision for the area and how it will be achieved. In addition to the countywide strategy there are also 5 local SCS's

Local Area Agreement (LAA): The LAA is the 3 year delivery plan for achieving the SCS and is a set of agreed priorities between partners and central government.

Local Strategic Partnerships (PSB): The overarching partnership involving organisations from the public, private, voluntary and community sector. In Warwickshire the countywide LSP is known as the Public Service Board. There are also 5 local LSP's that exist at Borough/District level.

Narrowing the Gaps: All partners in Warwickshire are committed to Narrowing the Gaps. In essence this means reducing the inequalities that exist by geography or through communities of interest.

Localities Agenda: In 2008, Warwickshire was divided into 23 localities whose aim was to ensure multi agency co-operation at a local level. This is supplemented with 30 forums and the aim is connect with the public at a very local level

Hear by Right Standard: Hear by Right offers tried and tested standards for organisations to improve their practice and policy on the participation of children and young people.

Place Survey: The Place Survey is conducted every two years under Government Guidance. Its purpose is to capture people's views, experiences and perceptions to identify priorities and trends and ensure that solutions can reflect local views and preferences.

Public Sector Skills Pledge: An initiative encouraging the public sector to ensure the skills development of their employees to a minimum of NVQ Level 2 (the equivalent of 5 good GCSE's)

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11 - Further Information

Warwickshire Together Website

Further details on all matters relating to the Sustainable Community Strategy can be found through accessing www.warwickshire.gov.uk/laa

In addition to electronic versions of this document the website also contains the public summary document and the detailed SCS/LAA delivery document.

The following is a list of documents that have assisted in the preparation of this document.

Source Documents

Warwickshire Sustainable Community Strategy –Meetings of the Public Service Board (September 2008-June 2009), Meetings of the Public Service Advisory Forum (13/1/09 & 29/6/09), Warwickshire LAA (2008-11), Warwickshire 2015 publication, Warwickshire Story of Place, Quality of Life Reports, Narrowing the Gaps & Policing Initiatives

District Sustainable Community Strategies:

North Warwickshire Sustainable Community Strategy (currently being developed)

Nuneaton and Bedworth Sustainable Community Strategy (Shaping Our Future 2007-21)

Rugby Sustainable Community Strategy (Tackling Rugby's Future 2009-26)

Stratford Sustainable Community Strategy (Improving the Quality of Life for Everyone 2009-26)

Warwick Sustainable Community Strategy (A Shared Vision 2009-26)

Regional

Regional Spatial Strategy

Regional Housing Strategy

Regional Economic Strategy

Coventry Sustainable Community Strategy

Solihull Sustainable Community Strategy

Other

Warwickshire Policing Plan

Strategy for a Healthier Warwickshire

Health Inequalities Strategy

State of Warwickshire Report

Warwickshire Local Transport Plan (2006-11)

Detailed information on data relating to Warwickshire can be found on

www.warwickshireobservatory.org

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If you would like this information in a different format, i.e. large print or audio, or a language other than English, contact the Interpreting & Translation Services Unit on 01926 412698.

Agenda Item No 7

Executive Board

2 November 2009

Report of the Chief Executive and the Director of Resources

Progress Report on Achievement of Corporate Plan and Performance Indicator Targets April 2009 – September 2009

1   **Summary**

1.1   This report informs Members of the actual performance and achievement against the Corporate Plan and Performance Indicator targets relevant to the Executive Board for the period April 2009 to September 2009.

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┌─────────────────────────────────────────────────────────────────────┐
│                                                                       │
│   Recommendation to the Board                                         │
│                                                                       │
│   That Members consider the achievements and highlight any areas for  │
│   further investigation.                                              │
│                                                                       │
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2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1   The Portfolio Holder and Shadow Portfolio Holder for Resources, Councillors Bowden and Butcher have been sent a copy of this report and any comments received will be reported to the Board.

3   **Introduction**

3.1   This report is the second report for the 2009/10 year and reflects the Corporate Plan, which has been agreed for 2009/10. A key change to last years reports were the introduction of new national indicators and the removal of some of the best value performance indicators. The new national indicators include some of the existing best value performance indicators. Management Team have agreed which existing performance indicators are to be monitored during this year and the appropriate reporting frequency. All the indicators to be reported on a quarterly basis relevant to this Board are shown in Appendices A and B.

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3.2   Management Team receive monthly reports from each division and are monitoring performance on an exception basis i.e. they are reviewing all the red and amber responses. This report informs Members of the progress achieved during the period April to September 2009 on all of the Corporate Plan and Performance Indicators relevant to this Board. The following definition has been applied using the traffic light warning indicator of red, amber and green.

Red   –   target not achieved
Amber   –   target currently behind schedule and requires remedial action.
Green   –   target achieved.

4   **Progress April 2009 to September 2009**

4.1   Attached at Appendices A and B are reports showing all the Performance Indicators and Corporate Plan targets relevant to this Board. The report is split into divisions as appropriate. The report includes individual comments where appropriate against each of the targets and indicators prepared by the relevant division. The report shows the following status in terms of the traffic light indicator status:

Corporate Plan

Status	Quarter 2 Number	Quarter 2 Percentage
Red	0	0%
Amber	4	12%
Green	28	88%
Total	32	100%

Performance Indicators

Status	Quarter 2 Number	Quarter 2 Percentage
Red	0	0%
Amber	1	11%
Green	8	89%
Total	9	100%

5   **Conclusion**

5.1   The progress report shows that 88% of the Corporate Plan targets and 89% of the performance indicator targets are currently on schedule to be achieved. Members are asked to consider the achievement overall and to identify any areas of concern which require further investigation.

6   **Report Implications**

6.1   **Safer Communities Implications**

6.1.1 The community safety performance indicators are included in this report.

6.2   **Legal and Human Rights Implications**

6.2.1 The new national indicators have been specified by the Secretary of State for Communities and Local Government as part of a new performance framework for local government as set out in the local Government White Paper Strong and Prosperous Communities.

6.3   **Environment and Sustainability Implications**

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

6.4   **Risk Management Implications**

6.4.1   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.

6.5   **Equalities**

6.5.1   There are a number of equality related targets and indicators including achieving the equality standard, race equality, employment of staff declaring they have a disability and black and minority ethnic people highlighted in the report.

6.6   **Links to Council's Priorities**

6.6.1   There are a number of targets and performance indicators contributing towards the priorities of enhancing community involvement and access to services, protecting and improving our environment, defending and improving our countryside and rural heritage, to tackle crime, improving housing and making best use of our resources.

        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
National Indicators for Local Authorities and Local Authority Partnerships	Department for Communities and Local Government	Statutory Guidance	February 2008

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Trafic Light	Direction
3	Apr-09	Integrate the post of Parish Liaison Officer into the Leisure and Community Development Division	Executive Board	AD (L&CD)	Assistant Director Leisure & Community Development	Community Life		Achieved, although the postholder is on maternity leave until the New Year.	Green	⟷
5	Apr-09	Achieving level 3 of the Equality Standard for Local Government in all of our divisions by March 2010	Executive Board	ACESC	Policy Support Manager	Community Life		New Equality Framework for Local Government set up from April. Proposals for making progress with the new framework considered by Assistant Directors Group. Equality Group set up internally to help make progress across all divisions.	Green	⟷
6	Apr-09	Review with the County Council and other partners how best to address an overall strategy with partners that addresses Narrowing the Gap objectives as outlined in the Local Area Agreement	Executive Board	AD (R&B)	Assitant Director Revenues & Benefits	Community Life		Work is currently being progressed with the County Council and other Third Sector partners to identify the best way to deliver the key outcomes identified in the countywide Scrutiny review undertaken into Financial Well Being which identifies actions necessary to achieve the Narrowing the Gap agenda. A countywide multi agency bid proposal has been made to secure LPSA2 funding in September which will be considered in November.	Green	⬆
13	Apr-09	Taking any actions agreed as the result of reports to Members during the year	Resources Board/Executive Board	DR/AD (H)	Assistant Director Housing	Housing		This is concerned with Extra Care provision. We are working towards a new build scheme and still exploring the possibility of a virtual extra care scheme. The position remains the same.	Green	⟷
18	Apr-09	Progressing work on the development of the Core Strategy to ensure the continued provision of affordable housing, assisted by the Housing Market Assessment	Executive Board	ACESC/DCE	Forward Planning Manager	Housing		Work is continuing on progressing the Core Strategy.	Green	⟷
22	Apr-09	Developing Council policies to defend the openness and character of the Countryside through a planning process applied equally and fairly to all	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	⟷
23	Apr-09	Publishing a draft Core Strategy as part of the Local Development Framework (LDF) by Autumn 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	⟷
24	Apr-09	Ensuring that strategic housing proposals are contained in Core Strategy	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	⟷
25	Apr-09	Incorporating land use implications into Core Strategy and Investigating with partners to implement the recommendations of the Strategic Flood Risk Assessment report	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	⟷
26	Apr-09	Completing a Landscape Character Appraisal by Summer 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Tenders / quotes have been received and appointment has been made.	Green	⬆

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Trafic Light	Direction
27	Apr-09	To respond to Phase Three of the Regional Spatial Strategy by seeking to protect the Borough's rural character by September 2009	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Attendance at EIP, Panel Report just been published.	Green	⟷
28	Apr-09	Continuing with this policy	Executive Board	DCE/ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	⟷
29	Apr-09	Publishing draft Supplementary Planning Document dealing with Planning Agreements (Section 106) and with the new Community Infrastructure Levy by December 2009 subject to further guidance on scope of CIL and S106	Executive Board	DCE	Head of Development Control	Countryside & Heritage		Work delayed until Government publishes final advice and detail.	Amber	⟷
33	Apr-09	Continuing engagement with farmers via the Rural hub	Executive Board	ACESC	Forward Planning Manager	Countryside & Heritage		Work is continuing on progressing the Core Strategy.	Green	⟷
35	Apr-09	Inclusion within the Core Strategy of the LDF the need to protect and maintain the best and most versatile agricultural land by end of 2009	Executive Board	ACESC	Forward Planning Manager	Countryside & Heritage		Local Plan policy has been saved and Core Strategy work is continuing.	Green	⟷
36	Apr-09	To adopt the SPD by end of 2009 depending on further advice from Government on the remit of S106 agreements and other forms of contributions	Executive Board	DCE	Forward Planning Manager	Countryside & Heritage		Draft guidnace published on the use of Community Infrastrucutre Levy. Work being carried out at sub-regional level to inform process. SPD still on hold.	Green	⟷
39	Apr-09	Prepare design guidance and briefs as separate Supplementary Planning Document by the end of December 2009	Executive Board	DCE	Head of Development Control	Countryside & Heritage		Delayed until Publication of the Preferred Option if the Core Strategy so that we have identified sites to work with.	Amber	⟷
40	Apr-09	To use the Design Champion in accordance with the agreed role	Executive Board	DCE	Head of Development Control			Completed.	Green	⟷
66	Apr-09	Carrying out the timetabled actions for year three of the Partnership Plan, including to secure targeted reductions in crime and the fear of crime and working in partnership to achieve Safer Communities targets in the Warwickshire Local Area Agreement.	Executive Board	CE/AD (L&CD)	Policy Support Manager	Safer Communities		Partnership Plan streamlined to reflect the local actions rather the county wide actions. Crime levels continue on a downward trend. The September position shows majority green status except for serious violent crime , serious acquisitive crime and anti social behaviour incidents. These are however marginally up on projected year end levels. Reductions being seen in violent crime , vehicle crime and criminal damage.	Green	⬆

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Trafic Light	Direction
68	Apr-09	Subject to the outcome of bids to the Supporting People Board and other funding streams to continue to provide support for domestic abuse victims	Executive Board	CE/AD (H)	Policy Support Manager	Safer Communities		A locally based support worker is being provided for 16 hours per week through WDVSS. Funding allocated by North Warwickshire Community Safety Partnership with top up from the Council. Assistant Director Housing is part of a strategic review group at a county level considering the provision of services for victims of domestic abuse. During the first 2 quarters 86 referrals have been received. A total of 54 service users have received support in this period. Service has contacted previous referring agencies to refresh awareness and contacts. Drop in available within one stop shop. Demand for service is increasing and needs to be considered for scope to extend hours of provision.	Green	⇧
69	Apr-09	continue with the existing programme of securing homes	Executive Board	CE/AD (H)	Policy Support Manager	Safer Communities		Burglary Reduction scheme still being provided using balance of funding. Voucher proposal being implemented to help increase low number of referrals. Basis of targeting victims of burglary and vulnerable nearby properties still in place.	Amber	⇔
70	Apr-09	Achieving a 3% cashable savings target	Executive Board	DR/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Identified efficiencies are currently above target in the current year.	Green	⇔
71	Apr-09	Achieving the savings required by the budget strategy	Executive Board	DR/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Work is progressing in line with agreed timescales.	Green	⇔
72	Apr-09	Identifying and investigating the options for narrowing the Council's capital funding gap	Executive Board	DR/AD (F&HR)/AD (S)	Assistant Director Finance and Human Resources	Resources		Work is in progress.	Green	⇔
73	Apr-09	Reviewing the case for joint/shared working in other areas, including Human Resources, Procurement, Information Services and the Contact Centre	Executive Board	MT/AD (F&HR)	Assistant Director Finance and Human Resources	Resources		Work with partners is progressing, on all of the identified areas.	Green	⇔
76	Apr-09	Considering the results of the options appraisal and agree with partners the most appropriate solution	Executive Board	DCE/AD (S)	Assistant Director Streetscape	Resources		Discussions with partners are ongoing and other options are now being considered alongside the original brief. Reports are going to Special Sub for updates and a final options appraisal and Business Case should be ready by September 2009. suggested update: options appraisal is completed, recommendations on way forawrd will be considered by Special Sub Group in October.	Green	⇧

Ref	Start Date	Action	Board	Lead Officer	Reporting Officer	Theme	Sub-Theme	Update	Trafic Light	Direction
78	Apr-09	Progressing the Value for Money Strategy, including completing existing and commissioning three further Value for Money reviews to be completed by March 2009	Executive Board	DR/ADs	Director of Resources	Resources		The action plan from the 2008/09 VFM Strategy was completed and a new action plan was agreed in June 2009. VFM reviews progressing but some slippage.	Amber	⟷
81	Apr-09	Delivering the outcomes of the Warwickshire LAA and the North Warwickshire Sustainable Community Plan through Local Delivery Plans	Executive Board	CE	Policy Support Manager	Community Life		Work at a county level taking place to streamline delivery plans with more emphasis on the local strategic partnerships. A new sustainable community strategy for North Warwickshire has been prepared which will focus on the priorities for narrowing the gaps including raising education attainment levels, health and access to services. Consultation on the draft currently taking place with final strategy to be adopted in December.	Green	⬆
82	Apr-09	Reviewing and agreeing a new Service Level Agreement with the County Council to deliver Emergency Planning support in the Borough	Special Sub	CE	Policy Support Manager	Resources		Costings were presented to August LALG meeting, discussions are ongoing	Green	⟷
83	Apr-09	Reviewing the Business Continuity Plan and develop Divisional Plans	Special Sub	CE	Policy Support Manager	Resources		Divisional plans prepared and set up in Development Control, Streetscape, Chief Execs, Housing and Human Resources. Other areas plans being prepared. Template for the Business Continuity Plan set up which will be populated with the divisional plans.	Green	⬆
84	Apr-09	Carrying out a programme of Emergency Plan Exercise and training, including Member training	Special Sub	CE	Policy Support Manager	Resources		Major exercise planned and training package for named officers prepared. Call out exercise also arranged. Recent preparations for swine flu is helping to test arrangements in place.	Green	⬆
85	Apr-09	Considering the implications of and take action on new legislation affecting the Council, particularly to Local Government and Public Involvement in Health Act	Executive Board	CE/ACESE	Assistant Chief Executive & Solicitor to the Council	Resources		New legislative developments are reviewed by the ACE & STC and anything of significance reported to Management Team and Members.	Green	⟷

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	Reported to MT
BVPI 2a	The level (if any) of "the Equality standard for local government", to which the authority conforms. :	Chief Executive	Policy Support	Level 3	2.00			2.00	Amber	⟷	New Equality Framework for Local Government set up from April. Proposals for making progress with the new framework considered by Assistant Directors Group. Equality Group set up internally to help make progress across all divisions.	Q	Executive Board	Yes
BVPI 2b	The duty to promote race equality. : Does the authority have a Race Equality Scheme (REC) in place?	Chief Executive	Policy Support	78%	68%			68%	Green	⬆	Racist incidents reporting is available online and through the OSS. The forthcoming Equality Bill introduces a requirement to combine all equality plans into a single scheme which is currently being being drafted. A programme of Inter Faith training has commenced to raise employees awareness of the different faiths found in the Borough. EIA's continue to be be carried out to identify how we can improve our services to BME people. Citizens panel is being updated to ensure BME representation. Equality Training still being rolled out for new employees.	Q	Executive Board	Yes
BVPI 126	Domestic burglaries per 1,000 households, and percentage detected :	Chief Executive	Policy Support	9.88	9.65			4.16	Green	⟷	104 domestic burglaries to date end of Sep. 19% projected reduction against target.	Q	Executive Board	Yes

PI Ref	Description	Division	Section	Year End Target	2008/9 Year End	National Best Quartile	SPARSE Best Quartile	Performance	Traffic Light Red/Amber/ Green	Direction	Comments	Suggested reporting interval	Board	Reported to MT
BVPI 127	Violent crime per year, 1,000 population in the Local Authority area. :	Chief Executive	Policy Support	10.48	8.65			3.69	Green	⬆	230 violent crimes to date end of Sep. 29% projected reduction against target.	Q	Executive Board	Yes
BVPI 128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area. :	Chief Executive	Policy Support	11.91	12.12			5.43	Green	⬇	338 vehicle crimes to date end of Sep. 9% projected reduction against target.	Q	Executive Board	Yes
BVPI 174	The number of racial incidents recorded by the authority per 100,000 population. :	Chief Executive	Policy Support	0	1.60			0	Green	⬌	Morin Duntoye, WREP, will be setting up a monthly outreach service based in the One Stop Shop from October 2009.	Q	Executive Board	Yes
BVPI 175	The percentage of racial incidents that resulted in further action. :	Chief Executive	Policy Support	100%	1.00%			0	Green	⬌		Q	Executive Board	Yes
ACPI H2	The number of licences issued within 15days of last necessary action	Chief Executive	Env Health (C, L &HP)	99%	-			100%	Green	⬌		Q	Executive Board	No
NI 188	Adapting to climate change	Chief Executive	Policy Support	1	0 base level			0	Green	⬆	Climate Change action plan has been reviewed and updated. Local measures being put in place and liason with partners at a county level taking place.	Q	Executive Board	Yes

Executive Board

2 November 2009

Report of the Chief Executive   **Meetings Timetable**

1   **Summary**

1.1   The purpose of this report is to approve a timetable of meetings for 2010/11.

+---+
| **Recommendation to the Council** |
| |
| **That the draft calendar of meetings for 2010/11 as submitted at** |
| **Appendix A to the Chief Executive's report be approved.** |
+---+

2   **Report**

2.1   A draft calendar of meetings for 2010/11 is submitted as Appendix A. The draft has been based on a four cycle calendar of meetings.

2.2   As part of the four cycle calendar of meetings it is proposed to make the May Full Council meeting a ceremonial meeting with Mayor making and the appointment of Boards as the main business. The four cycles would then be

- June to September
- September to December
- December to February
- February to June

2.3   Other points to note on the calendar are as follows:-

a   the majority of all main Board meetings will meet on a Monday. Meetings of the Full Council continue to be held on Wednesdays;

b   Planning and Development Board to meet once each month;

c   Resources Board to meet regularly during each cycle;

d   Community and Environment Board meets once a cycle;

e   Executive Board meets towards the end of a cycle and is followed a week later by Scrutiny Board;

e   a meeting of the Licensing Committee has been set for the end of January and additional meetings will be arranged on an ad hoc basis: and

f   where possible no meetings have been arranged during the bank holiday weeks.

2009/BR/002075

2.4   2011 does pose a particular issue as it is an election year and the Board is invited to consider whether or not a final meeting of the Full Council should be held in April 2011.

3   **Report Implications**

3.1   There are no report implications.

The Contact Officer for this report is David Harris (719222).

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
None			

NORTH WARWICKSHIRE BOROUGH COUNCIL
MEETINGS TIMETABLE – 2010/11-Draft

	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11
1										RES			
2													B HOL
3	B HOL								B HOL				
4						CEB							
5			RES										ELECTIONS
6					RES		SB						
7										EXB			
8													
9		COUNCIL											
10													
11						RES						PLAN	
12	COUNCIL											EXB	
13					PLAN								
14		PLAN		EX B						PLAN	PLAN		
15							PLAN	COUNCIL		SB			
16				PLAN									
17	PLAN								PLAN				
18					PLAN							SB	COUNCIL
19			PLAN										
20					SB		PLAN						
21		CEB									CEB		
22							RES					B HOL	
23										COUNCIL			
24	RES							CEB					
25												B HOL	
26													
27								B HOL				COUNCIL?	
28		EXB						B HOL			RES		
29					COUNCIL	EXB							
30			B HOL										
31	B HOL									LIC			

EXB - Executive Board

RES - Resources Board

CEB - Community and Environment Board

PLAN - Planning and Development Board

AF (N) - Area Forum North

AF (S) - Area Forum South

AF (E) - Area Forum East

AF (W) - Area Forum West

SB - Scrutiny Board

LIC - Licensing Committee

Report of the Assistant Director   Budgetary Control Report 2009/2010
(Finance and Human Resources)   Period Ended 30 September 2009

1   **Summary**

1.1   The report covers revenue expenditure and income for the period from 1 April 2009 to 30 September 2009. The 2009/2010 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 the Board**   │
│   │
│ **That the report be noted and that the Board requests any further information** │
│ **it feels would assist it in monitoring the budgets under the Board's control.** │
└───┘

2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1   Both Councillors' Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3   **Report**

3.1   **Introduction**

3.2   Under the Best Value Accounting Code of Practice (BVACOP), 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.

4   **Overall Position**

4.1   Net controllable expenditure for those services that report to the Executive Board as at 30 September 2009 is £238,671 compared with a profiled budgetary position of £243,420 an under spend of £4,750 for the period. 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. Where possible, the year to date budget figures have been calculated with some allowance for seasonal variations, in order to give a better comparison with actual figures. Reasons for the variations are given, where appropriate, in more detail below.

5   **Emergency Planning**

5.1   The under-spend within this board relates to lower than profiled spend on Emergency Planning. However an invoice from WCC is expected shortly which will offset this.

2009/BR/002102

6   **Risks to the Budget**

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

- Uncertainty surrounding the volume of work and available funding over the next five years for the North Warwickshire Local Development Frame work.

7   **Estimated Out-turn**

7.1   Members have requested that Budgetary Control Reports provide details on the likely out-turn position for each of the services reporting to this Board. It is anticipated that the outturn for this Board will be the same at the Approved Budget.

7.2   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.

8   **Report Implications**

8.1   **Finance and Value for Money Implications**

8.1.1 The Council's budgeted use of General Fund balances for the 2009/2010 financial year is £376,250, although this is expected to reduce to £105,300. Income and Expenditure will continue to be closely managed and any issues that arise will be reported to this Board for comment.

8.2   **Environment and Sustainability Implications**

8.2.1 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 Nigel Lane (719371).

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

2009/BR/002102

North Warwickshire Borough Council
Executive Board
Budgetary Control Report 2009/2010 as at 30 September 2009

Description	Approved Budget 2009/2010	Profiled Budget September 2009	Actual September	Variance	Comments
Housing Strategic Service Review	35,940	17,450	17,450	-	
Corporate Communications	98,240	41,380	41,380	-	
Community Strategy	129,330	61,046	61,211	165	
Green Spaces Strategic Review	15,210	7,605	7,605	-	
Communication Group	2,120	1,060	673	(387)	
Emergency Planning	56,920	28,460	23,933	(4,527)	See Paragraph 4.2
N.Warks Local Development Framework	137,070	86,419	86,419	-	
Total Expenditure	**474,830**	**243,420**	**238,671**	**(4,750)**	

Agenda Item No 10

Executive Board

2 November 2009

Report of the Assistant Chief Executive and Solicitor to the Council

Tamworth Core Strategy DPD 2006-2026 – Proposed Spatial Strategy

1   **Summary**

1.1   Tamworth Borough Council has prepared and is currently consulting upon their Proposed Spatial Strategy for their Core Strategy Development Plan Document. The Proposed Strategy does not involve land within this Borough.

> **Recommendation to the Council**
>
> **That the Proposed Spatial Strategy in the Tamworth Core Strategy DPD be supported.**

2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1 The proposed Strategy was discussed at the LDF Advisory Panel Meeting on 6 October 2009 and was generally welcomed. Concern was raised due to the possible implications from the West Midlands Panel Report on the Regional Spatial Strategy but the content of the consultation document prepared by Tamworth currently was acceptable.

3   **Proposed Spatial Strategy**

3.1   Tamworth Borough Council is consulting on their Proposed Spatial Strategy until 13 November (A copy has been placed in the Members' rooms and can be viewed at http://www.tamworth.gov.uk/planning/local_development_framework/core_strategy.aspx.) The Strategy in terms of housing development focuses on the development of the land north of Tamworth at Anker Valley. There is no reference for the need to consider development of housing within this Borough.

3.2   In terms of employment there is a reference to 3.34 hectares of land at the M42 junction. This is within Tamworth's Borough and again there is no reference to development in this Borough to cater for their future growth.

4   **Regional Spatial Strategy**

4.1   The Panel report for the Phase 2 review following the Examination in Public held between April and June refers to the issues of Tamworth's future growth. In terms of housing it concludes that the sites west of the M42 are not of Strategic importance to be included in the RSS and that the M42 is a substantial barrier. However the Report

recommends that in the employment chapter reference is made to the possibility of Tamworth's needs being catered for in Lichfield and North Warwickshire.

4.2   The Panel report is for information only.   The Secretary of State through the Government Office will publish modifications to the RSS and theses are expected in December 2009. A further report will be brought before Members at that time.

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

Executive Board

2 November 2009

Report of the   **Value for Money**
Director of Resources

1   **Summary**

1.1   This report summarises the Council's costs and quality of service across a
         number of services, using the Audit Commission Value for Money profile tool.

┌───┐
│   │
│   **Recommendation to the Board**   │
│   │
│   **a   That the Board's views on the Council's comparison of costs**│
│   **   and performance are sought; and**   │
│   │
│   **b   That the Board ratifies those services identified in paragraph**│
│   **   6.6.5 it wishes to have reviewed in 2010/11.**   │
│   │
└───┘

2   **Portfolio Holder, Shadow Portfolio Holder and Ward Member's**
         Consultation

2.1   Both Councillors Bowden and Butcher have been consulted regarding this
         report. Any comments received will be reported verbally to the Board.

3   **Introduction**

3.1   As part of the Use of Resources assessment, Authorities are required to
         submit to the Audit Commission their arrangements for reviewing the Value
         for Money (VFM) of their services. To assist in this, the Commission has
         made available cost and performance information for a number of services for
         all Councils.

3.2   The table at Appendix A summarises this information for the Borough Council.
         Costs are based on the 2008/09 budgets, with the positions against other
         authorities also shown for comparison. Quartile 4 equates to a relatively high
         spend followed by 3 (above average), 2 (below average) and 1 being a
         relatively low spend.

3.3   In previous years, the performance information has also been taken from the
         Audit Commission tool kit. However, due to the introduction of the National
         Indicators in 2008/09, the previous PI's are not available now for comparison.
         Therefore, we have used the Place Survey findings and positioning where
         possible or compared our 2008/09 performance against the 2007/08 Audit
         Commission quartiles. Again, Quartile 1 indicates high performance, followed
         by 2 (above average performance), 3 (below average) and 4 being relatively
         poor performance.

3.4 Account needs to be taken of the fact that the Borough is the 28th smallest in population terms of the 238 District Councils. This has implications since a number of the functions and costs a Council faces are fixed, irrespective of the size of the Council. Therefore, costs and performance have been assessed against 2 groups; one is a group where the population is similar to ourselves and the other is the CIPFA Nearest Neighbours group where a combination of factors is considered including size of population, social, economic and demographic characteristics. It is considered that these authorities are the most appropriate for comparative purposes.

4 **Summary of Key Service Performance**

4.1 Value for money is concerned with meeting customer expectations in the most cost effective way. This means that there needs to be a close relationship between the cost of services and the performance of the Council.

4.2 The following paragraphs identify the key services that the Council provides, the relative position of its costs and the corresponding performance. It also notes where reviews are currently underway and suggests areas where new reviews should be undertaken.

4.3 Street Cleansing and Waste Collection – Costs in these areas have remained above average and while there is still relatively low level of waste recycled, the Council has moved from low performance to below average. However, the level of measured cleanliness and customer satisfaction with both services are both either high or above average.

4.4 Due to the higher than average costs and the issue of recycling rates, a VFM review of these areas has been started and is due to be completed in 2009/10. There have been issues getting comparative benchmarking data but a report of the findings will be reported to the Community and Environment Board during the year.

4.5 Planning – Costs in Planning have remained above average and, in fact, was identified as an area for review last year. This assessment of the Planning Function has finished and changes have been implemented which will reduce costs from the current financial year, probably resulting in a move to below average costs, depending on the costs of others. Whilst performance in this area has dipped slightly, all of the indicators are still showing that we are above average.

4.6 Homelessness and other housing services – The costs of these services are relatively low and performance has either stayed the same or improved. This is a particular achievement in the light of the current economic climate but work is required to ensure that this level remains. A report to the last Resources Board identified that additional one-off government funding had been received that would allow a temporary post to be introduced to assist in this area. As such, it is expected that performance will remain high.

4.7 Parks, Open Spaces, Sports and Recreation – Costs at sports and recreation grounds and parks and open spaces are above the average in 2008/09 whilst the satisfaction, as per the Place Survey for these areas, is below average.

4.8 A report brought to this Board in September detailed the results of the Place Survey and discussed the key action points, including those relating to Park,

Open Spaces, Sports and Recreation. It noted that there is an approved Green Space Strategy looking at improving such areas in consultation with residents, a grounds maintenance review on going to identify improved operational performance and a full benchmarking exercise relating to sporting and recreation facilities and activities.

4.9   Whilst significant progress has been made during 2008/09 on these reviews, they are relatively wide reaching and complex and it is planned that they will be completed and reported to the Community and Environment Board during 2009/10. However, improvement works are on going. Works have been undertaken in 2008/09 to improve the facilities at Arley and consultation regarding the provision of leisure facilities at Coleshill has just been completed. A recent report to the Community and Environment Board has also suggested ways in which some savings can be made.

4.10   Local Tax Collection and Benefits Administration – These services continue to be low in cost and relatively high performing. This is re-enforced by the Revenues and Benefits team recently winning an external award for Anti-Fraud. The measures recently undertaken to reduce the costs of the service by entering into a partnering arrangement with Coventry City Council to provide joint working in benefits and fraud cover is assisting in providing a value for money service. However, the current economic climate will undoubtedly prove a difficult time, due to the increased level of benefits to be paid out and the potential for lower tax collection rates. At this stage though, these service areas are not recommended for a VFM review.

4.11   There are then other service areas where there are few performance indicators to signify quality and, as such, the cost comparison is the key factor.

4.12   There has been stable, below average costs in Environmental Services, Tourism and Corporate and Democratic Core. The cost of Concessionary Fares, Car Parking and Un-apportioned Overheads have also remained constant but they are all either above average or high cost areas.

4.13   In relation to Parking, the costs at NWBC are higher than average, essentially due to the fact that we do not charge for car parking. It is important that the Council continually assesses the impact of this policy. A review is currently being undertaken regarding car parking in Atherstone, following on from the notification that more trains will be stopping at the railway station.

4.14   In terms of Un-apportioned overheads, work was undertaken during 2009/10 to more accurately allocate these costs to the relevant services and so it is now expected that this area will be below average in future years.

4.15   The majority of the costs within Concessionary Fares are the contributions the Council makes to WCC to cover the national travel scheme. Whilst the Council uses consultants to ensure that these costs are equitable, there area limited options for further reductions.

4.16   The costs of Culture and Heritage and Highways have improved in 2008/09 but those in Economic and Community Development and Emergency Planning have got worse. Whilst the latter does not relate to a significant amount of spend, the former has now moved from above average spend to the high spend category. Whilst there are no external indicators of customer

satisfaction directly relating to this area, internally generated surveys show a high level of customer satisfaction with the Partnership and Development Team which is reported regularly to the Community and Environment Board. There have also recently been posts in these sections frozen as part of the savings initiative which will contribute to a reduction of costs. In terms of the make up of the team, given the revised Sustainable Community Strategy, there is also now a need to review the functions and action plans within this area to ensure that they are focused on priority areas and this will be reported to members next March.

4.17 Appendix B shows the same cost and performance analysis as Appendix A but against the CIPFA Nearest Neighbours comparison group. On the whole, the findings are the same as discussed in the paragraphs above.

4.18 There are, however, a few exceptions. In this grouping, Concessionary Fares moves from being above average costs to low costs, Emergency Planning now shows as high costs rather than above average costs and Corporate and Democratic Core is high cost rather than being below average cost.

4.19 Corporate and Democratic Core had been identified previously as an area of improvement and benchmarking our costs against other Fourth Option authorities is taking place along with a survey of councillors on the quality of the service they receive. Whilst this review was started in 2008/09, it is expected to be completed and reported to the Resources Board later in 2009/10.

4.20 In assessing the performance of Council Housing in 2008/09 the Nearest Neighbours grouping gives the best comparisons as many smaller authorities no longer have a housing stock. Appendix B shows that costs are low in comparison and that performance has also improved since 2007/08.

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4.21 Appendices C and D show the position of the key service costs and performance. The darker the square on the table, the better value for money is being achieved. Those squares with no shading are areas where the Council needs to concentrate on to see where improvements can be made. As mentioned previously, reviews are already underway on Parks and Open Spaces and Sport and Recreation. It is hoped that as these reviews come to a conclusion, not only will savings be identified that reduce their costs, but this will also have an effect on the overall Councils position.

5 **Summary of Overall Performance**

5.1 Overall, when comparing North Warwickshire against similar sized Councils, the costs are above average, showing as 3rd quartile costs. However, there are a couple of areas where this Council differs quite significantly from other districts in that we have the Borough Care service and there is no car parking income. If an adjustment were made to take these into account, the average spend per head of population would reduce from £176.78 to £162.56, taking the Council into below average costs.

5.2 When performance is considered against other similar sized District Authorities, 75% of the indicators in Appendix A place us in either the 1st or 2nd quartiles. This indicates that whilst we have a higher than average spend, the way the money is spent is effective.

5.3 Appendix B shows the position of North Warwickshire when compared with our Nearest Neighbours. In this instance, before the adjustment for Borough Care and Car Parking is taken into account, we are a high cost authority. However, with the adjustments, we are above average. Again, 75% of the indicators in Appendix A place us in either the 1st or 2nd quartiles. This indicates that whilst we have a higher than average spend, the way the money is spent is effective.

5.4 In the past few years, the Council has made significant improvements in its VFM work, essentially through the establishment of an Efficiency Working Party, which are focused at meeting central government's savings targets, whilst ensuring that quality services are delivered and setting and monitoring a VFM Action Plan. Against the Gershon Efficiency 3-year programme 2004-07, the Council generated savings of over £1m against a target of £668k. Following on from this, the Audit Commission published a report called "Back to Front – Efficiency of Back Office Functions in Local Government", which details the back office efficiencies made between 2004 and 2007. NWBC was included twice within this document as a case study, reflecting the Audit Commission's view that the Council is a high achiever in terms of VFM and efficiency.

5.5 With regard to the 2008-11 Value for Money and Efficiency agenda, the Council has a target of achieving savings of just under £1.6m by the end of 2010/11. As at the end of 2009/10, we should have achieved £934k of the total and it is estimated that this will be exceeded. However, much work is required within 2010/11 to both maintain the savings identified to date and to find additional savings to achieve the cumulative target.

6 **Reviews of Value for Money**

6.1 The Council has had a number of mechanisms for challenging costs and efficiency. Our budget setting process, where all services have been required to identify potential areas for savings/efficiencies in order to meet savings targets, has helped to ensure services are kept under regular review. In addition, the work undertaken for the Efficiency Agenda has identified both cashable and non-cashable savings in excess of the targets the CLG have set.

6.2 It is important that the Council continues to have an effective mechanism for reviewing the efficiency and effectiveness of its services so that:

a Areas of relative high spending are identified and are subject to review and scrutiny;

b Information on costs and quality are looked at together when reviewing performance, so that it can be assessed whether performance is relative to cost;

c Comparison is made of our costs with the costs of other Authorities achieving similar or better performance to ourselves.

6.3 The Council already has a framework in place, which addresses the above areas.

6.4   As mentioned in the sections above, there are several reviews on-going in areas where spend was either high and/or performance had room for improvement.   The Efficiency Working Party is tasked with ensuring that these reviews are undertaken in a structured way, are completed on time and the results are reported to the appropriate board.

6.5   In the report brought to this Board last year, it was agreed to carry out reviews on the following areas: Car Parks, Administration Services, Housing Maintenance and Telephones and Stationery.

6.6   **Update on Reviews**

6.6.1   Car Parks – Consultants have carried out a review of car parking, in particular in the Atherstone area, following on from the increase in train journeys from Atherstone Station. Compliance with the decriminalisation of street car parking is still on going with the County Council and work will be undertaken in the next couple of months on this issue. A final report will be ready before the end of March 2010.

6.6.2   Administration Services – This review has now been completed and was reported to the Resources Board in September. There have been changed to the staffing structures and working processes which have resulted in savings of over £40,000 per annum.

6.6.3   Housing Maintenance – This review was completed and reported to the Resources Board in March 2009 with the Housing Division currently working through the action plan agreed.

6.6.4   Telephones and Stationery – The review of the council's Telephone spend and services has been completed and a one year extension of the land line telephony contract with Global Crossing was approved by September's Resources Board. The call tariffs offered were benchmarked against other providers and will give a saving in the region of £2,700 per annum. Mobile phone use was also audited and we are in the process of entering a new contract with Orange via the OGC (Office of Government Commerce). This is anticipated to save approximately £1,000 per annum. The review of our Stationery spend and use will begin in January 2010.

6.6.5   Following on from these 2008/09 budget and performance comparisons and an assessment of all service areas by the Efficiency Working Party, officers recommend that the following areas are subject to a VFM review in 2010/11:

        Facilities Management
        Housing Management
        Customer Contact
        Procurement
        Legal Services

6.6.6   Setting this far in advance will allow Assistant Directors to build them into their service plans.

7   **Conclusion**

7.1   The analysis of cost and performance data has identified some areas where services provided are above average spend and yet still below average

performance. However, the Council is already aware of these areas and is currently in the process of carrying out in depth reviews to better understand the cost drivers and quality issues that exist with a view to looking at ways to improve the situation.

8 Report Implications

8.1 Links to Council's Priorities

8.1.1 The classification of costs in carrying out value for money reviews assists the Council in the identification of areas for savings, which in turn will help in achieving a balanced budget.

8.1.2 The performance monitoring as part of the value for money process again assists the Council is ensuring that key priorities are achieved.

8.2 Environment and Sustainability Implications

8.2.1 By carrying out value for money reviews, efficiencies may be identified which will contribute towards sustainability and improvements in the services provided.

8.3 Equality and Diversity

8.3.1 The value for money reviews need to seek to explore the relationship between the service under review and any inequalities existing in the population served. Guidance has been issued in respect of undertaking Equality Impact Assessments to ensure that they are fully integrated into service development and review. Any implications will be detailed in the service reviews.

The Contact Officer for this report is Sara Haslam (719489)

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

Service	2008/09 Budget Cost per Head £	quartile	2007/08 Budget Cost per Head £	quartile	Performance Indicator	2008/09 quartile	2007/08 quartile	2006/07 quartile
Total Environment and Public Health Services	10.84	2	11.11	2	Environmental Health Checklist of best practice	4	1	1
Street Cleaning	11.43	3	10.72	3	Local Street and environmental cleanliness	3	2	2
					% of people satisfied with cleanliness	1	1	1
Waste Collection	22.51	3	22.1	3	Household waste recycled and composted	4	4	3
					Satisfaction with waste collection, recycling and waste disposal	*	1	1
Planning	14.85	3	14.82	3	% of major applications within 13 weeks	1	2	1
					% of minor applications within 8 weeks	1	1	1
					% of other applications within 8 weeks	1	1	1
					% of planning applications decided in target time	1	1	1
					% of appeal decisions in year allowed	1	2	2
Other Non-HRA Housing	1.53	1	1.94	1				
Homelessness	1.74	1	1.7	1	Average length of stay in hostel accommodation	3	3	3
					Average length of stay in bed and breakfast	2	2	2
Parks and Open Spaces	9.55	2	9.38	3	Satisfaction with Parks and Open spaces	3	3	3
Sports and Recreation	15.55	3	14.91	3	Satisfaction with Sport/Leisure facilities	2	2	2

Service					Performance Indicator			
Benefits Adminstration	11.51	2	11.54	2	Speed of processing new claims	1	1	1
					Speed of processing change of circumstances	1	1	1
					Accuracy of processing	1	1	1
Local Tax Collection	4.83	1	4.65	1	% of Council Tax collected	2	1	1
					% of NDR collected	1	1	1
Culture and Heritage	0.89	1	1.64	1				
Parking	0.95	4	0.93	4				
Highways	0.23	1	0.26	1				
Concessionary Fares	7.75	2	6.76	2				
Tourism	0.81	2	0.74	2				
Economic & Community Development	9.72	4	8.11	4				
Emergency Planning (New)	0.82	4	0.69	3				
Corporate and Democratic Core	28.99	4	26.73	4				
Unapportioned overheads/contingency/other	10.26	3	10.22	3				
Total Expenditure on Services	**176.78**	**3**	**171.14**	**3**				
Excluding Borough Care and including £5.75 (average in 2008-09) per head for parking income	**162.56**	**3**	**157.6**	**3**				
Council Housing			3.64	1	% tenants satisfied		1	4
					% responsive repairs		2	2
					Average time takne to re-let vacant properties		1	1

Movement of indicators - Spend		Movement of indicators - Performance	
Improved	1	Improved	2
Stayed same	19	Stayed same	13
Worsened	1	Worsened	3
	21		18

Plotting of Key Council Services based on Cost and Performance - all other districts

		Low Performance Quartile 4	Medium Performance Quartile 3	Medium Performance Quartile 2	High Performance Quartile 1
High Costs	Quartile 4				
Medium Costs	Quartile 3	Waste Collection		Recreation and Sport Street Cleaning	Planning
Medium Costs	Quartile 2	Environmental	Parks and Open Spaces		Benefits Administration
Low Costs	Quartile 1		Homeless	Local Tax Collection	

Link into priorities………

Service	2008/09 Budget Cost per Head £	quartile	2007/08 Budget Cost per Head £	quartile	Performance Indicator	2008/09 Perf	2008/09 quartile	2007/08 quartile	
Street Cleaning	11.43	3	10.72	3	Local Street and environmental cleanliness	5	1	4	as per our 2008-09 PI's
					% of people satisfied with cleanliness	64.5	2	1	as per place survey
Waste Collection	22.51	3	22.1	2	Household waste recycled and composted	30.1	3	4	as per our 2008-09 PI's
					Satisfaction with waste collection, recycling and waste disposal	89.6 + 76.5	1	1	as per place survey
Planning	14.85	3	14.82	3	% of major applications within 13 weeks	86.67	1	2	as per our 2008-09 PI's
					% of minor applications within 8 weeks	82.91	2	1	as per our 2008-09 PI's
					% of other applications within 8 weeks	90.96	2	1	as per our 2008-09 PI's
					% of appeal decisions in year allowed	22.73	1	1	as per our 2008-09 PI's
Homelessness	1.74	1	1.7	1	Average length of stay in hostel accommodation	7	3	4	2007-08 data from VFM toolkit
					Average length of stay in bed and breakfast	2	2	2	2007-08 data from VFM toolkit
Other Non-HRA Housing	1.53	1	1.94	1					
Parks and Open Spaces	9.55	3	9.38	3	Satisfaction with Parks and Open spaces	62.1	3	2	as per place survey
Sports and Recreation	15.55	3	14.91	2	Satisfaction with Sport/Leisure facilities	41.1	3	1	as per place survey
Benefits Administration and	16.34	1	16.19	2	Speed of processing new claims	19.6	2	1	as per our 2008-09 PI's
Local Tax Collection					Speed of processing change of circumstances	5.5	2	2	as per our 2008-09 PI's
					% of Council Tax collected	98.54	2	2	as per our 2008-09 PI's
					% of NDR collected	99.45	1	1	as per our 2008-09 PI's
Total Environment and Public Health Services	10.84	2	11.11	2					
Culture and Heritage	0.89	1	1.64	2					
Parking	0.95	4	0.93	4					
Highways	0.23	2	0.26	3					
Concessionary Fares	7.75	3	6.76	3					
Tourism	0.81	2	0.74	2					
Economic & Community Development	9.72	4	8.11	3					
Emergency Planning	0.82	3	0.69	2					
Corporate and Democratic Core	28.99	2	26.73	2					
Unapportioned overheads/contingency/other	10.26	4	10.36	4					
Total Expenditure on Services	**176.78**	**3**	**171.14**	**3**	**Overall impression that council provides value for money**	**37.2**	**2**		as per place survey

Service	2008/09 Budget Cost per Head £	quartile	2007/08 Budget Cost per Head £	quartile	Performance Indicator	2008/09 Perf	2008/09 quartile	2007/08 quartile
Excluding Borough Care and Parking income (£8.47 and £5.75 respectively for 2008-09)	162.56	2	157.6	2				

Movement of indicators - Spend

Improved	2
Stayed same	15
Worsened	4
	21

Movement of indicators - Performance

Improved	4
Stayed same	6
Worsened	6
	16

Authorities included are:

Wear Valley District Council
Rossendale Borough Council
Boston Borough Council
Forest Heath District Council
Tynedale District Council
Epsom and Ewell Borough Council
North Shropshire District Council

Oadby and Wigston Borough Council
Derbyshire Dales District Council
South Bucks District Council
North Dorset District Council

VFM Comparisons to all nearest neighbours   **Appendix B**

Service	2008/09 Budget Cost per Head £	quartile	2007/08 Budget Cost per Head £	quartile	Performance Indicator	2008/09 Perf	2008/09 quartile	2007/08 quartile	
Street Cleaning	11.43	4	10.72	4	Local Street and environmental cleanliness	5	1	3	as per our 2008-09 PI's
					% of people satisfied with cleanliness	64.5	1	1	as per place survey
Waste Collection	22.51	3	22.1	3	Household waste recycled and composted	30.1	3	4	as per our 2008-09 PI's
					Satisfaction with waste collection, recycling and waste disposal	89.6 + 76.5	1	1	as per place survey
Planning	14.85	3	14.82	3	% of major applications within 13 weeks	86.67	2	1	as per our 2008-09 PI's
					% of minor applications within 8 weeks	82.91	2	1	as per our 2008-09 PI's
					% of other applications within 8 weeks	90.96	2	1	as per our 2008-09 PI's
					% of appeal decisions in year allowed	22.73	1	2	as per our 2008-09 PI's
Homelessness	1.74	2	1.7	2	Average length of stay in hostel accommodation	7	3	3	2007-08 data from VFM toolkit
					Average length of stay in bed and breakfast	2	2	3	2007-08 data from VFM toolkit
Other Non-HRA Housing	1.53	1	1.94	1					
Parks and Open Spaces	9.55	3	9.38	3	Satisfaction with Parks and Open spaces	62.1	3	2	as per place survey
Sports and Recreation	15.55	4	14.91	4	Satisfaction with Sport/Leisure facilities	41.1	3	2	as per place survey
Benefits Administration	16.34	2	16.19	2	Speed of processing new claims	19.6	1	1	as per our 2008-09 PI's
and Local Tax Collection					Speed of processing change of circumstances	5.5	2	1	as per our 2008-09 PI's
					% of Council Tax collected	98.54	2	2	as per our 2008-09 PI's
					% of NDR collected	99.45	1	1	as per our 2008-09 PI's
Total Environment and Public Health Services	10.84	2	11.11	1					
Culture and Heritage	0.89	1	1.64	2					
Parking	0.95	4	0.93	4					
Highways	0.23	2	0.26	2					
Concessionary Fares	7.75	1	6.76	2					
Tourism	0.81	2	0.74	1					
Economic & Community Development	9.72	4	8.11	4					
Emergency Planning	0.82	4	0.69	4					
Corporate and Democratic Core	28.99	4	26.73	4					

VFM Comparisons to all nearest neighbours   **Appendix B**

Service	2008/09 Budget Cost per Head £	quartile	2007/08 Budget Cost per Head £	quartile	Performance Indicator	2008/09 Perf	2008/09 quartile	2007/08 quartile	
Unapportioned overheads/contingency/other	10.26	4	10.22	3					
Total Expenditure on Services	**176.78**	**4**	**171.14**	**4**	Overall impression that council provides value for money	37.2	1		as per place survey
Excluding Borough Care and Parking income (£8.47 and £5.75 respectively for 2008-09)	**162.56**	**3**	**157.6**	**3**					

Movement of indicators - Spend

Improved	2
Stayed same	16
Worsened	3
	21

Movement of indicators - Performance

Improved	4
Stayed same	6
Worsened	6
	16

Service	2008/09 Budget Cost per Head £	quartile	2007/08 Budget Cost per Head £	quartile	Performance Indicator	2008/09 Perf	2008/09 quartile	2007/08 quartile
Council Housing	**3.59**	**1**	**3.64**	**1**	Satisfaction of tenants with overall service	84%	2	2
					% of expenditure on repairs work that was responsive	48.10%	2	3
					Average re-let time (days)	18	1	2
					% of council dwellings non decent	26%	2	2

Authorities included are:

St Edmundsbury Borough Council
Rugby Borough Council
Kettering Borough Council
Amber Valley Borough Council
Oswestry Borough Council
Selby District Council
Chorley Borough Council
Borough of Crewe and Nantwich
Newark and Sherwood District Council
Lichfield District Council
East Northamptonshire Council
Bassetlaw District Council
North West Leicestershire District Council
High Peak Borough Council
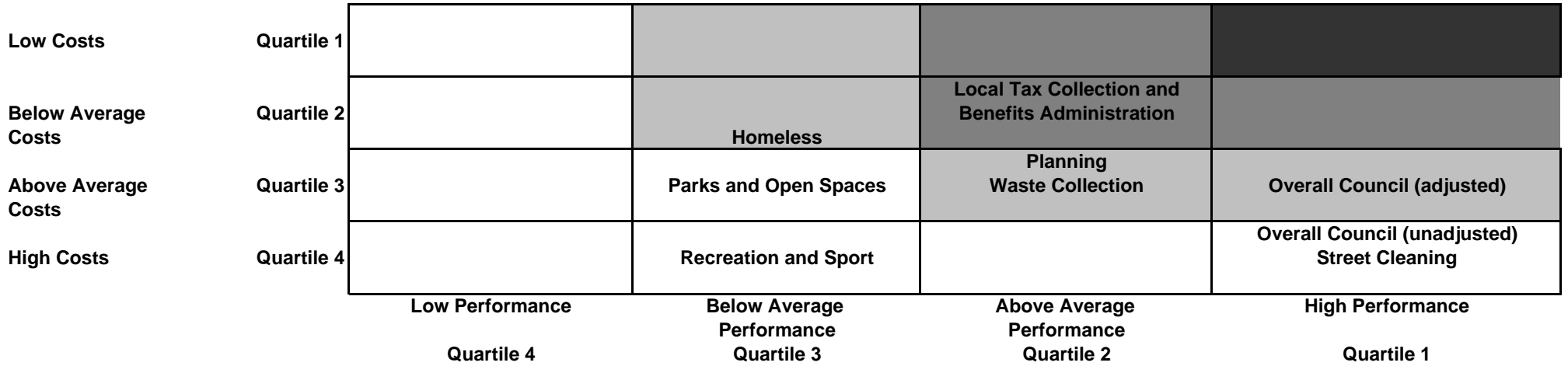Hinckley and Bosworth Borough Council

Plotting of Key Council Services based on Cost and Performance - Similar Sized Authorities   **Appendix C**

		Low Performance	Below Average Performance	Above Average Performance	High Performance
Low Costs	**Quartile 1**		Homeless	Local Tax Collection and Benefits Administration	
Below Average Costs	**Quartile 2**			Overall Council (adjusted)	
Above Average Costs	**Quartile 3**		Recreation and Sport Parks and Open Spaces	Waste Collection Overall Council (unadjusted) Street Cleaning Planning	
High Costs	**Quartile 4**				
		Low Performance **Quartile 4**	**Below Average Performance** **Quartile 3**	**Above Average Performance** **Quartile 2**	**High Performance** **Quartile 1**

The darker the square, the more value for money the service offers in terms of cost and performance

Plotting of Key Council Services based on Cost and Performance - Nearest Neighbours   **Appendix D**

		Low Performance	Below Average Performance	Above Average Performance	High Performance
Low Costs	Quartile 1				
Below Average Costs	Quartile 2		Homeless	Local Tax Collection and Benefits Administration	
Above Average Costs	Quartile 3		Parks and Open Spaces	Planning Waste Collection	Overall Council (adjusted)
High Costs	Quartile 4		Recreation and Sport		Overall Council (unadjusted) Street Cleaning
		Quartile 4	Quartile 3	Quartile 2	Quartile 1

The darker the square, the more value for money the service offers in terms of cost and performance

Report of the   **Capital Funding**
Director of Resources

1   Summary

1.1   This report highlights to Members the short term cash flow issues with funding the approved capital programme due to lower than anticipated receipts from land sales or deferral of land sales.

Recommendation to the Board

That the Board note the need to borrow in the short term to fund the approved capital programme.

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2   Consultation

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1   Both Councillors Bowden and Butcher have been consulted regarding this report. Any comments received will be reported verbally to the Board.

3   Background

3.1   In February, a balanced 10 Year Capital Programme was approved by this Board which relied, to a certain extent, on various land sales. A review of this programme and its funding has recently been undertaken and it is now clear that some land sales will either not realise the level of receipt originally expected or will need to be deferred until the housing and economic market improves.

3.2   Whilst the programme can still be balanced, it is now evident that there will be a short fall in resources up until 2012/13. This report looks at the options of addressing this funding shortfall.

4   Funding the Capital Programme

4.1   The capital programme is split between General Fund and HRA, both in terms of expenditure and income.

4.2   The HRA capital position has historically been better funded than the General Fund as it generates income from Council house sales, unused housing land and attracts government grants to fund decent homes works. However, some

of this income is ring fenced so that it can only be used for housing improvements.

4.3   The General Fund only really attracts funding from the government for Disabled Facility Grants and some temporary assistance on other private sector housing. This means that the Council has chosen to fund General Fund works with non ring fenced HRA funding. This has tended to be Right To Buy Council house sales income.

5   **Current Position**

5.1   In the latest approved capital programme, a certain level of land sales was expected that was intended to fund the Housing Capital Programme. This then meant that some housing capital receipts would be used to fund General Fund works, as has happened in the past.

5.2   However, it is now clear that these land sales will either not happen at all, be reduced or deferred for 3 to 4 years until the housing and economic market recovers. This then means that if the HRA uses the housing capital receipts in lieu of land sales, there will be insufficient funding to carry out General Fund capital works.

5.3   One option to overcome this is that the General Fund could borrow to fund the works. However, this will have a financial impact on the General Fund, a factor which has not been built into the recent Medium Term Financial Strategy and is not affordable.

5.4   The alternative then is that housing capital receipts could be used as originally planned, as resources for the General Fund schemes. The problem with this though is that by doing so, the HRA then has a shortfall of funding in 2009/10 and will not recover until at least 2012/13, and only then if the deferred land sales start to materialise. To overcome this, the HRA could borrow.

5.5   The HRA is in a better position financially to cope with this situation. It already contributes £392,000 per annum to fund capital works, and as such, both the principal and interest of any loan taken out can be funded from this amount. The only downside of this arrangement is however, that although it is affordable, the use of revenue to fund interest charges will mean that there is a real reduction in the amount available to fund capital schemes.

5.6   The need to borrow is borne out of a shortfall in funding and the plan will be that once the land sales materialise, the loan can be repaid. Also, the loan will be "matched" to spend that has a long life span, such as kitchens and bathrooms. This means that the writing off of the loan will be longer and the impact on the HRA will be lower. Once the loan is repaid, the charges to the HRA will cease.

5.7   The level of borrowing and timing cannot be confirmed at this stage as officers are currently collating the next long term capital programme and spending requirements are not yet finalised. However, the need could be between £2m and £3m, the funding of which can be met from the existing revenue contributions from the HRA to the capital programme.

6   **Conclusion**

6.1   Due to the reduction or deferral of land sales to fund the capital programme, there will be a short term cash flow issue. The best way to resolve this will be for the HRA to borrow. This is affordable and will ensure that both the decent homes programme and the essential General Fund schemes can still take place as per the approved 10 year Capital Programme.

7   **Report Implications**

7.1   **Finance and Value for Money Implications**

7.1.1   Whilst the level of funding required is not yet clear, the cost of borrowing to fund the capital programme can be met from within the existing HRA revenue budgets.

7.1.2   Once the next long term capital programme has been collated, the actual level of borrowing required will become apparent and will be reported to this Board in February. The Authority will be able to borrow internally, by using unspent earmarked reserves, or borrow externally from the money market. The type of borrowing available will depend on the Authority's cash flow position when the borrowing is required.

7.2   **Equalities Implications**

7.2.1   The capital programme includes specific provision for access improvements to the Council's buildings and facilities which will improve accessibility for disabled people and for other service users. The improvements delivered should be impact assessed for the equality implications.

7.3   **Environment and Sustainability Implications**

7.3.1   The impact of any loss of revenue funding to cover the cost of the short term borrowing will have to be balanced against the overall need to maintain the capital programme. The implementation of the programme will provide improvements which will improve the quality of life for local residents and for Council tenants.

The Contact Officer for this report is Sara Haslam (719489).

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

Report of the Assistant Director (Finance and Human Resources)   **Control of Legionella Policy**

1   **Summary**

1.1   This Policy focuses on the management of water systems and Legionella in the workplace. The Policy has been consulted on with senior managers and the trade unions. The Policy ensures that there is a corporate approach to the management of water systems and Legionella.

Recommendation to the Council

That the Control of Legionella Policy be adopted.

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2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1   The Portfolio Holder and Shadow Portfolio Holder have been updated.

3   **Introduction**

3.1   North Warwickshire Borough Council recognises that it has a duty under general health and safety law to consider the potential of exposing employees, contractors, residents and the general public to potentially harmful waterborne bacteria.

3.2   The bacterium which causes Legionnaires' disease is widespread in nature. It mainly lives in water, for example ponds, where it does not usually cause problems. Outbreaks can occur from purpose-built water systems where temperatures are warm enough to encourage growth of the bacteria, for example, in cooling towers or evaporative condensers.

4   **Control of Legionella**

4.1   The Council has existing procedures already in place for the control and management of water systems and Legionella. However there is currently no overall policy which links these arrangements and procedures for individual premises together. A Policy which does this is attached as Appendix One. It is the primary aim of this policy to ensure that the organisation complies with legislation and guidance. The Council already complies with the regulations requiring them to manage, maintain and treat the water systems properly, so there is no requirement for any additional action as a result of approving this policy.

4.2   The Policy has been written with the assistance of a specialist consultant and aims to ensure a corporate approach to approach to the management of water systems and Legionella across corporate property and housing property.

5   **Report Implications**

5.1   **Safer Communities Implications**

5.1.1   To enhance the Council's existing procedures for the management of water systems and Legionella in order to provide a safer community.

5.2   **Legal and Human Rights Implications**

5.2.1   To enhance the Council's existing compliance with health and safety legislation including the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999, the Control of Substances Hazardous to Health Regulations 2002 and the Approved Code of Practice, Control of Legionella Bacteria in Water Systems (L8).

5.3   **Environment and Sustainability Implications**

5.3.1   To enhance the Council's existing procedures for the management of water systems and Legionella in order to provide a safe and healthy environment for all individuals.

5.4   **Human Resources Implications**

5.4.1   As detailed within the Policy.

5.5   **Risk Management Implications**

5.5.1   The water systems in premises owned, managed, rented or operated by the Council are to be, as far as reasonably practical, operated and maintained so as to control any risks relating to them.

5.6   **Equalities Implications**

5.6.1   Please see below.

5.7   **Links to Council's Priorities**

5.7.1   Effective use of Resources.

        The Contact Officers for this report are Kerry Drakeley (719300) and Chris Jones (719265)

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 Impact Assessment Summary Sheet

Please complete the following table summarised from the equality impact assessment form. This should be completed and attached to relevant Board reports.

Name of Policy Procedure/Service	Control of Legionella Policy
Officer Responsible for assessment	Kerry Drakeley

Does this policy /procedure /service have any differential impact on the following equality groups /people

(a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:

(b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial	No	No	
Gender	No	No	
Disabled people	No	No	
Gay, Lesbian and Bisexual people	No	No	
Older/Younger people	No	Yes	Age could affect the individual's awareness and understanding of the risk associated with Legionella.
Religion and Beliefs	No	No	
People having dependents caring responsibilities	No	No	
People having an offending past	No	No	
Transgender people	No	No	

If you have answered **No** to any of the above please give your reasons below

Please indicate if you believe that this document

Should proceed to further Impact assessment

Needs no further action

Risk Management Form

NORTH WARWICKSHIRE
BOROUGH COUNCIL   **Finance & HR Division**   **Cost Centre or Service**

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	The management of water systems and legionella is inappropriate and inadequate.	Reduced service performance Potential of exposing employees, contractors, residents and the general public to potentially harmful waterborne bacteria Non compliance of Health and Safety legislation Legal Costs Poor reputation	3	5	15	Nominated Responsible Person Nominated Responsible Person HR Officer	Existing procedures for managing, maintaining and treating the water systems properly. Use of specialist contractor to inspect and monitor water systems Regular review of procedures	1	5	5

Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Policy awareness briefing for Managers.						No additional cost.	1	5	5

Completed By: Kerry Drakeley   **Date: 15 October 2009**

North Warwickshire Borough Council

Control of Legionella Policy

November 2009

1. Control of Legionella Policy Statement	North Warwickshire Borough Council

North Warwickshire Borough Council (NWBC) - recognises that it has a duty under general health and safety law to consider the potential of exposing employees, contractors, residents and the general public to potentially harmful waterborne bacteria. The water systems in premises owned, managed, rented or operated by NWBC are to be, as far as reasonably practical, operated and maintained so as to control any such risk.

This policy addresses the organisation's obligations under: -

- the Health and Safety at Work Act 1974
- the Management of Health and Safety at Work Regulations 1999
- the Control of Substances Hazardous to Health Regulations 2002
- the Approved Code of Practice, Control of Legionella Bacteria in Water Systems (L8).

It is the primary aim of this policy to ensure that the organisation complies with the above legislation and guidance. This will be achieved by ensuring a systematic approach to the following objectives, for each of the premises under the control of NWBC: -

- Identify and assess sources of risk
- Prepare a scheme (or course of action) for preventing or controlling the risk
- Implement, manage and monitor precautions
- Appoint a person to be managerially responsible, referred to as the Responsible Person.
- Keep records of the precautions implemented and check that actions taken have been effective.
- If present, notify the local authority of cooling towers present on-site

- Risks from legionella in water systems can be controlled but careful planning, a successful management policy, competent staff and attention to proper control strategies are all essential.
- NWBC have prepared a written scheme (arrangements) which sets out how we intend to control the risk from legionella. For each premises we will: -
- Hold an up-to-date schematic diagram of water systems;
- Record who is responsible for carrying out the assessment;
- Record who is responsible for managing implementation of the assessment;
- Define the safe and correct operation of water system types;
- Define what control methods and other precautions we will be using including the checks that will be carried out and how often these checks will be carried out;
- Where possible use design to ensure that the release of water spray is properly controlled;
- Where possible avoid water temperatures and conditions that favour the growth of legionella and other micro-organisms;
- Ensure water cannot stagnate anywhere in the system by keeping pipe lengths as short as possible or by removing redundant pipework;
- Avoid materials that encourage the growth of legionella;
- Keep the system and the water in it clean and if applicable treat water to kill or control legionella.

The Arrangements & Method Statements associated with this Policy describe in detail the factors that should be considered & procedures that are to be followed by all NWBC staff and contractors when dealing with Legionella control.

Signed: _____

Position: _____

Date: _____

A Responsible Person, as required by ACoP L8, possessing the appropriate knowledge and training, shall be nominated in writing by the Statutory Duty Holder to devise and manage the necessary procedures for the prevention of Legionnaires disease. The Responsible Person shall have sufficient authority to ensure that measures are carried out effectively.

Allocation of responsibilities is to be recorded in Allocation of Responsibilities Flowchart (Appendix 1) must be maintained in an up to date status at all times.

Arrangements have been made to ensure that appropriate staff levels are maintained during hours that the water systems are in operation. To ensure that a responsible person can be contacted at all times an authorised deputy has been appointed for key personnel.

Details of the contact arrangements for emergency call-out personnel are clearly detailed. Communications and management procedures are particularly important as many people are responsible for different aspects of the operational procedures (Appendix 2). Responsibilities should be well defined in writing and understood by all concerned. Lines of communication should be clear, unambiguous and audited regularly to ensure they are effective. A list of key contacts should be maintained in an up to date status at all times (Appendix 3). This also applies to outside companies and consultants who may be responsible for certain parts of the control regime.

Any staff allocated to a task need to have received adequate training in respect of health & safety, hygiene & legionella control appropriate to the task they are responsible for conducting (Appendix 4).

It is advised that staff familiarise themselves with the information on Legionnaires Disease provided by the HSE (Appendix 5).

3. Legionella Risk Assessments	North Warwickshire Borough Council

A suitable and sufficient Risk Assessment is required to identify and assess the risk of exposure to Legionella bacteria from work activities and water systems on the premises and also any necessary precautionary measures required.

Stage 1 of the risk assessment shall be to identify a comprehensive list of all water-related systems on site. The Contractor will identify all water systems and go on to conduct a Stage II assessment where appropriate.

Our premises shall be regarded as possibly comprising of the following separate water systems, and each is to be assessed as a separately: -

- Wholesome water (fluid category one): mains cold water from the supplier.
- Cold water down services; stored cold water feeding outlets other than those fed by direct mains.
- Hot water services; stored hot water feeding outlets, including small point of use water heaters.
- Air conditioning; to include chilled water drip trays and any humidification plants.
- Cooling towers / Evaporative condensers
- Spa baths;
- Water features, indoor fountains or artificial outdoor ponds.
- Fire fighting systems; to include hose reels and sprinkler systems.
- Closed systems; such as heating and chilled systems, normally considered to be low risk. (Stage II not required).

Stage 2 of the risk assessment shall be to visually inspect water systems from Stage 1.

Extent of inspection

- To achieve a satisfactory degree of inspection pipework should be visually traced along its routes (as far as practicable) and components of the installation located.
- In buildings where distribution pipework is partially concealed sufficient loose or removable panels shall be taken down or lifted, to allow pipe routes to be ascertained, and carefully replaced when the examination has been completed.
- Where access is not possible without causing structural damage the assessor shall make an educated assumption as to the routing of the pipework. As these assumptions are open to question then a note should be made on the line diagram clearly indicating that an assumption was made at this point.
- The Contractor shall inspect and comment upon the records held by site in order to assess the completeness of the management system as required by the ACOP including the written scheme for minimising the risk from exposure to legionellosis.
- The Contractor is being employed as the expert therefore the method of inspection is left open. NWBC require the Contractor to report on aspects of the system design, installation, condition, operation and usage that present a legionellosis risk using ACoP L8, BS 6700 2006 Specification for the design, installation, testing and maintenance of services supplying water for domestic use within buildings and their curtilages and the Water Regulations.
- Backflow prevention devices, dead legs and stagnant regions should be identified on the outlet asset register or marked on the schematics.
- The Contractor shall indicate if any materials of non-approved type are noted, including Lead pipework.
- The increased risk of scalding must be commented on if recommendations include raising hot water temperatures to comply with the ACoP.
- The Contractor should include special provisions for extended plant shut-down and restart such as school holidays in educational buildings.

- Temperature measurement shall be conducted on all water systems to generate a representative picture throughout the site. To assess performance approximately 20% of the building outlets should be tested with careful attention paid to select sentinel outlets. All temperature measurements shall be carried out using instruments calibrated either directly or indirectly with a reference thermometer, calibrated by UKAS accredited calibration body. Where water systems employ control measures other than temperature then measurements should be taken / available at representative points to assess the distribution and effectiveness of the process.
- All measurement points must be included in an outlet asset register.
- Microbiological sampling for Legionella is to be carried out on water systems only after approval by NWBC. The Contractor should state the site specific reason for sampling. Add hoc sampling for Heterotrophic plate counts (TVC) is not considered to be relevant for hot and cold water systems and should not be conducted as part of the risk assessment.
- Where sampling is carried out the method of draw off and subsequent handling of samples shall comply with The determination of Legionella bacteria in water and other environmental samples (2005) - Part 1 - Rationale of surveying and sampling & NWBC Method statement for sampling.
- Any sampling points must tie up with outlet locations recorded in the outlet asset register.
- All microbiological measurements shall be carried out using approved methods and by UKAS accredited laboratories. Dip slides are not acceptable for analysis of hot & cold water systems.

REPORTING

The following sections are considered essential: -

- Executive summary containing a brief description of the site, its activities and its management structure.
- Survey comments giving an overview of the systems and key points raised by the survey, and assessment of the overall risks associated with each system.
- System identification - A summary list of all systems found and inspected for legionellosis risk.
- Surveys – The inspection surveys, temperature register and any other tests undertaken.
- Photographs - Digital photographs are to be included where they highlight poor conditions or specific points of concern.
- Schematics of the water systems will be produced for each site; the schematic drawings shall be produced using CAD software. The drawings shall be provided as paper prints, PDF's and as DXF files on CD-ROM.
- A specific evaluation of the existing written scheme for minimising the risk of legionellosis including recommendations for additional provisions.
- A list of detailed recommendations should be included for each water system, the list should be ordered by risk rating prioritising the highest risks.
- The Contractor shall include site specific proposals for any on-going tasks to be conducted with frequencies in order to allow the production of a control scheme.

CLASSIFICATION OF RISK – The contractor is required to supply a system similar to this example.

Risk Level		Action
0	No risk	No action required
1	Slight risk under exceptional operating conditions	Consider risk reduction measures when more urgent risks have been actioned.
2	Slight risk under normal operating Conditions	Program risk reduction measures for completion.
3	Serious present risk	Implement remedial actions or changes in procedure to reduce the risk as soon as practicable.
4	Imminent danger to health	Consider closing down the system until risk reduction measures have been implemented.

The assessment should be reviewed regularly (at least every two years) and, whenever there is reason to suspect that it is no longer valid. An indication of when to review the assessment and what needs to be reviewed should be recorded. This may result from, for example:

(a) changes to the water system or its use;
(b) changes to the use of the building in which the water system is installed;
(c) the availability of new information about risks or control measures;
(d) the results of checks indicating that control measures are no longer effective;
(e) a case of Legionnaires' disease/legionellosis is associated with the system.

DESIGN

Where the assessment shows that there is a reasonably foreseeable risk, the use of water systems, plant or systems of work that lead to exposure should be avoided so far as is reasonably practicable. Where this is not reasonably practicable, there should be a written scheme for minimising the risk from exposure. The scheme should be sufficiently specific and detailed to enable it to be implemented and managed effectively. In particular, it should contain such information about the plant or system as is necessary to minimise the risk from exposure, including:

i)   An up-to-date as-fitted drawing showing the layout of the plant or system, including parts temporarily out of use;
ii)   A description of the correct and safe operation;
iii)   The precautions to be taken

The risk from exposure will normally be minimised by measures which do not allow the proliferation of Legionella in the system or plant and reduce exposure to water droplets and aerosol. Precautions should, where appropriate, include the following:

i)   Minimisation of the release of water spray;
ii)   Avoidance of water temperatures and conditions that favour the proliferation of   Legionella and other micro-organisms;
iii)   Avoidance of water stagnation
iv)   Avoidance of the use of materials that harbour bacteria and other micro-organisms,   or provide nutrients for microbial growth;
v)   Maintenance of the cleanliness of the system and the water in it;
vi)   Use of water treatment technique;
vii)   Action to ensure the correct and safe operation and maintenance of the water system and plant;

Mains Water Systems:

Wholesome water (Direct towns mains) distribution systems must be capable of delivering the required volume of water to user outlets with minimum pressure loss. (Not more than 1 Bar loss between the supply point and lowest pressure outlet).

For wholesome water systems, all materials of construction shall be approved by the Water Research Council as suitable for contact.   EG: Stainless steel, copper or polyethylene.

Wholesome water (Drinking water) outlets shall only be fed directly from the rising towns main or via vessels that are fully compliant with water regulations and act as buffer vessels with rapid water turnover.

Designated drinking points shall be clearly identified as drinking water, all other cold water outlets are not drinking water outlets (but might get used for human consumption).

System design should ensure that wherever practical, water flow is maintained so as to prevent stagnation within the pipework. Drinking outlets should not be installed on ends of long pipe runs, and ideally will have a high usage appliance at the end of the line.

Pipework routes are to avoid areas of high temperature as far as practicable and avoid close proximity with other high temperature services. Pipes should be insulated in-line with standard, which will minimise heat gain or loss standard.

The whole system shall be arranged to be conveniently and completely drained through suitably sized drain down valves.

<u>Hot & Cold Water Systems:</u>

Hot water should be stored at 60°C and distributed so that it reaches a temperature of 50°C within one minute at outlets. Care is needed to avoid much higher temperatures because of the risk of scalding. At 50°C the risk of scalding is small for most people but the risk increases rapidly with higher temperatures and for longer exposure times. However the risk, particularly to young children, or the handicapped or elderly, and to those with sensory loss will be greater and must be assessed.

Hot water calorifiers must be capable of reaching a temperature of at least 60°C throughout the vessel at least once per day. This may be achieved by using a destratification (shunt) pump, fitting a heat source at low level or returning a pumped HWS to the bottom of the vessel.

If temperature conditions specified cannot be achieved, then the design should allow for alternative means of disinfection e.g. trace heating of the distribution system to allow its contents to be raised to 60°C for periods of at least one hour, or an agreed alternative.

Calorifier outlet and return pipework will ideally be fitted with a temperature gauge.

Calorifiers will have inspection hatches fitted in-line with BS 853-1: 1996 - Specification for vessels for use in heating systems — Part 1: Calorifiers and storage vessels for central heating and hot water supply.

The calorifier will be fitted with a suitably sized drain valve. All drainage valves will be operated regularly so must be installed in an accessible position.

The length of pipework carrying blended water at 25-45°C must be kept to the minimum (never more than 1m).

Reducing the length of dead-legs or spurs from the main hot water circulation system to the minimum possible ideally less than 5m.

Cold water system storage cisterns shall comply with Water Regulations Guide Schedule2, Section 7, Paragraph 16.

Cisterns shall not be over-sized, they shall be sized to ensure no more than 24 hours capacity at designed load or in accordance with C.I.B.S.E Guidance B4. Where two or more tanks are used to provide the storage capacity, they shall be designed to ensure that water flows through all tanks. Water storage tanks and pipework shall be positioned away from sources of heat as far as practicable and shall be insulated so that the contents are kept below 20°C or within 2°C of the supply water temperature at the outlets.

Water storage tanks and other items of plant shall be readily accessible for cleaning. Tanks and systems shall be arranged to be conveniently and completely drainable through suitably sized drain valves. All drainage valves shall operate via air-breaks, so as to prevent back-filling of systems from drains.

Evaporative Cooling Water Systems:

Evaporative cooling systems should be fed from relatively soft water (<100ppm Calcium hardness as $CaCO_3$) if the supply water is hard a base exchange softener will be used to remove hardness salts and allow a far higher standard of cleanliness to be achieved within the system. (Reduced water, effluent and chemical usage are also normally achieved).

Corrosion Inhibitor dosing for the cooling towers should be proportional to make-up water usage and controlled by a water meter.

The 'concentration factor' in the recirculating system should be controlled via conductivity. The automatic control system constantly measures conductivity and opens a bleed valve to dump water if the conductivity goes above a set point. The bleed valve should close once the water conductivity falls back to approximately 90% of the set point.

The preferred primary biocide is Hypobromus acid (HOBr). The biocide dosing should be controlled by redox potential. The redox potential controls the amount of biocide added to maintain the redox potential (proportional to biocide level) between limits on a continuous basis. In addition a non-oxidising biocide can be added to the system via timer controlled dosing pump in proportion to system volume and treatment residence time.

Heating & Chilled Water Systems:

Chilled and LPHW systems are considered to have a very low legionella risk potential, the following is however considered to be good practice.

Chilled and LPHW Systems shall allow for the addition of water treatment chemicals, via a suitably sized dosing pot, pump or other suitable arrangement. The water treatment regime shall be designed to eliminate build-up of scale, corrosion and bio fouling within the system.

Chilled water systems shall be designed to operate at an appropriate temperature with a maximum temperature of 20°C.

Low pressure hot water heating systems shall be designed to operate at an appropriate temperature, with a minimum of 50°C.

The whole system shall be arranged to be conveniently and completely drained through suitably sized drained down valves.

OPERATION

Hot & Cold water systems

Remove any plant, taps and outlets and associated pipework which are not needed, due to disuse or under use.
Where the risk of scalding is great, the use of fail-safe thermostatically controlled mixing valves (i.e. valves which are unaffected by changes in water pressure and automatically close the hot water supply if the cold water fails) located as near to the outlet as possible, will allow the hot water supply system to run safely at the higher temperatures, allowing the outlet temperature to be lower normally 41 - 43°C.

Any water treatment regimen should be of proven efficacy, and substances and products to be used in contact with potable water supplies must be listed in the current edition of Drinking Water Inspectorate DWI – Approved list.

Cleaning & Disinfection should be undertaken under the following circumstances:

New systems prior to handover. If more than seven days elapse before the system is put into regular use, every outlet should be flushed until the water temperature stabilises;
Existing hot water systems where any part of the calorifier or circulation system has fallen below 45°C (The Management Team should also be informed);
There is evidence of contamination or microbial activity indicates contamination has occurred;
After any modification. This includes new pipework, plus any of the original pipework which may have become contaminated by either extraneous material of Biofilm damage. In many cases this will mean the whole system;

Water softeners (base exchange)

Daily or frequent backwashing must be undertaken in accordance with the manufacturer's/supplier's instructions. Occasionally cleaning and disinfection may be required. See CSL method statement.

Filtration of portable water

Filtration of potable water to a particle size of 0.2 microns is not uncommon, typically using "dead-end" filters or cross-flow membrane filters.

In all cases it is feasible for bacteria to colonise or "grow through" the filter material even where backwashing is a feature. It is essential for filter cartridge elements to be changed at appropriate intervals in accordance with the manufacturer's recommendations, taking into account local conditions. Filter membranes should also be chemically cleaned or replaced at the recommended periods and care must be taken to ensure that the "vessel" or "housing" containing the filter assembly is also disinfected appropriately during filter or membrane maintenance.

Booster/Supply Pumps

Where two or more pumps are installed for pressurising systems, the pumps should be switched daily to ensure that any standby or back-up pump is regularly brought into service as the main duty or lead pump, in order to minimise any danger of stagnation.

Temporary closure of Part or Whole of a Building

During temporary closure of part of whole of a building a procedure for flushing the hot and cold water service systems should be instituted.

This should include opening all taps for a period of three minutes and flushing WC cisterns, etc. on a weekly cycle. Alternatively, when this is impracticable, a disinfection procedure should be carried out immediately prior to occupation.

Servicing and Maintenance

General

All equipment and installations should be regularly inspected, serviced and tested to ensure that they are maintained in a safe and serviceable condition. To achieve this a comprehensive system of planned maintenance is considered essential. All defects and remedial actions should be recorded by a suitable and auditable means (e.g. via Computer Aided Facilities Management software).

Planned Maintenance

The purpose of planned maintenance is to ensure that all equipment and installations used within management's geographical area is maintained in a safe and reliable condition.

Manufacturer's Instructions

It is essential that personnel engaged on maintenance of equipment ensure that they have ready access to the relevant manufacturer's manual and that it is used as the major reference guide to methods of working, dismantling, re-assembly and restoring to service.

Newly Commissioned Equipment

All newly installed equipment should have a full and detailed inspection and a complete range of tests and operational checks as part of the commissioning procedure. From a subsequent maintenance point of view the most important factor is to keep careful records of the condition of the equipment and, in particular, to record the initial test results and the actual settings of any adjustable components. Reference to these at future maintenance operations will:

i)   Help in deciding what interval of time should elapse between such operations.

ii)   Provide benchmarks against which all later test results may be judged;

iii)   Allow any deterioration in performance to be recognised and remedial action taken where necessary

Frequency of Maintenance

The Nominated Person responsible for the maintenance and servicing should produce a maintenance and inspection schedule which reflects the individual requirements of the equipment.

The schedule should incorporate:

1) Routine maintenance proposals, based on periodic inspections supplemented at more extended intervals with operational checks and examination as required;

2) Post-fault maintenance, which should be determined by consulting the manufacturer's handbook and by past experience.

Examples of sources of information which may be useful in assisting with the compilation of the schedule are the manufacturer's handbook, HTM04, etc,

Regular Tasks & Inspections

Mains Water:

FREQUENCY	CHECK	STANDARD TO MEET / NOTES
Six-monthly	Incoming cold water inlet (winter and summer)	The water should preferably be below 20°C at all times The most convenient place to measure is usually at the ball valve outlet to the cold water storage tank

Hot & Cold Water System:

Monitoring the temperature regime, as well as the routine monitoring and inspection of the following parameters, is recommended (when using temperature as a control regime). Remedial action should be taken if necessary.

FREQUENCY	CHECK	STANDARD TO MEET / NOTES
Weekly	Flush little used outlets	Before carrying out flushing procedures, consideration should be given to removing infrequently used showers and taps. If they are removed, the redundant supply pipework should be cut back, as far as possible, to a common supply.
Monthly	Sentinel taps Hot	This makes sure that the supply and return temperatures on each loop are functioning as required, in higher risk buildings each separate loop needs to be monitored. The water temperature should be at least 50°C within 1 minute of running the water
Monthly	Sentinel taps Cold	The water temperature should be below 20°C within 2 minutes of running the tap
Monthly	TMV function	Mixed water outlet temperatures should be checked in critical areas where scalding risks are considered high. See temperature monitoring method statement.
Monthly	If TMVs are fitted at sentinel locations, input temperatures	The cold supply water temperature should be below 20°C within 2 minutes of running the tap. The Hot water supply to the TMV should be at least 50°C within 1 minute of running the water One way to measure this is to use a surface temperature probe
Monthly	Water leaving and returning to the calorifier	Outgoing water should be at least 60°C, and return at least 50°C If fitted, the thermometer pockets at the top of the calorifier and on the return leg are useful points for accurate temperature measurement. If installed, these measurements could be carried out and logged by a BMS system.
Quarterly	Clean Showerheads	The build up of scale or sludge on showerheads provides a suitable environment for legionella growth. Showerheads should be removed, disassembled, cleaned and disinfected.
Six Monthly	TMV In Service Inspection	Fail safe and performance tests as required by TMV Monitoring Routine (Section 3) and the manufacturer.
Annually	Representative number of taps on a rotational basis	The water temperature should be controlled with the same limits as sentinel outlets. This check ensures the whole system is reaching satisfactory temperatures for Legionella control (often conducted monthly 1/12th of the total each visit).

Annually	Cistern inspection	Check that the cistern is enclosed and that the internal condition is satisfactory. Cisterns should be cleaned and disinfected if found to be dirty during annual inspection.
Annually	Calorifier Drain sample	Where fitted open the drain valve on the base of the vessel and comment on the temperature and visual condition of the water collected. (Drain cocks on the feed pipe or side of the vessel are not representative of the base of the vessel).
Annually	Calorifier inspection	Where an access hatch is fitted the internal condition should be evaluated and any debris removed.
Every 2 years	Risk Assessment Review	To confirm the validity of the existing risk assessment.

Evaporative Cooling Water Systems:

The exact program is to be specified by the specialist water treatment service provider but the routines should include ACoP L8 recommendations: -

Parameter	Timing	
	Make up-water	Cooling water
Calcium hardness as mg/1 $CaCO_3$	Monthly	Monthly
Magnesium hardness as mg/1 $CaCO_3$	Monthly	Monthly
Total hardness as mg/l $CaCO_3$	Monthly	Monthly
Total alkalinity as mg/l $CaCO_3$	Quarterly	Quarterly
Chloride as mg/1 Cl^-	Monthly	Monthly
Sulphate as mg/l SO_4	Quarterly	Quarterly
Conductivity µs (Total dissolved solids)	Monthly	Weekly
Suspended solids mg/l	Quarterly	Quarterly
Inhibitor(s) level mg/1	-	Monthly
Oxidising biocide mg/l	-	Weekly
Temperature °C	-	Quarterly
PH	Quarterly	Weekly
Soluble iron as mg/1 Fe	Quarterly	Quarterly
Total iron as mg/1 Fe	Quarterly	Quarterly
Concentration factor	-	Monthly
Microbiological activity Dipslide	Quarterly	Weekly
Legionella cfu / l	-	Quarterly
Dosing pump operation, Chemical reservoirs		Weekly
Chemical consumption		Monthly
Conductivity calibration, bleed operation		Monthly
Drift eliminator condition		Quarterly
Pack, pond & distribution system condition		6 Monthly
Clean & Disinfection	6 Monthly (If stored)	6 Monthly

Records of all information relating to the operation and maintenance of all water systems are to be maintained by the person(s) defined in "Allocation of Specific Responsibilities". (Appendix 6)

The Responsible person has delegated the task of record keeping; however they can not delegate the responsibility of the need for correct and up to date records.

The records held shall include the following:

- A list of all buildings operated by North Warwickshire Borough Council (NWBC), indicating what water systems are present in each building.
- A Legionella risk assessment for each building and water system operated by NWBC. Where practicable these should be held in a central location and be available at/to each site in a Log Book (software or hard copies).
- Details of precautionary measures that have been carried out, including sufficient detail to show that they were carried out correctly and the dates on which they were carried out, and by whom.
- Remedial work carried out, by whom, and the date of completion, with appropriate signatures.
- A log detailing visits by contractors, consultants and other personnel.
- Results of any chemical analysis of the water.
- Results of any inspections, tests, and checks with dates when these actions were carried out.
- Information on other hazards, e.g. water treatment chemicals.
- Records showing the current state of operation of the system e.g. when the system or plant is in use and if not in use, whether it is drained down.
- Records will be maintained for a minimum of five years.

Legionella bacteria are commonly found in almost all natural water sources, so sampling of water systems and services may often yield positive results and the interpretation of any results of sampling should be carried out by experienced microbiologists.

Failure to detect legionella bacteria should not lead to the relaxation of control measures and monitoring. Neither should monitoring for the presence of legionella bacteria be used as a substitute in any way for vigilance with control strategies and those measures identified in the risk assessment.

Routine microbiological monitoring of hot and cold water systems is not deemed necessary by ACoP L8 since systems will be supplied with water that is fit to drink. However sampling is suggested: -

(a) in water systems treated with biocides where storage and distribution temperatures are reduced from those recommended. (This should be carried out on a monthly basis. The frequency of testing should be reviewed after a year and may be reduced when confidence in the efficacy of the biocide regime has been established).

(b) in systems where control levels of the treatment regime (eg temperature, biocide levels) are not being consistently achieved. As well as carrying out a thorough review of the system and treatment regime, frequent samples (weekly) should be taken until the system is brought back under control.

(c) when an outbreak is suspected or has been identified.

(d) testing for legionella may also be required where higher risk individuals (hospital wards, nursing or care homes with 'at risk' patients - eg those immunologically compromised) are present.

Samples should be taken as follows: -

(a) *cold water system* - from the cold water storage tank and the furthest outlet from the tank.

(b) *hot water system* - from the calorifier outlet or the nearest tap to the calorifier outlet plus the return supply to the calorifier or nearest tap to that return supply. Samples should also be taken from the base of the calorifier where drain valves have been fitted. The furthest outlet from the calorifer should also be sampled.

Samples may also be required from outlets in areas of particular concern (with 'at risk' individuals).

There is merit in taking samples immediately to understand worst case scenarios but also post flushing to provide results that are more representative of system water conditions. Taking of single samples from hot and cold water systems is likely to result in uncertainty in what is actually occurring and should be avoided.

The complexity of the system will need to be taken into account in determining the appropriate number of samples to take. For example, if there is more than one ring main present in the building, taps on each ring will need to be sampled. In order to be representative of the system as a whole, samples should be of treated, circulating water and not taken from temporarily stored water, eg at TMV-controlled taps and showers. These may also require sampling but this should be determined by risk assessment, where such fittings are used in areas where susceptible individuals may be and not randomly.

7.Legionella Sampling & Actions In The Event Of A Positive Result	North Warwickshire Borough Council

Evaporative Cooling and Recreational Water Systems	
Any positive result	An immediate review of the control measures in place and the risk assessment should be undertaken. The advice of specialist service providers is to be followed.
Hot and Cold water systems	
Legionella Bacteria cfu/ltr	
<100	Levels below 100 cfu/ltr are to be considered as negative.
100 to 1000	The system should be resampled. If present in more than 1 sample or confirmed in a second sample an immediate review of the control measures in place and the risk assessment should be undertaken. Cleaning and disinfection should be considered as part of the control review.
Above 1000	Primary aerosol generators (showers, cooling towers etc) should be taken out of service. If present in a single sample cleaning and disinfection should be considered as part of the control review. If present in more than 1 sample or confirmed in a second sample cleaning & disinfection is to be undertaken.

An out break is defined by the Public Health Laboratory Service (PHLS) as two or more confirmed cases of Legionellosis occurring in the same locality within a six-month period.

Location is defined in terms of the geographical proximity of the cases and requires a degree of judgment. It is the responsibility of the Proper Officer for the declaration of an outbreak.

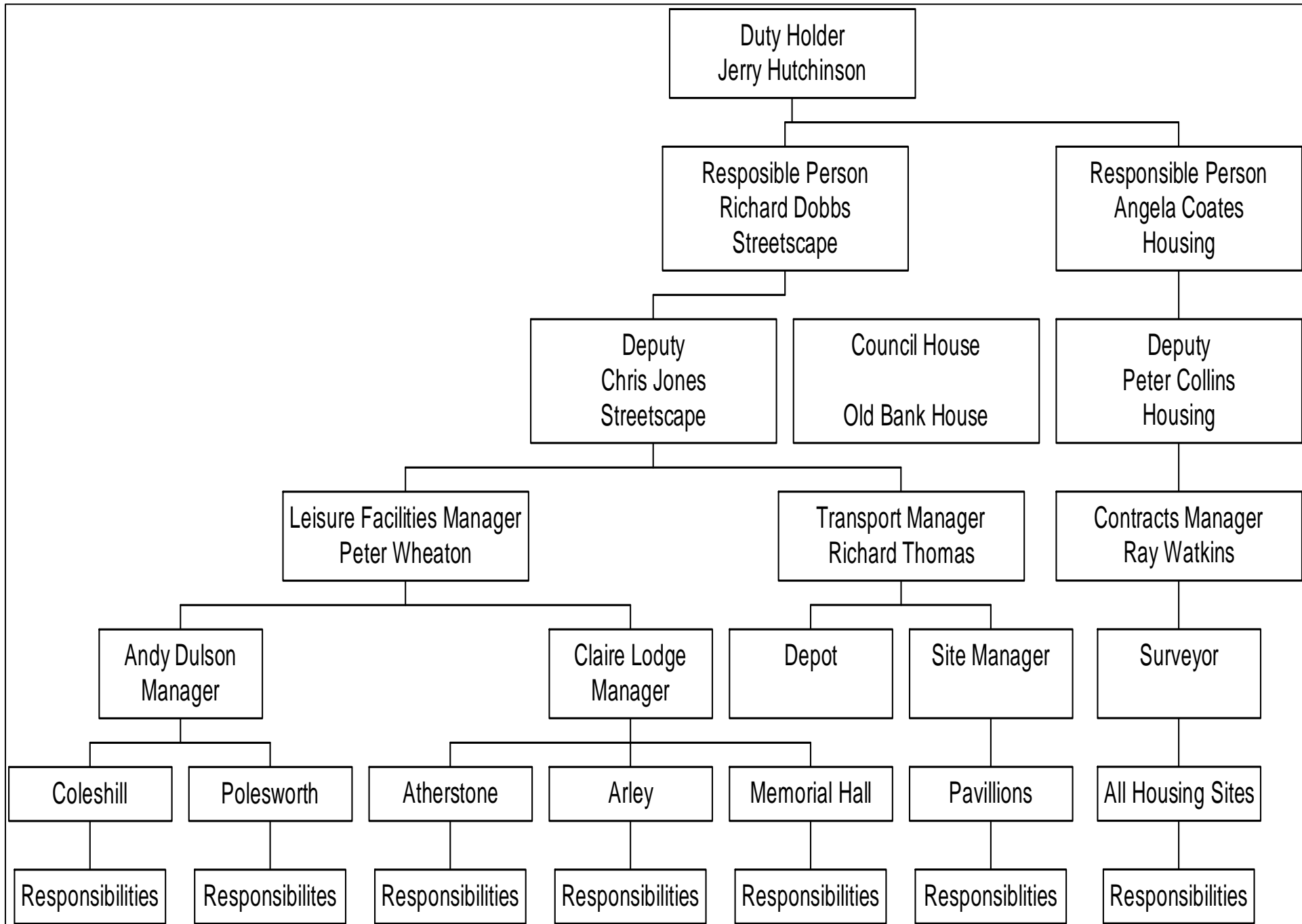The Proper Officer is appointed by the local authority under public health legislation and is usually a consultant in Communicable Disease Control.

No member of NWBC or a contractor working on our behalf will make any comment to members of the press. All such requests are to be directed to NWBC designated responsible person.

As part of the outbreak investigation and control, the following requests and recommendations may be made by the enforcing authority.

To shut down any process that is capable of generating and dispersing airborne water droplets;
To take water samples from the system before any emergency clean & chlorination takes place;
To co-operate fully in an investigation of any plant that may be suspected of being involved in the cause of the outbreak. This may involve, for example

- Tracing of all pipework runs;
- Detailed scrutiny of all operational records;
- Statements from plant operatives and managers;
- Statements from water treatment contractors or consultants;
- Inspection of Monitoring Records;
- Training Records;
- List of any Records for any Remedial works that have been carried out;
- List of any Maintenance records for items of plant within the water systems;

On completion of an Emergency Clean and Chlorination further water samples must be taken and the item of plant or water system or building cannot be put back into service until a negative sample for Legionella has been recorded.

Duty Holder
Jerry Hutchinson

Resposible Person
Richard Dobbs
Streetscape

Responsible Person
Angela Coates
Housing

Deputy
Chris Jones
Streetscape

Council House

Old Bank House

Deputy
Peter Collins
Housing

Leisure Facilities Manager
Peter Wheaton

Transport Manager
Richard Thomas

Contracts Manager
Ray Watkins

Andy Dulson
Manager

Claire Lodge
Manager

Depot

Site Manager

Surveyor

Coleshill	Polesworth	Atherstone	Arley	Memorial Hall	Pavillions	All Housing Sites
Responsibilities	Responsibilites	Responsibilities	Responsibilities	Responsibilities	Responsiblities	Responsibilities

APPENDIX 2 - Lines Of Communication - Responsibilities

	TASK	Assigned To	
	Management	Chief Executive – Jerry Hutchinson	
1	Identification of the statutory 'Duty Holder'		
2	The appointment of a Responsible Person's in writing	Corporate Buildings Richard Dobbs (AD Streetscape)	Housing Angela Coates (AD Housing)
3	The appointment of a Deputy Responsible Person's in writing	Facilities Manager – Chris Jones	Peter Collins – Housing Maintenance Officer
4	Notification to the local authority of any 'Evaporative cooling devices'	Non On Any Site	
5	Conducting of a Legionellosis risk assessment	Responsible Person	
6	Provision of system schematics	Responsible Person	
7	Program for corrective actions identified by the risk assessment	Responsible Person	
8	Review of Legionellosis risk assessment (at least every 2 years)	Responsible Person	
9	Production of the written scheme for prevention or control	Deputy Responsible Person	
10	Description of correct operation & precautions to be taken	Deputy Responsible Person	
11	Production of Method Statements for works carried out	Deputy Responsible Person	
12	Supply of COSHH & Risk assessments (including safety data sheets)	Deputy Responsible Person	
13	Provision of control parameters, measurement methods, sample locations, and frequencies.	Deputy Responsible Person	
14	Auditing control procedures	Responsible Person	
15	Provision of operating manuals	Responsible Person	
16	Emergency start-up and shut-down procedures	Responsible Person	
17	Actions in the event of positive legionella results / outbreak	Duty Holder	
18	Ensuring that training is provided and competence identified	Duty Holder	
19	Provision of a suitable record system	Responsible Person	
20	Maintaining the record system	Deputy Responsible Person	

	FREQUENCY	TASK	Assigned To
		Domestic Systems	
1	Weekly	Flushing of little used outlets & deadlegs – To include all Hose Reels	NWBC Site Manager
2	Weekly	Standby plant switching	NWBC Site Manager
3	Monthly	Temperature monitoring	MSM
4	Quarterly	Shower head cleaning and disinfection	MSM
5	Quarterly	Routine microbiological sampling*	MSM
6	As applicable	Mechanical PPM routines	NWBC Site Manager & Deputy Responsible Person
7	6 Monthly	Storage cistern temperature monitoring	MSM
8	6 Monthly	Service of TMVs in critical areas* (where scalding risks are considered high)	NWBC Site Manager & Deputy Responsible Person
9	Annual	Softener service (and disinfection**).	No Softener Equipment
10	Annual	Calorifier inspection, internal where access fitted. (Cleaning and disinfection as indicated by inspection).	MSM
11	Annual	Storage cistern inspections (Cleaning and disinfection as indicated by inspection).	MSM

	FREQUENCY	TASK	Assigned To
		Cooling Towers	
1	Daily	Operation of standby plant	None on any Site
2	Daily	Visual inspections	None on any Site
3	Weekly.	Cooling tower tests	None on any Site
4	Weekly.	Physical inspections	None on any Site
5	Monthly	Full water treatment tests	None on any Site
6	Monthly	Stock monitoring and re-ordering	None on any Site
7	Quarterly	Legionella sampling	None on any Site
8	Quarterly	Corrosion Monitoring	None on any Site
9	Quarterly	Physical inspections	None on any Site
10	6 Monthly	Routine cooling tower clean and disinfection	None on any Site
11	Annual**	Pre-treatment equipment maintenance and repairs**	None on any Site
12	Annual**	Dosing equipment maintenance and repairs**	None on any Site

* As Recommended by the risk assessment and internal arrangements. ** To manufacturers recommendations.

APPENDIX 3 - Key Contacts

Organisation	Named Responsible Person / Deputy		Telephone No.	Fax No.	Mobile No.	E-Mail Address
North Warwickshire Borough Council	Richard Dobbs	Assistant Director (Streetscape)	01827 791440	01827 719225	07970 248259	richarddobbs@northwarks.gov.uk
North Warwickshire Borough Council	Angela Coates	Assistant Director (Housing)	01827 719369	01827 719225	N/a	angelacoates@northwarks.gov.uk
North Warwickshire Borough Council	Chris Jones	Facilities Management Manager	01827 719265	01827 719225	07970 248250	chrisjones@northwarks.gov.uk
	Mike Agg	Assistant Facilities Management Manager	01827 719261	01827 719225	07970 248251	mikeagg@northwarks.gov.uk
	Charlie Phillips	Facilities Management Officer	01827 719252	01827 719225	07946 508005	charliephillips@northwarks.gov.uk
North Warwickshire Borough Council	Peter Collins	Maintenance Manager	01827 719308	01827 719225	07967 174090	petercollins@northwarks.gov.uk
North Warwickshire Borough Council	Peter Wheaton	Leisure Facilities Manager	01827 719257	01827 719225	07814 494204	peterwheaton@northwarks.gov.uk
North Warwickshire Borough Council	Richard Thomas	Transport & Streetscape Manager	01827 719248	01827 719225	07970 248216	richardthomas@northwarks.gov.uk
Atherstone Leisure Complex / Arley Sports Centre	Claire Lodge	Manager – ALC, ASC	01827 722198 / 01676 541867	N/a	07707 062013	clairelodge@northwarks.gov.uk
	Mandy McMahon	Assistant Manager - ALC	01827 722198	N/a	N/a	mandybaker@northwarks.gov.uk
	Dave Winter	Assistant Manager - ASC	01676 541867	N/a	N/a	davewinter@northwarks.gov.uk

Coleshill Leisure Centre / Polesworth Sports Centre	Andy Dulson	Manager – PSC,CLC	01675 466022 / 01827 894091	N/a	07970 248258	andydulson@northwarks.gov.uk
	Des Christie	Assistant Manager - CLC	01675 466022	N/a	N/a	deschristie@northwarks.gov.uk
	Steve Clarke	Assistant Manager - PSC	01827 894091	N/a	N/a	steveclarke@northwarks.gov.uk
Key Suppliers & Contractors	Name	Position	Telephone No.	Fax No.	Mobile No.	E-Mail Address
Centre for Communicable Disease Control (CCDC)						
Weather Reports		The Met Office	0870 900 0100			
Water Supply Undertaker		Seven Trent Water	0800 783 4444			
Greaves Consultants Ltd	Alan Greaves	Director – Greaves Consultants	01543 416 476	01543 268 920	0786 636 2749	alan@ldlog.co.uk
Name of Laboratory for all TVC & legionella samples						

APPENDIX 4 - Training & Competence

Any staff allocated to a task need to have received adequate training in respect of health & safety, hygiene & legionella control appropriate to the task they are responsible for conducting.

	Responsible Person & Deputy	Staff 1	Staff 2	Staff 3	Cleaning & Disinfecting Staff	Legionella risk assessor	Water Hygiene Contractor	Water Treatment Contractor
Legionella awareness								
Simple microbiology, biofilms & bacterial growth.								
Legislation and regulation								
Record Keeping								
Microbiological analysis					▓	▓	▓	▓
Designing a water treatment program		▓			▓	▓	▓	▓
Managing a water treatment program & contract			▓		▓	▓	▓	
Cleaning & disinfection techniques / safety								▓
Temperature monitoring					▓			▓
Risk Assessment domestic systems					▓	▓	▓	▓
Risk Assessment cooling & process systems		▓			▓	▓	▓	
Interpretation and reporting results					▓			
Conducting a review					▓			
Grey boxes indicate this training is not applicable.	▓							

Staff competence is assessed regularly during manager / staff development meetings, additional training requirements will be recorded in the individuals training records.

Where services are to be conducted by a contractor (specialist service provider), on behalf of NWBC, the Contractor shall provide sufficient information to allow NWBC to assess the competency of the contractor and individual personnel carrying out the tasks. This shall include the names of persons who may carry out surveys, monitoring and produce assessments together with their relevant qualifications and experience. NWBC will look for an up to date certificate indicating the Contractor is a member of the Legionella Control Association (LCA) or suitable other quality control system.

Legionnaires Disease

Legionnaires Disease is a potentially fatal form of pneumonia which can affect anybody, but which principally affects those who are susceptible because of age, illness, immunosuppression, smoking etc.

It is caused by the bacterium Legionella pneumophila and related bacteria that can be found naturally in environmental water sources such as rivers, lakes and reservoirs, usually in low numbers. As they are commonly found in environmental sources they may also be found in purpose built water systems such as cooling towers, evaporative condensers and whirlpool spas.

If conditions are favourable the bacterium may grow creating conditions in which the risk from legionnaires' disease is increased. It is therefore important to control the risks by introducing measures outlined in the Approved Code of Practice & guidance document <u>Legionnaires' disease - The Control of legionella bacteria in water systems (L8)</u>.

What is Legionnaires' disease?

Legionnaires' disease is a type of pneumonia. It was named after an outbreak of severe pneumonia which affected a meeting of the American Legion in 1976. It is an uncommon but serious disease.

The illness occurs more frequently in men than women. It usually affects middle-aged or elderly people and it more commonly affects smokers or people with other chest problems. Legionnaires' disease is uncommon in younger people and is very uncommon under the age of 20.

About half the cases of legionnaires' disease are caught abroad. The other half are the result of infections acquired in the UK.

How do people get it?

The germ which causes legionnaires' disease is a bacterium called Legionella pneumophila. People catch legionnaires' disease by inhaling small droplets of water suspended in the air which contain the Legionella bacterium. However, most people who are exposed to Legionella do not become ill.

Legionnaires' disease does not spread from person to person.

Where does it come from?

The bacterium which causes legionnaires' disease is widespread in nature. It mainly lives in water, for example ponds, where it does not usually cause problems. Outbreaks occur from purpose-built water systems where temperatures are warm enough to encourage growth of the bacteria, eg in cooling towers, evaporative condensers and whirlpool spas (tradename Jaccuzi) and from water used for domestic purposes in buildings such as hotels.

Most community outbreaks in the UK have been linked to installations such as cooling towers or evaporative condensers which can spread droplets of water over a wide area. These are found as part of air-conditioning and industrial cooling systems.

What measures are there to control legionnaires' disease?

To prevent the occurrence of legionnaires' disease, companies which operate these systems must comply with regulations requiring them to manage, maintain and treat them properly. Amongst other things, this means that the water must be treated and the system cleaned regularly.

What are the symptoms?

The symptoms of legionnaires' disease are similar to the symptoms of the flu:

- high temperature, feverishness and chills;
- cough;
- muscle pains;
- headache; and leading on to
- pneumonia, very occasionally
- diarrhoea and signs of mental confusion

How is it treated?

The illness is treated with an antibiotic called erythromycin or a similar antibiotic.

What to do

- If you develop the above symptoms and you are worried that it might be legionnaires' disease, see your general practitioner.
- Because it is similar to the flu, it is not always easy to diagnose. A blood or urine test will be helpful in deciding whether an illness is or is not legionnaires' disease. When doctors are aware that the illness is present in the local community, they have a much better chance of diagnosing it earlier.
- If you suspect that you may have got the illness as a consequence of your work then you are advised to report this to your manager, as well as your health and safety representative and occupational health department, if you have one. There is a legal requirement for employers to report cases of legionnaires' disease that may be acquired at their premises to the Health and Safety Executive .

Further information

- **Legionnaire's disease - Essential information for providers of residential accommodation [PDF 56kb]**
- **Legionnaires Disease - A guide for Employers [PDF 2.8mb]**
- **Legionnaires Disease: The control of legionella bacteria in water systems, approved code of practice and guidance**
  (L8) Health and Safety Executive, 2000. ISBN 0717617726. Available from HSEBooks
- **Legionnaires' Disease: Controlling the risks associated with using spa baths [PDF 24kb]**
- **HSE Research Report RR140 Evaluation of HSC's ACOP and guidance 'Legionnaires disease: control of legionella bacteria in water systems' (L8)**

Other sources of information

If you need further help, staff at our national contact centre (HSE Infoline - tel: 0845 345 0055 or email: hse.infoline@natbrit.com)

The Health Protection Agency protects the population from infection by working with others to control and prevent the spread of infectious diseases - for more information about Legionnaires disease visit their website at www.hpa.org.uk

APPENDIX 6 - Allocation of Specific Responsibilities

Responsibility	**North Warwickshire Borough Council: Duty Holder**	**Jerry Hutchinson**
	North Warwickshire Borough Council: Responsible Persons	Corporate Buildings**:** **Richard Dobbs AD (Streetscape)** Housing: **Angela Coates AD (Housing)**
	North Warwickshire Borough Council: Deputy Responsible Persons	Corporate Buildings: **Chris Jones, Facilities Manager** Housing; **Peter Collins, Housing Maintenance Officer**
	North Warwickshire Borough Council: Site Managers	Corporate Buildings: **Claire Lodge, Atherstone Complex Manager** • ***Atherstone Leisure Complex*** • ***Arley Sports Hall*** • ***Memorial Hall*** **Andy Dulson, Manager** • ***Coleshill Sports Hall*** • ***Polesworth Sports Centre*** **Richard Thomas, Transport & Streetscape Manager** • ***The Depot*** • ***Sports Pavilions*** *Chris Jones, Facilities Manager* • ***The Council House*** • ***Old Bank House*** Housing Maintenance: *Ray Watkins, Contracts Manager* • ***All Housing sites***
	MSM Environmental Services Ltd	**MSM**
	Greaves Consultants Ltd	**GCL**

MANAGEMENT TASKS

Type of Water System	Service / Task	Frequency	
All	Identification of the statutory Duty Holder, responsible person & deputies.	Continuous	**Jerry Hutchinson, Chief Executive: Duty Holder**
	Notification to the local authority of any 'Evaporative cooling devices'	1 off	Non on Site
	Conducting of a Legionellosis risk assessment	1 off	**Responsible Persons**
	Provision of system schematics	1 off	**Responsible Persons**
	Remedial or corrective actions required with priority / degree of risk	1 off	**Responsible Persons**
	Programme for corrective action to be undertaken	1 off	**Responsible Persons**
	Review of Legionellosis risk assessment (at least every 2 years)	Bi-annual	**Responsible Persons**

	Production of the written scheme for prevention or control	1 off	**Deputy Responsible Persons**
	Method Statements, COSHH, Risk assessments & Safety data sheets for works carried out.	As required	**Deputy Responsible Persons**
	Provision of control parameters, measurement methods, sample locations, and frequencies.	Continuous	**Deputy Responsible Persons**
	Emergency start-up and shut-down procedures	1 off	**Responsible Persons**
	Description of normal and safe operation	1 off	**Deputy Responsible Persons**
	Actions in the event of positive legionella results / outbreak	1 off	**Jerry Hutchinson, Chief Executive: Duty Holder**
	Ensuring that training is provided and competence identified	Continuous	**Jerry Hutchinson, Chief Executive: Duty Holder**
	Provision of a suitable record system (Logbook)	1 off	**Responsible Persons**
	Auditing & Maintaining the record system	Continuous	**Deputy Responsible Persons & NWBC Internal Audit**

OPTIONAL SERVICES (Not driven by L8)	Chemical monitoring & dosing of closed systems	Quarterly	**Deputy Responsible Persons & Site Managers**
	TVC and Coliform sampling of domestic systems	Refurbishment/New Build	**Deputy Responsible Persons & Site Managers**
	Legionella sampling of domestic systems	Refurbishment/New Build	**Deputy Responsible Persons & Site Managers**

HOT & COLD WATER TASKS.

Type of Water System	Service / Task	Frequency	
Hot water services	Arrange for samples to be taken from hot water calorifiers, in order to note condition of drain water.	**Annually**	**MSM**
	Visual check on internal surfaces of calorifiers for scale and sludge.	**Annually**	**MSM**
	Check representative taps for temperature as above on a rotational basis	**To cover all locations in a year.**	**MSM**
	Check temperatures in flow and return at calorifiers.	**Monthly**	**MSM**
	Check water temperature up to one minute to see if it has reached 50°C in the *sentinel taps	**Monthly**	**MSM**
Cold water services	Visually inspect cold water storage tanks and report remedial work where necessary.	**Annually**	**MSM**
	Check representative taps for temperature on a rotational basis.	**To cover all locations in a year.**	**MSM**
	Check tank water temperature remote from ball valve and mains temperature at ball valve.	**Six monthly**	**MSM**
	Note maximum temperatures recorded by fixed max/min thermometers where fitted	**Six monthly**	**MSM**
	Check that temperature is below 20°C after running the water for up to two minuets in the *sentinel taps	**Monthly**	**MSM**
Shower heads	Dismantle, clean and descale shower heads and hoses.	**Quarterly or as necessary by inspection**	**MSM**
Little used outlets	Flush through and purge to drain, or purge to drain immediately before use, without release of aerosols.	**Weekly**	**Deputy Responsible Persons & Site Managers**

OTHER SYSTEMS TASKS

Type of Water System	Service / Task	Frequency	
Ultrasonic humidifiers/foggers and water misting systems.	If equipment fitted with UV lights, check to ensure effectiveness of lamp (check to see if within working life) and clean filters.	Six-monthly or according to manufacturers instructions	Non of any Site
	Ensure automatic purge of residual water is functioning	As part of machinery shut-down	Non of any Site
	Clean and disinfect all wetted parts	As indicated by risk assessment	Not Applicable
	Sampling for Legionella	As indicated by risk assessment	Not Applicable

Spray humidifiers, air washer and wet scrubbers AHU	Clean and disinfect spray humidifiers/air washers and make up tanks including all wetted surfaces, descaling as necessary	Six monthly	Non of any Site
	Confirm the operation of non-chemical water treatment if present	Weekly	Non of any Site
Water softeners	Clean and disinfect resin and brine tank – check with manufacturers what chemicals can be used to disinfect the resin bed	As recommended by manufacturer	**Deputy Responsible Persons & Site Managers**
Emergency showers and eye-wash sprays	Flush through and purge to drain	Six monthly or more frequently if recommended by manufacturers	**Deputy Responsible Persons & Site Managers**
Sprinkler and hose reel systems	When witnessing tests of sprinkler blow-down and hose reels, ensure that there is minimum risk of exposure to aerosols.	As directed	**Deputy Responsible Persons & Site Managers**
Lathe and machine tool coolant systems	Clean and disinfect storage and distribution system	Six-monthly	**Deputy Responsible Persons & Site Managers**
Spa baths*	Water treatment tests	Daily	Non of any Site
	Specialist monitoring, sampling & calibration	Monthly	Not Applicable
*(modified routine)	Check filters – sand filters should be back-washed.	As directed	Not Applicable
Horticultural misting systems	Clean and disinfect pipework distribution systems, spray heads and make up tanks including all wetted surfaces, descaling as necessary	Annually	Non of any Site
Dental equipment	Drain down and clean	At the end of each working day	Non of any Site
Car/bus washes	Check filtration and treatment systems, clean and disinfect systems	See manufacturers instructions	Non of any Site
Indoor fountains and water features	Clean and disinfect ponds, spray heads and make up tanks including all wetted surfaces, descaling as necessary	Interval depending on condition	Non of any Site

Report of the
Assistant Director Finance and Human
Resources

Flexible Working Policy and Leave
Guidance

1   **Summary**

1.1   This report advises members of the background to the flexible working policy and
        leave guidance and recommends the adoption of the policy for the Council.

+---+
| |
| **Recommendation to the Council** |
| |
| **That the Flexible Working Policy and Leave Guidance be adopted** |
| |
+---+

2   **Consultation**

2.1   **Portfolio Holder, Shadow Portfolio Holder and Ward Members**

2.1.1   The Portfolio Holder and Shadow Portfolio Holder have been updated.

3   **Report**

3.1   North Warwickshire Borough Council had a flexible working task and finish group,
        which met during 2006 and 2007. The group agreed to trial a number of pilots and
        following their review the HR Manager would produce a policy on flexible working.

3.2   The pilots were required to meet specific criteria and those that met this and were
        agreed were subject to risk assessment.

        The criteria for each proposal to be met was that:

        ▪   The service must not suffer
        ▪   There would be no additional costs
        ▪   There would be no negative impact on colleagues both inside and outside of the
            service

3.3   The proposals that were piloted were:

        ▪   Nine day fortnight
        ▪   Change in core hours
        ▪   Two flexi days per period
        ▪   Allowing 20 hours per period to be accumulated
        ▪   Those able to home work to do so one day per week
        ▪   Banking of flexi hours up to 1 working week to be used during school holidays
        ▪   Where there was a service need to cover 24/7 to work 37 hours across 7 days
        ▪   Working short and long days within the working week – teams agreeing the
            cover.

Overall these have been successful and there are a number of examples where employees have not needed to take emergency leave or sickness leave due to the flexibility available to them.

3.4   The Council also has some term time working, annualised hours, job share and part time working to suit the needs of the business.

3.5   In 2008 the Chief Executive set up a group, 'Improving The Way We Work' which identified inconsistencies in the application of leave.

3.6   In writing the policy the HR Manager sought to standardise custom and practice in the Authority, address employee concerns, used benchmarking with other Authorities, considered the legal requirements and used ACAS guidance.   The proposed policy is attached as Appendix A.

3.7   The leave guidance attached as an appendix to the policy provides a table of the type of leave, the amount of leave allowed, and the approval process.

3.8   Consultation on the policy has taken place at all levels and recommendations from both managers and trade unions have been considered and wherever possible included in the policy.

4   **Report Implications**

4.1   **Human Resources Implications**

4.1.1   As detailed in the report.

4.2   **Risk Management Implications**

4.2.1   The Council is currently reviewing its office accommodation requirements.   This policy will assist in looking for ways of reducing the office space required in the future. Risk Assessment attached.

4.3   **Equalities Implications**

4.3.1   Equality Impact Assessment Summary Sheet attached

4.4   **Links to Council's Priorities**

4.4.1   The use of this policy will reduce the risk of inconsistencies. Proper management of employee issues through policies contributes to the Council's priority relating to the effective use of resources.

The Contact Officer for this report is Janis McCulloch (719236).

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 Impact Assessment Summary Sheet

Please complete the following table summarised from the equality impact assessment form. This should be completed and attached to relevant Board reports.
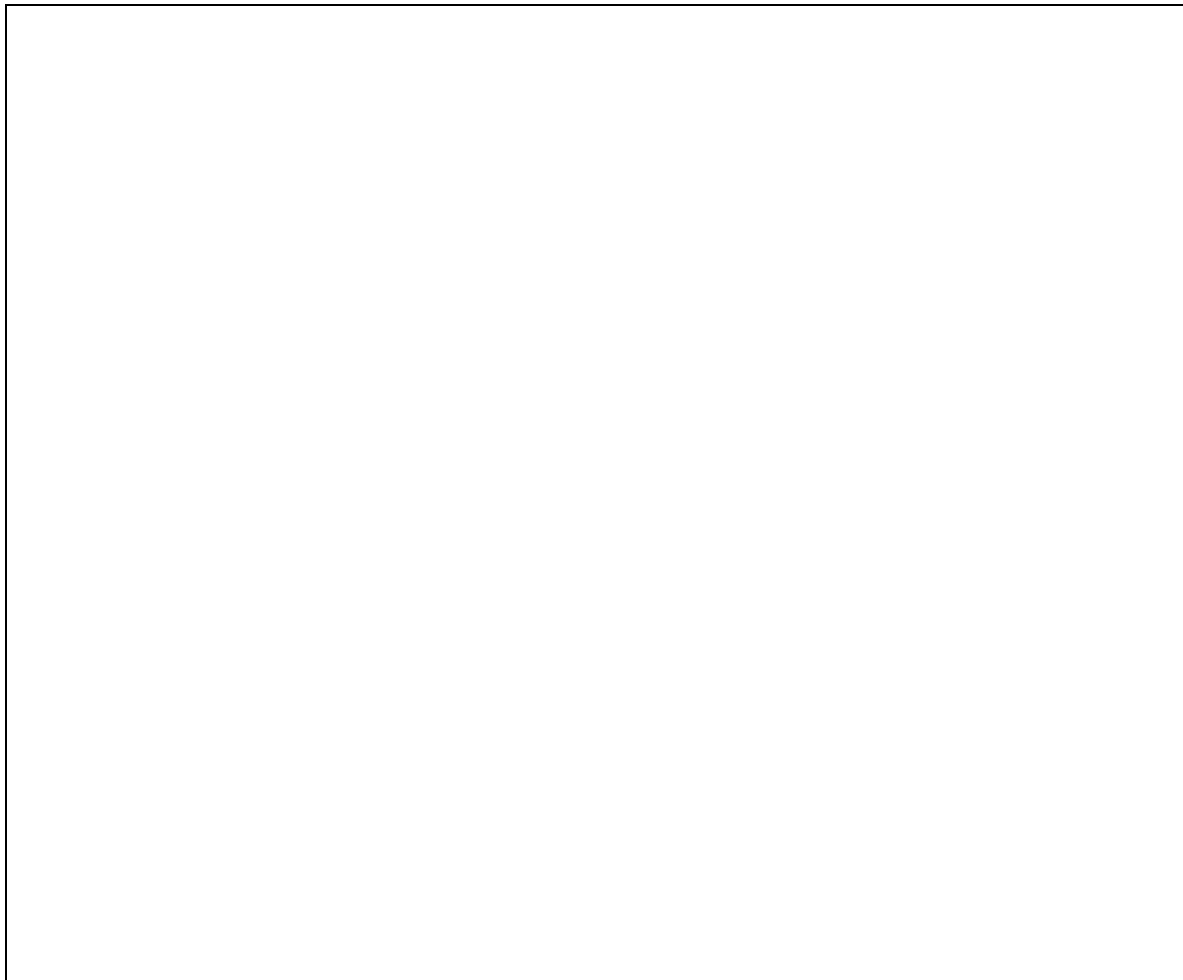
Name of Policy Procedure/Service	Flexible Working Policy and Leave Guidance
Officer Responsible for assessment	Janis McCulloch

Does this policy /procedure /service have any differential impact on the following equality groups /people

(a) Is there a positive impact on any of the equality target groups or contribute to promoting equal opportunities and improve relations or:

(b) could there be a negative impact on any of the equality target groups i.e. disadvantage them in any way

Equality Group	Positive impact	Negative impact	Reasons/Comments
Racial	None	None	
Gender	None	None	
Disabled people	None	None	
Gay, Lesbian and Bisexual people	None	None	
Older/Younger people	None	None	
Religion and Beliefs	None	None	
People having dependents caring responsibilities	Yes		There will be a more structured approach to supporting carers
People having an offending past	None	None	
Transgender people	Yes		There will be a documented process to follow when the need arises

If you have answered **No** to any of the above please give your reasons below

HR to monitor and evaluate wherever possible take up across the different strands of equality.
All groups are offered equal opportunities to apply for flexible working

Risk Ref	Risk: Title/Description	Consequence	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Gross Risk Rating	Responsible Officer	Existing Control Procedures	Likelihood(5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Without flexible working, delivery of services may be affected	Services would not achieve Council priorities or meet customer expectations	5	3	15	**Chief Executive**	**Flexible arrangements set up and monitored by Managers**	1	3	3
	Without a framework there is likely to be inconsistency of application in the use of flexible working	Staff morale could suffer Staff grievances consuming large amounts of resources to resolve	4	4	16	**HR Manager**	**Briefings for managers Monitoring of application of framework by HR and IWWWG Internal Audits**	1	4	4
	Requirement for office accommodation will remain at current levels	Requirements to find additional funding will impact on service provision and staffing levels	5	5	25	**HR Manager**	**Briefings for Managers Monitoring of application of framework by HR and Accommodation Sub Group**	2	4	8

Risk Ref	Options for additional / replacement control procedure						Cost Resources	Likelihood (5 = high, 1 = low)	Impact (5 = high, 1 = low)	Net Risk Rating
	Further Training in policies and procedures (action plans / communication)						**Staff Time**			

Completed By: Janis McCulloch

Date:14 October 2009

FLEXIBLE WORKING POLICY AND LEAVE GUIDANCE
OCTOBER 2009

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1.   INTRODUCTION

1.1   This document balances the degree of flexibility offered to employees against the requirement to ensure the efficiency and standards of the Council's services, and the way in which they are provided.

1.2.   It must be recognised that there is no entitlement to paid time off. As an example, there is no automatic right to paid time off for Hospital, Medical or Dentist Appointments and employees should, where possible, make appointments outside of normal working hours. Employees should use flexi/flexible working arrangements wherever possible. However, where the employees are unable to work within the rules of the flexible/flexible working section of this policy they must get their time off authorised by their line manager to attend appointments during working hours, and agree the paid time off to attend the appointment will normally be given.

1.3.   If necessary, advice and guidance can be obtained from Human Resources.

1.4   The reference guide to Authorised Leave is given at Appendix B.

2.   SCOPE

2.1   The policy applies to all employees.

3.   PRINCIPLES

3.1   When agreeing flexible ways of working the guiding principles are:
- The service must not suffer
- There would be no additional costs
- There would be no negative impact on colleagues both inside and outside of the service

3.2   Inevitably over the course of an employee's service with the Council they will experience situations which put demands on their time and causes conflict between work and life commitments. In order to provide employees with flexibility in balancing these work-life responsibilities, the Council endeavors to:
- Promote equality
- Promote employee well-being through its promotion of work-life balance;
- Ensure a fair and consistent approach to managing employee attendance;
- Provide assistance and support to employees when absence from work is necessary.
  In addition the Council will use flexible working to:
- Help with business continuity
- Help with emergency planning
- Help with value for money

3.3   However, employee sickness can have an adverse impact on the Council's overall performance and performance rating. Therefore, notwithstanding the overriding aim to provide flexibility, the Council looks to promote:

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- High attendance levels;
- The avoidance or minimisation of disruption to service delivery;
- An understanding that each employee holds an important role within the Council, regardless of their current circumstances;
- Good working relationships amongst all employees.

3.4   Throughout this document direction is given as to the amount of time off that is appropriate for different circumstances. It should be recognised, however, that where appropriate, line managers in consultation with HR may use their discretion in the interpretation and application of the guidance to ensure both the well being of the employee and the requirements of the service.

3.5   Time off from work, as defined in this document should not, however, be seen as an automatic right and entitlement. Inevitably, instances will arise where the line manager may have to refuse the request for time off either for business reasons or in relation to the specific request made. Wherever this is the case the employee will be given a full explanation of the reason behind the refusal and, where appropriate, alternative leave arrangements will be discussed and agreed.

3.6   Where there is a service qualification for eligibility to particular types of leave covered by the provision of this document this is stated. Each type of leave is regarded as a separate entitlement. However, the granting of leave remains at the discretion of the line manager and/or the Assistant Director, as appropriate.

3.7   Where an employee is experiencing emotional or difficult circumstances it may be appropriate for them to be granted leave under one of the categories listed and then discuss the situation with Human Resources.

3.8   The entitlements to leave given are for full time employees, this entitlement should be calculated as a pro rata amount for employees working on part time or term time only basis or pro rata to the length of the contract for employees on temporary contracts.

3.9   Where leave is paid, the employee will receive their normal salary payment including all regular contractual payments.

4.   TYPES OF ABSENCE

4.1   There are a number of different forms of leave covered and these fall into a number of broad categories. This document covers each type of leave in turn and gives a full explanation of the entitlements, statutory and non-statutory, paid and unpaid, and the procedure for applying for leave in each instance.

4.2   There will be occasions when employees will request authorised leave for reasons not covered in this document or in the reference guide at Appendix B. In these circumstances the Assistant Director/Head of Service in consultation with HR will decide whether authorised leave will be approved.

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5. FLEXITIME/FLEXIBLE WORKING

5.1   Accommodating flexible working does depend upon the service provided. Where the service can accommodate this it allows employees to stagger their start and finish times with the opportunity to build up hours to be taken at a future time for personal or domestic requirements. It ensures that the working day is covered more effectively and has a mutual benefit to the employee and the organisation. It enables employees to manage their work and personal commitments and encourages a spirit of 'give and take' between the employer and the employee. However, for this to work teams must ensure that 'work comes first'. This requires some basic principles to be followed:

- Minimum cover is required during normal office hours
- There needs to be a shared understanding within teams of the level of cover required to ensure that the service is delivered to the required standard.
- Service delivery must not suffer
- Flexible working for a team member must not impact negatively on the rest of the team or other sections
- Flexible working is always subject to the exigencies of the service
- Managers have the responsibility to ensure an appropriate level of service at all times
- Managers having consulted with the team have the right to change arrangements in the interests of operational efficiency or quality of service

Provided the work is covered the following applies:

- There are no standard core hours
- Employees can start and finish their working day between the hours of 7.30am and 7.30pm to meet the needs of the service *see footnote*
- Customer based services must have cover for the hours when open to the public. eg 8.30am to 5.15pm Monday to Friday for the Council House.
- Where more than 6 hours are worked in any day a 30 minute lunch break must be taken
- Time sheets must be completed daily and submitted to the line manager at the end of the 4 week accounting period
- The maximum surplus allowed is 16 hours (except for employees on annualised hours). All hours in excess of this are lost at the end of the period
- The maximum deficit allowed is 4 hours
- Flexi leave is taken once the hours are banked
- A maximum of two days can be taken in the flexi period
- Flexi leave is booked and authorised by the line manager in the same way as annual leave
- Where employees are lone workers a safe system of work must be in place for when they are working. See appendix A of the Lone Working Policy

Footnote

ICT systems are supported from 8.50am to 5.30pm Monday to Friday and although systems may be available outside these times, this cannot be assumed or guaranteed

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Employees are in a position of trust especially when working from home.

Working from home where appropriate:
- Must be authorised by the line manager
- Work to be done must be agreed with the line manager
- When the work will be done must be agreed with the line manager eg out of office hours
- Hours worked should be documented on their flexi time sheet stating home in the 'code' column
- The employee must be contactable

Employees away from their place of work on business or on training should book their time as follows:

- If the journey were the same distance/time as it would take to get to their normal place of work they should book from arrival until the event finishes minus their lunch break on their flexi sheet if they go straight home.
- If the journey takes longer than the time that it would take to get to their normal place of work they should book the excess to and from the venue and the time at the event minus their lunch break on their flexi sheet.
- If the event involves an overnight stay they should book the journey to and from the venue as above and the start and finish times of the event for each day. They should not book time spent in the evening networking/dining.

Smokers are not allowed to take smoking breaks during the working day.

Any employee found to be abusing the system will have the right to flexible working removed and will be given fixed hours of work to suit the business.

6.   MEDICAL DENTAL AND HOSPITAL APPOINTMENTS

6.1   See Appendix B for guidance

7.   ANNUAL LEAVE/BANK HOLIDAYS

7.1   The holiday year runs from 1 April to the 31 March. All employees are entitled to this leave in line with their contract of employment.

7.2   All holiday should be taken within the year that it is accrued. Any member of staff wishing to carry over up to 5 days leave from one leave year to the next must agree this with their line manager provided it is not in breach of the Working Time (Amendment) Regulations 2007.

7.3   In exceptional circumstances leave may be brought forward from the next year. Staff wishing to do this must agree this with their line manager provided it is not in breach of the Working Time (Amendment) Regulations 2007. Employees leaving the Authority will have to pay back any leave taken that is in excess of their entitlement.

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7.3   Employees under suspension are entitled to accrue leave during this period but are required to advise their managers if they take holidays away from home at anytime so that it can be deducted from their leave card. Employees are on trust to be honest about holidays taken. If the period of suspension takes them into a new entitlement year then any outstanding leave from the previous year should be carried forward.

7.4   All holiday dates must be approved in advance by the line manager. As much notice as possible of a proposed holiday dates must be given to the line manager to ensure adequate staffing coverage at all times.
The legal guidance is that the notice the employee gives to the employer should be at least twice as long as the amount of holiday they want to take (eg the employee would give two week's notice for one week's holiday). The employer can refuse permission for the holiday as long as they give notice which is at least as long as the holiday requested (so to refuse a request for one week's leave, the employer has to tell the employee one week in advance).   However, in practice teams agree time off well in advance with each other and their line manager to ensure the service is covered. The maximum annual leave that a line manager can authorise is three weeks. It is the line manager's responsibility to ensure sufficient cover for his/her service. In exceptional circumstances where an employee requires more than 3 weeks annual leave at one time, this will need to be authorised by the Assistant Director/Director/ Chief Executive as appropriate.

7.6   Employees who are contracted to work bank holidays and extra statutory days will have the bank holidays and extra statutory days added to their annual leave entitlement.

7.5   Part time employees, particularly those who do not work every or the same days each week should have their leave including bank holidays and extra statutory days calculated in hours to ensure that they receive the correct leave for their contracted hours.

7.6   Managers should respond to a request as soon as is practicable. If a line manager has to refuse a holiday request, this should be done in good faith and on reasonable grounds, not simply on an arbitrary basis. If a request is refused the reasons should be given to the employee

7.7   If an employee becomes ill during a period of leave, sickness will replace the leave provided the employee follows the sickness reporting procedure.

7.8   If an employee is unable to take all of his/her leave due to sickness by the end of the year, this will be carried over to the next leave year.

7.9   Where the employee has been absent from work suffering from a life threatening disease such as cancer then all of the remaining annual leave will be carried forward into the next leave year to provide additional support in facilitating their return to work.

7.10   Leave entitlement is pro rata to the hours worked for part time and job share employees regardless of which days are worked.

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8. COMPASSIONATE LEAVE

8.1   In the event of a life threatening illness of a close relative, up to three days leave of absence with pay may be granted for any one occasion. The decision should be made in consultation with HR.

8.2   A close relative is defined as mother, father, guardian, sister, brother, husband, wife, partner, son, daughter, grandparent, grandchild, father in law, mother in law, partners' parents.

8.3   In the event of the death of a close relative, up to five days leave of absence with pay will be granted. In determining how much leave to grant, managers should take into account travel and the help that is to be given with funeral arrangements when granting bereavement leave.

8.4   Extended family ie uncles, aunts, nieces, nephews, sister in law, brother in law and grandparent in law are normally excluded. However, where employees have been raised by any of these relatives the maximum compassionate leave of absence will be granted.

8.5   In the event of a death of an extended family member one day will be granted for attending the funeral.

9. INCLEMENT WEATHER

9.1   Employees should take reasonable steps to get into work but if they feel unable to do so they will have to make up the time, book leave or work from home. This should be agreed with the line manager within a reasonable time on the day.

9.2   Employees arriving late in the morning, where their lateness is directly attributable to the adverse weather conditions, will not lose pay or be required to make up lost time.

9.3   Employees who have declared a disability relating to mobility problems and cannot work from home should not attempt to come to work and will not lose pay or be required to make up the lost time.

9.4   Depending on the numbers able to get into work, there may be a need to ask some employees to cover different duties to those they normally undertake in order to keep priority services running.

9.5   Where the Council cannot provide employees with work and they are sent home or in exceptional circumstances the premises are closed employees will receive pay for their contracted hours on that particular day

10. INTERVIEWS

10.1   If an employee applies for vacancies within North Warwickshire Borough Council or another local authority, (including any associate employer for the calculation of continuous service for redundancy purposes), time off will be granted for the actual interview, plus reasonable traveling time.

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10.2   Employees who are officially "at risk" of redundancy will be afforded reasonable time off for interviews with any prospective employer.

11.   INFERTILITY TREATMENT

11.1   North Warwickshire Borough Council will grant up to three days' leave in any one year for an employee to undergo fertility treatment.

11.2   Rest periods after treatment will be classed as sick leave and will require a medical certificate. This time would not be counted with regards to Attendance Management monitoring of sickness absence.

11.3   In order to qualify for time off for infertility treatment, the employee must have a minimum of 12 months continuous service with North Warwickshire Borough Council.

11.4   Time off for fertility treatment up to the permitted number of days will be paid at the employee's normal rate of basic pay.

11.5   Any employee planning to undergo fertility treatment must:
   ▪ inform his/her line manager as soon as his/her plans to undergo fertility treatment have been confirmed;
   ▪ provide a statement from a qualified medical practitioner that fertility treatment has been recommended and approved;
   ▪ produce an appointment card for each occasion on which time off is requested;
   ▪ try to arrange appointments at times that will cause the minimum amount of inconvenience to North Warwickshire Borough Council;
   ▪ give as much notice as possible of the days on which time off is required.

11.6   Any information provided to the line manager will be maintained in strict confidence.

12.   TRANSSEXUALS AND GENDER REASSIGNMENT

12.1   The Council's policy on transsexuals and gender reassignment, including working arrangements, is given in Appendix A

13.   COSMETIC SURGERY

13.1   Cosmetic surgery which is concerned with the enhancement of appearance through surgical and medical techniques, eg face-lifts or breast implants will have no entitlement to authorised leave. The employee will be expected to request annual leave, unpaid leave or flexible working. Where failure to undergo the procedure presents a threat to the employee's physical or mental well being advice will be sought from Occupational Health and this may be covered by the Attendance Management Policy

14.   OTHER ELECTIVE SURGERY

14.1   Elective medical procedures such as laser eye treatment or sterilisation would be covered under medical appointments

15.   CARER'S LEAVE

15.1   Proper provision for employees with family responsibilities is a vital ingredient in promoting equal opportunities. Caring responsibilities are not just restricted to childcare, a growing number of employees provide care for the elderly and disabled relatives.

15.2   A carer is anyone whose life is in some way restricted because of the need to take responsibility for the care of a child, a person with a disability or an elderly person.

15.3   Carer's leave is intended to enable employees to combine work and their caring responsibilities. To be successful it must be operated in a spirit of 'give and take' and with an acceptance of the principal that the efficient functioning of the Council's services and the interests of the public are paramount.

15.6   Employees when they become a carer should register with their line manager and HR to use carer's leave. An employee could be a carer to more than one person at any one time eg a child and an elderly relative.

15.7   An employee registered with their line manager and HR as a carer will be allowed to bank up to a maximum of two weeks of their weekly contracted hours for time off in lieu to be used in either emergencies or planned hospital visits for the person they are caring for.

15.8   Any carer's leave will be recorded on a carer's leave card and must be monitored and authorised by the line manager prior to reclaiming the leave.

15.9   Once an employee has used their two weeks carer's leave, one further week can be banked. However, an employee can only be allowed to take a maximum of three weeks carer's leave in any twelve-month period. This can be extended at the discretion of the Director.

15.10 The number of hours banked can be carried over from one leave year to another subject to the maximum above.

15.11 Employees who are registered carer's and are also eligible for flexi time will still be allowed to build up flexi time in addition to their carer's leave.

15.12 Employees must not work less than their contracted weekly hours including credits in respect of sickness, annual leave, carer's leave, bank and statutory holidays and other authorised credits.

15.13 On leaving the employment of the Council, the employee will, during the period of notice, work the contracted hours for the period of notice in question, decreased by the amount of any carer's leave outstanding at the beginning of the notice period, or be paid for the outstanding carer's leave at the discretion

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of the Director. Carer's leave when claimed will only be paid at plain time.

15.14 Employees who abuse the carer's leave by taking the leave for other than the reasons stated above will be returned to their normal working pattern and may be liable to disciplinary action.

16. SPECIAL LEAVE

See Appendix B for guidance

16.1 This covers:
  - Blood Donation
  - Bone Marrow Donation, Organ and Tissue Donation
  - Blind and Partially Sighted Employees
  - Miscarriage or Still Birth
  - Dependency & Emergency Leave

17. PLANNED PARENTAL LEAVE

See Appendix B for guidance

17.1 This covers:
  - Antenatal Care
  - Maternity Leave
  - Adoption Leave
  - Paternity Leave
  - Parental Support Leave
  - Parental Leave

18. RELIGIOUS OBSERVANCE

18.1 Employers are not required to provide time and facilities for religious or belief observation in the workplace. However, it is good practice to accommodate wherever practicable requests related to religious or belief observations. North Warwickshire Borough Council has an established procedure for booking leave, which all staff are aware of. Discussion and flexibility between staff and managers usually results in a mutually acceptable outcome that balances the need of the individual, the business and other employees. All requests will be considered sympathetically and where it is reasonable and practical for the employee to be away from work, and they have sufficient holiday entitlement in hand, the request will be granted.

19. PUBLIC DUTIES:

See Appendix B for guidance

19.1 This covers:
  - Witness at Court or Tribunal
  - Member of a local authority, a police authority, any statutory tribunal, a health authority, a primary care trust, or a governing body
  - Jury Service
  - Magisterial and Justice of the Peace Duties
  - Election Duties
  - Services Leave
  - Reservist Mobilisation

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20.   MISCELLANEOUS

See Appendix B for guidance
20.1   This covers:
- Examination and Study Leave
- Sickness Absence
- Unpaid Leave
- Time off in lieu
- Unauthorised Leave

21.   MONITORING AND REVIEW OF POLICY

21.1   The provisions of this policy will be subject to regular review and as required by changes in legislation and guidance. The first review will be in January 2011when the next review date will be set. The Human Resource Section will monitor the policy.

22.   COMMUNICATION AND TRAINING

22.2   The provisions of this policy and any updates will be communicated to all employees of the Council.

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TRANSSEXUALS AND GENDER REASSIGNMENT

1. Transsexual people are those who decide to adopt the opposite gender to that assigned at birth because they do not feel that their gender identity matches that assigned to them. Gender reassignment is the process of changing to the new gender identity. This may involve surgical treatment but some transsexual people will not undergo surgery for personal reasons, such as age, health or finance. The process of gender reassignment will normally involve a period of at least one year when the transsexual person must live and work in the gender to which he/she is reassigning (the 'real life test') and undergo hormone treatment. If the person decides to undergo surgery, this will follow the real life test.

2. North Warwickshire Borough Council is committed to ensuring that transsexual people are treated with respect and that it does not discriminate unlawfully. This commitment is an important aspect of its overall commitment to providing equal opportunities in employment.

3. North Warwickshire Borough Council will put this commitment into practice and will help, transsexual people and other employees to deal with any practical issues that may arise. This should also ensure that employees do not commit unlawful acts of discrimination.

4. 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. An employee who discriminates against another employee on grounds of gender reassignment may be held liable for unlawful discrimination and be required to pay compensation as well as, or instead of, the employer. The Council has a Dignity at Work Policy, which any employee alleged to have discriminated against another employee would be investigated under. If it was found that there was a case to answer this could lead to a disciplinary hearing.

5. The employee should discuss with the line manager and HR what time off is likely to be required and when, if known. The employee may require time off for medical or other treatment. Time off for these purposes should be treated no less favourably than time off for illness or other medical appointments. The employee may also need time off for additional appointments, such as electrolysis. Where possible flexible working will be used to accommodate these appointments. Where this is not possible holiday or unpaid leave should be taken for these purposes. Some employees may wish to take a period of leave before returning to work in their new gender. This will need to be agreed whether this is to be part of the employee's normal annual leave entitlement or unpaid leave.

6. HR in consultation with the employee will appoint a person who will be the transsexual employee's principal contact in relation to the transition and who will manage the transition from North Warwickshire Borough Council's perspective. This would be a member of the HR team and/or the welfare representative from the trade union. This contact person should meet with the transsexual employee at an early stage and agree the process for managing

the transition. This should then be recorded as a written action plan. With the employee's consent HR will arrange consultation with Occupational Health to help with agreeing an action plan.

7. The contact person and the transsexual employee should set out in writing a plan for managing the transition at work. This plan and any notes from the meeting should be kept strictly confidential in the employee's personnel file. Matters to be addressed in the plan may include:
   - whether the employee is to remain in the same job or be redeployed;
   - time off;
   - timing of change of social gender and information to be provided;
   - dress codes;
   - use of single-sex facilities;
   - insurance and pension; and
   - records and confidentiality.

8. Any information provided to the line manager will be maintained in strict confidence. The reason for the employee's absence will be disclosed only on a 'need-to-know' basis and in consultation with the employee.

9. The employee may give the North Warwickshire Borough Council his/her consent to disclose the reason for the absence to colleagues.

10. Where the reason for the absence is disclosed to colleagues, North Warwickshire Borough Council will ensure that the employee, on his/her return to work, is treated with sensitivity and dignity, in accordance with the North Warwickshire Borough Council's dignity at work policy.   Inappropriate jokes or comments about the employee's surgery will be dealt with under the North Warwickshire Borough Council's Dignity at Work Policy.

11. Where the outcome of the surgery is unexpected and the employee suffers an injury, North Warwickshire Borough Council's sick pay will apply, following receipt of the relevant sickness certificate.

NORTH WARWICKSHIRE BOROUGH COUNCIL   REFERENCE GUIDE TO LEAVE

TYPE/REQUIREMENT OF LEAVE	AMOUNT OF LEAVE	APPROVAL PROCESS	COMMENTS
Flexi Time/Flexible Working	Leave will be granted in line with the this policy	Line Manager to Approve	
Medical, Dental and Hospital Appointments	Routine appointments should, where possible, be made outside of normal working hours. Where possible flexi time should be used. In circumstances where the employee cannot work within the rules of the flexi/flexible working policy, the line manager must authorise their time off and agree the time to be paid to attend the appointment. Employees must give as much notice as possible of appointments. Part 2, 7.7, green book - Paid time off will be granted for the purpose of cancer screening	Line Manager to approve	Where an appointment results in treatment or the issue of a sick note this will be covered by the Managing Attendance Policy Eg a blood test at a hospital for an employee who can't work flexibly, the employee would need to agree the paid time off with their manager
Annual Leave/Bank Holidays	Leave will be given in line with this policy	Line Manager to approve	
Compassionate Leave	Leave will be given in line with this policy	Line Manager to approve	
Inclement Weather	Leave will be given in line with this policy	Line Manager to approve	
Interviews	Leave will be given in line with this policy	Line Manager to approve	
Infertility Treatment	Leave will be given in line with this policy	Line Manager to approve	

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TYPE/REQUIREMENT OF LEAVE	AMOUNT OF LEAVE	APPROVAL PROCESS	COMMENTS
Transsexual & Gender Reassignment	Leave will be given in line with this policy	Line Manager to approve	
Cosmetic Surgery	Leave will be given in line with this policy	Line Manager to approve	
Other Elective Surgery	Leave will be given in line with this policy	Line Manager to approve	
Carer's Leave	Leave will be given in line with this policy	Line Manager to approve	
Special Leave: ▪ Blood Donation ▪ Bone Marrow Donation, Orqan and Tissue Donation ▪ Blind an partially Sighted Employees • Miscarriage or Still Birth (prior to 24th week of pregnancy • Dependency and Emergency Leave	Paid leave for up to 4 sessions in a rolling year, a maximum of 1 hour per session Paid leave for up to 5 days in a rolling year Necessary paid time off to attend the training of a new guide dog Paid leave for up to 5 days in any one request dependent on the individual's needs and in addition to any sickness absence taken These are given in line with statute. (unpaid leave. Number of days granted will be dependant on the circumstances)	Line Manager to approve Line Manager to approve Line Manager to approve Line Manager to approve	If the procedure results in unanticipated complications this will be covered by the Attendance Management Policy Miscarriage or Still Birth after the 24th week of pregnancy is covered in maternity and paternity leave Please consult with HR. Employees may if they wish and with agreement make their time up

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TYPE/REQUIREMENT OF LEAVE	AMOUNT OF LEAVE	APPROVAL PROCESS	COMMENTS
Planned Parental Leave: • Antenatal Care • Maternity Leave • Adoption Leave • Paternity Leave • Parental Support Leave • Parental Leave	These are given in line with statute and the Council's policies		Please consult with HR
Religious Observance	Where appropriate, Annual Leave should be taken for religious holidays or festivals. Time required for the purpose of observing prayer times will be given consideration, but shall be in the employees own time.	Line Manager to approve Assistant Director to approve following referral from line manager	
Public Duties: ▪ Called to be a witness at court or tribunal ▪ Called to Jury Service **Public Duties continued:**	Paid Leave up to 5 days in a rolling year Leave is given as required and employee claims salary allowance from the court. Payment is evidenced and this is then deducted from employee's salary	Line Manager to approve	Consult with HR

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▪ Maqisterial and Justice of the Peace Duties ▪ Election Duties ▪ Services Leave ▪ Reservist Mobilisation A Member of ▪ A local authority ▪ A police authority ▪ Any statutory tribunal ▪ A health authority ▪ A primary care trust ▪ A governing body of an educational establishment	Paid leave for up to 10 days in a rolling year Necessary Paid Leave Non Regular Forces - Paid leave for up to 10 days for Annual Instruction. Civil Defence - Paid leave for up to 5 days for Annual Instruction. Requests for Voluntary Mobilisation and call-ups for Compulsory Mobilisation will be given consideration. Paid leave for up to 5 days in total in a rolling year	Line Manager to approve Assistant Director to approve Assistant Director to approve	Where the Public Body is not mentioned, the Assistant Director/Head of Service will consult with HR
Examination and study leave	Leave will be granted in line with the Council's Training Policy	Line Manager to approve	
Sickness Absence	Refer to Attendance Management Policy		Consult with HR
Unpaid Leave	All requests for leave without pay will be given consideration	Assistant Director to approve	To ensure consistency across the Authority please consult with HR before making a decision

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TYPE/REQUIREMENT OF LEAVE	AMOUNT OF LEAVE	APPROVAL PROCESS	COMMENTS
Time off in lieu	These are hours that are in excess of the 16 hours flexi time allowed in a period. This may be accrued in special circumstances to meet a business need. This has to be agreed in advance of the accrual.	Line Manager to approve	As this is compensatory time off for additional hours worked it should be taken within 3 months. Where there is a business reason eg the busy period is not over this may be extended to 6 months. The time off is booked in the same way as annual leave. It can be carried from one leave year to the next if it meets the 3 month rule
Unauthorised Leave	Any unauthorised leave shall be without pay and will be considered a breach of contract, which may result in disciplinary action.		Consult with HR